

NEW SEWICKLEY TOWNSHIP BEAVER COUNTY



STRATEGIC MANAGEMENT PLANNING PROGRAM

STEP 4 – MULTI-YEAR PLAN

STEP 5 – MULTI-YEAR IMPLEMENTATION

Prepared for: New Sewickley Township

Supervisors

Grass Root Solutions

June 20, 2023

ACKNOWLEDGEMENTS

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Elected Officials

Greg Happ	Chairman
Doug Martin	Vice-Chairman
Fritz Retsch	Supervisor
Mike Phipps	Supervisor
Martin Bonzo	Supervisor

Staff

Ron Leindecker	Township Manager
Lawrie Borgman	Township Secretary
Nicole Liston	Township Treasurer
Greg Carney	Police Chief
Ron Kraus	Road Foreman

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GRS Team

Deborah Grass	Project Manager
Tricia Levander	Financial and Budget Analyst
Jason Dailey	Operations Consultant (Public Works, Sewer, Code Enforcement, Parks, Technology)
Robert Johnson	Police Consultant

DCED

Bethany Williams, Local Government Policy Specialist
Governor's Center for Local Government Services, Department of Community and Economic Development (DCED)

Introduction

In Step 3 of the STMP, the management review of the departments identified the structure, staffing, and operational improvements that are recommended for support of a streamlined, more effective organization that will be strong and flexible enough to meet the challenges of modern government and the increasing demand for public services. These recommendations focused on setting professional standards, modeling best practices, streamlining staff, and adopting a regional approach for the delivery of services.

The STMP guidelines state that Step 4 should be structured to identify the Township's top five financial and management priorities. Additional prioritization is to be conducted at the departmental level. Interdepartmental objectives that are Township-wide or county-wide in nature are to be detailed in the Plan. The STMP guidelines require that each objective is to contain a detailed action plan that describes (1) what is to be achieved, (2) the budgetary impact, (3) the timing and deadlines for each action step, and (4) which employee or agency has the primary responsibility for the objective.

Goals and Action Items

Based on the information derived from the financial analysis and management reviews and discussions with officials and staff, the consultant team is recommending a Plan that includes action steps and sets deadlines for activities necessary for the Township's fiscal and organizational health. The Plan focuses on revenue growth strategies, expenditure reductions from service-delivery efficiencies, adoption of best practices, and intergovernmental cooperation strategies.

The Plan identifies five priorities for the Township and a set of action steps within each priority. This Step 4 should be read in conjunction with the recommendations that are included in other sections of the Plan. For each priority, Step 4 includes (1) critical success factors, (2) action steps, (3) the person or department responsible for each action step, (4) the timelines for the action steps, and (5) the probable financial impact of achieving each goal.

Implementing these recommendations will take significant effort by Township officials and staff. Many of the recommendations and goals will challenge the traditional notions and practices that the Township has adopted over time, but many of the current practices are ineffective and are no longer useful for cultivating and supporting a modern and effective local government organization.

As a result of the review, analysis, and synthesis of material and information from Steps 1 through 3 of the Plan, and after discussions with management staff and Supervisors about the goals of the Plan, the following priority goals for the Township have been identified.



STEP 4 – MULTI-YEAR PLAN STRATEGY

TOP FIVE PRIORITY GOALS

GOAL 1: THE TOWNSHIP HAS A SOLID AND SELF-SUSTAINING REVENUE BASE.

GOAL 2: THE TOWNSHIP WILL UPDATE ITS TECHNOLOGY IN ALL DEPARTMENTS.

GOAL 3: THE TOWNSHIP WILL FOCUS ON AND SUPPORT “SMART DEVELOPMENT” BY UPDATING ALL LAND USE REGULATIONS TO ENCOURAGE SUSTAINABLE DEVELOPMENT.

GOAL 4: THE TOWNSHIP WILL CONTINUE TO FOCUS ON RECREATION OPPORTUNITIES, PROGRAMMING, AND COMMUNITY EVENTS.

GOAL 5: THE TOWNSHIP WILL DEVELOP A CAPITAL IMPROVEMENT PLAN THAT INCLUDES PAVEMENT MANAGEMENT AND FACILITY IMPROVEMENTS SUPPORTED BY FUNDING STRATEGIES.

HISTORY AND PROJECTIONS – REVENUE AND EXPENDITURES 2016-2026

The Township has added to its fund balance in every year since 2016. The audited fund balance increased to a high of \$867,721 in 2021 and was expected to increase in 2022. But, without the federal funds in 2020, 2021 and 2022, revenues would have been relatively flat. Overall, it is assumed that the expenditures will increase at approximately 2.5% per year. Unfortunately, the revenue is projected to increase at a rate of only 1.8%. As a result, by 2023, it is projected that the revenues will be insufficient to support expenditures and will show a slight shortfall. The difference in excess revenue over expenditures in each year after 2023 is negative and is projected to show a structural deficit from 2023 through 2026. The gap between revenue and expenditures will reduce the fund balance each year until the reserve funds are completely exhausted.

YEAR	BEGINNING BALANCE	REVENUE	EXPENDITURES	DIFFERENCE	ENDING BALANCE	COMMENTS
2016	301,997	3,375,256	3,607,780	(232,524)	85,482	Audited
2017	85,482	3,446,815	3,429,157	17,658	103,140	Audited
2018	103,140	3,462,615	3,378,216	84,399	618,056	Balance Restated
2019	618,056	3,730,142	3,664,994	65,148	683,204	Audited
2020	683,204	3,913,812	3,831,643	82,169	765,373	Audited
2021	765,373	3,997,246	3,894,898	102,348	867,721	Actual
2022	867,721	4,132,941	3,748,618	384,323	1,252,044	Actual
2023	1,252,044	3,850,357	3,899,325	(48,968)	1,203,076	Projected
2024	1,203,076	3,791,600	3,965,471	(173,871)	1,029,205	Projected
2025	1,029,205	3,844,039	4,085,007	(240,968)	788,237	Projected
2026	788,237	3,897,548	4,252,065	(354,517)	433,720	Projected

GOAL 1: THE TOWNSHIP HAS A SOLID AND SELF-SUSTAINING REVENUE BASE.

REAL ESTATE TAX

- The current millage rate is 11 for general purposes and 2 mills to support fire services.*
- The Township's current real estate tax collection rate is about 97% which is an excellent collection rate.
- The Township collects about \$102,000 on 1 mill of tax.
- Currently, the Township is assessed at only 21.5% of the actual market value.
- Beaver County will release new assessed values in 2023 that should allow the Township to reduce its millage rate.
- The Township relies on the county Tax Claim Bureau to collect its delinquent real estate tax.
- The Township should continue to work to increase the values of both residential and commercial property to ensure that future years will reflect higher market values and subsequent increases in assessed values. Aggressive code enforcement activities and attention to neighborhood amenities will help to improve property values and increase assessments so that millage rates can remain low. The Township should consider a commitment of personnel and resources for code enforcement to achieve preservation of housing stock and strong neighborhoods.

ACT 511 TAXES

The rates for EIT, LST, and Deed Transfer tax are established at specific levels under Act 511 and New Sewickley is at its taxing limits for those taxes. To maximize the ability to collect all taxes, the following conditions are noted:

- About 9.3% of the residents are below the poverty level.
- About 15% of housing units are rental units. The Township should adopt an annual rental registration. This keeps the Township records updated for EIT collection purposes as well as for public safety and code enforcement.
- About 6% of the housing units are vacant. The Township should track its vacant properties and ensure that owners are responsible for the maintenance and upkeep.
- The Township should cross-check its EIT list with sewer, water, and garbage lists to make sure that all residents' information is shared with all tax collectors.
- The Township could levy a flat tax of \$100 for each business in the Township under Act 511.

*The maximum general purpose millage rate for Second Class Townships is 14 mills.

GOAL 1: THE TOWNSHIP HAS A SOLID AND SELF-SUSTAINING REVENUE BASE.

GOVERNMENTAL FUND ACCOUNTING SOFTWARE - Fund accounting is an accounting system for recording assets, liabilities, revenue and expenditures in separate funds as required by governmental standards. QuickBooks®, which is currently used by the Township is a small business solution that is not designed for governmental accounting - especially for municipalities with multi-million budgets and multiple funds that include dozens of accounting transactions. An updated financial management system will provide a level of comfort and confidence for the Township's financial decisions.

FISCAL PROCEDURE ORDINANCE FOR ALL TOWNSHIP FINANCIAL PROCESSES - There are currently no written operating procedures for finance. Because of the limited staff and possible turnover in key positions, the lack of written procedures can lead to confusion and errors.

MECHANICAL DEVICES - The Township could increase its fee for mechanical devices to \$750 for all games of chance which is consistent with other communities in the region. Enforcement can be with code enforcement or police.

BUILDING PERMIT APPLICATION AND FEE SCHEDULE - The Township's third-party inspector charges fees for the review and inspection costs associated with the permits. The Township has established an application fee that is currently not covering the costs of the inspector or the Township to manage the permitting process. The fee schedule should more accurately reflect the costs the Township and its use of third-party services.

JUNKYARD LICENSE FEE - The Township currently charges \$200 for the annual license of its salvage yards. These licenses are more commonly based on the size of the operation and are tiered. The Township should consider both an application fee of no less than \$50 and increasing its fee from \$200 to \$250 or \$300.

FEES AND CHARGES FOR SERVICES - The Township should develop a comprehensive fee resolution that is adopted each year during the budget process. The fee resolution should be reviewed to ensure that the fees are set to cover costs to provide services. (See Appendix B)

CABLE TV FRANCHISE FEES - The Township could consider contracting for an audit of its cable TV franchise revenue to ensure that the Township is receiving all revenue that is available through cable TV fees. This revenue source generates about \$125,000 per year and is decreasing due to streaming competition. An audit of cable TV revenue may reveal lost revenue that can be captured from past years.

GOAL 1: THE TOWNSHIP HAS A SOLID AND SELF-SUSTAINING REVENUE BASE.

DEGRADATION FEES - Municipalities are permitted to manage cuts in their streets with use of street opening permits. These permits assist the community in tracking who is doing what work on their roads and insuring they are being properly repaired. Townships are permitted to institute degradation fees that can be imposed on utility companies that may do routine or maintenance work within 5-10 years after a road has been resurfaced or treated. Fees are gradual and lessen over time.

AUTOMATED FUEL TRACKING SYSTEM - The Township does not currently have an automated fuel tracking system that tracks its usage by vehicle or employee. Gallons dispensed are documented on a paper log that is manually reviewed. A fuel tracking system would allow for both better management of the fuel delivery system, but also provide additional reporting by vehicle and user for maintenance and accountability of the fleet.

TRANSPORTATION IMPACT FEES - The Township is adjacent to Cranberry Township and is beginning to see substantial transportation improvements to a major state corridor. The Township has a low tax base and is in a County and School District that will both be attractive for developers to begin considering. A concern of the Supervisors is the burden of development on existing residents, related to utilities and transportation improvements that will be needed to Township intersections.



GOAL 1: THE TOWNSHIP HAS A SOLID AND SELF-SUSTAINING REVENUE BASE.

In order to meet this Goal, it will be necessary to:	
Action 1A	Ensure that all current taxes and fees are aggressively collected.
Action 1B	Provide financial management support, technical assistance, professional memberships, and training for the staff and officials for advanced financial management.
Action 1C	Upgrade financial reporting by installing governmental software and adopting a fiscal procedures ordinance.
Action 1D	Consider additional fees for street degradation and transportation impact.
Action 1E	Impose a business privilege flat tax levy of \$100 on all businesses.
Action 1F	Adopt a fiscal procedures ordinance that addresses all financial management activities.
Action 1G	Adopt a mechanical device fee in the amount of \$750 for all games of chance.
Action 1H	Increase fees for services regularly by adopting an annual Fee Resolution.

GOAL 2: THE TOWNSHIP WILL UPDATE ITS TECHNOLOGY IN ALL DEPARTMENTS.

HARDWARE REPLACEMENT SCHEDULE – The PCs in every department are beginning to age and slow down. As updates are rolled out, the machines will begin to slow down considerably. It is recommended that machines be replaced with no less than machines with i5 processors with 8GB RAM and 500GB SSD hardware. These upgrades should serve the Township well into the near future ensuring reliability and functionality for users.

ADMINISTRATIVE SERVER - The existing server for the Township's Administration is due to be replaced. It is currently used for domain control, Quickbooks backup and file sharing. Considering the Township is migrating to Office 365 that manages users and files in the cloud, the Township should consider migrating all stored files to the cloud under a general office account, and for all users to have their profiles for file management directed to the cloud. This migration would eliminate the need for this server to be replaced and costly maintenance costs.

ENTERPRISE PASSWORD MANAGER - The Township does not currently have a central password manager and all employees are left to their own policy for how they manage passwords for the various sites that they may access. The Township should invest in an Enterprise grade password manager software such as Last Pass where all employees would be required to store their passwords, but that would be owned by the Township. This provides the Township with a safe place for password storage and is one less item to worry about when an employee separates from the Township.

BATTERY BACKUP DEVICES - None of the computer workstations had battery backup devices connected. These devices help to keep computers safe during power drops and sags, while preserving work that may not have been saved by the employee. Each workstation should have a device installed that is sized to maintain consistent operation for at least 2 hours.

OFFICE PHONE SYSTEM - The Township's phone system and models are older and have less functionality than the newer phones on the market with larger displays and color screens making the usability of the phone easier and the functions more robust for the small office environment.

LEXIPOL FOR POLICE POLICIES AND PROCEDURES - The department should engage a policy and procedure company called Lexipol to assist them in updating the policies and procedures. Utilization of a service such as Lexipol will reduce those liabilities that are often encountered as the result of policies and procedures developed internally without professional review.

BALLISTIC SHIELDS - The department is currently in possession of two (2) ballistic shields which are approximately fifteen years old, these shields should be replaced. Manufacturers generally recommend that ballistic shields are replaced every 5 to 8 years.

GOAL 2: THE TOWNSHIP WILL UPDATE ITS TECHNOLOGY IN ALL DEPARTMENTS.

WEBSITE

The website needs a redesign that would make the site more usable by adding fillable forms, on-line payments, and interaction with the other social media accounts that the Township maintains. The Township's domain expires July 8, 2023.

MEETING ROOM AUDIO AND VISUAL CAPABILITIES

The Township hosts several meetings a month in its public meeting room. The audio and video capabilities of the room are in desperate need of updating for both in person meetings as well as virtual capabilities.

FIELD CAMERAS

There is a single traffic signal in the Township, however the Township covers a large geographic area. The Township should invest in video infrastructure throughout its main corridors. Fiber optics and wireless technology has advanced and become less expensive to install and maintain. Once installed, the Township should consider observation cameras and other video capture technology such as License Plate Recognition (LPR) cameras.

IT RISK CONTINGENCY PLAN

An Information Technology (IT) contingency plan is a course of action designed to help an organization respond effectively to a significant future incident, event or situation that may threaten or disable the organization's IT system. Contingency planning is a component of business continuity, disaster recovery and risk management.

CYBER-SECURITY PLAN

Ransomware is a form of malware that targets both human and technical weaknesses in organizations and individual networks in an effort to deny the users access to critical data and systems. In order to protect the Township's data and to prevent a ransomware event, a cyber-security plan should be developed, adopted, and implemented.

POLICIES AND PROCEDURES FOR TECHNOLOGY AND SOCIAL MEDIA USE

There are no administrative policies or procedures for employees relating to the use of computers or internet. In light of the more recent attacks on local government, the adoption and enforcement of policies to protect the infrastructure is paramount. This is the responsibility of the Supervisors to support and management's responsibility to create, and make sure that policy is being followed by users.

GOAL 2: THE TOWNSHIP WILL UPDATE ITS TECHNOLOGY IN ALL DEPARTMENTS.

In order to meet this Goal, it will be necessary to:

Action 2A	Continually update IT inventory and replacement plan for each department.
Action 2B	Upgrade hardware and software in every department based on the replacement plan.
Action 2C	Move files and storage to the cloud with password protected accounts.
Action 2D	Use double authentication for every user and every application.
Action 2E	Upgrade the telephone and communication systems to VOIP system.
Action 2F	Upgrade the community-wide cameras at select intersections and public places.
Action 2G	Upgrade all policies related to the use of technology and social media.
Action 2H	Upgrade the meeting room audio and visual quality and technology – ensure the ability to conduct hybrid meetings (in-person and virtual).
Action 2I	Continuously plan for and implement technology that increases public access to local government services – use the website for this purpose.

GOAL 3: THE TOWNSHIP WILL FOCUS ON AND SUPPORT “SMART DEVELOPMENT” BY UPDATING ALL LAND USE REGULATIONS TO ENCOURAGE SUSTAINABLE DEVELOPMENT.

REMOVE THE ZONING OFFICER FUNCTIONS FROM THE TOWNSHIP MANAGER - The Zoning Officer may be required to make decisions that are contrary to the will of the governing body. In a growing community like New Sewickley Township, where zoning challenges may soon become more common, the Zoning Officer should be separate from the Township Manager who should defend the Township Supervisors’ positions.

ZONING OFFICER DUTIES - The Township currently contracts with Pella Consulting to perform a portion of the zoning and code work. The Township should consider increasing this contract to include zoning officer services and increase fees to cover the costs of the outsourced service and administrative services in the Township office.

CODIFICATION OF ORDINANCES - The Township began an internal process of codifying its ordinances. General Code was previously retained to complete the codification and issued a legal review and analysis. This review needs to be confirmed and edited by management. Once completed, the ordinances of the Township should be included in the searchable online database and made available to staff, officials, and the public. <http://www.newsewickley.com/our-government/ordinances/>

COMMITTEE TO OVERSEE THE COMPREHENSIVE PLAN GOALS IMPLEMENTATION - The Comprehensive Plan has both long range and short-term goals that cover areas from recreation to communication improvements that benefit the Township. These goals require routine attention and support from the elected officials in order to be completed by staff. It would be advisable to establish a committee that meets routinely to tackle the recommendations included in the plan that was adopted by the Township.

GOAL 3: THE TOWNSHIP WILL FOCUS ON AND SUPPORT “SMART DEVELOPMENT” BY UPDATING ALL LAND USE REGULATIONS TO ENCOURAGE SUSTAINABLE DEVELOPMENT.

UPDATE THE TOWNSHIP’S ZONING ORDINANCE AND SUBDIVISION AND LAND DEVELOPMENT ORDINANCE (SALDO) - The Township has acres of undeveloped land that is ripe for development as sewer and water lines are installed. In order to attract the desired sustainable development in the appropriate areas of the Township, it is necessary to adopt the best land use regulations possible customized to the Township’s needs.

WEBSITE - The website needs a redesign that would make the site more usable for developers and private investment by adding fillable forms, on-line payments, and interaction with the other social media accounts that the Township maintains. Online permitting, inspections, and approvals are elements that are expected for doing business with the local government.

LAND MANAGEMENT SOFTWARE - The Township should purchase land management software designed to track all code enforcement, building permits, planning commission, and zoning hearing board activity. The software should have built in reporting capabilities that will standardize reports for staff and elected officials. Effective software should provide the ability for staff to monitor housing stock and vacant land status as well as interact and track the implementation of various parcel-based programs that may be initiated by the Township.



GOAL 3: THE TOWNSHIP WILL FOCUS ON AND SUPPORT “SMART DEVELOPMENT” BY UPDATING ALL LAND USE REGULATIONS TO ENCOURAGE DESIRABLE DEVELOPMENT.

In order to meet this Goal, it will be necessary to:	
Action 3A	Appoint a Zoning Officer separate from the Township Manager.
Action 3B	Purchase and install land management and work order software that includes tracking for: permits, licenses, work orders, vacant property, complaints, and requests for service.
Action 3C	Request grant funds for the development of an updated Zoning Ordinance and Subdivision and Land Development Ordinance (SALDO)
Action 3D	Update the website to provide user-friendly features such as fillable forms, searchable documents and web-based interaction for residents.
Action 3E	Complete the on-line codification process through General Code 360.
Action 3F	Adopt the most recent version of the International Property Maintenance Code – use the IPMC for code enforcement and condemnation of unsafe properties.

GOAL 4: THE TOWNSHIP WILL CONTINUE TO FOCUS ON RECREATION OPPORTUNITIES, PROGRAMMING, AND COMMUNITY EVENTS.

FOCUS ON PLAYGROUND SAFETY AND MAINTENANCE - The Township should establish a routine maintenance and inspection schedule for each week and month of the year. Maintenance and inspections should not only be performed in the busy summer months but also in the offseason. Public spaces are required to be safe and accessible to all members of the public. Unsafe playground equipment and walkways serve to erode a community asset and can lead to liability issues for the Township. Additional information on this program may be found at [Http://www.prps.org](http://www.prps.org) There are also third-party services available to perform playground inspections.

REDUCE LABOR INTENSIVE MAINTENANCE - There are opportunities to reduce the amount of time spent by staff on labor intensive activities like weed eating and mowing with a few changes to some of the facilities. To reduce the overall time and improve the visitor experience, install pads under benches or relocate them closer to walking paths allowing more efficient mowing operations to take place.

UPDATE THE PARKS AND OPEN SPACE MASTER PLAN - The Township completed a Master Plan for Green Valley Park and improvements are nearing completion. The Township acquired additional property since this plan was completed that should be programmed for future recreational use. A comprehensive open space, parks, and recreation plan should be commissioned and completed for the Township.

TRAIN A CERTIFIED PESTICIDE APPLICATOR - Public entities are required to have at least one certified applicator, licensed through the Commonwealth, in order to utilize even the smallest number of pesticide products like Roundup. Additional information on the full requirements of certification may be found through the Penn State Agriculture Extension at this link: https://www.agriculture.pa.gov/Plants_Land_Water/PlantIndustry/health-safety/pesticide-programs/PesticideCART/Pages/default.aspx

ASSIGN RECREATION PROGRAMMING TO THE TOWNSHIP'S RECREATION BOARD - The Township currently has a volunteer Recreation Board which is a critical asset to communities for providing additional capacity to offer recreation programming. Volunteer board members (with additional volunteer support and Township resources) typically plan and support community events such as: community days, Easter egg hunts, Christmas programs, "open street" events, Halloween parades, senior festivals, 5K races and many other recreation opportunities. These types of activities and events bring a community together and create pedestrian activity and social venues that discourage crime and vagrancy. Recreation Boards can also help to make recommendations to the governing body about future programming, facilities, and opportunities to engage Township residents. The Township should budget for programming accordingly.

GOAL 4: THE TOWNSHIP WILL CONTINUE TO FOCUS ON RECREATION OPPORTUNITIES, PROGRAMMING, AND COMMUNITY EVENTS.

In order to meet this Goal, it will be necessary to:	
Action 4A	Increase staff training to focus on playground safety and upkeep.
Action 4B	Train pesticide applicator personnel through Dept. of Agriculture
Action 4C	Apply for grant funds to conduct a comprehensive recreation and open space plan.
Action 4D	Budget for and support parks improvements and recreation programming.
Action 4E	Update website so that it can be used as the Township's Official Information Site for announcing programs and recreation involvement.
Action 4F	Empower the Recreation Board to undertake programming and events, plan for future improvements, and provide recommendations to the Supervisors
Action 4G	Continually scan for grant funding opportunities for parks development and expanded recreation programming.

GOAL 5: THE TOWNSHIP WILL DEVELOP A CAPITAL IMPROVEMENT PLAN SUPPORTED BY FUNDING STRATEGIES.

The five-year CIP should be undertaken separately from the annual budget process and should include all projects with descriptions, estimated costs, estimated schedules, and identified revenue sources to support the projects and equipment. The CIP should be developed in conjunction with the Township Manager, Department Directors, the Township Engineer, and key staff. The CIP should also identify the impact that each capital project will have on the operating budget for specific fiscal years. The annual capital budget should be based on the multiyear CIP.

Police Department

Equipment. Police equipment should be included in an equipment replacement schedule and updated on a regular basis. Items to be included in the CIP for routine replacement include:

- Portable and mobile radios
- Mobile data terminals and recorders
- Surveillance, body-worn, vehicle, and in-house cameras
- License plate readers and intersection cameras

Vehicle Fleet. A vehicle replacement schedule should be developed and included in the CIP for police vehicles.

Facilities. Improvements to the facilities and equipment should be included in the CIP.

Public Works

Pavement Management. The Township should develop a long-range plan for paving and reconstruction of its almost 50 miles of paved roads and alleys. A pavement management plan should be included in the CIP

Public Works Garage. The Public Works garage is shared with the sewer authority. Lighting, storage, and upgrades should be included in a CIP.

Salt Storage Shed. The current facility does not permit the Township to store the amount of salt needed for the Township to make it through an entire season without reordering. The Township should consider a new facility in the CIP.

Vehicle Replacement Schedule. The Township currently does not have a formal or informal vehicle replacement plan for any of its equipment and fleet operations. A vehicle replacement plan should be a part of a CIP

GOAL 5: THE TOWNSHIP WILL DEVELOP A CAPITAL IMPROVEMENT PLAN SUPPORTED BY FUNDING STRATEGIES.

Technology

Website. The Township's website needs a facelift as well as added features. Municipal websites have begun migrating to more dynamic designs that are more responsive to the user and for mobile application.

Resident Notification. Community wide messaging systems can be installed at minimal cost to municipal operations. Residents can sign up on-line to receive text messages or emails concerning safety issues, community events, or information that the Township broadcasts to its residents.

Facility Cameras. The Township has limited camera access at its facilities. The Township should consider upgrading all cameras to the same platform and insuring they are able to be recorded virtually. The Township building interior and exterior, public works, police offices, salt storage facility, and park all are good candidates for this upgrade.

Hardware. It is recommended that machines be put on a replacement schedule and new PCs that are purchased have no less than i5 processors with 8GB RAM and 500GB SSD hardware. Hardware upgrades on a regular basis will ensure reliability and functionality for users.

Software. The Township should consider fund accounting software with a module for land use management software. Files should be migrated to Microsoft 365 with cloud storage on One Drive.

Battery Backup. Battery backup devices help to maintain power when the power is interrupted or goes out completely. Desktop PCs and laptops that are not protected with battery backups will have a shorter life cycle and may experience data loss and complete failure prematurely because of a power surge. The Township should consider battery backup devices for each office workstation.

Electronic Access for Township Facilities. Electronic access has become the standard for building control, allowing for building access audits to be performed, access to be controlled by device and user permissions to be managed and changed with ease. The park, public works, Township building, police station, and library are all good candidates for an upgrade to electronic access.

Emergency Generator – The Township operation should be supported by an emergency generator during emergency events so that critical services can continue to be provided to residents.

GOAL 5: THE TOWNSHIP WILL DEVELOP A CAPITAL IMPROVEMENT PLAN SUPPORTED BY FUNDING STRATEGIES.

Recommended Process for Development of Capital Improvement Plan (CIP)

STEP	LEAD	ACTION	NO LATER THAN
1	Manager/Secretary	Assist Department Heads and Engineer to develop required schedules for facilities, infrastructure, equipment, and technology	On going
2	Manager/Secretary Department Directors Township Engineer	Conduct field inspections, inventory	March 31
3	Department Directors	Create vehicle and equipment replacement schedules	March 31
4	Department Directors Manager/Secretary	Submit Project Request Forms	April 30
5	Manager/Secretary	Prepare capital project list to be reviewed by Finance Committee	May 15
6	Finance Committee Manager/Secretary	Evaluate and Rank capital projects – facilities, infrastructure, equipment, technology	May 31
7	Finance Committee	Identify and Source Funds	June 30
8	Manager/Secretary Finance Committee	Prepare CIP document with spreadsheets and narrative	July 15
9	Manager/Secretary	Submit Plan to Township Supervisors for Consideration and Adoption	August 1

GOAL 5: THE TOWNSHIP WILL DEVELOP A CAPITAL IMPROVEMENT PLAN SUPPORTED BY FUNDING STRATEGIES.

In order to meet this Goal, it will be necessary to:	
Action 5A	Conduct an inventory of facilities, infrastructure, technology, and equipment. Assess conditions, assign estimated costs, and develop replacement schedules.
Action 5B	Prepare a CIP document template with a narrative, schedule, costs, and five-year schedule for expenditures. Include detailed information regarding the facility upgrades, infrastructure planning, park projects, technology, and major equipment purchases for the departments.
Action 5C	Include a feasibility study for improvements to the Public Works facility and salt storage shed.
Action 5D	Contract with a vendor for a pavement management study; consider dedicated real estate tax millage to support the pavement management plan.
Action 5E	Include improvements for the Township Building, parks, and other facilities as part of the CIP.
Action 5F	Include regular upgrades to technology for development of the CIP.
Action 5G	Utilize county, state, and federal funding sources, and schedule meetings with legislators and funders to provide support and influence for funding projects.

STEP 5 MULTI-YEAR IMPLEMENTATION STRATEGY

The STMP program assumes a dynamic renewal process, and should be reviewed, evaluated, adjusted, and adopted each year. Any successful implementation of a plan requires the involvement of the strategy formulators and key staff who will be charged with the implementation. It is essential, then, that officials, manager, department directors, and key staff members are involved in the implementation process and stay engaged as the implementation moves forward. The following management issues are central to a successful implementation process:

Step 1. Identify High-Priority Goals – In Step 5, the top-five priority goals are identified. These goals are based on the most important critical factors for the success and sustainability of the Township organization. The prioritization of the goals for the Township focus on sustainability and community resilience and the best strategies for advancing:

- Economic health
- Livability
- Environmental quality
- Social equity

Step 2. Develop Action Items – In Step 4, the action items associated with each goal and a schedule for completing each action item are identified.

Step 3. Establish Annual Goals – Establishing annual objectives will assist the Township with the implementation process. The purpose of establishing annual objectives is to provide the following:

- Guidelines for actions and efforts
- Justification to stakeholders for activities
- Standards of performance
- Source of employee motivation
- Basis for organizational design

Step 4. Assess Structure – Changes in strategy sometimes require changes in organizational structure, because structure often dictates how policies will be established and how resources will be allocated. It is therefore important to determine if organizational structure changes are necessary in order to pursue new strategies. In New Sewickley, several structural changes are recommended including the added capacity for financial management and the expansion of zoning officer duties and activities.

IDENTIFY HIGH
PRIORITY GOALS

DEVELOP ACTION
ITEMS

ESTABLISH
ANNUAL GOALS

ASSESS
STRUCTURE

IDENTIFY
RESOURCES

DEVELOP
EVALUATION
PROCESS

MEASURE
PERFORMANCE

TAKE CORRECTIVE
ACTION

STEP 5 MULTI-YEAR IMPLEMENTATION STRATEGY

Step 5. Identify Resources – Many organizations spend time, money, and effort in developing a plan, but little thought or commitment of resources to the implementation of the plan. The Township Manager and the Supervisors should work with staff to identify the resources that are necessary to implement the Plan and to develop a funding strategy that identifies and accesses those resources.

Step 6. Develop an Evaluation Framework – The person assigned as an Implementation Manager for the STMP plan should work with the Township Supervisors and staff to develop a strategy-evaluation assessment matrix that identifies, for each strategy, whether major changes have occurred in the Township's internal and external position and whether the Township's organization has made progress in satisfactorily meeting stated objectives. Strategy evaluation should be designed to provide a true picture of what is happening in the organization. For this reason, qualitative evaluations should also be built into the process. This will inform the Township Supervisors and management as to what corrective action, if any, must be taken.

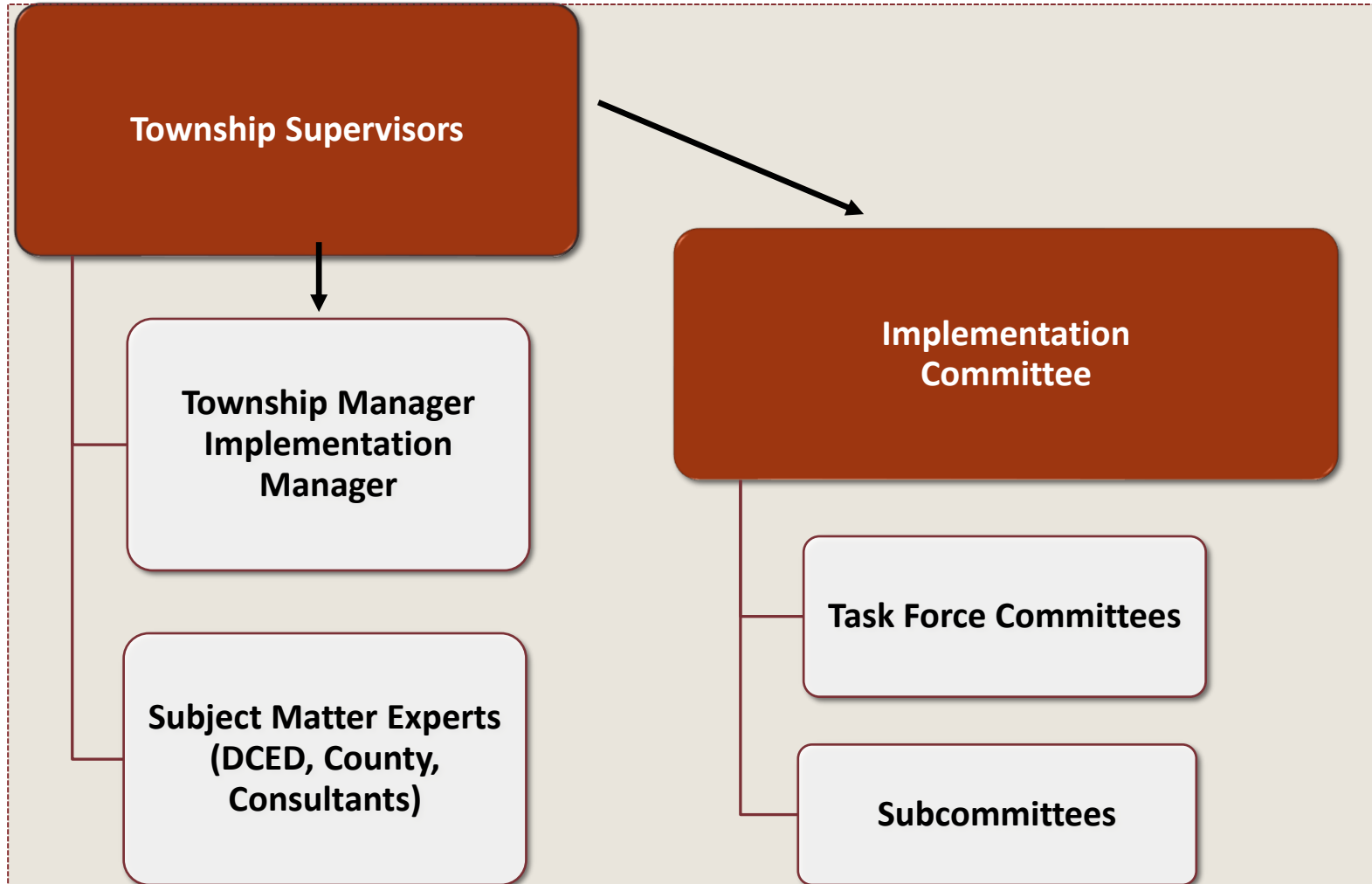
Step 7. Measure Organizational Performance – The Implementation Manager should work with Committees to develop appropriate performance measures based on stated objectives for the priority strategies. Quantitative criteria that are commonly used are (1) comparing the selected factors over time, (2) comparing the Township's operations to its competitors or benchmark communities, and (3) comparing the department's performance to statewide or national standards. Qualitative factors that should also be considered are turnover and absentee rates, quality of the services, and employee satisfaction.

Step 8. Take Corrective Action – This activity is targeted toward making the changes that can reposition the Township organization to achieve sustainability and resilience for the future. During this phase, the Implementation Manager should assist the Township in analyzing organizational structure, reviewing organizational performance, or revising the organization's mission. Corrective actions should be designed to capitalize on strengths, take advantage of key external opportunities, avoid or mitigate threats, and improve internal weaknesses.



IMPLEMENT:
To put into effect a
plan, idea, contract
or some decided
action

STMP IMPLEMENTATION STRUCTURE FOR SUCCESS



STEP 5 MULTI-YEAR IMPLEMENTATION STRATEGY

- ❑ Identify high priority items and assign them to a Committee
- ❑ Identify additional stakeholders and subject matter experts
- ❑ Schedule meetings for action items
- ❑ Identify action items from the priority goals that should be addressed during the first year
- ❑ Organize task forces to assist the Implementation Manager
- ❑ Build additional capacity through volunteer recruitment
- ❑ Conduct a regular evaluation of the progress on action items
- ❑ Take corrective action as necessary to address deficiencies



STEP 5 MULTI-YEAR IMPLEMENTATION STRATEGY

Resource allocation is a central management activity that supports strategy implementation. Without a planned approach to resource allocation, decisions are often made based on political preferences or personal beliefs. In a strategically planned environment, resources will be allocated based on priority goals and established annual objectives. The success of implementation will be directly related to the consistency of the resource allocation with the priorities that are identified in the approved Plan.

Challenges to Implementation

Resources in organizations are often not allocated effectively because of the reasons below:

Leaders are overprotective of resources. Many elected officials, in principle, are adamantly opposed to any investment of additional resources in the development of organizational capacity, especially in the areas of training and professional development. This leads to short-term savings and long-term bankruptcy.

The focus is on short-term liquidity instead of long-term financial health. Often, in order to achieve long-term sustainability, it is necessary to invest in professional staff, subject matter experts, and strategic vision planning processes. In many local government organizations, these activities are not accorded the value they deserve.

Decisions are made based on political orientation. When the resource allocation is based on the political support in the community, the proper attention is diverted from high-priority goals and projects to addressing the immediate “hot issue” items in the community.

Targets and objectives are too vague. Planning and annual objectives should be very specific, with performance measurements identified.

Leaders are reluctant to make changes or take risks. Most organizations are resistant to change. Any change in structure, technology, personnel, or practices raises anxiety levels in an organization. Change should be viewed as a continuous process and an opportunity to improve the quality of the organization and the services it provides.

Leaders lack sufficient knowledge about what should be done. Because the nature of local government leadership is naturally transient, leaders are sometimes unsure or uninformed about how resources should be allocated to advance organizational priorities. Likewise, the priorities are often not adequately communicated to key staff in the organization who are responsible for the organization and utilization of resources.

STEP 5 MULTI-YEAR IMPLEMENTATION STRATEGY

The Implementation Manager should identify and analyze potential funding sources available for eligible costs associated with the Township's projects. A detailed matrix outlining resources available for the projects should be prepared and used to develop a comprehensive funding strategy. Utilizing the action plans in Step 4 the Implementation Manager should prepare detailed briefing books and message statements for each of the priority projects. Funding opportunities include:

- **FY 2021 Department of Justice (DOJ) Community-Oriented Policing Services (COPS) Appropriations** – The annual DOJ development appropriations legislation provides funding for costs related to public safety improvements. This opportunity involves direct contact with congressional staff and allows for the potential to address public safety for projects.
- **Redevelopment Assistance Capital Program (RACP)** – Pennsylvania's RACP supports larger development projects that have a total project cost in excess of \$1 million. The governor typically announces competitive application opportunities each year. These grants are 50-50 matches.
- **Business in Our Sites (BOS)** – Pennsylvania's BOS grants and loans focus on infrastructure and site preparation costs that transition undeveloped sites to "shovel-ready" sites. Although funding for this program is very limited, funds become available from time to time and there have been discussions in the General Assembly about recapitalizing the program as part of the next state budget.
- **Pennsylvania Infrastructure Bank (PIB)** – PIB is a program developed by the Pennsylvania Department of Transportation (PennDOT) that offers low-interest loans (one-half of prime) for transportation improvements. The loans can be repaid with federal funds. PIB is especially helpful in accelerating phases of transportation projects that must move at a pace that may not coincide with the timeline for delivering federal funds.
- **Foundation Programs/Funding** – A review of potential foundation resources should be undertaken to determine support for components of the projects that are candidates for funding. Resources such as senior centers and other public services may increase the opportunity for foundational support.
- **Pennsylvania State Energy Funding** – Energy independence programs offered through multiple agencies, including the Department of Environmental Protection (DEP), DCED, and the Commonwealth Financing Authority (CFA), may provide potential sources of funding.
- **Pennsylvania Department of Conservation and Natural Resources (DCNR) Community Conservation Partnerships Program (C2P2)** – This program funds both planning and development parks and recreation grants that would support several of the recommendations in the STMP. The annual application is due in April of each year.
- **Community Development Block Grant (CDBG) Program** – Projects that could be undertaken with CDBG funds include water, sewer, and road projects; demolition of vacant and/or unsafe structures; acquisition of blighted property; handicap ramps at intersections; and handicap-accessible pedestrian walkways at parks or restrooms. The Township has used these funds in the past for projects.

STEP 5 MULTI-YEAR IMPLEMENTATION STRATEGY

• **Marcellus Shale Act 13 Funds** – The Act 13 funds can be used for projects such as the acquisition of key properties (land and buildings); rehabilitation of buildings; site preparation for public uses; parks and recreation projects; and other economic development projects. Applications are accepted by agencies at various times of the year.

• **PennDOT Enhancement or Pennsylvania Community Transportation Initiative (PCTI)** – Enhancement funds and PCTI funds are made available through PennDOT for projects that address the quality of life in a community, such as safer pedestrian-oriented linkages, traffic calming, re-signalization, and reconfiguration of intersections.

• **Greenways, Trails, and Recreation Program (GTPR)** – These funds, up to \$250,000, are available through the Commonwealth Financing Authority for planning, acquisition, development, rehabilitation, and repair of greenways, recreational trails, open space, parks, and beautification projects.

• **PA Small Water and Sewer Program (CFA)** – These funds, up to \$500,000 are provided for activities to assist with the construction, improvement, expansion, or rehabilitation or repair of a water supply system, sanitary sewer system, storm sewer system, or flood control projects.

• **Growing Greener Plus Program (DEP)** – The primary purpose of this program is to restore impaired waters and protect waterways from nonpoint source pollution within the Commonwealth. This grant can be used for implementing best management practices for the MS4 regulations and for TMDL planning and controls.

In addition, the **PA DCED Governor's Center for Local Government Services (GCLGS)** is a one-stop shop for local [government officials](#) and provides a wealth of [knowledge](#) and expertise on all matters affecting local government operations throughout Pennsylvania. The services and publications provided can be viewed and downloaded at www.dced.pa.gov.

The Implementation Manager should provide advice and recommendations related to the following: (1) eligibility requirements related to each program; (2) assumptions regarding the proposed use of funds and consistency with program eligibility and compliance requirements; (3) structuring of funding uses and match requirements to promote efficiency while meeting program requirements; and (4) potential to supplement funding sources.



STEP 5 MULTI-YEAR IMPLEMENTATION STRATEGY

○ Financial

- Include resources in the annual budget for implementation action items
- Develop a funding matrix with potential funding sources
- Use the Capital Improvement Plan for including longer term resources

○ Physical

- Ensure that working conditions and facilities are designed to enhance employee performance
- Use physical conditions of facilities to create a positive image

○ Human

- Recruit and hire personnel with the requisite skills and experience to ensure quality services
- Build political support in the region and at the county and state levels for projects

○ Technology

- Install technology that supports and enhances the quality of services for residents

CONCLUSION

The Township of New Sewickley has a long and proud history as an important community in the Beaver County region. With a mostly rural flavor, the Township is experiencing rapid growth due to its strategic location in Beaver County. But the Township still has acres of undeveloped land that would be suitable for sustainable and “smart” development. It is already home to 7,172 residents who utilize its parks, recreation, and community activities.

The Township currently generates sufficient revenue to support its operation. However, it will become increasingly difficult to continue to support full services without an increase to revenue generation.



The Township is committed to providing quality services and operational and financial responsibility for its residents.

Compensation, benefits, and rising insurance costs will continue to drive overall costs. Benefit costs will continue to rise by at least 5% per year over the next several years. However, installing strong financial management processes, right-sizing staffing and service levels, and investing in training and technology, the Township could see a favorable cash position over the next five years. This will require regular monitoring and vigorous financial oversight with accurate and timely reporting.

The Township has taken positive steps to enhance its revenue collection, pursue delinquencies, seek alternative revenue sources, and limit its costs for healthcare and benefits. If the Township officials continue to address the revenue problems and to engage in serious cost containment, the Township should be able to continue to stabilize its financial position and to begin to plan for long-term capital and infrastructure improvements.

Implementation of the STMP Plan recommendations for revenue enhancement, cost containment, financial management improvements, stabilization of government, technology initiatives, blight and vacant property strategies, and CIP development must become a priority. With responsible oversight by the decision makers, continued support of professional management, and constant attention to the Township’s financial condition, the Township could experience a stable financial situation and long-term sustainability.

Thank You

Thank you for the opportunity to serve you!

Grass Root Solutions Team

*Deborah Grass
Tricia Levander
Robert Johnson
Jason Dailey*

*GL Government, Financial, Project Manager
Financial Analysis Consultant
Police Consultant
Operations Consultant - Public Works, Parks, Code Enforcement*

*Grass Root Solutions
dgrass1506@hotmail.com*

*1506 Greenmount Avenue
Phone: 412-207-7860*

*Pittsburgh, PA 15216
Mobile: 412-980-4303*