



Halfmoon Township

Est. 1802 Centre County, Pennsylvania

Strategic Plan 2026-2031

Adopted by the Board of Supervisors on
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Introduction

About Halfmoon Township

Halfmoon Township is a rural community of approximately 2,790 residents located in Centre County, Pennsylvania. Known for its agricultural heritage, forested landscapes, and quiet character, the Township encompasses roughly 23 miles of local roads, two community parks, and more than 2,100 acres of preserved open space and farmland. The community is served by a small, dedicated professional staff and governed by a five-member elected Board of Supervisors.

Halfmoon Township is at a crossroads familiar to many rural Pennsylvania communities. The cost-of-service delivery is continually growing, placing additional pressure on existing taxpayers. At the same time, a long-established agricultural community is aging, and the future of its farming heritage is not guaranteed. Balancing the preservation of the Township's rural identity with the practical need to deliver high-quality, sustainable services is the central challenge this Strategic Plan is designed to address.

Purpose of This Plan

This Strategic Plan was developed through a structured process of one-on-one interviews with each member of the Board of Supervisors, a joint planning retreat, and input from the Open Space Preservation Board, the Planning Commission, and Township staff. It is intended to serve as a shared roadmap for the Board, staff, and community over a three-to-five-year horizon — providing common direction while preserving the flexibility needed to respond to changing circumstances.

The Plan is organized around five strategic themes: Community Engagement and Communications; Infrastructure, Facilities, and Capital Planning; Open Space Preservation and Land Use Regulation; Public Safety and Emergency Services; and Governance, Board Culture, and Internal Operations. Within each theme, one or more Goals are established, supported by Objectives and specific Action Steps that are generally prioritized to help guide policy and budgetary decisions.

How to Use This Plan

Goals represent the broad aspirations the Township seeks to achieve. Objectives describe the intermediate outcomes or directions that move the Township toward each Goal. Action Steps are discrete, manageable tasks that can be assigned, scheduled, and evaluated. At the end of each theme section, an Implementation Matrix summarizes the Action Steps with a suggested priority level and an accountable party. The Plan should be reviewed by the Board of Supervisors no less than annually, with substantive updates considered every four to five years.

Priority levels are defined as follows: “High” priorities should be initiated within the first year of plan adoption; “Medium” priorities should be initiated within years two or three; “Low/Long-term” priorities are important but dependent on foundational work being completed first or requiring significant capital investment. Each action step is also assigned a Cost Type: “No Cost” items require only staff or Board time; “Budget” items require an operating budget appropriation; Capital Improvement Plan (“CIP”) items require a capital outlay and should be included in the CIP.

Executive Summary

Halfmoon Township is a community that values what it has built: a rural landscape shaped by generations of agricultural stewardship, a strong sense of independence, and a quality of life that residents have chosen and worked to preserve. This Strategic Plan is a commitment to protecting those qualities while making investments in people, processes, and infrastructure that will allow the Township to serve its residents well for years to come.

The Plan was developed in early 2026 through conversations with every member of the Board of Supervisors, the Open Space Preservation Board, the Planning Commission, and Township staff. Those conversations revealed broad agreement on the challenges ahead — and a shared desire to address them thoughtfully, with an eye toward both fiscal responsibility and long-term community benefit.

What Was Said

Stakeholders interviewed expressed pride in what makes Halfmoon Township unique. This includes its open farmland and forested hillsides, quality of life, sense of community, and its deliberate choice to remain a rural township in a region that has seen rapid development. At the same time, there was candid recognition that the Township faces real challenges that require a more proactive approach to prepare for.

Among the themes that emerged most consistently: The Township needs better tools for communicating with residents and rebuilding a sense of civic connection. Its infrastructure needs to be managed through a long-range capital planning process rather than on a reactive, year-to-year basis. The Open Space Preservation Program, one of the Township's most significant achievements, needs to be sustained and celebrated. The provision of responsive, modern emergency services requires collaborative regional attention and equitable partnerships. And internally, the Township would benefit from clearer policies, better-defined roles, and a more structured approach to developing work plans and evaluating staff performance.

What This Plan Commits To

The Plan organizes the Township's priorities into five strategic themes, each with specific Goals, Objectives, and Action Steps:

Community Engagement and Communications Rebuild the Township's email listserv, improve the website, develop print communications, and create more opportunities for residents to engage with their local government.

Infrastructure, Facilities, and Capital Planning Develop a formal Capital Improvement Program, address deferred maintenance at Township buildings, create a data-driven road management plan, and ensure that parks are safe, well-maintained, and responsive to community needs.

Open Space Preservation and Land Use Regulation Support the Open Space Preservation Board in sustaining and growing the program and modernize the Township's land use ordinances to address emerging uses such as solar facilities, data centers, and wind energy installations.

Public Safety and Emergency Services Work with regional partners to ensure fair and sustainable fire and EMS services, assess fire suppression water supply throughout the Township, and evaluate options for improving property safety standards.

Governance, Board Culture, and Internal Operations Establish a Management-By-Objectives (“MBO”) framework for staff, develop a formal performance evaluation process, clarify Board-staff roles and communication protocols, and strengthen the Township's internal policies and procedures.

Looking Ahead

This Strategic Plan is a starting point, not a finish line. The Board of Supervisors is committed to reviewing progress against these Goals annually and to updating the Strategic Plan as circumstances change. Residents are encouraged to stay informed and engaged through the Township website, email communications, and public meetings as this work unfolds.

Halfmoon Township has always been defined less by what it builds than by what it chooses to protect. This Plan reflects that same instinct. It provides a framework to move forward deliberately, to invest wisely, and to remain, above all, the kind of community its residents are proud to call home.

Theme 1: Community Engagement and Communications

Goal 1.1 – Strengthen the Township's capacity to reach, inform, and engage all residents

OBJECTIVES

- ◆ Expand and maintain a robust digital communications infrastructure, including an updated website and an active email listserv, that keeps residents regularly informed about Township news, programs, and decisions.
- ◆ Provide accessible, inclusive communication channels that reflect the diversity of how residents receive and share information, including print, digital, and in-person formats.
- ◆ Foster a stronger sense of community identity and belonging by supporting resident-facing programs, events, and welcome efforts.
- ◆ Ensure that communications about Township programs, including the Open Space Preservation Program and regional partnerships, are clear, accurate, and proactively shared with the public.

ACTION STEPS

1. Assess the current email listserv, identify how it is managed, and develop a plan to rebuild and grow the subscriber list through website sign-up, newsletter inserts, and partnerships with local businesses and organizations.
2. Evaluate communications platforms (e.g., Constant Contact, Mailchimp, or comparable tools) and select a solution for managing consistent, professional email communications to residents.
3. Conduct an accessibility audit of the Township website for ADA compliance and develop a phased plan to address identified deficiencies, exploring available free tools and potential partnerships (e.g., Penn State University Libraries, Centre Region COG) before making capital investments.
4. Develop and distribute at least one printed newsletter to Township residents with the goal of growing the digital subscriber base; evaluate reach and cost-effectiveness annually.
5. Review the Township website's content, organization, and visual design; develop a prioritized list of updates that improve usability and include dedicated pages for the Open Space Preservation Board and Planning Commission.
6. Evaluate the feasibility of a Welcome Committee, including a potential small budget allocation for a welcome package for new Township residents; explore partnerships with local businesses to support the effort.
7. Develop and implement a calendar of community engagement activities (e.g., annual open house, seasonal events, 'Coffee with the Supervisors') to broaden public participation beyond formal Board meetings.
8. Establish a social media strategy that directs followers to the Township website for authoritative information and reduces the influence of misinformation.
9. Explore the use of artificial intelligence tools for meeting transcription, minutes preparation, and document search to improve staff efficiency and public access to Township records.

10. Develop communications templates and protocols for Board and staff use, including a standard format for Board meeting emails and a process for responding to resident inquiries consistently.

IMPLEMENTATION MATRIX

#	Action Step	Priority	Accountable Party	Cost Type
1	Assess and rebuild email listserv	High	Staff	No Cost
2	Evaluate and select communications platform	High	Staff	No Cost
3	ADA accessibility audit of website	Medium	Board / Staff	Budget
4	Print newsletter — first issue	Medium	Staff	Budget
5	Website content review and updates (incl. OSPB/PC pages)	High	Staff	No Cost
6	Evaluate Welcome Committee feasibility	Medium	Board / Staff	No Cost
7	Community engagement event calendar	Medium	Board / Staff	No Cost
8	Social media strategy development	Medium	Staff	No Cost
9	Evaluate AI tools for transcription and records	Low/Long-term	Staff	Budget
10	Develop communications templates and protocols	Medium	Staff	No Cost

Theme 2: Infrastructure, Facilities, and Capital Planning

Goal 2.1 – Develop and maintain a comprehensive, long-range Capital Improvement Program

OBJECTIVES

- ◆ Establish a formal Capital Improvement Program (CIP) that addresses roads, buildings, parks, and equipment on a rolling multi-year planning horizon.
- ◆ Ensure that capital planning is driven by data, life-cycle cost analysis, and documented need, and that it is reviewed by the Board of Supervisors as part of the annual budget process.
- ◆ Identify and pursue grant opportunities and alternative funding sources to offset the cost of capital improvements.

ACTION STEPS

1. Develop a formal Capital Improvement Program document that consolidates existing planning work (roads, equipment, buildings) into a single multi-year framework for Board review and adoption.
2. Establish an annual capital planning cycle in which staff present updated capital needs to the Board prior to development of the annual budget.
3. Evaluate grant writing opportunities and the feasibility of contracting grant writing and administration services; identify and develop a pipeline of shovel-ready projects competitive for state and federal funding.
4. Research the Pennsylvania DCED Strategic Management Planning Program and determine whether it would be an appropriate tool for Halfmoon Township.

Goal 2.2 – Address immediate and long-term needs for Township facilities and buildings

OBJECTIVES

- ◆ Maintain Township facilities in a safe, functional, and appropriate condition through proactive maintenance and timely capital reinvestment.
- ◆ Develop a long-term facilities plan that assesses current conditions, identifies deficiencies, and explores options for meeting the Township's space and operational needs over the planning horizon.

ACTION STEPS

5. Commission a facilities assessment of the Township's administrative building and Public Works maintenance building, including drainage, siding, roofing, and septic systems; use existing budgeted funds.
6. Develop a building maintenance and capital replacement schedule for all Township-owned structures and establish a sinking fund or dedicated reserve to support ongoing maintenance.
7. Develop a site plan and implementation framework for the Public Works campus that includes an assessment of long-term operational needs, security, and proximity to resources.

8. Address the drainage issues at the administrative building as a near-term priority, including obtaining cost estimates and scoping the required work.

Goal 2.3 – Improve the management of the Township's road network

OBJECTIVES

- ◆ Develop and maintain a data-driven, multi-year road maintenance and improvement program that prioritizes investments based on documented need, available resources, and life-cycle cost considerations.
- ◆ Ensure that road maintenance planning is transparent and regularly communicated to the Board and the public.

ACTION STEPS

9. Work with PennDOT's LTAP program and/or evaluate tools such as Vialytics or RoadAI to conduct a systematic road condition assessment and develop a prioritized multi-year pavement management plan.
10. Formalize the existing road maintenance plan and present it to the Board for review and approval; include a regular updated process tied to the annual budget cycle.
11. Include a road condition update and planned maintenance activities in the Public Works Department's regular monthly report to the Board.
12. Explore partnerships with neighboring municipalities to cost-share road assessment tools or technical services.
13. Develop a template agreement for addressing private road maintenance responsibilities.
14. Evaluate alternative pavement technologies and maintenance approaches that may extend road life and reduce long-term costs.

Goal 2.4 – Enhance and maintain the Township's parks and recreational assets

OBJECTIVES

- ◆ Ensure that Township parks and recreational facilities are safe, well-maintained, and responsive to the evolving needs and interests of the community.
- ◆ Develop a formal park master planning process that guides future investment in parks and recreational programming.

ACTION STEPS

15. Consider commissioning a Certified Playground Safety Inspector (CPSI) evaluation of existing playground equipment at Township parks and develop a remediation plan for any identified deficiencies.
16. Update the Park Master Plan for Halfmoon Township Park, including a public input component, with consideration of available DNCR grant funding.
17. Develop a park maintenance plan addressing ballfields, playgrounds, structures, fencing, and grounds; evaluate whether maintenance agreements with leagues or organizations that use Township facilities would be appropriate.
18. Address drainage issues at park facilities as part of the broader stormwater management and capital planning process.
19. Update the Township's parkland fee-in-lieu schedule to reflect current land values.

20. Evaluate the feasibility of a resident survey on park preferences and recreational programming interests.

IMPLEMENTATION MATRIX

#	Action Step	Priority	Accountable Party	Cost Type
1	Develop formal Capital Improvement Program document	High	Staff	No Cost
2	Establish annual capital planning cycle	High	Staff	No Cost
3	Evaluate grant writing opportunities; identify and develop shovel-ready projects	High	Board / Staff	Budget
4	Research DCED Strategic Management Planning Program	Medium	Staff	No Cost
5	Commission facilities assessment (admin building & PW garage)	High	Staff	Budget
6	Building maintenance schedule and sinking fund	High	Staff	No Cost
7	Public Works campus long-term operational needs evaluation	Medium	Staff	CIP
8	Address administrative building drainage (near-term)	High	Staff	CIP
9	Road condition assessment via LTAP or comparable tools (e.g. Vialytics, RoadAI)	High	Staff	Budget
10	Formalize and adopt road maintenance plan	High	Board / Staff	No Cost
11	Include road updates in monthly PW report	High	Staff	No Cost
12	Explore inter-municipal cost-sharing for road tools	Medium	Staff	No Cost
13	Develop private road template agreement	Medium	Staff	No Cost
14	Evaluate alternative pavement technologies	Low/Long-term	Staff	No Cost
15	CPSI playground safety evaluation	High	Staff	Budget
16	Park Master Plan for Halfmoon Township Park	Medium	Staff	Budget
17	Park maintenance plan and league agreements	Medium	Staff	No Cost
18	Address park drainage issues	Medium	Staff	CIP
19	Update parkland fee-in-lieu schedule	Medium	Staff	No Cost
20	Resident survey on park needs and programming	Low/Long-term	Board / Staff	Budget

Theme 3: Open Space Preservation and Land Use Regulation

Goal 3.1 – Support and empower the Open Space Preservation Board to fulfill its mission

OBJECTIVES

- ◆ Support the long-term financial sustainability of the Open Space Preservation Fund by ensuring that the OSPB has the resources, information, and policy framework it needs to make sound stewardship decisions.
- ◆ Ensure that the Board of Supervisors receives regular, meaningful reporting from the OSPB on program accomplishments, fund status, and goals, supporting transparency without supplanting the OSPB's role in setting its own direction.
- ◆ Empower the OSPB to evaluate and pursue preservation strategies, including the potential transition of leased properties to permanent conservation easement, with appropriate support from the Board and staff.
- ◆ Support the OSPB's efforts to communicate the value and accomplishments of the Open Space Preservation Program to the broader community.

ACTION STEPS

1. Schedule an annual report from the OSPB to the Board of Supervisors on the status of the Open Space Preservation Fund, program accomplishments, active applications, and goals for the coming year; use this report as the primary mechanism for Board oversight of the program.
2. Encourage the OSPB to develop and publish its own written preservation goals — including targets for acreage, land type, and geographic distribution — and to use those goals to guide its evaluation criteria and program decisions.
3. Support the OSPB by approving use of resources and/or Open Space Preservation Program funds to evaluate the implications of transitioning leased properties to permanent conservation easement through the County PACE program or other conservation partners.
4. Support the OSPB in building relationships with conservation partners (Centre County, Clearwater Conservancy, Western Pennsylvania Conservancy, and others) to explore cost-sharing and co-stewardship arrangements.
5. Work with the OSPB and staff to develop a communications strategy for the program, including a dedicated website page with program history, maps, accomplishments, and metrics; consider signage on preserved properties.

Goal 3.2 – Modernize and strengthen the Township's land use regulations

OBJECTIVES

- ◆ Ensure that the Township's zoning and land development ordinances reflect current conditions, community values, and emerging land use trends.
- ◆ Develop reasonable land use regulations for emerging uses including solar installations, wind energy facilities, and data centers that are consistent with applicable law and property rights, and that give the Township appropriate tools to manage the placement and impacts of such uses.

- ◆ Improve the connection and flow of information between the Planning Commission and the Board of Supervisors.

ACTION STEPS

6. Identify and prioritize a list of ordinance updates needed including solar energy facilities, wind energy facilities, data centers, lighting regulations, and subdivision and land development regulations. Develop a phased schedule for Planning Commission review and Board adoption.
7. Evaluate the Township's four-lot subdivision exemption and other SALDO provisions that may allow density of development without adequate provision for water supply, fire suppression, or stormwater management.
8. Develop or update a Future Land Use Map (“FLUM”) in coordination with the Centre Region COG's comprehensive planning update.
9. Evaluate the potential development of a Township Official Map to identify planned infrastructure, preserved areas, and potential growth areas.
10. Evaluate establishing a formal annual joint meeting between the Planning Commission and the Board of Supervisors to discuss pending ordinance work and shared priorities.
11. Participate actively in the Centre Region COG comprehensive planning update, including identifying land uses the Township may wish to exchange or coordinate with neighboring municipalities.

IMPLEMENTATION MATRIX

#	Action Step	Priority	Accountable Party	Cost Type
1	Schedule annual OSPB report to Board on fund status and program goals	High	Board / OSPB	No Cost
2	Encourage OSPB to develop and publish its own preservation goals	High	OSPB	No Cost
3	Provide legal and financial support for PACE transition evaluation	Medium	OSPB / Staff	Budget
4	Support OSPB in building conservation partner relationships	Medium	OSPB / Staff	No Cost
5	Develop OSPB communications strategy and website page	High	OSPB / Staff	Budget
6	Prioritized ordinance update schedule (solar, wind, data centers, lighting)	High	PC	Budget
7	Evaluate four-lot exemption and SALDO water/fire provisions	High	PC	No Cost
8	Develop/update Future Land Use Map	Medium	Staff	Budget
9	Evaluate Township Official Map	Low/Long-term	PC / Staff	Budget
10	Establish annual PC–BOS joint meeting	High	Board / PC	No Cost
11	Participate in COG comprehensive plan update	Medium	Board / Staff	No Cost

Theme 4: Public Safety and Emergency Services

Goal 4.1 – Ensure the fair, sustainable, and accountable provision of emergency services

OBJECTIVES

- ◆ Work collaboratively with partner municipalities and emergency services providers to develop an equitable, data-driven funding formula for fire and EMS services.
- ◆ Increase accountability and transparency in how emergency services funds are used and reported.
- ◆ Encourage emergency services providers to maximize alternative revenue streams to reduce dependence on municipal contributions.

ACTION STEPS

1. Engage with partner municipalities through the Upper Bald Eagle COG and Centre Region COG to improve the accountability of service providers for fire when developing budget proposals.
2. Develop or formalize written service agreements with all fire and EMS providers serving the Township, including provisions for reporting, accountability, and capital planning.
3. Request regular financial and service delivery reports from fire and EMS providers, including call volume, response times, billing and revenue collections, and capital needs.
4. Support emergency services providers with identifying opportunities to maximize alternative revenue streams to reduce dependence on municipal contributions.

Goal 4.2 – Evaluate and improve fire suppression capabilities throughout the Township

OBJECTIVES

- ◆ Develop a clear understanding of the Township's fire suppression infrastructure, including hydrant pressure, fire pond and cistern availability and condition, and gaps in water supply coverage.
- ◆ Explore feasible options for improving fire suppression water supply in areas of the Township that are currently underserved.

ACTION STEPS

5. Commission or coordinate an assessment of fire suppression water supply infrastructure throughout the Township, identifying areas that lack adequate coverage.
6. Evaluate options for improving fire suppression water access, including above-ground storage tanks, fire ponds, bridge valve installations, and regulatory requirements for new subdivisions.
7. Review subdivision and land development regulations to determine whether improvements to fire suppression water supply can be required as a condition of development approval.
8. Develop a public awareness campaign to educate residents about fire preparedness and the Township's current fire suppression capabilities and limitations.

Goal 4.3 – Evaluate options for improving public safety and property standards

OBJECTIVES

- ◆ Consider whether the Township's current approach to rental property safety is appropriate given the growth in long-term and short-term rental housing.
- ◆ Evaluate options for improving traffic safety and enforcement in the Township.

ACTION STEPS

9. Invite the Centre Region Code Agency to present the Rental Housing Program to the Board for informational purposes.
10. Evaluate whether participation in a rental housing inspection program focused on life safety would be appropriate and determine the scope of any such program.
11. Meet with Pennsylvania State Police officials to understand current service coverage and explore whether supplemental contracted patrols or other arrangements are feasible.
12. Evaluate the purchase or lease of speed data collection equipment; use data to inform potential enforcement or infrastructure responses.
13. Explore the development of a 'community watch' or 'neighborhood safety' program.

IMPLEMENTATION MATRIX

#	Action Step	Priority	Accountable Party	Cost Type
1	Engage partners on EMS/fire service provision	High	Board	No Cost
2	Formalize written service agreements with fire and EMS providers	High	Staff	No Cost
3	Establish regular reporting from fire and EMS providers	High	Board / Staff	No Cost
4	Support providers in identifying alternative revenue and grant opportunities	Medium	Board / Staff	No Cost
5	Fire suppression water supply infrastructure assessment	High	Staff	Budget
6	Evaluate options for improving fire suppression water access	Medium	Staff	No Cost
7	Review SALDO re: fire suppression requirements for development	Medium	PC	No Cost
8	Develop public awareness campaign	Low/Long-term	Staff	No Cost
9	CRCA presentation on rental housing program	High	Staff	No Cost
10	Evaluate rental housing inspection program participation	Medium	Board	No Cost
11	Meet with PSP on coverage and supplemental patrol options	Medium	Board	No Cost
12	Evaluate speed data collection equipment	Low/Long-term	Staff	CIP

#	Action Step	Priority	Accountable Party	Cost Type
13	Explore community watch program	Low/Long-term	Board / Staff	No Cost

Theme 5: Governance, Board Culture, and Internal Operations

Goal 5.1 – Establish clear, consistent expectations for Township staff through a management-by-objectives framework

OBJECTIVES

- ◆ Ensure that Township staff have clear, documented work objectives established by the Board of Supervisors and regularly evaluated.
- ◆ Develop a formal, consistent performance evaluation process that is fair, transparent, and tied to defined expectations.
- ◆ Clarify the chain of commands, roles and responsibilities, and protocols for Board-staff communication so that staff receive consistent direction.

ACTION STEPS

1. Adopt a Management-By-Objectives (MBO) policy establishing the process by which the Board sets annual work objectives for staff, evaluates performance toward those objectives, and communicates feedback.
2. Develop and implement a formal performance evaluation process for all staff, including defined criteria, an opportunity for employee self-evaluation, and a peer review component; establish a regular evaluation schedule.
3. Review and update job descriptions for all Township staff positions.
4. Develop policies governing Board-staff interactions, including the process by which directives are given, to ensure staff receive clear and consistent guidance from the Board as a whole.
5. Require regular monthly or quarterly reporting from department staff to the Board on work plan progress, completed projects, and upcoming priorities.
6. Evaluate staffing levels and allocation of responsibilities, including the feasibility of a part-time or contracted township manager, a second full-time road worker, and contracted grant writing and administration services.
7. Review the exemption/non-exemption classification of Township employees for compliance with applicable wage and hour law.

Goal 5.2 – Strengthen Board governance practices and internal operations

OBJECTIVES

- ◆ Ensure that the Board of Supervisors operates with clear, consistently followed meeting procedures that promote informed deliberation and public trust.
- ◆ Develop mechanisms for Board members to communicate and share information effectively within the constraints of the Pennsylvania Sunshine Act.
- ◆ Maintain up-to-date policies and procedures that support efficient and consistent Township operations.

ACTION STEPS

8. Develop a local orientation program for newly elected officials covering Township operations, finances, policies, and legal obligations; evaluate whether existing resources such as PSATS training adequately meet this need.

9. Consider scheduling work sessions as needed to allow the Board to deliberate on complex matters outside of regular meetings, consistent with Sunshine Act requirements.
10. Review and update the Township administrative code and policy manual; identify gaps and develop a prioritized schedule for policy development.
11. Establish a formal protocol for reviewing the Strategic Plan on an annual basis, including a structured discussion of progress and any needed adjustments.
12. Evaluate the Township's current IT support arrangement and determine whether service levels, security, and cost are appropriate; explore alternatives if warranted.
13. Evaluate the utilization of safe artificial intelligence solutions or similar technology integrated with the Township's website to improve public access to Township documents, ordinances, and historical records.
14. Actively participate in the Centre Region & Upper Bald Eagle COGs to strengthen regional relationships and formalize the Township's input into COG budget development.
15. Develop a plan for communicating the benefits of COG membership and regional partnerships to Township residents.
16. Evaluate the Township's library services relationship.

IMPLEMENTATION MATRIX

#	Action Step	Priority	Accountable Party	Cost Type
1	Adopt management-by-objectives (MBO) policy	High	Board / Staff	No Cost
2	Develop and implement formal performance evaluation process	High	Board / Staff	No Cost
3	Review and update job descriptions	Medium	Board / Staff	No Cost
4	Develop Board-staff interaction policies	High	Board / Staff	No Cost
5	Require regular staff reporting to Board	High	Board / Staff	No Cost
6	Evaluate staffing levels and contracted services options	Medium	Board / Staff	No Cost
7	Review employee exemption/non-exemption classifications	Medium	Staff	No Cost
8	Develop supervisor orientation program; evaluate PSATS resources	High	Staff	No Cost
9	Consider scheduling regular work sessions for Board deliberation	High	Board	No Cost
10	Review and update administrative code and policy manual	High	Staff	No Cost
11	Establish annual Strategic Plan review protocol	High	Board / Staff	No Cost
12	Evaluate IT support arrangement	Medium	Staff	No Cost
13	Evaluate AI solutions for public access to Township records via website	Low/Long-term	Staff	No Cost
14	Strengthen COG participation and regional relationships	High	Board / Staff	No Cost

#	Action Step	Priority	Accountable Party	Cost Type
15	Communicate COG benefits to residents	Medium	Staff	Budget
16	Evaluate library services relationship	Low/Long-term	Board / Staff	No Cost
