

MIDLAND BOROUGH BEAVER COUNTY



STRATEGIC MANAGEMENT PLANNING PROGRAM

Step 4 – Multi-Year Plan Strategy

Step 5 – Multi-Year Implementation Strategy

*Prepared for:
Borough Council
by
Grass Root Solutions
October 12, 2026*

Introduction

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

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

Goals and Action Items

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

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

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

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



STEP 4 – MULTI-YEAR PLAN STRATEGY

TOP FIVE PRIORITY GOALS

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

GOAL 2: THE BOROUGH WILL UPGRADE ITS FINANCIAL MANAGEMENT AND GENERAL GOVERNMENT OPERATIONS.

GOAL 3: THE BOROUGH WILL UPGRADE ITS TECHNOLOGY IN EVERY DEPARTMENT INCLUDING CYBER SECURITY PROTECTION

GOAL 4: THE BOROUGH WILL ENHANCE ITS CODE ENFORCEMENT AND FOCUS ON BLIGHT AND VACANT PROPERTY.

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

HISTORY AND PROJECTIONS – REVENUE AND EXPENDITURES 2021-2030

YEAR	BEG BALANCE	REVENUE	EXPENDITURES	DIFFERENCE	END BALANCE	STATUS
2021	12,848	2,659,395	2,436,554	222,841	235,689	Audited
2022	235,689	2,010,292	2,058,382	(48,090)	187,599	Audited
2023	187,599	1,879,784	2,904,019	(1,024,235)	(836,636)	Audited
2024	(836,636)	3,139,757	2,643,135	496,622	(340,014)	Audited
2025	(340,014)	1,786,114	2,186,398	(400,284)	(740,298)	Actual
2026	(740,298)	1,502,172	2,438,539	(936,366)	(1,676,665)	Projected
2027	(1,676,665)	1,504,420	2,400,026	(895,605)	(2,572,270)	Projected
2028	(2,572,270)	1,520,488	2,451,130	(930,642)	(3,502,912)	Projected
2029	(3,502,912)	1,536,882	2,497,645	(960,763)	(4,463,675)	Projected
2030	(4,463,675)	1,554,608	2,551,821	(997,212)	(5,460,887)	Projected

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

REAL ESTATE TAX

- The Borough's current real estate tax collection rate is at about 89% which is comparatively low. The Borough generates about \$107,000 on 1 mill of taxes.
- Assessed values are not increasing – they are relatively flat.
- The Borough will need about 3.6 mills of additional tax levy to meet debt service payments.
- The Borough relies on the county Tax Claim Bureau to collect its delinquent real estate tax. This results in collections of about \$50,000 per year.
- The Borough should continue to work to increase the values of both residential and commercial property to ensure that future years will reflect higher market values and subsequent increases in assessed values.
- Aggressive code enforcement activities and attention to neighborhood amenities will help to improve property values and increase assessments so that millage rates can remain low. The Borough should consider a higher commitment of personnel and resources for code enforcement to achieve preservation of housing stock and stronger neighborhoods.

ACT 511 TAXES

The rates for EIT, LST, and Real Estate Deed Transfer tax are established at specific levels in the authorizing statutory language of Act 511 for boroughs and Midland is at its taxing limits under this legislative authority. To maximize the ability to collect all taxes due to the Borough, the following recommendations are made:

- The Borough could consider a flat business privilege tax on all allowable businesses.
- The Borough should implement a rental registration program to cross-check with the EIT lists to ensure that renters are captured in the tax rolls. An appropriate land use module for collecting this information electronically should be installed to assist with this function.
- The Borough should begin to track owners of vacant properties to maximize collection efforts. An appropriate land use module for collecting this information electronically should be installed to assist with this function.
- The Borough should consider using the amusement tax authority for performances at the Lincoln Center.

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

MECHANICAL DEVICES TAX

- The Borough could increase its levy for mechanical devices to at least \$750 for all devices which is more consistent with other communities in the region. This may not generate much additional revenue because of the new state law that prohibits games of chance machines in unauthorized places.

OTHER TAXES

- The Borough should ensure that all resident information (both owners and renters) is up to date and that the appropriate information for taxing purposes is collected. Having a computer application that could capture this parcel information is important for easy access and continual updates.
- The Borough should monitor assessments and work with the school district to appeal properties that are under-assessed.
- The Borough should be involved with the Beaver County Tax Collection Committee by having a municipal representative on the Board that participates in important EIT tax collection policy decisions moving forward.

FEES AND CHARGES FOR SERVICES

Fees and charges currently only make up 8% of the Borough's general fund revenues. But there are steps that can be taken to increase them.

- The Borough should develop a comprehensive fee resolution that is adopted each year during the budget process. The fee resolution should be reviewed to ensure that the fees are set to cover the costs to provide services.

CABLE TV FRANCHISE FEES

The Borough should consider reviewing its cable TV franchise revenue to ensure that the Borough is receiving all revenue that is available through cable TV fees. This revenue source generates about \$28,000 per year. An audit of cable revenue may reveal lost revenue that can be captured from past years.

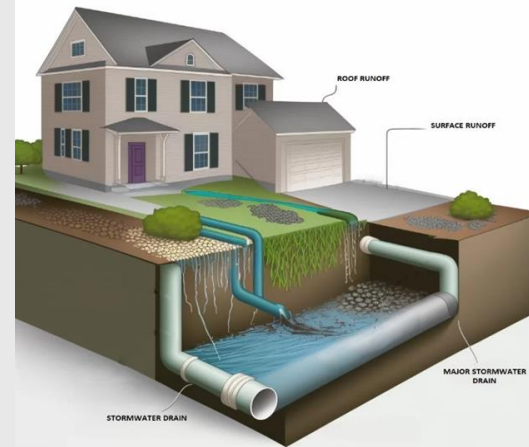
GOAL 1: THE BOROUGH HAS A SOLID AND SELF-SUSTAINING REVENUE BASE.

MONETIZING ASSETS

Sanitary Transmission Lines. The Borough is currently responsible for the care and maintenance of the sanitary sewer lines within its boundaries while the Water and Sewer Authority provide the treatment. The lines, treatment system, and related property are assets that have value. **The Borough should commission an asset feasibility study that includes the treatment and transmission sewer operation to determine how to best provide this service to residents.** This study may 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.

Stormwater Fees. The Borough is responsible for maintaining its stormwater infrastructure and the entire system needs a comprehensive inspection program. The current system of pipes and basins show signs of wear and should be upgraded or replaced. There should also be additional stormwater facilities constructed or installed. Storm sewers should be inspected several times per year by the Borough's personnel and vac and jet services when needed. Currently, the Borough has limited funding sources except for the general fund to address storm water infrastructure needs and the future requirements of the mandated MS4 program. The Borough, through LSSE has completed a stormwater fee analysis and has provided a report to the Borough. **For this reason, the Borough should consider implementing a stormwater utility fee.**

Current Borough Code legislation does not permit the Borough to enact and administer these fees directly. However, the Borough could utilize the Water and Sewer Authority or create stormwater authority for this purpose.



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

In order to meet this Goal, it will be necessary to:	
Action 1A	Increase property taxes by 3.6 mills to cover the debt service payments.
Action 1B	Under Act 511 – consider an increase to mechanical device tax; implement amusement tax; implement a flat business tax.
Action 1C	Contract for an asset feasibility study that includes the treatment and transmission sewer operation to determine how to best provide this service to residents.
Action 1D	Implement storm water management fees based on the engineering study that was completed by LSSE in 2022.
Action 1E	Adopt an annual fee resolution – ensure that fees are covering the cost of providing services.
Action 1F	Install a rental registration and a rental inspection program – install a land use module to track the information obtained from the program.
Action 1G	Contract for a cable TV audit to identify lost revenue from this source.

GOAL 2: THE BOROUGH WILL UPGRADE ITS GENERAL GOVERNMENT AND FINANCIAL MANAGEMENT OPERATIONS.

GENERAL GOVERNMENT

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

Explore Regional Police Services. The Borough should Initiate a formal evaluation of alternative police service-delivery models through the DCED peer program. 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 an existing regional police department.

Codify Borough Ordinances. The Borough should contract for an online E360 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 also available through *General Code Publishers*. Timely publication of ordinances provides support and information for staff, police, the solicitor, and the public.

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.

Update the Borough Website The Borough’s website is stale and out of date. The website needs a facelift as well as added features. Municipal websites have begun migrating to more dynamic designs that are more responsive to the user and for mobile application. Design upgrades allow for the site to resize and respond regardless of the device being used. With newer applications, forms are no longer posted as links for downloads, they are fillable and completed online and then directed to Borough staff to manage. Course Vector is used extensively through the PSAB and offers discounts to municipalities.

GOAL 2: THE BOROUGH WILL UPGRADE ITS GENERAL GOVERNMENT AND FINANCIAL MANAGEMENT OPERATIONS.

FINANCIAL MANAGEMENT

Structure The Manager and Bookminders accountant oversee the financial management system. Internal controls should be installed to provide added assurances about the accuracy and security of the financial system.

Training To protect the assets and resources of the Borough (both human and capital), the Borough should sponsor memberships in the Government Finance Officers Association (GFOA) of PA and allocate training funds to attend the annual conference and to participate in ongoing training opportunities.

Accounting Support The Borough should continue to use an outside accounting service (i.e. Bookminders) to support its financial management operation to ensure accuracy, timeliness, transparency and to address the segregation of funds.

Financial System Structure The Borough should continue to make enhancements to its financial management system including but not limited to using a fund structure for its reports and balance sheets; adhering to the DCED Chart of Accounts; analyzing and clearing any due to/due from accounts; closing unnecessary bank accounts; moving grant activity and related capital projects to a Capital Projects Fund; and clearly tracking important department expenses

Fiscal Procedures Ordinance A fiscal procedures ordinance can provide guidance about the financial management system that can be used by persons who manage the Borough's finances especially during times of transition. This manual should include the budget process, purchasing, accounts payable, and revenue collection.

Annual Audit The Borough should review the performance, timeliness, and quality of the annual audits over the past several years to determine whether it is necessary to make a change in auditing firms. If the review finds the process flawed, an RFP should be issued to interview and enhance this service so that it is more supportive of the Borough's financial management needs.

Capital Planning The five-year CIP should be undertaken separately from the annual budget process and should include all projects with descriptions, estimated costs, estimated schedules, and identified revenue sources to support the projects and equipment. The CIP should be developed in conjunction with Department Directors, the Borough Engineer, and key staff.

GOAL 2: THE BOROUGH WILL UPGRADE ITS GENERAL GOVERNMENT AND FINANCIAL MANAGEMENT OPERATIONS.

In order to meet this Goal, it will be necessary to:	
Action 2A	Place a referendum question on the May 2027 ballot to reduce the number of Council members from 7 to 5.
Action 2B	Explore optional arrangements for the delivery of police services – request assistance through DCED for peer support to analyze and recommend options.
Action 2C	Complete E360 codification with online access – include the digitization of records
Action 2D	Update the website – install resident notification system
Action 2E	Continue outside services to support accounting functions (Bookminders)
Action 2F	Develop a fiscal procedures ordinance
Action 2G	Prepare a five (5) year capital plan – update it annually

GOAL 3: THE BOROUGH WILL UPGRADE ITS TECHNOLOGY IN EVERY DEPARTMENT OVER THE NEXT TWO YEARS

Upgrade Hardware through a Replacement Schedule A sample replacement plan with dates and costs has been provided. It is recommended that machines be replaced with no less than machines with i5 processors with 8GB RAM and 500GB SSD hardware.

Upgrade Council Chambers and Conference Room Audio-Visual Capabilities The Council meeting space is where Council conducts their business in the Borough Building. The space is large which makes it challenging for acoustics and lighting. The Council Chambers should be updated with the latest town-meeting audio-visual controls. These upgrades would provide better experience for the public, Council members, and staff making the sound clearer, providing video capabilities to broadcast, and increasing meeting space for training and workshops.

Maintain Enterprise Grade Antivirus Software The Borough should maintain enterprise grade antivirus software that is installed with automatic updates. This should be an annually budgeted software item for the Borough.

Use an Enterprise Password Manager The Borough should invest in enterprise grade password manager software such as *Last Pass* that would be owned by the Borough where all employees would be required to store their passwords. This provides the Borough with a safe place for password storage and is one less item to worry about when an employee leaves Borough employment.

Update Workstations Battery Backup Devices Each workstation should have a device replaced when the machine is replaced that is sized to maintain consistent operation for at least 2 hours.

Install a 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.

Upgrade Lighting and Lock Technology at the Parks The Borough should upgrade the park's lighting and lock systems to modern, programmable technology that enhances security, efficiency, and oversight. New smart systems allow lighting schedules, access controls, and equipment status to be programmed and adjusted remotely, reducing manual labor and improving responsiveness. Implementing remotely operated locks also strengthens safety by allowing staff to secure facilities instantly when needed, ultimately improving the park's reliability and user experience.

GOAL 3: THE BOROUGH WILL UPGRADE ITS TECHNOLOGY IN EVERY DEPARTMENT OVER THE NEXT TWO YEARS

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

Action 3A	Update hardware and software based on replacement schedule
Action 3B	Upgrade the technology in the Council Chambers meeting room
Action 3C	Install an enterprise password manager software
Action 3D	Update the battery back-ups for desktop PCs
Action 3E	Install an electronic access system at the Borough Building for security purposes
Action 3F	Install a lock and lighting system in the parks
Action 3G	Upgrade the community-wide cameras at select intersections and public places.

GOAL 4: THE BOROUGH WILL ENHANCE ITS CODE ENFORCEMENT WITH A FOCUS ON BLIGHT AND VACANT PROPERTY.

BLIGHT PREVENTION

Land/Asset Management Software Install land/asset management software that would provide the Borough with a single platform to manage activities that are performed by various departments. A land/asset management software would promote uniformity of data managed across departments and activities and provide a single data source that would be accessible to management and staff.

Rental Registration and Inspection Program The Borough has taken the necessary step of requiring landlords to register their tenants. The Borough has further contracted with PCS to conduct rental inspections. The owner pays the vendor directly and there is no cost to the Borough.

Vacant Property Registry Vacant properties throughout the Borough are not currently registered. They could easily be tracked in the land/asset management software. Properties should be included in an annual inspection process that would be checked for maintenance and required tax payments.

Legal Framework - International Property Maintenance Code (IPMC) The IPMC establishes minimum standards for the upkeep and safety of existing buildings and properties, including structural conditions, sanitation, plumbing, electrical systems and fire safety. When adopted locally, it gives municipalities a consistent framework for inspecting properties and requiring repairs, helping protect residents and address deteriorating conditions before they become serious blight.

Comprehensive Plan The Borough should consider updating the Comprehensive Plan either on its own or jointly with other communities. There is *Municipal Assistance Program* (MAP) funding at the state level that could be considered to assist with this process.

Zoning Ordinance and SALDO The Zoning Hearing Board and Planning Commission should participate in the update of the Zoning and SALDO process. There have been challenges to zoning regulations across the Commonwealth as well as newer development and building trends that the Borough could capture in an update.

GOAL 4: THE BOROUGH WILL ENHANCE ITS CODE ENFORCEMENT WITH A FOCUS ON BLIGHT AND VACANT PROPERTY.

Blight Remediation

Recruit a Full-Time Code Enforcement Officer or Contract for Services Consider employing a full-time code enforcement officer. The officer would be charged with the proactive enforcement of the International Property Management Code (IPMC). In the alternative, the Borough could contract with a third-party vendor managed by the Borough Manager.

Blight Strategy Plan. 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 Plan should include:

Property Condition Study – The conditions of property in the Borough should be identified and mapped so that the poor and unsound properties can be addressed as resources are available.

Demolition Plan – The Borough should develop a demolition priority plan and seek funds to address the priority demolitions in high impact areas.

Vacant Property Maintenance. All costs for maintaining vacant properties should be tracked and liened against the property. The Borough would track the invoicing and file liens on these properties.

Repurposing Plan – Consultants who specialize in public art and zoning overlays to encourage the installation of cultural features and the repurposing of vacant lots can assist the Borough with planning for the installation of these components.



GOAL 4: THE BOROUGH WILL ENHANCE ITS CODE ENFORCEMENT WITH A FOCUS ON BLIGHT AND VACANT PROPERTY REDUCTION.

In order to meet this Goal, it will be necessary to:	
Action 4A	Recruit a full-time code enforcement officer/ or contract for services.
Action 4B	Install software to include land/asset management permits, licenses, work orders, vacant property, complaints, and requests for service.
Action 4C	Request STMP grant funds for the development of a comprehensive Blight Strategy that includes property conditions inventory, demolition priority plan, blight prevention and remediation, vacant property maintenance, a repurposing strategy.
Action 4D	Adopt the most recent IPMC and use it for local code enforcement.
Action 4E	Revamp/restructure the rental registration/rental inspection program.
Action 4F	Update the Zoning Ordinance and Subdivision and Land Development Ordinance (SALDO).

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

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

Public Works

Pavement Management The Borough should develop a long-range plan for paving and reconstruction of its paved roads. A pavement management plan will ensure that community goals and needs are met, inform the public of the prioritization of upcoming projects, encourage efficient administration, and allow the Borough to be proactive and coordinate utilities work with road repair. Cities use pavement management software to record conditions, estimate costs, and schedule routine maintenance.

Salt Shed Storage

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.

Vehicle Replacement

The Borough currently does not have a formal or informal vehicle replacement plan for any of its equipment and fleet operations. The public works department utilizes vehicles that are prone to frequent wear and high usage hours and miles within a relatively short timeframe.

Public Works Software

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.

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.

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

Police Department

License Plate Readers 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.

Mobile 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.

FOB Electronic Access Control 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.

Building Cameras 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.

Portable Radios 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.

Replace/Relocate 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.

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

Technology

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

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

Public Cameras Cameras at key intersections provide extra eyes for the police department and, when recording, can provide key information for managing events. *Shot Spotter* technology serves as the ears on the streets, actively listening for gun shots and able to send alerts immediately so that officers can be dispatched.

Hardware The machines around the Borough are older and should be replaced on a schedule that allows the Borough to budget and plan for their replacement. A sample replacement plan with dates and costs has been provided. It is recommended that machines be replaced with no less than machines with i5 processors with 8GB RAM and 500GB SSD hardware.

Software The Borough will require enhancements to its Edmunds enterprise and financial management software and to many of the applications currently used in the public works, water, and sewer departments.

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

Generator The old back-up generator is still functioning but is inefficient and it has not been load tested recently to determine what is running on it when the power does go out. The Borough operations must be maintained during times of disaster. The old generator should be upgraded to a size that can handle all Borough operations.

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

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

STEP 5 MULTI-YEAR IMPLEMENTATION STRATEGY



- ☐ SETTING GOALS
- ☐ DEVELOPING ACTION ITEMS
- ☐ PRIORITIZING PROJECTS
- ☐ ASSESS ORGANIZATIONAL CAPACITY
- ☐ IDENTIFY RESOURCES
- ☐ DEVELOP EVALUATION PROCESS
- ☐ MEASURE PERFORMANCE REGULARLY
- ☐ TAKE CORRECTIVE ACTION

GOAL 6: THE BOROUGH HAS THE STRUCTURE AND CAPACITY TO IMPLEMENT THE PLAN

The Step 5 Implementation Strategy section of the STMP will require significant effort and determination and will need to be the primary focus of the Manager and Committee – especially during the early stages of implementation. For this reason, it is recommended that the Borough appoint an Implementation Manager and assign that person the responsibility for implementing the Plan's action items and achieving the priority goals. Working and reporting to the Borough Council, the Implementation Manager will have a thorough understanding of the implementation processes and resources and can guide the effort to ensure that key action strategies are accomplished as scheduled.

The Implementation Manager will work closely with the Implementation Committee to provide staff support, updates, and progress reports. The Implementation Manager would be responsible for the following items:

- Implementing action items
- Establishing annual goals
- Assessing organizational structure
- Identifying resources
- Developing an evaluation framework
- Measuring organizational performance
- Recommending corrective action

It is critical to the implementation of the Plan for the Implementation Manager to work with the Implementation Committee with significant authority and resources to undertake the implementation of the action items. The Implementation Manager should work with the Committees to ensure that sufficient progress is made relative to implementation of the action items. The Implementation Manager would be responsible for providing quarterly updates on the progress of the implementation of the recommended items. By setting up such a structure, the STMP will be a living document that provides the basis for a re-energized focus and direction for the community leaders.

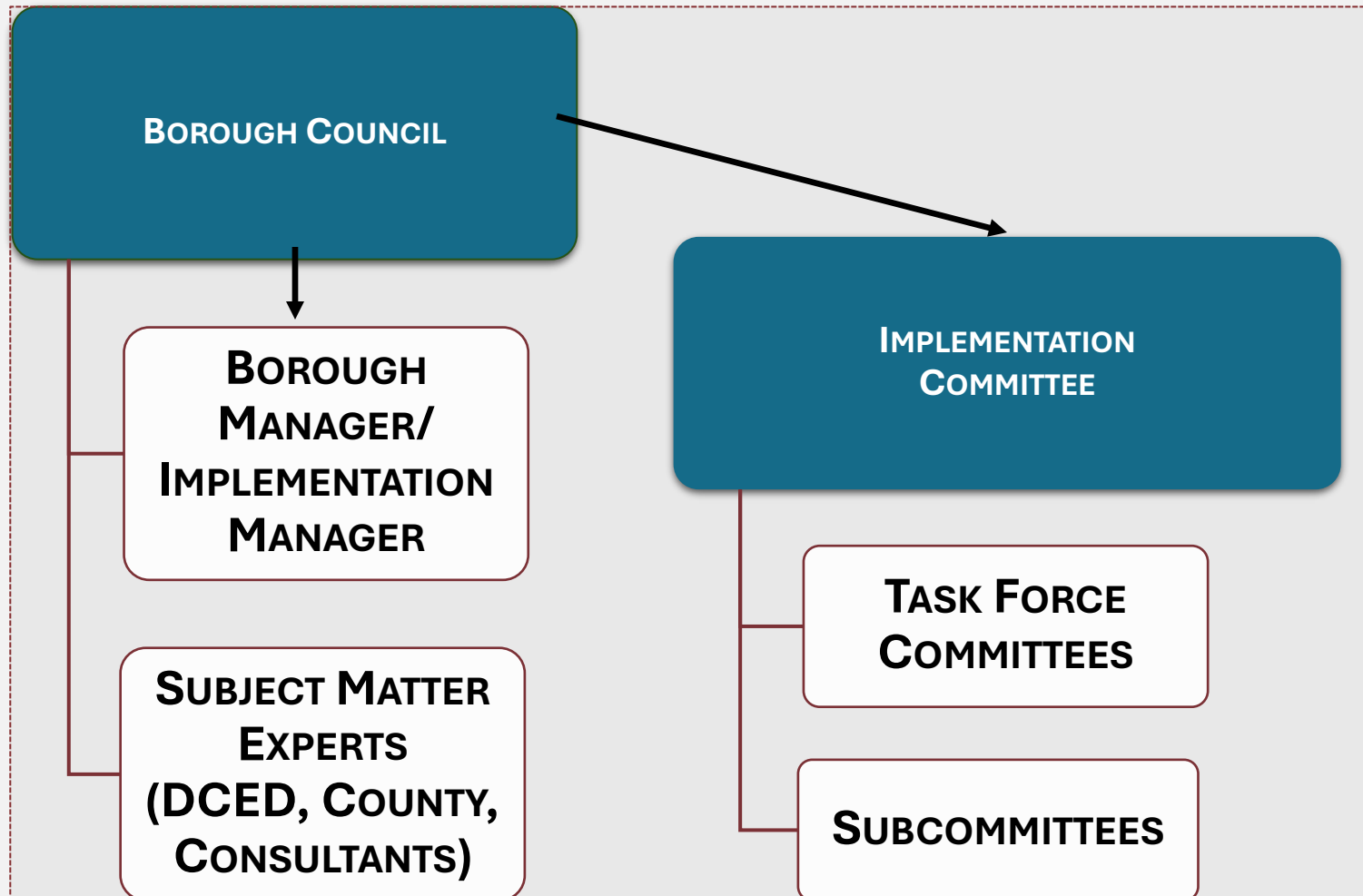
The Committees may consider a task force approach, whereby committee members with specific skill-sets are charged with organizing task forces as needed that may be made up of volunteer subject matter experts with the expertise and experience necessary to carry out specific actions associated with the implementation strategy. Task forces should encompass a broad stakeholder emphasis that is competency-based in appropriate areas of community and economic development.

GOAL 6: THE BOROUGH HAS THE STRUCTURE AND CAPACITY TO IMPLEMENT THE PLAN

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



Implementation Structure for Success



GOAL 6: THE BOROUGH HAS THE STRUCTURE AND CAPACITY TO IMPLEMENT THE PLAN

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

Action 6A	Appoint the Implementation Manager to monitor the recommendations from the STMP.
Action 6B	Assign responsibilities and prepare work assignments as necessary for implementation based on the STMP high priority goals and action plans.
Action 6C	Assign specific action items to the Implementation Committee, task forces, and subcommittees
Action 6D	Prepare progress reports and corrective action recommendations for Council based on evaluations.
Action 6E	Update, adjust, and re-adopt the annual plan with specific goals, objectives, and action items for the next year.
Action 6F	Continue updates and process renewal at regular intervals; review progress quarterly in order to make adjustments.

GOAL 7: THE BOROUGH HAS DEVELOPED A FUNDING STRATEGY FOR IMPLEMENTATION OF THE PLAN

Resource allocation is a central management activity that supports strategy implementation. Without a planned approach to resource allocation, decisions are often made based on political preferences or personal beliefs. In a strategically planned environment, resources will be allocated based on priority goals and established annual objectives. The success of implementation will be directly related to the consistency of the resource allocation with the priorities that are identified in the approved Plan. Resources in organizations are often not allocated effectively because of the reasons below:

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

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

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

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

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

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

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The Implementation Manager should identify and analyze potential funding sources available for eligible costs associated with the Borough's projects. A detailed matrix outlining resources available for the projects should be prepared and used to develop a comprehensive funding strategy. Utilizing the action plans in Step 5 the Implementation Manager should prepare detailed briefing books and message statements for each of the priority projects. As part of the process for identifying viable public funding opportunities, the projects should be discussed with key staff in county, state, and federal funding agencies. Only the most relevant funding opportunities should be targeted, based on the unique needs of the projects. Programs that should be evaluated include, but should not be limited to, the following:

- Business in Our Sites (BOS)** – Pennsylvania's BOS grants and loans focus on infrastructure and site preparation costs that transition undeveloped sites to "shovel-ready" sites. Although funding for this program is very limited, funds become available from time to time and there have been discussions in the General Assembly about recapitalizing the program as part of the next state budget.
- Community Development Block Grant (CDBG) Program** – Projects that could be undertaken with CDBG funds include water, sewer, and road projects; demolition of vacant and/or unsafe structures; acquisition of blighted property; handicap ramps at intersections; and handicap-accessible pedestrian walkways at parks or restrooms. The Borough has used these funds in the past for projects.
- Greenways, Trails, and Recreation Program (GTPR)** – These funds, up to \$250,000, are available through the Commonwealth Financing Authority for planning, acquisition, development, rehabilitation, and repair of greenways, recreational trails, open space, parks, and beautification projects.
- Growing Greener Plus Program (DEP)** - The primary purpose of this program is to restore impaired waters and protect waterways from nonpoint source pollution within the Commonwealth. This grant can be used for implementing best management practices for the MS4 regulations and for TMDL planning and controls.
- Local Share Account – Statewide Program** - The **LSA** is a program funded by the Commonwealth Financing Authority from gambling proceeds in Pennsylvania to support projects in the public interest.
- Main Street Matters** - The Main Street Matters (MSM) program is designed to support our downtown cores and surrounding neighborhoods with tools to create healthy, vibrant, and welcoming communities. Funding is available to support revitalization efforts in planning, business support, aesthetic improvements, and the increase of safety and security.
- Marcellus Shale Act 13 Funds** – The Act 13 funds can be used for projects such as the acquisition of key properties (land and buildings); rehabilitation of buildings; site preparation for public uses; parks and recreation projects; and other economic development projects. Applications are accepted by agencies at various times of the year.
- Municipal Assistance Program (MAP)** - The Municipal Assistance Program (MAP), administered by the Pennsylvania Department of Community & Economic Development (DCED), supports counties and municipalities in planning and implementing projects that improve local government efficiency and community development primarily through shared services and planning programs.

GOAL 7: THE BOROUGH HAS DEVELOPED A FUNDING STRATEGY FOR IMPLEMENTATION OF THE PLAN

•**Pennsylvania Infrastructure Bank (PIB)** – PIB is a program developed by the Pennsylvania Department of Transportation (PennDOT) that offers low-interest loans (one-half of prime) for transportation improvements. The loans can be repaid with federal funds. PIB is especially helpful in accelerating phases of transportation projects that must move at a pace that may not coincide with the timeline for delivering federal funds.

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

•**PA State Energy Funding** – Energy independence programs offered through multiple agencies, including the Department of Environmental Protection (DEP), DCED, and the Commonwealth Financing Authority (CFA), may provide potential sources of funding.

•**PA Department of Conservation and Natural Resources (DCNR) Community Conservation Partnerships Program (C2P2)** – This program funds both planning and development parks and recreation grants that would support several of the recommendations in the STMP. The annual application is due in April of each year.

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

•**Redevelopment Assistance Capital Program (RACP)** – Pennsylvania's RACP supports larger development projects that have a total project cost in excess of \$1 million. The governor typically announces competitive application opportunities each year. These grants are 50-50 matches.

•**Strategic Management Planning Grant (STMP)** – These funds, administered through DCED, are available for municipal development of a financial and operational strategic plan and the implementation of recommendations from the Plan.

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



GOAL 7: THE BOROUGH HAS DEVELOPED A FUNDING STRATEGY FOR IMPLEMENTATION OF THE PLAN

Financial

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

Physical

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

Human

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

Technology

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

CONCLUSION

The Borough of Midland has a long and proud heritage as an important community in the Beaver County region. Midland is a close-knit community and home to 2,340 residents. It is characterized by its blend of residential neighborhoods, local businesses, and significant public infrastructure. Midland is well known for its historic charm, community events, educational and performing arts facilities, and recreational amenities, including a large central park and the community swimming pool.

The Borough has had challenges maintaining a stable financial base due to low housing values and the rising costs of providing services. Through reliance on strong management support, comprehensive financial reporting, and creative problem solving, the Borough is committed to providing quality services and operational and financial responsibility for its residents.



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

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

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