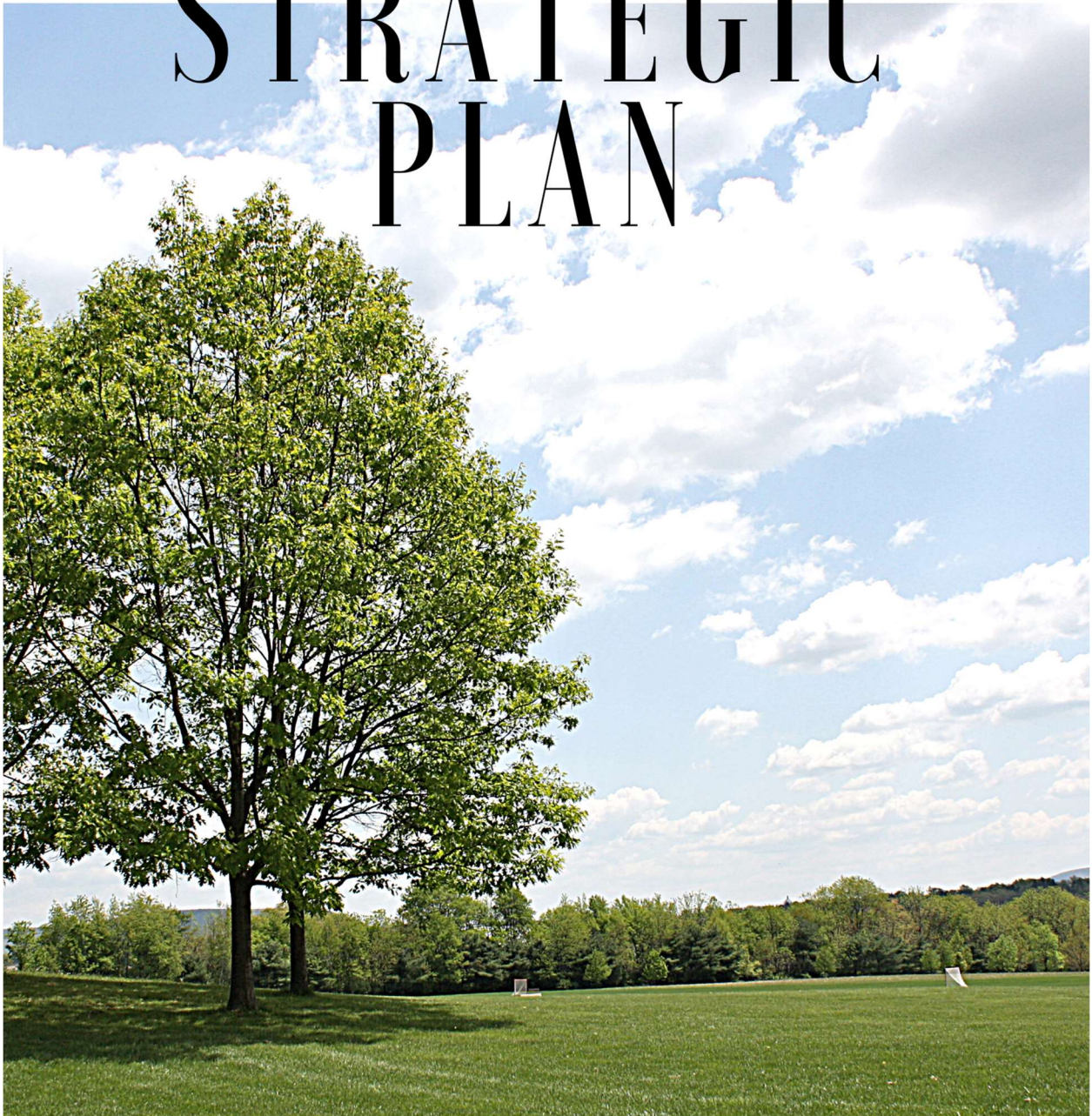


“Exhibit A”

FERGUSON TOWNSHIP 2023

STRATEGIC PLAN



Preface

Ferguson Township is a naturally beautiful mix of urban, suburban, and rural land that has seen a nearly 7.5% increase in population over the past ten years and 35.2% over the past twenty years. In fact, the township has been steadily growing since the 1940 Census when the population was 1,936, about 10% of today's population of 19,009. Throughout the years of growth, the township has maintained a blend of residential options from the higher density of the east to the lower density spanning the west.

The mix of housing and neighborhood types help to support the wide range of businesses. The township is home to agricultural, defense, education, manufacturing, and service industries, providing for a variety of [*live here - work here*](#) opportunities.

Adding to working where you live, residents also can [*play here*](#), with ever-present open space and recreational opportunities. The township is home to many parks and has been recognized as a "Silver" bike-friendly community by the League of American Bicyclists.

Perhaps the greatest attribute of the township is its people. In addition to the talented professional staff, Ferguson Township is home to many engaged residents who bring their expertise and knowledge to make it the great place that it is. The people have shown their love of community when describing it as "A great place to raise a family", "I love living in Ferguson Township", and "A friendly community which has been developed with attention to quality of life."

The following pages were written as an ongoing planning process where the township's leadership reviews and revises its planning documents. Peter Melan and Stephen Nowroski of Polity bring more than 30 years of municipal experience to the plan. Throughout the process, we have enjoyed the beauty of the township and engaging with the elected officials, township staff, and the residents.



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Chapter 1: Who We Are

Our Mission

It is Ferguson Township's mission to be inclusive, provide efficient, cost effective, professional services to our residents in a fair, cooperative, ethical and honest manner. The Township will endeavor to manage its resources allowing planned, sustainable growth while preserving the quality of life and its unique characteristics.

Our Vision

The Township will strive to appropriate staff and resources to maintain its infrastructure, be a leader in conservation and green energy, provide exemplary service, keep Township operations financially stable, promote diversity, and keep pace with technology. As a result, the Township will continue to be a model for the Centre Region and other Home Rule municipalities.

The Township is considered a 'Best Place to Live' by aspiring to create a sense of place, preserving agriculture and environmentally sensitive areas, and establishing a vibrant town center. Ferguson Township is home to a strong, diversified community and provides an effective transportation system, a rural, small-town atmosphere, and the location and availability of open space.

We Value...

Effective, efficient, professionalism in delivering services to our residents.

Residents, elected and appointed officials expect the highest quality service delivery from Township staff. It is our duty to meet and exceed those expectations in our daily work.

Preserving the unique character of the Township. The Township proudly boasts a diverse community of all ages and professions including farmers, scholars, small and large business employers and employees, professionals, retirees, and students. Each give the area a character all its own. It is our responsibility to ensure that policies and service delivery are directed at maintaining that character for generations to come.

A well-maintained and safe environment. Every resident and guest deserves to live, work, study, and recreate in a high-quality environment. Therefore, it is our responsibility to properly maintain and provide for the safety of our community's neighborhoods, streets, parks, and common areas.

Managing our resources wisely. It is recognized that resources, including tax revenue, public utilities such as water and sewer, and services such as police and fire, are finite and must be allocated in the most efficient manner. It is our responsibility to continuously review and refine our practices to improve the management of public resources to provide the highest quality service delivery.

Partnering with our neighboring municipalities to provide cost effective services. The Centre Region is home to one of the premier and oldest Council of Governments in the Commonwealth. For decades, the municipalities that comprise the Centre Region have recognized the benefits of regional cooperation to improve the effectiveness and efficiency of service delivery. It is our responsibility to maintain our commitment to the Centre Region Council of Governments and neighboring municipalities for programs where regional cooperation maximizes our return on investment.

Ethical and honest behavior. As elected officials and employees of the Township, every official, employee and service provider to the Township is directly accountable to conduct themselves in an ethical and honest manner. It is our responsibility to ensure that all who perform work for the Township operate with the highest standards of ethical and honest behavior.



Chapter 2: Executive Summary

History

Since its formation in 1801, Ferguson Township has grown into a diverse community, combining the characteristics of residential life with those of high-technology industry and agriculture interests. Named for Thomas Ferguson, an early settler who operated a mill in the Village of Pine Grove Mills at the base of Tussey Mountain, the Township sits on the southern edge of Centre County. The Township encompasses an area of approximately 50 square miles and is home to more than 19,000 residents. Several high-tech industries have found a home in Ferguson Township; including AccuWeather, Minitab, Sound Technology, Avail, the Applied Research Lab and Raytheon. The Township is also home to major research facilities of The Pennsylvania State University, one of the nation's premier agricultural and engineering institutions.

Organization

Ferguson Township is a council-manager form of government, consisting of a Board of five elected Supervisors (one from each of the three wards that make up the Township and two at-large) and a Township Manager who is responsible for administering the programs and policies authorized by the Board of Supervisors. Additionally, the Township government includes the Planning Commission, Zoning Hearing Board, and other appointed authorities, boards, and commissions that convene on an as-needed basis to address a variety of matters. Since the 1960s, Ferguson Township has been an active participant in the Centre Region Council of Governments (COG). The Centre Region COG is a voluntary association of the Borough of State College and the townships of College, Ferguson, Halfmoon, Harris, and Patton. It is responsible for administering several programs including regional planning, refuse and recycling, code enforcement, the regional library, fire protection, and parks and recreation.

On March 14, 1974, a Government Study Commission recommended the Township modify its governing structure and become a Home Rule municipality. The electorate's approval of Home Rule permitted the Township to adopt its own Charter outlining the way the Township would be governed. Home Rule in Pennsylvania permits the municipality to enact its own regulations except where explicitly superseded by state or federal law. This is different from, for example, a second-class township that can only carry out duties assigned to it by the Second-Class Township Code. Since becoming Home Rule, the Board of Supervisors has codified and adopted a code of ordinances.

Ferguson Township consists of five departments, each responsible for the provision of services enumerated by the governing body. The Police Department is charged with criminal and traffic regulation enforcement and protecting the health, welfare, and

safety of students, residents, businesses, and visitors. The Public Works Department maintains Township roads and infrastructure and assists the departments of Planning & Zoning and Police in their duties. The Finance Department is responsible for managing the Township's finances and preparing the Annual Operating Budget and 5-year Capital Improvement Program (CIP) Budget. For the purposes of this document, the Administration Department and Finance Department also includes oversight of the Township's Information Technology operations. The Department of Planning and Zoning manages growth and development in the Township and is responsible for ordinance enforcement. The Department of Administration includes the Township Manager, Assistant Manager, and staff dedicated to the oversight of Township operations. For this Strategic Plan update, the Administration Department also includes the Board of Supervisors, where the completion of a goal, objective, or action step is contingent upon their actions.

The staff of Ferguson Township is guided in its decision-making by several documents. The Township's ordinances, resolutions, budgets, comprehensive plan, and the CIP are all examples of guiding documents that staff utilize daily for the allocation of resources to provide effective services. However, with all these supporting documents there remain several questions.

1. How do we know our actions today are leading towards where residents want the Township to be in the coming years?
2. How can we be sure that our resource allocation is advancing the Township's mission and vision?
3. How are the decisions we make on a staff level related to the goals of our elected officials?



An effective Strategic Plan can address these questions and more. The purpose of this Strategic Plan is to identify the goals of the elected officials and map out the objectives associated with each of them. With clear direction, staff are better positioned to achieve those goals. The document is not meant to serve as a specific work plan, nor is it meant to be a formal authorization. Rather, it is meant to provide a true north that all Township departments can move toward for the good of the community. The Ferguson Township Manager is primarily responsible for ensuring that these goals and the steps needed to achieve them are kept in front of the Board of Supervisors and the staff. Only through constantly measuring Township operations against these goals can progress be made towards achieving them.

Chapter 3: Strategic Planning Process

The Strategic Planning Process

Beginning in 2006, Ferguson Township leadership began the ongoing work of developing and maintaining a strategic plan. Since the first plan, there have been several updates, with the most recent occurring in 2016-2017.

During the summer of 2021, the Ferguson Township Board of Supervisors made the decision to revisit and update the 2017 Strategic Plan. After issuing a Request for Proposals (RFP) and interviewing respondents, the Township engaged Polity to work with staff to complete this work.

The process included significant public input, primarily through surveys and public meetings, promoted by township staff through online and in-person outreach. Both efforts occurred simultaneously, with Polity hosting the online survey and three public meetings occurring with resident stakeholders, business stakeholders, and elected officials. Additionally, Polity invited residents, business, non-profits, and other stakeholders to comment directly through phone and email.

Resident meeting

The first public meeting was held at Discovery Space on November 18, 2021, where residents were invited to participate in a live survey, and engage in discussion regarding the current plan, status, and future goals. Conversation with the residents was very engaging, exceeding the planned time for the event. It was clear that some of the important topics of five years ago have changed or shifted.



Participants expressed the following as the highest areas of importance:

1. Financial stability
2. Park availability
3. Affordable housing
4. Environmental matters
5. Open space
6. Economic development

- 7. Agriculture & Staff retention [tie]
- 8. Blight
- 9. Business growth

Specific areas of concern were:

- Overdevelopment
- Overpriced housing/affordable housing
- Traffic congestion
- Infrastructure resilient to climate change

The SWOT (Strengths, Weaknesses, Opportunities, and Threats) discussion. The participants of this meeting identified the following:

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Safe neighborhoods • Recreational opportunities 	<ul style="list-style-type: none"> • Transportation options • Lack of affordable housing 	<ul style="list-style-type: none"> • Major employers • Recreation • Open space/farmland 	<ul style="list-style-type: none"> • Housing developments • Fossil fuels • Transient population

Business meeting

The second meeting was held on November 30, 2021, at the Township Municipal Main Meeting Room with business stakeholders. Not surprisingly, business representatives had several different concerns from the residents. A lot of the discussion focused on improving transportation, the convenience of working within the township, and improved feedback from the township. Perhaps the most significant outcome was the idea of a business-leader group that would advise and provide recommendations to township leadership. For this group to be effective, it is believed that it needs to be community-driven and the township would maintain open lines of communication with representatives.

When asked if the business anticipated future investment in workforce, 80% said yes. Considering business growth, participants were asked if there was consideration for land acquisition to growth, 33% said that it was a possibility.

The SWOT (Strengths, Weaknesses, Opportunities, and Threats) discussion. The participants of this meeting identified the following:

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Environment infrastructure • Infrastructure support (roads/sidewalks) • Planning for the future 	<ul style="list-style-type: none"> • Agriculture needs • Policy-making inclusion • Zoning and land use regulations 	<ul style="list-style-type: none"> • Business development growth • Preserve open space 	<ul style="list-style-type: none"> • Overdevelopment and overcrowding • Competition from other municipalities for development

Leadership meeting



On December 18, 2021, on the second floor of Pine Grove Hall and through Zoom, the township held a leadership retreat and public meeting where community leaders and residents participated in a robust discussion about the future of the township. This meeting was attended by all members of the Board of Supervisors, including newly elected supervisors, who have not yet been sworn in. Additionally, former Township Manager David Pribulka, now Township Manager Centrice Martin, and former Police Chief Chris Albright were also in attendance. The meeting was facilitated by Peter Melan of Polity.

This workshop involved a full review of the existing strategic plan, status of action items, and the relevance of goals as we looked to the future. Through several hours of discussion, the group was able to set clear goals for the future. Participants made the following observations regarding the existing plan:

1. **Financial stability:** The township has done an excellent job in this area, but its relevance is ongoing. The concern is that the township has a lack of control over regional costs, and that the other communities do not have the same goals for estimating costs and cost-containment.
2. **Economic development:** There is “warm” support for this goal, with some believing it is necessary for the orderly growth of the township, while others do not believe it should be a function of government. Concerns include bringing on additional staff and appropriating the necessary funding for the department.
3. **Growth management:** Although there was a consensus that the township has done well here, there is work to be done. Concerns include the regional land-use plan



being reactive and the role of the regional partners in growth management. Continued planning is necessary throughout the township for many goals to meet goals in, for example, workforce housing and conservation.

4. **Environmental stewardship:** Significant progress has been made and this remains a priority item. The discussion involved combining this goal with goal seven “Promotion of clean renewable energy”. Suggestions include encouraging property owners to take on green practices and moving the source of the township’s energy toward green technology.
5. **Best management practices:** An accredited police department and record of good finances is an excellent indicator of progress in this area. Concerns remain regarding the staffing levels and the broad range of “priority” goals. At times staff is spread too thin and projects get delayed.
6. **Participatory government:** Participants were split on this topic, as there are signs the township has done well to garner public participation and the hybrid meeting environment has been beneficial. Like many municipalities, residents do not get involved unless there is a controversial topic; there is belief that low participation means the township is doing a good job. A concern is that the meetings run long and township meetings conflict with school board and other meetings, which may hurt participation.
7. **Promotion of a municipal identity:** There seems to be less support for this topic than previously mentioned. The concern is that the idea of a “town center” is challenging for this township because of the three identities and it is hard to create a sense of place. A few town center ideas were discussed such as Pine Grove Mills and the terraced streetscape zoning district. An idea that came up was developing marketing strategy and how economic development personnel would play a role.
8. **Partnerships and regional thinking:** Mixed feelings about this item. Concerns include the challenges of moving policy through the COG and that there can be an over-reliance on the organization. In some regards, it is easier to work directly with other municipalities and not through the COG.

The SWOT (Strengths, Weaknesses, Opportunities, and Threats) discussion. The participants of this meeting identified the following:

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Stability in staff • Financial stability • Tax Base • Community assets 	<ul style="list-style-type: none"> • Competing views of the three wards • Lack of affordable housing • Too reactive 	<ul style="list-style-type: none"> • Resources due to growth • Geographical diversity • Rothrock State Park 	<ul style="list-style-type: none"> • Two very different populations in the township • Sprawl • Loss of institutional knowledge through attrition

A "Perfect" Ferguson Township

Survey respondents and participants weighed in on what a perfect Ferguson Township would look like five years from now. The following trends developed:

- Development control and preservation of open space and parks.
- Green energy including more solar and electric vehicle charging options.
- Expansion and connection of bike paths.
- Reducing vehicle traffic through roadway evaluation and improvements, and improved transportation options.
- Lower taxes and fees.



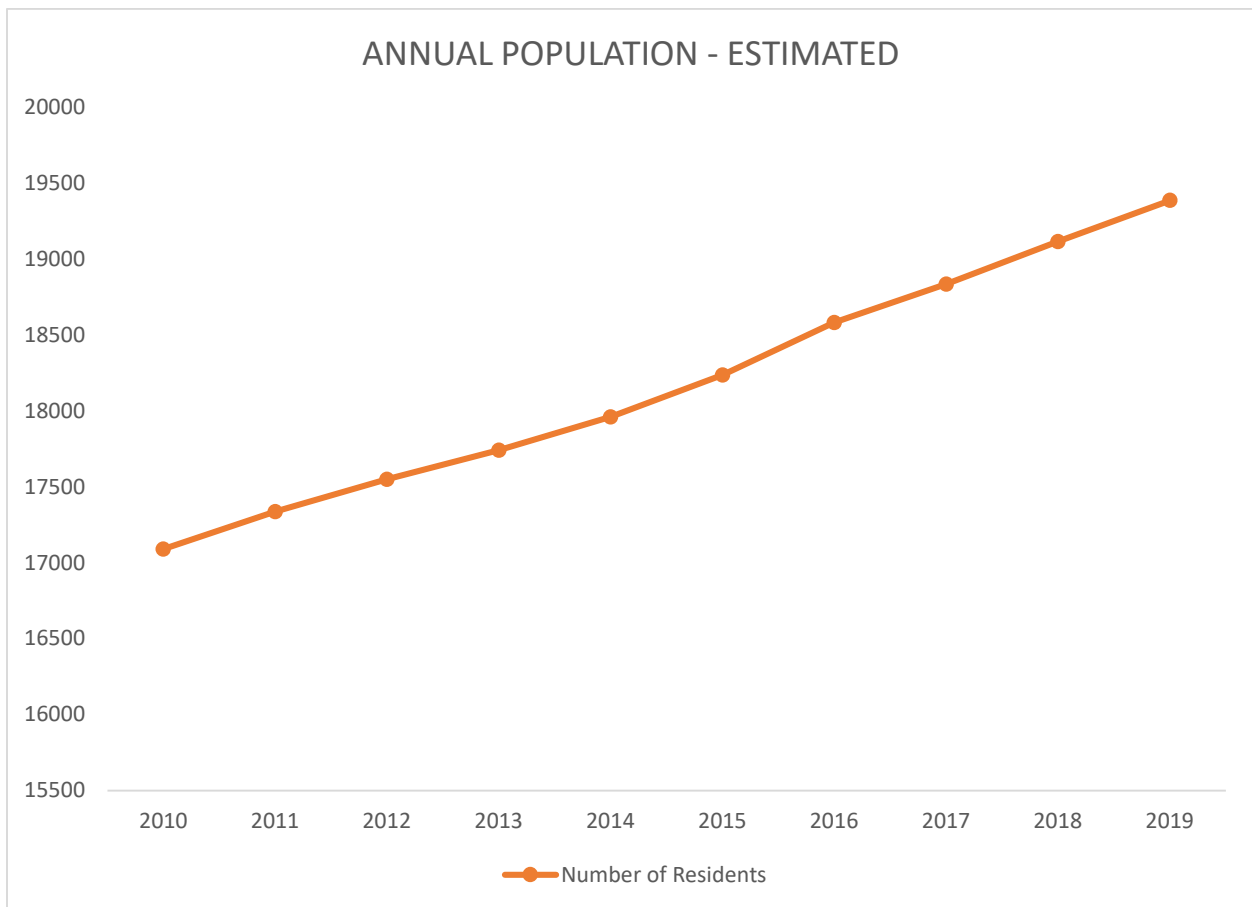
Chapter 4: American Community Survey (2020)

ACS: Total Population

Centre County saw a modest increase in population between the 2010 census and 2020 census. From a population in 2010 of 153,990 to a population of 158,172 in 2020, the county saw growth at less than 3% in 10 years.

Ferguson Township experienced moderate growth for the same period. The American Community Survey 5-Year estimates growth between the years 2010 and 2020 averaged 1.41%.

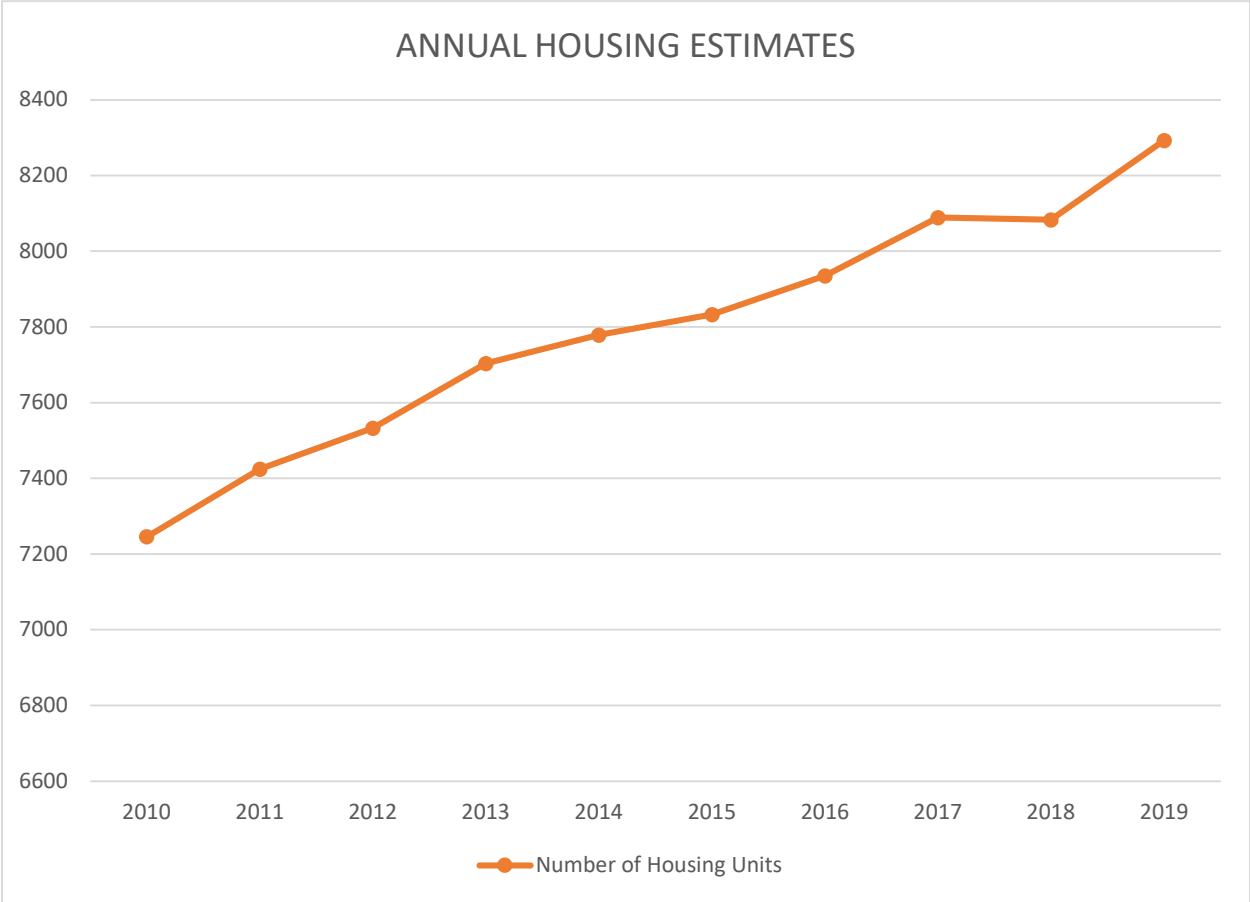
As displayed below, the graph represents minimal growth based on the ACS 5-Year Survey in conjunction with the Decennial Census that represents a 7.6% increase in population.



ACS: Housing Estimates

The number of housing units between 2010 and 2020 increased by an average of 1.48%. This amount directly correlates to the population growth estimates.

Census data from 2000 indicated the number of housing units equaled 5,699. By 2010, that amount increased by 31.6% to 7,501 units. Therefore, on average from 2000-2010, Ferguson Township saw approximately 180 housing units constructed or repurposed annually into livable accommodations for its growing population.



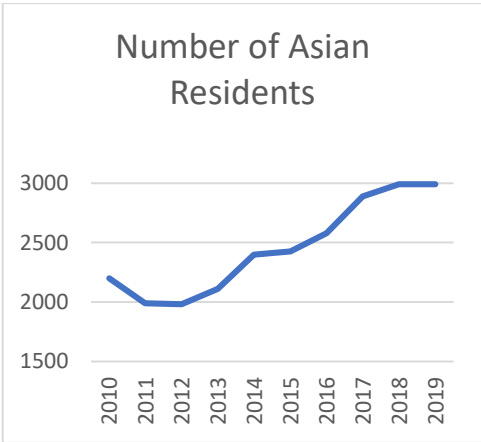
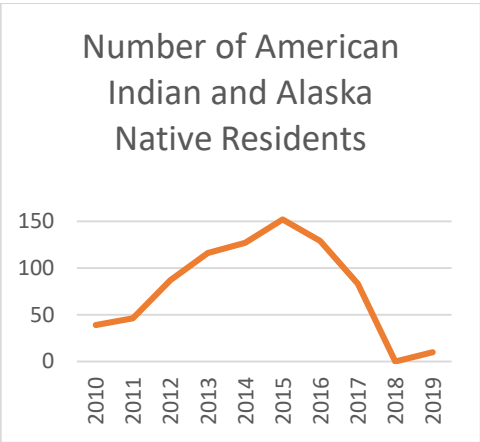
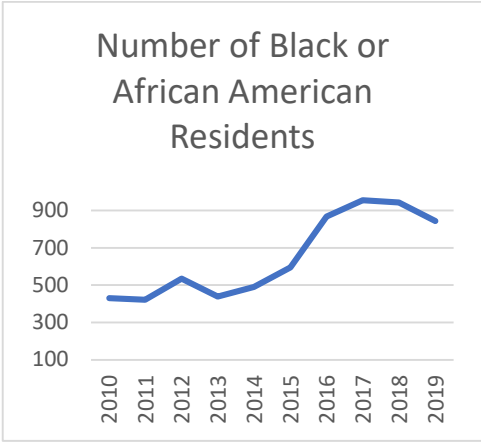
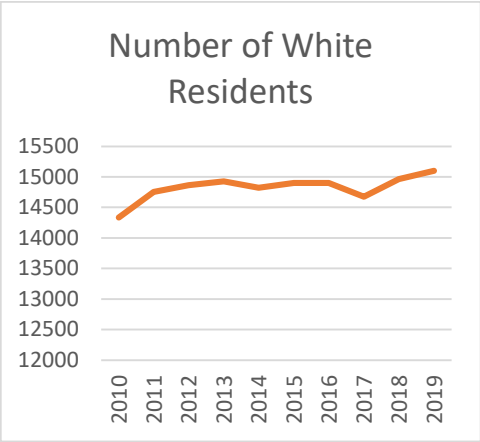
ACS: Breakdown of Race

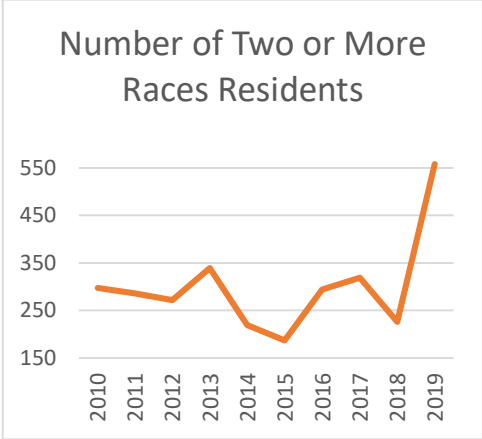
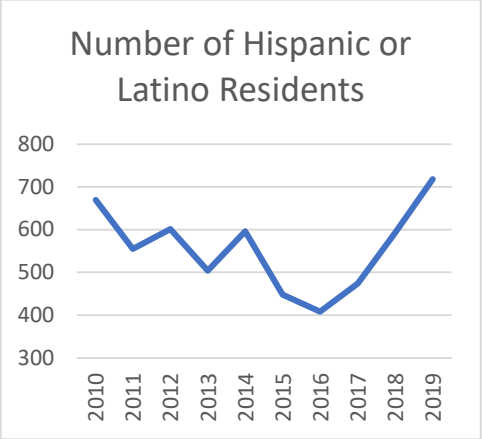
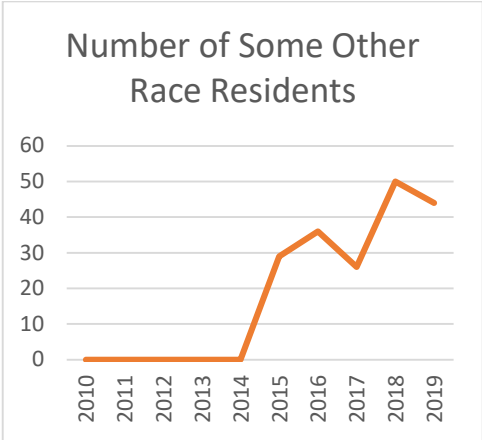
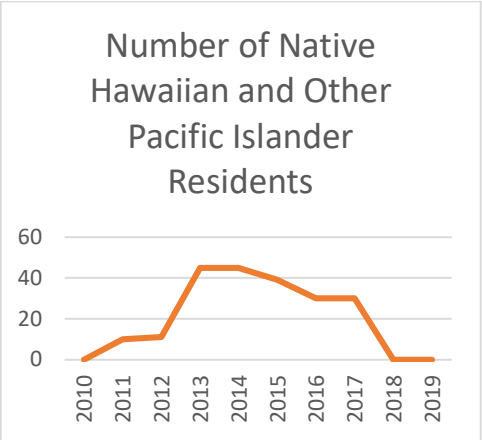
From the years 2010 through 2019, Ferguson Township experienced moderate growth in the racial diversity of its population.

The average change in population fluctuated during the timeframe with an overall average of a 10% increase in the township population broken down by each individual race.

White	1%
Black or African American	9%
American Indian and Alaska Native	2%
Asian	4%
Native Hawaiian and Other Pacific Islander	26%
Some Other Race	19%
Hispanic or Latino	2%
Two or More Races	17%

One anomaly to note is the absence of data for certain year/race combinations. For the purpose of calculating the above annual average increases, data was excluded where no census information was reported.





Chapter 5: Ferguson Township Strategic Plan

Goals and Objectives

Financial Stability

Local government aims for financial sustainability while ensuring the wellbeing of its citizens. The Board of Supervisors are the highest decision-makers who are responsible for setting the goals and evaluating the outcome of municipal operations. As stewards of public money, it is also a responsibility of the Board and Administration to maintain and increase transparency in delivering information to citizens. The budget process is an excellent exercise to discuss the financial status of Ferguson Township and project for the future. The Township has successfully maintained its property tax rates for a number of years as the cost of goods and labor rates have continuously increased.

Additionally, the adoption of a stormwater fee to ensure Ferguson Township is compliant with federal regulations was a significant policy decision impacting the Township's budgeting and finances.

Moving forward, the cost of maintaining an adequate level of service to constituents will continue to rise as a relative percentage annually. Labor costs will continue to increase as part of the collective bargaining process and retaining non-union staff who are keenly aware that positions in the private sector often pay competitive wages with other non-compensatory benefits that help with their recruitment.

Protect Financial Stability and Resiliency

Goal Statement: Ferguson Township will enhance financial resiliency and maintain stability by implementing a financial analysis and planning that integrates strategic planning and reflects our values and priorities when preparing and administering the budget.

Objective 1: Identify current and emerging vulnerabilities to the stability of Ferguson Township Finance and Tax (FTFT) Department while supporting sustainable and resilient service delivery.

Objective 2: Implement short-and long-term financial analysis to inform budgetary decision-making by the Board of Supervisors.

Objective 4: Assess and identify opportunities and challenges for government services, capital assets, and management.

Objective 5: Develop policy on stabilization fund (to guide the creation, maintenance, and use of resources for financial stabilization purposes).

Objective 6: Develop policy on debt issuance and management.

Objective 7: Assess internal management systems, and identify issues, opportunities, and challenges to implement management policies, procedures and systems that support responsible decision making. (Ex. Determine how technology can be leveraged to increase efficiency and virtual training attendance.)

Objective 9: Increase outreach and engagement to increase community involvement to prepare and adopt the budget.

Economic Growth and Stability

Ferguson Township continues to maintain a steady growth in businesses who wish to operate or relocate from their original location to expand and increase revenues. With an increased business community, the residual increase to other revenues plays a significant part in the overall financial stability strategy.

Some highlights of the benefits a business owner is entitled to as they consider Ferguson Township for their operation:

- Low property taxes
- Neighbor to major employers
- Increased population with increased earning capacities
- Minutes to major thoroughfares
- No business privilege tax

As Ferguson continues to grow, the discussion should focus on recruiting a professional who specializes in public sector economic development. The individual would primarily focus on tasks closely associated with increasing the marketability of the township. To strengthen the position, the individual may also be responsible for grant management; helping to fund the position. The following is a brief summary of the responsibilities:

- Develops short- and long-range economic development plans
- Gathers, interprets, and prepares data for studies, reports, and recommendations.
- Helps to cultivate and promote the municipal identity.
- Provides technical and professional advice.
- Prepares promotional materials.
- Develops and maintains a comprehensive inventory of available buildings and sites, utilities, services and financing tools for economic development.

Funding for the position can be contingent on the application of available grants that the individual would apply for and receive an administration fee to distribute amongst the applicable programs. Understandably, concerns regarding adding an employee contribute to the overall complement of staff, with additional costs to pension, healthcare, and other fringe benefits. The position could also be reviewed on an annual basis to ensure the costs and benefits are in line with the employee receiving an appropriate level of grants and their administrative costs. There are several ways to dissect the funding of this position, however, the overall intent should be to consider the long-term impact of a qualified individual directing Ferguson Township through its economic prosperity and viability as a competitor to its neighboring municipalities.

Economic Growth and Stability

Goal Statement: Ferguson Township endeavors to facilitate smart economic growth and development through strategies that involve the integration of diversity, equity, and inclusion, the promotion of local business development, and improving or preserving the viability of agriculture in the Township.

Objective 1: Support diverse-owned and lead businesses.

Objective 2: Encourage and assist local business development by creating an atmosphere that is conducive to business expansion, redevelopment, and entrepreneurship.

Objective 3: Maintain relationships with businesses and residents.

Objective 4: Proactively promote Ferguson Township as an attractive place to open a business.

Planning for a Livable Community

Centre County has seen its population grow by 4,182 people since the 2010 Census, of which 31.5% has been within Ferguson Township. As the township continues with significant population growth, managing the increased population is going to be progressively pressing. Compounding the matter, without sufficient housing or other intervention, the lack of supply will likely result in even higher prices. Determining where and how to allow for the development necessary will require examination and review of the Township's planning and zoning documents.

Ferguson Township residents have described the township as having three distinct areas, the "urban" area adjacent to State College Borough, the "suburban" area surrounding the urban, and the "rural" area which encompasses the remainder, and majority, of township land. Each area has corresponding density, with some minor exceptions in the rural area such as Pine Grove Mills and Ramblewood.

In addition to the housing concerns with increased population and limited housing supply, the concern with preserving land needs to be balanced. Often, existing areas of density (Wards 2 and 3) are considered for "up-zoning", to provide for greater density in an already dense and walkable area. Benefits may include affordable housing options in an area that is already provided with transportation alternatives and other services. Allowing for more development in these areas can reduce the township's costs for providing these amenities while providing diverse housing options for the growing population.

Planning for a Livable Community

Goal Statement: Ferguson Township will be a community with a mix of land uses that maintains a diverse tax base and supports a high quality of life. We will be a community that provides redevelopment programs and services that guide smart, planned growth, facilitate the redevelopment of designated areas, and help to rebuild neighborhoods.

Objective 1: Workforce Housing opportunities that meet the needs of the Township, regional workforce and is affordable.

Objective 2: Retain existing and attract prospective businesses and residents.

Objective 3: Promote efficient use of remaining land resources.

Objective 4: Manage growth through the regional growth boundary.

Objective 6: Develop a strategic plan to embrace municipal identity.

Objective 7: Enhance safe bike and pedestrian pathways.

Environmental Stewardship

Ferguson Township has shown its leadership in environmental stewardship and is proudly a Sustainable Pennsylvania Certified Gold Community. With alternative energy initiatives and green infrastructure policies, Ferguson Township is a leader in Centre County. Through the surveys and community meetings, residents echoed their desire to promote environmental sustainability and protect open space.

The 2017 Strategic Plan listed Environmental Stewardship and Promotion of Clean Renewable Energy as two separate goals. Through this process, it became clear that the two goals overlap and share similar outcomes, resulting in the merger. As the market continues to shift investment in the development of more efficient and affordable green-energy technology, the township will have more flexibility in how to allocate resources for environmental efforts.

Environmental Stewardship

Goal Statement: Ferguson Township's principals for sustainable development will be integrated and fully implemented into all facets of municipal operations to create an atmosphere of sustainability in the Township.

Natural Resources, Parkland, and Open Space

Objective 1: Ensure the previously identified natural resources and environmentally significant areas are preserved and maintained.

Objective 2: Identify and use existing tools to preserve the environment, such as the Chesapeake Bay Tributary strategy, National Pollution Discharge Elimination System, source water protection, conservation easements, climate action plans, referendums, etc.

Objective 3: Look for Regional Partners to participate in the preservation of sites with regional importance.

Objective 4: Cooperation with private entities such as Clearwater Conservancy in Natural Resources Conservation.

Objective 5: Consider developing an Open Space Referendum for preservation of environmentally significant and/or sensitive areas.

Objective 6: Promote environmental social stewardship in financially responsible parkland development.

Objective 7: Consider establishing an open space network maintenance committee.

Objective 8: Work regionally to coordinate invasive species removal on public lands.

Objective 9: Leverage interest of volunteers and staff resources to reach mutually defined goals.

Climate Change

Objective 1: Begin implementing the Regional CAAP and Ferguson Township Climate Action Plan.

Objective 2: Collaborate regionally to promote clean renewable energy and environmentally conscious property maintenance.

Green Zoning

Objective 1: Review and revise the Zoning Code to reflect principles of environmental stewardship and sustainability.

Farmland Preservation

Objective 1: Consider appropriate zoning for utility scale solar in order to preserve agricultural land.

Objective 2: Coordinate with regional partners in agricultural preservation.

Objective 3: Identify additional sources of funding for agricultural preservation.

Public Education

Objective 1: Public Education on the importance of environmental stewardship of shared regional resources

Objective 2: Consider a regional “zero waste” program for municipal buildings and parks.

Objective 3: Expand regional recycling and environmental education and outreach.

Best Management Practices for Operations

The current form of government distinguishes clear guidelines between the Administration and elected officials. The continued success of the relationship is reliant on directives and goals defined by the board of supervisors that are concise and manageable.

The Chief Executive Officer is the Township Manager appointed to lead the organization and rely on professional staff members to complete necessary tasks to maintain a satisfactory level of operation for constituents. The level of involvement by senior staff members to oversee the continued success of Ferguson Township is critical to its growth and prosperity.

As technology grows and continues to become an integral part of Ferguson Township, there are opportunities to allow for streamlining of operational tasks that are designed to increase efficiencies. Online systems specifically engineered for citizen engagement are unique to the public sector industry and help to integrate the multiple systems into a single point of entry that removes ambiguity on questions directed to staff such as "Where Do I...". The concept would mimic the navigation bar on the website where it reads "How Do I..."

Best Management Practices for Operations

Goal Statement: Ferguson Township will implement best management practice systems to ensure that goals, programs, activities, services, and resources are aligned with priorities and desired results.

Objective 1: Advance personal and professional integrity with the development of written statements

Objective 2: Ensure and manage community involvement in local government processes to support good decision making.

Objective 3: Create an environment of involvement, respect, and connections of diverse ideas, backgrounds and talent among leadership, staff, and all operations and service delivery.

Objective 4: Implement practices that are sustainable over time and across organizational changes.

Objective 5: Implement performance management that prioritizes performance-driven planning, changing the budget process, and training managers and employees to use data for improved programs and services.

Objective 6: Conduct professional assessment of township operations.

Objective 7: Utilize an asset management program to improve management and inventory of township assets.

Objective 8: Keep current on trends and practices in human resources management.

Objective 9: Ensure adequate staffing and resources necessary to carry out Township services and programs as established by policy and ordinances.

Community Engagement and Transparency

Restrictions on local municipalities from the effects of COVID-19 caused many governments to take extra steps to maintain their engagement with residents. Primarily, platforms such as Zoom provide the technology needed for remote participation in Township meetings. Ferguson Township continues to lead by adapting to improved technology, such as upgrading equipment in the Board of Supervisor's meeting room to enhance such remote participation. The remaining challenge is the segment of the population who are unable to engage remotely. The lack of adequate internet service or technology hinders some from participating.

One method to increase participation might include holding public meetings outside of the township building at regional locations periodically throughout the year. The selected locations would require specific technical aspects to be met in order to comply with all laws pertinent to the overall conduct of township business.

Another popular platform for real-time engagement with residents is through applications such as Intercom, which can be installed on the Ferguson Township website. Visitors on the site can interact with a chatbot or other mechanism and have an opportunity to engage staff for assistance with their inquiry.

Community Engagement and Transparency

Goal Statement: Ferguson Township will prioritize community and resident service by discerning community needs and providing responsive equitable services.

Objective 1: Celebrate participation and engagement of the community.

Objective 2: Prepare communication materials in multiple languages.

Objective 3: Build relationships among local, state, and federal elected and appointed officials to advocate for the community.

Objective 4: Promote civility in public discourse.

Objective 5: Convene, encourage, and ensure that all facets of the community are represented and have physical or technological access to engage in and be informed about community discussions and issues.

Objective 6: Enhance volunteer recognition program.

Objective 7: Conduct outreach research to determine the concerns or hurdles faced by stakeholders in participating.

Objective 8: Utilize both ad hoc and standing citizen advisory boards from the Township to address matters of community interest as directed by the Board of Supervisors.

Objective 9: Encourage participation from new candidates on the Township's Authorities, Boards, and Commissions through onboarding orientation and communications.

Objective 10: Be sensitive to meeting length, structure, and format.

Objective 11: Be sensitive to different modes of communications needed for different populations.

Objective 12: Reimagine and rearrange the scheduling of Coffee and Conversation and explore community engagement events with Board and ABC members:-

Objective 13: Engage state and federal representatives on issues of importance to the Township.

Partnerships and Regional Thinking

Participation in regional cooperation is both important and challenging. Ferguson Township plays an integral role in the Centre Region Council of Governments' work on regional planning, recreation, code enforcement, library services, park maintenance, emergency management and fire protection. Financially, the township's annual contribution increased in 2022 by approximately 3.56% to \$2.149MM. Each member, through the shared services, helps to shape a uniform vision and quality of life in the region, allowing for a variety of benefits.

The success of the COG relies on the strength of its members' commitment to meeting shared challenges. As other regions and municipalities face decreasing levels of service to constituents, the COG, through shared resources, helps to maintain enhanced levels of quality services in an economically sensitive method.

Although regional cooperation can have many benefits and work in the interest of all members, there can be room for improvement. Challenges have included the amount of time it takes to move policy and a perception that there is an over-reliance on the COG. Additionally, the region's continued growth directly affects services and will require increased contributions by COG members. Modifications to services provided to the township may require an evaluation of need vs. cost and the ability to provide a service 'in-house'.

Partnerships and Regional Thinking

Goal Statement: To engage with partners to better provide for our residents

Objective 1: Evaluate the quality, efficiency, and effectiveness of each shared service, as it pertains to value received and associated costs.

Objective 2: Work with COG partners to develop new policies that can be adopted to improve workflows and services.

Objective 3: Pursue proactive regional planning to allow for coordinating uses across the region allowing for a shared vision for the development of the area

Objective 4: Seek out collaboration and partnerships with companies and Penn State University to provide innovative solutions to pressing problems such as economic development and environmental stewardship.

Objective 5: Explore regional solutions to animal sheltering and the regulation of exotic animals.

Inclusion, Diverse, Safe, and Welcoming Community

Ferguson Township's commitment to diversity, inclusion, accessibility, and safety creates a community that supports people of all ethnicities, creeds, and abilities. Ensuring these principles is paramount for the leadership team and elected officials. The township recognizes the unique contribution of the backgrounds, cultures, and experiences of everyone, and seeks to create an environment that is inclusive, welcoming, and supportive of all people.

As a leader in the region, Ferguson Township is preparing to serve a multicultural society by being at the forefront of the development and implementation of innovative approaches to public service. Some aspects of the township's efforts are:

- Building an inclusive culture characterized by civility and respect.
- Increasing the number of underrepresented groups in staff.
- Improving the cultural competence of our workforce through diversity education.

Diversity, Inclusion, Safety, and Accessibility are fully embraced and fundamental to Ferguson Township's excellence.

Inclusive, Diverse, Safe, And Welcoming Community

Goal Statement: To promote a diverse, safe and welcoming Township.

Objective 1: Implementation of Diversity, Equity, and Inclusion

Objective 2: Create a diversity taskforce within township staff and the Board of Supervisors to explore and identify existing biases and hurdles.

Objective 3: Work with Penn State University and others to develop broad training on inclusion and diversity.

Objective 4: Study the effects of existing zoning ordinances, housing codes, and other legislation for their effects on affordable or attainable housing, diversity, inclusion, equity, and accessibility.

Objective 5: Review existing policies, practices, and capital investments for their effect on affordable or attainable housing, diversity, inclusion, equity, and accessibility.

Objective 6: Evaluate current regional fire/EMS component to ensure constituents receive adequate services.

Objective 7: Initiate discussions on police recruitment.

Objective 8: Prioritize department-wide and regional policing strategies to address community issues.

Appendices

Appendix A	Public comments
Appendix B	Staff proposed objectives and action steps
Appendix C	Board member comments

Appendix A

Written Public Comment Received in regard to the Strategic Plan

1.

The Ferguson Township Strategic Plan must begin from the most basic fact: Virtually every aspect of our economy, infrastructure and governance with be profoundly changed by worsening climate conditions over our lifetimes. If we act decisively now, Ferguson can be among the US municipalities that are both resilient and are actively engaged in reclaiming a better future for our successors.

The following suggestions for the Strategic Plan are adapted from my comments on the COG Climate Action and Adaptation Plan (CAAP).

CAAP principles can and should inform the Strategic Plan. First, because Pennsylvania's Environmental Rights Amendment guarantees the rights of all citizens to "*clean air, pure water, and to the preservation of the natural, scenic, historic and esthetic values of the environment.*" Second, because it sets the groundwork for even stronger and faster Ferguson Township and COG action. Climate collapse is advancing faster than even worst-case scenarios of recent years. I offer several general principles and specific actions.

In general, protect clean air, land and water by focusing on the Big Three: Habitat, Invasives and Pollution.

Stop Doing Some Things.

Even as we plan improvements, we can often get faster results by stopping some big-impact items.

-Stop development on wild land: forests, wetlands, meadows, meadows.

-End the use of petroleum-based plastics at all scales: from single-use containers to sports fields. There are more and better alternatives every month.

-End Ferguson use of pesticides, herbicides, fungicides and fertilizers. They are costly, unnecessary, and do real harm.

-Stop assuming that solutions require building more things: buildings, roads, parking, hard infrastructure. Where building is needed, require LEED Gold or Platinum and/or SITES standards.

Start Doing Other Things.

-Support the CAAP by de-carbonizing our region. Coordinate with other local, state and national organizations.

-Strengthen protection of local water, including supporting the One Water initiative.

-Manage invasives--Require all landowners—residential, commercial, Ferguson—to manage invasive plants on their property. Move Ferguson beyond traditional "mow and blow" maintenance and operations. Invasives are the second-leading cause of US biodiversity loss.

-Coordinate with Penn State, including the investigations of PSU/University Park Airport uses of PFAS.

-Prioritize residents, not visitors. Much money and energy is directed toward the wants of tourists and visitors. Direct more toward our own community members.

-Recruit the best thinking. As COG positions open up, hire new people who not only understand and support the CAAP, but work creatively and diligently to move our community where it needs to be.

2.

III. Growth Management

Planning needs a vision of how it wants the Township to look in the next 25 years.

We need a Planning director who is part of that vision and is willing to negotiate with developers to achieve it.

Developers need to talk with Planning before they talk with staff.

As all Planning personnel are not necessarily totally versed in reading plans that may come in front of them, there should be, as part of a Citizens' Advisory Committee, technical advisers such as architects, realtors, lawyers and engineers who can advise.

After the 50 years of past practice and as environmental science has changed significantly in the past 25 years, the Township needs to have an environmental scientist on staff as well as an arborist.

As complex as the Terraced Streetscape District is, there is no way an adequate re-evaluation can be arrived at for \$40,000.

IV. Environmental Stewardship

PSU's West Campus stormwater ponds are an engineering failure. One is in Ferguson. Both are completely rubber-lined for fear of sinkholes forming. The whole surface of these ponds could have been tested when they were dug. The water runs from the first pond to the second and then runs into the same group of trees that it always did before the ponds were ever dug. In a very heavy storm, there is so much water that it floods out from the trees and runs down to the golf course and other lower lying areas. No gain!

The land at the back of the Martial Arts and PSU golf cart maintenance building is a major soak away area for West College and the buildings and parking lots that adjoin it. There is a dirt road that was put in by PSU at the back of the property that runs to Corl Street and the golf course. There are no pipes that run under that roadway that would carry the water to the trees and more soak away area on the other side. This means the water stands longer than it should (72 hours) which allows for mosquito-breeding. It was never presented for approval to the Township and consequently never had the appropriate oversight and discussion needed.

V. Best management Practices for Operations

Minutes need to more accurately reflect what happens in the meeting.

The public deserves better microphones in the Township meeting room. After 2 years of ZOOM, we're now totally aware just how bad the current ones are.

IX. Promotion of Municipal Identity

Not sure where this should actually be placed but this is in Ferguson -

There are no connecting sidewalks from Blue Course to Corl so anyone needing to walk that way has to use the roadway - not pleasant or safe. Motorists have little patience with pedestrians or bicyclists - take a walk or ride sometime and you'll soon find out.

One solution both pedestrians and bicyclist have on Blue Course is to cross from the Waffle Shop and walk down Blue Course to the curb cut that starts the path that goes all the way to the University on the old railroad track. This is a highly-used path and needs to be surfaced and maintained for all times of the year. It gets very icy in winter so is virtually unwalkable and unbikeable.

PSU may say 'it's a soak away area'. It worked very well as a railroad with an impervious surface, so now needs to work as an inter-modal access road to campus that is usable all year round. What can be done about it?

V. Best management Practices for Operations

Minutes need to more accurately reflect what happens in the meeting.

The public deserves better microphones in the Township meeting room. After 2 years of ZOOM, we're now totally aware just how bad the current ones are.

Ferguson engineering needs to be brought up-to-date with current best management practices. It should think, design and participate with scientific-based, risk management, nor archaic platitudes.

3.

Nationally, a sharp decline in the abundance of native plant species is an important aspect of increasingly fragile ecosystems. Ferguson Township can play a stewardship role by promoting the planting of native plants and trees. This applies to both Township undertakings and plantings by residents and managers of private property. Mandating that only native plants be sold by local nurseries and providers is probably not a realistic short-term objective, but two strategies would help move the township in that direction in the long term.

First: Require that all tags on plants for sale contain proper biological names. In addition to listing both genus and species, subspecies or variant information should be included if at all possible. Common names on the tags would be complementary but optional. This way, people wanting to use native plants can be sure that they are actually purchasing native plants, and other people would have an incentive to become more familiar with the issue. Distribution of informative literature at plant sales and distribution points, as well as in Township mailings, would also assist in encouraging residents to use native plants.

Second: Require that all plants sold in the Township or purchased by the Township be labelled as "OPLE" or open pollinated, local ecotype. Plants in that category have been propagated by methods enhancing continued biodiversity, and the requirement strengthens the incentive for nurseries to acquire and sell properly sourced native plants from reputable suppliers.

4.

Good evening. [REDACTED] wanted to comment on the Strategic Plan with some random, and I hope not too redundant, thoughts. I'm sure you've heard some of this already, and Ferguson Township may already be doing some of my suggestions.

Sustainability was our Group's priority issue last year, and it should be the cornerstone of any strategic planning process. Ferguson Township must continue to implement progressive strategies that conserve natural resources, promote energy efficiency, and reduce our environmental footprint. Sierra Club values long-term ecological preservation and environmental consciousness. If the township is not doing it already, you should create a "Zero Waste" program for each park location.

I applauded the leadership Ferguson's supervisors provided when they adopted a resolution in June 2017 that committed the township to develop and implement a strategy to achieve net zero greenhouse gas emissions no later than 2050, and a

subsequent climate resolution in October 2020. The climate change emergency is likely to be [REDACTED] priority concern in 2022.

Conservation, environmental education and sustainability work are necessary to create climate-ready parks. Your decisions on the strategic plan are essential in combatting the causes and impacts of climate change. The best way for Ferguson Township to do all this is to commit to the preservation of park land and open space to conserve the township's natural legacy and contribute to the ecological health of the Centre region. You need to identify areas where native habitat should be improved to protect wildlife and enhance wildlife corridors, and work with appropriate agencies and nonprofits to create and enhance wildlife corridors by supporting initiatives that improve environmental quality and ecosystem connections.

Ferguson Township needs to expand green maintenance practices to reduce its carbon footprint and enhance wildlife by continuing to reduce the use of pesticides. It needs to be supporting efficient watering practices, including an evaluation of the potential use of gray water. You need to continue testing and evaluating innovative technologies that will reduce greenhouse gas emissions and other environmental impacts, and manage equipment to reduce these as well. You need to think about reducing the amount of turf grass and increase the implementation of native species. Foster environmental appreciation and enjoyment through education, specifically by developing stewardship and sustainability goals. You should promote organic agriculture and gardening by setting up plots to demonstrate the feasibility of such practices.

The strategic plan needs to champion resource conservation and environmental stewardship. You need to acquire, protect and preserve the township's natural resources while improving the overall quality of the environment. Ferguson's progressive policies in the past show that you can lead regional conservation and environmental restoration program efforts. You need to continue to protect county watersheds by implementing storm water best management practices. In summary, you must target acquisitions that preserve land, habitat and wildlife. Thank you for your time.

5.

I want the strategic plan to promote ideas like complete streets and the "15 Minute City"

A Humane Officer for the FT Police Department or Humane Officer training and compensation for one or two current officers
Money set aside for the identification, removal, and replacement of Calary Pear Trees. (Trees on Township controlled areas, but possibly for private property owners as well?)

Money for street Trees (street Trees that will be climate resilient, barring any novel non-native pests arriving)

Investigate roadway safety in the approach of the North Atherton Terminus of Blue Course Drive

A refresh on the Township's graphical identity (and have a variety of image files saved and available to the public upon request)

Explore tax incentives for micro-businesses, particularly ones in Village districts

Continue discussions based on the PGM Mobility study and begin to implement

6.

To the Board of Supervisors,

I am unable to attend tonight's Board meeting, however, I would like to share a list of items that I hope could be formally considered to be included in the Ferguson Township Strategic Plan. I speak as a business owner [REDACTED] [REDACTED] [REDACTED] and also as a member of the Pine Grove Mills Small Area Plan Advisory Committee. I am also on the steering committee of the Route 45 Getaways! project.

The following have been a part of the Small Area Plan Committees past agendas as action items that will help us meet several of the Small Area Plan Goals, including supporting community engagement, valuing our outdoor spaces and supporting our business community:

- Funding for the village streetlight project
- Purchase streetlight décor/flags
- Paint parking spaces on Route 45
- Finalize the PGM mobility study and get funds to start the suggested improvements
- Fund phase two of Cecil Irvin Park, including the completion of a community gathering/engagement space such as an appropriately designed amphitheater.
- Prioritize outdoor gathering spaces & activities (walking/hiking/bike trails) in Pine Grove Mills
- Assistance to solve lack of parking in Pine Grove Mills.
- Budget match for the "Our Towns" project

- Support for painting a mural in the center of the village to promote the farmers market and other community-related projects

The following items are part of the Route 45 Getaways project:

- Funding for TOD signage for any qualified Pine Grove Mills business that supports the Route 45 Getaways project
- Financial support (grant match) for the 2022 Route 45 Getaways project.

If more supporting documentation or details are needed, please let me know.

Thank you for your consideration. [REDACTED]

7.

To the Board of Supervisors,

First, thank you for taking the time to support and develop our community. I'm looking forward to working with you as we collaboratively move the Pine Grove Mills Small Area Plan forward. Oh, and for those that may not be aware, we affectionately call the Pine Grove Mills Small Area Plan the "PineSAP."

Piggybacking off of what [REDACTED] provided here, I champion for the Economic Development section of the PineSAP. To that end, I simply wanted to make you aware of a few of the Economic Development activities that will greatly benefit from our collaboration. Please see below. I'll mention a few of these this evening.

- Tax incentives for local business recruitment and retention
- Developing a small-business association for both for-profits and non-profits.
- Promoting business network events

As you can imagine, many of these cross other areas of the PineSAP, so this is certainly a team effort. Thankfully, we have a great team!

I look forward to seeing you this evening.

8.

To the Board of Supervisors,

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- Financial support (grant match) for the 2022 Route 45 Getaways project.

If more supporting documentation or details are needed, please let me know.

Thank you for your consideration.

[REDACTED]

9.

I would like to see included in the Strategic Plan more CAAP (Climate Action and Adaptation Plan) initiatives - like codifying solar rooftop as a part of all development plans. Perhaps starting in 2025 with a minimum of 20 or 25% solar production of electricity included in any development plan, whether a 40 home residential plan or a single commercial property. This would help keep us on track to achieving GHG emission goals. To merely suggest renewable energy is a smart move, will certainly not be enough to have developers do it on their own. I understand that the cost of "building in" solar is well under 10% of the cost of building a new house, with savings in energy costs for the homeowner immediate! I hope you will consider making this a part of Ferguson Twp's code of ordinances. Perhaps then going to 50% capacity of electric by 2030 and 100% renewables by 2035. It could be combined with geothermal and even small relatively silent rooftop wind turbines (they've already invented ones that are small spirals that are pretty amazing!) It would be nice to have a future planned out 10+ years so that developers can include it in their master plans.

Ferguson Twp could become the leader in the Centre Region and known for best practices for a healthy Planet and healthy people!

I hope someone will read this into the minutes, as I have a full day of travel tomorrow and don't think I'll be available for the 7pm meeting. I'd really like to hear from you all on what you think about this. If I don't make the meeting, I'll be sure to catch it on CNET.

Thanks for all you do!

[REDACTED]

Appendix B

Proposed Objectives and Action Steps - Draft 1

1. FINANCIAL STABILITY

- a. **Prepare financial strategies that correspond with financial planning and decision-making**
 - i. **Forecast changes in tax base, earned income, and expenditures using the synopsis financial planning software recently purchased.**
 - ii. **Give consideration to economic influences as part of a strategic approach to decision-making in budget process**
 1. Develop policy or practices to guide decisions for fixed, long-term increased costs based on factors that include economic cycles, inflation, interest rates, competition among local government
 - iii. **Identify and plan for demands and constraints on municipal services**
- b. **Enhance accounting and internal controls with a well-planned physical observation of capital assets**
 - i. **Inventorizing Capital Assets**
 1. Prepare list of assets
 2. Determine objectives (identify unrecorded assets, gather non-financial information such as location, asset description, serial number, assess asset condition, affix asset identification tags, photographs, etc.)
 3. Align accounting records to capital asset records
 - ii. **Communicating and engaging with Departments**
 1. Collaborate with a kick-off meeting to establish staff involvement, discuss anticipated problems, describe process, tasks, and timing, agree on observation dates, discuss non-capitalized assets.
 - iii. **Prepare written policies and procedures**
 1. Identify written procedures that defines roles and responsibilities (accounting versus other departments, non-cap assets (how to track assets), asset tagging, inventoring – who, frequency, and timing of physical inventories, rotation plan.
 - iv. **Develop physical inventory observation plan**
 1. Define scope (what assets will be observed – land, intangibles, and assets, etc.)
 - v. **Observe Assets**
 1. Conducting physical inventory of capital assets such as 1. buildings and improvements 2. Infrastructure (group assets, GIS, engineering involvement, equipment, land, intangible assets)
 - vi. **Reconcile assets to accounting records**

- c. Ferguson Township will be a community with a mix of land uses that maintains a diverse tax base and supports a high quality of life.**
 - i. Land Use policies that maintain a balanced tax base**
 1. Conduct a Township Market Assessment every three years to understand and stay ahead of market trends
 - ii. A competitive business and residential tax environment**
 1. Develop policies and incentives to stimulate redevelopment of older, vacant, or blighted non-residential uses. Incentives could include both economic (LERTA, etc.) and policy (ordinance densities, structure height, etc.) opportunities
 2. Evaluate the development of a program to ensure that tax-exempt properties meet the qualifications of tax-exempt status
 3. Continue efforts in securing alternative funding sources to complete Township projects, ensuring a significant return on state and federal tax dollars
 - iii. Sustainable Workforce Housing Fee-in-Lieu Program**
 1. Develop a policy for a sustainable Workforce Housing Fee-In-Lieu Program for example, First Time Homebuyer Program, Gap Financing, etc.
 - iv. Look for ways to save money**
 1. Office supplies – buy from big box stores/Amazon
 2. Keep administrative cars longer (already started that process)
 3. Continue to incorporate hybrid vehicles in fleet – fuel saving
 4. Test and evaluate electric vehicles
 5. Continue to compare prices using Costars and other vendors (cheaper isn't always better)
 6. Host more trainings locally to minimize associated costs (travel, boarding, meals, etc....)
 7. Utilize available grants (federal, state, other)
 - v. Manage/minimize costs**
 1. Share costs – in the process of developing a regional crash investigative team that will respond to serious vehicular crashes. Share costs of tools necessary for property cash investigation.
 2. Developing electronic device forensic lab in partnership with Patton Twp.
 3. Manage overtime costs

2. ECONOMIC DEVELOPMENT

- a. Refer to 2014 action steps**
- b. Develop a pandemic economic recovery response plan**
- c. Leverage information systems for an enhanced livable, sustainable, and resilient community**
- d. Evaluate staff size to determine if human capital appropriately meets the needs of the Township**

- e. Maintain relationships with businesses and residents – Addressing concerns (traffic, criminal, problem-solving, quality of life, etc...). Improves community satisfaction hopefully resulting visitors wanting to return, residents and businesses wanting to stay.
- f. **Ferguson Township will become a community that has a sustainable, diverse economy that can weather national economic fluctuations.**
 - i. **A community that nurtures existing businesses**
 1. Designate a Ferguson Township staff liaison to communicate and work with the local business community
 2. Continue to implement the recommendations of the Pine Grove Mills Small Area Plan Advisory Committee
 3. Create a central repository for economic and business data to support local business needs
 4. Develop an action plan to identify minority owned businesses in the Township
 5. Work cooperatively with existing diversity business groups to promote and support diversity initiatives
 6. Convene an annual meeting with local representatives to identify opportunities for collaboration on responses to the business community's needs
 - ii. **Promote a business climate that nurtures new businesses with a diverse and expanded economic base (size, type, and age)**
 1. Explore the possibility of creating an entity that is responsible for economic development/redevelopment activities
 2. Create "Doing/Opening a Business in Ferguson Township" to provide necessary information to the business community
 - iii. **Proactively promote Ferguson as an attractive place to live, work, and open a business**
 1. Create, adopt, and implement an economic development plan
 2. Create a market brand and image for the Ferguson Township business community
 3. Highlight the Township's economic development assets through the creation of an economic profile (print and online), such as available land, low taxes, and transportation network.
 4. Communicate to residents the value and benefits of economic development through education sessions, print, and online materials
 5. Ensure that disadvantaged business enterprises (DBE) are aware of affordable office space opportunities in the Township
 6. Highlight the Township's quality of life assets including parks and recreation amenities to the regional business community to help attract and retain workers
 - iv. **Create an atmosphere that is conducive to business expansion— regulations that provide flexibility, incentives for redevelopment and nurtures entrepreneurship**
 1. Develop policies and incentives to stimulate redevelopment of older, vacant, or blighted non-residential uses. Incentives could include both

economic (LERTA, etc.) and policy (ordinance densities, structure height, etc.) opportunities.

2. Work with local businesses to identify retention and expansion roadblocks to provide necessary assistance
3. Identify potential incubator space for small businesses in Ferguson Township
4. Identify and implement strategies to foster the development and growth of small businesses

v. Maintain and create quality of life factors that attract residents

1. Seek out opportunities for public and private partnerships to develop community assets that will benefit residents and businesses

3. GROWTH MANAGEMENT/REDEVELOPMENT

a. Ferguson Township will be a community with a mix of land uses that maintains a diverse tax base and supports a high quality of life. Mixed-use development will permit residences, offices, shops, and services to locate together for the efficient use of space, mobility, and infrastructure. We will be a community that provides redevelopment programs and services that guide planned growth, facilitate the redevelopment of designated areas, and help to rebuild neighborhoods.

i. Workforce Housing that meets the needs of the Township workforce

1. Review best practice inclusionary programs from across the country and determine applicability for use within the Township (Centre County Housing and Land Trust)
2. Review and explore other zoning districts in the Township where Workforce Housing is needed and amend Workforce Housing Ordinance accordingly
3. Complete the Regional (or Municipal) Housing Study and Needs Assessment (2023)

ii. Attractiveness to existing and prospective businesses and residents

1. Review and explore a streetscape enhancement program along main transportation corridors and amend the zoning and subdivision ordinances accordingly
2. Adopt zoning and subdivision ordinances that will implement form-based community character development along main transportation corridors
3. Advance Pine Grove Mills Small Area Plan, holistically, including infrastructure improvements, sidewalks, streetscape, etc.
4. Regularly review and revise Township-wide development guidelines, as needed, to promote dense, mixed-use development that is pedestrian-oriented and bicyclist friendly (Terraced Streetscape Rewrite—ongoing)

iii. Efficient use of remaining land resources that promotes mixed-use development

1. Complete the Long-Range Growth Management Plan (2024)
2. Increase density and intensity of use, combined with open space protection
3. Review and amend shared parking guidelines
4. Engage the owners of large properties in the Township to discuss growth projections and development trends

iv. Integration of transportation and land use planning

1. Continue to monitor and adjust existing zoning and subdivision and land development ordinances to strengthen existing requirements for pedestrian and vehicular connections between adjacent developments
2. Promote land-use patterns that support public transportation (mix of uses and intensity/density of use)
3. Promote multi-functional streets (vehicle, pedestrian, bike, transit)
4. Explore developing regulations to address new and developing transportation technologies (hover boards, drones, delivery robots, etc.)

v. Incorporate goal 10 of 2014 Pristine Open Space and Goal 5 adequately zoned land

4. ENVIRONMENTAL STEWARDSHIP

- a. Refer to net zero greenhouse gas emissions resolution for action steps
- b. Refer to community bill of rights for action steps
- c. Refer to tree preservation ordinance for action steps
- d. Promote renewable energy action steps
- e. Promote car battery charging station infrastructure
- f. **Ferguson Township's principals for sustainable development will be integrated and fully implemented into all facets of municipal operations to create an atmosphere of sustainability in the Township.**
- g. Test and evaluate electric fleet vehicles
- h. Continue switch to hybrid vehicles (Patrol and Admin)
- i. **Develop opportunities for community gardening and urban agriculture**
 1. Build a community garden
 2. Work with Homeowners Associations about increasing the possibilities of community gardening
 3. Provide educational assistance in establishing gardens
 4. Identify and create an area within the Township for a community supported agriculture (CSA) drop site.
 5. Enhance the Pine Grove Mills Farmer's market to increase vendor visibility, encourage additional patronage, and create a lively gathering space for the community
 6. Establish a buy fresh, buy local program
- ii. **Maintain a balance of development and environmental protection**
 1. Explore opportunities for open space preservation through programs such as: Public access easement, increased open space requirements, conservation subdivision design, and cluster development alternatives
- iii. **Public Education on the importance of environmental stewardship**
 1. Educate residents about the Township's open space network
 2. Educate Homeowner Associations on their responsibility of tree, shared use path, and stormwater maintenance
 3. Develop a public education program to address the MS4 program
- iv. **Make more efficient use of available land and infrastructure**
 1. Examine open space requirements in PRDs, etc.

2. Expand bicycle and pedestrian access to residential developments, parks, institutional properties, and commercial developments

5. BEST MANAGEMENT PRACTICES

- a. **Advance personal and professional integrity with written statements and more**
 - i. Demonstrate leadership by fostering ethical behavior and ensuring decision-making model reflects integrity, transparency, and openness
 - ii. Conducting professional relationship and activities that continues to maintain public confidence
 - iii. Holding staff accountable and instilling accountability into operations
 - iv. Communicating ethical standards and guidelines
- b. **Ensuring and managing community involvement in local government processes to support good decision making**
- c. **Create an environment of involvement, respect, and connection of diverse ideas, backgrounds and talent throughout the organization and Ferguson Township**
 - i. Driving measurable goals, and plans around diversity, equity, and inclusion within Ferguson Township,
 - ii. Educating within Ferguson Township the common behaviors that advance diversity and inclusion efforts and address implicit biases.
- d. **Continuous Improvement**
 - i. Maintain accreditation for police department – continuous evaluation of policies not only for accreditation but for best practices.
 - ii. Evaluate needs of community and services provided by the police department. Upcoming improvements electronic device forensic lab, crash response team, etc.
- e. **Retention/Recruitment**
 - i. Advertisements – social media, job boards and print media
 - ii. Maintain an eligibility list – more active recruitment. Doesn't cost applicants money. Every officer is a recruiter.
 - iii. Evaluate current benefit package – are we comparable?
- f. **Training**
 - i. Maintain professionally trained staff. Exceed state minimums.
- g. **Capital projects** – provide adequate staffing and resources to get capital projects out to bid on time and constructed within budget
- h. **Maintenance** – ensure adequate staffing and tools needed to maintain infrastructure
- i. **Work orders and scheduling** – utilize annual and weekly schedules to efficiently plan and conduct work. Utilize work order software to prioritize work and track costs.
- j. **Asset management** – measure what you value. Conduct inventories and condition assessments of assets.
- k. **Keep current on trends in human resources management**
- l. **Foster environment for staff effectiveness**

- i. Create an empowering work environment for shared responsibility and decision-making at all levels
 - ii. Coaching and mentoring
 - iii. Create a positive atmosphere where interactions are based in respect and professionalism
 - iv. Set clear expectations for and within the organization and work groups
- m. Provide employees with continuous education and improvement, including coaching, mentoring, and access to professional and leadership development
- n. Develop strategic plan for recruitment and retainment practices
- o. Aligning the organization's human capital with strategic objectives of the Board
- p. Reporting and assessing the progress and results of this strategic plan

6. PARTICIPATORY GOVERNMENT

- a. Outreach – Community Event
 - i. Suggest re-institute open house at township building
 - ii. Safety events
 - iii. Coffee with Cop
- b. Monthly Meetings
 - i. Police department host monthly meetings open to the community – input about operations, problems, suggestions, etc.
- c. Social Media
 - i. Improve social media presence More regular posts
 - ii. Post smaller informational videos – Tik Tok (improve communication)
- d. **Ferguson Township will be a diverse community that is accommodating and attractive to all populations by taking proactive steps to create an inclusionary environment to foster community involvement.**
 - i. **A well-informed general population and business community**
 - 1. Continue to hold bi-annual meetings with homeowners' association representatives to facilitate the exchange of information between neighborhoods
 - 2. Conduct "Neighborhood Walks" with elected officials on a regular basis
 - 3. Work with community groups to identify opportunities for community-wide events
 - 4. Continue to mail out the "New Resident Guide" to new homeowners
 - 5. Develop a way to identify new renters in the Township to mail out the "New Resident Guide"
 - 6. Support the development of neighborhood focused events
 - ii. **Inclusionary environment for all populations**
 - 1. Translate internet materials into other languages
 - 2. Support and accommodate events and meetings of all ethnic and social groups

3. Strengthen relationship with community leaders to improve diversity initiatives

iii. Strong volunteerism

1. Develop and maintain a comprehensive list of faith-based and other volunteer organizations
- iv.** Provide opportunities for the public to participate at public meetings in a hybrid and safe format. Allow flexibility in meeting formats (in person and remote) based on community transmission rates of COVID-19
- v.** Promote ABCs

7. PROMOTION OF A MUNICIPAL IDENTITY

- a. Determine if it is important to be seen as other than the “State College Area” and if so is it for the benefit of locals or visitors? What are we trying to brand? We are a diverse township crossing the border from town and gown to Ag and open space and forests. Cherish our diversity.**
- b. Ferguson Township will be a community with distinctiveness of place. A strong place brand helps the Township compete through articulating the unique strategic positioning of Ferguson and the Township’s differentiating characteristics from other municipalities.**
- i. Audit of current brand perceptions and communications**
 1. What messages are being sent out by government, business and industry, and tourism?
 - ii. Engage audiences—business, industry, and residents to define the heart and soul of Ferguson Township**
 1. Capitalize on the Township’s strengths, characteristics, experiences, culture, and energy
 - iii. Create alignment between businesses/industry, community, and visitors**
 1. Explore a branding campaign
 2. Consistent messaging from business/industry, community, and visitors
 3. Continue to construct gateways at Ferguson’s borders, including W. College Ave. Gateway designs could include Welcome signs, lighting, and landscaping.
 4. Identify community elements that can provide continuity in design and image (light posts, traffic signals, streetlights, benches, trash cans) and incorporate them into new development requirements and standards
 5. Use the Township’s newsletter, homeowner’s forum, and other communications tools to publish an article and/or communicate annually regarding the importance of public image and community identity
 6. Use Township media to convey Ferguson’s brand message both internally and externally

8. PARTNERSHIPS AND REGIONAL THINKING

- a. Ferguson Township will continue to be a community that advocates and encourages regional approaches and solutions to local government challenges.**

- i. Open and regular communications horizontally (other municipalities, SCASD) and vertically (COG, Centre County, State, and Federal Government).**
 1. Actively participate in COG and find ways to expand services provided at a regional level beyond current programs
 2. Regularly explore opportunities for increased efficiency through shared municipal services with neighboring municipalities

- ii. A consistent regional message**
 1. Work with Happy Valley Adventure Bureau and surrounding municipalities to promote regional assets
 2. Encourage staff to promote best practices through a network of professional organizations committed to issues of common importance and regional significance

- iii. Remain aware of the land use goals of adjacent municipalities**
 1. Work with CRPA to integrate regional goals into the Township's planning processes
 2. Identify infrastructure projects of regional significance in a collaborative way with all impacted government entities

- iv. Continue to work with adjacent municipalities to ensure abutting land uses are compatible and consider the regional impact of developments.**
 1. Maintain CRPA/Municipal Planning Staff meetings to discuss development activities and projects of a regional significance

- v. Maintain a working relationship with the COG**

- vi. Continue relationships PD's, social service agencies and private entities**

- vii. An example of private entities is our relationship with property managers. We encourage property owners to hire private security on busy weekends. They handle smaller problems and keep situations from getting big.**

- viii. Maintaining shared Records Management System – information sharing among regional agencies critical for policing**

“Exhibit B”

Suggested Action Steps – Final Draft

Protect Financial Stability and Resiliency

Objective 1: Identify current and emerging vulnerabilities to the stability of Ferguson Township Finance and Tax (FTFT) Department to address with support for sustainable and resilient service delivery.

Action Step 1: Conduct analysis of FTFT operations, analysis results, and identify vulnerabilities, threats or risks that need addressed.

Action Step 2: Use the analysis of FTFT operations and other relevant reports and plans to identify metrics to benchmark the Township’s financial strength.

Action Step 3: Establish a target debt-to-income ratio that connects the amount of debt incurred to what the Township can accomplish with its current revenue.

Action Step 4: Develop policies that mitigate risks or implement best practices and/or an organizational structure to address identified concerns in Action Step 1.

Action Step 5: Continue to implement and refine best management practices for fiscal accountability in accordance with acceptable standards.

Action Step 6: Continue to provide monthly treasurers report, EIT collections, and quarterly financial reports that are accessible to residents

Objective 2: Implement short-and long-term financial analysis to inform budgetary decision-making by Board of Supervisors.

Action Step 1: Forecast emerging trends, changes in tax base, earned income, and expenditures using a financial planning tool to provide Board of Supervisors and residents with information

Action Step 2: Align strategic plan goals and objectives to ensure Township financial strategies reflect and include economic growth and development, as described in

Objective 4: Assess, and identify opportunities and challenges for government services, capital assets, and management

Objective 5: Develop policy on stabilization fund (to guide the creation, maintenance, and use of resources for financial stabilization purposes.

Objective 6: Develop policy on debt issuance and management

Objective 7: Assess internal management systems, and identify issues, opportunities, and challenges to implement management policies, procedures and systems that support responsible decision making. (Ex. Determine how technology can be leveraged.)

Action Step 1: Review of organization and management systems to examine strengths and weaknesses of organizational structure, interdepartmental communication and cooperation, communication of goals and directives, motivation of staff, conflict management, and provision of other internal needs and support systems. The review should include an assessment of management policies, procedures and systems that support the achievement of goals.

Action Step 2: Identify ways to save money. Examples include buying from big box stores or Amazon; keep administrative cars longer; continue to incorporate hybrid vehicles in fleet; test and evaluate electric vehicles; continue to compare prices using Costars and other vendors (cheaper isn't always better); host more trainings locally to minimize associated costs (travel, boarding, meals); attend virtual trainings where possible; and utilize available grants (federal, state, other.)

Action Step 3: Manage or minimize costs. Examples include share costs through regional partnerships and manage overtime costs.

Action Step 4: Maintain a minimum of 25 percent of expenditures in the general fund balance to reduce risks during poor economic times

Action Step 5: Document and report revenue sources in a revenue manual

Action 6: Use a period of 3 years to evaluate how costs change over time, isolate non-recurring costs or savings, and to understand the implications of costs. Prepare reports on expenditure projections to inform decision makers and stakeholders about the sustainability of projected expenditure levels and whether new programs are affordable compared to program benefits and projected revenue availability.)

Objective 9: Involve the community to prepare and adapt the budget

Action 1: Develop and publicize a budget calendar

Action 2: Develop budget guidelines and instructions

Action 3: Develop procedures to facilitate budget review, discussion, modification, and adoption

Action 4: Identify opportunities for increased public input

Economic Growth and Stability

Goal Statement: Ferguson Township endeavors to facilitate smart economic growth and development through strategies that involve the integration of diversity, equity, and inclusion, the promotion of local business development, and improving or preserving the viability of agriculture in the Township.

Objective 1: Support diverse owned and lead businesses.

Action Step 1: Identify women and minority owned businesses and aim to develop email recipient list

Action Step 2: Increase communications between staff members and agencies to identify opportunities that support funding initiative as well as space and production.

Objective 2: Encourage and assist local business development by creating an atmosphere that is conducive to business expansion, redevelopment and entrepreneurship

Action Step 1: Support initiatives such as Route 45 Getaways and Farmers Market

Action Step 2: Develop policies and incentives to stimulate redevelopment of older, vacant, or blighted non-residential uses. Incentives could include both economic (LERTA, etc.) and policy (ordinance densities, structure height, etc.) opportunities.

Action Step 3: Work with local businesses to identify retention and expansion roadblocks to provide necessary assistance

Action Step 4: Identify potential incubator space for small businesses in Ferguson Township

Action Step 5: Identify and implement strategies to foster the development and growth of small businesses

Objective 3: Maintain relationships with businesses and residents

Action Step 1: Identify, address, and respond to traffic, criminal, problem-solving, quality of life issues.

Action Step 2: Improve community satisfaction hopefully resulting in visitors wanting to return, residents and businesses wanting to stay.

Objective 4: Proactively promote Ferguson Township as an attractive place to open a business

Action Step 1: Create, adopt, and implement economic development plan

Action Step 2: Create a market brand and image for the Ferguson Township business community

Action Step 3 Highlight the Township's economic development assets through the creation of an economic profile (print and online), such as available land, low taxes, and transportation network.

Action Step 4: Communicate to residents the value and benefits of economic development through education sessions, print, and online material

Action Step 5: Ensure that disadvantaged business enterprises (DBE) are aware of affordable office space opportunities in the Township

Action Step 6: Highlight the Township's quality of life assets including parks and recreation amenities to the regional business community to help attract and retain workers

Action Step 7: Explore barriers to living and working in Ferguson Township

Action Step 8: Seek out opportunities for public and private partnerships to develop community assets that will benefit residents and businesses

Planning for a Livable Community

Goal Statement: Ferguson Township will be a community with a mix of land uses that maintains a diverse tax base and supports a high quality of life. We will be a community that provides redevelopment programs and services that guide smart, planned growth, facilitate the redevelopment of designated areas, and help to rebuild neighborhoods.

Objective 1: Workforce Housing opportunities that meets the needs of the Township, regional workforce and is affordable

Action Step 1: Review best practice inclusionary programs from across the country and determine applicability for use within the Township (Centre County Housing and Land Trust)

Action Step 2: Review and explore other zoning districts in the Township where Workforce Housing is needed and amend Workforce Housing Ordinance accordingly

Action Step 3: Complete the Regional (or Municipal) Housing Study and Needs Assessment (2023)

Action Step 4: Integrate accessibility into code and ordinances

Objective 2: Retain existing and attract prospective businesses and residents

Action Step 1: Review and explore a streetscape enhancement program along main transportation corridors and amend the zoning and subdivision ordinances accordingly

Action Step 2: Adopt zoning and subdivision ordinances that will implement form-based community character development along main transportation corridors

Action Step 3: Advance Pine Grove Mills Small Area Plan, holistically, including infrastructure improvements, sidewalks, streetscape, etc.

Action Step 4: Review and revise Township-wide development guidelines, as needed, to promote dense, development that is pedestrian-oriented and bicyclist friendly (Terraced Streetscape Rewrite—ongoing)

Objective 3: Promote efficient use of remaining land resources

Action Step 1: Complete the Long-Range Growth Management Plan (2024)

Action Step 2: Increase density and intensity of use, combined with open space protection, as appropriate

Action Step 3: Review and amend shared parking guidelines

Action Step 4: Engage the owners of large properties in the Township to discuss growth projections and development trends

Objective 4: Manage growth through the regional growth boundary

Action Step 1:

Objective 6: Develop a strategic plan to embrace municipal identity

Action Step 1: Employ the municipal identity to attract businesses and tourism.

Action Step 2: Promote high quality of life and safe, clean environment to attract diverse and progressive thinking population.

Action Step 3: Develop a community reputation of environmental stewardship in Pine Grove Mills and the Township

Action Step 4: Increase participation in environmental stewardship activities

Action Step 5: Provide a list of resources for private land owners to establish, certify and maintain wildlife habitat

Action Step 6: Increase awareness of and respectful use of trail resources around Pine Grove Mills by promoting and increasing participation in activities such as PGM Trail Society maintenance events

Action Step 7: Partner with Shaver's Creek and others to increase awareness of Tussey Ridge and other valuable bird habitat near Pine Grove Mills

Action Step 8: Partner with various organizations to host and increase resident and Township participation in "green" community events

Action Step 9: Increase watershed awareness through promotion of and participation in related programs and events such as the Ferguson Township Storm Drain stenciling program and Clearwater Conservancy's Annual Slab Cabin Cleanup Day

Action Step 10: Assess opportunities within the Study Area to reduce light pollution

Action Step 11: Purchase streetlight décor for the Village of Pine Grove Mills

Action Step 12: Develop calendar of acknowledgement of important community celebrations/observations.

Action Step 13: Establish and promote community events with Township help

Action Step 14: Develop a sense of place by preserving Ag Heritage

Objective 7: Enhance safe bike and pedestrian pathways

Action Step 1: Improve pedestrian and bicyclist safety, mobility, and connectivity throughout, and beyond Pine Grove Mills.

Action Step 2: Design and install blinking light and intersection improvements at the SR45/26 intersection.

Action Step 3: Complete a parking inventory and comprehensive study in the Pine Grove Mills Village area.

Action Step 4: Paint lines to distinguish parking spaces on SR 45.

Action Step 5: Complete proposed bike facility northward from the state bike route at the intersection of E. Pine Grove Rd, Meckley Rd, and Banyan Drive.

Action Step 6: Construct northern and southern bike path, bike way, and walkway facilities in two prongs from that same intersection through the Village and Crescent neighborhoods to rejoin the state bike route at the Ferguson Elementary School with a spur into the West End.

Action Step 7: Establish safer routes and easier access to regional recreation, schools, retail, medical facilities.

Action Step 8: Define best access points for shared trail system that maximize neighborhood connectivity

Action Step 9: Encourage DCNR to partner with neighbors on the design and roll out access point development

Action Step 10: Implement construction of Centre Bike Plan facilities and additional local points of interest

Environmental Stewardship

Goal Statement: Ferguson Township's principals for sustainable development will be integrated and fully implemented into all facets of municipal operations to create an atmosphere of sustainability in the Township.

Natural Resources, Parkland, and Open Space:

Objective 1: Ensure the previously identified natural resources and environmentally significant areas are preserved and maintained.

Objective 2: Identify and use existing tools to preserve the environment, such as the Chesapeake Bay Tributary strategy, National Pollution Discharge Elimination System, source water protection, conservation easements, climate action plans, referendums, etc.

Objective 3: Look for Regional Partners to participate in the preservation of sites with regional importance.

Objective 4: Cooperation with private entities such as Clearwater Conservancy in Natural Resources Conservation.

Objective 5: Consider developing an Open Space Referendum for preservation of environmentally significant/sensitive areas.

Action Step 1: Adopt an ordinance to place a referendum on the ballot asking voters to approve specific tax funding to acquire/develop open space.

Action Step 2: Revise Township's Official Map to add the 2009 RPOS recommended open space areas, including OS-1 and OS-2.

Objective 6: Promote environmental social stewardship in financially responsible parkland development.

Action Step 1: Finish update of Recreation, Parks, and Open Space Plan with a specific emphasis on green infrastructure, accessibility, and sustainable parkland development and begin implementation.

Action Step 2: Incorporate in Parks-Master planning equitable use opportunities

Action Step 3: Encourage parkland designs that do not create adverse environmental impacts by employing practices such as reducing impervious surfaces and herbicides, harvesting rainwater, and providing for bicycle parking and accessibility.

Action Step 4: Identify in park master plans the potential for connecting trails to other parks, greenways, surrounding residential neighborhoods, schools and places of interest.

Action Step 5: Outreach to bird club for volunteers to maintain bird habitat in parks.

Action Step 6: Create and showcase map/list of Snetsinger satellites across the Region/County.

Action Step 7: Create tree inventory for parks.

Action Step 8: Focus on invasive removal in parks and open space.

i: Create a Township wide open space map that includes all invasive removal and tree care.

ii: Create a green infrastructure mowing and maintenance map for every parks. Make separate GIS Layers for wooded/natural areas, grow zone areas, and CRPR managed areas.

iii: Consider pilot project of invasive removal at Fairbrook Park on the mountain and sunset sides, or at Tudek Park, adjacent to Snetsinger Butterfly Garden. Select specimens to preserve and provide access to amenities and good land stewardship.

Objective 7: Consider establishing open space network maintenance committee.

Objective 8: Work regionally to coordinate invasive species removal on public lands.

Objective 9: Leverage interest of volunteers and staff resources to reach mutually defined goals.

Climate Change:

Objective 1: Begin implementing the Regional CAAP/FT Climate Action Plan

Action Step 1: Improve charging station infrastructure

Action Step 2: Move towards electric/hybrid fleet vehicles

Action Step 3: Support farmers markets, community gardens and urban agriculture

Objective 2: Collaborate regionally to promote clean renewable energy and environmentally conscious property maintenance.

Action Step 1: Review Township and regional Operation and identify areas that can become more environmentally sound.

Action Step 2: Develop and implement policies and practices regionally

Action Step 3: Review existing green policies for Township and regional buildings, grounds, vehicles, and operations for adequacy and adherence.

Action Step 4: Engage region to propose and implement any necessary changes to green policies.

Action Step 5: Develop and adhere to green policy for Municipal buildings, vehicles, and operations

Action Step 6: Assess the Township for opportunities for renewable energy.

Action Step 7: Practice and promote energy conservation on a township and regional scale.

Green Zoning

Objective 1: Review and revise the Zoning Code to reflect principles of environmental stewardship and sustainability.

Action Step 1: Evaluate existing plans and preservation regulations to determine current relevance and contribution to the intended goal.

Action Step 2: Propose amendments of commission studies to make updates where necessary.

Action Step 3: Propose amendments or update policy to address needed revisions to existing preservation regulations.

Action Step 4: Make certain that land development regulations and development plans are consistent with environmental values.

Farmland Preservation

Objective 1: Consider appropriate zoning for utility scale solar in order to preserve agricultural land.

Objective 2: Coordinate with regional partners in agricultural preservation.

Objective 3: Identify additional sources of funding for agricultural preservation.

Action Step 1: Request increase in County annual allocation

Action Step 2: Request Agricultural Land Conservation Board to approach County Commissioners for additional funding.

Public Education

Objective 1: Public Education on the importance of environmental stewardship of shared regional resources

Action Step 1: Educate residents about the Township's open space network

Action Step 2: Educate Homeowners Associations on their responsibility of tree, shared use path, and stormwater maintenance

Action Step 3: Develop a public education program to address the MS4 program

Objective 2: Consider a regional "zero waste" program for municipal buildings and each park.

Action Step 1: Expand the zero-waste idea of considering the entire life cycle of products through public outreach and education.

Action Step 2: Create short videos for online consumption to educate on proper recycling and the reuse of products.

Objective 3: Expand regional recycling and environmental education and outreach.

Action Step 1: Look at influential campaigns such as the anti-smoking “Truth” campaign to glean insight on positive influence.

Best Management Practices for Operations

Goal Statement: Ferguson Township will implement best management practice systems to ensure that goals, programs, activities, services, and resources are aligned with priorities and desired results.

Objective 1: Advance personal and professional integrity with the development of written statements

Objective 2: Ensure and manage community involvement in local government processes to support good decision making.

Objective 3: Create an environment of involvement, respect, and connections of diverse ideas, backgrounds and talent among leadership, staff, and all operations and service delivery.

Objective 4: Implement practices that are sustainable over time and across organizational changes.

Objective 5: Implement performance management that prioritizes performance-driven planning, changing the budget process, and training managers and employees to use data for improved programs and services

Objective 6: Conduct professional assessment of township operations and allow results to support goals of Diversity, Equity and Inclusion, succession planning, operations and performance.

Objective 7: Utilize an asset management program to improvement management and inventory of township assets.

Objective 8: Keep current on trends and practices in human resources management

Objective 9: Ensure adequate staffing and resources necessary to carry out Township services and programs.

Community Engagement and Transparency

Goal Statement: Ferguson Township will prioritize community and resident service by discerning community needs and providing responsive equitable services.

Objective 1: Celebrate participation and engagement of the community

Objective 2: Prepare communication materials in multiple languages

Objective 3: Build relationships among local, state, and federal elected and appointed officials to advocate for the community

Objective 4: Promote civility in public discourse

Objective 5: Convene, encourage, and ensure that all facets of the community are represented and have physical or technological access to engage in and be informed about community discussions and issues.

Objective 6: Enhance volunteer recognition program

Objective 7: Conduct outreach research to determine the concerns or hurdles faced by stakeholders in participating.

Action Step 1: Distribute resident survey and use results to identify gaps in resident engagement.

Action Step 2: Organize focus group of young professionals to identify strategies to engage this demographic.

Action Step 3: Utilize the data learned from the research to identify the issues that can be addressed by the township.

Action Step 4: Present a report to the Board of Supervisors on the challenges and how to best address them.

Action Step 5: Allocate funding, as necessary, to remove the barriers to participation.

Objective 8: Utilize both ad hoc and standing citizen advisory boards from the Township to address matters of community interest.

Action Step 1: Increase access to ABC meeting minutes and recordings.

Action Step 2: Utilize advisory bodies for small areas and neighborhoods.

Objective 9: Encourage participation from new candidates on the Township's Authorities, Boards, and Commissions.

Action Step 1: Develop a marketing strategy to showcase benefits of participating in discussions or joining boards and committees.

Action Step 2: Consider term limitations on Township Authorities, Boards, and Commissions.

Action Step 3: Create and maintain a listserv for residents interested in volunteer opportunities.

Objective 10: Be sensitive to meeting length, structure, and format.

Objective 11: Be sensitive to different modes of communications needed for different populations.

Action Step 1: Fully utilize two-way communication and online platforms to communicate.

Action Step 2: Implore and employ social media tools as an outlet for Township news and a means to encourage feedback on Township services and current issues.

Action Step 3: Modify existing website to allow for direct communication with Key Contacts on each page.

Action Step 4: Expand community outreach events such as “Coffee and Conversation: and “Homeowner and Condo Association Forum”.

Objective 12: Consider reimagining and rearranging scheduling of Coffee and Conversation to include Board and ABC members.

Action Step 1: Identify non-profits, businesses, and community groups for input on a variety of issues.

Action Step 2: Enlist student groups and grassroots organizations to help address local issues as they arise.

Objective 13: Engage state and federal representatives on issues of importance to the Township.

Partnerships and Regional Thinking

Goal Statement: To engage with partners to better provide for our residents

Objective 1: Evaluate the quality, efficiency, and effectiveness of each shared service, as it pertains to value received and associated costs.

Action Step 1: Understanding the total costs for the shared agreements, take a leadership role within the COG to balance the benefits.

Action Step 2: Partner to create cost savings on equipment, materials, and technology that each member of the COG uses. Often quantity reduces the overall cost for each municipality.

Objective 2: Work with COG partners to develop new policies that can be adopted to improve workflows and services.

Objective 3: Pursue proactive regional planning to allow for coordinating uses across the region allowing for a shared vision for the development of the area.

Action Step 1: Understanding that regional planning has a direct effect on township planning:

- i. Study employer needs for workforce housing and seek to provide it throughout the region.
- ii. Determine the most suitable location for residential, commercial, and industrial development to provide for the best live, work, and play mix for your residents.
- iii. Collaborate on regional tourism efforts to attract visitors to the recreational economy.

Objective 4: Seek out collaboration and partnerships with companies and Penn State University to provide innovative solutions to pressing problems such as economic development and environmental stewardship.

Objective 5: Explore regional solutions to animal sheltering and the regulation of exotic animals.

Inclusive, Diverse, Safe, And Welcoming Community

Goal Statement: To promote a diverse, safe and welcoming Township.

Objective 1: Implementation of Diversity, Equity, and Inclusion

Action Step 1: Increase diversity within the Township's residency residents of color through diversified recruitment practices.

Action Step 2: Increased diversity within the Township's workplace through diversified recruitment, and hiring practices by 2025.

Action Step 3: Require mandatory trainings for all staff to focus on the areas of, but not limited to racism, implicit bias, microaggressions, xenophobia, gender equality, LGBTQ+, generational intelligence, and the intersectionality's that lie amongst these.

Action Step 4: Require the administration to use the tools at its disposal to understand and combat the causes of inequity and to address its harms so we can move forward as a community.

Action Step 5: Recognize holidays that are significant to those of different cultures and ethnic backgrounds, and acknowledge those holidays that pertain to religious beliefs and may conflict with Township meetings starting in 2022.

Objective 2: Create a diversity taskforce within township staff and the Board of Supervisors to explore and identify existing biases and hurdles.

Action Step 1: Develop a leadership team to be charged with creating and managing inclusion, diversity, accessibility, and safety initiatives.

Action Step 2: Establish a scope; what does accomplishment look like?

Action Step 3: Set timelines for goal completion and monitor results and progress.

Action Step 4: Formulate a Minority Small Business Council to attract owners for the purpose of creating a new identity that helps with strengthening relationships amongst the various groups represented by other segments.

Objective 3: Work with Penn State University and others to develop broad training on inclusion and diversity.

Objective 4: Study the effects of existing zoning ordinances, housing codes, and other legislation for their effects on affordable or attainable housing, diversity, inclusion, equity, and accessibility.

Action Step 1: Utilize the results of the study to develop legislation to create equity.

Action Step 2: Work with stakeholders in the community to refine proposed legislation.

Action Step 3: Submit ordinance amendments to the Board of Supervisors for action.

Objective 5: Review existing policies, practices, and capital investments for their effect on affordable or attainable housing, diversity, inclusion, equity, and accessibility.

Action Step 1: Evaluate the results for modifications, where necessary, to improve inclusion, diversity, and access.

Action Step 2: Develop strategies with leadership staff to focus efforts.

Objective 6: Evaluate current regional fire/EMS component to ensure constituents receive adequate services.

Action Step 1: Survey response areas for time, efficiency, effectiveness, and satisfaction.

Action Step 2: Meet with professional staff to have ongoing evaluations of services to provide for the best responses for residents.

Action Step 3: Revisit the new construction of a combination fire/EMS station in the township to assist in a reduction of response times.

Action Step 4: Analyze current funding models for EMS to maintain viability and continuity.

Action Step 5: Consider allocating staff resources to contribute knowledge for the purpose of increasing recruitment.

Action Step 6: Develop a grant program for individuals wishing to educate themselves as first responders that requires an obligation to remain employed at either Alpha Fire Company or Centre LifeLink EMS for a period of time.

Objective 7: Initiate discussions on police recruitment.

Action Step 1: Seek out challenges for recruitment and retention over the next 3, 5, and 10 years.

Objective 8: Prioritize department-wide and regional policing strategies to address community issues.

Appendix C

Board member comments

Financial Resiliency

- Finance
 - o Finance Committee/ Financial planning committee for advisement and long term planning
 - o Stormwater Fee- Reassessment following completion of program plan
- Economic Development
 - o DEI – Support Women and minority owned businesses – through promotion and highlighting of resources such as SEDACOG (funding) and the Rivet (space, production)
 - o Local Business development – Support initiatives (Route 45 Getaways, Farmers Market...)

Planning for a Livable Community (Removing municipal identity and growth management)

- Growth management – maintain RGB and SSA
- Housing opportunities and affordability
 - o Execute MOU with CCHLT for Pine Hall Development
 - o Strategize opportunities for collaboration with partners or utilize Fee-in-lieu funding for housing opportunities
 - o Integrate universal accessibility into building codes and zoning.
- Safe bike and pedestrian pathways

Community Engagement and Transparency (Replacing Increased participatory government)

- Reimagine Coffee and conversation to include Board and ABC members
- Increased access to ABC meeting minutes/recordings
- Advisory bodies for small areas and neighborhoods

Environmental Stewardship

- Parks
 - o Master planning, equitable use opportunities (lighting, transportation access, programming and costs);
- Natural Resources Conservation
 - o Cooperation with private entities such as Clearwater Conservancy.
- Farmland preservation
 - o Appropriate zoning for utility scale solar
 - o Coordination with regional partners.

9) Implementation of Diversity, Equity, and Inclusion

Continuously addresses these inequities both within and across the township to help improve the lives of all residents.

Increased diversity within the Township's residency from 27.1% residents of color, to 32% residents of color by 2025 through diversified recruitment and retainment practices.

Increased diversity within the Township's workplace by 25% through diversified recruitment and retainment, and hiring practices by 2025.

Require mandatory trainings for all staff to focus on the areas of, but not limited to; racism, implicit bias, microaggressions, xenophobia, gender equality, LGBTQ+, generational intelligence, and the intersectionality that lie amongst these. At least 5 trainings per year or an equivalent of 7 hours of DE&I training starting in 2023.

Require mandatory trainings for all supervisor to focus on the areas of, but not limited to; racism, implicit bias, microaggressions, xenophobia, gender equality, LGBTQ+, generational intelligence, and the intersectionality that lie amongst these. At least 3 trainings per year or an equivalent of 5 hours of DE&I training starting in 2023.

Require the administration to use the tools at its disposal to understand and combat the causes of inequity and to address its harms so we can move forward as a community.

Recognize holidays that are significant to those of different cultures and ethnic backgrounds, and acknowledge those holidays that pertain to religious beliefs and may conflict with township meetings, etc starting in 2022.

Host a minimum of 3 events per year for the community that pertain to Diversity, Equity, and Inclusion that are separate from the public chats or the diversity training starting in 2022??

Have 2 public chats per year, one at the start, one towards the middle, about how race/ethnic relations, inclusivity, and equity are in the township and what the supervisors can do to bridge the gaps starting in 2022