



**Ferguson**  
Township  
*Pennsylvania*

# 2014 Strategic Plan



# Table of Contents

**CHAPTER 1: WHO WE ARE ..... 3**

OUR MISSION..... 3

OUR VISION ..... 3

WE VALUE ..... 3

**CHAPTER 2: EXECUTIVE SUMMARY ..... 5**

HISTORY ..... 5

ORGANIZATION ..... 5

EXECUTIVE SUMMARY ..... 6

**CHAPTER 3: STRATEGIC PLAN ..... 8**

GOAL 1.0: “FINANCIAL STABILITY” ..... 8

GOAL 2.0: “ADEQUATE STAFFING” ..... 9

GOAL 3.0: “ECONOMIC DEVELOPMENT” ..... 10

GOAL 4.0: “SERVICE DELIVERY” ..... 12

GOAL 5.0: “ADEQUATELY ZONED LAND” ..... 13

GOAL 6.0: “IMPROVE COMMUNICATIONS” ..... 14

GOAL 7.0: “ACCREDITED LAW ENFORCEMENT” ..... 17

GOAL 8.0: “REGIONAL PROGRAMS” ..... 17

GOAL 9.0: “ENSURE MINIMAL DISRUPTION” ..... 19

GOAL 10.0: “PRISTINE OPEN SPACE” ..... 21

# Chapter 1: Who We Are

## Our Mission

It is Ferguson Township's mission to 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 the infrastructure in acceptable condition, provide exemplary service, keep Township operations financially stable and keep pace with technology. As a result, the Township can continue to be a leader and model for the Centre Region and other Home Rule municipalities.



The Township is considered a 'Best Place to Live' due to the high quality of life created in part through a sense of place achieved through the development of a vital town center, a strong diversified community, an effective transportation system, a rural/small town atmosphere and the location and availability of open space. The Township will continue to preserve environmentally sensitive areas.

## 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, 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 nearly 18,000 residents. Several high-tech industries have found a home in Ferguson Township over the years including AccuWeather, Minitab, Sound Technology, 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 issues. 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 a number of 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 manner in which 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 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.

## Executive Summary

The staff of Ferguson Township is guided in its decision-making by several documents, some of which have been outlined in greater detail above. The Township's ordinances, resolutions, budgets, comprehensive plan, and the CIP are all examples of guiding documents that staff utilize on a daily basis to help allocate resources, capital and otherwise, to provide effective services. However, with all of these supporting documents there still remain several questions. How do we know our actions today are leading towards where residents want the Township to be in the coming years? How can we be sure that our resource allocation is advancing the Township's mission and vision? 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 a clear direction moving forward, staff can be better positioned to allocate resources 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 to allocate resources. Rather, it is meant to provide a true north that all Township departments can move toward for the good of the community.

In prior years, various versions of the Township's Strategic Plan have been implemented. This update will include several modifications to both the content and the layout in an effort to improve the utility of the document. For example, previous versions have itemized individual

goals for each department. With this update, the goals are established and individual departments are assigned to each action step. The previous approach was compartmentalized and did not recognize that more than one department may be responsible for the advancement of a single goal. Additionally, previous versions lacked an adequate means of tracking the progress toward each goal's completion. A good metric is clear, unambiguous, and easy for the reader to interpret. In this update, every objective has an associated *progress tracker* that measures its percent completeness. It can, therefore, be reasonably stated that once each objective is 100% complete, the goal has been reached or should be modified to accommodate new objectives. Finally, the goals and objectives established in this update have been organized from top to bottom according to staff priorities.

To quote best-selling author Joel Barker, "Vision without Action is merely a dream...Action without Vision is just passing time...Vision with Action can change the world." The Ferguson Township Strategic Plan consists of three elements. **Goals** are statements of vision identified by staff and elected officials as desirable outcomes for the Township to reach. **Objectives** are measurable, definable achievements that must be attained prior to accomplishing or advancing a goal. Finally, **Action Steps** are specific, operable processes that are undertaken to achieve an objective. While goals are not necessarily attainable, objectives and action steps inherently are. The purpose of this Strategic Plan is to define these elements in an attempt to marry *vision* and *action* with the ultimate goal of improving the quality of life for those who live, work, study, and visit Ferguson Township.

# Chapter 3: Strategic Plan

Goal 1.0	Financial Stability
	<b>Ferguson Township strives to be financially stable and capable of funding the Township’s resource demands for immediate and long-term sustainability.</b>

- **Objective 1.1: Continuously monitor the Township’s financial stability.**
  - **Action Step 1.1.1:** Identify metrics that can be used to benchmark the Township’s financial strength.
    - *Responsible Departments:* Finance
  - **Action Step 1.1.2:** Establish a target debt-to-income ratio that connects the amount of debt incurred to what the Township can accomplish with its current revenue.
    - *Responsible Departments:* Finance
  - **Action Step 1.1.3:** Continue to implement and refine best management practices for fiscal accountability in accordance with acceptable standards.
    - *Responsible Departments:* Finance, Administration

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	The Township implements strict accounting practices and routinely exceeds expectations of auditors and accepted standards.				

- **Objective 1.2: Accurately forecast changes in the tax base and make appropriate modifications to ensure a sufficient stream of revenue.**
  - **Action Step 1.2.1:** Review land use ordinances and amend as necessary to encourage a working demographic that improves the income tax base for the Township.
    - *Responsible Departments:* Planning & Zoning
  - **Action Step 1.2.2:** Identify how different types of development impact the Township’s tax base.
    - *Responsible Departments:* Planning & Zoning, Finance
  - **Action Step 1.2.3:** Monitor trends and demographic changes in the Township to anticipate demand on revenues and expenditures.
    - *Responsible Departments:* Finance, Administration

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	Some work has been done to encourage moderate income families to locate in the Township through modification of land development ordinances.				

<b>Goal 2.0</b>	<b>Adequate Staffing</b>
	<b>Ferguson Township will maintain adequate staffing and expertise to meet the needs of a growing population.</b>

- **Objective 2.1: Identify and plan for the demands on public services as development expands to new areas of the Township.**
  - **Action Step 2.1.1:** Manage staff size and equipment inventories as needed to continue to provide street maintenance, brush and leaf collection, and other service demands that increase with more development.
    - Responsible Departments: Public Works, Administration
  - **Action Step 2.1.2:** Evaluate the benefits of contracting out certain services that will reduce cost or improve service delivery.
    - Responsible Departments: Public Works, Administration
  - **Action Step 2.1.3:** Develop a strategy for evaluating the impact of development on all services including, but not limited to fire, EMS, sewer, and water.
    - Responsible Departments: Public Works, Administration, Planning & Zoning, Police

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	2014-2018 CIP includes equipment replacements to expedite Public Works service delivery. Contract is currently out for snow plowing.				

- **Objective 2.2: Ensure adequate police personnel to support a dynamic residential, business, and industrial base, while meeting the demands of public safety.**
  - **Action Step 2.2.1:** Expand on 2010 police staffing study with updated data and information to help guide future personnel decisions.
    - Responsible Departments: Police, Administration

- **Action Step 2.2.2:** Plan budget accordingly to accommodate higher police staffing demands with new development and redevelopment.
  - Responsible Departments: Finance

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	One new Officer hired in 2013; Budget and CIP plan for new equipment to help accommodate increased service delivery with new development.				

<b>Goal 3.0</b>	<b>Economic Development</b>
	<b>Ferguson Township endeavors to be a model of community and economic development in the Centre Region.</b>

- **Objective 3.1: Create and maintain great neighborhoods that are diverse and offer a range of housing and other amenities.**
  - **Action Step 3.1.1:** Apply for and secure grant funding to develop the West College Avenue Terraced Streetscape District (TSD).
    - Responsible Departments: Administration, Planning & Zoning
  - **Action Step 3.1.2:** Partner with the Borough of State College and PADOT to develop the West College Avenue TSD.
    - Responsible Departments: Administration, Planning & Zoning
  - **Action Step 3.1.3:** Modify the Traditional Town Development District to ensure cohesion with other land use regulations and attract developers.
    - Responsible Departments: Administration, Planning & Zoning
  - **Action Step 3.1.4:** Establish workforce housing guidelines.
    - Responsible Departments: Planning & Zoning

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	Mixed-use zoning districts like TTD and TSD have been established to appeal to a new generation of homebuyers and young professionals. Consultant engaged to improve TSD/TTD districts to attract development.				

- **Objective 3.2: Improve and sustain the economic viability of agriculture in the Township.**

- **Action Step 3.2.1:** Collaborate with the Penn State University Agricultural Science College to amend permitted zoning district uses to allow new types of farming.
  - Responsible Departments: Administration, Planning & Zoning
- **Action Step 3.2.2:** Examine Township zoning regulations to identify areas that can be modified to promote the sustainability of agriculture as a business.
  - Responsible Departments: Planning & Zoning
- **Action Step 3.2.3:** Continue to financially and administratively support agricultural preservation efforts.
  - Responsible Departments: Administration

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	The Township actively participates in farmland preservation programs.				

- **Objective 3.3: Create a climate that supports the development of small businesses and entrepreneurs. Approach this objective on a regional level.**

- **Action Step 3.3.1:** Make Township support and facilities available, where applicable, to small business incubators that support new businesses.
  - Responsible Departments: Administration
- **Action Step 3.3.2:** Explore and implement financial incentives for economic development within the Township.
  - Responsible Departments: Finance, Administration
- **Action Step 3.3.3:** Review and modify zoning ordinances to encourage mixed-use districts, streamline the plan review process, and encourage other uses that are conducive to the success of small businesses.
  - Responsible Departments: Planning & Zoning
- **Action Step 3.3.4:** Continue support of the Chamber of Business and Industry Centre County (CBICC) through membership and initiative participation.
  - Responsible Departments: Administration

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	The Township provides resources to support the mission of the CBICC.				

- **Objective 3.4: Implement initiatives that connect young residents (ages 18-35) to local government and help retain recent graduates in the Township and Centre Region.**
  - **Action Step 3.4.1:** Enlist student groups and grassroots organizations to help address local issues as they arise.
    - Responsible Departments: Administration
  - **Action Step 3.4.2:** Where possible, provide internship opportunities for post-secondary and continuing education students.
    - Responsible Departments: Administration, Planning & Zoning, Police, Finance, Public Works

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	Staff and elected officials have met with local business incubators and held preliminary discussions of future partnerships.				

<b>Goal 4.0</b>	<b>Service Delivery</b>
	<b>Ensure service delivery in Ferguson Township is sufficient to accommodate growth, addresses new concerns of the community, and is provided at the lowest responsible cost to residents.</b>

- **Objective 4.1: Where appropriate and feasible, adopt a community approach to service delivery.**
  - **Action Step 4.1.1:** Prioritize department-wide and regional community policing strategies to address community issues.
    - Responsible Departments: Police, Planning & Zoning, Public Works, Administration
  - **Action Step 4.1.2:** Work with volunteer fire companies to encourage participation in the volunteer firefighter program.
    - Responsible Departments: Administration, Police

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	No progress has been made toward this objective.				

- **Objective 4.2: Identify and implement strategies to mitigate vehicle speeding, particularly in high-density residential developments.**
  - **Action Step 4.2.1:** Complete traffic calming policy.
    - Responsible Departments: Police, Public Works
  - **Action Step 4.2.2:** Identify targeted areas for traffic enforcement.
    - Responsible Departments: Police, Public Works
  - **Action Step 4.2.3:** Where advantageous, construct or encourage the implementation of traffic calming measures such as roundabouts, chicanes, and speed humps to mitigate excessive vehicle speeds.
    - Responsible Departments: Public Works, Planning & Zoning
  - **Action Step 4.2.4:** Support legislation to allow local police use of radar.
    - Responsible Departments: Administration, Police

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	New street designs are including passive traffic calming measures. Police continue to enforce speed limits in targeted areas.				

<b>Goal 5.0</b>	<b>Adequately Zoned Land</b>
	<b>Ensure Ferguson Township has adequately zoned land to accommodate current and future growth.</b>

- **Objective 5.1: Improve current processes for reviewing and approving new subdivision and land development plans.**
  - **Action Step 5.1.1:** Complete selection of consultant to submit recommendations to the Board of Supervisors to update existing Subdivision and Land Development Ordinances.
    - Responsible Departments: Planning & Zoning, Administration
  - **Action Step 5.1.2:** Review and update Subdivision and Land Development Ordinances and present to Board for adoption.
    - Responsible Departments: Planning & Zoning, Administration
  - **Action Step 5.1.3:** Implement permitting software in conjunction with participating Centre Region municipalities and the Centre Region Code Administration.
    - Responsible Departments: Planning & Zoning, Administration
  - **Action Step 5.1.4:** Develop an interdepartmental strategy to review subdivision and land development plans.
    - Responsible Departments: Planning & Zoning, Public Works, Administration

- **Action Step 5.1.5:** Revise zoning restrictions on alternative energies such as windmills and solar paneling to encourage renewable energy consumption.
  - Responsible Departments: Planning & Zoning

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	Regional permitting software is nearly implemented. Subdivision and Land Development ordinance amendment RFP has been drafted.				

- **Objective 5.2: Develop and implement policies that concentrate growth in areas within the Regional Growth Boundary to discourage sprawl.**

- **Action Step 5.2.1:** Rezone property within the Regional Growth Boundary based on forecasted growth and infrastructure in the Township.
  - Responsible Departments: Planning & Zoning
- **Action Step 5.2.2:** Use the Centre Region Comprehensive Plan update to assist in planning for future growth and for assessing revisions to zoning regulations.
  - Responsible Departments: Planning & Zoning, Administration
- **Action Step 5.2.3:** Determine the impact of Chesapeake Bay Tributary Strategy to infrastructure planning and growth forecasts.
  - Responsible Departments: Planning & Zoning, Public Works

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	Completed update to Centre Region Comprehensive Plan. Regional Growth Boundary continues to be enforced, where possible, in the Township.				

<b>Goal 6.0</b>	<b>Improve Communications</b>
	<b>Ferguson Township will utilize both traditional and new methods to improve communications and encourage involvement from residents in local government processes.</b>

- **Objective 6.1: Update and maintain hardware and software used by Township staff.**
- **Action Step 6.1.1:** Complete transition to third-party Information Technology service provider.
  - Responsible Departments: Administration, Finance, Planning & Zoning, Police, Public Works

- **Action Step 6.1.2:** Develop a strategic plan for Information Technology that includes exploring new technology such as third party hosting and open-source applications.
  - Responsible Departments: Administration, Finance
- **Action Step 6.1.3:** Maintain inventory of all computing hardware to allow sufficient time to prepare for replacement.
  - Responsible Departments: Administration, Finance
- **Action Step 6.1.4:** Evaluate open source software as a means to reduce software costs associated with commonly used office software
  - Responsible Departments: Administration, Finance

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	Third-Party IT vendor has been selected. Inventory of hardware including PCs and servers has been created in conjunction with new IT vendor. Initial IT strategic plan discussions have commenced and free, open-sourced software for telecommunications is being explored by staff.				

- **Objective 6.2: Develop a communications strategy to improve transparency and strengthen media exposure.**

- **Action Step 6.2.1:** Provide Community Communications Coordinator with accurate and up-to-date information for timely distribution to residents.
  - Responsible Departments: Administration, Finance, Public Works, Planning & Zoning, Police
- **Action Step 6.2.2:** Promote efforts in cooperating with other government entities in our printed and electronic newsletter, website, and media interviews.
  - Responsible Departments - Administration
- **Action Step 6.2.3:** Develop efforts to promote and expand Constant Contact listservs.
  - Responsible Departments: Administration, Police

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	Recruitment of Community Communications Coordinator has been completed. Township eNewsletter was launched in June, 2013. Constant Contact signup contest was completed in May, 2013.				

- **Objective 6.3: Encourage participation from new candidates on the Township’s Authorities, Boards, and Commissions.**

- **Action Step 6.3.1:** Consider term limitations on Township Authorities, Boards, and Commissions.
  - Responsible Departments: Administration
- **Action Step 6.3.2:** Create and maintain a listserv for residents interested in volunteer opportunities.
  - Responsible Departments: Administration
- **Action Step 6.3.3:** Expand community outreach events such as ‘Coffee and Conversation’ and the ‘Homeowner and Condo Association Open Forum.’
  - Responsible Departments: Administration
- **Action Step 6.3.4:** Distribute resident survey and use results to identify gaps in resident engagement.
  - Responsible Departments: Administration
- **Action Step 6.3.5:** Organize focus group of young professionals to identify strategies to engage this demographic.
  - Responsible Departments: Administration

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	The Township held a Homeowner and Condo Association Open Forum and several Coffee and Conversation Events.				

- **Objective 6.4: Evaluate and implement eGovernment strategies designed to provide convenience and accessibility to Township residents.**

- **Action Step 6.4.1:** Explore and employ social media tools as an outlet for Township news and a means to encourage feedback on township services and current issues.
  - Responsible Departments: Administration
- **Action Step 6.4.2:** Identify which Township functions could be enhanced by providing eGovernment services.
  - Responsible Departments: Administration, Public Works, Police, Planning & Zoning, Finance
- **Action Step 6.4.3:** Modify webpage layout and functionality to meet new demands of residents, students, businesses, and visitors.
  - Responsible Departments: Administration

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	Draft social media policies created. New web hosting service selected; pending budget review.				

Goal 7.0	Accredited Law Enforcement
	<b>To have the Ferguson Township Police Department recognized as an accredited law enforcement agency by the Pennsylvania Police Accreditation Coalition.</b>

- **Objective 7.1: Attain accredited status by the Pennsylvania Police Accreditation Coalition.**
  - **Action Step 7.1.1:** Complete policy manual and supporting infrastructure upgrades.
    - Responsible Departments: Police, Public Works, Administration
  - **Action Step 7.1.2:** Gather proofs to support Accreditation Standards.
    - Responsible Departments: Police

Progress:	0%	25%	50%	75%	100%
Notes:	Policy manual is nearing completion and accreditation is anticipated in 2014.				

- **Objective 7.2: Maintain accredited status in compliance with the Pennsylvania Police Accreditation Coalition.**
  - **Action Step 7.2.1:** Revise police manual as needed to respond to changing requirements.
    - Responsible Departments: Police

Progress:	0%	25%	50%	75%	100%
Notes:	Progress will be made toward this objective once the Accreditation process is complete.				

Goal 8.0	Regional Programs
	<b>Ferguson Township will continue to actively participate in regional programs that have a demonstrable positive impact on cost and quality of service delivery.</b>

- **Objective 8.1: Identify programs where continued and enhanced regional participation is desirable and develop a strategy to sustain that participation.**
  - **Action Step 8.1.1:** Collect data on regional programs that are most important to Township residents and report results to elected officials.
    - Responsible Departments: Administration
  - **Action Step 8.1.2:** Evaluate the cost-effectiveness of regional services by comparing regional costs against costs of providing those services in-house or contracted with the private sector.
    - Responsible Departments: Administration, Planning & Zoning, Public Works, Finance
  - **Action Step 8.1.3:** Consider potential for providing services to other regional municipalities.
    - Responsible Departments: Planning & Zoning, Police, Public Works

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	The Township implements strict accounting practices and routinely exceeds expectations of auditors and accepted standards.				

- **Objective 8.2: Expand recycling programs in partnership with Centre Region Refuse and Recycling.**
  - **Action Step 8.2.1:** Explore the feasibility and desirability of a regional organic composting program.
    - Responsible Departments: Administration, Public Works
  - **Action Step 8.2.2:** Launch an educational campaign and improve enforcement of commercial recycling requirements.
    - Responsible Departments: Administration

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	Enforcement of commercial recycling requirements is expanding. COG considering including organic composting in new recycling contract.				

- **Objective 8.3: Explore the potential to take a regional approach to addressing problems with animal control in the Township and surrounding municipalities.**
  - **Action Step 8.3.1:** Work regionally to resolve needs for animal sheltering.
    - Responsible Departments: Administration, Police, Planning & Zoning

- **Action Step 8.3.2:** Identify area animal shelters that may be interested in entering a contractual relationship with the Township and surrounding municipalities for kenneling services.
  - Responsible Departments: Administration, Police, Planning & Zoning
- **Action Step 8.3.3:** Develop and implement a policy on the keeping and controlling of exotic animals.
  - Responsible Departments: Police, Planning & Zoning

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	No progress has been made toward this objective.				

<b>Goal 9.0</b>	<b>Ensure Minimal Disruption</b>
	<b>Ferguson Township will strive to be prepared to respond to unpredictable events to ensure minimal disruption of services.</b>

- **Objective 9.1: Improve and maintain stormwater management practices.**

- **Action Step 9.1.1:** Monitor state legislation for the authorization to create a stormwater management authority.
  - Responsible Departments: Administration
- **Action Step 9.1.2:** Engage Homeowner and Condo Associations with best management practices for stormwater management.
  - Responsible Departments: Public Works
- **Action Step 9.1.3:** Evaluate current condition of stormwater detention basins and identify their likelihood of failure.
  - Responsible Departments: Public Works
- **Action Step 9.1.4:** Develop programs to meet Municipal Separate Storm Sewer Program (MS4) requirements and the National Pollutant Discharge Elimination System (NPDES) permit requirements.
  - Responsible Departments: Public Works

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	Efforts have begun to educate Homeowner and Condo Association board members about stormwater management practices in the Township. Public Works staff and Engineering complete MS4 report annually for all stormwater basins in the Township.				

- **Objective 9.2: Complete, test, and modify the Township’s Continuity of Operations Plan (COOP).**
  - **Action Step 9.2.1:** Finalize and maintain ‘disaster recovery template’ provided by Agility Recovery.
    - Responsible Departments: Administration
  - **Action Step 9.2.2:** Formalize agreement with recovery site for alternative facility location.
    - Responsible Departments: Administration
  - **Action Step 9.2.3:** Coordinate and implement testing of disaster recovery plan with Agility Recovery.
    - Responsible Departments: Administration
  - **Action Step 9.2.4:** Develop, distribute and encourage personal emergency response plans.
    - Responsible Departments: Administration
  - **Action Step 9.2.5:** Coordinate with all departments and staff to ensure adequate understanding and individual responsibilities of the recovery plan.
    - Responsible Departments: Administration

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	Agility Recovery template and portal are complete. Draft recovery site agreement sent to Weis Markets for review and approval.				

- **Objective 9.3: Consider the value and cost associated with expanding winter maintenance on bikeways.**
  - **Action Step 9.3.1:** Identify bike paths that are most heavily utilized as targets for winter maintenance.
    - Responsible Departments: Public Works
  - **Action Step 9.3.2:** Coordinate winter maintenance on bike paths with adjacent municipalities and private owners to eliminate gaps in coverage.
    - Responsible Departments: Administration, Public Works
  - **Action Step 9.3.3:** Explore the possibility of contracting out bike path winter maintenance.
    - Responsible Departments: Public Works

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	Township road crew has begun to maintain some bike paths during the winter months.				

Goal 10.0	Pristine Open Space
	<b>Ferguson Township hopes to maintain some of the most pristine open space and developed parks in Pennsylvania.</b>

- **Objective 10.1: Promote environmental and social stewardship in parkland development.**

- **Action Step 10.1.1:** Ensure that existing and proposed facilities comply with the requirements of the Americans with Disabilities Act (ADA).
  - Responsible Departments: Public Works
- **Action Step 10.1.2:** Encourage parkland designs that do not create adverse environmental impacts by employing practices such as reducing impervious surfaces, harvesting rainwater, and providing for bicycle parking and accessibility.
  - Responsible Departments: Public Works, Planning & Zoning

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	New municipal and regional park designs include the provision of ADA facilities and the institution of best management practices for parkland design and development.				

- **Objective 10.2: Identify the advantages of establishing a street tree commission.**

- **Action Step 10.2.1:** Create a scope of responsibilities the street tree commission would carry out. Consider modeling commission after State College Borough's.
  - Responsible Departments: Public Works
- **Action Step 10.2.2:** Determine who should comprise the committee and match interested candidates accordingly.
  - Responsible Departments: Public Works, Administration
- **Action Step 10.2.3:** Develop new ordinance addressing street tree maintenance and program administration.
  - Responsible Departments: Public Works, Administration

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	Draft street tree ordinance has been created and is currently under review.				

- **Objective 10.3: Continue support of Centre Region Parks and Recreation and an interconnected, regional park network.**

- **Action Step 10.3.1:** Identify in park master plans the potential for connecting trails to other parks and surrounding residential neighborhoods and places of interest.
  - Responsible Departments: Planning & Zoning, Public Works
- **Action Step 10.3.2:** Cooperate with municipal members of the Centre Region Council of Governments to work toward the development of the Whitehall Road Regional Park.
  - Responsible Departments: Administration, Public Works, Planning & Zoning, Police
- **Action Step 10.3.3:** Provide Centre Region Planning Agency staff with current information on the supply, demand, and use of public parks and open space for the development of a Regional Open Space Plan.
  - Responsible Departments: Planning & Zoning, Administration

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	Whitehall Road Regional Park is in the initial stages of development.				

- **Objective 10.4: Actively seek new funding outlets for land acquisition and development of Township and regional parks.**

- **Action Step 10.4.1:** Research funding sources at state and federal levels, and university research funding, for recreational facilities, parkland development, and agricultural land preservation.
  - Responsible Departments: Administration

<b>Progress:</b>	<b>0%</b>	<b>25%</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>Notes:</b>	No progress has been made toward this objective.				