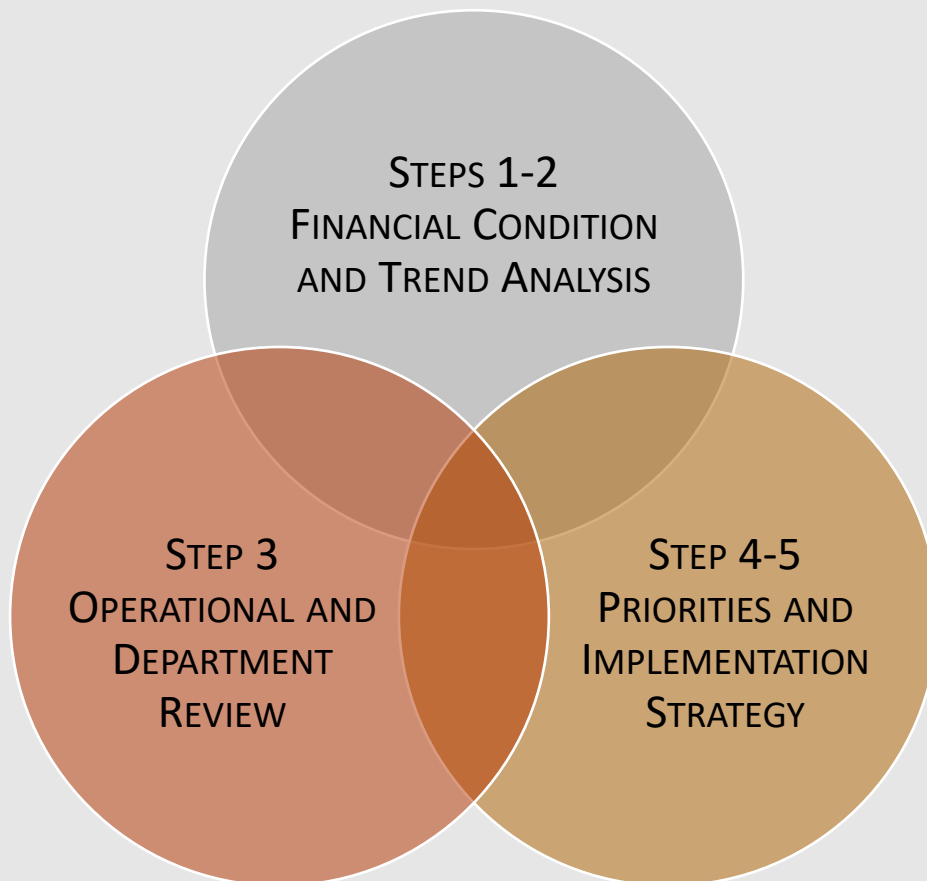




2023

TOWNSHIP OF NEW SEWICKLEY BEAVER COUNTY



STRATEGIC MANAGEMENT PLANNING PROGRAM

STEP 4 – REVIEW OF OPERATIONS
GENERAL GOVERNMENT
FINANCIAL MANAGEMENT
POLICE DEPARTMENT
PUBLIC WORKS
PARKS AND RECREATION
CODE ENFORCEMENT
TECHNOLOGY



Prepared by:
Grass Root Solutions
3/14/23

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ACKNOWLEDGEMENTS

The Grass Root Solutions (GRS) team would like to thank the New Sewickley Township management and staff for their excellent cooperation and assistance. Without their support, this project would not have been possible.

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
Ron Kraus	Road Foreman

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)

THIS PROJECT WAS PARTIALLY FUNDED THROUGH A GRANT FROM THE PENNSYLVANIA DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT, GOVERNOR’S CENTER FOR LOCAL GOVERNMENT SERVICES UNDER THE STRATEGIC MANAGEMENT PLANNING PROGRAM.

STEP 3: MANAGEMENT REVIEW OF OPERATIONS

As part of the Strategic Management Program (STMP), and with assistance from GRS, New Sewickley Township is performing a management audit of all major departments and operations. The audit includes narrative summaries of each department with budget and personnel information and other relevant data. This data is supported by interviews with the Township Manager, department directors, and key staff in order to complete a comprehensive review of the Township's operational needs.

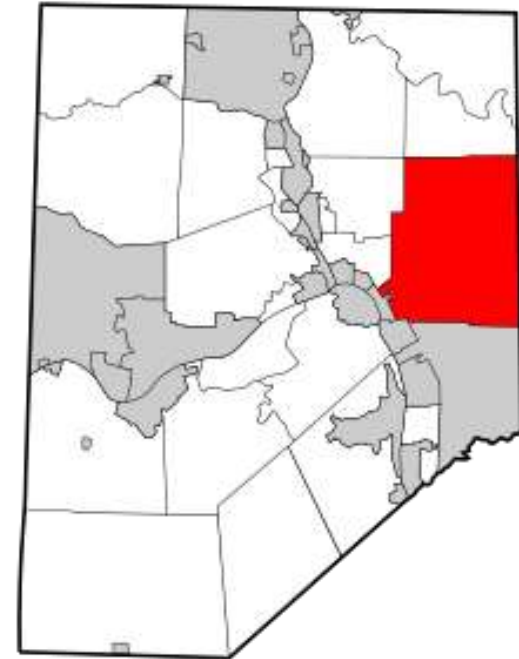
INTRODUCTION

HISTORY

New Sewickley Township is located in eastern Beaver County approximately thirty (30) miles northwest of the City of Pittsburgh. The Township is a part of the original depreciation lands that were set aside by an Act of Assembly on March 12, 1783, to be awarded to those men who served in the American Revolutionary War. New Sewickley Township was created in 1801 when the original Sewickley Township, then two years old, was divided. At that time, New Sewickley Township was composed of about 19,279 acres of hilly land. Since then, some thirteen other boroughs and townships have been formed from the original Sewickley Township.

The Township's skyline is easily recognized from nearly every high point in the county because of Big Knob, a dome-shaped hill nearly 200 feet higher than any of its neighbors and recognized as Beaver County's highest point. New Sewickley Township has eight borders, including Marion Township to the north, Economy to the south, Conway and Freedom to the southwest, Rochester and Daugherty Townships to the west, and the Butler County townships of Jackson to the northeast and Cranberry to the east. Despite being bordered by Cranberry township the area is still predominantly rural.

The Township's population was 7,183 at the time of the 2020 Census and the land area is 32.7 square miles for a population density of 220 persons per square mile. This low population density supports the relatively rural character of the Township. There was a slight decline in population from the 2010 census when the population reached a high of 7,360. Growth in the Township is slow due to the unavailability of sewer and water infrastructure.



GENERAL GOVERNMENT

The review of the Township’s general government operation was conducted by Deborah Grass, project manager and owner of GRS. Deborah has extensive experience in local government operations. She spent 17 years as a municipal manager, 3 years at the PA DCED Governors Center for Local Government Services, and 20 years as a local government consultant. She currently provides training for local government officials through the PA-DCED, PA-GFOA, PSATS, APMM, and the Local Government Academy (LGA). She has provided technical assistance to dozens of communities and is an experienced Act 47 Coordinator. She has completed 18 previous STMP projects for Pennsylvania communities.

A well-led and well-managed local government sets the tone and conditions that instill public trust and confidence.

The review and recommendations in this Plan rely heavily on the Southwest Pennsylvania Commission’s (SPC) *Standards for Effective Local Government*, which has been adopted and distributed by the International City/County Management Association (ICMA) and is the basis for much of the evaluation of the departments and programs in this Plan. The *SPC Standards* assert that “if a local government is to function effectively the leaders must possess three critical characteristics:

- The will to act,
- The necessary human and monetary resources, and
- The administrative machinery to bring the first two assets to bear upon its problems.”

Leadership and management excellence must exist in order for the community to thrive. A well-led and well-managed local government sets the tone and conditions that instill public trust and confidence. This evaluation of the general government operation will focus on professional expertise, human and financial resources, and the organizational structure that allows the employees in the organization to perform to their highest capacity.

OBSERVATIONS

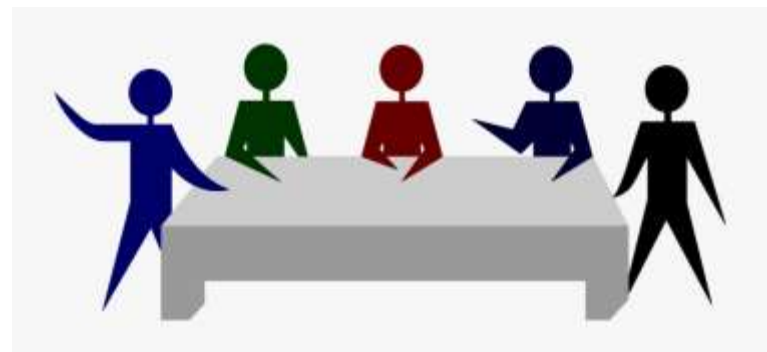
In order to complete this evaluation, the consultant conducted research, analyzed data, and gathered information from comparable local government operations. Interviews were conducted with the Township Manager and other key staff members. The recommendations contained in this report are based on recognized standards and best practices.

ORGANIZATION AND STRUCTURE

Of the 2,560 municipalities in the Commonwealth, there are 1,454 Townships created under the Second Class Township Code representing about 57% of all municipalities. Townships of the Second Class are a much more common form of government than

cities or boroughs. But in Beaver County where there are 49 total municipalities, there are 25 boroughs, 16 Townships of the Second Class, five (5) Townships of the First Class, and two (2) cities.

Operating under the Second Class Township Code, the New Sewickley Township **Board of Supervisors** acts as the governing body and is comprised of five (5) Supervisors elected at large for staggered terms. To ensure continuity of governing, three (3) Board members are up for election in one election and two (2) members are elected in the next municipal election. The Board approves the ordinances, resolutions, and policies for the Township.



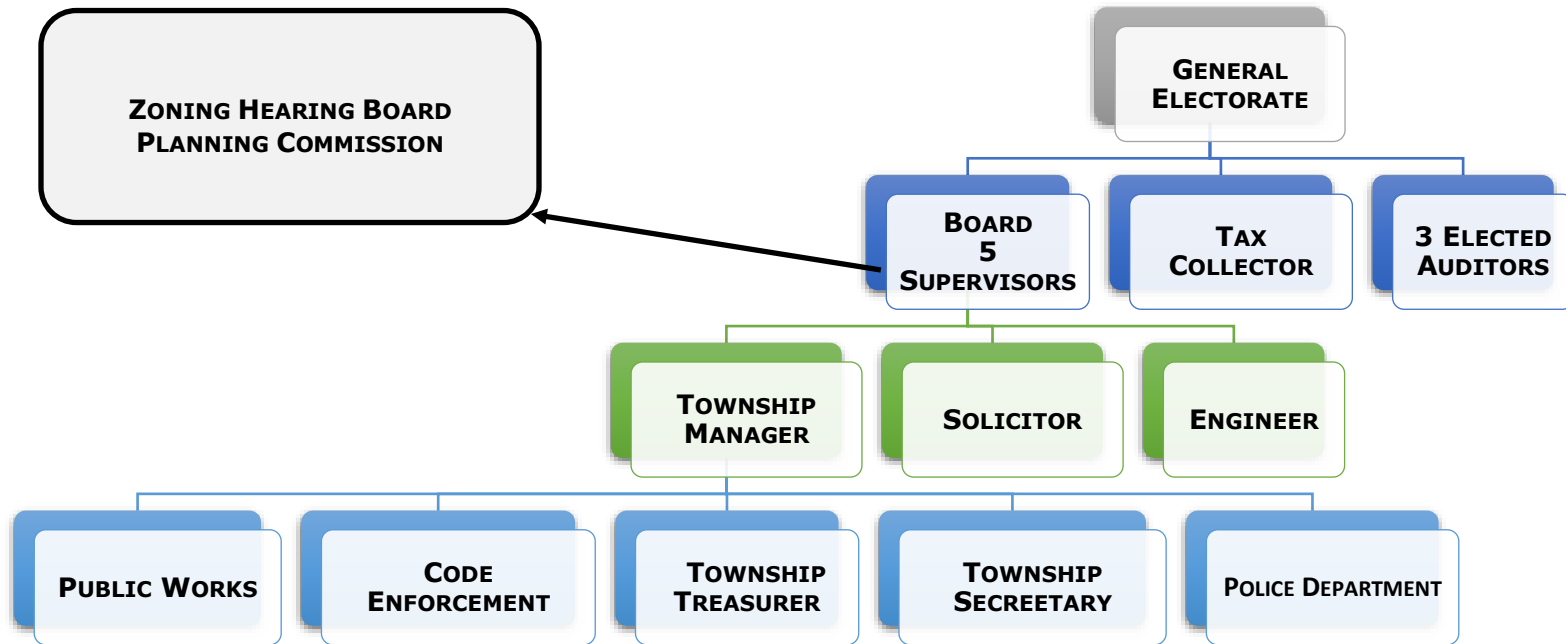
The **Township Tax Collector** is elected independently as prescribed by the Code for a four (4) year term and collects real estate taxes for the Township. The compensation for the Tax Collector for collection of real estate taxes in the Township was about \$66,700 in 2022.

The **Township Secretary** is a mandatory appointed position under the Second Class Township Code. This office is sometimes combined with the Township Treasurer or the Township Manager. The Township Secretary is charged with maintenance of the records of the municipality including minutes, ordinances, and resolutions. The Secretary is responsible for the Township seal and attests and signs all legal documents for the Township.

The **Township Treasurer** is a mandatory appointed position under the Second Class Township Code. The Treasurer is responsible for ensuring that all receipts are deposited appropriately that funds are available for anything that is paid out by the Township upon the approval of the Board. The Treasurer typically prepares a monthly report that verifies the assets and liabilities in each of the Township's funds.

The office of **Township Manager** is an optional position under the Second Class Township Code. More than 260 townships have created the office of Township Manager by ordinance. This is an "at will" position that works directly for the Board of Supervisors and is responsible for oversight of the day-to-day business of the Township, coordination with various committees and boards, and management of Township employees. The current Manager (who was formerly the Police Chief) was appointed by the New Sewickley Board of Supervisors in January of 2023. The Township local government structure is shown in **Figure 1**.

FIGURE 1 – NEW SEWICKLEY’S LOCAL GOVERNMENT STRUCTURE UNDER THE TOWNSHIP CODE



The Board relies on the Manager, Engineer, and Solicitor to prepare information, provide policy advice, and to carry out the legislative decisions. In fact, the operation runs well and the staff provide quality services to the residents. The Manager works productively with the Chairperson to develop the agenda and the Chairperson conducts efficient meetings.

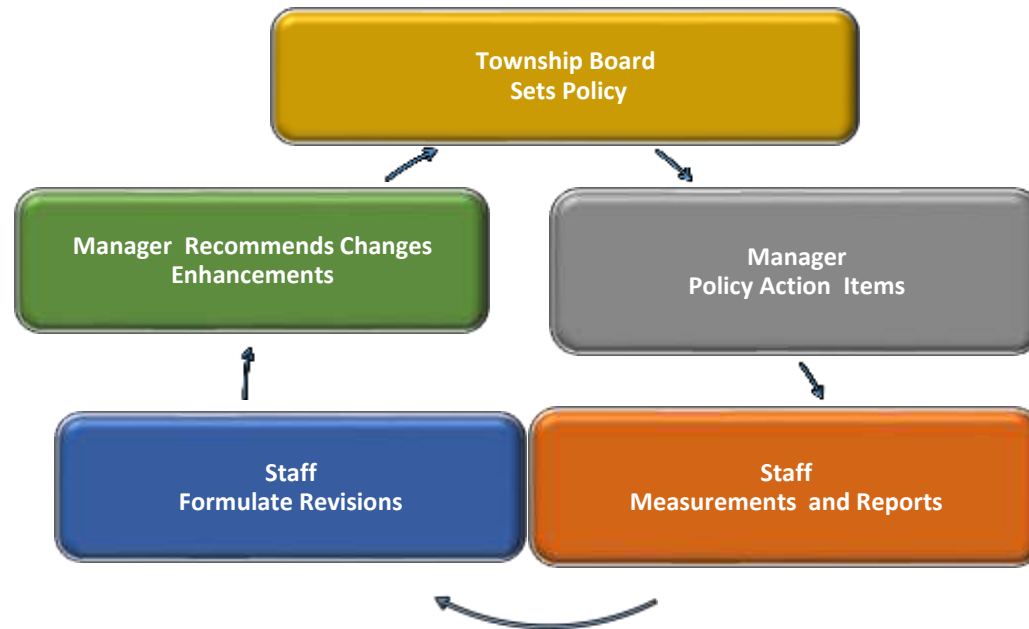
THE POLICY PROCESS

Local government works best when the elected officials, as a governing body, establish thoughtful, well-designed, and carefully examined policy directives based on a clear vision of the organization’s mission and goals. Responsible actions derived from the decisions of the Board should be carried out by a trained, professional manager and dedicated staff who are fully aware of policy decisions and act under the direction of trained supervisors. Proper training of the staff to continually adhere to and advance the goals of the organization is important in an effective local government operation.



In New Sewickley, the Township Manager provides the elected officials with information necessary to evaluate available options when problems and issues arise. Elected officials are responsible for doing their homework prior to attending work sessions and Board meetings so they can be familiar with issues prior to participating in discussions and decision making. The elected officials work toward an outcome that serves the interests of the Township’s residents. **Figure 2** is a graphic representation of this process in a properly functioning policy-making environment.

FIGURE 2 - POLICY-MAKING PROCESS FOR A MODERN LOCAL GOVERNMENT OPERATION



THE TOWNSHIP MANAGER

Municipalities operate at their best when a professional Manager is appointed by the governing body. The Township of New Sewickley adopted Ordinance No. 177 creating the position of Township Manager in 2007. The ordinance is comprehensive and sets forth the duties, responsibilities, and authority of the Manager. In May of 2012, the Pennsylvania General Assembly passed Act 43 of 2012, legislation that updated the Township Code setting out qualifications and duties for Township Managers. The Act

provided specific authority for governing bodies to enter into employment agreements with managers for specific terms. ¹ An employment agreement with the Manager provides clear guidance about duties, responsibilities, and working conditions.

LINES OF COMMUNICATION

The Board and Manager have established formal and informal lines of communication for sharing information. Board members work through the Township Manager to communicate their concerns and requests for department services. There is no formal “request for services” system that documents the request and action taken. The Township Manager does a good job of communicating important information, events, and concerns to the Board members through emails and Committee meetings.

OPEN RECORDS – OPEN MEETINGS

OPEN RECORDS

The “Open Records Act” requires that public documents must be made available to members of the public on a timely basis and with reasonable costs. The Township is responsive to its residents in requests for public information and has set up a record request policy pursuant to the Open Records Act. The Zoning Officer is also designated as the Open Records Officer and is charged with ensuring that citizens have access to public records in order to provide a foundation for establishing trust in local government.

The Assistant Secretary/Treasurer destroys unnecessary records based on the PA Record Retention and Disposition manual. The Township currently operates on a primarily paper record retention system and could benefit from a conversion to a digitized system. This would simplify the search process for retrieval of records and “right to know” requests. The Township currently does not provide on-line access to the Township’s ordinances. Updated codification and a web-based system for accessing the City’s codification should be considered. The codification companies can also provide the digitizing of records.

OPEN MEETINGS (SUNSHINE LAW)

Pennsylvania's "Sunshine Law," also called the “Open Meetings Law,” requires that all public meetings, special meetings, committee meetings, and work sessions must be open to the public. The Pennsylvania Open Meetings Law defines “local agency” as the governing body or any committee of the governing body authorized to take action or to provide advice to the governing body. This lends additional weight to the requirement to provide public access to regularly scheduled Board meetings, committee

¹ The Governor signed Act 43 (formerly House Bill 1702) into law on May 17, 2012. It amends §1142 of the Township Code.

meetings, and budget workshops. The law provides that some discussions may be held in private, such as those related to real estate transactions, legal matters, and personnel.

Township Board meetings are held on the 2nd and 4th Tuesday of each month at 7:pm. Meetings are advertised by the Township at the beginning of the calendar year, and the Manager ensures that special meetings and committee meetings are advertised as necessary. An established formal agenda for the regular Board meeting is prepared by the Township Manager and published on the website in advance of the meeting. All Board members have an opportunity to provide input. The agenda is available to elected officials in advance of the public meetings and executive sessions, along with materials, documents, or commentary essential to understanding the business items that will come before the Board. Agendas for the public are available at the Board meeting and public comments are received in advance of the Board taking official action.

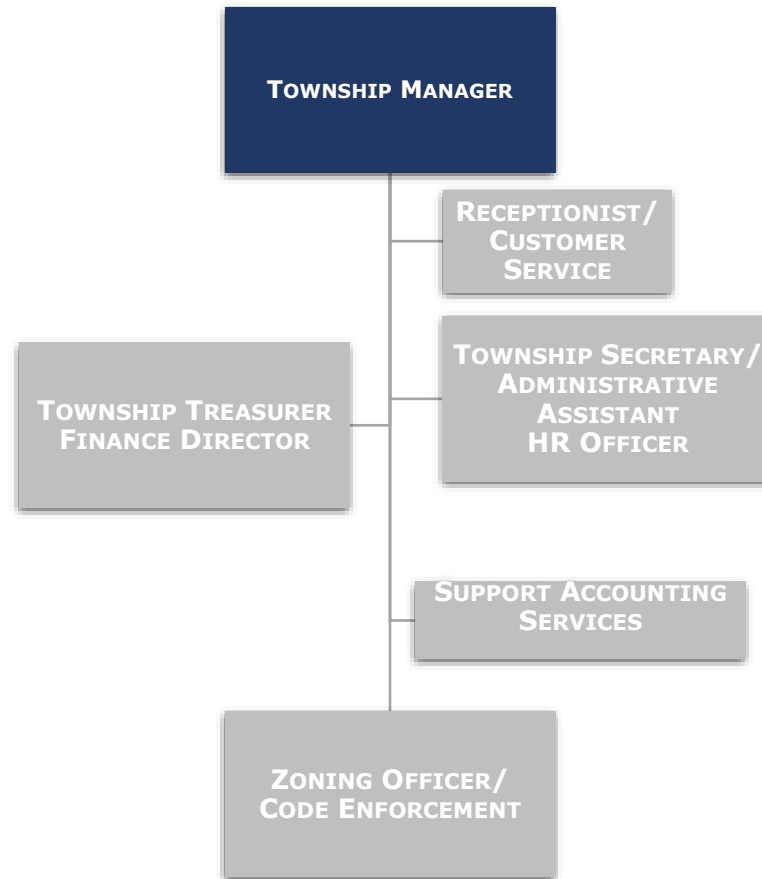
The Board has established meeting procedures that provide for the orderly flow of business while allowing for the proper inclusion of citizen input. Meetings are taped and the minutes are prepared from the tapes. Minutes are on the website through December of 2021.

ORGANIZATIONAL STRUCTURE

The Township of New Sewickley has no formal administrative code establishing the organizational structure and the structure and positions have been changed from time to time over the years. An analysis of the current Township structure reveals that it is a fairly simple organization. The Manager, who is appointed by the Board, directly supervises the Township Secretary, Township Treasurer, Police, Code Enforcement, and Road departments. The real estate taxes are collected by the elected tax collector. The EIT and LST are collected by Berkheimer who have been appointed by the Beaver County Tax Collection Committee (TCC) under Act 32. The Township Office collects fees and responds to residents' walk-in requests. The Manager's office is responsible for the entire financial management system and the Manager is also the appointed Zoning Officer.

An improved administrative structure that is more efficient and provides additional capacity is shown in **Figure 3** below. Because the Township is growing, occasional benchmarking with similar communities should be done to determine if Township departments are at the correct level of staffing. The Township should also continually identify functions, services, and programs that may benefit from a more regional approach to service delivery or from a contracted arrangement.

FIGURE 3. RECOMMENDED ADMINISTRATIVE STRUCTURE FOR TOWNSHIP OFFICE



SPECIAL APPOINTMENTS – OUTSIDE CONSULTANTS

Every local government requires the use of outside consultants who are appointed by the governing body for specific areas of expertise or special services. When the municipality requires the services of special consultants such as attorneys, auditors, engineers, planners, financial advisers, or bond counsel, the governing body should follow an established formal contracting procedure: (1) the development of a scope of services for the work to be performed; (2) the use of a formal request for proposal (RFP) or request for qualifications (RFQ); (3) public advertisement that proposals are being accepted; (4) review and evaluation of proposals in accordance with the pre-established criteria contained in the scope of services; and (5) award of a contract to the individual or firm with the best professional qualifications that is able to do the work for the most reasonable cost. There is no requirement for the Township to award to the lowest bidder for professional services – only to select the firm that is best able to meet the Township’s requirements for a price that it has determined to be reasonable. This is best achieved through an open, competitive process as described above.

Likewise, from time-to-time, the Township Supervisors must fill vacancies on its boards and commissions; on committees such as recreation; other authorities; and ad hoc committees. It is important to inform the public when there are vacancies to be filled and to encourage interested and qualified citizens to apply. The process should attempt to balance broad-based community representation with specific qualifications needed to ensure effective performance.

Citizen boards, commissions, and committees do important work. Members should be selected on the basis of high interest, qualifications for the work, and/or a willingness to participate in training courses designed to further their understanding of the requirements and duties associated with their work. When there are vacancies on boards and commissions, the governing body should publicly advertise its intent to fill a position in newsletters, on the website, and local newspapers along with a listing of appropriate background qualifications. This process can easily be achieved through expanded use of the Township website.

RECOMMENDATIONS

RECOMMENDATION 1 - BUDGET AND APPROVE HR TRAINING FOR TOWNSHIP PERSONNEL

Like most communities, the largest expenditure in the Township’s budget is personnel-related items. The most expensive complaints and lawsuits paid by municipalities, by far, are employee-related, usually because of the municipality’s employment practices and personnel policies or lack thereof. The personnel environment is complex and rapidly changing especially in the context of the internet and social media. Handling these issues requires a high degree of training and experience so that matters can be addressed effectively and in accordance with public-sector employment law. For this reason, the Township Manager, department directors, and administrative employees who deal with personnel should attend the training necessary for managing personnel. One such opportunity is the annual public employee training session, sponsored by the Public Employee Labor Relations Advisory Service (PELRAS) which is supported by the PA League of Municipalities (PLM) and the Association for PA Municipal

Managers (APMM), to provide updates of all personnel related and collective bargaining matters. There are also other opportunities for training each year through the PA State Townships Association, the Local Government Academy, the Association of PA Municipal Managers (APMM), PATH at DCED, and the PA-Government Finance Officers Association (PA-GFOA).

RECOMMENDATION 2 – INSTALL ON-LINE CODIFIED ORDINANCES

Codification is the organizing of the Township’s ordinances to ensure that they are updated, arranged in a consistent manner, searchable, and available in a web-based version with access for the public and staff. New ordinances should be made available on-line for inspection prior to being adopted. This is an important aspect of modern municipal governments. In the past, the Township began the process of codifying its ordinances but never completed it. General Code Publishers should be engaged to continue the work that was started and to assemble the Code in the E360 web-based version.

RECOMMENDATION 3 - DIGITIZE RECORDS TO IMPROVE THE ORGANIZATION AND RETRIEVAL OF INFORMATION.

Record management challenges continue to rise for municipalities. The Township should strive for efficiency in the storage of both electronic and paper files and the integration of each with regulatory standards and the PA record retention schedule. Records must also be available for retrieval for “right to know” requests. Building a fully integrated process can be accomplished partly through the conversion of existing records to searchable digital files and partly by moving to a paperless business environment that includes searchable document technology, mobile applications, and public portals that provide additional transparency.

RECOMMENDATION 4 – DEVELOP A COMPREHENSIVE EMPLOYEE MANUAL

Employee handbooks provide a variety of benefits both to the employer and to the employees:

1. ***Sets Clear Expectations.*** An employee handbook sets clear expectations for employees and management. When difficult questions arise about whether something can or cannot be done, management can refer to the employee handbook for clarity. Employees will know what is expected of them, thereby reducing the risk of confusion or disciplinary actions.
2. ***Reduces Uncertainty and Misunderstandings.*** When an employee handbook sets clear standards and procedures for a wide range of scenarios, you can minimize the guesswork involved in managing your staff. For example, if the organization has a travel policy, you can avoid questions regarding limits on what is reimbursed. If you have a professional development policy, the manager can make decisions about whether an employee should be allowed to attend workshops and conferences.
3. ***Welcomes New Employees and Affirms the Organization’s Values.*** The employee handbook is an opportunity to welcome new employees, provide information about the Township and affirm public service values.

FINANCIAL MANAGEMENT

The review of the Township’s financial management operation was conducted by Deborah Grass, owner and project manager of GRS, as part of the review for Step 3 of the STMP and Five-Year Financial Management Plan for New Sewickley Township. Deborah has extensive experience in preparing and reviewing financial information for municipalities. She spent over 17 years in local government management, 3 years at the PA DCED Governors Center for Local Government Services, and 18 years as a municipal consultant. She currently provides training for local government officials through the PA-DCED, PA-GFOA, PA State Association of Township Supervisors (PSATS), APMM, and the Local Government Academy (LGA).



To complete this evaluation, the consultant conducted fieldwork and site investigations, analyzed data, gathered information from comparable local government operations, and performed extensive research. Personal interviews were held with the Manager. In addition, interviews were conducted with employees who are part of the financial management operation as part of the finance and technology review. The ICMA publication *Standards for Effective Local Government*, the best practices developed by the GFOA and the SPC, and the DCED publication *Fiscal Management Handbook* were used as part of the review of the Township’s financial management. The recommendations contained in this plan are based on recognized standards, accepted practices, and government mandates. According to the *ICMA Standards*, municipal financial management includes five areas of activity. They are:

Accounting – the process of creating and maintaining a consistent and readily accessible records system that represents all of the local government’s financial transactions

Budgeting – the plan annually adopted by the legislative body that allocates revenues to support the local government’s spending priorities for services, programs, and capital improvements

Cash management and Investments – the actions taken to accelerate the collection of revenues, meet expenditure obligations in a timely manner, and generate investment earnings on available cash until it is used to meet expenditure obligations

Debt management – the use of long-term borrowing by the municipality to finance capital improvements

Auditing – The annual review of the accounting records using generally accepted accounting practices to determine whether the municipality’s financial transactions conform to those permitted by municipal codes and charters and authorized in the annual budget.

OBSERVATIONS

The Township Manager’s Office is responsible for the entire financial management system. The Manager, Secretary, and Treasurer are expected to undertake all of the daily financial management activity. The office is responsible for payroll, purchasing, accounts payable, receipts, cash management, budgeting, and financial reporting.

No disbursements should be made from the Township accounts without the signature of the Chairperson, Township Secretary, and under authorization of the Township Treasurer.

FINANCIAL OFFICERS

The DCED *Township Supervisors Handbook* states that the only two mandatory appointments in a Township are the positions of Treasurer and Secretary and that these two positions may be combined by ordinance.

The **Treasurer** is charged with keeping “a just account of all receipts and disbursements” and annually submitting a “statement of accounts” to the Township Supervisors. In New Sewickley, the Township Supervisors have appointed one of the Supervisors as the Secretary/Treasurer and designated a Township employee as Assistant Secretary/Treasurer.

No disbursements should be made from the Township accounts without the signature of the Chairperson, Township Secretary, and under authorization of the Township Treasurer.



The elected **Tax Collector** is responsible for the collection of all real estate taxes and receives compensation in the amount of \$66,700. The real estate Tax Collector has an office in the Township Building at 233 Miller Road. The collection rate for current year real estate taxes in New Sewickley in the past has been very good – it is usually around 96% to 97%. Bills are mailed to residents around the first week in March.

Beginning in 2012, pursuant to the implementation of Act 32 of 2008, the EIT has been collected through a countywide Tax Collection Committee (TCC) that selected Berkheimer Tax Administrator as its collector. The Township has also assigned the collection of LST to Berkheimer. **Table 1** provides the history of the administration and finance expenditures since 2017.

TABLE 1 – ADMINISTRATION AND FINANCE 2017-2022

GENERAL GOVERNMENT		2017	2018	2019	2020	2021	2022
		AUDITED	AUDITED	AUDITED	AUDITED	AUDITED	ACTUAL
400.00	Legislative (Governing) Body	137,721	60,636	56,168	25,735	29,857	26,824
401.00	Executive - Manager	59,594	60,594	62,674	70,000	73,143	57,890
402.00	Audit/Financial Services	44,192		5,000	6,000	5,000	5,750
403.00	Tax Collection	104,090	93,580	100,876	96,908	106,080	109,934
404.00	Solicitor / Legal Services	14,010	8,638	16,546	19,983	22,531	25,133
405.00	Secretary / Clerk	50,031	51,613	52,617	68,599	68,848	113,131
406.00	GL Government Administration		140,665	149,810	168,074	189,631	130,929
408.00	Engineering Services	40,080	48,114	35,893	39,764	31,167	14,261
409.00	Government Buildings	48,298	37,285	46,728	45,213	48,011	53,426
Total General Government		498,016	501,125	526,312	540,276	574,268	537,278

SOURCE: TOWNSHIP OF NEW SEWICKLEY FINANCIAL RECORDS, GRS ANALYSIS

FINANCIAL PRACTICES

Based on discussions and interviews with the Township staff and the observations of the STMP team, the following conditions are reported:

REVENUE COLLECTION SUMMARY

- All real estate current year is collected by the elected Tax Collector.
- The real estate tax collection rate has been between 96-97% which is very good.
- Delinquent real estate taxes are turned over to the Beaver County Tax Claim Bureau.
- The EIT and LST are collected by Berkheimer Tax Services as part of the Act 32 countywide collection.
- The Township Office collects permit fees and community park rentals.
- The mechanical device fees are collected in the Township Office.

FINANCIAL PROCEDURES SUMMARY

- The Manager and Treasurer are officially responsible for the Township’s financial management system.
- The Township Manager is oversees the administration of the budget, monitors spending, reviews payroll, and tracks revenue and expenditures.
- The Treasurer is responsible for the payroll function.

- Payroll time sheets are prepared in the departments, reviewed in the Township Office and submitted to an outside payroll service.
- The Township uses Quick Books as its financial management software. The software is inexpensive and user friendly but it is not a governmental software so it has limitations for the fund accounting process.
- The Township has separate companies for state liquid fuels funds and stormwater funds.
- There is no purchase order system for encumbering funds at the time of purchase
- The Secretary and Treasurer have no formal training in governmental fund accounting and are not members of the Government Finance Officers Association (GFOA).
- The Township contracts with independent auditors Turnley Associates to prepare the Township's annual audited financial statements for submission to DCED. These reports are due no later than April 1 but are rarely submitted by the due date.
- Audited financial statements are prepared on a cash basis which is appropriate for the Township's \$4 million operating budget.
- There are no written standard operating procedures for financial functions: cash management, accounts payable, purchasing, invoice processing, reconciliation of accounts, and regular reporting. This is a significant concern given the limited staff and potential for turnover and transition in the Township operation.

BUDGET PROCESS SUMMARY

- The Township does not have a written process for preparing and approving the annual budget.
- The Township publishes a formal calendar and conducts public workshops.
- The budget does not include a budget message.
- The Manager works with the Board of Supervisors during budget development.
- Budgets for all funds are prepared, discussed, advertised and adopted during the budget process
- The department directors are somewhat involved in preparing and implementing the budget.
- The Township does not currently prepare a five (5) year Capital Improvement Plan (CIP).
- The Township does not currently prepare a comprehensive fee resolution as part of the budget process.

RECOMMENDATIONS

RECOMMENDATION 5 – IDENTIFY THE TREASURER AS THE FINANCE OFFICER

The Township Treasurer could be assigned the Chief Finance Officer position and become a member of the Government Finance Officers Association which would provide access to routine GFOA training. The membership and training would provide depth of understanding and updated information about local government financial best management practices.

RECOMMENDATION 6 - CONSIDER OUTSIDE ACCOUNTING SERVICES.

Consider outsourcing certain functions in the financial management system including: accounts payable, bank reconciliations, monthly reporting, and the preparation of monthly financial documents for the Board and for the annual audit. The accounting services should supplement not replace the Finance Officer's duties. The outsourcing could prevent business interruption during periods of transition. It also provides an important internal control for the Township.

Using a third party for a portion of the accounting process addresses the segregation of duties as an internal control problem and protects the Township during periods of personnel transitions in the financial management process. The contracted service should be supplemental to the Township financial management since the Secretary/Treasurer and the Assistant Secretary/Treasurer are charged with ultimate responsibility. By outsourcing a portion of the accounting operation, the Township Manager and Assistant Secretary/Treasurer can continue to address financial management controls that are not currently in place. Expansions and enhancements to the financial management system should include:

- Fixed Asset Management
- On-Line Integrated Purchase Order System
- Permits and Licenses Control
- Cost – Benefit Analysis
- Financial Policies
- Vehicle Replacement Schedules
- Technology Upgrades and Improvements
- Capital Improvement Planning
- Grant Writing and Grant Management





RECOMMENDATION 7 – INSTALL 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. It emphasizes accountability rather than profitability, and is used effectively by governmental agencies of all sizes. In this method, a fund consists of a self-balancing set of accounts and each are reported as either unrestricted, temporarily restricted, or permanently restricted for specific purposes based on legally imposed restrictions. QuickBooks®, although a very inexpensive and easily installed software application, is a small business solution that is not suitable for governmental accounting - especially for municipalities with multi-million budgets and multiple funds that include dozens of accounting transactions. The Township should investigate the appropriate software solution and allocate funds for the

installation and maintenance of a full service governmental accounting system. An updated financial management system will provide a level of comfort and confidence for the Township’s financial decisions.

RECOMMENDATION 8 - PROVIDE FUNDING FOR TRAINING FOR TOWNSHIP PERSONNEL

The Township operation is currently supported by a \$4 million annual operating budget. In order to protect the assets and resources of the Township (both human and capital), it is important that the Township have a financial management system that meets Generally Accepted Accounting Principles (GAAP) and that it is vested with employees who have the authority and training to act accordingly. In order to further enhance and protect the Township assets, the Township should sponsor memberships in the Government Finance Officers Association (GFOA) of PA and provide training funds to attend the annual conference and to participate in ongoing training opportunities.

RECOMMENDATION 9 – COMPREHENSIVE MONTHLY FINANCIAL REPORTS

Monthly financial reporting should be a routine and required function of the finance operation as soon as bank reconciliation is completed but no later than the 10th of each month. Monthly reports should include but not be limited to the following information:

- ***BUDGET COMPARISON REPORT*** – Report that compares budgeted revenues and expenditures to actual revenues and expenditures for each and every category line item for each of the funds.
- ***SUMMARY BALANCE SHEET REPORT*** – Report that shows the assets, liabilities, and reconciled fund balances for each and every municipal fund.

- **CASH FLOW ANALYSIS** – Report that compares cash flow in the current fiscal year to previous year(s) and identifies what the actual availability of cash is estimated to be by month and at year’s end.

RECOMMENDATION 10 – DEVELOP A 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. These procedures should cover the following:

- Accounting for revenues, expenditures, assets, and liabilities
- Procedures for the following:
 - Accounts payable, including payroll
 - Purchasing and inventory management
 - Accounts receivable, including grants, taxes, fees, fines, departmental charges, and intergovernmental revenues
 - Monthly and annual reporting for all funds
 - Handling cash deposits and parking meter revenues
- Administrative procedures, including recordkeeping, filing, and forms
 - Internal controls
 - Cash management
 - Separation of duties
 - Risk management
 - Investing
 - Auditing
 - Pension Administration

RECOMMENDATION 11 – MAKE ADDITIONAL ENHANCEMENTS TO THE BUDGETING PROCESS

The development of the annual budget sets the tone for the entire organization for the fiscal year. The Township does a good job of providing information to the Board and opportunities for public involvement. The budget is a policy statement about what programs and services will be provided as well as a decision about how resources will be allocated. The Township Manager and the Assistant Secretary/Treasurer should continue to enhance the budget development process:



- Distribute **BUDGET WORKSHEETS** that include at least three years of prior data to department directors no later than August 31 of each fiscal year. A historical analysis of revenues and expenditures will improve the ability for making accurate budget projections.
- Use a **BUDGET CALENDAR** that is published and distributed within and outside of the Township organization and on the Township's website. The calendar enables the persons who are involved in the budget process (the Board, the department directors, and committees) to plan accordingly for workshops, public presentations, and adoption of the final budget. It also provides the public with the ability to participate in the process and to provide public comments in a timely manner. Finally, it keeps the process focused and on target to meet the legal requirements of advertisement, publication, public inspection, and adoption.
- Schedule at least one public **BUDGET WORKSHOP** so that the budget can be presented and explained and the Board can receive comments from the citizens.
- Include a complete **ANALYSIS OF COST** prior to any new planned hire in any department. The Township's personnel costs make up about 80% of the overall budget. For this reason, it is important to evaluate every position prior to Board approval of a new hire. The analysis should include not only starting costs but projected benefit and pension costs over the entire employment period, with adjustments for estimated inflation rates.
- Prepare and include a **BUDGET MESSAGE** in plain language that accompanies the initial presentation of the budget to the Board and the public for preliminary review. The budget message should include areas of financial concern such as a reduction in revenues, the need for a tax rate increase, or changes to staffing or service levels. The budget document itself should be presented in a format that is clearly understandable to officials, the public, and the media.

Once the budget has been adopted, it should be used to control activities. The Township should monitor, measure, and evaluate the following:

- **PROGRAM PERFORMANCE** – How well is the Township doing in reaching its program goals and objectives?
- **BUDGETARY PERFORMANCE** – How well are actual revenues, expenditures, cash flows, and fund balances staying within budget?
- **FINANCIAL CONDITION** – What is the long-term health of the Township, including the community's general social, demographic, and economic conditions?
- **EXTERNAL FACTORS** – What changes have occurred that can have an impact on performance?

RECOMMENDATION 12 – EXPAND THE INVOLVEMENT OF DEPARTMENT DIRECTORS IN THE DEVELOPMENT OF THE BUDGET AND HOLD THEM ACCOUNTABLE FOR ADMINISTERING THEIR DEPARTMENT BUDGETS.

The department directors should be involved in the development of the budget and they should be held responsible for working within the confines of the budget limits. Department directors should be required to justify expenditures that are not routine or

ordinary. Any items requested for the new budget year should have a complete analysis of cost (initial and maintenance), a statement of need, supporting data, the volume and nature of the work performed, benefits to be achieved, and justification for the purchase. Any proposed new revenue items or revenue enhancements should be encouraged and fully explored by the department directors and relevant staff.

RECOMMENDATION 13 – PREPARE A FIVE-YEAR CAPITAL IMPROVEMENT PLAN (CIP) IN CONJUNCTION WITH THE TOWNSHIP ENGINEER, TOWNSHIP COMMITTEES, AND DEPARTMENT DIRECTORS.

The 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 plan 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.

RECOMMENDATION 14 – BUILD IN ADDITIONAL OVERSIGHT

With limited staff, it is very difficult to have any true segregation of duties in the financial operation. Unfortunately, this creates the perception that there could be mismanagement of resources and potential fraud. But it is possible to have some limited oversight of the daily financial transactions by adding some reviews and sign-offs for the financial transactions. The following procedures are recommended:

- The Township Manager should review the payroll register and sign it before checks are issued.
- The Township Manager should review the quarterly payroll withholding tax payments to ensure that they are being made by the payroll company appropriately.
- The Chairman should review the bill list and sign it after it is approved by the Board of Supervisors each month.
- Receipts should be pre-numbered and not be taken by the same person who records the information in the accounting system.
- Deposits should not be made by the same person who writes and records receipts.
- The real estate tax account fund should be examined and audited regularly. As the largest revenue source, this fund provides the highest potential for theft or fraud.

RECOMMENDATION 15 – ADOPT A FORMAL PURCHASE AND PROCUREMENT ORDINANCE.

A purchase order system should be designed and integrated with the accounting system allowing for the Township Manager to approve purchases up to a certain threshold limit and to require other purchases to have oversight by the Board in advance of the purchase. This policy should ensure the cost, quality, and delivery of products and services used by the Township for delivering services to residents. A sample policy has been included in **Appendix A**.

POLICE DEPARTMENT

The review of the New Sewickley Township PD was conducted by Robert F. Johnson, police consultant for GRS, as part of Step 3 of the STMP and Five-Year Financial and Management Plan for New Sewickley Township. Johnson has over 29 years of experience in law enforcement first serving as a Pennsylvania State Trooper where he retired as a Lieutenant, Commander of the Criminal Investigation Section, Troop A, Greensburg. Johnson then went on to serve as the Chief of Police for the City of Johnstown for three years prior to his retirement from Law Enforcement. He is a graduate of the Northwestern University School of Police Staff and Command.



To complete this evaluation, the consultant conducted fieldwork and site investigations, analyzed data, gathered information from comparable local government operations, and conducted extensive research. Personal interviews were held with the Chief of Police. The International City/County Management Association (ICMA) publication *Standards for Effective Local Government* and publications from the International Association of Chiefs of Police (IACP) were used as part of the review of the Department. The recommendations contained in this report are based on recognized standards, accepted practices, and government mandates.

It is the intent of the STMP team to provide the Township’s public officials with a complete, comprehensive, and professional evaluation of the provision of police services in their community. This report is developed and submitted with the sole purpose of improving existing conditions through a comprehensive evaluation of the police operation.

OBSERVATIONS

The police department is under the supervision of the appointed Police Chief who reports directly to the Township Manager. According to the Township’s website the mission of the New Sewickley Township Police Department is to “serve as the benchmark of professionalism and leadership while working together with the community and local businesses”. The police department is dispatched to all emergency and non-emergency calls through Beaver County Department of Public Safety.

ANNUAL EXPENDITURES

The police department is the largest expenditure in the Township’s 2022 overall budget making up 41% of the entire budget. Roughly 89% of the police budget is allocated for compensation and benefits. This number includes the annual pension contribution in the amount of \$95,000 which is included in the police budget. Police department expenditures have increased by

roughly 9 % over the four-year period from 2019-2022 with a cost estimated to be about \$1.7 million in 2023 resulting in an additional increase of nearly 8% from 2022 - 2023.

Factors contributing to these increases include but are not limited to increased healthcare costs (19/20), pension contributions (19/20), collective bargaining agreements (21/22), and substantial increases in fuel costs in the 2023 budget. A detailed line-item history is provided in **Table 2**.

TABLE 2 - POLICE DEPARTMENT EXPENDITURES 2019 - 2023

ACCOUNT TITLE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	2023 ESTIMATED
POLICE CHIEF	84,055	86,577	89,174	91,850	94,606
OFFICERS	623,252	664,639	666,873	800,182	888,998
PART TIME OFFICER	105,610	108,594	104,472	60,000	20,000
CANINE OFFICER	2,403	2,762	2,055	2,500	2,500
FULL TIME STAFF	26,746	32,198	38,790	37,440	39,520
HOSPITAL, EYE, DENTAL	157,898	188,401	165,073	195,000	200,000
LIFE INSURANCE	11,715	11,715	11,715	19,000	19,000
RETIREMENT PENSION	92,944	123,120	126,968	95,000	95,000
SOCIAL SECURITY	56,231	60,511	59,397	54,267	64,610
UNEMPLOYMENT COMPENSATION	1,387	2,806	6,229	3,500	3,500
MEDICARE	13,151	14,152	13,702	12,691	15,111
OVERTIME WAGES	63,431	78,255	57,115	65,000	65,000
UNIFORM ALLOWANCE	8,880	12,538	9,590	11,000	11,000
SUBTOTAL COMPENSATION/BENEFITS	1,252,635	1,393,960	1,349,502	1,447,430	1,518,845
SUPPLIES	20,212	10,557	10,297	11,000	13,000
CANINE EXPENSES	4,494	868	14,218	1,000	1,000
GASOLINE	25,703	18,777	28,850	23,000	50,000
SMALL TOOLS MINOR EQUIPMENT	5,882	3,063	6,362	4,700	7,000
AMMUNITION	523	2,053	1,179	5,000	6,000

ACCOUNT TITLE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	2023 ESTIMATED
SERVICES	26,448	52,309	29,381	20,000	25,000
CRIME WATCH	1,133	280	3,214	1,000	1,000
COMMUNICATIONS	4,280	3,390	2,705	5,000	5,000
RADIO MAINTENANCE	2,437	3,116	2,393	3,200	3,200
ANIMAL CONTROL	4,410	2,520	3,360	3,360	3,360
INS – POLICE PROFESSIONAL	12,001	-	-	-	-
WORKERS COMPENSATION	33,661	31,822	29,748	25,000	30,000
VEHICLE MAINTENANCE	12,976	13,886	18,471	10,000	20,000
SEMINARS	5,276	5,361	10,049	5,000	9,000
MAJOR EQUIPMENT	74,601	98,165	122,743	53,000	53,000
CRIME WATCH	700	-	-	-	-
SUBTOTAL – OPERATING EXPENSES	234,735	246,169	282,971	170,260	226,560
TOTAL POLICE DEPARTMENT	1,487,370	1,640,128	1,632,474	1,617,690	1,745,405

SOURCE: NEW SEWICKLEY TOWNSHIP FINANCIAL RECORDS AND GRS ANALYSIS

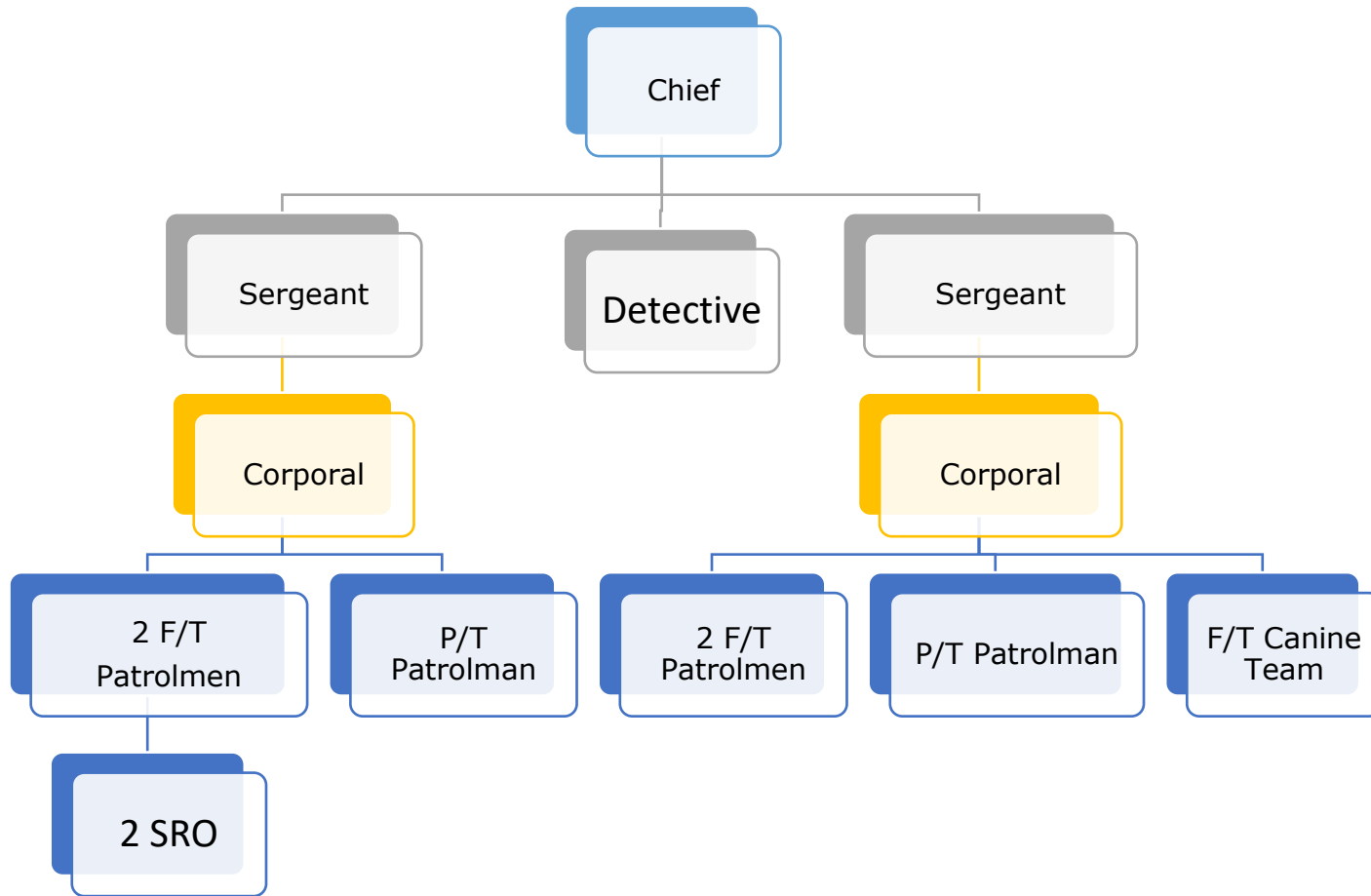
LEADERSHIP

The New Sewickley Township PD is led by the police chief who has 30 years of experience. He was a full-time patrolman since 1997 and was promoted to police chief in 2016. The police chief has a master’s degree in Administration of Justice from Point Park University and is a graduate of the FBI National Academy.

ORGANIZATION STRUCTURE

At the time of evaluation, the police department consisted of 13 full time and two (2) part-time officers in the following positions:

FIGURE 4 – POLICE DEPARTMENT ORGANIZATIONAL STRUCTURE



STAFFING FOR COMPARABLE CITIES

Table 3 provides information about police expenditures for comparable townships in Pennsylvania. The comparable townships are primarily staffed with full-time officers. New Sewickley, West Deer, Shenango, and Cumberland Twp. are the only departments that utilize part-time officers.

TABLE 3 - POLICE EXPENDITURES AND STAFFING IN COMPARABLE COMMUNITIES

MUNICIPALITY	TYPE	COUNTY NAME	POPULATION	SQUARE MILES	POLICE EXPENDITURES	STAFFING FT/PT
WEST DEER	TWP	ALLEGHENY	12262	28.9	1,755,732	14/3
SOUTH STRABANE	TWP	WASHINGTON	9613	23	2,215,797	14/0
CHARTIERS	TWP	WASHINGTON	8632	24.6	1,601,974	14/0
SPRING	TWP	CENTRE	7979	27.1	890,816	8/0
SHENANGO	TWP	LAWRENCE	7133	24.4	1,058,029	9/1
NEW SEWICKLEY	TWP	BEAVER	7183	32.7	1,607,323	13/3
CUMBERLAND	TWP	ADAMS	7033	33.4	1,428,560	10/1
MIDDLESEX	TWP	CUMBERLAND	7021	25.7	1,685,882	12/0
FINDLAY	TWP	ALLEGHENY	6372	32.3	2,809,666	18/0

SOURCE: COMMONWEALTH OF PA, DCED MUNICIPAL STATISTICS, 2020.

[HTTPS://DCED.PA.GOV/LOCAL-GOVERNMENT/MUNICIPAL-STATISTICS/](https://dc.ed.pa.gov/local-government/municipal-statistics/)

CRIME DATA

The Pennsylvania Uniform Crime Reporting (UCR) program serves as the state repository for the collection of crime statistics. Its primary objective is to generate reliable information for use in law enforcement administration, operation, and management. The UCR program receives data from more than 1,000 local agencies. The accuracy of the statistics depends on the adherence of each local law enforcement agency to standards of reporting information. Participation in the program is voluntary.

Based on the latest Pennsylvania UCR crime data reports, New Sewickley Twp. is above average with regard to Part 1 offenses² reported compared to other townships of similar size and demographics. It also has average clearance rates. The clearance rate is calculated by dividing the number of crimes that are "cleared" by the total number of crimes recorded. It is a measure of crimes solved by the law enforcement agency.

TABLE 4 - UCR CRIME DATA FOR COMPARABLE CITIES 2020-2021

MUNICIPALITY	COUNTY	POPULATION	2021	2021	2020	2020
			PART 1 OFFENSES	CLEARANCE RATE	PART 1 OFFENSES	CLEARANCE RATE
WEST DEER	ALLEGHENY	12262	61	19.67	74	14.86
SOUTH STRABANE	WASHINGTON	9613	287	33.45	231	48.48
CHARTIERS	WASHINGTON	8632	40	82.5	46	82.61
SPRING	CENTRE	7979	9	122.22	4	175
NEW SEWICKLEY	BEAVER	7183	95	55.79	154	43.51
SHENANGO	LAWRENCE	7133	36	72.22	39	58.97
CUMBERLAND	ADAMS	7033	64	62.50	62	50
MIDDLESEX	CUMBERLAND	7021	144	36.81	141	47.52
FINDLAY	ALLEGHENY	6372	49	34.69	61	72.13

SOURCE: DEPARTMENT OF JUSTICE, UNIFORM CRIME DATA, WWW.UCR.PA.GOV/PAUCRSPUBLIC/HOME/INDEX

DEPARTMENT ACTIVITY

The New Sewickley Township Police Department utilizes the CODY records management system for report their information management systems. The STMP team obtained the full year report for 2021 which was generated by CODY. Based on the information provided, the annual call volume for 2021 was 3,905. This is an average of 390 calls per responding officer per year.

² Part 1 offenses are crimes against a person such as: murder, rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft, and arson.

The most common calls for service were for Ambulance or Medical Calls, Motor Vehicle Accidents, and other Traffic Incidents. See **Table 5** below.

TABLE 5 - NUMBER AND TYPES OF MAJOR INCIDENTS FOR 2021

NUMBER OF CALLS	TYPE OF CALLS
587	Ambulance or Medical Call
165	Motor Vehicle Accidents (All classifications)
151	Traffic Incidents
118	Thefts
112	Assist Other Agencies
112	Hazardous Condition
111	Animal Calls (Not Dogs)
73	Dangerous Dog
109	Harassment
90	Disabled Vehicle
89	Alarms
49	DUI/Drug Offenses
2	Homicide

SOURCE: NEW SEWICKLEY TOWNSHIP PD, INCIDENT REPORT BY MUNICIPALITY JAN-DEC 2021

WORK SCHEDULE

The Chief of Police currently staffs his department in platoons. The shifts provide 24-hour coverage by scheduling two 12-hour shifts per week from 7am to 7pm and 7pm to 7am and two 8-hour shifts 7am-3pm, 3pm-11pm, and 11pm to 7am. Merion Twp.

is provided coverage Monday thru Friday from 10pm - 6 am and 3pm – 7am on weekends. Part-time officers are utilized to cover call-offs, vacations, and or shifts which are vacated due to work related injury.

The existing schedule maximizes the use of personnel at high level given the allocation of manpower. It is important to note that the use of part-time officers, on an as needed basis, provides a great deal of flexibility but also speaks of the prudent management style of the Chief of Police.

The scheduling practices employed at New Sewickley are appropriate and judicious given their obligations to provide 24/7 coverage to the residents of New Sewickley Twp. and that of Marion Twp.

PATROL FUNCTION

The patrol function is the backbone of every local police department, and its importance is best depicted by the following statement: *Patrol is the primary and most important activity of the police organization. The patrol force is the largest unit of the police organization, is distributed throughout the community and operates on a 24-hour basis; its members are in constant contact with the public. The patrol function is so basic to meeting the police responsibility that its objectives are synonymous with the total police responsibility. These objectives include the prevention and suppression of crime, the safeguarding of lives and property, the apprehension of criminals, the control of traffic and non-criminal conduct and the provision of public service.*

Currently, the New Sewickley Township has 13 full time sworn officer positions (including the Chief) and two (2) part-time officers providing 24-hour coverage for the township in 12-hour shifts. These officers are also responsible for providing coverage to nearby Marion Township from 3pm to 11 pm Monday thru Friday.

RATES OF PAY

According to the Collective Bargaining Agreement between the New Sewickley Township and the New Sewickley Police Bargaining Unit, dated **January 1, 2022, to December 31, 2025**, the basic salary for members of the police department of the New Sewickley Township are as follows:

TABLE 6 - POLICE OFFICER RATES 2021-2023

POSITION	2022	2023	2024	2025
Lieutenant	77,399.71	79,577.71	81,821.04	84,131.67
Sergeant	75,799.71	77,977.71	80,221.04	82,531.67
Corporal	74,199.71	76,377.71	78,621.04	80,931.67
Senior Patrolman	72,599.71	74,777.71	77,021.04	79,331.67
Part-Time Officer	20.25/HR	20.85/HR	21.47/HR	22.12/HR

SOURCE: NEW SEWICKLEY TOWNSHIP PD COLLECTIVE BARGAINING AGREEMENT DATED DEC. 7, 2021

STANDARD SCHEDULE

The following is the standard annual basic salary schedule for full-time Officers based on length of service from date of hire. Percentage figures are based on the senior patrolman’s base rate listed below:

TABLE 7 – STANDARD SALARY SCHEDULE

YEARS OF SERVICE	SALARY
2021 Start	58%
2022 After 1 Year	68%
2023 After 2 Years	75%
2024 After 3 Years	80%
2025 After 4 Years	85%
2026 After 5 Years	90%
2027 After 6 Years	95%
2028 After 7 Years	100%

OVERTIME

Overtime is primarily generated through police officers' use of sick days, workers compensation, and court time. The overtime premiums are paid at time and one half to all employees for hours worked in excess of their scheduled shift. This does not include non-mandatory training, task force, CIRT pay, special duty pays, or any other pay as excluded by the collective bargaining agreement.

INVESTIGATIVE ASSISTANCE

New Sewickley Township has a full-time detective. The detective's workload is determined by the severity of the investigation as well as the amount of follow up which is necessary to effectively investigate the reported crime. Any investigative assistance is provided by the Beaver County District Attorney's Office and the Pennsylvania State Police. Examples of investigative assistance would include but are not limited to crime scene processing and polygraph examination.

SUPPORT STAFF

The New Sewickley Township has a police clerk who handles the administrative and clerical duties of the department. The police clerk is a full-time employee.

RECORDS MANAGEMENT

The police department currently uses *CODY* as its records management program. This is a common and efficient method for tracking police activity and evidence management. *CODY* is a license-based RMS system which will no longer be supported in the coming months. It is set to be replaced with *Pathfinder* which is web-based RMS platform.

TRAINING

Training should be an ongoing process within every police department. It is important that the officers remain proficient in performing their duties. Training should include a wide range of topics. The only way a police department can ensure that they have competent and capable officers on the street is by making sure they are properly trained.

The Township's police officers attend training for CPR/first aid, Narcan, AED, and use of firearms. Currently the officers attend required update training online. MPOETC

Training should be an ongoing process within every police department. It is important that the officers remain proficient in performing their duties.

offers grants to law enforcement agencies within the Commonwealth for classes that any department may need. These grants are easy to apply for and are almost always approved for funding.

The Chief of Police also utilizes Power DMS, a web-based management system, to track the agency's compliance with internal policy and procedure compliance. Use of this platform tracks an officer's receipt and review of any policy of procedure which is enacted, revised, or removed.

COLLECTIVE BARGAINING AGREEMENT (CBA)

A review of the CBA between New Sewickley Township and the New Sewickley Police Bargaining Unit revealed a reasonable document. None of the benefits or stipulations appear excessive or unreasonable.

FACILITIES

The police department is located within the New Sewickley Township municipal building. The police department includes the patrol room, chief's office, interview room, and the administrative clerk/reception office. The police department has video surveillance in certain areas on the outside and inside.

ACCREDITATION

Accreditation is a progressive and time-proven way of helping institutions evaluate and improve their overall performance. The cornerstone of this strategy lies in the promulgation of standards containing a clear statement of professional objectives. The benefits of accreditation include but are not limited to:

- Establishes a credible framework for evaluating agency practices and procedures
- Reduces agency risk and exposure to lawsuits
- Decreases some liability insurance expenditures
- Improves law enforcement – community relations
- Enlarges the outlook and viewpoints of managers, officers and employees
- Furnishes a solid foundation for the agency to build upon for further progress
- Extends agency accountability to the public and elected officials
- Enhances planning and innovative activities by all agency personnel
- Develops improved methods for providing services to the community



The New Sewickley Township Police Department earned accreditation in June of 2020. It should be noted that accreditation is no small task especially considering there are well over one thousand municipal police agencies in the Commonwealth of Pennsylvania. With that said the New Sewickley Township Police Department is one of 147 accredited police agencies which include the Pennsylvania State Police, Philadelphia Police Dept., Pittsburgh Bureau of Police, and Middlesex Twp. Police to name a few.

EVIDENCE STORAGE

A corporal and sergeant jointly manage the evidence room. The evidence room is a locked room within the police department. The corporal and the sergeant are the only two officers permitted to gain access. The inventory is managed through the *CODY* records management program.

INTERVIEW ROOM

The police department has an interview room that is set up to produce video and audio recordings critical to the effective prosecution of offenders.

EQUIPMENT

The police department is well equipped with modern serviceable equipment. Recent purchases include firearms in 2021, Tasers in January of 2022, and body cameras.



POLICE VEHICLE FLEET

The department is currently establishing a structured replacement process designed to replace a specific number of fleet vehicles every five (5) years. The initial replacement of cars in this manner occurred in 2019. This process should result in a fleet vehicle being kept in service for a period of ten (10) years ultimately lowering fleet purchasing costs as well as creating a certain level of predictability for the township regarding capital needs.

In addition to having a well-managed fleet, each car, except for the Chief’s car, is equipped with an in-car camera and mobile office. As reported by the chief he has applied for a grant to replace the existing mobile office computers with new systems.

TABLE 8 – POLICE DEPARTMENT VEHICLE FLEET

YEAR	MAKE	MODEL	ASSIGNMENT
2012	Dodge	Caravan	Detective
2016	Ford	Explorer	Patrol
2017	Dodge	Charger	Patrol
2018	Dodge	Durango	Patrol
2019	Dodge	Durango	Patrol
2019	Dodge	Charger (4)	Patrol/Chief
2023	Chevy	Tahoe	K9
2023	Dodge	Durango	Patrol

RECOMMENDATIONS

RECOMMENDATION 16 – UPDATE THE POLICIES AND PROCEDURES MANUAL.

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.

RECOMMENDATION 17 – INSTALLATION OF BALLISTIC WINDOW FILM.

The Township should consider the installation of ballistic window film to entry doors, first floor windows, and the window from the clerk’s office to the main lobby in the police department. Ballistic window film is a cost-effective means of fortification that is a fraction of the cost of conventional ballistic glass.

RECOMMENDATION 18 – ATTAIN ADDITIONAL CONTRACTED SERVICES WITH NEIGHBORING COMMUNITIES.

The Chief of Police, with approval from the Township Supervisors, should actively pursue obtaining additional contracts for police services with nearby municipalities. The acquisition of these contracts is often an effective way to increase department funding while having little to no impact on existing resources and budgets.

RECOMMENDATION 19 – CONTINUE RENOVATIONS TO THE POLICE DEPARTMENT.

The Township should continue to renovate the police department. The ceiling in the squad area has exposed conduit and less than adequate lighting. Despite these shortcomings the department is utilizing its existing office space to capacity.

RECOMMENDATION 20 – REPLACE 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.

CONCLUSION

The New Sewickley Twp. Police Department should be considered a model agency for agencies of similar size across the Commonwealth. It is important to understand that a professional, effective, and efficient police department just doesn’t happen. It is the result of exceptional leadership as well as buy-in from the patrolmen and township supervisors alike.

As a whole this department is exceptionally well managed, equipped, and prepared to provide professional police services to the citizens of New Sewickley Twp.

ROAD DEPARTMENT

The review of the Township of New Sewickley Township Road Department was conducted by Jason A. Dailey, as part of the Strategic Management Plan for the Township of New Sewickley. Mr. Dailey is the former Utilities and Road Foreman for Cranberry Township, Butler County and has over 20 years of experience in local government management, Road instruction, and consulting for local governments. To complete this evaluation, the consultant conducted field work and site investigations, analyzed data, gathered information from comparable local government operations, and conducted extensive research. Personal interviews were held with the Road Department Foreman and laborers and various agencies and organizations working with the Township. The recommendations contained in this report are based on recognized standards, accepted practices, and government mandates.



OVERVIEW

The New Sewickley Road Department is overseen by the full time Road Foreman who is responsible for the day-to-day operations of the Department including scheduling, project planning, purchasing and personnel.

The Department is relatively small and consists of five full-time employees represented by a collective bargaining agreement under the International Union of Operating Engineers Local 66. The current contract is a four-year agreement that began January 1, 2021 and expires December 31, 2024. The contract does also reference Regular Part Time employees being covered by the agreement as well.

All full-time employees have a 90-day probationary period where they are not afforded insurance, jury duty pay, bereavement or holiday pay. and must obtain their CDL within that time period. There are four job classifications and subsequent wage rates employees may be assigned which are Group Leader/Foreman, Heavy Equipment Operator, Truck Driver/Laborer and Part Time Laborer. Each category has a corresponding hourly rate with the Foreman making one dollar more than the Heavy Equipment Operator, and the Heavy Equipment Operator making \$.50 more than the Truck Driver/Laborer. The Part Time Laborer position cannot exceed \$4 less than the Truck Driver/Laborer pay rate. There is a 5 year pay progression for new employees that begins at 75% of the lowest full-time pay rate. Overtime is paid after 8 hours worked per day AND 40 hours per week which is in accordance with the Fair Labor Standards Act (FLSA), however the FLSA only requires overtime to be paid after 40 hours worked

in the week. Longevity is only paid to employees hired before 1/1/16 and is issued at \$50 per year for every year after 5 years of service up to a maximum of \$1500. The Township has the ability to hire Temporary Truck Drivers at the Part Time Laborer rate for up to 60 days. Seasonal employees are also permitted for up to 200 days with limitations called out on equipment they can operate. The Township also sets the pay rates for Seasonal employees.

The regular work week for all employees, covered by the collective bargaining agreement, consists of eight hours work per day from 8-4 p.m. and forty hours per week with a 30-minute paid lunch. There is a three hour minimum callout paid for callouts made outside of the regular work week schedule. The Township may change the work week schedule with 24 hours notice to the employees. All full-time employees are granted 15 paid holidays, with 5 of these being what is more typically described as personal days. These 5 floating holidays must be approved by the Supervisor. Any employee called to work on a Holiday is paid 2x their rate of pay.

Article 7 of the contract included more than typical safety language including uniforms and CDL licensing reimbursement. The Township provides uniforms and cleaning service for each employees uniforms. There was no specific type or quantity referenced. There is a specific reference to safety gear provided by the Township that mentions "all safety gear" provided and then further lists rainwear, hard hats and safety glasses. This section also includes a \$300 uniform allowance reimbursement for each employee each year with a receipt. The Township further agreed to replace an employees CDL but this language is a bit vague.

Sick time is tiered by employees hired prior to 1/1/21 and those after. Employees hired before are granted 12 sick days per year and can accumulate up to 130 days, those hired after are granted 10 days per year. Employees must provide a doctor note for 4 or more days off. The Township buys back an employees unused sick days at the employees current rate of 25% of days remaining upon quit and 75% of days are paid at retirement or as a death benefit to family and also for any days accumulated over 120 days.

The Township provides a fully paid health, dental, vision insurance with employees only paying for deductibles. The Township also provides a \$30,000 life insurance plan during employment, AD&D for \$60,000 and a paid up life insurance plan at retirement of \$10,000. Deductibles for the health plan are paid by the employee. Employees hired prior to 1/1/01 receive a post retirement healthcare supplement payment of \$150 per month for an additional 3 months for every 5 years they had worked for the Township.

Vacation time is earned in weeks over six stages up to a maximum of 25 days, although employees hired prior to 1/1/21 can accrue up to 30 days. Vacations are selected in seniority order. The Department Head approves initially, with advance notice given to the Township Secretary. Employees called back to work while on vacation are paid double time. There is no requirement for how days are taken or how many employees may be off at a time.

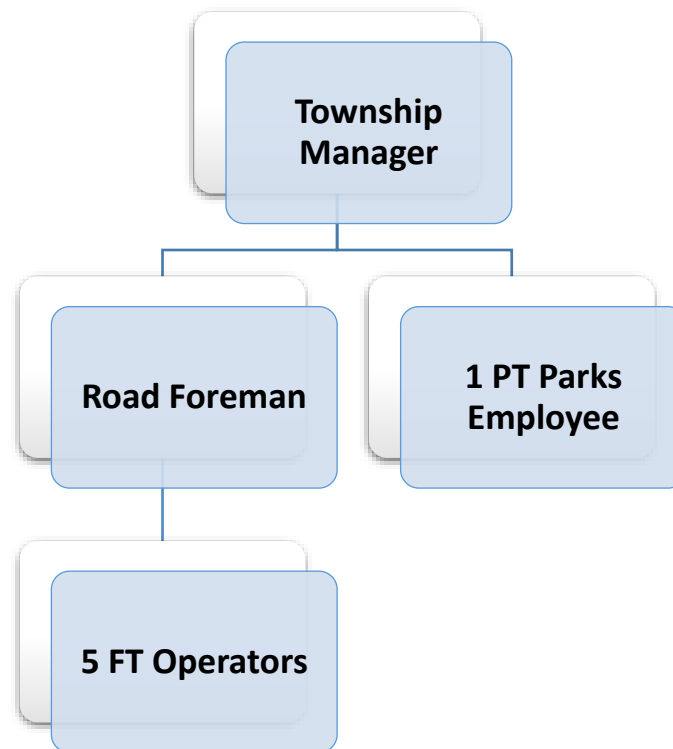
Bereavement, Child Rearing, Jury Duty and Military Service Leave are all addressed in the contract with typical language.

Discipline is clearly identified within the agreement with specific references to offenses that an employee could expect to be discharged. The grievance process is outlined within the collective bargaining agreement including mediation processes and cost sharing.

Employees participate in the Teamsters Pension plan with an established monthly contribution by the Township per employee, with employees being permitted to contribute more on their own. New employees receive a 10% contribution by the Township in addition to their own contributions.

Figure 1 below shows the organizational structure of the Road Department.

FIGURE 5 -ROAD DEPARTMENT ORGANIZATIONAL CHART



OBSERVATIONS

Based on meetings with the Township Manager, Road Department Foreman and laborers, the major functions of the Department are outlined below.

The Road Foreman has been with the Township for over 20 years and is familiar with the overall operations of the Township and has a good handle on the expectations for service delivery. The Department has an elementary system for work order management that will be addressed throughout the report. Manpower has decreased over the years both in the decrease of full time employees and the use of part time employees within the Road Department.

There is a lot of administrative responsibilities on the shoulders of the Foreman that include purchasing, resident phone calls, vendor and contract management, visitors to the Township complex with Road related issues, managing the informal work order processes, assignments, etc. While the Department is not combined with the sewer and water utility, there is a very good level of cooperation both in facility and equipment sharing among both operations.

ROAD MAINTENANCE FACILITY

- The Road facility is located at 233 Miller Road, directly adjacent to the Township's Administration and Police Department. The administration area of the operation is located within the older, 5000 sf building and garage.
- The Department's cold storage garage space is shared with the Sewer Authority operations within the facility. The grounds and building are currently not secured, there are several cameras in place at various locations that look at the lot and fueling area.
- All trucks and equipment are stored inside primarily at the municipal complex.
- There is a lack of adequate fire protection throughout the facility for the type of equipment, supplies and materials stored.
- The lighting throughout the main Road garage space is a mix of led and high bay or fluorescent lighting. The lighting appeared to be inadequate for most of the garage space. There is very poor lighting at the salt storage facility. The Township's newest Public Works storage building has a dirt floor.
- Garage doors are not numbered but were in very good working order and physical condition.

STREET MAINTENANCE

- According to the Liquid Fuels Report, the Township owns and maintains approximately 49.94 miles of streets made up of a mix of primarily asphalt streets with slight amount of dirt and gravel roads. There are 48.28 miles of state roads located within the Township.
- The Township does not have an active inventory of markings such as stop bars, arrows or other markings that may be applied. Long lines are contracted out when necessary.

- There is no comprehensive line painting program currently in place that would identify types or locations of markings.
- An active year-round patching program is in place that is primarily handled through residents’ complaints or worker observation at which time patch is ordered and delivered.
- The Township does not have a long-range resurfacing program, however that Township has done a fairly good job at maintaining its inventory of roads throughout the Township.
- In 2022, the Township had approximately \$700,000 in road work done between asphalt and sealcoating work. These projects were bid and paid from a combination of the Township’s Liquid Fuels fund and General Fund.
- There are currently loans out for road work that was done on Blackwoods, Fezzel and Pine Run.
- The Township does not currently have degradation fees incorporated into its street opening permit process.

STREET NAME AND REGULATORY SIGNAGE

- All streets have signage installed throughout the Township.
- There is no mapped inventory of street name signs detailing location, type of sign, post and condition.
- There are no records kept on maintenance of street name signs or regulatory signage.
- The Township does have a good inventory of routine signs that will typically need replaced.



STORMWATER SYSTEM MAINTENANCE

- The Township is an Ms4 Permitted community which consists of a system of basins, lines of various material and sizes, along with above ground pipes and swales is extensive.
- The system is in the process of being mapped by the Township’s Engineer, Lennon, Smith and Souleret.
- The Township is developing both a maintenance and capital plan for projects that will address ongoing stormwater issues throughout the Township.
- Storm grates and lines are inspected regularly as part of routine Township inspections by the Road Department.
- There are no work orders or records indicating frequency of inspections, locations or resolutions.
- Jordan Tax is in discussions with the Township to serve as the Stormwater Fee collection service under a contract.

VEHICLE AND EQUIPMENT FUELING STATION

- All Township Departments including the Police operation utilize the 1,000 regular fuel tanks and 1,000 diesel tank fueling station at the Township Building.
- There is a smaller 300 gallon diesel tank at the Green Valley Park that is filled twice per year for park mowing operations.
- The fueling depot is not separately secured within facility but there is a camera aimed at the fueling station.
- Fuel is ordered through Reed.
- The fueling is not electronically monitored through any type of fueling system.

VEHICLE INVENTORY AND MAINTENANCE

- The Road Department has a qualified mechanic on staff that maintains all vehicles and most equipment with the exception of transmission and full engine replacements.
- Vehicles are pre inspected prior to their inspection, with any work being done inhouse which saves the Township a tremendous amount of money.
- Each vehicle has designated paper folder with work log and details of the maintenance performed.
- The Department is lacking some necessary diagnostic tools such as an OBD Scanner that could provide error code detail, and allow them to make necessary repairs inhouse, especially for newer Police Department vehicles.

TABLE 9 - ROAD DEPARTMENT VEHICLE INVENTORY

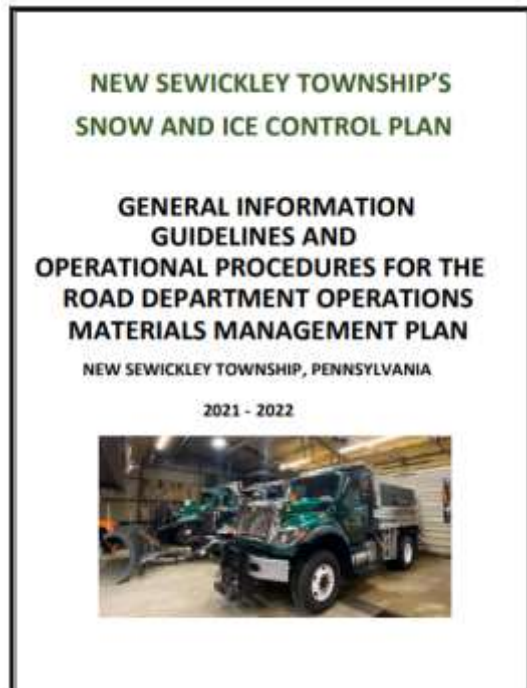
TRUCK	YEAR	MILEAGE	PLOW / SIZE	SPREADER
MACK GRANITE 10 TON (NOT RECEIVED YET)	2022		11'	
Mack 10 Ton	2020	11,226	11'	Tailgate
Chevy 3500	2017	83,725	NA	NA
International Terrastar	2015	21,888	9'	Tailgate
International Workstar 10 Ton	2014	23,518	11'	Tailgate
Ram 5500	2013	39,564	9'	Tailgate
Peterbilt 10 Ton	2007	32,715	11'	Tailgate
Bucket Truck	1999	135,511	NA	NA
International 10 Ton	1996		11'	Tailgate
Mack Tandem	1990	70,007	NA	NA

PA ONE CALL MARKING AND RESPONDING

- The Township owns the storm system and underground traffic signal communication and electric lines.
- The lines are currently not being marked by the Road Department.

WINTER MAINTENANCE

- The Township has an impressive formal snow and ice control plan, which the Road Foreman has done a great job developing and prioritizing the five primary routes. Routes and areas around the Township have specific instructions on snow piling and how to approach areas which is very effective.
- Operators are responsible for an estimated 49.94 miles of Township streets as well as the municipal complex and recreation facility lots.
- Staff estimate that street maintenance takes approximately 3 hours to complete for each call out. Administration is pleased with the attention that the staff provides to the Township during winter maintenance operations.
- The Township uses on average 700 tons of rock salt. The material is split purchased through the COSTARS purchasing program and SHACOG.



- All rock salt is stored at a wood pole building, adjacent to the Road Department building and can store 250 tons.
- There are 5 designated plow trucks, all with tailgate spreaders and their own assigned routes. There is a single 10 ton truck that is reserved as a spare truck.
- The trucks, plows and spreaders were all well maintained and in good working order including the single backup vehicle and equipment.
- There are no liquids used in the winter maintenance operation.

CAPITAL PLANNING

The Township has recently started a capital reserve fund and is actively working to put a more formal capital plan together.

OPERATING BUDGET

The operating budget for areas the Road Department is responsible is divided a few categories including – Highways, Cemeteries, Stormwater and Recreation.

The majority of the budget is made up of employee wages and benefits, which is typical. This budget is relatively simple to understand as it is fairly descriptive of the

work performed with these funds. There may be an opportunity to reduce the number of accounts being charged. For example, there are two stormwater accounts being charged in account 436 and 446, but both are for Public Works.

The manner in which the Township has developed this budget is a good practice as it breaks out operations into categories that can be tracked in their entirety to determine the true cost of the activity. The categories that are shown accomplish this tracking goal.

One suggestion for improving this budget would be to include a line for training and education for the labor staff as well as professional development for the Foreman that would include involvement in both professional associations and local professional networks.

TABLE 10 – ROAD DEPARTMENT EXPENDITURES 2018-2022

PUBLIC WORKS - HIGHWAYS AND STREETS		2018 AUDITED	2019 AUDITED	2020 AUDITED	2021 AUDITED	2022 ACTUAL
430.00	General Services - Administration	296,663	292,101	339,087	334,959	538,537
432.00	Winter Maintenance – Snow Removal	85,721	75,487	57,738	73,014	58,357
433.00	Traffic Control Devices	5,839	3,235	12,382	6,543	6,725
434.00	Street Lighting	7,868	7,521	7,845	7,757	5,952
436.00	Storm Sewers and Drains	1,910	9,734	20,657	6,886	3,564
437.00	Repairs of Tools and Machinery	94,795	104,419	101,560	132,607	69,239
438.00	Maintenance and Repairs of Roads	410,761	525,344	465,879	352,771	228,452
Total Public Works - Highways and Streets		903,557	1,017,841	1,005,148	914,537	910,826

SOURCE: NEW SEWICKLEY FINANCIAL RECORDS & GRS PROJECTIONS

MUNICIPAL COMPARISON

A comparison with other municipalities of similar population and total budget was conducted for Road expenditures. Of the comparable Townships around the region, New Sewickley has a comparable Road operations budget with the services that are provided. The budget comparison indicated the Township on the higher end of those with similar overall budgets.

TABLE 11 – ROAD EXPENDITURES FOR COMPARABLE COMMUNITIES

MUNICIPALITY	COUNTY	POPULATION	PUBLIC WORKS	SOLID WASTE
CENTER TWP	BUTLER	7898	1,550,181	-
CHARTIERS TWP	WASHINTON	7818	1,767,953	108,661
CHIPPEWA TWP	BEAVER	7620	1,172,584	21,433
SHENANGO TWP	LAWRENCE	7479	1,230,701	-
WASHINGTON TWP	WESTMORELAND	7422	1,260,744	-
NEW SEWICKLEY TWP	BEAVER	7360	1,191,125	9,612
BUFFALO TWP	BUTLER	7307	735,833	188
INDIANA TWP	ALLEGHENY	7253	1,282,066	-
MARSHALL TWP	ALLEGHENY	6915	3,556,524	34,809
SALEM TWP	WESTMORELAND	6623	1,299,409	-

DCED MUNICIPAL STATISTICS, NEW.PA.COM WEBSITE, 2021

RECOMMENDATIONS

RECOMMENDATION 21 – CONSIDER DEGRADATION FEES WITH STREET OPENING PERMITS

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. Additionally, Township’s 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, however this is an avenue the Township should consider recouping fees associated with its roads prematurely failing as a result of utility work taking place soon after a road is freshly sealed or resurfaced.

RECOMMENDATION 22 – PURCHASE AN 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.

RECOMMENDATION 23 – PURCHASE AN ON-BOARD DIAGNOSTIC SCANNING TOOL

Most Road Departments would not have qualified employees to perform the level of work that is done in the Township’s shop. The Township could continue to realize additional mechanical savings with the purchase of an OBD II scanning tool that could provide detailed error codes, which the employees could then diagnose and make inhouse repairs, rather than outsourcing this work.

RECOMMENDATION 24 – INSTALL AN AUTOMATED SYSTEM TO TRACK COMPLAINTS AND REQUESTS FOR SERVICE.

The Road Department currently utilizes a common approach to responses to requests for service and work orders. The Foreman receives a request in the form of voicemail, text or email usually from the administrative staff. The Foreman will document in a notebook the record of work performed by the Department. This system of work order management is common among Road operations. Providing excellent customer service should be at the core of the Township related to its Road department’s mission. Work order tracking provides historical data, assists in budget projections and provides consistent service to concerns. To achieve this, the Department must have a reliable system of tracking requests for service that would entail the customer’s name, address, nature of call and information exchanged, tentative schedule for work, resources used (personnel, materials, etc.) and how and when the issue is resolved. This system can be as simple as a form in a word processing format that is utilized each time a call is received and filed upon completion. The Foreman’s monthly report to the Manager and Township Supervisors should summarize these events. A long-term recommendation for managing service requests and work orders would be to have software that is used by all departments. There would be a need for GIS mapping integration into any software module that the Road Department would consider, which the Township has begun to explore.

RECOMMENDATION 25 – CONSIDER A NEW SALT STORAGE FACILITY

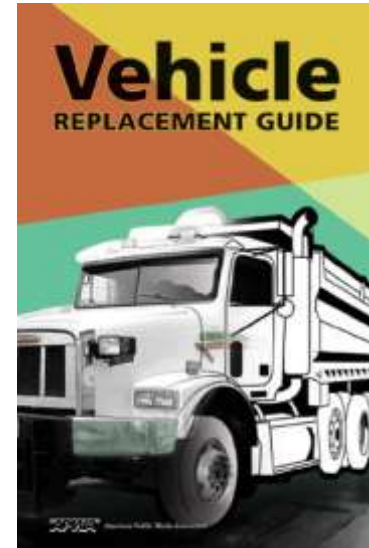
The winter maintenance operations of the Department for the Township warrant the reliability of an adequate and safe storage facility. The current facility does not permit the Township to store the amount of salt needed for the Township to make it through an entire season without reordering. Supply chain issues are common in the rock salt business as its delivery methods change throughout the season and when demand is high, supply is difficult even when on the state organized contract. The Township should consider having designed an adequate storage facility that accommodates not only current day supply needs but also future growth of the Township, as well as newer technology for snow fighting, including liquids.

RECOMMENDATION 26 – CONSIDER DEVELOPING 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.

Municipalities have the ability to adopt a Transportation Impact Program and subsequent fee. The program involves an Engineering study to determine projects that would be necessary to improve certain roads. These projects may be assigned to districts or one Township wide district may be considered. Fees are developed based on the projects that are developed and their estimated costs. When a developer’s project includes one of the project areas, fees are assessed per trip generated for both commercial and residential developments. These funds are restricted to be used for the developed projects, and may remain invested after collected while the municipality seeks additional funds for the projects. The Township should consider this approach to assist in leveraging funds for projects that will benefit the Township’s legacy infrastructure, while being sensitive to longtime residents.

RECOMMENDATION 27 – USE A COMPREHENSIVE VEHICLE AND EQUIPMENT MAINTENANCE RECORDS SYSTEM AS THE BASIS FOR THE TOWNSHIP’S REPLACEMENT SCHEDULE FOR PUBLIC WORKS EQUIPMENT AND VEHICLES.



Vehicle and Equipment Replacement Plan

The Township currently does not have a formal or informal vehicle replacement plan for any of its equipment and fleet operations. The public works department utilizes vehicles that are prone to frequent wear and high usage hours and miles within a relatively short timeframe. This practice of replacing vehicles and equipment without parameters and a formal plan is common in local government but it leads to adverse budgetary impacts and rushing into a purchase in a moment of crisis. This can result in the wrong vehicle and equipment being purchased.

The American Public Works Association (APWA) developed two manuals entitled Managing Public Equipment and Vehicle Replacement Guide. Both publications are available for purchase through the organization’s online site at <http://www.apwa.net> The public works foreman and Township Manager should own and understand both of these publications. These publications provide the framework

for a simple vehicle replacement plan that begins with setting the parameters whereby a vehicle would merit replacement and adopting these parameters as a policy that would guide operations. A sample policy has been developed and is attached for consideration that can be modified as necessary. The Township has a relatively small fleet of vehicles and equipment and a chart has been prepared with the current fleet of Public Works vehicles and their expected replacement life according to the model policy attached.

Vehicle & Equipment Replacement Program Policy

The guidelines set below are established to prescribe a replacement schedule for all fleet vehicles and equipment operated by New Sewickley Township. Vehicle and equipment replacement programs evolve around several different sound business reasons, maintenance cost, reliability, employee safety, and employee morale. Maintaining mission critical vehicles is extremely important although maintaining equipment to project a professional image and maintain employee satisfaction and productivity are also considered. Keeping in mind there are uncontrollable factors such as major failures, accidents or natural disaster to be considered as well. The goal of this recommendation is to incorporate a Best Management Practice (BMP) to determine the ideal time to replace a vehicle or piece of equipment before the maintenance and repair costs are higher than the value of the item. The criteria listed below were collected by the American Public Works Association.

TABLE 12 - VEHICLE REPLACEMENT PROGRAM SCHEDULE

VEHICLE TYPE	AGE CRITERIA	USAGE CRITERIA	POINT REPLACEMENT
Admin vehicle	5-10 years	75,000 - 100K miles	23
Police vehicle	1-3 years	85,000 - 100K miles	23
Medium Duty, gas	7-10 years	100,000 - 120K miles	25
Medium Duty, diesel (350,450,550)	10-12years	150,000 - 250K miles	38
Heavy Duty, diesel (1 axle, 2 axle)	12-15 years	150,000 - 250K miles	40
Heavy Equip (loader, backhoe)	7-10 years	6,000 - 10K hours	32
Lawn Tractors, diesel (>50 hp)	7-10 years	8,000 - 10K hours	34
Lawn Mowers (<50 hp)	7-10 years	8,000 - 10 K hours	34
Trailer (>5 ton)	15-20 years	N/A	28

REPLACEMENT ANALYSIS: Yearly evaluation of vehicles and equipment is conducted using a point system. The system uses a number system of 1-5. One being the highest score and 5 being the lowest score.

PURCHASE PRICE: Actual purchase price of item

AGE: The number of years old, one point per year

MILEAGE: 1 point for every 10,000 miles or 2000 hours

RELIABILITY: 1, 3 or 5 points assigned based on the frequency the vehicle is in the shop for repair. Reactive work orders. A 5 for over 2 times a month, 3 for 2 times a half year, a 1 for 2 times a year

USE: Emergency or mission critical vehicles or backup replacement readily available. 1, 3 or 5, 5 for emergency and critical, 3 for operations other than service, 1 for administration

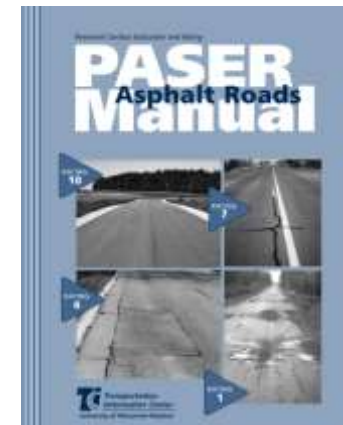
MAINTAIN & REPAIR: Cost associated with work performed to the vehicle, in house and out of house. 1-5, 5 for expenses over 50% of the purchase price, 1 for expenses less than 30% of the purchase price

CONDITION: The overall condition interior and exterior. 1-5, 5 being the poorest

RECOMMENDATION 28 - A LONG-RANGE PAVEMENT MANAGEMENT PLAN SHOULD BE DEVELOPED FOR STREET PAVING.

The Township is in need of developing a long-range plan for street paving of its 49.94 miles of paved. It was believed that roads had a preliminary rating done with the Engineer 3 years ago and a tentative plan may have been developed. This plan will ensure that community goals and needs are met, inform the public of the prioritization of upcoming projects, encourage efficient administration, and allow the Township to be proactive and contact existing utilities to inform them of upcoming work. Streets should be set up in a pavement management environment where conditions are recorded, and maintenance routinely scheduled.

There are innovative, inexpensive services that have developed recently to assist municipalities in their evaluation of their road infrastructure. One service is a spinoff from Carnegie Mellon University’s Robotics Institute called Roadbotics. They have a vehicle outfitted with high resolution imaging and



gyroscopes that analyze road surfaces every 10' and provide the image and a 1-10 rating based on the PASER rating system developed at the University of Wisconsin. The final report is an excellent overall snapshot of the road system of the municipality. The cost is approximately \$100 per mile. More information can be found at [Http://www.roadbotics.com](http://www.roadbotics.com)

RECOMMENDATION 29 - CONSIDER DEDICATED FUNDING SOURCE FOR STREET RESURFACING.

The Township does not have a dedicated funding source for its street resurfacing needs. When assessing is available to them by Pennsylvania Statute, municipalities will have enacted a tax that is designated for street resurfacing. Additionally, it is typical for municipalities to further subsidize their street resurfacing programs with their Liquid Fuels Fund as well as the general fund or other Enterprise funds like the sewer and trash funds.

The Township needs an annual, expected revenue source for its resurfacing program to ensure that roads are kept up to an acceptable level and that as roads are dedicated to the Township in the future are able to be maintained. It would be expected that a community with 44 miles (reference to the PennDOT Liquid Fuels Map) would be treating 3-4 miles of roadway per year on a 10-12 year program. Municipalities will typically use a combination of treatments such as crack sealing, microsurfacing, single and double sealing along with the more costly milling and filling option to maximize the dollars being spent and spreading the benefit across the roadway system.

RECOMMENDATION 30 - CONSIDER ACQUIRING PESTICIDE LICENSE FROM DEPT OF AG OR OUTSOURCING LIQUID SPRAYING FOR ROADSIDE VEGETATION MANAGEMENT

The Township spends a lot of time managing the roadside vegetation throughout the year. This issue presents challenges with manpower as well as safety of the operators. The Township could consider the use of liquid growth regulators that are used to help slow the growth of vegetation. There is special licensing required by the Department of Agriculture to use these liquids. The would reduce manpower and time in mowing however. Another solution to consider would be to contract this service out to a third party to avoid having to acquire the specialty licensing.

RECOMMENDATION 31 - CONSIDER HIRING PART-TIME SUMMER EMPLOYEES FOR THE ROAD DEPARTMENT.

The Township would benefit from the use of seasonal labor. During the peak construction season, there is an abundance of landscaping and street maintenance activities (like crack sealing, right of way clearing, etc.) that could be accomplished with lower paying labor. Vacations, personal, and sick time all impact what can be accomplished at any point in the year by the full-time union labor but primarily in the warm weather months. The Department should maximize use of summer employees to clear right-of-way areas, and to be more proactive on labor intensive storm drainage projects and routine maintenance.

RECOMMENDATION 32 - THE TOWNSHIP SHOULD EVALUATE OPERATIONAL SHARED SERVICES WITH SURROUNDING COMMUNITIES.

The Township has a lot to offer in the form of its equipment it owns, that others would have to rent. Sharing services and equipment are cost effective means to achieving common goals with municipal neighbors. There are several opportunities the Township should consider seeking out that would further the operational efficiencies. Examples include the following:

- park and playground inspections
- crack sealing
- joint resurfacing or micro surfacing bid sharing
- mowing and trimming - labor
- line painting – labor and equipment
- light and fixture maintenance – equipment sharing
- sharing part time seasonal labor

PARKS AND RECREATION

The Township owns and maintains one large park facility, the Green Valley Park, located off Snyder Drive. This 90 acre park facility has been growing over the years and has been the primary focus of the Township recreation development.

OVERVIEW

The Township has an active and organized nine member Parks and Recreation Board. The Board is full and has additional participation by non-members who have breathed new life into this very important function. The Board manages pavilion scheduling, field rentals, Community Day, yard sales, the large Christmas event at the Grange, movie nights and concerts. The Board meets once per month and is relatively autonomous from Township oversight or involvement.

PARK INVENTORY

Park	Inventory	
Green Valley Park	7 baseball/softball fields, constructed dugouts, two concession/storage facilities, area for soccer fields of various configurations, three larger parking areas for the sports fields, two large and one smaller pavilion (near the active and open park area), two larger pavilions (in the wooded area of the park), perimeter walking trail, wooded walking trails, various benches and pavilion. Newer play structures have begun to be installed.	

PARK MAINTENANCE

The Township employs a single, part time employee during the months of March and November who provides the routine and day to maintenance of all of the parks and open spaces throughout the Township. This includes mowing, trimming, trash, tree trimming, repairs, play structure inspections, mulching, graffiti removal, etc.

There is a budget for parks and recreation which has general categories for maintenance such as “trails” and “parks” which is currently adequate for the number of amenities currently provided. The Road budget picks up what may be missing from the Parks and Recreation budget when necessary.

PROGRAMMING

The Township Parks and Recreation Board is responsible for programming and events. The Board has an active Facebook page that details their planned activities.

OBSERVATIONS

The maintenance of the parks is captured in the Township’s general fund under the Culture and Recreation account. The parks budget includes limited funds for some limited supplies and materials.

Municipal parks budgets would typically include additional lines for wages spent maintaining the parks, benefits, overtime, utilities, agriculture supplies, professional services, facilities supply for restrooms and general maintenance of equipment. When those items are not shown, the expenses will more typically be buried in other Road accounts, not showing the true cost of maintaining the facilities.



TABLE 13 - PARKS OPERATING EXPENDITURES

CULTURE AND RECREATION		2017	2018	2019	2020	2021	2022
		AUDITED	AUDITED	AUDITED	AUDITED	AUDITED	AUDITED
451.00	Culture-Recreation Administration	151,745	61,590	60,058	80,586	54,163	56,233
Total Culture and Recreation		151,745	61,590	60,058	80,586	54,163	56,233

SOURCE: NEW SEWICKLEY TOWNSHIP FINANCIAL RECORDS

PARKS BUDGET COMPARISON

The total parks budget was compared to similar size communities around the region with similar demographics. The Township is on the lower end of Township’s with similar sized operations. The Township’s operating budget for parks and recreational activities relies on the Road budget for its maintenance operations. Additionally, the Township relies heavily on grants and other funding sources for upgrades to equipment and activities that are sponsored.

TABLE 14 - PARKS EXPENDITURES FOR COMPARABLE COMMUNITIES

COMMUNITY	COUNTY	POPULATION	PARKS EXPENDITURES	LIBRARY EXPENDITURES	PARKS REVENUES
CENTER TWP	BUTLER	7898	-	-	-
CHARTIERS TWP	WASHINGTON	7818	279,759	20,050	2,983
CHIPPEWA TWP	BEAVER	7620	133,745	40,000	13,604
SHENANGO TWP	LAWRENCE	7479	130,838	-	5,280
WASHINGTON TWP	WESTMORELAND	7422	32,520	-	5,094
NEW SEWICKLEY TWP	BEAVER	7360	80,586	-	4,554
BUFFALO TWP	BUTLER	7307	16,243	1,000	-
INDIANA TWP	ALLEGHENY	7253	53,683	8,500	11,849
MARSHALL TWP	ALLEGHENY	6915	501,897	209,855	77,567
SALEM TWP	WESTMORELAND	6623	306,451	-	-

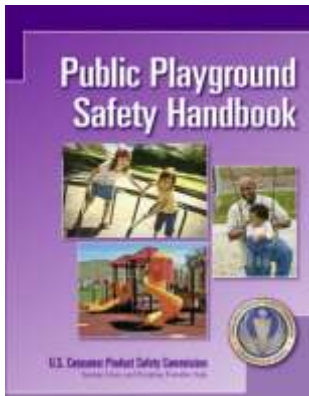
DCED MUNICIPAL STATISTICS, NEW.PA.COM WEBSITE, 2020

RECREATION AS A COMMUNITY ASSET

Green Valley Park is owned and maintained by the Township and showed signs of regular use by not only Township residents but by the region, showing they are worth their investment. There is a social component to recreation that fulfills certain quality of life issues for residents. Recreation brings neighbors together, encourages safer, cleaner neighborhoods and creates a livelier community atmosphere.

RECOMMENDATIONS

RECOMMENDATION 33 - INCREASE TRAINING FOR PLAYGROUND SAFETY AND ESTABLISH ROUTINE MAINTENANCE AND INSPECTION SCHEDULES.



Green Valley Park has a mix of older and newer playground equipment. This newer equipment has owner’s manuals that address the hardware needs but also the maintenance. There are other features and structures owned by the Township throughout the parks that do not have manuals and require staff to routinely inspect and understand the safety aspects of parks and playgrounds. 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 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, walkways serve to deteriorate a community asset and also can lead to liability issues for the Township. An excellent certification for supervisory personnel is the Certified Playground

Safety Inspection program. The program is offered annually through the PA Recreation and Park Society. Additional information on this program may be found at [Http://www.prps.org](http://www.prps.org) There are also services available to perform playground inspections.

RECOMMENDATION 34 – EVALUATE OPPORTUNITIES TO REDUCE LABOR INTENSIVE PARK MAINTENANCE

Assigned personnel are responsible for the maintenance of the trees, benches, lawn, walk, etc. There are opportunities to reduce the amount of time on labor intensive activities like weed eating and mowing with a few changes to some of the facilities. For example, there are installed benches at Green Valley Park that were direct installed in the ground, and now the grass grows around the legs and need weed trimmed regularly. Currently there are not concrete pads under the benches, bleachers, and even picnic tables to avoid the need to move them



when mowing. There is an opportunity to reduce the overall time and improve the visitor experience by installing pads under benches and or relocating them closer to walking paths allowing more efficient mowing operations to take the place of time-consuming weed eating.

RECOMMENDATION 35 - THE TOWNSHIP SHOULD UPDATE ITS PARKS AND OPEN SPACE MASTER PLAN

The Township had completed a Master Plan for Green Valley Park that is nearing completion. The Township acquired additional property since this plan was completed that may have additional value for the Township to program and plan for in the future.

RECOMMENDATION 36 - THE TOWNSHIP SHOULD HAVE AT LEAST ONE CERTIFIED APPLICATOR THROUGH THE DEPARTMENT OF AGRICULTURE.

The Township has a need for the spraying of herbicides and pesticides in and around its public facilities to control vegetation. Liquid applications reduce time spent weed eating and promote worker safety. Public entities are required to have at least one certified applicator, licensed through the Commonwealth, in order to utilize even the smallest number of products like Roundup. There are special requirements that public entities must observe in order to perform this activity. 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



RECOMMENDATION 37- TRAIN THE RECREATION BOARD TO IMPLEMENT AND OVERSEE RECREATION PROGRAMMING.

The Township currently has a volunteer Recreation Board which is a critical asset to communities for providing additional capacity for the Township 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 and parties, 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 bodies about future programming, facilities, and opportunities to engage Township residents. The focus should be on health activities that encourage people to engage in physical interaction.

CODE ENFORCEMENT AND PROPERTY MAINTENANCE

OVERVIEW

The Township’s code enforcement activity is currently handled through a shared municipal service with New Brighton Borough. The shared Code Enforcement Officer handles all enforcement calls reactively with the exception of the mobile home parks, which are on a routine inspection schedule. A monthly report is provided to the Township by the Officer along with a bill for service. This service is both affordable and effective for the minimal amount of calls that are received.

The Township has adopted the Pennsylvania Uniform Construction Code. The Township has also adopted the 2015 version of the International Property Maintenance Code.

APPLICATION NO. _____
Zoning _____ Building _____ Both _____

APPLICATION FOR ZONING/BUILDING PERMIT
NEW SEWICKLEY TOWNSHIP, BEAVER COUNTY, PENNSYLVANIA

DATE _____ TAX PARCEL NO. _____

1. APPLICANT _____

2. APPLICANT IS OWNER _____ CONTRACTOR OR AGENT _____ OTHER _____

3. NAME/ADDRESS OF OWNER: _____ NAME/ADDRESS OF CONTRACTOR OR OTHER: _____

4. TELEPHONE NO. _____ TELEPHONE NO. _____

5. LOCATION/STREET _____ CITY _____

6. ZONING:
District _____ Use _____ Description _____
Setbacks: Front _____ Left Side _____ Right Side _____ Rear _____
Number of stories _____ Height of Structure _____ Dimensions _____
Proposed floor area of _____ square feet Decks only _____ inches above grade of deck floor

7. ACCESS: _____ State Road _____ Township Road _____ Private Road/right of way _____

8. COST OF CONSTRUCTION _____ TOTAL SIZE/ACREAGE OF TRACT _____

9. PLOT PLAN ATTACHED, DATED _____ PREPARED BY _____

10. WATER SOURCE: Public _____ On Lot _____

11. SEWAGE SOURCE: Public _____ On Lot _____ Application No. _____

12. FLOOD PLAIN AREA: _____ YES _____ NO

Do you now or will you generate, transport, store, or dispose of any hazardous materials as defined by the U.S. Environmental Protection Agency? _____ YES _____ NO

Will this structure/construction/alteration include the installation of:
Electric: _____ Yes _____ No Heat/Refrigeration: _____ Yes _____ No Plumbing: _____ Yes _____ No

READ, UNDERSTAND AND COMPLY WITH THE FOLLOWING NOTICES

NOTICE: All construction, remodeling or other work done on subject premises must be done in compliance with the Building Energy Conservation Act, No. 22 of 1987, as now or hereafter amended, as administered by agencies of the Commonwealth of Pennsylvania. In the event you are constructing a commercial or industrial building, you must have your building plans approved by the appropriate agencies of the Commonwealth of Pennsylvania, including but not necessarily limited to the Pennsylvania Department of Labor.

ZONING CERTIFICATES AND INSPECTIONS

Zoning Certificates are issued by the Township for appurtenances such as sheds, fences, garages and decks. There is a downloadable application for these available on the Township website. Fillable forms and the ability to pay online are options that could be considered. Zoning Occupancy Inspections are performed at the time of a property transfer.

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM

Because the Township census tracts do not routinely qualify for funding, the Township must qualify projects with surveys which are oftentimes difficult to have returned. CDBG projects are managed directly by the Township staff. The Township’s Engineer has extensive experience working with the CDBG program in Beaver County and will be a good resource for the Township moving forward.

OPERATING BUDGET

The Township’s budget for Planning and Zoning is typical of many of its comparable communities. Wages and benefits for the Zoning Officer duties, which were previously handled by the Manager, now being considered to be outsourced, will change the way this particular item is budgeted in the future. The

Comprehensive Plan and possibly costs associated with the contracted service of planning and zoning professionals will continue to impact this budget section.

TABLE 15 - CODE ENFORCEMENT, PLANNING AND ZONING OPERATING EXPENDITURES

CODE ENFORCEMENT, PLANNING AND ZONING		2017 AUDITED	2018 AUDITED	2019 AUDITED	2020 AUDITED	2021 AUDITED	2022 AUDITED
414.00	Planning and Zoning	48,612	48,724	49,252	51,872	73,064	104,746
Total Code Enforcement, Planning and Zoning		48,612	48,724	49,252	51,872	73,064	104,746

SOURCE: NEW SEWICKLEY FINANCIAL RECORDS AND GRS ANALYSIS

CODE ENFORCEMENT BUDGET COMPARISON

The total budget for code enforcement activities was compared to similar communities around the region performing like functions. Like New Sewickley Township, several of these communities outsource code enforcement and property maintenance enforcement, some share services with neighboring communities which is why the budgets are either low or non-reported.

TABLE 16 - COMPARABLE CODE ENFORCEMENT, PLANNING, AND ZONING EXPENDITURES

COMMUNITY	COUNTY	POPULATION	CODES ENFORCEMENT, PLANNING AND ZONING EXPENDITURES
CENTER TWP	BUTLER	7898	12,261
CHARTIERS TWP	WASHINGTON	7818	-
CHIPPEWA TWP	BEAVER	7620	-
SHENANGO TWP	LAWRENCE	7479	-
WASHINGTON TWP	WESTMORELAND	7422	49,304
NEW SEWICKLEY TWP	BEAVER	7360	-
BUFFALO TWP	BUTLER	7307	65,194
INDIANA TWP	ALLEGHENY	7253	161,710
MARSHALL TWP	ALLEGHENY	6915	112,752
SALEM TWP	WESTMORELAND	6623	-

ZONING HEARING BOARD

The Township currently has a completely populated three person Zoning Hearing Board and a seated alternate. The Township has done well recruiting knowledgeable and reasonable individuals serving on this Board.

ZONING OFFICER

The Township Manager is formally the Zoning Officer for the Township. Owen Pella from Pella Consulting has recently been contracted to assist with Zoning Officer duties. Owner, Owen Pella currently serves multiple communities in Beaver County in both this capacity and also in Code Enforcement. A monthly report is provided to the Manager with an invoice that reflects an hourly rate of \$30/hour and a charge of 5% of all permit fees collected.

PLANNING COMMISSION

The Planning Commission has a completely populated, 5 member appointed Board with two alternates appointed. The meetings are routinely attended. The Board is made up of individuals that are educated on the Comprehensive Plan and understand how to apply it to decisions. The Township should continue its efforts to recruit interested and qualified candidates for Commission to insure it will have ample talent when vacancies occur. The Township should consider sending members of both the ZHB and the Planning Commission to regular training and keep members updated on strategic planning meetings. Communication and common goals should be established among the elected and appointed officials of the Township.

BUILDING INSPECTIONS

The Township does have a signed contract for residential and commercial building inspections with MDIA Inspections. A resident or business owner will communicate directly with MDIA Inspections for information on completing the permit application which is available online to download <http://www.newsewickley.com/wp-content/uploads/2016/04/Application-for-Building-or-Zoning-Permit.pdf> Residential and Commercial inspections are clearly assigned through MDIA Inspections. All completed applications are returned to the Township. There was a discussion about a desire for this process by MDIA to be able to accept more digital submissions.

The Township has adopted the Uniform Construction Code (UCC).

CODE ENFORCEMENT OFFICER

The Township currently contracts with New Brighton Borough for code enforcement services. The Borough has a full time Code Enforcement Officer that is contracted for complaints and reactive enforcement. The Borough uses the ACT software to manage complaints for both the Borough and Township, and a monthly report is provided to the Township that is generated through this software. The Township ordinances are online and printed, which are used for enforcement. The Township has not adopted the International Property Maintenance Code (IPMC) so all ordinances that are enforced are local. According to the Enforcement Officer, her workload is seasonal for weed and tall grass, however there are more calls for rubbish and accumulated debris within the mobile home parks. Overall, the call volume is low from the Township to the Enforcement Officer and the arrangement appears to be economical and sufficient for the current volume of work. There should be routine “check ins” with the Enforcement Officer to evaluate if the current codes are sufficient and workload is still manageable as the Township grows.

UCC APPEALS BOARD

All Uniform Construction Code appeals are handled through the Beaver County Regional Council of Governments (BCRCOG). This multi-municipal Appeals Board offers a relief process for applicants as provided by the Pennsylvania Uniform Construction Code Act. Applicants property must be located in a participating COG municipality. The application form for a hearing has information on the costs of hearings and dates when the Appeals Board meets. The Township’s Board of Supervisors may need to consider adopting this fee as well as part of the Fee Resolution.

The Township may want to include this application form that was found on New Brighton Borough’s website for this appeal process <https://brightontwp.org/wp-content/uploads/2013/07/UCC-Appeals-Board-Application-2017-BCRCOG.pdf>

COMPREHENSIVE PLAN

The Township completed a Comprehensive Plan in 2013. The Planning Commission has begun the process of updating this plan document and was in the preliminary stages of doing so at the time of this report.

RECOMMENDATIONS

RECOMMENDATION 38 – REMOVE THE ZONING OFFICER FUNCTIONS FROM THE TOWNSHIP MANAGER

The Township has historically assigned the functions of the Zoning Officer to the Township Manager. This assignment to the Manager creates a possible legal conflict that may arise. The Zoning Officer must defend the adopted zoning ordinance when called into legal question. This defense may be contradictory to a position the Township may wish for the Township Manager to represent on behalf of the Township, which may contradict what the Zoning Officer must present at the same hearing. While this practice is common, in a growing community like New Sewickley Township, where zoning challenges may soon become more common, this function should be separate.

RECOMMENDATION 39 – ADD PROFESSIONAL CODE AND BUILDING SUPPORT STAFF

The Township Manager is currently performing administrative work duties related to zoning, building permits, Planning Commission and Zoning Hearing Board. In addition, the Manager is overseeing and managing third party contracted services for code enforcement work, zoning and planning consulting services. The administration of the Township is relatively light and this function that the Manager is currently performing should be assigned to another full time employee. This work may typically fall on either an Assistant Township Manager or Planning/Zoning Professional.

RECOMMENDATION 40 – FORMALLY CONTRACT FOR ZONING OFFICER DUTIES AND INCREASE FEES TO COVER CONTRACTED SERVICE.

The Township has been able to assign the duties of the Zoning Officer to the Township Manger in the past but this has been time consuming and resulted in the Manager being inundated with low level permit issuance and time being taken away from the work of the Manager. The Township has found a professional service in Pella Consulting to perform this work. There is an additional hourly rate and percentage charged for the work of the consultant that should be considered to be increased by the Township in order to cover the costs of this outsourced service.

RECOMMENDATION 41 – COMPLETE A FORMAL CODIFICATION OF ORDINANCES

The Township had begun an internal process of codifying its ordinances. General Code has been previously contracted and has issued a legal review and analysis that needs to be reviewed by management and returned. Codification is the organizing of the Township's Codes to ensure that ordinances do not conflict, are arranged in standard manner, are searchable and available in an online electronic fashion for the public and staff and made available to analyze when new ordinances are drafted. It is a critical piece of a municipal administration operation. A codification company such as General Code should be engaged to conduct the

necessary work. Once completed the ordinances of the Township should be included in the searchable online database of ordinances made available to both staff and the public. <http://www.newsewickley.com/our-government/ordinances/>

RECOMMENDATION 42 – ESTABLISH A COMMITTEE TO OVERSEE THE COMPREHENSIVE PLAN GOALS IMPLEMENTATION

The Comprehensive Plan will have both long range and short-term goals that will be developed in coordination with the Township. Goals will cover areas from recreation to communication improvements that mutually 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 of the plan as adopted by the Township.

RECOMMENDATION 43 – UPDATE FORMS ON WEBSITE TO BE FILLABLE AND PROVIDE ONLINE PAYMENT OPTIONS.

The Township website is well organized and provides timely information for residents and businesses. The forms that are available on the website must be downloaded in PDF format and completed manually by the user, then delivered to the Township office. These forms should be considered to be converted to fillable forms that are sent to the end user at the Township that is responsible for addressing. Additionally, the Township should consider offering online, secured payment options. There are many options available, and most municipalities pass along any fees associated with the payment option onto the individual submitting the form for the convenience.

RECOMMENDATION 44 – EVALUATE SOFTWARE TO MANAGE AND TRACK ALL CODE ENFORCEMENT AND BUILDING PERMIT ACTIVITY.

Despite the outsourcing of code and building inspections, the Township should evaluate software used 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 programs that may be initiated by the Township.

RECOMMENDATION 45 – UPDATE THE MECHANICAL DEVICE TAX ORDINANCE AND CONSIDER INCREASING FEES FOR AMUSEMENT DEVICES

The Township has adopted an ordinance that establishes fees for the collection of amusement related devices like pinball machines and video poker machines. These fees are low when compared with neighboring communities as well as the industry standard. These fees are currently a flat rate off \$100 per device. Communities have established varied rates based on the type of device.

For example, juke boxes may be \$250 while video poker machines are \$750 to \$1000 per device. These fees are typically paid by the device owner and not the establishment directly. The Township should consider increasing these fees.

RECOMMENDATION 46 – EVALUATE 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 current fees are set at a flat rate of \$30 for garages and \$60 for new structures. The Township should consider setting an application fee of \$50-75 and then a cost per square foot of the improvement of \$0.10-\$0.15. These costs will more accurately reflect the costs the Township is incurring by both its staff review time and its use of third party services.

RECOMMENDATION 47 – EVALUATE THE 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. For example, Independence Township charges \$00 for yards under 40,000 sf and \$150 for yards over. Milford Township limits yards to 2 acres in size. Swatara Township has established an application fee as well as a license fee. The Township should consider both an application fee of no less than \$50 and increasing its fee from \$200 to \$250 or \$300.

TECHNOLOGY EVALUATION

OVERVIEW

The review of New Sewickley Township’s Administration, Road and Police IT infrastructure was conducted. To complete this evaluation, the consultant conducted field inspections of equipment, analyzed data, interviewed users and worked directly with the Township’s contracted service provider. The recommendations contained in this report are based upon recognized standards, accepted practices and government mandates.

All operations of the Township including hardware, general office software, system management, support and licensing are managed primarily through MG Soft with offices in downtown Beaver Borough. MG Soft has done a very good job for the Township’s Police Department and Administration overall maintaining hardware needs, supporting software issues and providing high level of security for the network. This company acts essentially as the Township’s On Call IT Department and does it well. The costs for the services provided are as competitive with any IT service firm.

The Administration side of the Township has not been as proactive at replacing the necessary hardware or software solutions for the various operations of the Township which was very clear after taking inventory of the infrastructure. There is a need for a focused effort to replace the various workstations of the employees and begin investing in newer technology for the Township to make operations more efficient and effective.

OPERATING BUDGET

The budget for IT services is not clearly delineated within the budget. The Maintenance and Supplies appears to be the account that that has been used for upgrades, networking/phones, digital records and subscriptions for the Administration and Police but it’s not clear. Based on the level of sophistication, the contracted agreement and various subscriptions for software that are in place, the Township should have a dedicated category for its IT services used for both Administration and Police services.

HARDWARE EVALUATION

Below is the current inventory of the desktop hardware for the Police, Administration and Road Department. The recommended lifecycle that is prescribed is desktop pcs and their backup American Power Conversion (APC) uninterrupted power supply replaced every 4 years, laptops and smaller desktop printers that are attached to the PC’s should be replaced every 3 years. Only the Tax Collector’s pc was updated recently. All other PC’s that are listed have been updated with Solid State Drives (SSD) or have had their memory increased to keep them working, but all of the administrative machines should be replaced as soon as possible

Considering that none of the connected PC’s had battery backups, it is recommended that new units be purchase and installed at all workstations for all units.

TABLE 17 - TECHNOLOGY INVENTORY FOR ADMINISTRATION

LOCATION	LAST UPGRADED DATE	CPU (GHZ)	CPU DESCRIPTION	RAM (GB)	OS AND SERVICE PACK	BATTERY BACKUP Y/N	RECOMMENDED REPLACEMENT DATE
Manager	9/11/20	3.30	Intel(R) Core (TM) i5-4590 @ 3.30GHz	4	10 Pro	N	ASAP
Secretary	8/19/20	3.0	Intel(R) Core (TM) i5-8500 @ 3.0GHz	8	10 Pro	N	ASAP
Treasurer	3/16/21	3.25	Intel(R) Core (TM) i5-3470 @ 3.20GHz	4	10 Pro	N	ASAP
Admin	8/17/20	3.30	Intel(R) Core (TM) i5-4590 @ 3.3GHz	4	10 Pro	N	ASAP
Road Foreman (laptop)	Unknown	2.7	Intel(R) Core (TM) i5-3340 @ 2.7GHz	8	Windows 7	N	ASAP
Tax Collector	10/27/21	3.2	Intel(R) Core (TM) i5-10505 @ 3.20GHz	8	10 Pro	N	10/1/24
Municipal Authority	Unknown	3.2	Intel(R) Core (TM) i5-6500 @ 3.20GHz	8	Windows 7 Professional	N	ASAP

Below is the current server hardware in use by the Township’s Administration. The current server configuration has in place an older server device that has been prone to power and operation issues. This server is currently used for Domain Control, backing up Quickbooks and for file storage. While this server is certainly eligible for replacement, there are also only 4 users that were found to be using this device and the use cases were found to be primarily activities that could be accomplished by directing users to their OneDrive folders (which the Township already pays for accounts that are underutilized.) In lieu of replacing this

server and its continued annual maintenance, the Township may want to consider migrating all current server data to the cloud and begin having all users mapped to only using their cloud storage options.

DEVICE NAME	MAKE / MODEL	SERIAL NUMBER	CPU (GHZ)	CPU DESCRIPTION	RAM (MB)	TOTAL DISK (GB)	OS AND SERVICE PACK	OS INSTALLATION	WARRANTY EXPIRY	RECOMMENDED REPLACEMENT DATE
Server	Dell Inc. / PowerEdge T320		1.6	Intel(R) Xeon(R) Quad@ 2.40GHz	16 GB	1 TB	Server 2012 R2 Standard	2015	Out of Warranty	1/1/23

Below is the current inventory and recommended replacement schedule for the hardware in the Police Department.

TABLE 18 - TECHNOLOGY INVENTORY FOR POLICE DEPARTMENT

LOCATION	Last Upgraded Date	CPU (GHz)	CPU Description	RAM (GB)	OS and Service Pack	Battery Backup Y/N	Recommended Replacement Date
Police Chief	12/12/22	3.2	Intel(R) Core (TM) i5-10505 @ 3.20GHz	8	11 Pro	N	1/1/25
Secretary	3/8/22	2.9	Intel(R) Core (TM) i5-8500 @ 2.90GHz	8	10 Pro	N	1/1/25
Workstation 1	11/12/21	3.25	Intel(R) Core (TM) i5-10505 @ 3.20GHz	8	10 Pro	N	11/1/24
Workstation 2	11/12/21	3.30	Intel(R) Core (TM) i5-10505 @ 3.2GHz	8	10 Pro	N	11/1/24
Detective	11/12/21	3.2	Intel(R) Core (TM) i5-10505 @ 3.2GHz	8	10 Pro	N	11/1/24
Spare	8/16/22	3.2	Intel(R) Core (TM) i5-10505 @ 3.20GHz	8	10 Pro	Y	8/1/25

The Department has three Toughbook laptops and six lesser grade laptops in each squad car. The Toughbooks are newer and have the latest operating system installed. The other six laptops were repurposed from either the School District or other office environments, and are not field grade devices. Due to the age of the non-Toughbook grade laptops, these devices are all eligible for replacement and should be when funds are available.

LOCATION	LAST UPGRADED DATE	CPU (GHZ)	DESCRIPTION	RAM (GB)	OS AND SERVICE PACK	RECOMMENDED REPLACEMENT DATE
340	7/30/22	I5 1.7GHZ	Dell Latitude Toughbook	8	11 Pro	1/1/25
341	7/30/22	I5 1.7GHZ	Dell Latitude Toughbook	8	11 Pro	1/1/25
342	3/1/21	I3 1.7GHZ	Dell Latitude	4	10 Pro	1/1/23
343	3/1/21	I3 1.7GHZ	Dell Latitude	4	10 Pro	1/1/23
344	7/30/22	I5 1.7GHZ	Dell Latitude Toughbook	8	11 Pro	1/1/25
345	2/8/21	I3 1.7GHZ	Dell Latitude	4	10 Pro	1/1/23
346	3/1/21	I3 1.7GHZ	Dell Latitude	4	10 Pro	1/1/23
347	3/1/21	I3 1.7GHZ	Dell Latitude	4	10 Pro	1/1/23
349	2/8/21	I3 1.7GHZ	Dell Latitude	4	10 Pro	1/1/23

There are also three laptops that are assigned to the School Resource Officers that were provided by the Freedom School District but that are now owned and maintained by the Department. All of these devices are older and eligible for replacement. The Township should consider working with the School District to have these devices upgraded as these are a mutual benefit to all of the municipalities that this program serves.

LOCATION	LAST UPGRADED DATE	CPU DESCRIPTION	RAM (GB)	OS AND SERVICE PACK	RECOMMENDED REPLACEMENT DATE
SRO 1	11/12/21	Dell Latitude i3, 1.7 ghz	4	10 Pro	ASAP
SRO 2	11/12/21	Dell Latitude i3, 1.7 ghz	4	10 Pro	ASAP
SRO 3	11/12/21	Dell Latitude i3, 1.7 ghz	4	10 Pro	ASAP

The Police Department currently has three different servers, one for Domain Control, one for the Cody reporting software and the third for file storage. While these servers are newer, all three are currently out of warranty support. The server cabinet was recently added to provide additional environmental control for the devices. There is also a properly sized APC UPS for the server cabinet.

DEVICE NAME	MAKE / MODEL	CPU (GHz)	CPU DESCRIPTION	RAM (MB)	TOTAL DISK (GB)	OS AND SERVICE PACK	OS INSTALLATION	WARRANTY EXPIRY	RECOMMENDED REPLACEMENT DATE
Server	Dell Inc. / PowerEdge T640	1.6	Intel(R) Xeon(R) Quad@ 2.40GHz	64 GB	1 TB	Server 2019 R2 Standard	2019	Out of Warranty	1/1/26
Server	Dell Inc. / PowerEdge T440	2.2		32GB	1 TB		2019		1/1/26
Server	Dell Inc. / PowerEdge T440	2.2		32 GB	1 TB plus 200 GB		2019		1/1/26

NETWORKING

The network for the Township is managed remotely by MGsoft through both onsite and remote management software. This software allows MGsoft staff to access the network and devices remotely without having to travel to the Township. This is a typical manner for servers to be managed by a contracted service. MGSoft has installed Malwarebytes on the server which provides adequate protection from malware and computer viruses. The existing Sonicwall has been upgraded and is sufficient for the current setup of the administration's network. Both MG Soft personnel and Township staff ran most of the network cables throughout the years. The wiring is currently Cat 5 grade cable. The cabling appears to have been added to over the years as offices changed and new network locations were needed.

WIRELESS ACCESS

The Township does provide wireless access throughout the Township complex. The wireless access is sufficient throughout the interior of the administration building as well as across the parking lot to the administrative space for the Road Department. The access points were found to have been recently updated in 2022 by MGSoft.

ACCESS CONTROL

The Township has older electronic access control hardware, that is running through software installed on an older machine connected to the Township's server. The system was installed by Brobeck Systems from Aliquippa and is owned by Monitronics <https://monitronics.com/https://monitronics.com/>. The HubManager software that manages the devices appears to be an older version last updated in 2013.

WEBSITE

The Township has an active website that is updated regularly. The site is registered and the domain expires on July 8, 2023. The site provides the basic necessities of the Township's web presence but could use a refresh design as well as made dynamic with interactive forms.

PHONE SYSTEM

The Township's phone system is hosted digitally and the VPN the phones run through a managed provider. The hosting is server based and the system is constantly being updated with limitations of the system and functions of the phones themselves. This is an adequate solution for the size of the office environment of the Township but there are newer systems that are cloud based and provide far more functionality that would be valuable to the community, make the office more efficient and allow staff to

access and manage their voice data more effectively. As with any cloud-based solution, the reliability is in the internet connection's reliability and speed. A fiber optic cable connection is the preferred connection method as it's the fastest and most reliable for heavy data users.

RECOMMENDATIONS

RECOMMENDATION 48 – REPLACE HARDWARE BASED ON A REPLACEMENT SCHEDULE

The Township has done a good job at keeping hardware updated and able to run applications for each user and Department. The machines however are beginning to age and slow down. While this may not be apparent to users at this time, 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.

RECOMMENDATION 49 – ELIMINATE THE ADMINISTRATION 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.

RECOMMENDATION 50 – UTILIZE AN ENTERPRISE PASSWORD MANAGER FOR ALL STAFF

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.

RECOMMENDATION 51 – UPDATE WORKSTATIONS WITH 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.

RECOMMENDATION 52 – UPDATE WORKSTATIONS WITH DUAL MONITORS

Work station efficiency is dramatically improved with the addition of added desktop workspace screen real estate. Multiple screens increase productivity, lessen eye strain and improve morale. Each workstation should be upfitted with new dual monitor setups with screen sizes at a minimum of 19” each.

RECOMMENDATION 53 – CONSIDER A PRIMARY AND SECONDARY INTERNET SERVICE PROVIDER (ISP)

The Township’s current ISP is Comcast which does not provide fiber to the premise. Fiber is preferred as it is the most reliable and for heavy cloud based users like the Township, this is essential. The Township should consider a competing provider for fiber or wireless 5G to be brought to the municipal complex. Additionally, it is recommended to have a secondary ISP to serve as a redundant backup should anything happen to the primary service. Comcast’s current service contract could be adjusted with a lower bandwidth to reduce the cost of this secondary service.

RECOMMENDATION 54 – UPGRADE 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.

RECOMMENDATION 55 – UPDATE THE EXISTING TOWNSHIP WEBSITE

The Township currently has its own domain which is up to date and expires in July 8, 2023. Township personnel have done a nice job keeping the site updated with current information to keep the public informed of pressing issues and changes, as well as after Board meetings with updated minutes and news. The site is in need of a redesign that would make the site more usable, especially with the use of forms and interaction with the other social media accounts the Township maintains.



RECOMMENDATION 56 – UPGRADE COUNCIL CHAMBERS AUDIO AND VISUAL CAPABILITIES

The Township hosts several meetings a month in its Council Chambers. The Planning Commission, Township Supervisors and various other community organizations, as well as internal Departments use this meeting space for training and meetings. The audio and video capabilities of the room are in desperate need of updating for both in person meetings as well as virtual capabilities.

RECOMMENDATION 57 – INVEST IN NETWORK FOR FIELD CAMERAS FOR INTERSECTION OBSERVATIONS

There is a single traffic signal in the Township, however the Township covers a large geographic area. There is more likely going to be development occurring and 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 cameras.

RECOMMENDATION 58 – DEVELOP AND ADOPT AN IT 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.

RECOMMENDATION 59 – DEVELOP AND ADOPT A 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 Borough’s data and to prevent a ransomware event, a cyber-security plan should be developed, adopted, and implemented.

RECOMMENDATION 60 – DEVELOP 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 Council to support and management’s responsibility to create, and make sure that policy is being followed by users.

APPENDIX A – SAMPLE PURCHASE ORDER PROCEDURE POLICY

PURCHASE ORDER PROCEDURE POLICY

The purpose of a purchasing procedure policy is to clearly define the process by which services and commodities are procured, contracted for, received, audited during invoice processing and, ultimately, approved for payment. It also ensures proper record keeping. The policy implements budgetary controls, controls on aggregate spending and safeguards against special interests. The procedures outlined in this policy will apply to negotiated contracts and competitive bidding, as well as routine purchases.

The goal of the purchasing function is to procure the highest quality in commodities and services, meeting the specifications, at the least expense to the Township. It encourages open, competitive pricing and savings or cost avoidance through bulk or quantity purchases. The vendor list will ensure that all vendor and contractors comply with the procedures outlined in this policy, as well as any additional contractual obligations. Aggregate spending will limit unnecessary stocking of supplies by departments for daily use.

All purchases will be made in accordance with the current Township ordinance, with respect to competitive bidding policy and procedures.

The procedures outlined in this document will serve to strengthen internal controls by segregating the various tasks, while virtually eliminating the duplication of tasks and paper handling. The procedures make the departments responsible for the respective budgets and ensure timely payment of invoices through a streamlined electronic procedure. Proper data input results in financial information that can be sorted by vendor or types of purchases, giving more accurate data for compiling the annual budget.

I. BIDDING PROCEDURES:

1. The Township Board shall appoint a Purchasing Agent for the Township which may be the Township Manager.
2. Except as otherwise authorized by the Township Code, all materials, equipment, supplies and contractual services, when the estimated cost thereof exceeds _____, shall be purchased by formal written contract from the lowest responsible bidder. All sales of personal property which have become obsolete and unserviceable, when the estimated value shall exceed \$_____, shall be sold by formal written contract to the highest responsible bidder. Sales of real estate valued at \$_____ or more shall be sold by formal written contract to the highest responsible bidder. All awards shall be made by the Township Board.
3. When the award is not given to the lowest responsible bidder, a full and complete statement of the reasons for placing the contract elsewhere shall be placed in the minutes of the Board meeting following the award. In interpreting this action, the burden of proof rests with the Township, if other than the lowest responsible bidder is awarded the contract.

4. If all bids received are for the same total amount or unit price, quality being equal, the contract shall be awarded to a local bidder. When the decision can be made in no other way, the contract shall be awarded to one of the tie bidders by drawing lots in public.
5. Notices inviting bids shall be published in a newspaper of general circulation in the Township, in accordance with legal requirements. The newspaper notice shall include general descriptions of the articles to be purchased or sold, shall state where bid forms and specifications may be secured and the time and place for opening bids. In all cases, a notice inviting bids will be posted in an appropriate place in the Township Building at least ten days preceding the last day for the receipt of proposals.
6. The Purchasing Agent also shall solicit bids from all prospective vendors and contractors by mailing them copies of bids with the necessary specifications, and any other information which will acquaint them with the proposed purchases.
7. Bids exceeding the statutorily established threshold for Townships shall be sealed, shall be identified on the envelope, shall be submitted no later than the time stated in the public notice inviting bids, and shall be opened at a public meeting at the time and place stated in the public notice. A tabulation of all bids received shall be made available for public inspection.
8. When deemed necessary by the Township Board, bid deposits shall be returned to unsuccessful bidders within five days after the awarding of the contract(s). The successful bidder shall forfeit any deposits required upon failure on the part of the bidder to enter into a contract within fifteen days after the award.
9. A performance bond in the amount of _____% of the proposed contract shall be required from the successful bidder before entering into the contract. If such bond is not provided within fifteen days of the award of such bid, the award shall be void. The contractor shall furnish such other bonds and insurance coverage as may be required by law and/or bid specifications.
10. No contract or purchase shall be subdivided to avoid requirements of these rules.

II. PURCHASE ORDER PROCEDURE:

1. On each and every _____, all requisitions that have received final approval are converted to purchase orders by the Purchasing Agent. The system will automatically assign purchase order numbers in numeric sequence by year.
2. Requisitions from various departments may be combined into a single purchase order when using the same vendor. The Purchasing Agent may change the vendor on a requisition as discussed in #5 in the Requisition Procedure.
3. The conversion process will confirm purchase order approval. The budget allocation is not encumbered in the system until the requisition is converted to a purchase order.
4. Outstanding purchase orders will be reviewed monthly and reported to the department supervisors by the Purchasing Agent requesting explanations and updates.
5. Purchase orders outstanding at year end will be liquidated and re-issued against the new budget year, unless it is fulfilled within the sixty-day window for accruals.

IV. RECEIVING PROCEDURE:

1. Products are shipped to the respective departments from where the purchase order was issued for verification against the pink copy of the purchase order.
2. Bulk items purchased for use by all departments will be kept in the Manager's Office and individual departments will sign for supplies as needed by their respective departments.
3. The Manager's Office will keep an inventory of all items on hand and make a physical count of the inventory every calendar quarter.
4. Inventoried supplies will be recorded as an asset when ordered and charged to the appropriate department when requisitioned from inventory (which will have the effect of reducing the asset).
5. All bills of lading, shipping lists and packing lists shall be attached to the pink copy of the purchase order by the department supervisor.

APPENDIX B - SAMPLE TECHNOLOGY POLICY

TOWNSHIP OF NEW SEWICKLEY
ISSUE DATE:

GENERAL INTERNET AND COMMUNICATIONS EQUIPMENT USE POLICY
EFFECTIVE DATE:

1.0 POLICY

1.1 EMPLOYEE USE OF THE TOWNSHIP’S COMPUTER SYSTEMS AND TECHNOLOGY IS A PRIVILEGE AND NOT A RIGHT. ALL DATA AND MESSAGES ON THESE SYSTEMS ARE THE PROPERTY OF THE TOWNSHIP. SYSTEM USERS SHOULD HAVE NO EXPECTATION OF PRIVACY IN THE CONTENTS OF THEIR ELECTRONIC COMMUNICATIONS, FILES OR ANY OTHER USE OF TECHNOLOGY. THE TOWNSHIP MANAGEMENT MAY MONITOR, REVIEW, LOG OR OTHERWISE UTILIZE ANY ACTIVITY OR INFORMATION ON ITS SYSTEM. INAPPROPRIATE, UNAUTHORIZED AND ILLEGAL USE MAY RESULT IN CANCELLATION OF USAGE PRIVILEGES AND APPROPRIATE DISCIPLINARY ACTION.

1.2 EMPLOYEES ARE EXPECTED TO OBEY ALL LAWS, TO RESPECT THE RIGHTS OF OTHERS, AND TO REFRAIN FROM BEHAVIOR THAT MAY DAMAGE THE TOWNSHIP’S REPUTATION WITHIN THE COMMUNITY. THE REQUIREMENTS SET FORTH IN THIS POLICY COVER THE USE OF TOWNSHIP COMPUTER SYSTEMS, TECHNOLOGY AND COMPUTERS OF ANY TYPE, INCLUDING BUT NOT LIMITED TO WORKSTATIONS, MICROCOMPUTERS, CELL PHONES, IPADS, ELECTRONIC NOTEBOOKS AND TABLETS, NETWORKS AND NETWORK RESOURCES.

1.3 SENDING, RECEIVING, DOWNLOADING, PRINTING, COPYING OR OTHERWISE DISSEMINATING CONFIDENTIAL INFORMATION, IS A VIOLATION OF THIS POLICY. UPON TERMINATION OF EMPLOYMENT, EMPLOYEES MUST RETURN ALL TOWNSHIP-OWNED EQUIPMENT, ELECTRONIC FILES, AND DATA (INCLUDING ANY AND ALL COPIES OF FILES AND/OR DATA) TO THE TOWNSHIP MANAGER.

1.4 THE TOWNSHIP PURCHASES AND LICENSES THE USE OF VARIOUS COMPUTER SOFTWARE FOR BUSINESS PURPOSES AND DOES NOT OWN THE COPYRIGHT TO THIS SOFTWARE OR ITS RELATED DOCUMENTATION. UNLESS AUTHORIZED BY THE SOFTWARE DEVELOPER, THE TOWNSHIP DOES NOT HAVE THE RIGHT TO REPRODUCE SUCH SOFTWARE FOR USE ON MORE THAN ONE COMPUTER. EMPLOYEES MAY ONLY USE SOFTWARE ON LOCAL AREA NETWORKS OR ON MULTIPLE MACHINES IN ACCORDANCE WITH THE APPLICABLE SOFTWARE LICENSE AGREEMENT. THE TOWNSHIP PROHIBITS THE ILLEGAL DUPLICATION OF SOFTWARE AND ITS RELATED DOCUMENTATION.

1.5 IN ORDER TO ENSURE THE INTEGRITY OF THE TOWNSHIP’S OPERATIONS AND THE AVOIDANCE OF INAPPROPRIATE USE OF THE TOWNSHIP’S PROPERTY, THIS POLICY IS INTENDED TO CONFIRM THE AUTHORIZED USES OF THE INTERNET AND COMMUNICATIONS EQUIPMENT WHICH ARE PROVIDED BY THE TOWNSHIP TO ITS EMPLOYEES FOR THE PURPOSE OF PERFORMING JOB FUNCTIONS, INCLUDING COMMUNICATION, INFORMATION EXCHANGE AND RESEARCH.

2.0 DEFINITIONS

2.1 “COMMUNICATIONS EQUIPMENT” IS DEFINED AS ANY AND ALL COMPUTER EQUIPMENT, TELEPHONE EQUIPMENT OF ANY KIND, CELLULAR TELEPHONES, PERSONAL DIGITAL ASSISTANTS, PAGERS, IPADS, ELECTRONIC TABLETS AND NOTEBOOKS, AND RADIO EQUIPMENT.

3.0 USE OF INTERNET

3.1 INTERNET ACCESS IS PROVIDED BY THE TOWNSHIP FOR WORK RELATED PURPOSES. THE FOLLOWING GUIDELINES HAVE BEEN ESTABLISHED TO HELP ENSURE RESPONSIBLE AND PRODUCTIVE INTERNET USAGE. WHILE INTERNET USAGE IS INTENDED FOR JOB RELATED ACTIVITIES, INCIDENTAL AND OCCASIONAL BRIEF PERSONAL USE THAT COMPLIES WITH THE TOWNSHIP'S POLICIES IS PERMITTED WITHIN REASONABLE LIMITS OR MAY BE USED WHILE AN EMPLOYEE IS OFF-DUTY. EMPLOYEES MAY NOT USE THE INTERNET FOR PERSONAL PURPOSES AT TIMES WHEN THEY ARE SUPPOSED TO BE PERFORMING WORK DUTIES.

3.2 ALL INTERNET DATA THAT IS COMPOSED, TRANSMITTED OR RECEIVED VIA TOWNSHIP COMPUTER COMMUNICATIONS SYSTEMS IS CONSIDERED TO BE PART OF THE OFFICIAL RECORDS OF THE TOWNSHIP AND AS SUCH IS SUBJECT TO DISCLOSURE TO LAW ENFORCEMENT OR OTHER THIRD PARTIES. CONSEQUENTLY, EMPLOYEES SHOULD ALWAYS ENSURE THAT THE BUSINESS INFORMATION CONTAINED IN INTERNET EMAIL MESSAGES AND OTHER TRANSMISSIONS ARE ACCURATE, APPROPRIATE, ETHICAL AND LAWFUL.

3.3 DATA THAT IS COMPOSED, TRANSMITTED, ACCESSED OR RECEIVED VIA THE INTERNET MUST NOT CONTAIN CONTENT THAT COULD BE CONSIDERED DISCRIMINATORY, OFFENSIVE, OBSCENE, THREATENING, HARASSING, INTIMIDATING OR DISRUPTIVE TO ANY EMPLOYEE OR OTHER PERSON. EXAMPLES OF UNACCEPTABLE CONTENT MAY INCLUDE BUT ARE NOT LIMITED TO, SEXUAL COMMENTS OR IMAGES, RACIAL SLURS, GENDER-SPECIFIC COMMENTS OR ANY OTHER COMMENTS OR IMAGES THAT COULD REASONABLY OFFEND SOMEONE ON THE BASIS OF RACE, AGE, SEX, RELIGIOUS OR POLITICAL BELIEFS, NATIONAL ORIGIN, DISABILITY, SEXUAL ORIENTATION OR ANY OTHER CHARACTERISTIC PROTECTED BY LAW.

3.4 INTERNET USERS SHOULD TAKE THE NECESSARY ANTI-VIRUS PRECAUTIONS BEFORE DOWNLOADING OR COPYING ANY FILE FROM THE INTERNET. ALL DOWNLOADED FILES ARE TO BE CHECKED FOR VIRUSES; ALL COMPRESSED FILES ARE TO BE CHECKED BEFORE AND AFTER DECOMPRESSION.

3.5 ABUSE OF THE INTERNET ACCESS PROVIDED BY THE TOWNSHIP IN VIOLATION OF LAW OR THE TOWNSHIP'S POLICIES IS PROHIBITED AND MAY RESULT IN DISCIPLINARY ACTION, UP TO AND INCLUDING TERMINATION OF EMPLOYMENT.

3.6 UNAUTHORIZED USE OF THE INTERNET IS STRICTLY PROHIBITED. UNAUTHORIZED USE INCLUDES, BUT IS NOT LIMITED TO: CONNECTING TO THE INTERNET WITHOUT AN AUTHORIZED ACCOUNT; ILLEGALLY ACCESSING, USING, REPRODUCING, DOWNLOADING OR DISSEMINATING COPYRIGHTED FILES INCLUDING BUT NOT LIMITED TO SOFTWARE, TEXT, MUSIC, AUDIO OR VIDEO FILES; ACCESSING, POSTING, VIEWING, SENDING OR DOWNLOADING SEXUALLY EXPLICIT OR PORNOGRAPHIC MATERIAL; NON-JOB-RELATED SOLICITATIONS; ACCESSING OR VIEWING SEXUALLY EXPLICIT WEBSITES; ACCESSING DATING WEBSITES; ACCESSING SOCIAL MEDIA SITES; ACCESSING FANTASY SPORTS SITES; SENDING COMMUNICATIONS THAT ARE OFFENSIVE, THREATENING, DEFAMATORY, DEMEANING, SEXUALLY EXPLICIT, PORNOGRAPHIC OR DISRUPTIVE; GAMBLING; ENGAGING IN FRAUD, PLAGIARISM, COPYRIGHT INFRINGEMENT OR ANY ACTIVITY IN VIOLATION OF FEDERAL, STATE OR LOCAL LAWS; COMPUTER "HACKING," INTENTIONALLY SPREADING COMPUTER VIRUSES OR ENGAGING IN SIMILAR ACTIVITIES; OR ATTEMPTING TO DISABLE OR COMPROMISE THE SECURITY OF INFORMATION CONTAINED ON THE TOWNSHIP'S COMPUTERS.

3.7 USERS MAY NOT ESTABLISH INTERNET OR OTHER EXTERNAL NETWORK CONNECTIONS THAT COULD ALLOW UNAUTHORIZED INDIVIDUALS TO GAIN ACCESS TO THE TOWNSHIP’S SYSTEMS, NETWORKS OR INFORMATION.

4.0 E-MAIL

4.1 ALL EMAIL CORRESPONDENCE SENT, RECEIVED, COMPOSED, ACCESSED OR STORED ON TOWNSHIP SYSTEMS IS THE PROPERTY OF THE TOWNSHIP OF NEW SEWICKLEY. EMAIL IS A TOOL TO BE USED FOR JOB-RELATED PURPOSES. PERSONAL USE OF EMAIL SHOULD BE LIMITED.

4.2 EMPLOYEE EMAIL COMMUNICATIONS SHOULD NOT BE CONSIDERED PRIVATE, NOTWITHSTANDING ANY SUCH DESIGNATION BY THE SENDER OR THE RECIPIENT. EMAIL IS NOT THE PLACE FOR DISCUSSING SENSITIVE ISSUES, SUCH AS SUSPICIONS, EMPLOYEE PERFORMANCE, DISCIPLINE, HIRING OR FIRING.

4.3 THE TOWNSHIP HAS THE RIGHT TO MONITOR EMPLOYEE EMAIL ACCOUNTS AT ITS DISCRETION. IN CERTAIN SITUATIONS (E.G. LEGAL ACTION INVOLVING THE TOWNSHIP), THE TOWNSHIP MAY ALSO BE COMPELLED TO PRESERVE, ACCESS, REVIEW AND/OR PRODUCE MESSAGES SENT OVER ITS EMAIL SYSTEM.

4.4 EMAIL MAY NOT BE USED TO SOLICIT OTHERS FOR COMMERCIAL VENTURES, RELIGIOUS OR POLITICAL CAUSES, OUTSIDE ORGANIZATIONS OR OTHER NON-BUSINESS MATTERS.

4.5 DISRUPTIVE NON-WORK RELATED EMAIL COMMUNICATIONS (E.G., MASS EMAILS, SPAM, CHAIN LETTERS, NON-JOB-RELATED SOLICITATIONS OR PERSONAL BUSINESS VENTURES) ARE PROHIBITED. EMPLOYEES SHALL NOT SUBSCRIBE TO NEWS GROUPS, MAILING LISTS OR OTHER SERVICES UNLESS THE SUBSCRIPTION IS FOR A WORK-RELATED PURPOSE. ALL NON-WORK RELATED SUBSCRIPTIONS ARE PROHIBITED.

4.6 EMPLOYEES SHALL NOT TRANSMIT TRADE SECRETS, COPYRIGHTED MATERIAL OR OTHER CONFIDENTIAL INFORMATION.

4.7 EMAIL MESSAGES THAT ARE OFFENSIVE, THREATENING, DEFAMATORY, DEMEANING, SEXUALLY EXPLICIT OR PORNOGRAPHIC, DISRUPTIVE OR UNLAWFUL ARE PROHIBITED. EMPLOYEES SHALL NOT USE EMAIL TO TRANSMIT MESSAGES THAT ARE IN VIOLATION OF ANY TOWNSHIP POLICIES, INCLUDING THOSE THAT PROHIBIT INAPPROPRIATE CONDUCT, DISCRIMINATION AND HARASSMENT.

4.8 EMPLOYEES SHOULD REGULARLY DELETE ACCUMULATED EMAIL AND EMPTY EMAIL “TRASH” IN ORDER TO KEEP THE TOWNSHIP’S COMPUTER SYSTEM FREE OF UNNECESSARY CLUTTER. HOWEVER, THERE MAY BE SOME INSTANCES WHERE THE TOWNSHIP INSTRUCTS EMPLOYEES TO PRESERVE EMAIL CORRESPONDENCE, INCLUDING THOSE THAT HAVE BEEN DELETED TO THE “TRASH” FOLDER. IN THESE INSTANCES, ALL EMPLOYEES ARE REQUIRED TO COMPLY WITH THE TOWNSHIP’S INSTRUCTIONS. ANY EMPLOYEE WHO DELETES EMAIL OR ITEMS IN A TRASH FOLDER AFTER SUCH A DIRECTIVE WILL BE SUBJECT TO DISCIPLINE UP TO AND INCLUDING TERMINATION OF EMPLOYMENT.

4.9 THE EXISTENCE OF "DELETE" FUNCTIONS DO NOT RESTRICT OR ELIMINATE THE TOWNSHIP'S ABILITY OR RIGHT TO ACCESS ELECTRONIC INFORMATION. EMPLOYEES SHOULD BE AWARE THAT DESPITE THE AVAILABILITY OF A "DELETE" OPTION, EVEN DELETED MESSAGES MAY BE ELECTRONICALLY RETRIEVABLE. EMAIL SHOULD BE CONSIDERED A FORMAL AND PERMANENT FORM OF COMMUNICATION.

5.0 USE OF COMMUNICATION EQUIPMENT

5.1 PERSONAL USE OF COMMUNICATIONS EQUIPMENT SHOULD BE KEPT TO A MINIMUM.

5.2 THE PRECEDING SECTIONS 3.0 AND 4.0 APPLY TO THE USE OF ALL COMMUNICATIONS EQUIPMENT.

5.3 MISUSE OF COMMUNICATION EQUIPMENT IS A VIOLATION OF THIS POLICY AND MAY RESULT IN DISCIPLINARY ACTION UP TO AND INCLUDING DISMISSAL FROM EMPLOYMENT.

6.0 PASSWORDS

6.1 PASSWORD USE MUST HAVE THE TOWNSHIP'S APPROVAL. EMPLOYEES WILL NOTIFY THE TOWNSHIP OF THE NEED TO USE PASSWORDS. PASSWORDS MAY BE USED ONLY FOR THE PURPOSE OF SECURING INFORMATION WHEN THE INFORMATION RELATES TO TOWNSHIP BUSINESS AND A PASSWORD IS NECESSARY TO PROTECT THE INFORMATION OR KEEP IT CONFIDENTIAL.

6.2 EMPLOYEES MUST PROVIDE PASSWORDS TO THE _____ OR _____ UPON REQUEST.

6.3 EMPLOYEES SHALL NOT DISCLOSE THEIR PASSWORDS OTHER THAN TO THE _____ OR _____. EMPLOYEES MAY NOT SHARE EMAIL PASSWORDS, PROVIDE EMAIL ACCESS TO ANY UNAUTHORIZED USERS, OR ACCESS THE EMAIL ACCOUNT OF ANOTHER WITHOUT AUTHORIZATION. EMPLOYEES SHALL NOT POST, DISPLAY OR MAKE AVAILABLE ANY INFORMATION RELATED TO ACCESSING TOWNSHIP SYSTEMS AND NETWORKS, INCLUDING, BUT NOT LIMITED TO, PASSWORDS.

6.4 THE EXISTENCE OF PASSWORDS DOES NOT RESTRICT OR ELIMINATE THE TOWNSHIP'S ABILITY OR RIGHT TO ACCESS ELECTRONIC INFORMATION.

SIGN OFF

I HAVE READ AND UNDERSTAND THE IMPLICATIONS OF THE TOWNSHIP'S TECHNOLOGY, EMAIL, AND COMMUNICATION POLICY. I UNDERSTAND THAT A VIOLATION OF THIS POLICY MAY RESULT IN DISCIPLINARY ACTION UP TO AND INCLUDING DISMISSAL FROM EMPLOYMENT WITH THE TOWNSHIP OF TOWNSHIP.

EMPLOYEE

MANAGER

DATE _____