**HALFMOON TOWNSHIP**
**CENTRE COUNTY, PENNSYLVANIA**

**RESOLUTION 2026-26**

**A RESOLUTION OF THE BOARD OF SUPERVISORS OF HALFMOON TOWNSHIP, CENTRE COUNTY, PA, ESTABLISHING PROCEDURES FOR IMPLEMENTATION, MONITORING, ANNUAL REVIEW, MAINTENANCE, AND AMENDMENT OF THE HALFMOON TOWNSHIP STRATEGIC PLAN**

**WHEREAS,** the Board of Supervisors of Halfmoon Township ("Township") is charged with the responsibility of governing the affairs of the Township and ensuring the efficient administration of municipal operations; and

**WHEREAS**, the Board of Supervisors recognizes the importance of establishing guidelines for governing, implementing, monitoring, and maintaining the Township's existing Strategic Plan; and

**WHEREAS,** the Board of Supervisors desires to establish a formal policy defining roles and responsibilities, setting expectations for periodic review and progress reporting, and ensuring the Township's strategic goals remain aligned with budgeting, resource allocation, and long-term priorities; and

**WHEREAS**, the Board of Supervisors finds that the adoption of a formal Strategic Plan Policy is in the best interest of the Township and its residents.

**NOW, THEREFORE, BE IT RESOLVED** that the Halfmoon Township Board of Supervisors, on the 12th day of November 2026, adopts Resolution 2026-26, attached hereto as Exhibit "A" and incorporated herein by reference as though fully set forth at length.

**RESOLVED** and adopted this 12th day of November 2026.

**ATTEST:**

**Secretary**

{Seal}

**TOWNSHIP OF HALFMOON:**

**Chair**

HALFMOON TOWNSHIP
100 MUNICIPAL LANE
PORT MATILDA, PA 16870

# Strategic Plan Policy

## I. Purpose

The purpose of this Policy is to establish a consistent process for the implementation, monitoring, annual review, maintenance, and amendment of the Halfmoon Township Strategic Plan.

The Strategic Plan is intended to provide a long-term framework for establishing Township priorities, coordinating staff and Board activities, informing budget and capital planning, and guiding policy decisions while maintaining sufficient flexibility to respond to changing circumstances.

This Policy establishes procedures to:

- Implement the Strategic Plan and its Goals, Objectives, and Action Steps;
- Assign accountability for implementation;
- Monitor progress and report results to the Board of Supervisors;
- Conduct a formal annual review of the Strategic Plan;
- Distinguish between routine administrative or minor changes and substantive major amendments;
- Provide a consistent process for making and documenting amendments; and
- Maintain the Strategic Plan as a current and useful planning document throughout its planning horizon.

## II. Policy

It shall be the policy of Halfmoon Township that the Strategic Plan shall serve as a principal planning and priority-setting document for the Township during its adopted planning period.

The Board of Supervisors shall retain final authority over the Strategic Plan, including the establishment of Goals, Objectives, priorities, and major amendments.

The Strategic Plan shall not be treated as a static document. It shall be implemented, monitored, reviewed, and periodically updated so that it continues to reflect the Township's circumstances, available resources, community needs, legal requirements, and Board priorities.

The Strategic Plan shall be maintained as a rolling, annually reviewed document throughout its adopted planning horizon. Each annual review shall assess progress toward established Goals, Objectives, and Action Steps; document completed and ongoing work; reassess priorities, timeframes, and resource requirements; and identify necessary adjustments based on current circumstances and Board priorities. As appropriate, the Plan shall be updated to reflect approved amendments, revised priorities, completed

initiatives, and emerging needs. The annual review and maintenance process shall preserve the Plan's long-term strategic direction while allowing for continuous evaluation and adjustment. All substantive changes shall remain subject to the approval requirements established by this Policy.

The Strategic Plan shall be reviewed by the Board of Supervisors no less than annually, consistent with the adopted Plan.

## III. Scope

This Policy applies to the adopted Strategic Plan and all associated:

- Strategic Themes;
- Goals;
- Objectives;
- Action Steps;
- Implementation priorities;
- Assigned accountable parties;
- Target timeframes;
- Progress measures;
- Related work plans; and
- Strategic Plan amendments.

This Policy does not replace the Township's normal budget, capital improvement, ordinance adoption, personnel, procurement, or other legally required processes.

Nothing in this Policy shall be interpreted as authorizing an action that otherwise requires approval by the Board of Supervisors, another Township board or commission, or an action required by law to be accomplished through a separate legal process.

## IV. Definitions

For purposes of this Policy, the following definitions shall apply.

A. **Strategic Plan:** The formally adopted document establishing the Township's long-term strategic direction, including its Themes, Goals, Objectives, and Action Steps.

B. **Goal:** A broad strategic outcome or aspiration identified by the Board of Supervisors.

C. **Objective:** An intermediate outcome, direction, or result intended to move the Township toward achievement of a Goal.

D. **Action Step:** A discrete task, project, initiative, or activity intended to advance an Objective.

E. **Accountable Party:** The individual, department, Board, committee, commission, or other entity identified as responsible for coordinating or advancing an Action Step.

F. **Annual Strategic Plan Review:** The formal review conducted by the Board of Supervisors at least once each calendar year to evaluate implementation progress, current priorities, changing circumstances, resource requirements, and the continued relevance of the Strategic Plan.

G. **Minor Amendment:** A change that does not materially alter the Township's overall strategic direction, Goals, or Objectives and is primarily intended to maintain the accuracy, clarity, organization, or implementation of the Plan.

H. **Major Amendment:** A substantive change that materially affects the Township's strategic direction, including the addition, deletion, or substantial modification of a Goal or Objective, a substantial change in strategic priorities, or a change that materially alters the intended purpose or direction of the Plan.

## V. Implementation

### A. General

The Strategic Plan shall be implemented through the Township's normal governmental processes, including:

- Annual operating budgets;
- Capital Improvement Program planning;
- Departmental work plans;
- Staff objectives;
- Board and committee work plans;
- Grant applications and funding strategies;
- Policy development;
- Ordinance development;
- Capital projects; and
- Other appropriate Township initiatives.

The Strategic Plan does not independently authorize expenditures, contracts, projects, personnel actions, or other governmental actions.

Those actions shall continue to require the approvals otherwise required by law, ordinance, policy, budget, or Board action.

### B. Annual Work Planning

Following the annual Strategic Plan review, the Board of Supervisors may establish or confirm the Action Steps and priorities to be pursued during the upcoming year.
The Board may identify:

- Action Steps to be initiated;
- Action Steps to be continued;
- Action Steps to be completed;
- Action Steps to be deferred;
- Action Steps to be removed; and
- New initiatives requiring consideration through the amendment process.

Annual priorities should be coordinated with the Township's budget and capital planning processes.
This approach is consistent with the Strategic Plan's stated intent that Action Steps be assigned, scheduled, evaluated, and used to guide policy and budgetary decisions.

## VI. Responsibilities

### A. Board of Supervisors

The Board of Supervisors shall:

- Establish and maintain the Township's strategic direction;
- Conduct the annual Strategic Plan review;
- Review progress toward Goals, Objectives, and Action Steps;
- Establish or revise annual priorities;
- Consider resource and budget implications;
- Approve major amendments;
- Approve any changes that, in the judgment of the Board, materially affect the strategic direction of the Township; and
- Periodically determine whether a comprehensive update ~~or replacement~~ of the Strategic Plan is appropriate.

### B. Township Administration and Staff

Township Administration and staff shall:

- Coordinate implementation of assigned Action Steps;
- Maintain reasonable records of progress;
- Identify obstacles, resource requirements, and emerging issues;
- Provide periodic status information to the Board;
- Identify Action Steps that are completed, delayed, no longer applicable, or recommended for modification;
- Assist with preparation of the annual Strategic Plan review; and
- Maintain the current administrative version of the Strategic Plan and amendment history.

Staff shall not independently modify Goals, Objectives, or strategic priorities without Board authorization.

**C. Boards, Commissions, and Committees**
Township boards, commissions, and committees may assist with implementation of Action Steps assigned to them or within their respective areas of responsibility.

Nothing in this Policy alters the independent statutory or ordinance-based authority of any Township board, commission, or committee.

## VII. Strategic Plan Tracking

The Township should maintain a Strategic Plan Implementation Matrix or similar tracking document.

At a minimum, the tracking document should identify:

| Item | Description |
|---|---|
| Strategic Theme | Applicable Theme |
| Goal | Applicable Goal |
| Objective | Applicable Objective |
| Action Step | Specific action |
| Accountable Party | Responsible party |
| Priority | High, Medium, or Low~~/Long-Term~~ |
| Status | Not Started, In Progress, Completed, Deferred, or No Longer Applicable |
| Target Date | Anticipated completion or review date |
| Budget/CIP Impact | Financial implications |
| Annual Update | Current-year status |
| Board Direction | Action or direction resulting from review |

The existing Strategic Plan uses High, Medium, and Low~~/Long-Term~~ priority levels and identifies Cost Types of No Cost, Budget, and Capital Improvement Program.

## VIII. Annual Strategic Plan Review

**A. Timing**
The Board of Supervisors shall conduct a formal Strategic Plan review at least once each calendar year.

The annual review should generally occur in sufficient time to inform the Township's upcoming budget and capital planning processes.

**B. Annual Review Process**

The annual review should include, at a minimum:

- Review of each Strategic Theme;
- Review of each Goal and Objective;
- Review of Action Step status;
- Identification of completed Action Steps;
- Identification of delayed or deferred Action Steps;
- Identification of Action Steps that are no longer applicable;
- Identification of emerging issues or new priorities;
- Review of significant changes in financial or operational circumstances;
- Review of applicable legislative, regulatory, or legal changes;
- Review of capital planning implications;
- Consideration of staff and Board recommendations; and
- Determination of whether amendments are necessary.

**C. Annual Review Outcome**

The annual review shall result in one or more of the following:

- No changes required;
- Administrative updates;
- Minor amendments;
- Major amendments;
- Reprioritization of Action Steps;
- Deferral of Action Steps;
- Removal of completed or obsolete Action Steps; or
- Recommendation for a comprehensive Strategic Plan update.

The Board's annual review and resulting direction shall be documented in the meeting minutes and/or an accompanying Strategic Plan Annual Review document.

## IX. Status Designations

During the annual review, each Action Step should be assigned one of the following status designations:

**Not Started:** The Action Step has not yet been initiated.
**In Progress:** Work toward completion is underway.
**Completed:** The Action Step has been substantially completed.
**Deferred:** The Action Step remains a Township priority but has been postponed because of timing, resources, dependencies, or other circumstances.
**Modified:** The Action Step remains applicable but has been changed through an approved amendment.

**No Longer Applicable:** The Action Step is no longer appropriate, necessary, feasible, or consistent with current Township circumstances.
**Ongoing:** The Action Step represents a continuing activity rather than a single project with a defined completion date.

## X. Minor Amendments

### A. Purpose

Minor amendments are intended to keep the Strategic Plan accurate and useful without requiring a comprehensive revision of the Plan.

### B. Examples of Minor Amendments

Minor amendments may include:

- Correcting typographical, grammatical, formatting, or clerical errors;
- Updating the name of a department, Board, committee, agency, or program;
- Updating an Action Step to reflect completed work;
- Adjusting an anticipated completion date;
- Clarifying wording without changing the intended policy direction;
- Updating the responsible party where the underlying responsibility has changed;
- Changing the priority of an Action Step without changing the underlying Goal or Objective;
- Removing a completed Action Step from an implementation matrix while retaining the historical record;
- Reclassifying an Action Step as ongoing;
- Updating cost or funding information where the strategic direction remains unchanged; or
- Making other non-substantive changes determined by the Board to be administrative in nature.

### C. Approval

Minor amendments shall be presented to the Board of Supervisors for acknowledgment and approval.

Minor amendments may be approved as part of the annual Strategic Plan review or at another properly advertised public meeting.

### D. Documentation

All approved minor amendments shall be recorded in a Strategic Plan Amendment Log identifying:

- Date;
- Section affected;
- Nature of change;
- Reason for change;
- Approval authority; and
- Effective date.

# XI. Major Amendments

### A. Purpose

Major amendments are intended for substantive changes to the Township's strategic direction.

### B. Examples of Major Amendments

A major amendment includes, but is not limited to:

- Adding a new Strategic Theme;
- Eliminating a Strategic Theme;
- Adding a new Goal;
- Eliminating a Goal;
- Substantially changing an existing Goal;
- Adding, eliminating, or substantially changing an Objective;
- Substantially changing the intended purpose or direction of an Action Step;
- Making a substantial change to the Township's strategic priorities;
- Adding a significant new initiative that is not reasonably contemplated by the existing Plan;
- Removing a significant initiative because the Board no longer supports the underlying strategic direction; or
- Any other change determined by the Board to materially alter the Strategic Plan.

### C. Major Amendment Process

A proposed major amendment should include, to the extent applicable:

- The existing language;
- The proposed language;
- The reason for the proposed change;
- The anticipated operational impact;
- The anticipated financial or budgetary impact;
- Any capital or staffing implications;
- Any applicable legal or regulatory considerations;
- Relationship to existing Goals and Objectives; and
- Recommended implementation timeframe.

### D. Public Consideration

Major amendments shall be considered by the Board of Supervisors at a public meeting.

The Board may, when appropriate, schedule a work session, workshop, public hearing, or other public engagement opportunity before taking final action.

### E. Approval

A major amendment shall require formal action by the Board of Supervisors.

The amendment shall be incorporated into the official Strategic Plan following approval.

## XII. Comprehensive Strategic Plan Update

A comprehensive update is different from an annual review or individual amendment.

The Board should generally consider a comprehensive update when:

- The existing planning horizon is approaching expiration;
- Significant changes have occurred in the Township;
- A substantial number of Goals or Objectives have changed;
- The underlying assumptions of the Plan have materially changed;
- The Board determines that the existing Plan no longer adequately reflects Township priorities; or
- The Board otherwise determines that a new planning process is warranted.

The current Strategic Plan identifies a three-to-five-year planning horizon and states that substantive updates could be considered every four to five years.

A comprehensive update should generally involve a more extensive planning process than an annual review and may include Board and staff discussions, community input, stakeholder engagement, assessment of accomplishments, and development of a new planning horizon.

## XIII. Relationship To The Annual Budget

The Strategic Plan shall inform, but shall not replace, the Township's annual budgeting process.

During development of the annual budget, the Township should consider:

- Strategic Plan priorities;
- Action Steps scheduled for implementation;
- Operating costs;
- Capital requirements;
- Grant opportunities;
- Staffing requirements;
- Existing commitments; and
- Available revenues and other funding sources.

An Action Step's inclusion in the Strategic Plan does not constitute an appropriation or authorization to expend Township funds.

The adopted Strategic Plan specifically contemplates that capital planning be reviewed as part of the annual budget process.

## XIV. Relationship To Capital Improvement Planning

Strategic Plan Actions involving substantial capital expenditures should be coordinated with the Township's Capital Improvement Program.

Where appropriate, the annual Strategic Plan review should identify:

- Capital projects completed;
- Projects currently underway;
- Projects proposed for future years;
- Funding requirements;
- Grant opportunities;
- Changes in project priority; and
- Projects that should be removed or deferred.

The Strategic Plan calls for a formal Capital Improvement Program and an annual capital planning cycle.

## XV. Emerging Issues And New Initiatives

The Township may address important issues that arise after adoption of the Strategic Plan.

The existence of a Strategic Plan shall not prevent the Township from responding to:

- Emergencies;
- Changes in law;
- Regulatory requirements;
- Unanticipated infrastructure or facility needs;
- Grant opportunities;
- Public safety issues;
- Economic or financial circumstances;
- Intergovernmental initiatives; or
- Other matters requiring timely governmental action.

Where a new initiative represents a substantial change in strategic direction, the initiative should be evaluated through the major amendment process.

## XVI. Annual Strategic Plan Report

Following completion of the annual review, staff should prepare an annual Strategic Plan status report for presentation to the Board.

The report should, at a minimum, summarize:

A. **Accomplishments**: Action Steps completed during the preceding year.
B. **Current Work**: Action Steps currently underway.

C. **Delayed or Deferred Work:** Action Steps that have not proceeded as originally anticipated and the reason for the delay.
D. **Upcoming Priorities:** Action Steps recommended for implementation during the upcoming year.
E. **Proposed Changes:** Recommended minor or major amendments.
F. **Financial Considerations**: Significant budget, capital, staffing, or funding considerations associated with implementation.
G. **Emerging Issues**: New circumstances that may warrant future consideration by the Board.

## XVII. Amendment Log and Version Control

The Township shall maintain an official Strategic Plan Amendment Log.

The log should identify:

| Date | Section | Amendment Type | Description | Reason | Approved By |
|---|---|---|---|---|---|
| | | Minor/Major | | | |

The Township should maintain the current consolidated version of the Strategic Plan so that the public and Township officials can readily identify the version currently in effect.

Previous versions should be retained in accordance with applicable records retention requirements.

## XVIII. Annual Review Checklist

As part of the annual review, the Board and staff should consider the following questions:

**Strategic Direction**

- Are the Strategic Themes still relevant?
- Are the Goals still relevant?
- Are the Objectives still appropriate?

**Implementation**

- What was completed?
- What remains in progress?
- What was deferred?
- What is no longer applicable?

**Resources**

- Are adequate staff resources available?
- Are budget resources available?
- Are capital resources available?
- Are grants or other funding sources available?

**Circumstances**

- Have community needs changed?
- Have laws or regulations changed?
- Have financial conditions changed?

- Have infrastructure or facility conditions changed?
- Have Board priorities changed?

**Plan Maintenance**

- Are any Action Steps outdated?
- Are any Action Steps duplicative?
- Are any Action Steps missing?
- Are any minor amendments appropriate?
- Are any major amendments appropriate?

**Future Planning**

- Does the existing planning horizon remain appropriate?
- Is a comprehensive update necessary?

## XIX. Authority

The Board of Supervisors retains final authority over the Strategic Plan.

Nothing in this Policy shall be construed to delegate the Board's legislative, policy-making, budgetary, or other authority established by applicable law.

Staff may administer, monitor, track, and recommend changes to the Strategic Plan but shall not independently establish or materially alter Township strategic policy.

## XX. Effective Date And Review Of Policy

This Policy shall become effective upon adoption by the Board of Supervisors.

The Board of Supervisors should review this Policy periodically to determine whether the procedures remain effective and appropriate.

Any substantive revision to this Policy shall require formal action by the Board of Supervisors.