

STRATEGIC MANAGEMENT PLANNING PROGRAM



2026

***BOROUGH OF MIDLAND
BEAVER COUNTY***

***STEP 3 – MANAGEMENT REVIEW
GENERAL GOVERNMENT
FINANCIAL MANAGEMENT
POLICE DEPARTMENT
PUBLIC WORKS
PARKS AND POOL
CODE ENFORCEMENT
TECHNOLOGY***

***Prepared by:
Grass Root Solutions October 15,
2026***

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ACKNOWLEDGEMENTS

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

ELECTED OFFICIALS

Angela Adkins	Mayor
Patsy Esposito	Council President
Kenneth Williams	Council Member
Ivee Roach	Council Member
Connie Drozdjibob	Council Member
Tianda Tavares	Council Member
Gregory Guterrez	Council Member
David Trevino	Council Member

STAFF

Dwan B. Walker	Borough Manager
Keith McCarthy	Police Chief
Chad Miller	DPW Foreman
Jeff Adams	Code Enforcement

GRS TEAM

Deborah Grass	Project Manager
Rick Hopkinson	Financial and Budget Analyst
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STRATEGIC MANAGEMENT PLAN – STEP 3



STEP 4: MANAGEMENT REVIEW OF OPERATIONS

As part of the Strategic Management Program (STMP), and with assistance from the STMP team, Midland Borough is performing a management review of all major departments and operations. The review includes narrative summaries of each department with budget and personnel information and other relevant data. This data is supported by interviews with the officials and key staff to complete a comprehensive review of the Borough's operation.

COMMUNITY OVERVIEW

Midland Borough is a small riverfront community in western Beaver County, Pennsylvania, located along the Ohio River near the Ohio state line and within the broader Pittsburgh metropolitan region. Incorporated in 1906, Midland developed as an industrial borough closely tied to steelmaking and later became known for its community traditions, educational institutions, and ongoing post-industrial revitalization.

The borough is governed by a Borough Council and a Mayor, with administrative operations overseen by the Borough Manager. The Council is responsible for enacting ordinances, policies, and directives, while the Borough Manager handles the day-to-day administration of departments and services. Key municipal services include a small police department, public works department, and code enforcement.

Midland's public works department manages the maintenance of streets, parks, and swimming pool. The department is staffed by a director and two full-time employees, with additional seasonal labor during peak months. The borough's infrastructure includes a network of paved roads and stormwater facilities. The department also oversees snow removal, street lighting, signage, and vehicle maintenance. The swimming pool is a central facility for family life in Midland.



Midland Borough is committed to continuous improvement, as reflected in its strategic management planning. The borough also prioritizes transparency and public engagement, with regular council meetings, published agendas, and accessible public records.



GENERAL GOVERNMENT

The review of the Borough'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 municipal consultant. She currently provides training for local government officials through the PA-DCED, PA-GFOA, PA State Association of Borough Supervisors (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 25 previous STMP projects for Pennsylvania communities.

OBSERVATIONS

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

“Of the 2,576 municipalities in the Commonwealth, there are 956 boroughs created under the Borough Code form of government representing about 37% of all municipalities. Of the 54 municipalities located within Beaver County, 22 are Townships, 2 are cities and 30 are Boroughs.

Boroughs are a much more common form of government than cities but less common than second class townships statewide.”

ORGANIZATION AND STRUCTURE

Of the 2,576 municipalities in the Commonwealth, there are 956 boroughs created under the Borough Code form of government representing about 37% of all municipalities. Of the 54 municipalities located within Beaver County, 22 are townships, 2 are cities, and 30 are boroughs. Boroughs are a much more common form of government than cities but less common than townships statewide.

The **Mayor** is elected at large, serves a four (4) year term, and is charged with representing the Borough on police and public safety matters.

The **Tax Collector** is elected independently as prescribed by the Code for a four (4) year term and collects real estate taxes for the Borough. Delinquent taxes are referred to the county Tax Claim Bureau.

The **Borough Secretary** is a mandatory office in the Borough Code. In Midland, the Borough Secretary position is combined with the Manager position. The Borough

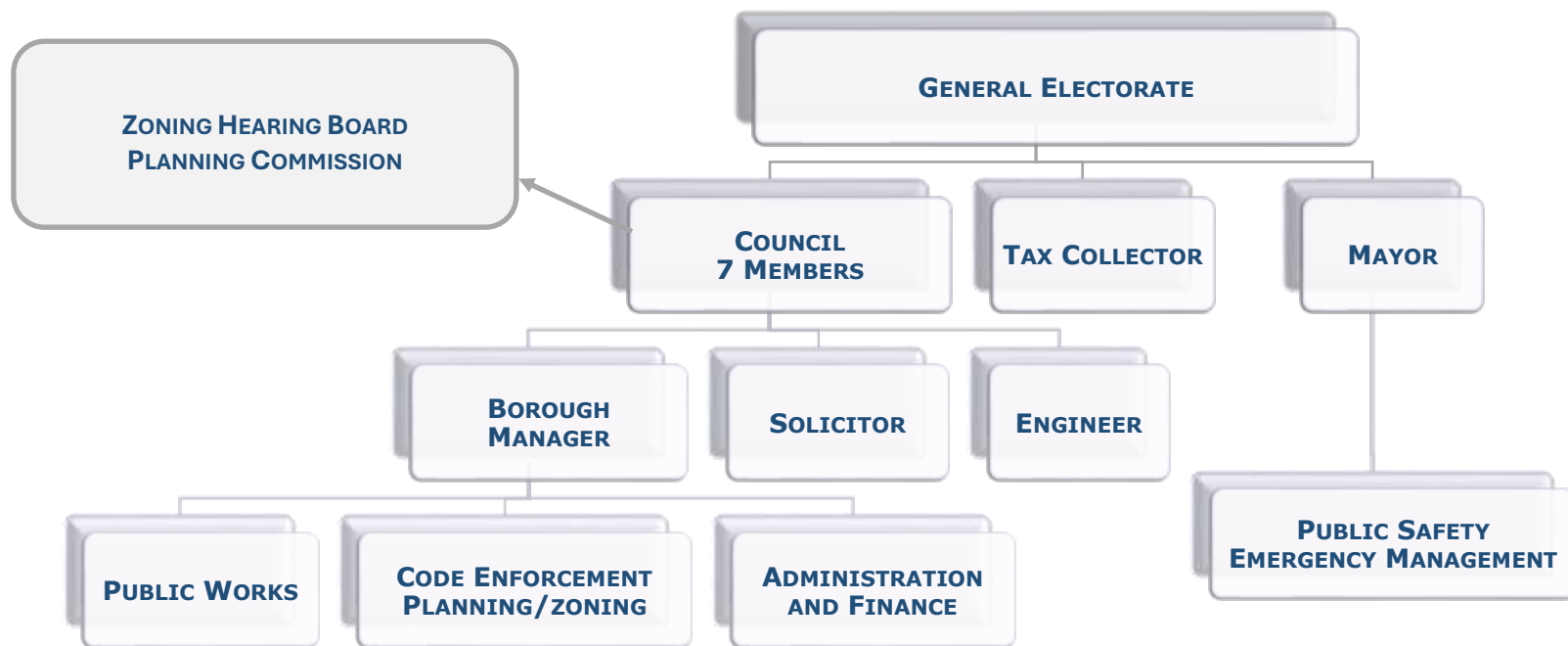
Secretary is charged with maintenance of the records of the municipality including minutes, ordinances, and resolutions. The Secretary also attests and signs all legal documents for the Borough.

The office of **Borough Manager** is an optional position under the Borough Code. This position is charged with carrying out the actions of the Council and oversees the day-to-day operation of the Borough organization. The powers and duties of the Manager are set out in the Borough Code and in the local ordinance.

The **Borough Treasurer** is an optional appointed position in the Borough Code. The Treasurer is charged with ensuring that funds are available for anything that is paid out by the Borough upon the approval of Council.

The Council currently relies on the Borough Manager and the part-time assistant for the day-to-day operation of the Borough. The current Midland Borough local government structure is shown in **Figure 1**.

FIGURE 1 – MIDLAND BOROUGH’S LOCAL GOVERNMENT STRUCTURE



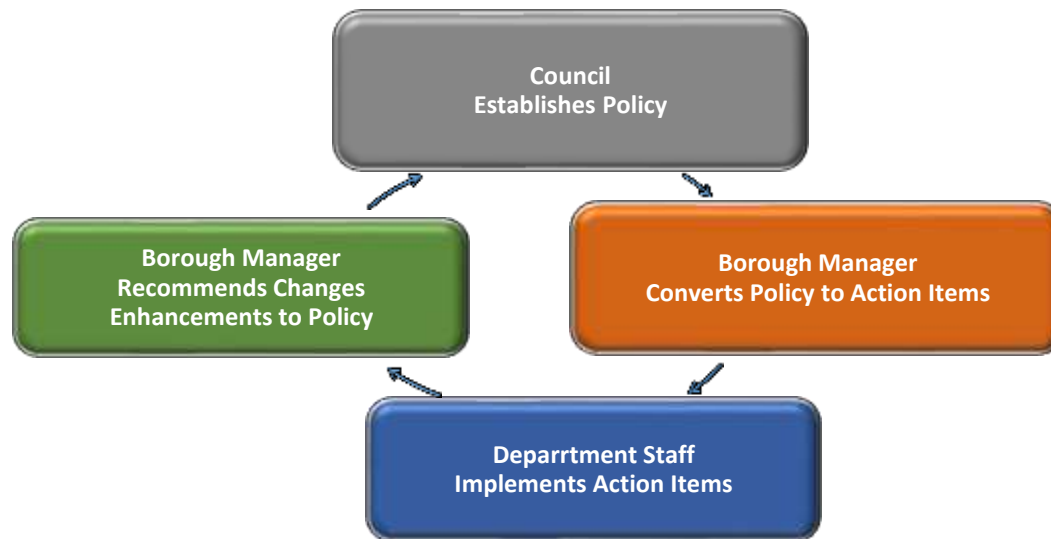
Typically, the Council can rely on the borough manager, engineer, and solicitor to prepare information, provide policy advice, and to carry out legislative decisions. The borough manager oversees the day-to-day operations of the Borough including preparing information, policies, and carrying out approved activities.

THE POLICY PROCESS

Local government works best when the governing body establishes 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 Council should be carried out by an experienced professional manager and dedicated staff who are aware of policy decisions and act under the direction of trained supervisors. Proper training of the staff to adhere to and advance the goals of the organization is important in effective local government operation.

Ideally, the 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 Council meetings so they can be familiar with issues and can participate in discussions and decision making. **Figure 2** is a graphic representation of this process.

FIGURE 2 - POLICY-MAKING PROCESS FOR AN EFFECTIVE LOCAL GOVERNMENT



LINES OF COMMUNICATION

The Council and manager have established formal and informal lines of communication for sharing information. The borough manager communicates important information, events, and concerns to the Council members through emails and workshop meetings. Council members work through the borough manager to communicate their concerns and requests for department services. There is currently no formal “request for services” technology system that records the request and action taken.

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 without unreasonable costs. The Borough 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 borough manager is designated as the Open Records Officer and is charged with ensuring that citizens have access to public records to provide a foundation for establishing trust in local government.

The Borough has not installed an on-line codification system. The Borough 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. There should also be a routine process for reviewing and destroying unnecessary records based on the PA Record Retention and Disposition manual.

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 act or to provide advice to the governing body. This lends additional weight to the requirement to provide public access to regularly scheduled Council meetings, committee meetings, and budget workshops. The law provides that some discussions may be held in private, such as those related to real estate transactions, pending litigation, and personnel.



Council regular business meetings are the second Thursday of the month at 7:00pm in Council Chambers unless otherwise advertised. Legislative action may be taken at these meetings and minutes are recorded and posted to the website.

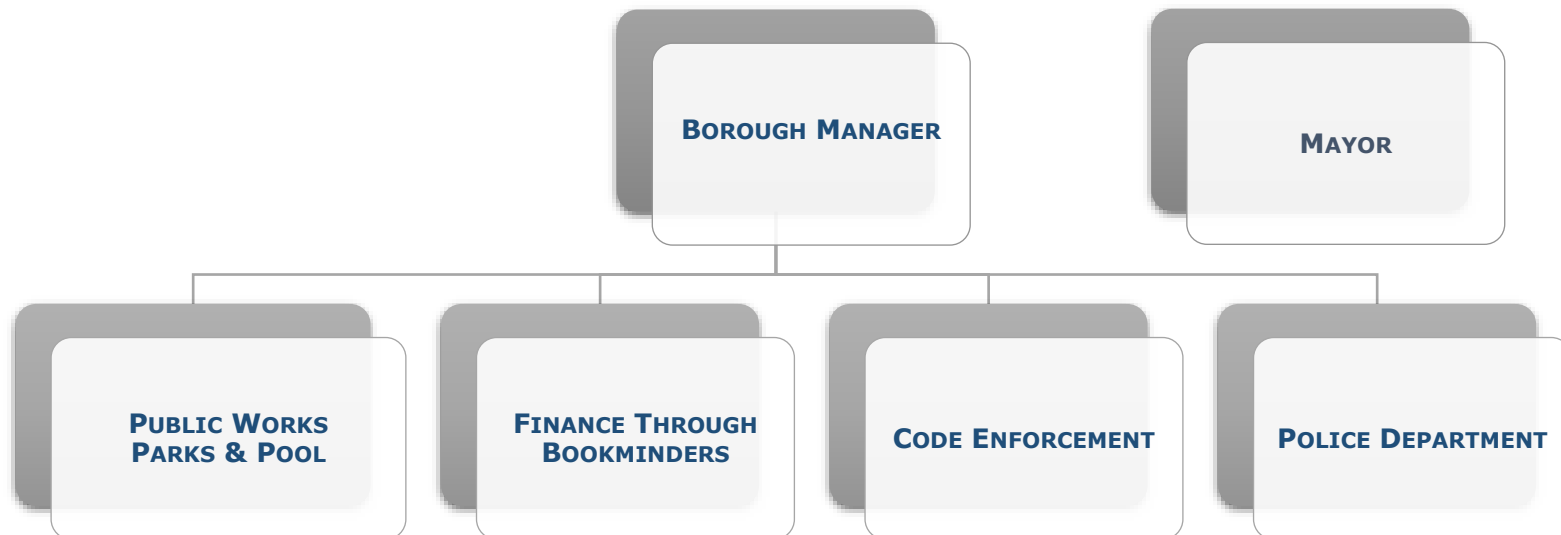
Meetings are “in-person.” There is no virtual meeting link for attending Council meetings. Agendas are published on the website in advance of the meetings and facebook.

Meetings are advertised by the Borough at the beginning of the calendar year, and administration advertises special meetings, public hearings, and committee meetings as necessary. An established formal agenda for the regular Council meeting is prepared and posted to the website at least twenty-four (24) hours in advance of the meetings. The agenda is made available to elected officials electronically several days in advance of the public meetings with all supporting materials, documents, or commentary. Agendas for the public are available at the Council meeting and agenda items are explained in advance of Council taking official action.

ORGANIZATIONAL STRUCTURE

The Borough has no formal administrative code or municipal ordinance that establishes the organizational structure. The current configuration for the administrative structure is reflected in **Figure 3** below.

FIGURE 3 - CURRENT ORGANIZATIONAL STRUCTURE



The current real estate taxes are collected by the elected Tax Collector and the delinquent taxes are collected by the county Tax Claim Bureau. The EIT and LST taxes are collected by Berkheimer Associates who have been appointed by the Beaver County Tax Collection Committee (TCC) to collect EIT under Act 32. The Borough Office is responsible for the entire financial management operation. The Borough contracts with BookMinders for its financial management which is an appropriate solution for a small municipal operation.

The Borough staffing appears to be stretched to the limits of productivity. The manager finds it challenging to address all areas of local government activity and requests for service from residents. The Borough may benefit from identifying functions, services, and programs for outsourcing or a more regional approach to service delivery.

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 Borough uses 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 and able to do the work for the most reasonable cost. There is no requirement for the Borough to award to the lowest bidder for professional services – only to select the firm that is best able to meet the Borough’s requirements for a price that is determined to be reasonable.



Likewise, from time to time, the Borough Council 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.

RECOMMENDATIONS

RECOMMENDATION 1 – REDUCE THE SIZE OF THE BOROUGH COUNCIL.

The Borough should place the reduction of Council from seven (7) members to five (5) members on the primary ballot for May of 2027. Smaller governing bodies are more efficient and effective in promoting cohesion, flexibility, and effective participation of the members to achieve their governance objectives.

RECOMMENDATION 2 - APPROVE CONTINUING EDUCATION TRAINING FOR THE BOROUGH MANAGER

The borough manager should have the opportunity to attend the training necessary for managing employees. The very best opportunity is the annual public employee training session, sponsored by the Public Employee Labor Relations Advisory Service (PELRAS) and supported by the PA League of Municipalities (PLM) and the Association for PA Municipal Managers (APMM). There are also other opportunities for training each year through the Local Government Academy (LGA), the PA State Association of Boroughs (PSAB), the Association of PA Municipal Managers (APMM), and the PA-Government Finance Officers Association (PA-GFOA).

RECOMMENDATION 3 – MAINTAIN A SUSTAINABLE ADMINISTRATIVE STRUCTURE.

The recommended organizational structure in **Figure 4** identifies specific skills and clearly defined roles within the current administration. It is important to build up redundancy and cross-training to avoid crisis during transition periods.

FIGURE 4 – RECOMMENDED ADMINISTRATIVE TEAM STRUCTURE



RECOMMENDATION 4 – CONTRACT FOR CODIFICATION OF ORDINANCES

The Borough should undertake a comprehensive codification process that makes accessing the Borough ordinances more efficient and ensures that they will be available online immediately after adoption, are searchable, and can be accessed by mobile phone. A review of ordinances and recommendations for new legislation is available through *General Code Publishers*. Timely publication of ordinances provides support and information for staff, police, the solicitor, and the public.

RECOMMENDATION 5 - DIGITIZE BOROUGH RECORDS

General Code Publishers can also provide document management, digitizing records, interactive zoning maps, and access to the building codes. The Borough storage of both electronic and paper files and the integration of each with regulatory standards should be consistent with the PA record retention schedule. Records must also be available for retrieval for “right to know” requests. The Borough has begun to take steps towards digitization that should be completed and implemented.

RECOMMENDATION 6 –UPDATE AND ADOPT AN EMPLOYEE HANDBOOK

The Handbook provides guidelines for everything from general employment statutes to workplace conditions and safety rules. The Handbook will include:

- State and Federal Employee Statutes
- Personnel Records
- Leave Policies
- Payroll/Compensation Policies
- Benefits
- Employee Training and Travel
- Standards of Conduct
- Safety Rules
- Substance Abuse and Alcohol Testing Policy
- Technology and Social Media Use
- Transfers/Termination



RECOMMENDATION 7 – DEVELOP JOB DESCRIPTIONS FOR ALL POSITIONS

The Borough does not have formal job descriptions for employee positions, including the borough manager. These are essential in any small office environment to determine if an employee is performing their duties as expected.



FINANCIAL MANAGEMENT

The review of the Borough's financial management operation was conducted by Deborah Grass, owner, and project manager as part of the review for Step 4 of the STMP Plan. 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 Borough 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. 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 the local government's financial transactions.

Budgeting – the plan annually adopted by the governing 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 Borough Office is expected to undertake all the daily financial activities in addition to the duties and responsibilities of the management of the entire operation. The Borough Office is responsible for payroll, purchasing, accounts payable, receipts, cash management, budgeting, reconciliation, and reporting. A contract with BookMinders provides assistance for these functions.

No disbursements can be made from the borough accounts without the signature of two of the authorized signatories.

FINANCIAL OFFICERS

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

The **Borough Manager** oversees the entire financial operation including grant management and budgeting.

BookMinders is charged with the accounting transactions related to receipts and disbursements and preparing financial reports for the Borough Council.

The elected **Tax Collector** is responsible for the collection of all real estate taxes. The current collection rate is about 89% which is a lower collection rate than other similar municipalities.

The authorized signatories in Midland are currently the Council President and Borough Manager. All checks require two (2) signatures.

Table 1 provides the history for the expenses associated with the Administration and Finance operation since 2021.

TABLE 1 – GL GOVT. AND FINANCE EXPENSES 2021-2025

Executive		2021	2022	2023	2024	2025
401.105	Salary - Mayor	1,500	-	-	1,500	1,500
401.110	Salary - Manager	44,308	60,000	60,000	32,308	66,462
401.324	Mayor Cell Phone	718	688	600	482	-
Total Executive		46,526	60,688	60,600	34,289	67,962

Financial Administration		2021	2022	2023	2024	2025
402.310	Payroll	5,796	9,136	8,182	10,347	15,664
402.311	Accounting/Auditing	16,313	21,331	21,715	27,765	31,530
Total Financial Administration		22,109	30,467	29,897	38,112	47,194

Beginning in 2012, pursuant to the implementation of Act 32 of 2008, the EIT is collected through a countywide Tax Collection Committee (TCC) that appointed Berkheimer Associates as its collector. The Borough also assigned the collection of LST to Berkheimer. **Table 2** provides the expenses for tax collection for the past five (5) years.

TABLE 2 – TAX COLLECTION HISTORY (2021-2025)

Tax Collection		2021	2022	2023	2024	2025
403.105	Salary - Tax Collector	9,150	8,000	8,001	8,000	8,000
403.215	Postage	346	725	725	852	913
403.310	EIT/LST Collection Fee	5,689	6,320	6,555	6,531	6,490
403.317	Other Services	924	731	992	832	729
403.319	Delinquent Collections	5,110	2,590	-	-	-
403.353	Insurance & Bonding	836	-	418	418	418
Total Tax Collection		22,055	18,366	16,690	16,633	16,549



FINANCIAL PRACTICES

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

REVENUE COLLECTION SUMMARY

- The elected tax collector collects current year real estate taxes and the county Tax Claim Bureau collects delinquent real estate taxes.
- The real estate current year collection rate is about 97% which is an excellent collection rate.

- The EIT and LST are collected by Berkheimer as part of the countywide collection.
- The Borough Office collects permits, licenses, and park rental fees.

FINANCIAL PROCEDURES SUMMARY

- The borough manager is identified as the person responsible for the Borough's financial management system.
- BookMinders prepares accounting records and reports.
- BookMinders completes bank reconciliations
- The Manager prepares the payroll
- BookMinders uses QuickBooks to prepare financial records.
- The DCED annual audit identifies 4 funds: general fund, sewer fund, special revenues fund, and liquid fuels fund.
- There is no formal purchase order system in place to interface with the accounting system.
- The Borough contracts with independent auditors Turnley Associates to prepare the Borough's annual audited financial reports for submission to DCED.
- The audit reports are not completed by the DCED April 1 deadline – in fact, the 2025 audit was not completed at the time of delivery of this report.
- There are no written fiscal procedures for: cash management, accounts payable, purchasing, invoice processing, reconciliation of accounts, and regular reporting.



BUDGET PROCESS SUMMARY

- The Borough does not have a written process for preparing and approving the annual budget.
- The published budget does not include a budget message.
- The borough manager is charged with budget development.
- Public budget workshops are part of the budget process.
- The annual debt service has increased from 15% of the budget to 27% of the budget beginning in 2026.
- The Borough has not prepared or adopted a five-year capital improvement plan.

RECOMMENDATIONS

RECOMMENDATION 8 – CONTRACT FOR A COMPREHENSIVE EVALUATION OF ALL BOROUGH AND AUTHORITY OWNED ASSETS

The Borough should commission an independent evaluation and feasibility study of all Borough- and Authority-owned real estate, facilities, infrastructure, and other significant assets. The study should document each asset's condition, current and potential use, market value, operating costs, legal or regulatory constraints, and redevelopment potential. This study should also include but is not limited to maximizing the operation through a rate study; a legal review of ownership and control of the properties; a complete analysis of asset values and liabilities; best methods for monetizing the related assets; or sale of the assets to an interested party. The findings can help identify opportunities to generate recurring revenue through leases, licenses, shared use, concessions, or public-private partnerships, as well as determine whether surplus or underutilized assets should be marketed for sale to produce one-time proceeds, reduce maintenance costs, and return property to productive use.

RECOMMENDATION 9 – ARRANGE FOR THE COMPLETE ANALYSIS OF THE CURRENT DEBT OBLIGATIONS

The annual debt service is an extremely high percentage of the total general fund budget and poses a significant burden for the Borough. The Borough management should have an experienced and independent investment banking agent review the current debt burden to determine if there can be a restructuring or repayment schedule that would result in a lower burden on the general fund budget.

RECOMMENDATION 10 – IMPLEMENT THE RESOLUTIONS THAT WERE ADOPTED BY COUNCIL

The Borough Council adopted two ordinances in September of 2026 that are aimed at restructuring the accounting system to provide more consistency with the DCED Chart of Accounts and more transparency around Borough funds. The two (2) resolutions provided:

- The closing of minor/unused bank accounts and the elimination of due to and due from accounts on budget reports
- A fund structure that grouped bank accounts by fund for reporting purposes

RECOMMENDATION 11 – INCREASE THE ANNUAL FEE FOR SANITARY TRANSMISSION LINE MAINTENANCE

Currently, the Borough charges \$30 per household/ per year for the upkeep and maintenance of the sanitary sewer transmission line maintenance. The typical charge for this maintenance should be closer to \$5/month which would double the fee to \$60 per year per

residential unit and should also be collected from commercial units. This increase would generate about \$66,000 that should be deposited into the sewer fund for repairs.

RECOMMENDATION 12 – CONTINUE TO USE OUTSIDE ACCOUNTING SERVICES.

Continue to outsource a portion of the financial management system including accounts payable, bank reconciliations, monthly reporting, and preparation for the annual audit to *BookMinders*. The accounting services supplement but don't replace the manager's role in the overall budget and accounting oversight system. This is an added protection especially when there is employee transition.

RECOMMENDATION 13 – PRODUCE COMPREHENSIVE MONTHLY FINANCIAL REPORTS FOR COUNCIL.

Monthly financial reporting should be routine and the required function of the finance operation as soon as the bank reconciliation is completed but no later than the 10th of each month. Monthly reports should include but not be limited to a **Budget Comparison (Profit-Loss) Report** that compares budgeted revenues and expenditures to actual revenues and expenditures for every fund, category, and line item.

RECOMMENDATION 14 – MAKE ENHANCEMENTS TO THE BUDGETING PROCESS

The development of the annual budget sets the tone for the entire organization for the fiscal year. It is a policy statement about what programs and services will be provided as well as a decision about how resources will be allocated. The borough manager and Council should consider the following improvements to the budget development process:

- Distribute **BUDGET WORKSHEETS** to the departments that include at least three years of prior data.
- Use a **BUDGET CALENDAR** that is published and distributed within and outside of the Borough organization. The calendar enables people who are involved in the budget process (the Council, the departments, and committees) to plan accordingly for workshops, public presentations, and adoption of the final budget. It 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 to residents, and the Council can receive comments.
- Prepare and include a **BUDGET MESSAGE** that accompanies the initial presentation of the budget to the public for preliminary review. The budget message should be a narrative in plain language. 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 department activities throughout the year.

RECOMMENDATION 15 - CLOSELY MONITOR THE DCED ANNUAL FINANCIAL REPORT (AFR)

The AFR is the Borough's official statement of financial transactions and cash position for any given year. The DCED AFR is required to be submitted by April 1 of each year. An exit interview with the auditors should be conducted with the Council each year to present the financial statements, management letter, and to answer questions.

RECOMMENDATION 16 – DEVELOP AND IMPLEMENT A FIVE-YEAR CAPITAL IMPROVEMENT PLAN (CIP).

The CIP should be undertaken separately from the annual budget process and should include all projects, including those that are grant funded, 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 adopted each year should be based on the multi-year CIP.

RECOMMENDATION 17 – BUILD IN ADDITIONAL OVERSIGHT OF THE ROUTINE FINANCIAL MANAGEMENT ACTIVITIES.

Maintaining a “segregation of duties” is difficult in a small operation. Without the proper internal controls, there is a perception that there could be mismanagement of resources and potential fraud. Using an outside contractor like BookMinders for a portion of the financial management operation provides some of the separation that is necessary for confidence and transparency. The following additional procedures are recommended:

- The Council President should review the bill list and sign it after it is approved by the Council each month.
- Receipts should be pre-numbered and not completed by the same person who records the information.
- Bank deposits should not be made by the same person who does the accounting transactions.
- The real estate tax fund should be examined and audited regularly. As the largest revenue source, this fund provides the highest potential for fraud or theft.

RECOMMENDATION 18 – DEVELOP AND ADOPT A FISCAL PROCEDURES ORDINANCE.

A *Fiscal Procedures* ordinance can provide guidance about the financial management system for people who are responsible for managing the Borough's finances, especially during times of transition. This ordinance should include the budget process, purchasing, accounts payable, revenue collection, reporting, and auditing.





POLICE DEPARTMENT

The review of the Midland Borough Police Department was conducted as part of the Borough's Strategic Management Planning Program (STMP). Fieldwork included an on-site visit on August 10, 2026, interviews with the Police Chief and Police Administrative Assistant, review of staffing and budget information, and examination of available department policies, technology, facilities, fleet practices, and operational records.

The purpose of this section is to provide Borough officials with a practical assessment of police operations, identify immediate operational risks, and establish recommendations that can be incorporated into the Borough's larger multi-department management report. The recommendations emphasize service continuity, staffing stability, technology modernization, risk reduction, accountability, and long-term succession planning.

OBSERVATIONS

The Midland Borough Police Department is a small municipal law enforcement agency operating with significant staffing constraints. The chief and the sergeant have served for approximately ten years. The department relies on the two full-time (chief and sergeant) and part-time officers to sustain coverage. The mayor remains actively engaged with the department and receives regular call-volume information updates from the chief.

Administrative support is provided by a clerk who does approximately 85% police-related duties and 15% general Borough duties. Police administrative responsibilities include correspondence, scheduling preparation, parking tickets, magistrate payments, housing invoices, accident reports, background checks, deposits, and preparation of monthly Council reports.

ANNUAL EXPENDITURES

The adopted 2026 Borough budget allocates approximately \$574,600 to the Police Department. This is about 24% of projected general fund expenditures. The financial analysis in Steps 1-2 shows that Midland's broader fiscal condition is structurally constrained and general fund expenditures are projected to grow faster than revenues. There are annual operating deficits projected for every year, and the remaining cash reserves will be depleted rapidly without corrective action. The Borough financial condition materially affects how police staffing, technology, fleet, facility, and regionalization decisions should be evaluated.



The Borough has limited capacity to absorb recurring police costs without corresponding revenue, expenditure reductions elsewhere, grant support, or a change in the service-delivery model.

The financial context strengthens the case for a formal shared services regionalization feasibility analysis. The analysis should compare the fully loaded cost of maintaining an independent department—including wages, overtime, pensions, healthcare, leave, technology subscriptions, fleet replacement, facilities, equipment, and administrative support—with the cost and service levels associated with contracted or regional alternatives. The objective should be to identify a model that is both operationally reliable and financially sustainable over the five- to ten-year planning horizon.

TABLE 3 - 2026 POLICE BUDGET ITEMS

SUMMARY BUDGET CATEGORIES	BUDGET AMOUNT
Police Chief Salary	\$88,000
Full-time Patrol/Sergeant Salaries	\$235,000
Part-time Patrol Salaries	\$43,000
Part-time Police Clerk	\$17,000
Police Protection Services	\$45,000
Regular Overtime	\$42,000
Court Overtime / Court Time	\$6,000
Vehicle/Minor Machinery or Lease	\$55,000
Machinery & Equipment	\$9,500
Total Police Department Budget	\$574,600

LEADERSHIP

The chief has substantial institutional knowledge and has led the department for approximately a decade. The sergeant has approximately ten years of service and is viewed as the likely internal successor if the Borough continues its historical practice of promotion from within. Both the chief and sergeant participate in the 25 years of service/age 55 pension structure. The Borough should treat succession planning as a current management responsibility rather than a future event. In a department this small, the loss or extended absence of either command officer would have an immediate effect on scheduling, supervision, administrative continuity, and institutional knowledge.

ORGANIZATIONAL STRUCTURE

At the time of the August 2026 site visit, the department's authorized and actual staffing differed materially.

TABLE 4 - 2026 POLICE DEPARTMENT STAFFING

POSITIONS	AUTHORIZED
Police Chief	1
Sergeant	1
Full-time Patrol Officers	2
Part-time Patrol Officers	Up to 6
Police Administrative Assistant	Part-time

STAFFING AND WORK HOURS

Staffing is the most significant operational challenge identified during the site visit. The department has two full-time vacancies and is relying on three part-time officers who maintain full-time employment elsewhere. This limits the Borough's ability to schedule creating a persistent need for the chief and sergeant to fill patrol assignments.

Currently, the Pennsylvania State Police (PSP) were expected to cover seven midnight shifts. In addition, the chief and sergeant are each working approximately 16 hours of overtime per week, including double shifts. This level of command-staff patrol coverage is not sustainable as a normal operating model. It reduces time available for supervision, policy management, investigations, training oversight, budgeting, and strategic planning.

Recruitment is further complicated by regional competition. The chief noted that nearby departments may offer similar compensation while providing multi-officer shifts, whereas Midland officers frequently work alone. A "sign-on" bonus is under consideration by Borough Council.

COLLECTIVE BARGAINING AGREEMENT

Police bargaining-unit employees are represented by the United Steelworkers union. The collective bargaining agreement (CBA) available for this review is the 2019-2023 agreement which was extended through December 31, 2028. The provisions summarized below describe the employment structure and benefits reflected in the 2023 agreement which was available for review.

Of particular importance for the regionalization analysis, Article 20 of the agreement expressly addresses contracting out and regional police departments. It establishes a process for proposed contracting of work traditionally performed by bargaining-unit officers and specifically contemplates Midland eliminating its police department and becoming a member of a regional police department. Article 20 states that, in that circumstance, the regional police department will hire the Borough's full-time officers. It also allows for former Midland officers to return if a newly formed regional department later disbands. This language demonstrates that regionalization is expressly contemplated within the Borough's police labor framework.

The CBA provides for:

- Longevity compensation
- Paid holiday and vacation
- Health benefits
- Uniform and equipment allowances,
- Borough-provided duty weapons and body armor,
- Practice ammunition,
- shooting-range membership,
- Reimbursement for mandated training, and
- Funding for continuing education.

The CBA reserves significant management rights tfor the Borough, including determining the number and mix of full- and part-time officers, directing the workforce, determining policies and procedures, establishing or changing schedules and assignments, requiring medical examinations at Borough expense, taking necessary emergency actions, contracting with another municipality to provide police protection, and installing a time clock for payroll administration.

The agreement covers full-time and part-time police officers. Part-time officers do not participate in the police pension plan.



TABLE 5 - SUMMARY OF CBA BENEFITS AND WORKING CONDITIONS

CBA AREA	PROVISION REFLECTED IN AGREEMENT	MANAGEMENT RELEVANCE
Work Schedule / Overtime	Eight-hour shifts; scheduling and shift-trade rules; 1.5x overtime; call-out minimums	Important to staffing model and true cost of vacancies
Vacation	2-5 weeks based on service, plus additional days beyond 25 years	Affects minimum staffing and leave coverage
Sick / Personal Leave	15 sick days annually; 2 personal days; accumulated sick leave provisions	Include in total compensation and staffing analysis
Health / Insurance	Health, prescription, ER, life insurance, opt-out and certain retiree benefits	Major component of fully loaded personnel cost
Longevity	Begins after 5 years and increases with service	Long-term compensation obligation
Equipment / Training	Uniform/equipment allowances, weapons, body armor, ammunition, range and training	Supports recruitment and professional development
Regionalization - Article 20	Expressly addresses contracting out and membership in a regional police department	Must be incorporated into feasibility, labor, personnel-transition and governance analysis

SOURCE: MIDLAND BOROUGH SIGNED AGREEMENT; GRS ANALYSIS

DEPARTMENT ACTIVITY AND CRIME PROFILE

One method for determining the proper staffing for police departments is to analyze the calls for service and responses over time. Table 6 below provides an overview of police responses to calls for service (non-traffic) over the past five (5) years.¹

¹ It should be noted that 5 months of data in 2025 was lost due to the transition to the *CrimeStar* platform. For those months the calls for service activity was estimated based on historical and trending data.

TABLE 6 - POLICE RESPONSE TO CALLS FOR SERVICE 2021-2025

	2021	2022	2023	2024	2025
Total Calls for Service	645	706	548	415	469
Average Per Month	21.5	23.5	18.3	13.8	15.6
Average Per Week	12.4	13.6	10.5	8	9
Average Per Day	1.8	1.9	1.5	1.1	1.3

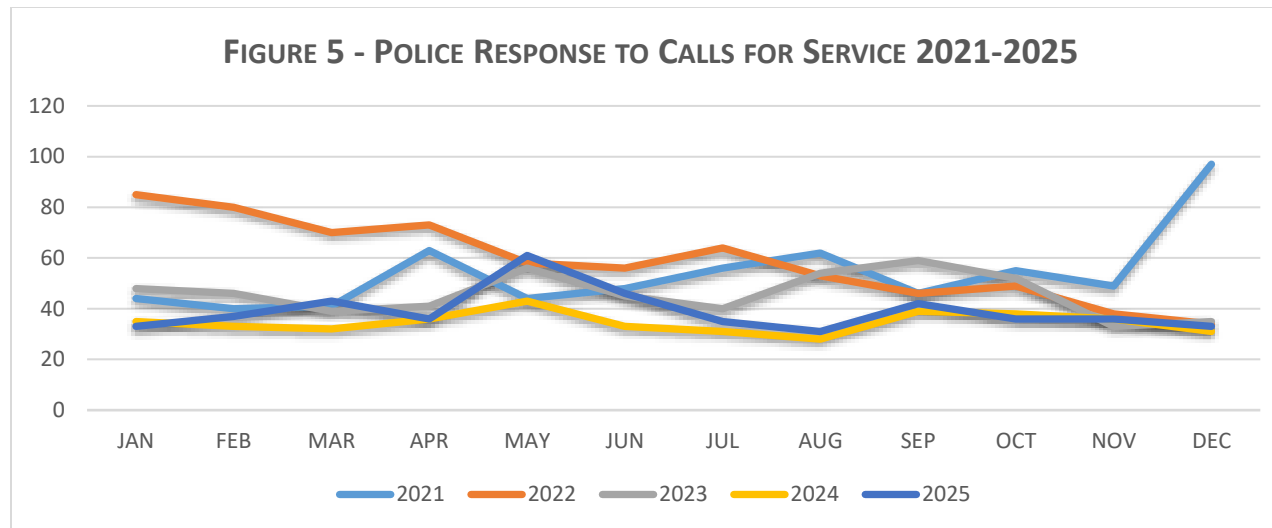
SOURCE: MIDLAND POLICE DEPARTMENT DATA

The department uses *CrimeStar* for records management and UCR reporting. Once reports are approved, the Chief locks them; subsequent corrections are handled through supplemental reports rather than reopening the original report. Older or unresolved cases may be closed in a suspended status. Some Part 1 investigations are generally referred to the PSP. County investigative resources also remain available.

Table 7 provides monthly information for the police responses to calls for service over the past five (5) years. Years 2024 and 2025 show a definite downward trend for calls and responses. In all years, the lowest activity load is for the months of October through December.

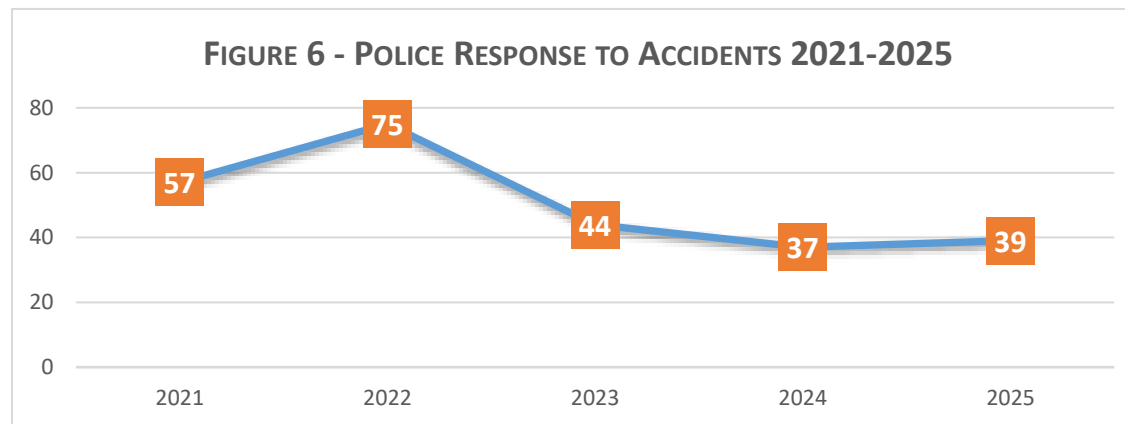
TABLE 7 - MIDLAND POLICE DEPARTMENT CALLS FOR SERVICE BY MONTH - 2021-2025

Month	2021	2022	2023	2024	2025
JAN	44	85	48	35	33
FEB	40	80	46	33	37
MAR	41	70	39	32	43
APR	63	73	41	36	36
MAY	44	58	56	43	61
JUN	48	56	45	33	46
JUL	56	64	40	31	35
AUG	62	53	54	28	31
SEP	46	46	59	39	42
OCT	55	49	52	38	36
NOV	49	38	33	36	36
DEC	97	34	35	31	33
TOTAL	645	706	548	415	469



SOURCE: MIDLAND POLICE DEPARTMENT DATA

Likewise, police responses to accidents have decreased over the past 5 years from a high of 75 in 2022 to less than 40 in 2025



SOURCE: MIDLAND POLICE DEPARTMENT DATA

UCR CRIME DATA REPORTING

As part of this review, an analysis of crime data based on the Uniform Crime Reporting (UCR) was conducted. The UCR Program, administered by the FBI, collects crime data from over 18,000 law enforcement agencies nationwide. The program provides a standardized system for reporting crime which is essential for tracking trends, informing policy, and supporting criminology research. Agencies submit data voluntarily through state UCR programs. The offenses and arrests for Midland have been decreasing over the past five (5) years.

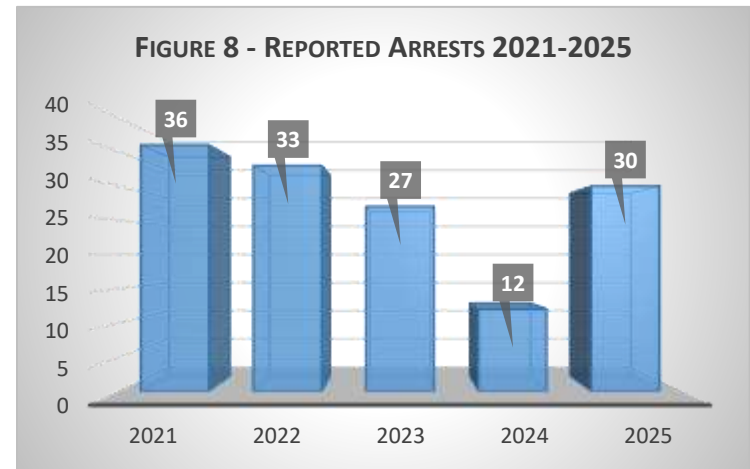
TABLE 8 - MIDLAND BOROUGH OFFENSES 2021-2025

BOROUGH OF MIDLAND					
Offenses	2021	2023	2022	2024	2025
Murder and Manslaughter	0	0	0	0	0
Rape	0	0	1	0	0
Robbery	0	1	1	0	0
Aggravated Assault	5	6	3	3	5
Other Assaults - Simple	66	58	42	47	42
Burglary	11	5	20	7	5
Larceny - Theft	21	19	29	16	12
Motor Vehicle Theft	2	3	9	1	2
Total	105	92	105	74	66



TABLE 9 - BOROUGH OF MIDLAND POLICE ARRESTS 2021-2025

BOROUGH OF MIDLAND					
Arrests	2021	2022	2023	2024	2025
Murder and Manslaughter	0	0	0	0	0
Rape	1	0	0	0	0
Robbery	0	1	1	0	0
Aggravated Assault	5	2	2	2	8
Other Assaults-Simple	23	26	12	9	15
Burglary -	2	2	1	0	2
Larceny - Theft	5	2	11	1	3
Motor Vehicle Theft	0	0	0	0	2
Total	36	33	27	12	30



INVESTIGATIVE ASSISTANCE

The department does not maintain a dedicated detective position or participate in task forces because of manpower limitations. More complex investigations are supported through outside agencies, including the PSP and Beaver County resources. This approach is reasonable for a department of Midland's size, but it reinforces the need for written referral protocols and reliable relationships with partner agencies.

RECORDS MANAGEMENT AND TECHNOLOGY

The department's core technology environment is generally functional and has benefited from recent upgrades. Desktop computers were replaced within the past year and are supported through *MGsoft*. Police systems are networked separately from general Borough operations and protected by a firewall. The department uses *CrimeStar RMS*, JNET, county CAD, and UCR reporting.

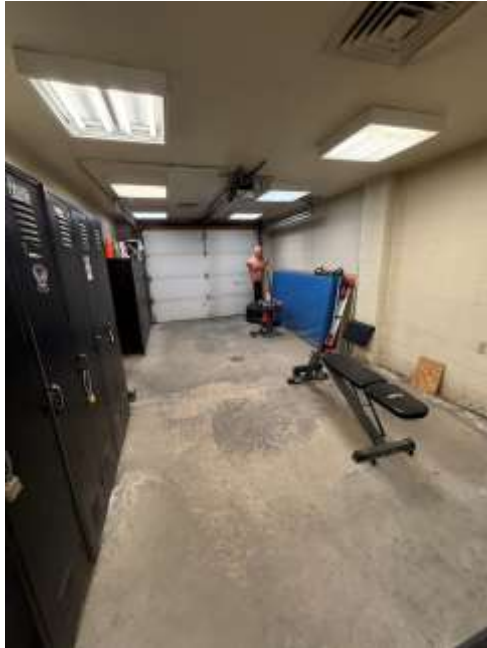
Axon technology is a major operational dependency. The department has nine Body Cam 4 units, five Tasers, and dash cameras in four of five vehicles. Taser activation is configured to trigger body-worn and vehicle cameras. The *evidence.com* subscription is scheduled to expire at the end of December 2026. Because the platform supports evidence retention, discovery, accountability, and court production, renewal should be treated as a core operating requirement rather than a discretionary technology purchase.



Axon body-camera and Taser charging equipment.



Existing communications/network equipment and cabling area.



Former garage area currently used for lockers and fitness equipment.



Public lobby and service-window area.

FACILITIES

The police station includes offices for the chief and sergeant, patrol workspace, an evidence room, two adult cells, a juvenile cell, training/server space, a small kitchen, and a public lobby. The garage has been converted to a gym, while police vehicles are parked outside on the pad and in adjacent spaces.

The public lobby presents an access-control concern. Until the administrative assistant leaves at approximately 1:30 p.m., visitors can enter the hallway area. The call button is reportedly broken, and the building relies on traditional hard keys, with the Chief holding the master key. A borough-wide electronic fob/access-control system would improve security, auditability, and key management.

TABLE 10 – POLICE EQUIPMENT INVENTORY

TECHNOLOGY / ASSET	CURRENT CONDITION	MANAGEMENT OBSERVATION
Axon Evidence.com	Expires Dec. 2026	Immediate renewal priority; consider multi-year budgeting
Body Cameras	9 Axon Body Cam 4	Modern equipment; dependent on evidence platform
Tasers	5 Axon units	Integrated activation with camera ecosystem
Dash Cameras	4 of 5 vehicles	Complete fleet coverage when practical
LPR	1 at 10th Street	Expand to remaining primary entry/exit points
Computers	Recently replaced	Establish formal lifecycle schedule
Portable Radios	7 total, encrypted 800 MHz	Assess spare capacity and replacement cycle
Citation Printers/Scanners	Command vehicles equipped	Equip remaining patrol units
GPS	Ford app / Axon	Not integrated with CAD

The station generator dates to approximately 1991 and remains operational, but its current enclosure creates heat and exhaust concerns. During outages, the procedure requires opening station doors and using an industrial fan, with outside police coverage relied upon while the building is ventilated. Replacement and relocation of the generator to an appropriate exterior installation should be considered a priority capital and life-safety project.

EVIDENCE STORAGE

The evidence room contains approximately 87 boxes after an ongoing destruction and consolidation effort, along with a substantial firearms inventory. The room is monitored by a fisheye camera, and access is documented on a paper log. Temporary evidence lockers allow officers to deposit evidence, while only the chief and sergeant have retrieval access. The chief's effort to reduce and reorganize stored evidence is appropriate. The Borough should continue a documented evidence purge consistent with applicable retention requirements. They should also strengthen electronic access tracking, and periodically audit high-risk evidence categories including cash, firearms, controlled substances, and biological evidence.

FLEET MANAGEMENT

The department operates five Ford Explorers, including two 2025 vehicles assigned as take-home units to the chief and sergeant and older units from 2019, 2015, and 2013. The two command vehicles include *Toughbooks*, touchscreen equipment, citation scanners, and printers;

remaining patrol vehicles have *Toughbooks* but generally require officers to return to the station to print citations. There is no formal mileage- or age-based fleet replacement schedule. Vehicles are replaced when condition warrants and funds are available. The chief reported that local road conditions reduce practical Explorer service life to approximately 105,000-110,000 miles. A written replacement plan should combine age, mileage, repair history, duty cycle, and condition rather than relying on a single threshold.

TRAINING

There does not appear to be a comprehensive multi-year training plan. In a small department, staffing shortages can easily displace elective training because every absence affects coverage. The Borough should establish a minimum annual training matrix that includes mandatory MPOETC requirements as well as use of force, legal updates, domestic violence, de-escalation, report writing, evidence handling, supervisory development, emergency vehicle operations, and technology/cybersecurity topics.

COMMUNITY POLICING AND EXTERNAL INTERACTION

The department maintains visible community relationships despite limited staffing. Officers maintain an open-door relationship with Midland Elementary/Middle School and routinely staff the Lincoln Park bus dismissal intersection. The department's *Shop with a Cop* program serves approximately 28-34 children annually and is supported through local fundraising.

The department also provides contracted patrol services to the Beaver County Housing Authority for *Mid Crest* and *Corak Towers*, generating approximately \$28,000 under the current arrangement. Staffing shortages have reduced the chief's and sergeant's ability to perform these supplemental shifts. Relationships with the fire department were described as strong. EMS service recently transitioned to Patriots, and the current medic response model was viewed favorably.

REGIONALIZATION AND SHARED SERVICES

The Borough should approach possible regionalization and shared services as a service-sustainability and organizational-capacity analysis rather than simply a cost-cutting exercise. A regional or shared model may offer

- Greater scheduling depth,
- Multiple-officer coverage,
- Dedicated supervision,
- Investigative capacity,
- Specialized assignments,

- More training opportunities,
- Technology purchasing leverage, and
- A broader recruitment and promotional structure.

Whether it produces direct financial savings should be determined through a feasibility study rather than assumed.

The chief identified Ohioville as Midland's most logical geographic partner and described a broader Beaver County precinct-style model as an ideal long-term structure. Beaver County provides several useful local models. The Beaver police department currently serves Beaver Borough, Industry Borough, and Vanport Township with a 23-officer department providing 24/7 service to three communities. The Beaver Valley Regional Police Department was formed in 2023 by Baden, Conway, and Freedom and subsequently expanded to Rochester Township. It is governed by a regional police commission. These examples demonstrate that shared police services can range from one municipality providing service to neighboring communities to a separately governed regional department.

POLICY AND PROCEDURES

The department maintains a *Policy and Procedures* binder, but the last confirmed comprehensive update identified during the site visit was March 2017. Computer metadata showing a later date appears to be related to system migration rather than a full policy revision. A body-worn camera policy was added separately. The status of a social media policy was unclear, while the pursuit policy is described as limiting pursuits to violent felons.

A policy manual that has not undergone a documented comprehensive review in nearly a decade creates avoidable liability and consistency risks. The Borough should conduct a full policy inventory and update cycle, establish an annual review schedule, and implement an electronic policy management platform or other auditable process that records distribution, acknowledgment, testing, and revision history.

RECOMMENDATIONS

RECOMMENDATION 19 – INITIATE A FORMAL REGIONAL POLICE STUDY THROUGH THE DCED PEER PROGRAM.

The Borough should initiate a formal evaluation of alternative police service-delivery models within the next twelve months. The evaluation should not begin with a predetermined conclusion that Midland's Police Department should be dissolved or merged; rather, it should identify which structure can provide the most reliable, professional, and financially sustainable police service over the next five to ten years. At minimum, the study should compare

- maintaining and fully staffing the existing department;
- retaining the department while formally sharing selected services;
- contracting for comprehensive police services from another municipal or regional department; and
- participating in the creation or expansion of a regional police department.

Attention should be given to Ohioville because of its geographic proximity and importance for connecting Midland with other municipalities, while Beaver Borough's police department service model and the Beaver Valley Regional Police Department should be reviewed as local operating and governance examples. The Borough should request assistance from DCED's Governor's Center for Local Government Services and evaluate Municipal Assistance Program funding for eligible study and implementation costs. The study should also include a specific labor-relations workstream addressing Article 20 of the police CBA, including required Union notice/discussion, treatment of full-time officers under a regional model, pension and benefit implications, seniority, bargaining-unit transition, and confirmation of corresponding language in the current agreement expiring December 31, 2028.

RECOMMENDATION 20 – STABILIZE THE POLICE STAFFING AND RECRUITMENT.

The current practice of command staff routinely filling patrol vacancies should be treated as a temporary staffing response rather than a permanent scheduling model. Requiring the chief and sergeant to work approximately 16 overtime hours per week reduces the time available for supervision, policy administration, investigations, training oversight, budgeting, personnel development, and strategic management. The Borough should establish monthly reporting of vacancies, overtime hours and costs by employee, PSP-covered shifts, uncovered shifts, and part-time officer availability. These measures will allow Council and the Borough Manager to evaluate whether recruitment efforts are succeeding and whether a different staffing or shared-services model is required.

RECOMMENDATION 21 – RENEW AXON EVIDENCE.COM BEFORE DECEMBER 31, 2026.

The Borough should treat renewal of the Axon *evidence.com* subscription as an essential operating expense. The department's nine Axon Body Cam 4 units, Tasers, and vehicle camera system depend upon the Axon ecosystem for evidence retention, retrieval, discovery, and accountability. The site visit identified the current subscription as expiring at the end of December 2026. Allowing the subscription to lapse would create a significant operational and evidentiary risk. The Borough should obtain renewal pricing immediately, evaluate a multi-year agreement that aligns storage and hardware replacement cycles, and budget the cost as a recurring police technology obligation rather than as an occasional capital purchase.

RECOMMENDATION 22 – EXPAND LICENSE PLATE READER COVERAGE AT BOROUGH ENTRY AND EXIT POINTS.

The department currently has a license plate reader at the 10th Street intersection. The Borough should evaluate placement of additional LPR units at the remaining primary vehicular entry and exit points to create more complete coverage of traffic entering and leaving Midland. For a small department with limited manpower, LPR technology can extend investigative capacity. Any expansion should include written policies governing authorized uses, retention, access, audit logs, information sharing, and compliance with applicable law. Given the Borough's projected operating deficits, expansion should proceed only after core staffing, evidence retention, and life-safety needs are funded and should preferentially use grants or other non-recurring funding for acquisition.

RECOMMENDATION 23 – EQUIP PATROL VEHICLES WITH MOBILE CITATION PRINTER/SCANNERS.

The Chief's and Sergeant's 2025 Explorers are equipped with *Toughbooks*, touchscreen equipment, citation scanners, and printers, while the remaining patrol vehicles generally require officers to return to the station to print citations. The Borough should standardize this capability across front-line patrol vehicles as funding permits. Mobile citation printers and scanners can reduce unnecessary trips back to the station and improve officer availability. The Borough should develop common equipment specification and evaluate forfeiture, grant, or other non-General Fund resources for the initial purchase.

RECOMMENDATION 24 – IMPLEMENT ELECTRONIC FOB AND ACCESS CONTROL SYSTEM.

The police facility and other Borough buildings currently rely heavily on traditional hard keys, with the Chief holding the police master key. The Borough should implement an electronic fob or card-access system beginning with sensitive police areas and then, where feasible, extend the system to Borough administration, public works, and pool facilities. Electronic access control allows the Borough to assign privileges by employee and location, immediately deactivate credentials when employment or duties change, and maintain an auditable record of entry into restricted areas. Within the police station, priority locations should include exterior employee entrances, evidence-related areas, server/technology rooms, and other controlled spaces.

RECOMMENDATION 25 – UPGRADE BOROUGH AND POLICE CAMERAS TO ANALYTICS CAPABLE TECHNOLOGY.

The department already benefits from extensive building camera coverage and cameras at other Borough facilities. As cameras reach replacement age, the Borough should migrate toward modern networked cameras capable of useful analytics rather than replacing units solely on a like-for-like basis. Potential functions include people counting, traffic counts, speed and direction analysis, and improved searchable video. Any system should include appropriate cybersecurity protections, retention schedules, user permissions, and sufficient

network/storage capacity. Upgrades should be phased through the Borough's capital plan rather than treated as an immediate recurring General Fund expansion.

RECOMMENDATION 26 – INCREASE PORTABLE RADIO CAPACITY AND ESTABLISH A RADIO REPLACEMENT PLAN.

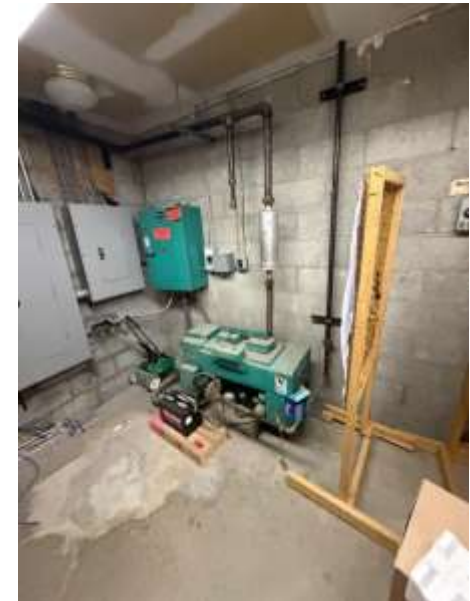
The department currently has seven portable radios operating on the county's encrypted 800 MHz digital system, with mobile radios installed in police vehicles. Given the department's authorized staffing level and the importance of interoperable communications during emergencies, the Borough should evaluate whether seven portable units provide adequate operational and spare capacity. The department should inventory radio age, battery condition, accessories, programming requirements, and expected end-of-support dates and incorporate replacement costs into a multi-year capital plan rather than waiting for failures.

RECOMMENDATION 27 – ESTABLISH A FORMAL COMPUTER AND MOBILE DATA EQUIPMENT REPLACEMENT SCHEDULE.

Police desktop computers were replaced within the past year, and the department's vehicles use *Toughbooks* for mobile data. The Borough should capitalize on the recent desktop replacement by establishing a formal lifecycle now. A planning assumption of approximately five to seven years for desktops and three to five years for mobile computers is reasonable, subject to condition, operating-system support, cybersecurity requirements, and vendor compatibility. The inventory should identify purchase date, warranty status, operating system, assigned user or vehicle, and anticipated replacement year so predictable annual capital needs can be incorporated into the Borough's multi-year plan.

RECOMMENDATION 28 – MAINTAIN *CRIMESTAR* RMS AS A FORMALLY BUDGETED CORE SOFTWARE SERVICE.

CrimeStar is the department's principal records-management platform and supports report preparation, case management, UCR reporting, and historical police records. The Borough should treat the *CrimeStar* subscription and support costs as a recurring core operating expense and ensure that annual licensing, support, backups, and upgrade requirements are documented in the police budget. The Chief and software vendor should also review data-retention and migration practices so future upgrades preserve complete historical information.



RECOMMENDATION 29 – STANDARDIZE TECHNOLOGY-CARRIER VESTS FOR PATROL OPERATIONS WHERE ELIGIBLE.

Modern patrol officers routinely carry body-worn cameras, radios, less-lethal equipment, medical supplies, and other technology that places increasing weight on the traditional duty belt. The Borough should evaluate external carrier systems or technology-carrier vests that are compatible with existing body cameras, radios, and issued protective equipment. Any purchase should be accompanied by a uniform equipment-placement standard, supervisory inspection requirements, and confirmation that the selected carrier is compatible with existing body armor and Axon equipment. Grant funding should be pursued before committing unrestricted General Fund resources.

RECOMMENDATION 30 – REPLACE AND RELOCATE THE POLICE STATION GENERATOR.

The station's generator dates to approximately 1991 and remains functional, but its current concrete-block enclosure creates heat and exhaust concerns. During an outage, the department's present procedure requires opening station doors and obtaining an industrial fan while outside police coverage is relied upon. The Borough should have a qualified electrical/design professional evaluate critical police loads and develop an exterior, code-compliant standby generator installation with an automatic transfer switch, appropriate security and weather protection, and capacity for critical systems. Because this is a life-safety and continuity project, it should receive priority within the Borough's constrained capital plan and be evaluated for STMP, emergency-management, or other grant funding.

RECOMMENDATION 31 – CORRECT PUBLIC LOBBY SECURITY AND AFTER-HOURS ACCESS CONDITIONS.

The police lobby currently permits public access into the hallway during portions of the day, and the call button is reportedly broken. The Borough should restore a reliable means for visitors to contact police or dispatch from the secured lobby, physically limit unsupervised access beyond the public reception area, and establish an after-hours access procedure. These lower-cost corrective actions should proceed independently of the broader electronic access-control project.

RECOMMENDATION 32 – MODERNIZE THE DEPARTMENT POLICY AND PROCEDURES SYSTEM.

The Borough should undertake a comprehensive review and modernization of the Police Department's Policy and Procedures Manual. The current manual has not undergone a documented comprehensive update in many years. The Borough should compare existing directives against current Pennsylvania law, MPOETC guidance, accreditation-oriented best practices, and contemporary high-liability policies. Following the update, the Borough should establish an annual review cycle and use an electronic policy-management platform such as *PowerDMS* or a comparable system to distribute policies, document officer acknowledgments, track revisions, and support testing or training.

RECOMMENDATION 33 – FORMALIZE EVIDENCE MANAGEMENT AND AUDITING.

Continue the Chief's evidence purge and consolidation project, but formalize the process through written custodial responsibilities, documented inventories, retention schedules, and periodic audits. The department should clearly designate an evidence custodian and backup, document transfers and destruction, and periodically audit high-risk evidence categories including cash, firearms, controlled substances, and biological evidence. Electronic access logging should be incorporated as facility access controls are modernized.

RECOMMENDATION 34 – ADOPT A FORMAL MULTI-FLEET REPLACEMENT PLAN.

The department operates five Ford Explorers, including two 2025 command vehicles and older units from 2019, 2015, and 2013, but does not use a formal age- or mileage-based replacement schedule. The Borough should establish a written fleet replacement plan using age, mileage, history, duty cycle, condition, and expected resale value. Given the Borough's projected deficits and debt burden, the plan should sequence replacements by operational risk and identify the anticipated funding source for each vehicle rather than relying on unplanned purchases.

**RECOMMENDATION 35 – REDUCE STRUCTURAL RELIANCE ON CHIEF AND SERGEANT OVERTIME.**

The department relies heavily on institutional knowledge held by the chief, sergeant, and administrative assistant. The Borough should document critical responsibilities currently concentrated with these employees and establish a succession and cross-training plan. At minimum, the plan should address command coverage, scheduling, payroll/timekeeping, evidence, records requests, court-related processes, monthly reporting, deposits, technology administration, and emergency contacts.

RECOMMENDATION 36 – DEVELOP A COMMAND SUCCESSION AND ADMINISTRATIVE CROSS-TRAINING PLAN.

The Borough should develop and fund a written annual training plan by rank and assignment rather than relying primarily on individual or ad hoc training opportunities. The matrix should incorporate all required MPOETC training and recurring instruction in use of force, legal updates, domestic violence, de-escalation, report writing, evidence handling, emergency vehicle operations, first aid, technology/cybersecurity, and other high-liability subjects. Supervisory and command-development training should be included for the Sergeant and Chief.

RECOMMENDATION 37 – FORMALIZE PERFORMANCE REPORTING TO MANAGEMENT.

The Borough should establish a concise monthly police performance dashboard for Council and management. At minimum, it should report calls for service, major incident categories, arrests/citations, crashes, staffing vacancies, part-time availability, overtime hours and costs, PSP-covered or uncovered shifts, training completed, significant equipment or fleet issues, and progress on major recommendations. Financial measures should be tied to the Borough's enhanced financial reporting process so police expenditures, overtime trends, and capital commitments can be monitored against the multi-year financial plan.

RECOMMENDATION 38 – ALIGN POLICE SPENDING WITH THE BOROUGH'S MULTI-YEAR FINANCIAL PROJECTIONS.

Steps 1-2 of the STMP reporting indicate significant fiscal stress for the Borough for the next several years. The Borough should therefore classify police expenditures into three tiers: (1) mandatory/core operating and life-safety costs; (2) replacement and risk-reduction capital needs; and (3) service enhancements or discretionary expansions. Core items such as staffing coverage, evidence retention, required training, communications, records systems, and critical facility safety should receive priority. Fleet, technology, LPR, camera, and facility projects should be sequenced through a five-year capital plan and paired with grants or dedicated funding wherever feasible. This financial discipline should be adopted along with the regionalization/shared-services feasibility study so long-term police investments are consistent with the service model ultimately selected.

RECOMMENDATION 39 – DEVELOP A FORMAL ANNUAL TRAINING MATRIX.

The Borough should develop and fund a written annual training plan by rank and assignment rather than relying primarily on individual or ad hoc training opportunities. The matrix should incorporate all required MPOETC training and recurring instruction in use of force, legal updates, domestic violence, de-escalation, report writing, evidence handling, emergency vehicle operations, first aid, technology/cybersecurity, and other high-liability subjects. Supervisory and command-development training should be specifically identified for the Sergeant and Chief. Regional, virtual, and grant-funded programs should be used whenever practical to reduce cost and coverage impacts but staffing shortages should not be allowed to indefinitely displace essential professional development.

CONCLUSION

The Midland Borough Police Department continues to provide essential local police services through the considerable efforts of its existing personnel. The department benefits from experienced leadership, committed administrative support, modern Axon equipment, recently updated computers, strong community relationships, and effective cooperation with outside public-safety partners. However, the current operating model should not be assumed to be sustainable simply because the department has continued to make it work.

The recurring difficulty filling full-time positions, dependence upon the chief and sergeant for routine patrol coverage, use of part-time officers whose primary employment is with other agencies, and reliance upon outside agencies for coverage and specialized investigations represent structural vulnerabilities rather than temporary inconveniences. The Borough should therefore pursue two strategies simultaneously: stabilize the existing department in the immediate term while formally evaluating shared or regional police service models for the future.

Regionalization should be evaluated principally as an opportunity to increase the depth, resiliency, and professionalism of police services available to Midland residents, not merely as a means of reducing costs. A larger service structure could potentially provide multiple-officer coverage, greater scheduling flexibility, dedicated supervision, investigative capacity, specialized assignments, improved training opportunities, and a broader recruitment and promotional structure that a small stand-alone department will inherently have difficulty providing. The Borough should use an objective DCED-supported process to determine whether those service benefits can be achieved through targeted shared services, contract policing, or a formally governed regional department.

Midland Borough

PUBLIC WORKS FACILITY



MAIN SHOP AREA



SHOP VIEW WITH STORAGE



STORAGE AREA / LOFT



TOOLS AND WORKSPACE

PUBLIC WORKS

The review of Midland Borough's Public Works and Parks operations was conducted as part of the Borough's Strategic Management Planning Program. The assessment included an on-site visit and interview with the Public Works Team Lead, review of staffing and operational practices, discussion of the Borough's fleet, winter maintenance, sewer collection responsibilities, municipal facilities, parks and swimming pool.



OBSERVATIONS

Midland Borough operates a small, multi-purpose Public Works Department responsible for nearly all municipal field operations other than the drinking water system. Responsibilities include street maintenance, snow and ice control, street sweeping, storm and sanitary sewer work, parks and grounds, municipal building maintenance, the swimming pool, traffic and pavement markings, banners, tree trimming, fence maintenance and other general municipal services.

The Department is led by a long tenured employee whose official title is Team Lead and who has approximately 26 years of service. Staffing has historically been very lean. The operation has typically functioned with only two full-time employees and has had three full-time employees for less than one year during the Team Lead's tenure. At the time of the assessment, one employee was off on workers compensation was off work and a temporary employee was filling the operational gap. The Borough has also recently hired two seasonal employees to assist with parks and summer maintenance.

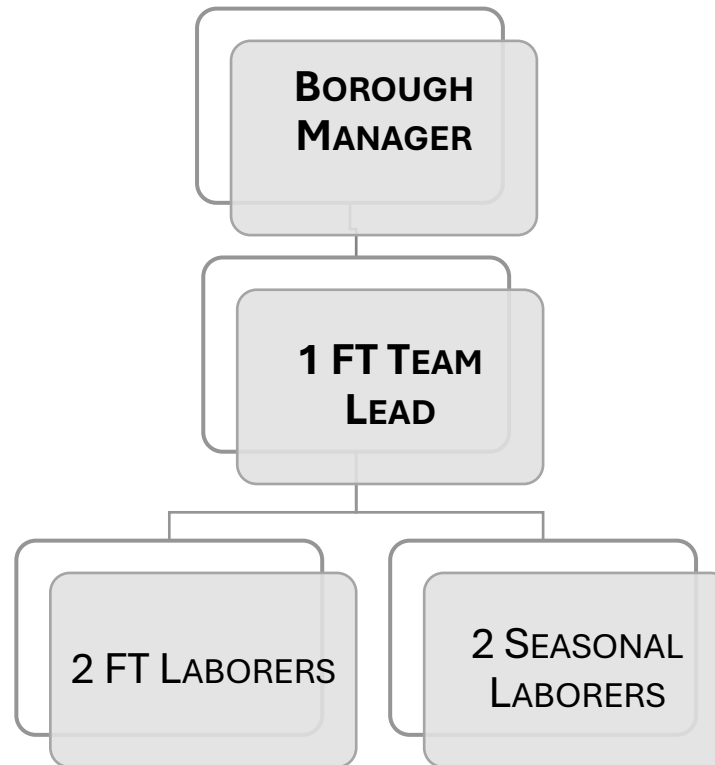
STAFFING AND ORGANIZATION

The Borough's staffing summary identifies four full-time Public Works employees, with one employee reported out on Workers' Compensation at the time the summary was prepared. The current CBA separately requires the Borough to maintain no fewer than two full-time Union employees in the Street Department and to attempt to fill a vacancy that reduces staffing below that level within 90 days.

The Public Works bargaining unit operates under a three-year agreement effective January 1, 2025 through December 31, 2027. The agreement establishes separate wage rates for Team Leader, Utility and Part-Time employees, with scheduled increases during the contract term. Full-time employees are also required to possess a CDL when hired.

Employee benefits established by the CBA include a normal 40-hour workweek with a paid 45-minute lunch; overtime and call-out compensation; vacation based on years of service; paid holidays; health, dental, vision and prescription coverage for eligible full-time employees; 15 annual PTO days for full-time employees; sick and accident benefits; life insurance; pension benefits; clothing allowances; jury and funeral leave; and military-service protections. The agreement also provides seniority, grievance and just-cause protection.

FIGURE 9 – PUBLIC WORKS STAFFING



PUBLIC WORKS FACILITY

The Public Works building is located behind the Borough Building. The property is believed to be owned by the Water Authority and there is an informal agreement in place for its use. The building is older and has undergone in-house renovations over the years to accommodate the various work the Department performs. The garage is not large enough to store the vehicles and equipment the Borough owns. Nearly every square inch of floor and shelf space was filled at the time of the facility inspection.

GENERAL INFRASTRUCTURE MAINTENANCE

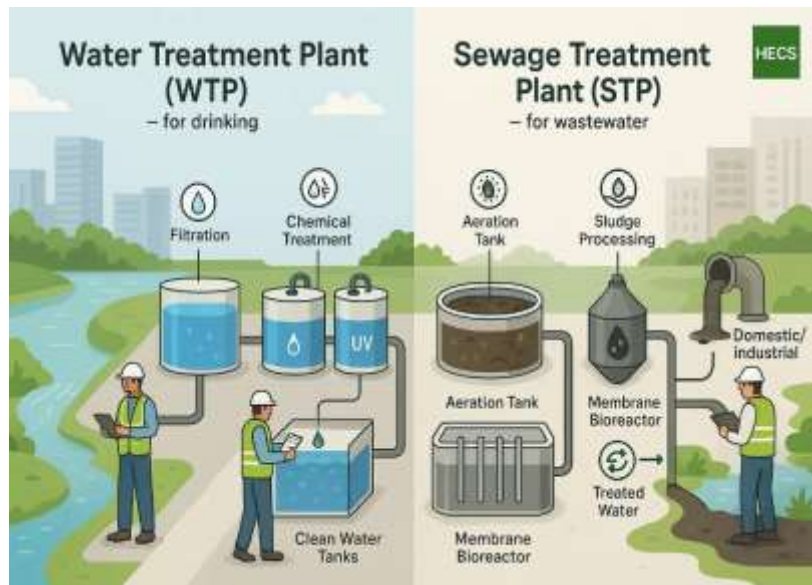
Midland maintains a combination of asphalt and brick streets. Brick areas are gradually being replaced with asphalt when utility work or reconstruction occurs. Staff expressed concern that utility companies do not always leave roadway cuts and restoration in acceptable condition. This reinforces the need for stronger street-opening, inspection and restoration process with documented follow-up.

MIDLAND WATER AND SEWER AUTHORITY

Midland Borough's water and wastewater services are provided through a separate municipal authority rather than directly through the Borough government. The Authority is responsible for the utility functions associated with providing potable water and wastewater service, including operation of the utility systems, customer accounts and revenues, regulatory responsibilities, and the capital and financial obligations associated with those systems. The Borough, meanwhile, maintains its own municipal organization and Public Works Department.

The Borough of Midland maintains a unique and somewhat fragmented relationship with the Municipal Authority of the Borough of Midland regarding the ownership, operation, maintenance, and financial administration of its water and wastewater infrastructure. Although the Authority operates as a separate legal entity responsible for providing water and wastewater treatment services.

The relationship between the Borough and Authority is largely governed by a lease arrangement originally established in 2003 and subsequently revised. The current agreement, effective April 13, 2026, provides for an annual payment of \$100,000 to the Borough for the Authority's use of Borough-owned sewer transmission line infrastructure. However, the agreement places significant responsibility on the Borough for maintaining, repairing, and replacing the infrastructure, with certain costs associated with the 24-inch main along Midland Avenue shared equally between the parties. While the annual lease payment provides a recurring source of revenue, it is not enough for the actual operating, maintenance, and long-term capital obligations of this part of the system. Furthermore, the Authority has not made payments since the 2024 payment of only \$25,000.



From an operational perspective, this arrangement creates a disconnect between the entity utilizing and operating the infrastructure and the entity financially responsible for its continued maintenance. The Borough remains severely exposed to high infrastructure expenses without having full responsibility for utility operations or direct control over the revenues generated through customer billing. As the infrastructure continues to age, this division of responsibilities may present increasing financial challenges for the Borough, particularly if major repairs or replacement projects become necessary.

The financial relationship between the Borough and Authority is complicated by outstanding receivables and historical billing disputes. The Authority's 2024 audit identifies approximately \$678,841 in amounts billed to the Borough that were included in its allowance for doubtful accounts. Meanwhile, the current lease acknowledges over

\$50,000 in outstanding obligations owed to the Borough from previous lease arrangements. These unresolved balances illustrate the need for a comprehensive reconciliation of the financial relationship between the two entities.

Another concern involves the completeness of the Authority's infrastructure and fixed-asset records. The 2024 audit identified deficiencies in the Authority's property and equipment records that prevented the auditor from expressing an opinion on the reported value of those assets. Without a comprehensive inventory and condition assessment of the water and wastewater systems, neither the Borough nor the Authority can accurately determine the long-term capital investment required to maintain the systems or evaluate the financial implications of alternative ownership arrangements. A feasibility study is necessary to further evaluate alternatives.

STREET SWEEPING

Street sweeping is performed Monday through Thursday and was described as a DEP-related operational requirement associated with the combined sewer system. The existing Timco sweeper is approximately 15 years old and has become increasingly expensive to maintain. Given the frequency and regulatory importance of sweeping, replacement planning for this unit should receive a higher priority than its age alone might otherwise suggest.

Street sweeping is currently performed using a Tymco sweeper that is approximately 15 years old. The sweeper has become increasingly costly to maintain and repair as it ages. Because street sweeping is a recurring municipal service and the Borough's strategic plan specifically identifies publication of street-sweeping schedules as part of its public works modernization efforts, the condition and long-term viability of the sweeper should be evaluated rather than relying solely on continued reactive repairs. The Borough did make a recent investment in its seasonal operations through the purchase of a new leaf collection machine in 2026.

SIGNS

The Midland Borough Department of Public Works (DPW) is responsible for the installation, maintenance, repair, and replacement of street signs and traffic control signage throughout the Borough. These responsibilities include ensuring that signs remain visible, properly positioned, and in serviceable condition to support pedestrian and motorist safety. Sign maintenance is generally performed as part of the Department's routine public works activities and in response to identified deficiencies or concerns reported by residents. Maintaining an effective sign maintenance program is a vital component of the Borough's overall infrastructure management responsibilities.

WINTER MAINTENANCE

Winter operations are performed with two F-550 trucks equipped with V-box spreaders and liquid brine systems and an F-750 equipped with a tailgate spreader but no liquid system. The Department commonly has only two operators available for three winter trucks. In addition to Borough streets, the crew maintains three PennDOT road segments under an annual agreement that generates approximately \$25,000 to \$30,000.

The existing use of liquids is a positive practice that should be expanded. Adding liquid capability to the F-750 would make the winter fleet more consistent and allow the Borough to better utilize anti-icing and pre-wetting practices. Staffing, route coverage, parking restrictions and call-out procedures should be incorporated into a formal snow and ice control plan. While space is at a premium throughout the public works facility, the most pressing facility concern identified during the inspection was the salt storage structure. The existing shed has an approximate 100-ton capacity, is in poor condition, and is substantially undersized compared with reported annual salt usage of approximately 350 to 550 tons. The Borough should treat replacement and enlargement of the salt storage facility as a capital priority. Greater covered capacity would improve winter readiness, reduce dependence on repeated deliveries during active weather events, and better protect material from loss and environmental exposure.



FLEET AND EQUIPMENT

Midland Borough's Department of Public Works maintains a relatively compact fleet of vehicles and equipment that supports street maintenance, snow and ice control, property maintenance, leaf collection, street sweeping, and other routine municipal services. Given the size of the department, individual pieces of equipment serve multiple functions, making equipment reliability particularly important to maintaining day-to-day operations. The Borough's DPW currently consists of four full-time employees, further emphasizing the importance of having dependable and appropriately sized equipment available to the workforce.

The primary truck fleet consists of a 2010 Ford F-550, 2021 Ford F-550, 2018 Ford F-750, and a 2018 pickup truck. This provides the department with a mix of light- and medium-duty vehicles capable of supporting daily maintenance activities as well as winter operations. The age of the fleet is mixed, with the 2010 F-550 now representing the oldest major truck and an item that should begin receiving increased attention from a long-term replacement and capital planning perspective.



TABLE 11 - PUBLIC WORKS FLEET INVENTORY

VEHICLE / EQUIPMENT	YEAR / AGE	PRIMARY USE	OBSERVATION
Ford F-550	2010	Public Works / Winter	Older unit; include in replacement planning
Ford F-550	2021	Public Works / Winter	V-box and liquid system
Ford F-750	2018	Public Works / Winter	Tailgate spreader; add liquid capability
Pickup	2018	General operations	General support vehicle
Front-end loader	2023/24	Material handling / Winter	Relatively new
Skid steer	15+ years	General operations	Aging; monitor replacement needs
John Deere tractor	Not provided	Grounds / general work	Continue condition tracking
Timco street sweeper	~15 years	Street sweeping	Aging and increasingly costly to repair
Leaf collection machine	New	Leaf collection	Recently purchased – DEP Grant

The Borough maintains several pieces of heavy equipment. These include a relatively new front-end loader purchased in approximately 2023 or 2024, a skid steer that is more than 15 years old, and a John Deere tractor. The Borough should begin evaluating its remaining useful life, maintenance history, and eventual replacement cost. DPW employees are expected to operate trucks and construction equipment and perform daily maintenance inspections and evaluations of Borough equipment as part of their assigned responsibilities.

Winter maintenance places additional demands on both the fleet and supporting infrastructure. Midland has a salt storage shed with an approximate capacity of 100 tons; however, the structure is in poor condition. The Borough uses approximately 350 to 550 tons of salt

annually, meaning the existing facility can store only a portion of a typical season's total usage and requires multiple deliveries and replenishment cycles. Reliable winter equipment is also particularly important because the DPW collective bargaining agreement establishes procedures for emergency snow and ice callouts and permits the Borough, under specified circumstances, to use seasonal workers and subcontract winter snow and ice removal.

TECHNOLOGY, RECORDKEEPING, AND ASSET MANAGEMENT

The Department does not currently use GPS tracking in vehicles and relies on a basic fuel-card arrangement. With such a small staff, technology should be used to reduce administrative burden rather than add complexity. GPS/fleet tracking, electronic maintenance histories, work-order tracking and basic GIS inventories for signs, pavement markings, storm/sewer assets, parks and facilities would improve accountability, preventive maintenance and succession planning.

RECOMMENDATIONS

RECOMMENDATION 40 – STABILIZE PUBLIC WORKS STAFFING AND ADDRESS WAGE COMPETITIVENESS.

The Borough should complete a focused compensation review of Public Works classifications, comparing Borough wages to Authority wages when Borough employees are performing Authority work. The immediate goal should be to reduce the internal wage disparity that is contributing to turnover and threatening the retention of experienced operators. Because the Department normally functions with only two full-time employees, losing even one qualified employee has a severe operational impact. The Borough should also evaluate whether maintaining a reliable three-person full-time core is financially achievable.

RECOMMENDATION 41 – CONTINUE AND FORMALIZE THE USE OF SEASONAL SUMMER LABOR.

The Borough should continue utilizing seasonal employees for mowing, trimming, litter collection, painting, park cleanup and other labor-intensive warm-weather work. A seasonal staffing plan should identify recurring assignments and expected work periods so that full-time staff can remain focused on streets, sewer, facilities and skilled equipment operation. Seasonal labor is particularly important because basic mowing alone can consume approximately three days of the Department's weekly schedule.

RECOMMENDATION 42 – ESTABLISH FULL COST RECOVERY FOR SANITARY SEWER COLLECTION AND WATER AUTHORITY WORK.

The Borough should document all labor hours, equipment usage, materials, supervision and overhead associated with work performed for the Water Authority or sanitary sewer and operation. The current annual payment of approximately \$50,000 to \$75,000 was reported as insufficient to cover actual Borough costs. A written service or maintenance agreement should establish responsibilities, rates, annual escalation, emergency work procedures and invoicing.

RECOMMENDATION 43 – REPLACE AND EXPAND THE SALT STORAGE FACILITY.

The existing approximately 100-ton salt shed should be replaced with a modern covered structure sized around Midland's actual annual usage and delivery practices. With reported annual consumption of approximately 350 to 550 tons, the existing capacity requires repeated replenishment and creates a winter-operational vulnerability. The Borough should evaluate site constraints, stormwater controls, loading circulation and the potential to phase construction if full seasonal storage cannot be achieved immediately.

RECOMMENDATION 44 – DEVELOP A FORMAL SNOW AND ICE CONTROL PLAN.

The Borough should document winter priorities, routes, call-out procedures, staffing, parking restrictions, treatment practices, PennDOT responsibilities, equipment assignments and performance expectations in a written snow and ice control plan. The plan should recognize that the Department often has only two operators available for three trucks and should establish contingencies for extended storms, equipment failures and employee absences. Part of this plan would identify the need to alternate parking during times of heavy snow to allow for alternate side clearing.

RECOMMENDATION 45 – ADD LIQUID APPLICATION CAPABILITY TO THE F-750 TRUCK.

The Borough has already invested in liquid systems on the two F-550 units. Adding compatible pre-wetting or liquid application equipment to the F-750 would standardize the primary winter fleet and allow operators to use the same treatment strategy across routes. Staff should receive recurring training in calibration, application rates and anti-icing practices.

RECOMMENDATION 46 – DEVELOP A MULTI-YEAR VEHICLE AND EQUIPMENT REPLACEMENT PLAN.

A rolling replacement plan should be created for trucks, heavy equipment, the street sweeper, mowing equipment and specialized seasonal equipment. The plan should track age, mileage/hours, maintenance cost, condition, operational criticality and expected

replacement year. Priority attention should be given to the aging street sweeper and skid steer, while the newer loader and leaf machine should be incorporated into long-range schedules.

RECOMMENDATION 47 – PRIORITIZE STREET SWEEPER REPLACEMENT

Because Midland performs street sweeping Monday through Thursday and staff identified sweeping as tied to combined-sewer regulatory requirements, the sweeper should be treated as a critical operational asset. The Borough should begin evaluating replacement options before the existing approximately 15-year-old unit experiences a major failure. Cooperative purchasing through the Beaver County COG, used low-hour municipal equipment, and grant opportunities should all be investigated.

RECOMMENDATION 48 – CONSIDER REDUCING STREET SWEEPING FREQUENCY AND METHOD.

The Borough should evaluate its current street sweeping program to determine whether the existing frequency and coverage remain appropriate for Midland’s needs. This review should identify streets and locations where routine mechanical sweeping provides the greatest benefit, such as areas with significant curb accumulation, sediment, leaves, or other debris, while also determining whether some streets require less frequent service. A more targeted schedule could reduce unnecessary operating hours, fuel consumption, maintenance, and wear on the Borough’s aging street sweeper.

As part of this evaluation, the Department should consider using a tractor- or equipment-mounted broom in locations where full street-sweeper operation is unnecessary or inefficient. A broom could be used to move accumulated material from curb lines, intersections, parking areas, and other appropriate locations where it can then be collected or removed. This would not eliminate the need for mechanical street sweeping but could provide DPW with a lower-cost and more flexible option for certain cleaning activities.

RECOMMENDATION 49 – STRENGTHEN STREET-OPENING AND UTILITY RESTORATION OVERSIGHT.

The Borough should strengthen its street-opening permit, inspection and closeout process so utility companies and contractors are held to consistent restoration standards. Permits should document the location and size of cuts, restoration requirements, inspection results, warranty periods and unresolved deficiencies. Where authorized, the Borough should evaluate permit and degradation fees that recover administrative and pavement-impact costs.

RECOMMENDATION 50 – IMPLEMENT BASIC PUBLIC WORKS SOFTWARE FOR WORK ORDERS, FLEET MANAGEMENT AND GPS TRACKING.

The Borough should adopt a right-sized technology platform for service requests, work orders, vehicle/equipment maintenance and GPS/fleet tracking. The objective is not to create a burdensome administrative system, but to capture institutional knowledge and measurable data that currently resides largely with experienced staff. Electronic records will also support budgeting, cost allocation, succession planning and documentation of work performed for other entities.

RECOMMENDATION 51 –IMPLEMENT STORMWATER MANAGEMENT FEES.

The Borough should move forward with the adoption and implementation of a stormwater management fee utilizing the findings of the previously completed 2022 LSSE stormwater study. Establishing a dedicated revenue source would allow the Borough to more effectively fund routine maintenance, infrastructure repairs, drainage improvements, and long-term capital investments associated with its stormwater system. The Borough should review the study's recommended rate structure and implementation methodology, with the Borough Solicitor confirming the appropriate legal framework for adoption. Implementing a stormwater fee would reduce reliance on the General Fund while providing a more predictable and sustainable funding source for stormwater management.

**RECOMMENDATION 52 – EVALUATE THE SANITARY SEWER SYSTEM OWNERSHIP AND OPERATIONS.**

The Borough currently maintains responsibility for the maintenance and repair of its sanitary sewer collection and transmission infrastructure, while the Midland Authority provides wastewater treatment services. This division of responsibilities warrants a comprehensive evaluation to determine the most financially sustainable and operationally efficient approach to providing water and wastewater services to Borough residents. The Borough should commission a comprehensive utility feasibility study examining the ownership, operation, financial condition, and long-term value of the sanitary sewer system, including collection and treatment facilities. The study should include an assessment of existing rates and revenues, legal ownership and contractual obligations, infrastructure condition, asset valuations, outstanding liabilities, and anticipated capital improvements. The study should also include an evaluation of potential opportunities to maximize the value of these assets through operational restructuring, consolidation, revised agreements, or the potential sale or transfer of assets to an interested public or private utility provider. (See **Appendix A** for a stormwater fee case study.)



PARKS, GROUNDS, AND POOL

For a municipality of Midland's size, parks and grounds maintenance is appropriately treated as part of the Public Works operation rather than as a separate department. Staff identified four primary park/open-space areas: Shoveling Park, Van Meeller/4th Street Park, Spring Lane Park and approximately five acres of open space near the school. Staff also maintains the municipal swimming pool complex and other Borough properties.

OBSERVATIONS

Routine grass cutting across Borough properties reportedly requires approximately a three-day cycle, consuming a substantial portion of the available workforce during the growing season. The addition of two summer employees is therefore a practical and cost-effective way to separate mowing and grounds work from infrastructure assignments and should be continued when budget conditions permit.

Shoveling Park contains the Borough's only rentable pavilion. Restrooms are generally kept locked except during rentals due to vandalism concerns. The pool complex includes a concession stand, pump house and changing facilities and serves users beyond the Borough, including the Blackhawk swim team. Pool licensing and testing are currently supported through B&R, and the Borough does not maintain an in-house Certified Pool Operator.



The pool pump house has sustained major damage from an acid spill, including deterioration of concrete, with repair costs reported more than \$300,000. The pool also lacks a spare main circulation pump, creating a

significant single-point-of-failure risk during the operating season. These conditions warrant a formal capital and risk-management approach to the pool.

VAN LIER PARK

Van Lier Park is a neighborhood recreation area located within the Borough located along Ohio Avenue. This park primarily serves residents in the surrounding residential area. The park is situated against a wooded hillside, providing a relatively compact recreation space within the Borough. Existing amenities include a children's playground with multiple play structures and swings, a covered picnic/pavilion area, and a fenced outdoor basketball court equipped with multiple basketball hoops and lighting.

The facilities show signs of age and deferred maintenance, particularly the basketball court, fencing, basketball equipment, and picnic shelter. Despite these conditions, the property provides an important neighborhood recreation asset and offers opportunities for both passive and active recreation. The park should be evaluated as part of the Borough's longer-term parks improvement and capital planning efforts.



WILLIAM F. SHOVLIN PARK

William F. Shovlin Memorial Park provides Midland Borough with a landscaped neighborhood recreation and gathering space. The park includes a large, covered picnic pavilion with multiple picnic tables, maintained lawn areas, pedestrian walkways, and a permanent support/restroom-type building. Mature trees and surrounding vegetation provide a natural setting and distinguish the park as an area suited primarily for picnicking, community gatherings, and passive recreation.

Based on a recent inspection of the park, the park appears generally well maintained and provides an important complement to the Borough's more active recreational facilities. The pavilion offers a useful space for family



gatherings and community activities, while the open lawn provides additional flexible recreation space. Continued attention should be given to routine grounds maintenance, upkeep of the pavilion and building, signage, accessibility, and periodic inspection of park infrastructure so the facility remains an attractive and functional community asset.

ROUTE 68 PARK

Route 68 Park is located along the Route 68 corridor. The park includes a fenced grass recreation area with playground equipment, including swings, a slide, climbing structures, and other play features. A separate paved basketball court with multiple basketball hoops provides additional opportunities for active recreation. The site is surrounded by mature vegetation that provides a natural backdrop to the facility.

The park provides an important recreational space; however, several components show signs of age and

deterioration, including portions of the fencing, basketball court, basketball equipment, and playground equipment. Given the park's location along heavily traveled Route 68, particular attention should also be given to maintaining secure perimeter fencing and safe access to the property. The Borough should consider the facility as part of its long-term parks capital planning, with improvements focused on safety, replacement of aging recreational equipment, and continued maintenance of the grounds and court area.

MIDLAND MUNICIPAL PARK

Midland Municipal Park is situated in a wooded setting within the Borough. The park includes a playground with a relatively substantial play structure, open maintained lawn areas, benches, and a covered pavilion/shelter with picnic seating and an attached support building. The surrounding mature trees and open green space provide opportunities for both active and passive recreation. The park represents one of the Borough's more substantial recreation sites and



offers opportunities for family gatherings, children's recreation, and general community use. While the playground appears to provide recreational amenities, portions of the pavilion and other site infrastructure show signs of age and should be updated.

RECOMMENDATIONS

RECOMMENDATION 52 – DEVELOP A PARKS AND GROUNDS MAINTENANCE SCHEDULE.

Public Works should maintain a simple annual parks and grounds calendar identifying mowing cycles, restroom and pavilion inspections, playground/amenity inspections, tree work, fencing, seasonal opening and closing tasks, and major event preparation. This will help distinguish recurring park workload from street and sewer assignments and provide a better basis for seasonal staffing and budgeting.

RECOMMENDATION 53 – COMPLETE A FORMAL POOL FACILITY AND REVENUE GENERATION ASSESSMENT.

The Borough should commission a focused engineering/facility assessment of the pool pump house and related concrete deterioration caused by the acid spill. The assessment should define immediate safety needs, remaining useful life, repair versus replacement alternatives, probable costs and a phased capital strategy.

RECOMMENDATION 54 – PURCHASE AND MAINTAIN A SPARE MAIN POOL PUMP.

The Borough should identify the specifications for the pool's main circulation pump and obtain a compatible spare pump or critical replacement assembly. The lack of redundancy creates a significant risk that a single mechanical failure could close the pool during a short operating season. The spare should be stored appropriately and included in a preventive-maintenance and exercise schedule.

RECOMMENDATION 55 – EVALUATION AN AUTOMATED POOL MONITORING AND IN-HOUSE CPO CAPACITY.

The Borough should evaluate automated monitoring for key pool operating parameters and determine whether at least one Borough employee should obtain Certified Pool Operator training. Outside support can continue to provide licensing and testing expertise, but basic internal competency and real-time monitoring would improve response time, continuity and operational oversight.

RECOMMENDATION 56 – DEVELOP A PUBLIC WORKS AND PARK FACILITY CAPITAL IMPROVEMENT PLAN.

The Borough should incorporate Public Works and Parks capital needs into its five-year capital improvement plan. Initial priorities should include the salt shed, street sweeper, pool pump-house repairs, a spare pool pump, the aging skid steer, fleet replacement, winter liquid-system upgrades, and major park and facility repairs. Each project should identify an estimated cost, target year, and potential funding.



CODE ENFORCEMENT OPERATIONS

OBSERVATIONS

Midland Borough maintains an in-house code enforcement officer who has handled landlord/tenant and animal-control responsibilities since 2017. Although the position is classified as part-time, the reported schedule includes office hours generally from approximately 8:00 a.m. to 1:30 p.m. followed by field work, resulting in a workload that is effectively near full-time status. The officer uses a personal vehicle and cell phone, with the Borough recently providing a gas card.

The position has also absorbed administrative duties during periods of management transition, including mail runs, bank deposits, and delivery of police citations. This broad assignment of unrelated duties reduces the time available for systematic inspections and follow-up. The current enforcement model is described as primarily reactive because the volume of work limits proactive neighborhood inspection and case management.

LEGAL FRAMEWORK

A significant operational weakness is the condition of the Borough ordinance book. The working code is paper based, reportedly incomplete, and lacks a consistent system for incorporating later ordinances. The Code Enforcement Officer reported that adopted ordinances are missing from the local book and that ordinance numbers have sometimes had to be assigned informally for working purposes. The Borough has adopted the 2018 International Property Maintenance Code (IPMC), which is used to address gaps in local provisions, including basic habitability matters such as plumbing and running water.

The ordinances supplied for this assessment reinforce the need for a comprehensive codification review. Chapter 66, Brush, Grass and Weeds, traces its original adoption to 1919 with principal amendments shown from 1953 and 1993. Chapter 130, Nuisances, was adopted in 1993 and includes refuse, vehicle storage and abatement provisions. Chapter 172, Solid Waste, includes provisions dating to 1988. The zoning ordinance is Ordinance No. 550, adopted October 2, 1989 and shown as amended through Ordinance No. 567 on September 7, 1993. These documents may remain legally operative in whole or part, but their age, paper format, and relationship to later ordinances make day-to-day administration unnecessarily difficult and increase the risk of inconsistent enforcement.

The officer also identified subjects that are missing or difficult to enforce under the present code structure, including trash-container timing/removal, an outdated or legally questionable burning provision, and the absence of a street-opening permit ordinance. A formal legal and codification review should reconcile these provisions with all ordinances adopted since the last code compilation.

RENTAL REGISTRATIONS AND INSPECTIONS

Midland already has a rental licensing and inspection program established under Ordinance No. 681. The ordinance applies to single- and multi-family rental units, boarding and rooming houses, motels, and bed-and-breakfast establishments. It defines owner and occupant responsibilities, requires registration and periodic inspections, and authorizes license revocation and penalties for noncompliance.

The original fee schedule in Ordinance No. 681 has since been superseded administratively according to the Code Enforcement Officer. Current reported registration charges are \$70 for a single-family rental, \$65 per unit for duplexes, \$60 per unit for properties with three or more units, and a \$150 late fee. The Borough estimates approximately 500 rental units, including roughly 201 units at Midland Heights/Scenic Hills, approximately 50 units at Korak Towers, and about 250 scattered rental units. This represents a substantial regulated inventory for one officer who also performs other functions.

The principal concern is implementation. Ordinance No. 681 provides for periodic inspections and expressly allows inspections by the landlord/tenant inspector or a designated representative/third-party agency. The ordinance calls for one- and two-family units and multi-family dwellings to be inspected on a biannual cycle, with additional inspections for complaints. The reported practice, however, has not followed the scheduled inspection cycle for several years; inspections are now generally complaint driven. The Code Enforcement Officer has recommended third-party inspection assistance but this has not been implemented.

Registration and inspection costs are also not clearly separated in the current fee structure. The registration charge effectively covers both administrative registration and an inspection obligation that the Borough is not consistently able to perform. This makes it difficult to demonstrate that program fees are aligned with the actual cost of the service and leaves the Borough without a dedicated funding mechanism for outsourced inspections, re-inspections, and no-shows.

Tenant information is another gap. Tenant lists are required but are not consistently returned, and the registration form has not been modernized to capture complete occupancy information. The Borough should coordinate any collection or sharing of taxpayer-identifying information with its solicitor and earned-income-tax collector to ensure the form and process comply with applicable privacy, tax-administration, and records requirements rather than relying on informal collection practices.

The Borough also does not currently perform occupancy inspections at property sale or tenant move-in. This is distinct from UCC occupancy approvals for new construction and should be evaluated as part of the broader rental, zoning-occupancy, and property-record modernization effort.

ZONING ORDINANCE AND ENFORCEMENT

Zoning administration is currently provided through LSSE, with Jared Hart identified as the zoning officer and with internal quality-control review also occurring within the firm. The Borough uses a separate Zoning Solicitor. The reported zoning process begins with zoning review and certification before the applicant proceeds to the building-code agency for UCC permits.

The zoning ordinance supplied for review is substantially dated. The cover identifies Ordinance No. 550 from October 2, 1989, amended through Ordinance No. 567 dated September 7, 1993. The ordinance contains traditional district regulations, permitted and conditional uses, height and yard requirements, fences, nonconforming uses and structures, site-plan review, signs, parking, environmental provisions, zoning permits, occupancy permits, enforcement remedies, and a zoning hearing board. The age of the dimensional standards is creating practical problems. The Code Enforcement Officer reports that many existing lots and structures do not conform to the ordinance and routine residential improvements can require variance relief.

Records management compounds the zoning problem. The Borough reportedly does not maintain a reliable property file documenting zoning occupancy, legal nonconforming uses, ownership changes, prior determinations, or business occupancy. Historical determinations were often based on institutional knowledge of a former long-tenured official. The ordinance itself contains provisions addressing nonconforming lots of record and zoning occupancy permits, making the absence of systematic records particularly problematic.

ZONING HEARING BOARD – PLANNING COMMISSION

The Zoning Hearing Board has three current members after recent turnover. The Planning Commission exists, but membership and current activity were not confirmed. The Borough should verify membership, terms, vacancies, alternates where authorized, and meeting procedures for both bodies. Because an updated zoning ordinance will require formal planning review under the Pennsylvania Municipalities Planning Code (MPC), a functioning Planning Commission will be important to the modernization effort.

BUILDING PERMITS – UCC APPEALS

Building-code inspections are performed by MDIA and cover the construction trades. The reported workflow is zoning certification first, followed by building permits and inspections through MDIA. Midland Borough participates in the Beaver County Regional Council of Governments (BCRCOG) multi-municipal UCC/IPMC Appeals Board. The regional board provides the appeal process for participating municipalities under the Pennsylvania Uniform Construction Code and International Property Maintenance Code. BCRCOG schedules hearings monthly on the third Monday at 7:00 p.m. at the Monaca Borough Building; its published hearing fee is \$750, and applications and fees must be received at least 10 days before the desired hearing date. This existing regional arrangement provides Midland with the

required appeals mechanism, but the Borough should ensure that its website, permit materials, and MDIA procedures clearly direct applicants to the regional board.

PROPERTY MAINTENANCE, BLIGHT, AND DEMOLITIONS

Midland has several potential tools for blight remediation but does not maintain an active Borough-wide blight inventory. Beaver County Community Development was identified as administering a CDBG demolition program using a declining-balance lien structure. The Borough has utilized the Reclaim Project in Beaver Falls as a potential demolition partner for smaller structures and note the County repository process for tax-delinquent properties.

Without a current parcel-level inventory, the Borough cannot readily prioritize structures by public-safety risk, tax delinquency, ownership status, redevelopment potential, demolition readiness, or funding eligibility. A standardized inventory should be integrated with code cases, tax status, utility status, photographs, and demolition estimates so that limited resources are directed to the highest-priority properties.

ANIMAL CONTROL

Animal-control duties are also assigned to the Code Officer. The officer responds to loose dogs and cats, nuisance wildlife, and after-hours/weekend calls, often using a personal vehicle. The Borough currently has no reported cost-recovery mechanism when an owned animal is recovered. The Borough should review an owner pickup/impound fee and its agreement or procedures with the receiving humane society so that at least a portion of municipal response costs can be recovered where legally appropriate.

OTHER PROGRAMS AND FEES

The Code Enforcement Officer also administers or supports several unrelated fee programs. Mechanical devices are reported at eight devices with a \$100 per-device fee, and the fee schedule should be reviewed considering changes in the types of devices operating in Pennsylvania establishments.

Ordinance No. 693 established a sanitary sewer capital reserve fund supported by a \$35 annual charge per residential unit. The ordinance directs the fund to sanitary sewer capital improvements, rehabilitation, and maintenance and includes an appeal process, penalties, lien authority, and other enforcement provisions. Billing is reportedly being handled by the Code Enforcement Officer and police administrative staff. Because the charge is a utility-related revenue stream, billing and account administration should be moved to the Borough function

responsible for water/sewer customer accounts or another centralized finance/billing function, with codes staff involved only when enforcement support is required.

The Borough also lacks a comprehensive business occupancy tracking system. Commercial inspections occur through MDIA when building permits are triggered, but the Borough does not maintain a complete ongoing record of business occupancy. A business/zoning occupancy record should be created to improve zoning administration, emergency information, fee administration, and institutional recordkeeping.

RECOMMENDATIONS

RECOMMENDATION 57 – ADOPT THE MOST RECENT VERSION OF THE INTERNATIONAL PROPERTY MAINTENANCE CODE (IPMC).

Currently, the Borough is using the 2018 IPMC for property maintenance enforcement. The Borough should adopt the 2024 version of the and use it for all of its property maintenance enforcement. In addition, the Borough should create standard notices, inspection checklists, reinspection procedures, citation forms, case-closing standards, enforcement escalation policy, and demolition process so that local ordinances and the IPMC are applied consistently.

RECOMMENDATION 58 – RESTRUCTURE THE CODE ENFORCEMENT OPERATION TO INCLUDE A FULL-TIME CODE ENFORCEMENT OFFICER.

The reported workload is already near full-time while the position is classified as part-time and includes codes, rental administration, animal control, field work, and miscellaneous administrative duties. The Borough should evaluate converting the current position to a full-time role with defined hours, benefits, equipment, and a written job description. Unrelated errands and administrative tasks should be reassigned so code enforcement can become more proactive and systematic. In the alternative, the Borough could use a contracted service to step-up its code enforcement activities.

RECOMMENDATION 59 – INSTALL LAND/ASSET MANAGEMENT SOFTWARE ACROSS DEPARTMENTS.

Install land/asset management software to support multi-department functions. Move from paper-only records to a searchable property-based system that tracks complaints, inspections, notices, photographs, citations, re-inspections, liens, rental registrations, zoning history, and case disposition. The system should use a consistent parcel identifier and retain a permanent property history that remains available despite staff turnover.

RECOMMENDATION 60 – SEPARATE THE RENTAL REGISTRATION PROCESS FROM THE RENTAL INSPECTION PROCESS.

Amend the tenant registration ordinance as necessary to allow for an annual registration program that is separate and distinct (with separate fee structure) from the inspection program. Do not include the inspection fee in the registration fee. Use the registration list to schedule rental inspections on a cyclical basis.

RECOMMENDATION 61 – MODERNIZE THE RENTAL REGISTRATION FORM AND ENFORCE OCCUPANCY REPORTING.

Replace the existing form with a standardized annual registration that captures owner and local-manager contact information, unit count, tenant/occupant information needed for legitimate municipal and tax-administration purposes, emergency contacts, and certification of current information. Establish a firm annual deadline and late-enforcement process. Enter the information into the land/asset management software to track and monitor the information.

RECOMMENDATION 62 – RESTORE THE RENTAL INSPECTION PROGRAM AS ADOPTED IN ORDINANCE 681.

Use the authority already provided in Ordinance No. 681 to supplement the Borough's landlord/tenant inspection program with a qualified third-party inspection provider. Develop a phased schedule to eliminate the inspection backlog and then maintain the required recurring cycle. The in-house code officer should administer registrations, complaints, enforcement escalation, and contractor oversight rather than attempting to personally perform every routine inspection. Establish separate fees to cover the costs for initial inspections, re-inspections, missed appointments, and extraordinary inspections. This structure will make outsourcing financially sustainable and more transparent to property owners.

RECOMMENDATION 63 – USE RENTAL LICENSE SUSPENSION OR REVOCATION AS A MEANINGFUL ENFORCEMENT TOOL.

Ordinance No. 681 already provides for notice, reinspection, license revocation, appeal, and penalties. The Borough should create an administrative procedure that uses these remedies for chronic or serious noncompliance rather than relying only on repeated citations. The procedure should be reviewed by the Solicitor and applied consistently with due-process requirements.

RECOMMENDATION 64 – UPDATE THE BOROUGH’S COMPREHENSIVE PLAN, ZONING MAP, AND ZONING ORDINANCE.

Apply for grant funds through the DCED Municipal Assistance Program (MAP) to update all land regulation documents. The current zoning ordinance should be replaced with a modern ordinance based on existing development patterns, current land uses, realistic dimensional standards, redevelopment objectives, contemporary uses, and current planning law. The update should reduce unnecessary variances for ordinary improvements while protecting neighborhood character and providing clear standards for new investment.

RECOMMENDATION 65 – CREATE A PERMANENT ZONING OCCUPANCY AND NONCONFORMING USE DATABASE.

Establish a parcel file for every zoning approval and create formal records for zoning occupancy, legal nonconforming uses and structures, variance and special-exception decisions, conditional uses, and prior interpretations. Consider a zoning occupancy certificate at sale, transfer, new business occupancy, or change of use so the Borough can establish a reliable baseline for future enforcement.

RECOMMENDATION 66 – CONFIRM MEMBERS AND TERMS OF THE ZONING HEARING BOARD AND THE PLANNING COMMISSION

Prepare a current roster with appointment dates and terms for the Zoning Hearing Board and Planning Commission, identify vacancies and alternates, and maintain minutes and decisions centrally. Consider reducing the number for each so that the positions can be filled appropriately with qualified members.

RECOMMENDATION 67 – IDENTIFY A FLOODPLAIN ADMINISTRATOR

The Borough should formally identify the appointed floodplain administrator and incorporate that responsibility into the appropriate job description or professional services agreement.

RECOMMENDATION 68 – PUBLICIZE THE REGIONAL UCC APPEALS PROCESS.

Midland Borough’s participation in the Beaver County Regional Council of Governments multi-municipal UCC/IPMC Appeals Board should be formally documented in Borough administrative procedures and clearly communicated to applicants. The Borough should place a link to the BCRCOG appeals information and application on its website, identify the regional board in building and zoning permit materials, and coordinate with MDIA so applicants receive consistent appeal instructions. The Borough should also periodically confirm the regional hearing schedule, filing requirements, and fee so its public information remains current.

RECOMMENDATION 69 – APPLY FOR BLIGHT STRATEGY FUNDS – APPOINT BLIGHT COMMITTEE

The Borough should appoint a Blight Committee and request funds from DCED to develop a blight strategy plan that addresses blighted and vacant property with a focus on returning property to useful purposes. The Blight Strategy should include:

- **Property Inventory and Condition Study** – A living inventory of vacant, unsafe and tax-delinquent properties ranked by structural risk, neighborhood impact, ownership, delinquency, redevelopment potential and eligibility for demolition programs.
- **Property Condition Map** - The conditions of property identified and mapped so that the poor and unsound properties can be addressed as resources are available.
- **Demolition Plan** – A demolition priority plan used to seek funds to address priority demolitions in high impact areas.
- **Vacant Property Maintenance** - All costs for maintaining vacant properties should be tracked and lienied against the property.
- **Repurposing Plan** –Zoning overlays to encourage the installation of cultural features and the repurposing of vacant lots

**RECOMMENDATION 70 – ESTABLISH ANIMAL CONTROL COST RECOVERY AND WRITTEN PROCEDURES.**

Review and adopt a lawful fee for pickup, transport, impound or repeat animal-control responses where an owner can be identified. Coordinate the collection mechanism with the humane society or shelter, define after-hours procedures, and clarify when wildlife matters are referred to the Pennsylvania Game Commission or other agencies.

RECOMMENDATION 71 – TRANSFER SEWER BILLING TO THE AUTHORITY OR USE A COLLECTION VENDOR.

Administration of the \$35-per-residential unit capital reserve fee created by Ordinance No. 693 should be integrated with the Authority's utility/customer billing records or assigned to a collection vendor (i.e. Berkheimer, Jordan, Keystone, etal). This will improve account control, delinquency tracking, and reconciliation while allowing the Code Officer to focus on enforcement responsibilities.

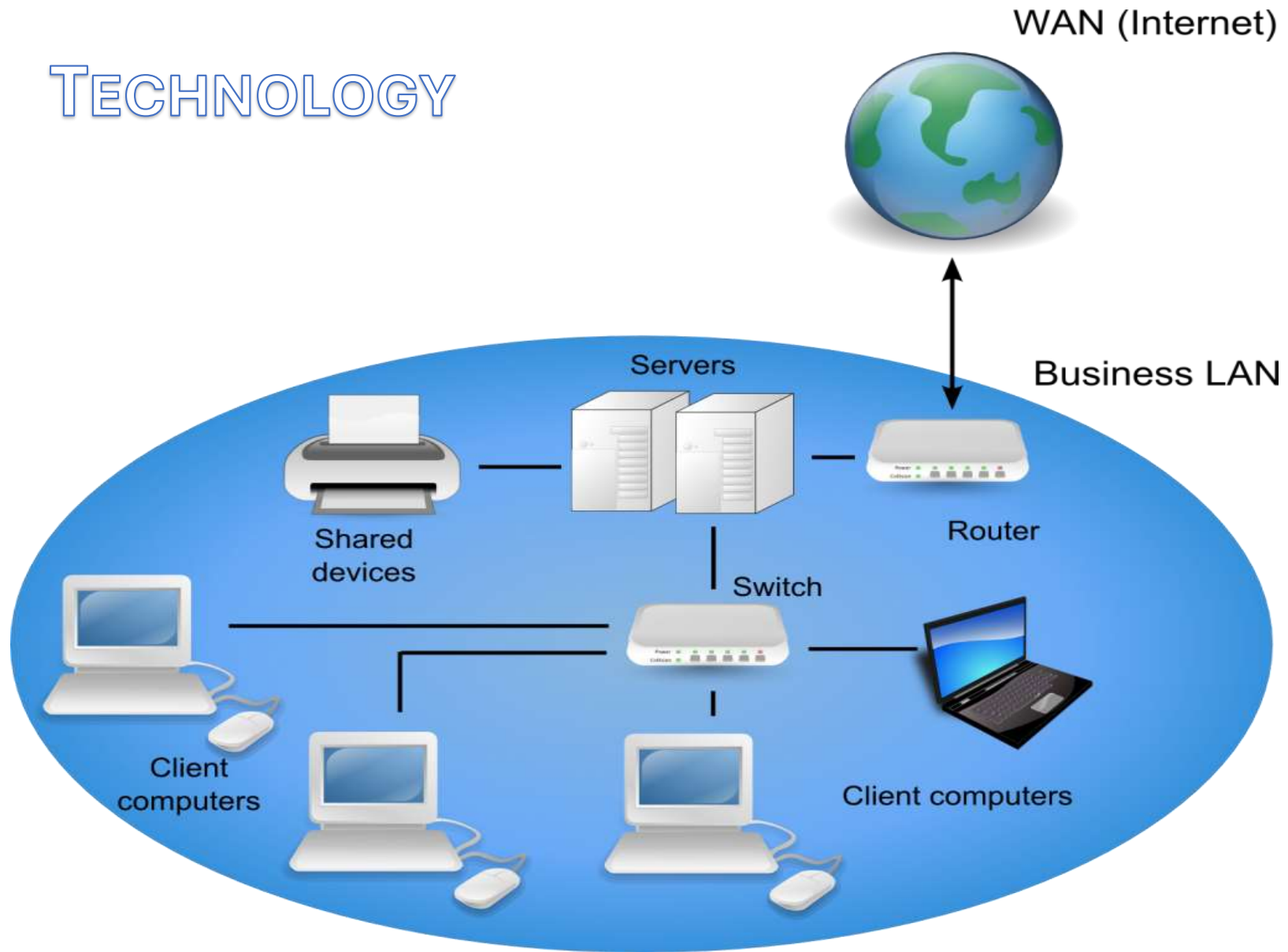
RECOMMENDATION 72 – CREATE A BUSINESS AND COMMERCIAL OCCUPANCY REGISTRY.

Establish a basic zoning/business occupancy record for each commercial location showing business name, responsible party, use, zoning approval, emergency contact, building permit history when applicable, and date of occupancy. Coordinate the registry with zoning, MDIA, fire/public safety and tax administration.

RECOMMENDATION 73 – DEVELOP A PUBLIC-FACING PERMIT AND CODE APPLICATION PROCESS.

Prepare concise packets and website pages for residents, landlords, contractors and businesses. Each should identify the approvals required, responsible office, applications, fees, inspection sequence, appeal rights, and contact information. This will reduce informal interpretation and make the Borough's modernized code system easier to use.

TECHNOLOGY



TECHNOLOGY

This assessment was based on inventory records provided, onsite assessment of equipment, including the generator installation and Council Chambers, together with the Borough-specific proposals.

OBSERVATIONS

EMERGENCY BACKUP AND EQUIPMENT POWER

The Borough installed a backup natural gas generator that provided emergency backup power for the police station. It was not known the size or capacity of the generator. The generator's installation procedure has created issues for the building as it is installed inside the building, requires ventilation and is extremely loud during operation. The unit more likely should have been installed outside with an enclosure. The unit appears relatively large enough to handle the majority of the power needs of the building.

HARDWARE AND CYBERSECURITY

A verified inventory of Midland Borough desktop computers, laptops, printers, network equipment, operating systems, security software and backup systems was included in the materials available for review. The age, condition and support status of these assets were verified by the current vendor. Borough administrative services increasingly depend on electronic records and communications. The inventory below should routinely include a review of cybersecurity safeguards necessary to establish realistic replacement priorities and reduce interruptions to service.



HARDWARE INVENTORY

The Borough maintains a combination of network infrastructure, a central server, desktop workstations, and mobile computers to support municipal operations. The inventory below identifies 14 equipment entries, representing at least 15 individual devices when the two wireless access points are counted separately. The listing below provides model descriptions, selected service tags, and assigned users or functions.

TABLE 12 - EXISTING HARDWARE INVENTORY

HARDWARE / MODEL	SERVICE TAG	ASSIGNMENT / PURPOSE	QTY.
SonicWall TZ270	Not listed	Firewall	1
TP Link 48 Port Switch	Not listed	Network switch	1
Unifi Access Points	Not listed	2 access points in the building	2
Dell PowerEdge T360 Server	8HRLV94	Server	1
Dell OptiPlex 3070 SFF	9FVPRZ2	Marcus	1
Dell OptiPlex 3090 SFF	CTY0RJ3	Chief	1
Dell OptiPlex 3090 SFF	CVY0RJ3	Public	1
Dell OptiPlex 3090 SFF	JXG1RJ3	Public	1
Dell OptiPlex 3090 SFF	P23RT8	Stacie	1
Dell OptiPlex 7010 SFF	G3L8CW3	Jeff	1
Dell OptiPlex 3000 SFF	CRZYPR3	Sandy	1
Dell Latitude 5550	75P1ZW3	Dwan	1
Dell Pro Rugged Laptop	FPGLD54	Car Laptop	1
Dell Pro Rugged Laptop	GPGLD54	Car Laptop	1

REPLACEMENT SCHEDULE (2027–2031)

The following is a preliminary, phased capital replacement plan for all 15 devices listed above. Years are planning targets, not verified end-of-life dates: the source inventory does not provide installation dates, condition, warranties, or manufacturer support status. Replacement timing should be adjusted following an IT assessment, particularly for the firewall, server, and police laptops.

YEAR	PROPOSED EQUIPMENT	DEVICES	PLANNING RATIONALE
2027	Dell OptiPlex 3070 SFF (Marcus); Dell OptiPlex 3090 SFF (Chief); SonicWall TZ270 firewall	3	Prioritize older-generation workstations and verify firewall support/security lifecycle.
2028	Dell OptiPlex 3090 SFF (Public, CTY/CVY entry: CVY0RJ3); Dell OptiPlex 3090 SFF (Public, JXG1RJ3); Dell OptiPlex 3090 SFF (Stacie)	3	Phase out remaining 3090 workstations; confirm user assignments and functional needs.

YEAR	PROPOSED EQUIPMENT	DEVICES	PLANNING RATIONALE
2029	Dell OptiPlex 7010 SFF (Jeff); Dell OptiPlex 3000 SFF (Sandy); TP Link 48 Port Switch	3	Replace remaining desktops and evaluate switch capacity, security and support.
2030	Dell Latitude 5550 (Dwan); Dell Pro Rugged Laptop (Car, FPGLD54); Dell Pro Rugged Laptop (Car, GPGLD54)	3	Verify mobile-device condition and police software compatibility; replace earlier if operationally required.
2031	Dell PowerEdge T360 Server; UniFi access points (2)	3	Evaluate server warranty, virtualization/cloud alternatives and wireless coverage before replacement.



WEBSITE AND ELECTRONIC COMMUNICATIONS

The Borough received a Revize custom website design and services agreement dated May 14, 2026. The proposal includes website design, content migration of up to 25 webpages and documents, staff training, online interactive forms, document-search and posting functions, alerts, and mobile-responsive design. It also describes accessibility-related features and distinguishes between the vendor's website-template responsibilities and the Borough's continuing responsibility for uploaded content. The proposal states a first-year total of \$10,025 and an annual software, hosting, maintenance and support fee of \$2,500. A separate payment schedule shows five payments of \$4,005 from 2026 through 2030. The proposal's stated four-year term and its five-year payment schedule warrant clarification.

TELEPHONE SYSTEM

The Borough office telephone shows a SNOM desk phone with a Borough of Midland-branded display and functions for directory, call history, call forwarding and do-not-disturb. This Borough uses a business telephone platform with programmable functions. The current system is newer and meets the current needs of the Borough operations.

COUNCIL CHAMBERS TECHNOLOGY

The Borough Council Chambers is a substantial meeting space with a raised dais, public seating, and additional staff tables, but it lacks an integrated system for sound amplification, recording, livestreaming, and hybrid participation. The Borough should install a professionally designed audiovisual system that provides clear, consistent audio throughout the room and supports both “in-person” and remote meetings. The installation should include dedicated microphones for elected officials and staff, audience-comment capability, digital audio processing, appropriately placed speakers, high-definition cameras with views of the dais and public-comment area, a central control interface, meeting-recording and livestreaming equipment, and reliable wired and wireless network connections. Before procurement, a qualified audiovisual professional should conduct an acoustic and technology assessment, test the proposed configuration under actual meeting conditions, and prepare equipment specifications, installation requirements, lifecycle costs, and phased implementation options.



FACILITY ACCESS AND PUBLIC WORKS TECHNOLOGY

Midland does not currently use electronic access controls, centralized work-order software, mobile field devices or a shared asset management platform. These systems can be useful in coordinating building security and public works maintenance, but any investment should follow an assessment of current practices, staffing and recurring costs.

GENERATOR

There is currently a generator installed in the police department that is operating but requires the building to be ventilated when its in use due to the lack of the unit being professionally installed. This unit is adequate for the facility, but there is a need for additional separation of the unit from the building to take place.

RECOMMENDATIONS

RECOMMENDATION 74 – COMPLETE A TECHNOLOGY INVENTORY AND SUPPORT REVIEW

Document all computers, networking devices, printers, software subscriptions, service contracts and responsible vendors. Confirm each device connected to the network has cybersecurity protection, backup practices are followed, account administration and recovery procedures exist. Use the inventory provided to establish a planned replacement schedule and a consolidated annual technology budget.

RECOMMENDATION 75 – VERIFY EMERGENCY POWER AND BUSINESS CONTINUITY

Obtain generator maintenance and test records, identify the equipment and circuits served, and confirm the availability of appropriate uninterruptible power supplies for critical workstations, internet equipment and telephones. Establish a simple procedure for continuing essential Borough services during outages. A contractor estimate is needed to determine the proper installation of the generator is made.

RECOMMENDATION 76 – PURCHASE MICROSOFT OFFICE 365 FOR ALL USERS

Small business offices are now able to purchase a bank of user licenses for the Microsoft Office suite of applications. This cloud-based solution provides up to 5 installations under a single user license. Because it is an annual subscription-based approach, it will ensure that the Borough computers are always equipped with the latest MS Office products for document compatibility and that licenses are always updated. Once Office 365 is installed, move all files to One Drive which is a shared cloud-based system.

RECOMMENDATION 77 – CLARIFY THE REVIZE WEBSITE DESIGN PROJECT.

Confirm the execution and status of the *Revize* project. Reconcile the \$10,025 first-year figure, \$2,500 annual fee, five \$4,005 installments, and stated contract term before future payments or budget assumptions are finalized. Assign staff responsibility for routine website updates, accessible documents, notices and content retention. (NOTE: Consider the vendor for the PA State Association of Boroughs (PSAB), Course Vector, who give municipalities a significant discount. For most website development, the basic build is about \$2,000 and the annual support including domain support is less than \$1,000.)

RECOMMENDATION 78 – ASSESS THE TELEPHONE RELIABILITY AND STAFF NEEDS.

Review the existing SNOM telephone platform, service and maintenance agreements, voicemail handling, call routing and outage procedures. Confirm that the system can support administrative functions and communication with the public without unnecessary recurring expense.

RECOMMENDATION 79 – INSTALL AN INTEGRATED COUNCIL CHAMBERS AUDIOVISUAL SYSTEM.

The Borough should retain a qualified audiovisual professional to assess Council Chambers and design an integrated system that supports clear in-person sound, hybrid participation, meeting recording, and livestreaming. The system should include dedicated microphones for elected officials and staff, audience-comment capability, digital audio processing, appropriately placed speakers, high-definition cameras covering the dais and public-comment area, centralized controls, and reliable wired and wireless connectivity. The design should also address assisted-listening and accessibility needs, cable management, equipment security, power and backup power, compatibility with the Borough's meeting platform and website, and secure storage and retention of recordings. Before procurement, the Borough should require an acoustic and technology assessment, equipment specifications, testing under actual meeting conditions, lifecycle cost estimates, and phased implementation options. The project should include staff training, written operating procedures, warranties, and ongoing technical support.

RECOMMENDATION 80 – REPLACE LOCK AND KEY SYSTEM WITH ELECTRONIC ACCESS CONTROL

Electronic access control can standardize lock hardware, eliminates the need for hard keys, and provides door and facility access audits with ease. The software can be designed to alert when there is unauthorized access during certain times and provides another layer of facility monitoring where expensive assets are located.

RECOMMENDATION 81 – CONDUCT A PARKING METER STUDY TO ADVANCE PARKING TECHNOLOGY

The Borough owns and maintains not only on-street parking meters but also lots that include meters for commercial use. While there are advanced parking technology solutions that include electronic meters, kiosks and video enforcement, the Borough should consider contracting for a professional parking evaluation study to help more thoroughly evaluate rates, lease structures, and best-case technology practices for the long-term.

RECOMMENDATION 82 – ADOPT THE REPLACEMENT SCHEDULE FOR ALL DEVICES

The Borough should maintain a centralized technology asset register and update it annually. The inventory should be expanded to identify each device's location, assigned user, purchase and installation dates, operating system, processor, memory, warranty status, and anticipated replacement year. The two wireless access points should be individually recorded. This information will allow the Borough to establish a practical, budgeted replacement schedule and coordinate equipment upgrades with its technology service provider. The proposed 2027–2031 schedule should be reviewed annually and updated based on verified equipment age, warranty and vendor support dates, security risk, and actual condition.

RECOMMENDATION 83 – ADOPT AN EMPLOYEE COMPUTER USE AND CYBERSECURITY POLICY.

The Borough should develop and adopt a comprehensive employee computer use and cybersecurity policy governing all Borough-owned computers, mobile devices, networks, email accounts, cloud services, software, removable media, and remote-access tools. The policy should define acceptable business use and limited personal use. It should also establish requirements for email and phishing awareness, safe internet use, handling confidential and personally identifiable information, use of personal devices, remote work, removable media, records retention, and immediate reporting of suspected phishing, malware, lost or stolen equipment, unauthorized access, or other security incidents. This should become part of the employee handbook

APPENDIX A – STORMWATER CASE STUDY

CASE STUDY: BOROUGH OF DORMONT STORMWATER AUTHORITY

On April 27, 2016, the Borough of Dormont Stormwater Authority passed a resolution authorizing the collection of a stormwater fee. It was a big step toward the municipality’s goal of managing its stormwater more effectively and complying with Municipal Separate Storm Sewer System (MS4) regulations, but it didn’t happen overnight.

AUTHORITY BACKGROUND

From 2012 to 2016, Dormont Borough researched and developed a plan for funding stormwater in the municipality through public meetings, outreach mailings to residents and a stormwater committee charged with identifying stormwater issues in the borough and developing recommendations for funding stormwater management. In 2014, the stormwater committee created educational materials on stormwater authorities and determined the methodology for a stormwater fee. In 2015 the Committee shared their research and recommendations with Dormont Borough Council and held public workshops in conjunction with the Saw Mill Run Watershed Association.

On August 3, 2015, the Borough of Dormont Stormwater Authority was formed through Ordinance No. 1609. The Authority submitted its Articles of Incorporation to the Pennsylvania Secretary of State in October 2015, but due to delays at the state level, the Authority was unable to receive official approval until February 4, 2016. On March 23, 2016, the Authority held its first public meeting and organized its Board of Directors.

AUTHORITY STRUCTURE

The Borough of Dormont Stormwater Authority is a separate entity from the Borough of Dormont. The Authority, with its five-member Board of Directors that meets monthly, oversees funding for operation and maintenance (O&M) of the borough’s stormwater system, administers the federally mandated municipality permit requirements, and designs, funds, and constructs capital improvements in the stormwater system.

STORMWATER FEE

Prior to the creation of the Stormwater Authority, funds for repairing and maintaining the stormwater system came from Dormont Borough’s general fund operating budget. This funding structure became unfeasible due to:

- the severity of Dormont’s stormwater problems.

- State and federal mandates to reduce sediment and phosphorus runoff into waterways.
- the need to meet requirements of the PA DEP MS4 regulations and US EPA; and
- an aging, deteriorating and undersized storm sewer system in need of repair.

The Stormwater Authority structure allows the borough to charge a fee to homeowners, commercial property owners and non-profit entities specifically to be used for stormwater management in the community. Fees are even levied against tax-exempt properties, such as municipal buildings, churches, and schools.

To originally calculate the fee, Dormont hired an independent engineering consultant who used aerial photographs and Geographic Information Systems (GIS) computer software to measure impervious areas, hard surfaces that do not allow rain or snowmelt to infiltrate at the same rate as natural surfaces such as grass or dirt.

The amount of stormwater runoff flowing from a property into the borough's stormwater system (then to Saw Mill Run and ultimately the Ohio River) is directly related to the impervious surface of the property so Dormont decided to base its fee calculation on impervious surface area.

FEE STRUCTURE

Owners of single-family homes pay a flat fee of \$8.00/month based on one Equivalent Stormwater Unit or ESU. An ESU is the median amount of impervious surface found on single family residence (SFR) properties throughout Dormont. Multi-family units are charged using a multiple of the ESU:

2 Family- 1.25/ESU (\$10.00/month)

3 Family- 1.50/ESU (\$12.00/month)

4 Family- 1.75/ESU (\$14.00/month)

Rowhouse- .50/ESU (\$4.00/month)

Larger properties (apartment buildings, commercial, nonprofit) are charged fees based on the actual amount of impervious surface. Ratepayers are charged on an annual basis but may choose to make quarterly payments.

RATEPAYER FEE CREDITS

The Borough of Dormont Stormwater Authority offers ratepayers an opportunity to reduce their stormwater fee by implementing any of the following benchmark practices:

- Rain Barrels – Residents may earn a one-time \$40 rain barrel credit.
- Rain Garden – Residents may earn a rain garden credit of 25% if the rain garden continues to be active.
- Peak Flow Attenuation – commercial property owners may reduce a development's peak runoff rates to pre-development levels to earn credits.

For more information:

Visit the Borough of Dormont Stormwater Authority website <http://dormontstormwater.org/> or on Facebook: <https://www.facebook.com/Borough-of-Dormont-Stormwater-Authority-1653336091571350/>