

SUMMARY OF RECOMMENDATIONS

General Government

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** of the report 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.

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

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

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.

Public Works

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.

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** of the report for a stormwater fee case study.)

Parks, Grounds, and Pool

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 – Evaluate 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

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

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 – Implement the 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 – Enhance 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