



# Capital Improvement Program

*Proposed Five-Year Plan, 2027–2031*

FISCAL YEAR 2027 BUDGET

**\$7,287,914**

2027 CAPITAL REQUEST

**\$21,339,667**

FIVE-YEAR PLAN TOTAL

**30**

PROJECTS, FIVE  
DEPARTMENTS

**55%**

OF 2027 FUNDED BY  
GRANTS

## BOARD OF COMMISSIONERS

President Andrew Donnell  
Vice President Tonya L. Campbell  
Commissioner Gregory A. Miller  
Commissioner Mark Ferrero  
Commissioner Lisha L. Rowe

## TOWNSHIP ADMINISTRATION

Terrence James, Township Manager  
Kathleen George, Finance Administrator

## PREPARED BY

Finance Department  
Presented to the Board of Commissioners

DRAFT

# Transmittal Memorandum



## CUMRU TOWNSHIP

Finance Department

## MEMORANDUM

**TO:** Board of Commissioners  
**THRU:** Terrence W. James, Township Manager  
**FROM:** Kathleen George, Finance Administrator  
**DATE:** October 28, 2026  
**RE:** Proposed Capital Improvement Program – Fiscal Year 2027 and Five-Year Plan 2027–2031

Dear Members of the Board:

I am pleased to submit a draft proposal of the Capital Improvement Program (CIP) for fiscal year 2027, together with the five-year plan through 2031. The CIP identifies the equipment, infrastructure and planning investments each department has requested, the year in which each is expected to occur, and how each would be paid for.

The program requests \$7,287,914 in 2027 and \$21,339,667 over the five years 2027–2031. The tables below summarize the request by department and show how the 2027 program would be funded.

### REQUESTS BY DEPARTMENT

| Department                       | 2027               | % of 2027   | 2027–2031           |
|----------------------------------|--------------------|-------------|---------------------|
| Public Works – Highway / Streets | \$592,511          | 8.1%        | \$2,647,511         |
| Public Works – Sewer             | \$3,900,000        | 53.5%       | \$10,850,250        |
| Police                           | \$187,308          | 2.6%        | \$583,144           |
| Fire                             | \$540,990          | 7.4%        | \$1,928,707         |
| Administration                   | \$2,017,105        | 27.7%       | \$5,280,055         |
| Recreation                       | \$50,000           | 0.7%        | \$50,000            |
| <b>Total</b>                     | <b>\$7,287,914</b> | <b>100%</b> | <b>\$21,339,667</b> |

### HOW THE 2027 PROGRAM IS FUNDED

| Funding source               | 2027               | Share       |
|------------------------------|--------------------|-------------|
| Federal grants               | \$2,685,470        | 36.8%       |
| State grants                 | \$1,345,779        | 18.5%       |
| Sewer Fund                   | \$1,650,000        | 22.6%       |
| General Revenue              | \$1,128,016        | 15.5%       |
| Liquid Fuels                 | \$310,000          | 4.3%        |
| Borrowing                    | \$116,877          | 1.6%        |
| Other (solar lease-purchase) | \$51,772           | 0.7%        |
| <b>Total</b>                 | <b>\$7,287,914</b> | <b>100%</b> |

State and federal grants are expected to fund \$4,031,249, or 55%, of the 2027 program. The remainder comes from the Sewer Fund (\$1,650,000), General Revenue (\$1,128,016), Liquid Fuels (\$310,000) and other sources (\$51,772). Borrowing of \$116,877 is proposed.

## **PROGRAM HIGHLIGHTS**

- Angelica Interceptor – \$2,950,000 in 2027 (\$8,070,250 over the plan period), funded largely by a federal Community Project grant, for three pumping stations and a new sewer interceptor.
- Roads – \$592,511 in 2027 for the focus-roads paving program and hot patching, paid from Liquid Fuels and a state grant.
- Sewer rehabilitation – \$950,000 in 2027 from the Sewer Fund for the Fayne Street structural lining, the ongoing grouting and patching program, and stabilization of the Angelica Creek streambank that protects the sewer interceptor.
- Public safety – \$676,526 in 2027 for Police and Fire, including the county-wide radio replacement (\$86,142 per year for both departments) and the fire engine lease (\$173,059 per year), and turnout gear, thermal imaging cameras and gas meters through two awarded FEMA Assistance to Firefighters regional grants (\$149,017, 90% federally funded).
- Administration and technology – \$87,700 in 2027 for the ERP financial software replacement, \$35,000 for records scanning and digitizing, and \$8,650 for the Township web site.
- Economic development and planning – \$1,650,000 in 2027 for the Lancaster Pike Master Plan, the Redevelopment Authority Capital Program and the EPA Brownfields assessment, all shown as grant funded.

## **POINTS FOR THE BOARD'S CONSIDERATION**

- Grant dependence. A large share of the program relies on grant applications. Grant-funded projects should move forward only as awards are confirmed; otherwise they would be deferred or brought back to the Board with an alternative funding source.
- Recurring commitments. The engine lease, the body camera agreement, the radio replacement and the proposed solar energy lease-purchase (annual payments through 2037) are multi-year obligations that carry into future budgets.
- Out-year estimates. Amounts for 2028–2031 are planning figures and will be updated each year as costs and priorities are refined.

I respectfully ask the Board to review the proposed program and provide direction so the 2027 capital requests can be incorporated into the 2027 budget. The Capital Summary and the department Capital Sheets that follow provide the description, estimated cost and financing for every project. I am glad to answer any questions.

# Project Requests by Year

| Department / Project                              | Prior Authority | 2026           | 2027             | 2028             | 2029             | 2030             | 2031             | Five-Year Total 2027–2031 |
|---------------------------------------------------|-----------------|----------------|------------------|------------------|------------------|------------------|------------------|---------------------------|
| <b>Public Works – Highway / Streets</b>           |                 |                |                  |                  |                  |                  |                  |                           |
| Focus Roads Paving Program                        | –               | –              | 552,511          | 385,000          | 440,000          | 500,000          | 550,000          | 2,427,511                 |
| Hot Patching                                      | –               | –              | 40,000           | 40,000           | 45,000           | 45,000           | 50,000           | 220,000                   |
| <b>Subtotal, Public Works – Highway / Streets</b> | <b>–</b>        | <b>–</b>       | <b>592,511</b>   | <b>425,000</b>   | <b>485,000</b>   | <b>545,000</b>   | <b>600,000</b>   | <b>2,647,511</b>          |
| <b>Public Works – Sewer</b>                       |                 |                |                  |                  |                  |                  |                  |                           |
| Fayne Street Sewer Structural Lining              | –               | –              | 150,000          | 430,000          | –                | –                | –                | 580,000                   |
| Sewer Grouting & Internal Patching                | –               | –              | 350,000          | 350,000          | 350,000          | 350,000          | 350,000          | 1,750,000                 |
| Angelica Interceptor                              | 500,000         | –              | 2,950,000        | 2,888,051        | 2,232,199        | –                | –                | 8,070,250                 |
| Angelica Creek Sewer Bank Stabilization           | –               | –              | 450,000          | –                | –                | –                | –                | 450,000                   |
| <b>Subtotal, Public Works – Sewer</b>             | <b>500,000</b>  | <b>–</b>       | <b>3,900,000</b> | <b>3,668,051</b> | <b>2,582,199</b> | <b>350,000</b>   | <b>350,000</b>   | <b>10,850,250</b>         |
| <b>Police</b>                                     |                 |                |                  |                  |                  |                  |                  |                           |
| Body Cameras                                      | –               | 37,918         | 37,918           | 37,918           | 37,918           | –                | –                | 113,754                   |
| Patrol Vehicle                                    | –               | 65,000         | 70,420           | 69,000           | 71,000           | 73,000           | –                | 283,420                   |
| Tasers                                            | –               | 19,708         | –                | –                | –                | 20,000           | –                | 20,000                    |
| Replacement Radios                                | –               | –              | 29,000           | 29,000           | 29,000           | 29,000           | –                | 116,000                   |
| Fitness Room Equipment                            | –               | –              | 14,000           | –                | –                | –                | –                | 14,000                    |
| Portable Truck Scales                             | –               | –              | 35,970           | –                | –                | –                | –                | 35,970                    |
| <b>Subtotal, Police</b>                           | <b>–</b>        | <b>122,626</b> | <b>187,308</b>   | <b>135,918</b>   | <b>137,918</b>   | <b>122,000</b>   | <b>–</b>         | <b>583,144</b>            |
| <b>Fire</b>                                       |                 |                |                  |                  |                  |                  |                  |                           |
| Replacement Radios                                | –               | –              | 57,142           | 57,142           | 57,142           | 57,142           | 57,142           | 285,710                   |
| Fire House Furnishings                            | –               | –              | 70,000           | –                | –                | –                | –                | 70,000                    |
| Apparatus Bay Fans                                | –               | –              | 25,000           | –                | –                | –                | –                | 25,000                    |
| Floor Machine                                     | –               | –              | 15,000           | –                | –                | –                | –                | 15,000                    |
| Engine Lease (2 engines, 10-yr replacement plan)  | 173,059         | 173,059        | 173,059          | 173,059          | 173,059          | 173,059          | –                | 692,236                   |
| AFG Regional Grant – Turnout Gear (host agency)   | –               | –              | 87,837           | –                | –                | –                | –                | 87,837                    |
| AFG Regional Grant – Thermal Imaging & Gas Meters | –               | –              | 61,180           | –                | –                | –                | –                | 61,180                    |
| Solar Energy System (lease-purchase)              | –               | –              | 51,772           | 473,490          | 54,207           | 55,482           | 56,793           | 691,745                   |
| <b>Subtotal, Fire</b>                             | <b>173,059</b>  | <b>173,059</b> | <b>540,990</b>   | <b>703,691</b>   | <b>284,408</b>   | <b>285,683</b>   | <b>113,935</b>   | <b>1,928,707</b>          |
| <b>Administration</b>                             |                 |                |                  |                  |                  |                  |                  |                           |
| Web Site Development                              | –               | 18,000         | 8,650            | 8,650            | 8,650            | 8,650            | –                | 34,600                    |
| Grant Consultant                                  | –               | 72,000         | 72,000           | –                | –                | –                | –                | 72,000                    |
| Lancaster Pike Master Plan (grant)                | –               | –              | 350,000          | –                | –                | –                | –                | 350,000                   |
| Redevelopment Authority Capital Program (grant)   | –               | 200,000        | 1,000,000        | 1,000,000        | 1,000,000        | 1,000,000        | –                | 4,000,000                 |
| EPA Brownfields Assessment (grant)                | –               | 100,000        | 300,000          | 100,000          | –                | –                | –                | 400,000                   |
| Records Management – Scanning & Digitizing        | –               | –              | 35,000           | 35,000           | 35,000           | –                | –                | 105,000                   |
| ERP Financial Software                            | –               | –              | 87,700           | 33,500           | 33,500           | –                | –                | 154,700                   |
| Comprehensive Recreation Plan (grant + match)     | –               | –              | 163,755          | –                | –                | –                | –                | 163,755                   |
| <b>Subtotal, Administration</b>                   | <b>–</b>        | <b>390,000</b> | <b>2,017,105</b> | <b>1,177,150</b> | <b>1,077,150</b> | <b>1,008,650</b> | <b>–</b>         | <b>5,280,055</b>          |
| <b>Recreation</b>                                 |                 |                |                  |                  |                  |                  |                  |                           |
| DCNR Community Conservation Plan                  | –               | 50,000         | 50,000           | –                | –                | –                | –                | 50,000                    |
| Playground Plan                                   | –               | 28,750         | –                | –                | –                | –                | –                | –                         |
| <b>Subtotal, Recreation</b>                       | <b>–</b>        | <b>78,750</b>  | <b>50,000</b>    | <b>–</b>         | <b>–</b>         | <b>–</b>         | <b>–</b>         | <b>50,000</b>             |
| <b>Grand Total</b>                                | <b>673,059</b>  | <b>764,435</b> | <b>7,287,914</b> | <b>6,109,810</b> | <b>4,566,675</b> | <b>2,311,333</b> | <b>1,063,935</b> | <b>21,339,667</b>         |

2027 is the budget year; 2028–2031 are planning figures. Prior Authority and 2026 amounts are shown for context and are not part of the five-year total. Whole dollars.

## 2027 Funding Sources by Project

| Department / Project                              | General Revenue  | Borrowing      | Liquid Fuels   | State Grant      | Federal Grant    | Sewer Fund       | Other         | Total 2027       |
|---------------------------------------------------|------------------|----------------|----------------|------------------|------------------|------------------|---------------|------------------|
| <b>Public Works – Highway / Streets</b>           |                  |                |                |                  |                  |                  |               |                  |
| Focus Roads Paving Program                        | –                | –              | 270,000        | 282,511          | –                | –                | –             | 552,511          |
| Hot Patching                                      | –                | –              | 40,000         | –                | –                | –                | –             | 40,000           |
| <b>Subtotal, Public Works – Highway / Streets</b> | <b>–</b>         | <b>–</b>       | <b>310,000</b> | <b>282,511</b>   | <b>–</b>         | <b>–</b>         | <b>–</b>      | <b>592,511</b>   |
| <b>Public Works – Sewer</b>                       |                  |                |                |                  |                  |                  |               |                  |
| Fayne Street Sewer Structural Lining              | –                | –              | –              | –                | –                | 150,000          | –             | 150,000          |
| Sewer Grouting & Internal Patching                | –                | –              | –              | –                | –                | 350,000          | –             | 350,000          |
| Angelica Interceptor                              | –                | –              | –              | –                | 2,250,000        | 700,000          | –             | 2,950,000        |
| Angelica Creek Sewer Bank Stabilization           | –                | –              | –              | –                | –                | 450,000          | –             | 450,000          |
| <b>Subtotal, Public Works – Sewer</b>             | <b>–</b>         | <b>–</b>       | <b>–</b>       | <b>–</b>         | <b>2,250,000</b> | <b>1,650,000</b> | <b>–</b>      | <b>3,900,000</b> |
| <b>Police</b>                                     |                  |                |                |                  |                  |                  |               |                  |
| Body Cameras                                      | 37,918           | –              | –              | –                | –                | –                | –             | 37,918           |
| Patrol Vehicle                                    | –                | –              | –              | 70,420           | –                | –                | –             | 70,420           |
| Tasers                                            | –                | –              | –              | –                | –                | –                | –             | –                |
| Replacement Radios                                | 29,000           | –              | –              | –                | –                | –                | –             | 29,000           |
| Fitness Room Equipment                            | 14,000           | –              | –              | –                | –                | –                | –             | 14,000           |
| Portable Truck Scales                             | –                | –              | –              | 35,970           | –                | –                | –             | 35,970           |
| <b>Subtotal, Police</b>                           | <b>80,918</b>    | <b>–</b>       | <b>–</b>       | <b>106,390</b>   | <b>–</b>         | <b>–</b>         | <b>–</b>      | <b>187,308</b>   |
| <b>Fire</b>                                       |                  |                |                |                  |                  |                  |               |                  |
| Replacement Radios                                | 57,142           | –              | –              | –                | –                | –                | –             | 57,142           |
| Fire House Furnishings                            | 70,000           | –              | –              | –                | –                | –                | –             | 70,000           |
| Apparatus Bay Fans                                | 25,000           | –              | –              | –                | –                | –                | –             | 25,000           |
| Floor Machine                                     | 15,000           | –              | –              | –                | –                | –                | –             | 15,000           |
| Engine Lease (2 engines, 10-yr replacement plan)  | 173,059          | –              | –              | –                | –                | –                | –             | 173,059          |
| AFG Regional Grant – Turnout Gear (host agency)   | 7,985            | –              | –              | –                | 79,852           | –                | –             | 87,837           |
| AFG Regional Grant – Thermal Imaging & Gas Meters | 5,562            | –              | –              | –                | 55,618           | –                | –             | 61,180           |
| Solar Energy System (lease-purchase)              | –                | –              | –              | –                | –                | –                | 51,772        | 51,772           |
| <b>Subtotal, Fire</b>                             | <b>353,748</b>   | <b>–</b>       | <b>–</b>       | <b>–</b>         | <b>135,470</b>   | <b>–</b>         | <b>51,772</b> | <b>540,990</b>   |
| <b>Administration</b>                             |                  |                |                |                  |                  |                  |               |                  |
| Web Site Development                              | 8,650            | –              | –              | –                | –                | –                | –             | 8,650            |
| Grant Consultant                                  | 72,000           | –              | –              | –                | –                | –                | –             | 72,000           |
| Lancaster Pike Master Plan (grant)                | –                | –              | –              | 350,000          | –                | –                | –             | 350,000          |
| Redevelopment Authority Capital Program (grant)   | 500,000          | –              | –              | 500,000          | –                | –                | –             | 1,000,000        |
| EPA Brownfields Assessment (grant)                | –                | –              | –              | –                | 300,000          | –                | –             | 300,000          |
| Records Management – Scanning & Digitizing        | –                | 35,000         | –              | –                | –                | –                | –             | 35,000           |
| ERP Financial Software                            | 87,700           | –              | –              | –                | –                | –                | –             | 87,700           |
| Comprehensive Recreation Plan (grant + match)     | –                | 81,877         | –              | 81,878           | –                | –                | –             | 163,755          |
| <b>Subtotal, Administration</b>                   | <b>668,350</b>   | <b>116,877</b> | <b>–</b>       | <b>931,878</b>   | <b>300,000</b>   | <b>–</b>         | <b>–</b>      | <b>2,017,105</b> |
| <b>Recreation</b>                                 |                  |                |                |                  |                  |                  |               |                  |
| DCNR Community Conservation Plan                  | 25,000           | –              | –              | 25,000           | –                | –                | –             | 50,000           |
| Playground Plan                                   | –                | –              | –              | –                | –                | –                | –             | –                |
| <b>Subtotal, Recreation</b>                       | <b>25,000</b>    | <b>–</b>       | <b>–</b>       | <b>25,000</b>    | <b>–</b>         | <b>–</b>         | <b>–</b>      | <b>50,000</b>    |
| <b>Total Funding</b>                              | <b>1,128,016</b> | <b>116,877</b> | <b>310,000</b> | <b>1,345,779</b> | <b>2,685,470</b> | <b>1,650,000</b> | <b>51,772</b> | <b>7,287,914</b> |
| <i>Share of budget-year funding</i>               | <i>15.5%</i>     | <i>1.6%</i>    | <i>4.3%</i>    | <i>18.5%</i>     | <i>36.8%</i>     | <i>22.6%</i>     | <i>0.7%</i>   | <i>100.0%</i>    |

**Balance check.** 2027 requests in Section A total \$7,287,914; identified 2027 funding in Section B totals \$7,287,914. Difference: \$0 — In balance. Whole dollars.