

# Curwensville Borough, Clearfield County

Strategic Management Planning Program

Steps 4, 5, & 6



*University of Pittsburgh*

*School of Public and International Affairs*

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Kate George

Ashley Khor

Anna Richard

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# Introduction: Management Audit and Recommendations

Steps 4, 5 and 6 of the Strategic Management Planning Program (STMPP) involve a management audit and an implementation plan and schedule. The purpose of the audit is to provide an independent review of management and operating practices and help the Borough optimize its operations and achieve its fiscal objectives. It is the assumption of the STMPP team that the aim of all local governments should be one of continual improvements in providing services to their citizens. Organizations dedicated to continuous learning and improvement experience change regularly and require the development of management practices to lead and track change.

The STMPP team's recommendations are intended to guide the Borough as it moves to improve its processes, operations and financial condition. Borough Council and employees must take a proactive approach to managing the Borough's operations that emphasizes financial stability, improving performance, and making strategic investments in the community to maximize available resources. The focus of these efforts should be on developing greater organizational capacity and accountability using accepted performance standards for individual departments and the Borough.

In order to better understand the management and operations of the Borough, the team conducted a series of interviews with key department personnel to facilitate a comprehensive view of its operations, practices and needs. The team focused on the primary areas of operations and administration, public works and police services. The recommendations outlined here aim to ensure Curwensville Borough's sustained financial stability while enhancing services for its citizens and fostering proactive development within the community.

## Administration and Operations

One of the most vital functions of any municipality is the administration of its day-to-day operations. In Curwensville—a close-knit community where staff often take on multiple and overlapping responsibilities—the administrative team plays a critical role in keeping things running smoothly. They serve as the backbone of local government, ensuring that essential municipal services are delivered efficiently and reliably.

The Borough's administration is composed of a Secretary/Treasurer and an Assistant Secretary/Treasurer, both of whom have served in their roles for two years. The full-time Secretary/Treasurer carries out a wide range of essential duties, including managing zoning permits, preparing and distributing Borough Council agendas and meeting minutes, and keeping Council informed on key administrative matters. Additional responsibilities include overseeing pavilion reservations, preparing the monthly Treasurer's report, and participating in the annual budget process.

The part-time Assistant Secretary/Treasurer brings 25 years of accounting experience and focuses primarily on financial operations. She manages payroll, accounts payable, accounts receivable, reconciliation, and related financial tasks.

The management audit and review highlighted how heavily the Borough's operations and administration depend on the dedication of its staff. This reliance can make it difficult to manage their wide range of tasks and responsibilities. Without clear systems and support structures, balancing daily operations with long-term planning and community needs becomes increasingly challenging. Interviews conducted as part of the STMPP project revealed that while Curwensville Borough excels in certain areas, there are also critical functions that would benefit from targeted improvement.

Findings and recommendations are detailed in the following key areas: Policy and Procedures, Operations and Staffing, Finance and Reporting, and Planning and Community Development.

## Policies and Procedures

### *Job Descriptions*

The current job descriptions for the Secretary/Treasurer and Assistant Secretary/Treasurer are outdated and no longer accurately reflect the scope or nature of their actual responsibilities. They also fail to capture the full extent of duties handled by the administrative staff. Over time, the roles of these positions have evolved significantly, yet there has been no formal update to clearly define or differentiate their respective responsibilities. As a result, there is a lack of clarity regarding the segregation of duties between the two roles, which can hinder efficiency and accountability.

**Recommendation:** The Borough should undertake a comprehensive update of its job descriptions to align with current practices and responsibilities. This process should include direct input from the employees in these roles. Sample job descriptions for the Secretary/Treasurer and Assistant Secretary/Treasurer are contained in [Appendix 1](#). Once reviewed by the solicitor and approved by Council, these descriptions should be added to the personnel records and referenced in future hiring processes.

### *Consolidated Administrative Policies*

Curwensville Borough currently lacks a consolidated administrative policy manual. Although some policies are in place, they are not compiled in a formal, easily accessible format, making them difficult to locate when needed. As a result, staff often depend on memory, personal notes, or verbal instructions to navigate routine tasks and decision-making. This approach increases the risk of inconsistency, hampers effective training of new employees, and places a heavy reliance on the institutional knowledge of individual staff members.

**Recommendation:** The Borough should develop a comprehensive administrative policy manual that compiles all key operational policies into a single, organized, and accessible document. This manual should include, at a minimum, policies addressing, revenue

performance budgeting, unreserved fund balance, debt, procurement, internal controls, records retention, fee schedules, personnel, and capital planning. Existing policies should be reviewed for accuracy and updated as needed, while missing policies should be developed using model documents and best practices. The final manual should be approved by Council, incorporated into staff training, and reviewed annually to ensure it remains up to date. The purpose of creating a consolidated policy manual is to provide the Borough with a strong administrative backbone — a reliable, easy-to-reference guide that supports consistency in operations and decision-making. Staff and elected officials should be able to turn to this manual when they are uncertain about a procedure, process, or standard. For the manual to fulfill this role, it must be written in a way that is practical, clear, and adaptable over time. It should avoid unnecessary complexity and reflect current practices and legal requirements, so that it remains a living document and does not become obsolete. A sample Administrative Policy Manual is included as [Appendix 2](#).

### *Budget Calendar*

Curwensville Borough currently prepares and adopts its annual budget through a process that relies heavily on tradition and informal understanding between staff and Council. While both are committed to meeting deadlines and fulfilling their responsibilities, there is no formalized calendar or documented procedure to guide the budgeting process. This reliance on institutional knowledge makes the process vulnerable—particularly during periods of staff or Council turnover. Without a clearly defined structure, the Borough faces increased risks of delays, unclear roles, reduced transparency, and missed opportunities for meaningful public engagement. It’s worth noting that Curwensville Council has already recognized this as an area for improvement and has begun taking steps to formalize elements of the budget process.

**Recommendation:** The Borough should create and adopt a formal annual budget calendar and written budget procedures that outline key deadlines, responsibilities, and steps in the preparation, review, and adoption of the budget. The calendar should specify timelines for



staff preparation of draft budgets, committee and Council review, public hearings, and final adoption in compliance with legal requirements. This calendar and procedure document should be incorporated into the Borough's administrative policy manual and made available to both staff and elected officials as a reference guide.

A sample Budget Calendar is included in [Appendix 2](#) Sample Administrative Policy Manual.

### *Records Retention Policy*

The Borough has identified records management and organization as ongoing challenges, particularly in terms of both maintaining records effectively and managing the physical space required to store them. As local governments are subject to open records requests under public information laws, it is essential that records are not only properly maintained but also easily accessible. An organized and efficient records management system supports transparency, operational efficiency, and compliance with legal requirements.

**Recommendation:** The Borough should adopt a formal records retention policy based on the [Pennsylvania Municipal Records Manual](#). This policy should clearly define the retention periods and approved methods of secure destruction.

A sample Records Retention Policy is included in [Appendix 2](#) Sample Administrative Policy Manual.

### *Fee Schedule*

The Borough indicated that their fee schedule for permits, rentals, and services is not regularly reviewed and updated. As a result, some fees may no longer reflect the actual cost of providing services or be aligned with the rates charged by peer municipalities—which limits the Borough's ability to recover costs and result in lost revenue opportunities.

**Recommendation:** The Borough should conduct a review of its fee schedule and adopt a policy requiring annual review and adjustment as part of the budget process. This review

should compare current fees to the actual cost of providing each service. A sample Fee Schedule Policy is included in [Appendix 2](#), Sample Administrative Policy Manual.

## Operations and Staffing

### *Cross-Training and Continuity Planning*

Given the small size of the Borough's administrative team, it is important that functions continue uninterrupted during staff absences or transitions. Our review found an area where a relatively small change could make a significant difference: the lack of formal cross training between the Secretary/Treasurer and Assistant Secretary/Treasurer. While both staff members are experienced and dedicated, there is currently no structured approach for ensuring that they can step into each other's essential duties as needed.

**Recommendation:** To strengthen operational continuity and build organizational resilience, it is recommended that the two Borough Secretary/Treasurers collaborate to develop and implement a cross-training plan. This initiative should involve each thoroughly learning the other's core responsibilities and processes. Time should be allocated for mutual instruction and the creation of clear documentation outlining how key tasks are performed.

In addition, we recommend establishing a scheduled weekly coordination time. This meeting does not need to be formal or lengthy, but it should serve as a dedicated opportunity to review upcoming deadlines, important dates, and shared priorities. Regular communication in this format will strengthen collaboration, promote alignment, and help ensure that no critical tasks are overlooked.

## Finance and Reporting

### *Segregation of Duties*

Curwensville follows basic internal financial controls in daily operations, such as segregation of accounts payable and receivable for cash handling however, these controls are not used for all receivables and are not formally documented. Staff described longstanding practices, but many of these practices were not fixed and depended on the staff's schedule and availability. The absence of documented controls can put the Borough at risk in the event of an audit and makes it harder to ensure consistent safeguards.

**Recommendation:** The Borough should develop and adopt a formal Segregation of Duties policy that clearly defines the procedures and safeguards used to manage public funds. This policy should outline cash handling protocols, deposit timelines, check signing authority, bank reconciliation procedures, and reporting requirements. Once adopted, the policy should be incorporated into the administrative policy manual and reviewed annually or whenever major changes in staffing or operations occur.

A sample Segregation of Duties policy is included in [Appendix 2](#) Sample Administrative Policy Manual.

### *Account Structure*

The review found that Curwensville Borough holds 10 separate bank accounts to track different funds. While this system functions, it adds unnecessary complexity to financial management and reporting.

**Recommendation:** The Borough should reduce the number of fund accounts utilized to reduce complexity.

### *Accounting System*

The Borough currently utilizes QuickBooks to manage its accounts, generate financial reports, and provide necessary documentation for the submission of required forms and reports. While QuickBooks is a widely used platform among municipalities, Curwensville Borough has found that the system does not align well with its specific operational needs. Instead of streamlining financial processes, it has introduced additional complexity and confusion into the Borough's accounting practices. This misalignment highlights the need to explore alternative financial management systems that are better suited to the unique requirements of Curwensville Borough.

**Recommendation:** The Borough should evaluate transitioning to a dedicated municipal fund accounting system. The STMP team recommends undertaking a live demonstration of several software programs to determine which is the best fit for Curwensville. This would allow for more effective and efficient tracking of funds within a single system, reduce manual work, and improve reporting for staff, Council, auditors, and the public.

## **Planning and Community Development**

### *Website and Ordinances*

The Borough has secured a .gov domain for its official website and plans to use it to improve public access to local ordinances. While several key ordinances are currently available online, the Borough aims to upgrade the website and publish all ordinances in a centralized, easily accessible format. This initiative will allow residents to view and search ordinances directly, eliminating the need to file Right-To-Know (RTK) requests.

**Recommendation:** The Borough should upgrade its website to enhance usability for residents and visitors alike. A more intuitive, mobile-friendly, and informative website will improve access to services, promote local events and strengthen civic engagement.

**Recommendation:** The Borough should codify all ordinances and make them available and searchable online. This will ensure that ordinances are accessible and easy to navigate, which will support enforcement, encourage compliance, and make it easier for developers, residents, and businesses to understand requirements. It will also reduce the time and administrative burden on staff associated with responding to RTK requests.

### *Community Engagement*

The Borough needs a direct and efficient way to communicate with residents during emergencies and for other timely alerts. While social media offers a platform for rapid updates, it does not effectively reach the majority of residents — particularly older adults who may not use these platforms regularly. Implementing an app-based communication system, paired with optional SMS and email notifications, would provide a more inclusive and immediate way to keep all residents informed and safe.

**Recommendation:** The Borough should utilize an app-based resident notification system to improve communication and engagement with residents.

### *Zoning Update*

The Borough completed an updated Comprehensive Plan in 2025. One of the five community priorities contained in the Comprehensive Plan is an update to the zoning ordinance to ‘assure well planned and orderly developments and to avoid future land use problems and conflicts.’ The Borough’s current zoning ordinance was adopted in 1995 and amended in 2004. The zoning map was last redrawn in 2009.

**Recommendation:** Utilizing the findings and recommendations of the Comprehensive Plan, the Borough should update its zoning ordinance and map.

### *Partner with Local Businesses*

The Borough is interested in undertaking community development projects to increase tourism and recreational opportunities but struggling to find ways to finance improvements. The Pennsylvania Department of Community and Economic Development offers a tax credit program to encourage local businesses to invest in their communities. The [Neighborhood Assistance Program](#) (NAP) allows businesses to contribute to community projects and receive up to 95% in tax credits.

**Recommendation:** The Borough should consider partnering with Lezzer Lumber and Clearly Ahead Development to pursue funding through the NAP. This partnership presents a strategic opportunity to involve the private sector in advancing the Borough's community development objectives while leveraging available resources to support local improvement initiatives.

### *Blight Prevention and Mitigation*

Council consistently noted that ongoing property maintenance issues and the increasing number of homes being converted to rentals are major concerns, as these trends have made it more challenging to maintain neighborhood standards and address blight effectively.

**Recommendation:** The Borough should undertake a formal blight study to assess conditions and document properties that may require intervention. This process should begin with the creation of an inventory of blighted properties by the code officer or an outside consultant. The results of this study will help the Borough prioritize enforcement efforts, support grant applications, and guide strategies for revitalization and redevelopment.

While the Borough enforces zoning and construction codes, it does not have a property maintenance code suited to ongoing property maintenance issues. The current Uniform

Construction Code (UCC) provides standards for new construction but does not provide standards for ongoing maintenance.

**Recommendation:** The Borough should adopt the International Property Maintenance Code (IPMC) to establish uniform standards for property upkeep and provide a consistent, enforceable framework for addressing blighted conditions. Unlike building codes focused on new construction, the IPMC is specifically designed to manage maintenance issues in existing structures and lots. In addition, adopting a Quality-of-Life Ordinance would allow the Borough to more effectively address everyday nuisance concerns—such as overgrown grass, junk accumulation, and improper trash storage—through a clear and consistent enforcement process. A sample Quality of Life Ordinance is included as [Appendix 3](#)

## Public Works

The Curwensville Public Works Department plays a central role in maintaining the Borough's infrastructure and supporting everyday life for its residents. The Department is led by a full-time Lead Man who has served in the role for seven years and has worked for the Borough for over a decade. With deep institutional knowledge and strong relationships with municipal officials, the Lead Man manages the daily operations of a small, dedicated crew of three full-time employees. He reports directly to a designated Council member and maintains consistent, effective communication with Borough staff and Council. While there is no formal oversight or performance review system in place, the Department operates with a high level of trust and coordination.

The team is responsible for a wide range of services, including park maintenance, mowing more than 18 acres of green space, repairing waterlines and storm drains, collecting leaves, snow removal and maintaining public spaces. While sewer and water services are managed by the Curwensville Municipal Authority and Pike Township Municipal Authority, the Department works closely with both. Residents contract individually for garbage collection through private vendors, and limited recycling is available through County-provided drop-off dumpsters.

Funding for capital projects primarily comes from grants and state Liquid Fuels allocations, which also support winter operations and some debt repayments. Equipment purchases follow a three-quote process, and the Department participates in cooperative purchasing programs such as COSTARs and Sourcewell. When feasible, purchases are made locally to support area businesses and reduce delivery times.

Although Curwensville does not have formal shared-service agreements, the Public Works Department maintains strong, longstanding partnerships with neighboring municipalities and utility authorities. Equipment and operator time are frequently exchanged informally.



These mutually beneficial arrangements are built on trust and have proven to be both efficient and cost-effective.

## Planning and Task Management

Many of the Department's operations rely on informal systems. Daily tasks are coordinated verbally and adjusted based on weather or emerging needs. Snow removal is consistently carried out using established, though undocumented, routes familiar to the crew. Leaf collection occurs annually, but there is no set schedule. Notifications are shared through Facebook and the Borough website. Currently, there are no written plans for road maintenance or snow removal, and no formal system for tracking completed tasks. While the Department functions effectively on a day-to-day basis, most task planning is verbal and reactive. There is also no mechanism to track staff time by task to support financial reporting and budgeting.

**Recommendation:** Implementing low-cost planning tools can bring greater consistency and transparency to operations without adding unnecessary burden. A short weekly planning meeting would allow the team to review weather conditions, prioritize projects, and coordinate responsibilities. A task assignment board, even a simple whiteboard, would provide visual clarity for daily assignments. Additionally, developing a seasonal task calendar would help organize recurring responsibilities such as leaf collection, equipment servicing, and culvert checks. If staff are comfortable with technology, tools such as Google Sheets or Trello could also be used to track task status and project progress digitally. The table below compares some of the applications available to improve planning and task management.

Tool	Cost	Use Case	Notes
Google Sheets	Free	Customizable tracking, shared planning	Easy to use, no extra cost
Microsoft To Do / Planner	Free with Microsoft 365	Task lists and assignments	Useful if the borough already uses Microsoft tools
Trello	\$5 per user/month	Kanban-style task tracking	Visual task boards, simple and effective for small teams
ClickUp	\$7 per user/month	Task management with customizable workflows	Offers templates, Gantt charts, and time tracking
Monday.com	\$45/month for basic plan (3–5 seats)	Team planning and project tracking	Great visual layout, ideal for planning and recurring task assignments

**Recommendation:** To better manage the Borough’s roadway system, a comprehensive traffic and street study should be conducted. This study should identify all public Rights of

Way, document current usage patterns, and clearly establish the parties responsible for maintenance and upkeep. Clarifying jurisdiction and responsibility will improve coordination, help prioritize repairs, and support long-term planning and budgeting for infrastructure improvements.

**Recommendation:** The Borough should formalize a road maintenance plan that outlines how it will manage, fund and prioritize repairs and improvements. The plan should build on the traffic and street study to create an effective and efficient plan for the maintenance and improvement of Borough roadways. Formalizing the plan by season and identifying tasks and costs will support the annual budgeting process.

**Recommendation:** A formal snow removal plan would improve efficiency and consistency in winter road maintenance. It should outline priority routes, treatment criteria, plowing and salting procedures, staff roles, equipment needs, and a communication strategy for residents. This plan would help the Borough allocate resources effectively, enhance safety, and establish clear expectations for employees and the community.

**Recommendation:** The Borough should create a leaf collection plan and communicate it to residents via a community notification application.

**Recommendation:** The Department should implement a time sheet tracking system to support financial reporting and budgeting for Public Works tasks. A sample time sheet is included as [Appendix 4](#). This is an Excel spreadsheet that can be used to report time on tasks.

## Performance Review Process

The Department benefits from strong communication between the Lead Man and Borough Council but has no formal performance review process for staff. Formal and regular performance reviews will strengthen accountability, support staff development and document institutional knowledge.

**Recommendation:** The Department should formalize oversight through an annual informal review for staff. This process should be a once-yearly check-in guided by open-ended questions. Setting one or two practical goals, such as drafting a snow removal plan or improving maintenance tracking, would help align operational improvements with broader Borough priorities.

## Equipment Maintenance and Replacement

The Department maintains a fleet of aging but functional equipment, including two plow trucks (2009 and 2014), a utility truck (2019), a leaf vacuum (2022), multiple tractors and mowers, a 2018 backhoe, and a street sweeper. Some equipment, such as the backhoe and the 2014 plow truck, show signs of wear due to years of use and exposure to road salt. Maintenance is performed regularly during slow periods or inclement weather, but there is no structured preventive maintenance schedule or system for tracking service history. A new plow truck is under consideration to replace the 2009 model, pending grant funding through the Local Share Account, with plans to keep the older truck as a backup. Curwensville uses a three-quote approach to equipment purchasing.

**Recommendation:** The Borough should adopt an equipment evaluation checklist to guide purchasing decisions. This checklist would consider factors such as frequency of use, sharing potential with other municipalities, staff capacity to operate the equipment, and maintenance costs. The Borough should also begin tracking actual equipment usage, such as hours operated or number of service days per year, to better assess when replacements or new purchases are justified.

**Recommendation:** The Department should formalize a preventive equipment maintenance plan. While the Department regularly services equipment, maintenance is informal and based on downtime availability. Creating a preventive maintenance schedule based on manufacturer guidelines, usage hours, or seasonal cycles would help extend equipment life and prevent unexpected breakdowns. A maintenance log for each vehicle or

piece of machinery would also provide a helpful record for budgeting, grant applications, and resale planning.

**Recommendation:** With Liquid Fuels revenue steadily declining statewide, Curwensville will need to employ new revenue sources to maintain critical services. The Borough owns and operates a street sweeper and leaf vacuum and has strong informal partnerships with neighboring municipalities. By developing a formal equipment rental program, similar to what has been done in Punxsutawney, Curwensville could generate modest revenue to offset operational costs. This would strengthen regional cooperation while helping fill potential funding gaps left by reduced state aid.

## Police

Curwensville currently employs a hybrid model consisting of the Curwensville Police Department (CPD) and additional overnight coverage by the Pennsylvania State Police (PSP). Prior to 2008, CPD provided full-time coverage with 4 full-time officers and a canine officer. The Borough considered joining Clearfield Regional Police Department which was formed as a merger of the Clearfield Borough and Lawrence Township police Departments, when it was formed in 2024, but determined that it was not the best fit for them at the time. The CPD consists of an Acting Police Chief, a School Resource Officer (SRO) and one part-time patrolmen. Prior the resignation of the previous Police Chief in May 2025, the Department consisted of a full-time Police Chief, an SRO and two part-time patrolmen.

The Chief is responsible for active patrol. Part-time patrol is scheduled when the Chief is off duty (approximately 15-20 hours per week). The PSP covers second and third shifts evenings and overnights 7 days a week. The school district reimburses the Borough for the full cost of the SRO. The Department has 3 police cars of which one is planned to be scrapped. The Chief reports directly to Mayor and provides informal updates to the Mayor and Council with monthly incident reports. The Public Safety committee consists of 3 Council members and the Mayor. The CPD responded to 369 calls for service in 2024 while the PSP responded to 153 calls for service, for a total of 522 calls for service.

## Police Staffing Guidelines

The International Association of Chiefs of Police (IACP) uses a formula to assist municipalities in determining their police patrol force needs. The Pennsylvania Governor's Center for Local Government Services believes the IACP method is reasonable and reliable for determining patrol force needs. The formula should serve as a guideline for assessing patrol force needs and does not consider special assignments, administrators, commanders or officers working any assignment other than patrol. The formula should be

considered a guide and should not be interpreted as an exact measure of patrol force needs.

#### Step 1 – Calls for Service

The formula includes both estimated and actual calls for service to provide a range of reasonable force sizes for municipal leaders to consider. The national average of calls for service is approximately 550 complaints per 1,000 residents or 0.55 calls per resident.

Actual calls for service for 2024 were provided by the CPD and the PSP.

Actual Calls for Service = 522

Estimated Calls for Service Based on population =  $.55 \times 2,567 = 1,412$

#### Step 2 – Incident Response Time

It is generally accepted that 45 minutes is the average time for a patrol officer to handle an incident. For this reason, we multiply the total number of complaints by .75 (45 minutes) to determine patrol hours spent on incident response.

Actual Calls for Service =  $522 \times .75 = 392$  hours

Estimated Calls for Service Based on population =  $1,412 \times .75 = 1,059$  hours

#### Step 3 – Preventative Patrol Time

National estimates suggest that patrol officers spend approximately 1/3 of their time responding to incidents and requests for service. The remainder of an officer's time is spent on preventative patrol, supervision, eating and personal time, and service of equipment. For this reason, we multiply patrol officers' incidence response time by 3 to estimate the total time needed to provide preventative patrol and incident response based on actual and estimated calls for service.

$392 \text{ hours} \times 3 = 1,176$  hours

$1,059 \text{ hours} \times 3 = 3,177$  hours

#### Step 4 – Estimated Officers per Patrol Unit

A patrol unit (or shift) covers eight hours every day of the year or a total of 2,920 hours (365 days x 8 hours = 2,920). Dividing the total time needed for preventative patrol and incident response by 2,920 hours provides a raw estimate of patrol staffing levels needed for a patrol unit.

Actual Calls Officers per Patrol Unit =  $1,176 / 2,920 = .40$

Estimated Calls Officers per Patrol Unit (population) =  $3,177 / 2,920 = 1.1$

#### Step 5 – Curwensville Patrol Officer Availability

The calculations in Step 4 indicate that Curwensville will need between 1.3 and 3.5 officers per shift to handle calls for service in a year. Since patrol officers do not work every day of the week, we must estimate officers' on-duty availability time to determine how many officers are required to staff a patrol unit. This analysis assumes 8-hour shifts:

	Days	Hours
Vacation Time (Average 16)	16	128
Regular Days Off (52 wks x 2 days)	104	832
Sick Days (18 Max, Average Taken = 9)	6	48
Holidays	12	96
Personal Days	4	32
Total Avg Time Off	138	1104
Total Time Available	227	1816



A full-time Patrol Officer is available for 1,816 hours per year on average. Based on this information, we estimate that the Borough requires 1.6 officers to staff a single patrol unit ( $2,920/1,816 = 1.6$ ).

We can estimate the total number of officers needed by multiplying the number of patrol units needed from Step 4 by the number of officers needed to staff a patrol unit.

Actual Calls Patrol Unit Staffing Needed =  $1.6 \times .4 = .64$  patrol officers

Estimated Calls Patrol Unit Staffing Needed =  $1.6 \times 1.1 = 1.76$  patrol officers

Step 6 – Two Patrol Unit Minimum

With a 2-patrol officer policy, the estimates in Step 5 are doubled.

Actual Calls Patrol Unit Staffing Needed =  $.64 \times 2 = 1.3$

Actual Calls Patrol Unit Staffing Needed =  $1.76 \times 2 = 3.5$

## Police Services

The Borough is interested in determining the most cost-effective approach to providing police services to the community. As part of the STMP project, the team examined several options. In addition to the current hybrid model, the Borough should consider expanding in-house coverage to full-time and consider engaging with the Clearfield Regional Police Department under a merger or contract. Each option balances cost, control and community safety differently.

### ***Option A: Maintaining Current Hybrid Model (Status Quo)***

Under the current hybrid model, CPD continues provide local coverage during peak hours. Overnight coverage is supplemented by the PSP. This model controls cost but limits local responsiveness during off-hours.

### ***Option B: Expand In-House Coverage to Full-Time***

Expand in-house coverage to 24/7 by leveraging existing officers and hiring new officers where needed, to provide continuous, full-time patrol coverage. This would increase local presence and control but would require scheduling reform and resources to provide additional patrol coverage. Additionally, the Borough Code ([8 Pa.C.S. §1171 et seq.](#)) requires a civil service commission if the Borough has a police force of three or more full-time officers. This option would increase the cost to the Borough but provide improved service delivery to residents.

### ***Option C: Join the Clearfield Regional Police Department***

The newly formed regional Department has provided a proposal to the Borough to become a member and provide full-time coverage to the Borough, including the provision of an SRO for an annual cost of \$350,000. This figure is negotiable. This option offers potentially improved officer-to-resident ratios and professional resources. However, the regional Department is currently facing financial strain, including staff limitations and the cost is significantly greater than the Borough currently expends for police service.

Although the Clearfield Regional Police Department is not in a position to provide contract services to the Borough at this time, the Borough should continue to consider this as an option.

**Recommendation:** The Borough should explore a range of options to restructure and modernize its police Department with the dual goals of enhancing the quality and responsiveness of public safety services while ensuring long-term financial sustainability. Residents and officials have reported dissatisfaction with the level of service provided by PSP as response times are longer than desirable and the cost of providing police service to the community has increased nearly two-fold over the five-year period from 2019 to 2023.

**Recommendation:** Prior to evaluating or implementing any restructuring options, Borough officials should convene a series of public meetings to actively engage residents in open dialogue about public safety. These forums will provide an essential opportunity for community members to voice their concerns, share their experiences, and highlight specific issues that matter most to them. This input will ensure that any future decisions are guided by a clear understanding of the community's priorities and that proposed changes are responsive to the real challenges facing residents. By identifying the root causes of public safety concerns through direct engagement, officials can make more informed, transparent, and effective policy decisions.

**Recommendation:** Engage a DCED police peer consultant to conduct an independent analysis of the full range of options available to the Borough for providing police services to residents and optimize the operation of the selected model.

## Operational Improvement and Organizational Strategy Areas

This section outlines potential operational improvement and organizational strategy areas to make improvements to police services beyond the State Police response and following resignation of the Curwensville Police Chief, while balancing cost management.

## Minimum Staffing and Continuity

To continue providing adequate public safety services to Borough residents under Options A and B, the CPD must ensure that current staffing levels are not only sufficient to meet present demands but are also sustainable in the long term. Maintaining adequate staffing is critical for ensuring timely response to emergencies, proactive community policing, and the overall effectiveness of law enforcement operations. Without a deliberate focus on maintaining appropriate staffing levels, the Department may face challenges in meeting public expectations, responding effectively to incidents, and fulfilling its core mission of protecting the community.

**Recommendation:** Fill the vacancy in Police Chief position as an immediate priority. This position should be filled during any deliberation regarding the future structure of the Borough's police service structure.

**Recommendation:** The Borough should coordinate with regional police academies for local recruitment as well as utilize part-time capacity efficiently (e.g. weekend/evening coverage). In the longer term, the Borough should also consider implementing a [Reserve Officer Program](#) by recruiting trained volunteers or retired officers to assist during peak times or special events.

## Operational Readiness and Visibility

Enhancing operational readiness and increasing police visibility within the community would significantly improve the overall effectiveness and quality of police services in the Borough. By ensuring that officers are well-prepared, strategically deployed, and visibly present in the Borough, the Department can strengthen public trust, deter crime, and respond more efficiently to incidents. These efforts contribute to a greater sense of safety among residents and support a more proactive, community-oriented approach to policing.

With the hiring of a new Police Chief, the Borough has a valuable opportunity to redefine the role and expectations of the position in alignment with the principles of accountable policing and the Borough's needs. Under the previous Chief, departmental operations were largely guided by his personal preferences, including the scheduling of part-time officers and the determination of when the State Police would assume coverage of the Borough. This approach lacked transparency and consistency, which limited the Borough's ability to plan strategically and ensure reliable public safety coverage.

**Recommendation:** Shift the new Police Chief's role towards field visibility and accountability. Redefine the new Police Chief's expectations to include daily time on patrol or ride-alongs – especially during community events or peak times (e.g. during morning and evening commute). Tracking field hours, not just administrative time, can also boost visibility and responsiveness. Borough officials should establish clear policies, standard operating procedures, and defined leadership expectations for the incoming Chief.

**Recommendation:** Implement a clear patrol schedule. Going forward, the CPD should create a fixed schedule for all part-time and full-time officers, updated on a weekly basis. This would include rotating weekend and evening coverage predictably under Option B (in-house 24/7 coverage). A well-defined patrol plan helps optimize staffing, reduce response times, and ensure that officers are present during peak activity periods. Additionally, transparent scheduling fosters community trust by making police presence more predictable and responsive to the unique needs of different neighborhoods.

**Recommendation:** The Borough should establish call-availability protocols. The Borough should also consider requiring part-time officers to be on-call during designated hours, even if not physically in the station. For example, Braddock Borough negotiated 3 shifts every 2 weeks for their part-time officers. Group communication systems (like a duty

phone or Slack-style app) can also facilitate coordination of real-time responses. On-call availability during designated hours improves real-time police response by ensuring that personnel are ready and able to respond promptly to incidents as they arise. This approach helps close gaps in coverage, particularly during nights, weekends, or periods of limited staffing, and contributes to quicker response times, increased public safety, and greater confidence in law enforcement services.

## Governance and Oversight

Under the Borough code, the mayor is the “chief law enforcement officer.” The mayor is charged with ensuring the preservation of the public peace within the Borough. Council is empowered to establish the means of law enforcement, be it a municipal police force, contract with a neighboring municipality, coverage by the PA State Police or some other form. Both the mayor and council have roles to play in the provision of police service and should work together to provide efficient and effective oversight, coordination and accountability.

**Recommendation:** The Department’s patrol schedule and coverage plan should be provided to the Mayor and Borough Council on a weekly or bi-weekly basis. In addition, the Department should submit quarterly reports detailing calls for service, including those handled by both the Borough’s police personnel and the PSP. These updates will support informed decision-making, foster accountability, and provide a clear picture of the effectiveness and responsiveness of police services within the Borough.

## Succession and Training Planning

Given the turnover within the Curwensville Police Department, it is important to develop a succession and training program to ensure operational continuity and to preserve public confidence in police service. Cross training officers to provide additional services equips officers with a broader range of skills especially during staff shortages or emergencies.

**Recommendation:** Succession and training planning should be explored. The Borough should consider adopting a formal training program to assist with personnel changes. This should include partnering with regional academies or PA Chiefs of Police Association for short-course leadership prep (e.g. IACP [Leadership in Police Organizations](#)). In addition, Leadership Development Programs offered by state or regional training academies can help prepare officers for leadership roles (e.g. IACP [First-Line Leadership Training](#)). Cross-training part-time officers can ensure part-time officers are trained to handle various roles, providing flexibility in scheduling and coverage (e.g. IACP [ELERV](#), [One Mind](#)).

**Recommendation:** The Borough should consider options to expand policing coverage without additional hires. Expanding patrol coverage could enhance public safety with minimal or no-cost options including utilizing the SRO during the summer months to assist in patrol and shift coverage as well as for community events. Additionally, the Borough should consider utilizing community-based programs such as a [Neighborhood Watch](#) with light oversight from CPD or leveraging volunteers for non-enforcement presence (e.g., traffic monitoring, event support).

*\* Note: The Borough Code ([8 Pa.C.S. §1171 et seq.](#)) requires a civil service commission if the borough has a police force of three or more full-time officers.*

## Equipment and Capital Planning

An Equipment and Capital Improvement Plan is a strategic document that outlines the long-term physical asset needs of the Department. This includes the purchase or lease of equipment, vehicles, and technology upgrades.

**Recommendation:** To most effectively manage equipment costs, the Borough should adopt a [Capital Improvement Plan \(CIP\)](#) for CPD equipment. This should include a plan to replace vehicles based on age/use cycle, not just mileage, as well as considering lease-to-own options or pooled procurement through County or State.

**Recommendation:** The Borough should consider grant opportunities to provide funding for patrol vehicle purchases including:

- [USDA Community Facilities Direct Loan & Grant Program in Pennsylvania](#)
- [Edward Byrne Memorial Justice Assistance Grant \(JAG\) program](#)
- [Ford](#) offers lease programs tailored for police departments through Ford Pro and Ford Credit, including a \$1.00 buyout option at the end of the lease.

## Financial Planning & Oversight

Implementing strong financial planning and oversight measures brings greater predictability and stability to policing costs. By proactively forecasting expenses, monitoring budget performance, and aligning resource allocation with operational priorities, the Borough can better anticipate and manage the financial demands of providing police service. This approach supports long-term sustainability and enhances transparency and accountability in how public safety funds are used. Effective financial oversight helps avoid unexpected budget shortfalls and enables more strategic decision-making.

**Recommendation:** Integrate Department needs into the early phases of the Borough's budget process, forecasting staffing, equipment, and training costs 3–5 years out, using cost benchmarks (e.g. cost per call for service) to evaluate spending and identifying grant match requirements early to build in local share funding.



## Community Engagement and Trust-Building

Regular public forums and town hall events focused on public safety and police service can improve community engagement and trust building. These events can be utilized to discuss public safety issues, gather community input, and identify policies and programs to improve service delivery. Community Liaison Officers can serve as points of contact for community concerns and feedback. This would be particularly relevant for Option B (in-house 24/7 coverage).

**Recommendation:** Borough Council, in conjunction with the Police Chief, should hold regular public meetings to discuss the Borough's police service and seek feedback from residents regarding the quality of service and opportunities for improvement.

**Recommendation:** The Department and Council should designate officers and residents to serve as points of contact for community concerns and feedback.

## Multi Year Plan

The multi-year plan summarizes the recommendations from Steps 1 – 4 and identifies the timeframe, responsible party and impact of each recommendation. Potential Phase 2 STMP program funding projects are noted.

Recommended target dates are immediate (six months to one year), short term (one to two years), and long term (two years or more).

### Operations and Administration

<b>Policies &amp; Procedures 1</b>	<b>Update administrative staff job descriptions</b>
Target Date	Immediate
Responsible Party	Borough Council
Impact	Improve effectiveness for both Secretary/Treasurers.

<b>Policies &amp; Procedures 2</b>	<b>Develop a consolidated Administrative Policy Manual for Borough operations</b>
Target Date	Short Term
Responsible Party	Borough Council
Impact	Provide a framework for improved operations and management. Potential STMP Phase 2 funding opportunity.

<b>Policies &amp; Procedures 3</b>	<b>Adopt a formal budget calendar</b>
Target Date	Short Term
Responsible Party	Borough Council
Impact	Establish structure in the process and improve transparency and public engagement.

<b>Policies &amp; Procedures 4</b>	<b>Adopt a formal records retention policy</b>
Target Date	Long Term
Responsible Party	Borough Council
Impact	Improve transparency and efficiency.

<b>Policies &amp; Procedures 5</b>	<b>Adopt Fee Schedule Policy requiring annual review</b>
Target Date	Immediate
Responsible Party	Secretary/Treasurer & Borough Council
Impact	Ensure that fees are in-line with service costs.

<b>Operations &amp; Staffing 1</b>	<b>Develop a cross-training plan for Borough Secretary/Treasurers</b>
Target Date	Immediate
Responsible Party	Secretary/Treasurer
Impact	Support organizational resilience.

<b>Finance &amp; Reporting 1</b>	<b>Adopt Segregation of Duties Policy</b>
Target Date	Short term
Responsible Party	Borough Council
Impact	Reduce potential liability, protect administrative employees, and improve transparency.

<b>Finance &amp; Reporting 2</b>	<b>Reduce the number of fund accounts</b>
Target Date	Short Term
Responsible Party	Secretary/Treasurer
Impact	Reduce complexity, improve accounting and reporting.

<b>Finance &amp; Reporting 3</b>	<b>Evaluate new municipal fund accounting systems</b>
Target Date	Short term
Responsible Party	Secretary/Treasurer
Impact	Improve accounting and reporting. Potential STMPP Phase 2 funding opportunity.

<b>Planning &amp; Community Development 1</b>	<b>Upgrade Borough website</b>
Target Date	Short term
Responsible Party	Borough Council & Secretary/Treasurer
Impact	Improve access to services and resident engagement. Potential STMPP Phase 2 funding opportunity.

<b>Planning &amp; Community Development 2</b>	<b>Codify ordinances</b>
Target Date	Short term
Responsible Party	Borough Council & Secretary/Treasurer
Impact	Reduce staff effort and improve transparency and efficiency. Potential STMPP Phase 2 funding opportunity.

<b>Planning &amp; Community Development 3</b>	<b>Employ an app-based Resident Notification System</b>
Target Date	Short term
Responsible Party	Borough Council
Impact	Improve resident communication and engagement. Potential STMPP Phase 2 funding opportunity.

<b>Planning &amp; Community Development 4</b>	<b>Update zoning ordinance</b>
Target Date	Short term
Responsible Party	Borough Council & Borough Planning Commission
Impact	Avail community development opportunities. Potential STMPP Phase 2 funding opportunity.

<b>Planning &amp; Community Development 5</b>	<b>Partner with local businesses for community development initiatives</b>
Target Date	Short term
Responsible Party	Borough Council
Impact	Provide support for Borough economic and community development projects.

<b>Planning &amp; Community Development 6</b>	<b>Undertake Blight study</b>
Target Date	Short term
Responsible Party	Borough Council & Borough Planning Commission
Impact	Support revitalization efforts. Potential STMPP Phase 2 funding opportunity.

<b>Planning &amp; Community Development 7</b>	<b>Adopt International Property Maintenance Code</b>
Target Date	Short term
Responsible Party	Borough Council
Impact	Improve property maintenance and enforcement capacity.

<b>Public Works 1</b>	<b>Strengthen Planning and Task Management</b>
Target Date	Short Term
Responsible Party	Lead Man
Impact	Improve daily coordination, enhance transparency, and build consistency across seasonal and weather-dependent operations.

<b>Public Works 2</b>	<b>Undertake Traffic and Street Study</b>
Target Date	Short Term
Responsible Party	Borough Council
Impact	Improve planning, maintenance and budgeting. Potential STMP Phase 2 funding opportunity.

<b>Public Works 3</b>	<b>Formalize Multi-Year Road Maintenance Plan</b>
Target Date	Short Term
Responsible Party	Lead Man
Impact	Optimize resource allocation and operations. Potential STMP Phase 2 funding opportunity.

<b>Public Works 4</b>	<b>Formalize Snow Removal Plan</b>
Target Date	Short Term
Responsible Party	Lead Man
Impact	Optimize resource allocation and operations.

<b>Public Works 5</b>	<b>Create Leaf Collection plan and communicate to residents</b>
Target Date	Short Term
Responsible Party	Lead Man
Impact	Increase efficiency and improve operations.

<b>Public Works 6</b>	<b>Implement a time sheet and task tracking system</b>
Target Date	Short Term
Responsible Party	Lead Man
Impact	Improve resource allocation and support budgeting.

<b>Public Works 7</b>	<b>Introduce a Performance Review Process</b>
Target Date	Short Term
Responsible Party	Lead Man & Borough Council
Impact	Support staff development, preserve institutional knowledge, and align Department goals with borough priorities.

<b>Public Works 8</b>	<b>Adopt equipment evaluation checklist for equipment purchasing decisions</b>
Target Date	Short Term
Responsible Party	Lead Man & Borough Council
Impact	Promote cost-effective investments, support long-term planning, and enhance intermunicipal sharing opportunities.

<b>Public Works 9</b>	<b>Formalize Preventive Equipment Maintenance</b>
Target Date	Medium Term
Responsible Party	Lead Man
Impact	Extend equipment lifespan, reduce downtime, and create documentation for budgeting and grant opportunities.

<b>Public Works 10</b>	<b>Explore revenue opportunities through Street Sweeper rentals</b>
Target Date	Long Term
Responsible Party	Lead Man and Borough Council
Impact	Create new revenue streams.

<b>Police 1</b>	<b>Consider options for police services (Hybrid, In-House, Regionalization)</b>
Target Date	Immediate
Responsible Party	Mayor & Borough Council
Impact	Balance cost, control, and community safety.

<b>Police 2</b>	<b>Hold public meetings to discuss public safety concerns and issues</b>
Target Date	Short term
Responsible Party	Mayor & Borough Council
Impact	Provide an opportunity for residents to provide input into police service decisions.

<b>Police 3</b>	<b>Engage police peer consultant</b>
Target Date	Short term
Responsible Party	Mayor & Borough Council
Impact	Provide expertise in identifying and selecting the best option for police coverage. Potential STMP Phase 2 funding opportunity.

<b>Police 4</b>	<b>Fill Police Chief position</b>
Target Date	Immediate
Responsible Party	Mayor & Borough Council
Impact	Provide police coverage for the Borough.

<b>Police 5</b>	<b>Coordinate with regional police academies for local recruitment &amp; optimize part time capacity</b>
Target Date	Short term
Responsible Party	Police Chief, Mayor & Borough Council
Impact	Improve public safety and patrol coverage.



<b>Police 6</b>	<b>Shift Police Chief's role to field visibility</b>
Target Date	Short term
Responsible Party	Mayor & Borough Council
Impact	Improve crime deterrence and build community trust.

<b>Police 7</b>	<b>Implement a clear and defined patrol schedule</b>
Target Date	Short term
Responsible Party	Police Chief
Impact	Foster community trust and improve responsiveness.

<b>Police 8</b>	<b>Establish call-availability protocols</b>
Target Date	Immediate
Responsible Party	Police Chief
Impact	Improve response time and increase public safety.

<b>Police 9</b>	<b>Improve and increase reporting to Borough Council</b>
Target Date	Immediate
Responsible Party	Police Chief
Impact	Improved decision-making capabilities and accountability.

<b>Police 10</b>	<b>Develop succession and training plan</b>
Target Date	Immediate
Responsible Party	Police Chief, Mayor & Borough Council
Impact	Operational continuity expanded skills and improved operations.

<b>Police 11</b>	<b>Expand patrol and coverage without additional hires</b>
Target Date	Immediate
Responsible Party	Police Chief, Mayor & Borough Council
Impact	Supplement police coverage and increase capacity.

<b>Police 12</b>	<b>Adopt an Equipment and Capital Improvement Plan</b>
Target Date	Immediate
Responsible Party	Police Chief, Mayor & Borough Council
Impact	Manage costs predictably and fund replacements or upgrades through practical options.

<b>Police 13</b>	<b>Investigate grant opportunities for capital purchases</b>
Target Date	Long Term
Responsible Party	Police Chief, Mayor & Borough Council
Impact	Reduce cost to Borough for new police vehicles.

<b>Police 14</b>	<b>Integrate CPD current and forecasted needs into budget process</b>
Target Date	Short Term
Responsible Party	Police Chief, Mayor & Borough Council
Impact	Support long-term sustainability and responsible use of public funds.

<b>Police 15</b>	<b>Hold regular meetings with residents</b>
Target Date	Long term
Responsible Party	Police Chief, Mayor & Borough Council
Impact	Build public trust, accountability and create more responsive community-informed policing practices.

<b>Police 16</b>	<b>Designate Community Liaisons</b>
Target Date	Long term
Responsible Party	Police Chief, Mayor & Borough Council
Impact	Enhance public feedback and Department responsiveness.

# Implementation Plan

Plans are seldom fully implemented without a process to guide modifications and implementation. We suggest the following be adopted either via ordinance or resolution to guide Curwensville Borough's actions over the next several years:

## Section 1: Appointment of an Implementation Manager

This plan will require ongoing and aggressive management to be successfully implemented. To that end, we recommend that Borough Council appoint an individual who will serve as the Implementation Manager.

## Section 2: Qualifications of Implementation Manager

The Implementation Manager should be a high-ranking individual within the government selected solely on the basis of his or her managerial/administrative experience.

## Section 3: Responsibilities of the Implementation Manager

This individual will be charged with the responsibility of tracking progress and overseeing the completion of recommendations identified in the STMPP process. This individual should report both to the Borough Council and to the public. Further, this individual will take primary responsibility for the plan's implementation and have complete access to all financial records of the Borough. The Implementation Manager will be responsible for the development and presentation of quarterly and yearly reports.

## Section 4: Advisory Group

To assist the Implementation Manager, an advisory committee, made up of elected officials, Borough employees, and selected residents should periodically meet to review

progress, prioritize goals, and propose new initiatives that will assist the Borough in its pursuit of fiscal sustainability, management improvements, and community development goals.

## Section 5: Quarterly Reports

Four times a year, the Implementation Manager should submit and present a quarterly update at a public meeting of Borough Council. At a minimum, the content of this report should:

- Identify the plan recommendations that have been accomplished;
- Acknowledge that they have been completed and recognize those employees and individuals who contributed to their attainment;
- Identify plan recommendations that have fallen behind scheduled implementation;
- Identify the most likely obstacles that are impeding implementation; and
- Propose a revised implementation schedule to get those objectives back on track.

## Section 6: Annual Report

Annually, the Implementation Manager should submit and present a report on the financial and operational state of the government. At a minimum, the content of this report should:

- Summarize the successes and failures identified in the quarterly reports;
- Assess, through trend analysis, the overall changes that are occurring in the community that may have significant fiscal impacts on the Borough's budget;
- Propose new strategies that need to be taken to aid in the maintenance of the Borough's fiscal solvency;
- Overview the long-term infrastructure needs of the community and propose financing and debt management strategies to address those needs as contained in the Borough's annual capital improvement plan;

- Set broad fiscal goals for the upcoming annual budget;
- Assess and identify opportunities for regional cooperation with other local governments, the county, or the commonwealth; and
- Amend the multi-year plan by adding new and revised objectives. Each new or revised objective should:
  - Identify what is to be achieved;
  - The budgetary impact;
  - Timing and deadlines for each action step; and
  - Which employee and/or agency have the primary responsibility for implementation?

## Section 7: Annual Report and Budget

The development and submission of the annual report that summarizes the quarterly reports and provides a broad overview of the financial situation facing Curwensville Borough should serve as the guidebook for the development of the following year's operating budget. This annual report shall coincide with the annual budget process and will be used in the formation of the Borough's budget for the ensuing year.

## DCED Funded Technical Assistance

The following funding recommendations are based on the Strategic Management and Planning analysis conducted for Curwensville Borough, Clearfield County. Borough leaders should prioritize their needs and work with regional representatives of DCED to pursue funding for technical assistance or consultants to assist with the following:

- Provide funding for new accounting program and training
- Training for staff and public officials
- Upgrades to the Borough website
- Update to Borough Zoning Ordinance
- Codification of ordinances
- Purchase and implementation of a Resident Notification application
- Support a Neighborhood Assistance Program application
- Fund a Blight Study
- Provide police peer consultant
- Fund Traffic and Street Study
- Provide technical assistance for Road Improvement and Snow Removal Plans.

# Appendix 1 Sample Job Descriptions

## Borough Secretary/Treasurer Job Description

### Position Summary

The Borough Secretary/Treasurer serves as the chief administrative officer of the Borough. The position is responsible for managing the day-to-day operations of the Borough office, maintaining official records, preparing agendas and minutes, and overseeing all financial functions including budgeting, reporting, accounts, and disbursements in accordance with state law and Council policy.

### Essential Duties and Responsibilities

#### Secretary Duties (Administrative & Legislative)

- Serve as the official record keeper of the Borough
- Prepare agendas, record minutes, and distribute documentation for all Borough Council meetings
- Ensure proper public notice and legal advertisement of meetings, ordinances, and public hearings
- Maintain Borough ordinances, resolutions, and contracts
- Administer records retention and ensure compliance with the Pennsylvania Municipal Records Act
- Serve as Open Records Officer and process Right-to-Know requests
- Respond to public inquiries and manage communications on behalf of the Borough
- Support the work of Borough Council, Mayor, and Committees
- Prepare correspondence, reports, and official filings as required by law
- Processes the employment and termination of all Borough employees and establishes eligibility for benefits and maintains records of same
- Coordinates the health insurance enrollment files and processes claims for health and workers compensation benefits

#### Treasurer Duties (Financial Management)

- Serve as custodian of all Borough funds
- Receive, deposit, and disburse municipal revenues

- Prepare and present monthly financial reports to Borough Council
- Develop and monitor the annual Borough budget in coordination with Council
- Oversee payroll, benefits administration, and employee records
- Manage accounts payable and receivable, general ledger, and reconciliations
- File required state and federal financial reports (e.g., DCED Annual Audit, IRS, PA Department of Revenue)
- Ensure compliance with Generally Accepted Accounting Principles (GAAP), GASB standards, and Borough audit requirements
- Coordinate annual audit with external auditors

### **Minimum Qualifications**

- **Education:** High school diploma required; associate's or bachelor's degree in public administration, accounting, finance, or related field preferred
- **Experience:** Minimum 3–5 years in municipal government, accounting, or administrative role; supervisory experience a plus
- **Certifications (preferred but not required):**
  - Certified Municipal Secretary (CMS)
  - Certified Pennsylvania Municipal Treasurer (CPMT)
  - Notary Public

### **Knowledge, Skills, and Abilities**

- In-depth understanding of the PA Borough Code and Municipal Records Act
- Knowledge of municipal accounting and budgeting practices
- Proficiency in Microsoft Office Suite (Excel, Word, Outlook) and financial/accounting software (e.g., QuickBooks, Edmunds, Keystone)
- Ability to work independently and exercise sound judgment
- Excellent organizational, communication, and public relations skills
- Commitment to accuracy, confidentiality, and ethical conduct

### **Additional Requirements**

- Must be bondable
- Valid PA driver's license preferred
- Subject to background check and approval by Borough Council

### **Employment Terms**

- Appointed by and serves at the pleasure of the Borough Council



- Subject to applicable provisions of the Borough Personnel Manual and relevant state law

# Assistant Borough Secretary/Treasurer Job Description

## Position Summary

The Assistant Borough Secretary/Treasurer provides administrative, financial, and clerical support to ensure the efficient operation of the Borough office. This position assists in maintaining accurate records, managing financial transactions, preparing reports, and supporting Borough Council operations. The Assistant Borough Secretary Treasurer reports to the Borough Secretary/Treasurer.

## Essential Duties and Responsibilities

### Administrative Support

- Assist in preparing Borough Council agendas, meeting packets, and public notices
- Record, prepare, and distribute meeting minutes as needed
- Respond to public inquiries and provide general information about Borough services
- Maintain filing systems (paper and electronic) in compliance with state records retention policies
- Assist with Freedom of Information / Right-to-Know Law (RTKL) requests

### Financial & Treasury Support

- Process invoices, purchase orders, and assist with accounts payable/receivable
- Assist in payroll preparation and benefit tracking
- Prepare bank deposits and perform basic reconciliation tasks
- Assist in budget tracking and preparation of monthly financial statements
- Record and receipt tax, permit, and fee payments
- Help maintain ledgers and other accounting records in compliance with GASB and Borough policies

### Records & Compliance

- Support the Borough Secretary/Treasurer in maintaining ordinances, resolutions, contracts, and administrative records
- Assist in record retention and lawful destruction procedures following the PA Municipal Records Manual
- Ensure confidentiality of sensitive personnel, financial, and legal records

### Special Projects & Cross-Training

- Provide backup for the Borough Secretary/Treasurer during absences
- Support audits, annual financial reporting, and grant administration
- Coordinate with departments for special projects or community events
- Attend training sessions, workshops, or borough association events as directed

### **Required Qualifications**

- **Education:** High school diploma or GED required; associate's degree or coursework in accounting, business, or public administration preferred
- **Experience:** Two years of experience in an office, finance, or municipal setting preferred
- **Skills:**
  - Proficient in Microsoft Office (Word, Excel, Outlook)
  - Experience with QuickBooks, financial software, or municipal systems (e.g., Keystone, Edmunds) preferred
  - Strong organizational, time management, and attention-to-detail skills
  - Ability to work with the public in a professional and courteous manner
  - Basic understanding of government finance and the PA Borough Code (preferred but can be learned on the job)

### **Additional Requirements**

- Must be bondable
- Valid PA driver's license preferred
- Subject to background check and approval by Borough Council

### **Employment Terms**

- Appointed by and serves at the pleasure of the Borough Council
- Subject to applicable provisions of the Borough Personnel Manual and relevant state law

## Appendix 2 Sample Administrative Policy Manual

The Administrative Policy Manual is a foundational document designed to establish clear, consistent, and transparent guidelines for the daily operations, internal procedures, and administrative responsibilities of the Borough of Curwensville. Its primary goal is to support the effective, efficient, and accountable delivery of municipal services by providing a comprehensive, easy-to-access resource for both staff and elected officials.

This manual serves as a centralized reference tool, offering practical direction on routine tasks, internal controls, staff roles, recordkeeping, communication protocols, and personnel policies. In a small borough where administrative staff often manage overlapping responsibilities and institutional knowledge may reside with only a few individuals; a well-documented manual becomes essential for continuity and resilience. It helps ensure that operations can continue seamlessly during periods of staff turnover, extended absences, or leadership transitions.

The manual is also intended to ensure compliance with applicable local, state, and federal laws, including the Pennsylvania Borough Code, relevant labor laws, financial reporting standards, and public records requirements. By aligning internal policies with legal mandates and best practices in local governance, the Borough reduces risk and enhances transparency.

Beyond its practical and legal functions, this manual reflects the Borough's commitment to professionalism, accountability, and community service. It promotes informed decision-making, fosters a culture of transparency and fairness, and strengthens communication between staff, Borough Council, the Mayor, and the public.

Over time, the manual will also serve as a living document—subject to regular review and updates—to reflect changes in law, organizational structure, technology, or service delivery methods. In doing so, it remains an evolving tool that supports both the short-term needs and long-term goals of the Borough.

## Organizational Structure

### Legal Authority

- Curwensville Borough operates under the Pennsylvania Borough Code (Title 8), which mandates a weak-mayor, strong-council form of government
- The Borough Council holds legislative authority, while the Mayor possesses limited executive and oversight powers.

## **Borough Council**

### Composition, Meetings & Committees

- The Council is comprised of 6 elected members serving four-year overlapping terms.
- Council meets on the 2nd Monday of every month at 7:00 pm at the Curwensville Borough Building, 900 Susquehanna Avenue, Curwensville, PA 16833
- Special meetings require 24-hour notice and may be called by the Council President or by at least one-third of members
- Council maintains 5 Standing Committees:
  - Finance and Personnel
  - Parks and Recreation
  - Public Works
  - Public Safety
  - Ordinance

### Duties & Powers

- Enact ordinances, resolutions, and regulations for the welfare of the Borough
- Adopt, modify, and oversee the annual budget
- Approve expenditures within legal limits
- Appoint or contract for key roles: Secretary/Treasurer, Solicitor, Code Enforcement Officer, and Building Inspector
- Authorize appointment of an independent auditor

## **Mayor**

### Election & Term

The Mayor is elected Borough-wide for a four-year term.

### Roles & Responsibilities

The Mayor serves with specific statutory duties:

- Issues a tie-breaking vote in Council deliberations.
- May declare emergencies or take limited executive action pending Council response.
- Has the authority (per Code §1123.1(a)) for the general oversight of police operations, though personnel removals are subject to Council authority.

## Administrative Procedures

### Segregation of Duties

#### **Purpose**

The purpose of this policy is to establish controls through the segregation of duties in the handling of financial, operational, and administrative tasks. This ensures accountability, transparency, and the integrity of municipal operations by reducing the risk of errors or improper activities.

#### **Scope**

This policy applies to all elected officials, appointed officials, and employees of Curwensville Borough who are involved in financial transactions, procurement, payroll, cash handling, or related administrative functions.

#### **Policy Statement**

To maintain sound internal controls, no single individual should be able to:

- Authorize a transaction
- Process the transaction
- Record the transaction
- Reconcile the accounts related to the transaction

Segregation of duties must be enforced in all areas where financial transactions or sensitive administrative processes occur. When full segregation is not feasible due to limited staffing, compensating controls must be implemented.

## **Key Areas of Application**

### Cash Receipts

- One individual opens mail and logs payments
- A separate individual processes deposits
- Another staff member reconciles the bank account

### Accounts Payable

- One individual initiates the purchase order
- A second individual receives goods/services and verifies the invoice
- A third individual approves and processes payment

### Bank Reconciliations

- Bank reconciliations should be performed by an individual who is not responsible for cash receipts, disbursements, or general ledger entries.

## **Compensating Controls (When Segregation Is Not Possible)**

Because of limited staff and schedules, segregation of duties may not be practical at all times. In such cases, one or more Borough Council members shall undertake bank reconciliations and review financial reports.

## **Monitoring and Compliance**

Borough Council is responsible for monitoring compliance with this policy and recommending adjustments to ensure effective internal controls.

## **Records Retention Policy**

### **Custodian of Records**

The Borough Secretary (or designated Records Custodian) is responsible for the organization, security, retention, and lawful disposal of municipal records. Public requests follow the Right-to-Know Law.

## **Retention Categories & Schedules**

### Permanent Retention

- Governing body minutes, ordinances, resolutions, and charters
- Land records (deeds, easements), cemetery and burial records
- Municipal policies, executive vetoes, bylaws
- Legal records (land use, solicitor opinions): closed – as legally/administratively necessary; precedents
- Annual reports

### Long-Term (6 to 12 years)

- Contracts & bids: general 6 years (construction: 12 years) after termination
- Bonds and insurance: retain bonds/coupons 6 years post-cancellation, insurance policies and claims similarly
- Election records: certificates for election, 6 years; referendum certifications, permanent

### Medium-Term (3 to 7 years)

- Administrative correspondence and housekeeping – retain while administratively valuable (e.g., 3–5 years)
- Certain agreements, financial surveys/forms – 3–7 years depending on category (e.g., treasurer bond certificates: 7 years)
- 

### Short-Term (30 days to 1 year)

- Service requests, mailing lists – 1 year after resolution or superseded
- Notices of violations – 30 days post-resolution

## **Electronic Records & Archiving**

- Digital formats must meet State Archives standards (e.g., PDF/A)
- Historically significant records may be transferred to State Archives or approved repository



## **Disposition Procedures**

- The Borough must adopt a resolution for each batch of records destroyed or transferred
- Permanent records require written PHMC permission before disposal
- State Archives should be notified of disposal and offered permanent historical records

## **Compliance & Review**

- The Borough Secretary annually reviews retention schedules in January (coincides with new state regulations)
- Regular audits by governing body to ensure compliance and proper record management

## **Procurement Policy**

### **Purpose & Objectives**

To ensure Curwensville Borough conducts procurement in a transparent, competitive, cost-effective, and legally compliant manner, aligning with state law and public accountability.

### **Legislative Authority**

This policy is mandated by Title 53 Pa.C.S.A. § 2308 et seq. (Borough Code), as adjusted annually under Act 90 of 2011, and enforced by Pennsylvania's Department of Labor & Industry.

## Procurement Thresholds (Effective Jan 1, 2025)

Contract Value	Procurement Method	Requirements
Under \$12,900	Informal Purchase	No formal quotes required, but best-practice price comparisons are encouraged
\$12,900 to \$23,800	Informal Quotations	Obtain at least three written or telephonic quotes and document them
Over \$23,800	Formal Competitive Bidding (Sealed bids)	Public advertisement and sealed bids, awarded to lowest responsible bidder

## Procurement Methods & Procedures

### Informal Purchases (< \$12,900)

- Departments may purchase directly but should seek competitive pricing
- Maintain receipts and a memo explaining vendor and pricing choice

### Informal Quotations (\$12,900–\$23,800)

- Collect a minimum of three written or documented telephonic quotes
- Record vendor names, contact info, dates, and prices
- File quotations in procurement records for at least three years

### Formal Competitive Bidding (> \$23,800)

- Publish bid notices once weekly for two consecutive weeks in at least one newspaper of general circulation
- Use sealed bids; award contract to lowest responsible bidder
- Require bid bonds or performance securities as appropriate

## **Emergency Procurement**

In urgent cases threatening life, safety, health, or property, the Borough may bypass standard procedures. Such purchases must be:

- Reported at the next Council meeting
- Fully documented, including nature of emergency, cost, and vendor choice rationale

## **Cooperative Purchasing**

Curwensville Borough may participate in enabling cooperative contracts (state, county, or regional) for procurement when compliant with state law and found beneficial.

## **Supplemental Policies**

### Conflict of Interest

Employees and officials shall disclose any potential conflicts. Those with interests in a vendor must abstain from the procurement process.

### Local Vendor Preference

Where legally permitted, local vendors may receive preference if their offers are competitive (within 3% of lowest bid)

### Contract Approval Limits

- Contracts over \$23,800 require Borough Council approval
- Only designated officials may sign contracts

## **Documentation & Record Retention**

- Retain all procurement-related documentation (quotes, bids, contracts, approvals) per PA retention schedules for a minimum of 7 years
- Make records available for audits, Right-to-Know requests, and oversight

## **Monitoring & Compliance**

A designated Procurement Officer will oversee compliance and annual threshold updates.

## Policy Review

This policy shall be reviewed when statutory changes (e.g., threshold adjustments) occur.

## Financial Policies

### Revenue Performance Policies

- **Revenue Diversification:** Curwensville Borough will maintain a diversified and stable revenue system as protection from short-run fluctuations.
- **Estimates of Revenue:** Curwensville Borough will estimate annual revenues on an objective and reasonable basis and will project revenues on a multi-year basis.
- **One-Time Revenues:** Curwensville Borough will use one-time or special purpose revenue for capital expenditures or for expenditures required by the revenue, and not to subsidize recurring personnel, operation, and maintenance costs.
- **Review of Fees:** The Borough will establish and annually re-evaluate all user charges and set fees at a level related to the cost of providing the service or establish new fees where necessary. All annual evaluations will be turned in to the Borough Secretary.
- **Tax Rates:** Curwensville Borough will endeavor to keep the property tax rate stable, or reduce reliance on the property tax, if possible, by:
  - Expanding and diversifying the Borough tax base with development as outlined by a Comprehensive Land Use Plan.
  - Seeking and developing additional revenue sources.
  - Seeking legislative support for local option taxes.

### Operating Budget Policies

- **Budgetary Balance:** Current operating revenues will be sufficient to support current operating expenditures.
- **Budget Process:** The Borough Secretary shall prepare and present a Budget Message and draft budget at the regular meeting of the Borough Council no later than September of each year. The draft budget will include the proposed budget amount, the amount budgeted in the previous year as well as the amount expended in the previous 3 years for each line item. The Borough Council will approve a final budget at their regular meeting in December of each year.
- **Budgetary Control:** The Borough will take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit (i.e., projected expenditures in excess of projected revenues) is anticipated at year-end. Corrective actions can include a hiring freeze, expenditure reductions, fee increase or use of fund balance within the Fund Balance/Retained

Earnings policy. Expenditure deferrals into the following fiscal year, short-term loans, or use of one-time revenue sources will be avoided to balance the budget.

- **Operating Budgets:** Each operating budget will include a contingency appropriation sufficient to provide for temporary financing of unanticipated needs of an emergency.
- **Risk Management:** The Borough will develop and implement an effective risk management program to minimize losses and reduce costs. Borough Council will ensure that adequate insurance programs are in place. This shall include unemployment and Workers' compensation costs.
- **Privatization:** Curwensville Borough will encourage delivery of services by other public and private organizations whenever and wherever greater efficiency and effectiveness can be expected as well as develop and internally use technology and productivity advancements that will help reduce or avoid increasing personnel costs. The intent is to control personnel costs as a proportion of the total budget, to more productively and creatively use available resources, and to avoid duplication of effort and resources.

### **Capital Improvement Planning & Equipment Policies**

- The Borough will make all capital improvements in accordance with an adopted and funded Capital Improvement Program (CIP). The adopted CIP will be based on need.
- The CIP will be designed to protect the Borough's investments in capital and operating assets through timely and adequate maintenance and replacement.
- The Borough will use intergovernmental assistance and other outside resources whenever possible to fund capital improvements.
- A five-year financial forecasting system will be used that incorporates both revenue and expenditures and accounts for design, development, implementation and operating and maintenance costs of all projects. No capital improvement project will be authorized until full cash funding has been established to finance the project.
- Cost tracking for components of the CIP will be updated quarterly to ensure project completion against budget and established timelines.
- Operating costs of new capital improvements will be reviewed as part of the five-year capital improvement program. Annual expenditure increases will include the cost of maintaining and operating new projects brought on-line during the previous fiscal year.
- The Borough will project equipment maintenance needs for the next five years and will update the projection each year. A maintenance and replacement schedule will be developed and followed from this projection.

## Unreserved Fund Balance/Retained Earnings

- The Borough will maintain a fund balance to provide the Borough with sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing.
- The upper limit of the fund balance is 60%, but not less than 25% of the average actual General Fund revenues for the preceding five fiscal years.
- The fund balance should not be used to support recurring operating expenditures.
- The fund balance will be used for emergencies, non-recurring expenditures, or major capital purchases that cannot be accommodated through current year savings. Should such use reduce the balance below the appropriate level set as the objective, restoration recommendations will accompany the decision to utilize the balance.
- Funds in excess of the upper goal may be considered to supplement “pay as you go” capital outlay expenditures or prepay existing debt.

## Debt Policies

The purpose of this policy is to establish parameters and provide guidance governing the issuance, management, continuing evaluation of and reporting on all debt obligations issued by Curwensville Borough, and to provide for the preparation and implementation necessary to assure compliance and conformity with this policy.

- **Approved Uses of Debt:** Debt financing will be used for major, non-recurring items with a minimum of four years of useful life. An internal feasibility analysis will be prepared for each long-term financing which analyzes the impact on current and future budgets for debt service and operations. This analysis will also address the reliability of revenues to support debt service.
- **Issuance Restrictions:** Long-term borrowing will not be used to finance current operations or normal maintenance. The useful life of the asset or project shall exceed the payout schedule of any debt the Borough assumes.
- **Types of Debt:** Whenever appropriate, the Borough shall use special assessment, revenue, or other self-supporting bonds instead of general obligation bonds so those benefiting from the improvements will bear all or part of the cost of the assets financed.
- **Refunding Bonds:** Periodic reviews of all outstanding debt will be undertaken to determine refunding opportunities. Refunding will be considered (within federal tax law constraints) if and when there is a net economic benefit of the refunding or the

refunding is essential in order to modernize covenants essential to operations and management. In general, advance refundings for economic savings will be undertaken when net present value savings of at least five percent (5%) of the refunded debt can be achieved. Current refundings which produce a net present value savings of less than five percent will be considered on a case-by-case basis. Refundings with negative savings will not be considered unless there is a compelling public policy objective.

- **Debt Limits:** In evaluating debt capacity, general-purpose annual debt service payments should generally not exceed 10% of General Fund revenues, and in no case should they exceed 20%. The Borough will limit its total outstanding General Obligation debt to 5% of the assessed valuation of taxable property.
- **Repayment Provisions:** Debt will be structured to achieve the lowest possible net cost to the Borough given market conditions, the urgency of the capital project, and the nature and type of security provided. Moreover, to the extent possible, the Borough will design the repayment of its overall debt so as to recapture rapidly its credit capacity for future use. The Borough shall strive to repay at least 20 percent of the principal amount of its general obligation debt within five years and at least 40 percent within ten years.
- The Borough will seek to structure debt with level principal and interest costs over the life of the debt. "Backloading" of costs will be considered only when natural disasters or extraordinary or unanticipated external factors make the short-term cost of the debt prohibitive, when the benefits derived from the debt issuance can clearly be demonstrated to be greater in the future than in the present, when such structuring is beneficial to the Borough's overall amortization schedule, or when such structuring will allow debt service to more closely match project revenues during the early years of the project's operation.
- **Insurance/Letters of Credit/Enhancements:** Credit enhancements such as letters of credit, bond insurance may be used, but only when net debt service on the bonds is reduced by more than the costs of the enhancement.
- **Investment of Bond Proceeds:** Bond interest earnings will be limited to funding changes to the bond financed Capital Improvement Plan or be applied to debt service payment on the bonds issued for construction of the plan.
- **Sale Process:** The Borough will generally conduct financings on a competitive basis. Negotiated sales will be considered in extraordinary circumstances when the complexity of the issue requires specialized expertise, when a change of underwriter may result in losses, when the negotiated sale would result in substantial savings in time or money, or when market conditions or Borough credit are unusually volatile or uncertain.
- **Professional Services:** The Borough will seek the advice of a Financial Advisor when necessary. The financial advisor will advise on the structuring of obligations to be issued, inform the Borough of various options, advise the Borough as to how choices will impact the marketability of Borough obligations and will provide other

services as defined by contract approved by the Borough Council. To ensure independence, the Financial Advisor will not bid on nor underwrite any Borough debt issues. The Financial Advisor will inform the Borough Secretary/Treasurer of significant issues.

- **Bond Rating Goals:** The Borough will seek to maintain and, if possible, improve the current bond rating in order to minimize borrowing costs and preserve access to credit. The Borough will maintain good, ongoing communication with bond rating agencies about its financial condition.
- **Short-term Debt:** Use of short-term borrowing, such as bond anticipation notes and tax-exempt commercial paper, will be undertaken only if the transaction costs plus interest of the debt are less than the cost of internal financing, or available cash is insufficient to meet working capital requirements.

### **Incidental Staff Spending Limits**

Borough staff members are required to receive approval from the Borough Secretary/Treasurer for purchases in excess of \$300. Receipts for all purchases will be submitted to the Secretary/Treasurer within 1 business day.

## **Annual Budget Calendar**

### **January – March**

#### **Year-End Closeout & Review**

- Complete reconciliation of prior year accounts
- Prepare and submit annual financial report to DCED (due March 31)
- Review previous year's budget performance
- Council and staff reflect on operational challenges and successes

### **April – May**

#### **Strategic Planning & Goal Setting**

- Borough Council holds planning workshop to outline goals and priorities
- Departments identify major needs and capital improvement items
- Administration begins tracking upcoming grant opportunities



## **June – July**

### **Budget Preparation Launch**

- Borough Secretary/Treasurer issues budget development timeline and guidance
- Review initial revenue projections (real estate taxes, earned income tax, liquid fuels, etc.)
- Establish baseline expense assumptions (e.g., healthcare, insurance, salaries)

## **August**

### **Departmental Submissions**

- All budget requests from departments submitted to the Secretary/Treasurer
- Capital project and equipment requests prioritized
- Early analysis of financial trends and reserve balances

## **September**

### **Internal Drafting & Review**

- Secretary/Treasurer drafts preliminary budget and budget message
- Staff and Finance Committee meet to review budget line-by-line
- Identify and flag potential shortfalls or areas needing revision

## **October**

### **Preliminary Budget Presented to Council**

- Borough Council reviews draft budget in public work sessions
- Council provides direction on changes, priorities, or reductions
- Begin drafting proposed tax ordinances (if applicable)

## **November**

### **Public Inspection & Engagement**

- *By November 15:* Final draft budget made available for public inspection (per Borough Code, must be available for 10 days before adoption)
- Advertise notice of availability in local newspaper
- Hold at least one public meeting or hearing to gather feedback

## **December**

### **Final Adoption of Budget**

- Incorporate public and Council feedback into final document
- Borough Council adopts the final budget by resolution
- Approve tax ordinances and submit required documents to Clearfield County and DCED

## **January (Following Year)**

### **Budget Implementation & Oversight**

- Enter budget into financial system
- Distribute approved copies to Council, department heads, and auditors
- Establish routine reporting and schedule a mid-year review (June/July)

## Fee Schedule Policy

This policy establishes a clear and consistent framework for setting, reviewing, and applying municipal fees in accordance with the Pennsylvania Borough Code. It supports financial sustainability, promotes fairness in service charges, and ensures transparency in how fees are assessed and collected.

### Legal Authority

Pursuant to the Pennsylvania Borough Code (8 Pa.C.S. §1202 and §3301.1), the Borough Council is authorized to fix, alter, charge, and collect fees for municipal services, permits, licenses, and other administrative functions. This includes establishing fees by **ordinance or resolution** and ensuring that such fees are reasonably related to the cost of providing the corresponding service.

### Scope

This policy applies to all Borough departments and functions that assess and collect fees, including but not limited to:

- Zoning, building, and land use permits
- Facility and park rentals
- Public safety reports and services
- Administrative processing (e.g., right-to-know requests, copying, notarization)
- Public works and utility-related fees

### Policy Provisions

#### Establishment of Fees

- All municipal fees shall be adopted by the Borough Council by resolution, following the authority outlined in 8 Pa.C.S. §1202(4) and §3301.1.
- Departments may submit proposals for new fees or changes to existing fees, supported by documentation of service costs and legal justification.

#### Basis for Fee Calculation

- Fees shall be based on the actual or estimated cost of providing the service, including staff time, materials, equipment, and administrative overhead.
- In cases where full cost recovery is not practical or appropriate (e.g., community benefit programs), Council may approve subsidized fees.

### Annual Review

- The Borough shall review the full fee schedule at least annually during the budget process or as otherwise directed by Council.
- Fee adjustments may reflect inflation, cost changes, updated regulations, or operational needs.

### Public Availability

- The current fee schedule shall be maintained by the Secretary/Treasurer and posted on the Borough's official website.
- A printed copy shall be available at the Borough Office for public inspection in accordance with 8 Pa.C.S. §709 (relating to public records).

### Collection Procedures

- Fees are due at the time of application, reservation, or service request, unless otherwise specified.
- The Borough reserves the right to withhold services, permits, or facility access for non-payment.
- Delinquent fees may result in penalties, collections, or liens as authorized under 8 Pa.C.S. §1501 (relating to enforcement).

### Waivers and Reductions

- Fee waivers or reductions may be granted only by action of the Borough Council, unless Council delegates authority to the Borough Manager or Secretary/Treasurer under a specific resolution.
- Requests must be made in writing and documented for audit purposes.

### **Responsibility and Oversight**

- **Department heads** are responsible for initiating and justifying fee proposals relevant to their services.
- The **Secretary/Treasurer** shall maintain the official fee schedule and ensure its proper application.
- The **Borough Council** retains final authority over the adoption, amendment, or repeal of any municipal fees.

## **Amendments**

This policy shall be reviewed periodically and may be amended by resolution of Borough Council to reflect changes in law, municipal practice, or service demands.

## **Personnel Policies**

The personnel practices set forth in this manual are based upon the principle that effective service depends on qualified personnel who render their best service when they work under sound and favorable conditions of employment. This manual of personnel policies pertinent to all current personnel practices is available to all prospective employees and employees presently employed by the Borough of Curwensville.

### **Hours**

The Borough's pay period will run from Monday 12:01 AM until Sunday 12:00 Midnight. Regular working hours for full-time road employees will be 6:00 AM until 2:00 PM Monday through Friday. Regular working hours for office and part-time employees will be set by the Borough Council.

### **Overtime**

When business conditions require, employees may be needed to work overtime. When this occurs, employees' supervisors will make every effort to provide timely advance notice. Such a request for overtime is mandatory. Employees' supervisors must approve all overtime prior to employees working overtime.

Employees who work overtime will be paid at one- and one-half times their rate, provided there are no vacation or sick days taken during this time. However, if a holiday falls during the week and overtime is worked the employee will be paid at the rate of one- and one-half times their salary. The Lead Man will be exempt from this policy due to the fact that he/she is on call 24 hours/day 7 days a week. The Borough Secretary/Treasurer shall work 40 hours per week. Additional hours can be worked if approved by Council.

## **Wages**

Starting rate for employees will be set by Borough Council. Any increase in wages shall be determined by the Borough Council at their Organizational Meeting in January of each year.

## **Vacation**

- Employees having completed one year of service with the Borough will have one week of paid vacation.
- Employees completing five years of service will have two weeks of paid vacation.
- Employees completing ten years of service will have three weeks of paid vacation.
- Employees completing fifteen years of service will have four weeks of vacation.
- Vacations may be taken at any time during the year; however, they must be scheduled in advance to avoid conflicts with other employees' vacations and with busy periods of the year. Requests for vacation should be submitted to an employee's supervisor or the President of Council, whichever is appropriate.

## **Personal Days**

- Borough employees will receive two personal days per year in January. These days must be used within the year and cannot be accumulated.
- Personal time off is allowed only for those days regularly scheduled for work. Employees are not eligible while on vacation or when observing a holiday. Personal time off is not allowed for tardiness and is not allowed to be used as additional vacation days.
- There is no accumulation of personal time from one anniversary year to the next. The Borough Secretary is responsible for maintaining accurate records of used and unused personal hour allowances for each employee.
- Personal time off requests must be documented. This will allow management to track attendance and will serve as an efficient tool for employees to submit personal time off requests and obtain management approval/denial.
- Personal time off requests must be prescheduled and pre-approved by the immediate supervisor or the President of Council where appropriate, a minimum of 24 hours in advance whenever possible.

## **Sick Leave**

- Borough employees will receive five sick days per year. Employees cannot accumulate these days from year to year.
- Sick leave is allowed for use during regularly scheduled workdays. While on vacation or when observing a holiday, employees are not eligible for sick leave. Sick leave is also not allowed for tardiness and cannot be used as additional vacation days.
- Sick leave hours are not included in determining actual hours worked when overtime is computed.
- The Borough Secretary is responsible for maintaining accurate records of used and unused sick hour allowances for each employee.
- Sick leave requests should be documented when possible. If not documented in advance, the employee shall notify the immediate supervisor or the President of Council.

## **Holidays**

The following paid holidays will be observed by the full-time employees of Curwensville Borough:

- New Years Day
- Presidents Day
- Good Friday
- Memorial Day
- Independence Day
- Labor Day
- Columbus Day
- Veterans Day
- Thanksgiving Day
- Day after Thanksgiving
- Christmas Day
- Election Day

The specific day each holiday falls on will determine the workday off. Holidays which fall on a Saturday or Sunday may be observed on the preceding Friday or the following Monday.

Employees may not elect financial compensation in lieu of taking time off for a holiday.

If an employee is requested to work on a holiday, an alternate day off will be allowed in lieu of taking the holiday. If a Public Works employee is requested to work on a holiday, he/she will be paid at the applicable overtime rate.

Employees may also qualify for holiday pay, provided an employee meets all other qualifications, when an employee is off work due to:

- A work-related injury/illness that occurred no more than five (5) days prior to, on or after the workday following the holiday
- A death in the employee's immediate family that precludes him/her from working the day before, on or after the holiday
- Employee illness for which a doctor's excuse is presented for the day before, on or after the holiday, or employee reports to work at his/her schedule time, works at least four (4) hours and leaves due to illness
- Jury duty
- Vacation

## **Personal Leave of Absence**

There may be the rare occasion when an employee is faced with an emergency or special circumstance and needs to take an unpaid personal leave of absence. The employee's supervisor, in conjunction with the Borough Council, may grant a personal leave of absence without pay. Each request for a leave of absence will be evaluated on an individual basis, taking into consideration length of service, work record, staffing needs, and reason and length of the leave. To qualify for a personal leave of absence, the employee must be classified as a full-time employee and must have completed at least three (3) months of full-time service at the time of the request.

Employees may apply for a personal leave of absence by submitting a Personal Leave of Absence request to their supervisor at least two (2) weeks prior to the start date of the leave requested, describing the nature of the leave, the dates the employee expects to be away from work, and the date the employee intends to return. If the leave is emergency in nature, the two-week requirement may be waived by Council.



Generally, a personal leave of absence shall not exceed two (2) calendar weeks. A longer personal leave of absence may be granted only under extreme circumstances. Failure to report back to work on the first day after expiration of the leave of absence will be considered a voluntary termination of employment.

Employees who are granted personal leaves of absence are expected to exhaust any paid time off they have accrued before their leave status changes from paid to unpaid. Unless required by applicable law, employees will not accrue additional paid time off while on an unpaid leave of absence.

If an employee is granted and takes a personal leave of absence, his/her other benefits may be affected. The organization cannot guarantee employees their original position or an equivalent position will be available when they return.

## **Military/Reserve Leave**

Curwensville Borough will abide by all the provisions of the Uniformed Services Employment and Reemployment Act (USERRA) and will grant military leave to all eligible full-time and part-time employees. Military leave may be granted to full-time and part-time employees for a period of four (4) years plus a one-year voluntary extension of active duty (5 years total) if this is at the request and for the convenience of the United States Government.

As with any leave of absence, employees must provide advance notice, if practicable, to their supervisor of their intent to take military leave and must provide appropriate documentation. This notice should be given by the employee or a military officer.

An employee's pay will not continue during military leave unless required by law. However, employees may request to use available paid leave during military leave.

Benefit coverage will continue for 31 days, as long as employees pay their normal portion of the cost of benefits. For leaves lasting longer than 31 days, employees will be eligible to continue health benefits and will be required to pay 102% of the total cost of their health benefits if they wish to continue them. The Borough will provide continued coverage for employees for the lesser of the length of their uniformed service or 24 months.

Upon return from military leave, employees will be reinstated with the same seniority, pay, status, and benefit rights that they would have had if they had worked continuously.

Following discharge from the military, employees must request to be reinstated for employment:

- **Uniformed Service of Less than 31 Days:** The employee must request reinstatement no later than the beginning of the first full regularly scheduled work shift starting at least eight (8) hours after the employee has been safely transported home, or as soon as possible after the eight-hour period if reporting by that time is impossible or unreasonable through no fault of the individual.
- **Uniformed Service of More than 30 days, but Less than 181 days:** Returning service members must request reemployment no later than 14 days after completing their period of uniformed service, or, if this is not possible or reasonable through no fault of the individual, on the next calendar day when submission becomes possible.
- **Uniformed Service of More than 180 Days:** Returning service members must request re-employment no later than 90 days after completion of the uniformed service.

Employees who fail to request reinstatement within the required timeframe or who fail to report for work within the prescribed time after completion of military service will be considered to have voluntarily terminated their employment.

If employees were participants in the Curwensville Borough's Retirement Fund, under the Uniformed Services Employment and Reemployment Rights Act (USERRA), a Break in Service shall not be deemed to have occurred if the employee returns to the service of the municipality following the leave of absence within the time required by the earlier of federal or state law.

If employees are reservists in any branch of the Armed Forces or members of the National Guard, they will be granted time off for military training. Such time off will not be considered vacation time. However, employees may elect to have their reserve duty period be considered as vacation time to the extent they have such time available.

## **Bereavement Leave of Absence**

In the event of a death in an employee's immediate family member, full-time employees may receive up to three (3) paid working days off to handle family affairs and to attend the funeral. "Immediate family" is defined as: father, mother, sister, brother, grandparents, stepparents, stepbrother, stepsister, in-laws of the same degree, and domestic partners. Employees may receive up to five (5) paid working days off to handle family affairs in the death of a spouse/domestic partner, child or stepchild, grandchild, and step-grandchild. One (1) paid day off will be given to employees who have a death in their extended family. "Extended family" is described as cousin, aunt, uncle, step-cousins, step-aunts, step-uncles.

If an employee needs additional time off, please see a Borough Councilmember.

Upon written evidence of the death by public notice or the funeral director, the employee will be paid at his/her normal straight-time hours. If additional time is required, the employee should submit a request for an unpaid personal leave of absence.

Bereavement leave may be granted for additional "family" at the discretion of Borough Council.

## **Jury Duty/Witness Service**

Full-time employees called to serve on a jury or to testify as a voluntary witness at the request of Curwensville Borough (by subpoena or otherwise) will be paid for the day or days in which the court requires attendance. If employees are subpoenaed to appear in court as witnesses, but not at the request of Curwensville borough, they will be excused from work in order to comply with the subpoena but will not be paid for the time.

Employees must present any summons to their supervisor on the first working day after receiving the notice. If an employee is not required to serve on a day he/she is normally

scheduled to work or if the employee is excused before serving three (3) hours of jury duty, he/she will not be paid for the whole day.

Compensation for jury duty or witness service on behalf of the Borough will be paid in full.

## **Medical/Personal Leave**

Hospitalization/Prescription Benefits will be paid for medical leave, subject to Workers Compensation and/or Short-Term Disability Benefits, for 30 days following the month these benefits start. Employees will still be responsible for their co-payment share of these benefits. After this 30-day period, employees will be responsible for paying the full cost of these benefits.

Granting of Personal Leave will require employees to pay the full cost of these benefits.

## **Compensatory Time**

Full-time employees are allowed to accumulate up to eighty (80) hours of compensatory time. One and one-half (1½) hours of compensatory time is earned for each hour worked over forty (40) for which no wages are paid.

Comp time off requests must be prescheduled and pre-approved by the immediate supervisor a minimum of 24 hours in advance whenever possible.

## **New Employees**

New full-time and part-time employees shall be considered probationary employees for a period of sixty days actually worked. During this period the Borough may try out any such new employees in any job.

## **Benefits**

After the probationary period is completed, each new employee will be entitled to the following benefits paid by the Borough.

- Life Insurance – A term life insurance in the amount of \$30,000 will be provided.
- Health Insurance is offered to all employees, full and part time

- Contributions to the Retirement Fund – Borough contributions shall be made as per the Borough Retirement Fund Defined Contribution Resolution.
- Uniforms for Road Employees – Full-time employees shall have uniforms provided.

## **Chain of Authority**

The Assistant Secretary/Treasurer answers to the Secretary/Treasurer. The Secretary/Treasurer and the Lead Man answer directly to Borough Council. All Public Works employees answer directly to the Lead Man.

## **Equal Employment Opportunity**

Curwensville Borough is an equal employment opportunity employer and will not discriminate against any employee or applicant for employment in a manner that violates applicable federal, state, and local laws governing nondiscrimination in employment in every location in which the organization has employees. Curwensville Borough will provide equal opportunity to all employees and applicants for employment regardless of race, color, religion, creed, national origin, ancestry, genetic information, disability, sex, sexual orientation and gender identity, age, military status, veteran status, or status in any group protected by federal, state, and local law.

The policy applies to all areas of employment, including recruitment, hiring, training and development, promotion, transfer, termination, layoff, compensation and benefits, social and recreational programs, and all other conditions and privileges of employment in accordance with applicable federal, state, and local laws.

Furthermore, it is the policy of Curwensville Borough to comply with all applicable federal and state laws concerning the employment of persons with disabilities. Curwensville Borough will not discriminate against any qualified employee or job applicant with respect to terms, privileges, or conditions of employment because of a person's physical or mental disability. Curwensville Borough will reasonably accommodate qualified individuals with a disability so that they can perform the essential functions of a job unless doing so causes a direct threat to these individuals or others in the workplace and the threat cannot be eliminated by reasonable accommodation and/or if the accommodation creates an undue hardship to Curwensville Borough.

Any employee who believes this policy has been violated should report the situation to the President of Borough council. All such matters will be held in confidence, to extent allowed by law, thoroughly investigated and rectified if a policy violation is identified. Please refer to the policy governing sexual and other types of harassment or discrimination for more detailed information concerning the organization's investigative procedures.

The organization strongly encourages use of this policy if necessary and assures its employees that they need fear no reprisals for bringing forth a good faith claim, regardless of the results of any investigation.

## **Anti-Harassment/Anti-Discrimination**

### Policy Statement

Curwensville Borough expressly prohibits any form of unlawful harassment based on race, color, religion, creed, national origin, ancestry, genetic information, disability, sex, sexual orientation, gender identity, age, military status, veteran status, or status in any group protected by federal, state, and local law. Curwensville Borough will not tolerate harassment of Borough employees by anyone, including any supervisor, co-worker, vendor, client, contractor, customer, or other regular visitor of the Borough. Improper behavior that interferes with the ability of employees to perform their expected job duties will not be tolerated. Violation of this policy shall be considered grounds for disciplinary action up to and including discharge.

### Harassment

Discriminatory harassment includes intimidation, ridicule, or insult that:

- Unreasonably interferes with an individual's work performance;
- Creates an abusive or hostile work environment; or
- Otherwise adversely affects an individual's employment opportunities.

Harassment means improper conduct that is based on an individual's race, color, religion, creed, age, sex, sexual orientation, gender identity, disability, genetic information, national origin, ancestry, military status, veteran status, or status in any group protected by federal, state, or local law. It includes actions such as repeated verbal abuse; the circulation of written materials that demeans or exhibits hostility or dislike toward an individual or any of

the aforementioned groups; or inappropriate jokes or slurs. Such conduct is prohibited and will subject the person engaging in it to disciplinary action up to and including termination.

We prohibit discriminatory harassment of any kind, including sexual harassment, of any employee by a supervisor, co-worker, vendor, client, customer or other third parties with whom Curwensville Borough conducts business.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors and all other verbal or physical conduct of a sexual nature, especially where:

- Submission to such conduct is made, whether explicitly or implicitly, a term or condition of employment;
- Submission to or rejection of such conduct is used as the basis for decisions affecting an individual's employment; or
- Such conduct has the purpose or effect of creating an intimidating, hostile, or offensive work environment.

Specific conduct that may constitute sexual harassment includes, but is not limited to: unwanted sexual advances; subtle or overt pressure for sexual favors; unwanted sexual jokes; unwanted innuendoes; unwanted advances propositions; verbal abuse of a sexual nature; graphic comments about an individual's body; leering, whistling, touching, pinching, assaults, coerced sexual acts, or suggestive, insulting, or obscene comments or gestures; display in the workplace of sexually suggestive objects or pictures; and other physical, verbal or visual conduct of a sexual nature.

This type of behavior is unacceptable in the workplace and in any work-related setting outside of the workplace, such as during business trips and business-related social events.

### Complaint Procedure

All employees are responsible to help ensure that we avoid harassment. Any individual who believes that he or she has been subjected to harassment or discrimination as prohibited by this policy or who has witnessed harassment or discrimination should submit a complaint to the Borough Secretary or the President of Borough Council.

### Investigation

Upon learning of a harassment complaint or alleged instance, Curwensville Borough will undertake a prompt investigation. Employees who are aware of facts that may constitute harassment or receive a complaint should immediately report the incident to a Borough Councilmember. The investigation may include individual interviews. The right to confidentiality will be respected consistent with the Borough's legal obligations and with the necessity to investigate allegations of misconduct and to take corrective action when this conduct has occurred.

### Responsive Action

Conduct constituting harassment will be dealt with promptly and appropriately. Responsive action may include, but is not limited to, training, referral to counseling and disciplinary action including warnings, reprimands, reassignment, temporary suspension without pay, termination or any other action as appropriate under the circumstances. If an investigation results in a finding that the complainant falsely accused another of harassment or discrimination knowingly or in a malicious manner, the complainant will be subject to appropriate discipline, including the possibility of discharge.

### Protection Against Retaliation

Curwensville Borough prohibits any form of retaliation against any employee for making a report of harassment under this policy in good faith or for assisting in an investigation.

All employees shall be protected from retaliation for making a complaint or assisting in an investigation concerning allegations of harassment, discrimination, or retaliation. Retaliation is a negative treatment that is serious enough to possibly discourage an employee from complaining about alleged harassment or from assisting in an investigation of alleged harassment. Retaliation includes, but is not limited to, disciplining, reassigning, and lowering a performance appraisal or threatening or intimidation of an employee because he or she complained about harassment or participated in an investigation concerning harassment. Retaliation is strictly prohibited.

## **Workplace Bullying**

Curwensville Borough defines bullying as repeated inappropriate behavior, either direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against



another or others, at the place of work and/or in the course of employment. Such behavior violates Curwensville Borough Code of Ethics which clearly states that all employees will be treated with dignity and respect.

The purpose of this policy is to communicate to all employees, including supervisors, managers, and executives that Curwensville Borough will not in any instance tolerate bullying behavior. Employees found in violation of this policy will be disciplined, up to and including termination.

Bullying may be intentional or unintentional. However, it must be noted that where an allegation of bullying is made, the intention of the alleged bully is irrelevant, and will not be given consideration when meting out discipline. As in sexual harassment, it is the effect of the behavior upon the individual that is important. Curwensville Borough considers the following types of behavior examples of bullying:

- **Verbal Bullying**: slandering, ridiculing, or maligning a person or his/her family; persistent name calling which is hurtful, insulting or humiliating; using a person as butt of jokes; abusive and offensive remarks.
- **Physical Bullying**: pushing; shoving; kicking; poking; tripping; assault, or threat of physical assault; damage to a person's work area or property.
- **Gesture Bullying**: non-verbal threatening gestures, glances which can convey threatening messages.
- **Exclusion**: socially or physically excluding or disregarding a person in work-related activities.

In addition, the following examples may constitute or contribute to evidence of bullying in the workplace:

- Persistent singling out of one person
- Shouting, raising voice at an individual in public and/or in private
- Using verbal or obscene gestures
- Not allowing the person to speak or express him/herself (i.e., ignoring or interrupting).
- Personal insults and use of offensive nicknames
- Public humiliation in any form
- Constant criticism on matters unrelated or minimally related to the person's job performance or description

- Ignoring/interrupting an individual at meetings
- Public reprimands
- Repeatedly accusing someone of errors which cannot be documented
- Deliberately interfering with mail and other communications
- Spreading rumors and gossip regarding individuals
- Encouraging others to disregard a supervisor's instructions
- Manipulating the ability of someone to do their work (i.e., overloading, under-loading, withholding information, setting meaningless tasks, setting deadlines that cannot be met, giving deliberately ambiguous instructions)
- Inflicting menial tasks not in keeping with the normal responsibilities of the job
- Taking credit for another person's ideas
- Refusing reasonable requests for leave in the absence of work-related reasons not to grant leave
- Deliberately excluding an individual or isolating them from work-related activities (meetings, etc.)
- Unwanted physical contact, physical abuse, or threats of abuse to an individual or an individual's property (defacing or marking up property)

## **Open Communication**

At Curwensville Borough, we believe that communication is at the heart of good employee relations. Employees are encouraged to share their concerns, seek information, provide input, and resolve work-related issues by discussing them with the Borough Council until they are fully resolved.

Regardless of the situation, employees should be able to openly discuss any work-related problems and concerns without fear of retaliation. Supervisors are expected to listen to employee concerns, encourage their input, and seek resolution to the issues and concerns. Often this will require setting a meeting in the near future. Discussing these issues and concerns with the Borough Council will help to find a mutually acceptable solution for nearly every situation.

## **Drug-Free Workplace and Substance Abuse**

Curwensville Borough is committed to reducing the problems created by drugs and alcohol in the workplace and to providing its employees with a safe and healthy workplace.

Employees abusing drugs and alcohol are less productive and are often a risk to the safety,

security, and productivity of our Borough. No employees should be required or expected to work alongside an individual whose abilities and performance are impaired by drugs, controlled substances, or alcohol.

The establishment of this Drug-Free Workplace and Substance Abuse policy is in the best interests of Curwensville Borough and our employees. Curwensville Borough has established the following policy concerning provisions of a drug-free workplace:

Substance Abuse Policy

It is the policy of Curwensville Borough to maintain a workplace free from the use, sale, possession or distribution of controlled substances or the improper or abusive use of legal drugs or alcohol on Borough premises or on Borough time. Compliance with this policy is a condition of continued employment.

In doing so, Curwensville Borough recognizes that employees have a right to privacy and does not intend to regulate purely private employee conduct away from the job. At the same time, employees must recognize that conduct off the job can have an effect on the job and that off-duty activity cannot be permitted to undermine safe work practices.

Under no circumstances may an employee report to work, perform assigned duties or engage in Borough business while under the influence of alcohol or controlled substances. Employees are also prohibited from using, consuming, purchasing, manufacturing, possessing, or distributing alcohol, drugs, or any other controlled substances on Borough property, during working hours, or while performing Borough business.

This policy also does not prohibit employees from working while under the influence of prescription drugs, provided such drugs are being used as prescribed by a licensed physician and does not prevent the employees from performing the essential functions of the job or present a threat to the health or safety of the employee or others in the workplace. If an employee is aware that his or her use of an over-the-counter or properly prescribed medication is likely to alter his or her senses or impair his or her ability to perform on the job, the employee should promptly report those facts to their immediate supervisor. Failure to do so may result in disciplinary action.

Controlled substance-and alcohol-testing practices will be adopted to identify employees or applicants using controlled substances and/or alcohol.

“Controlled substances” means any drug that is (1) not legally obtained or (2) legally obtainable but has not been legally obtained. The term includes prescribed drugs not legally obtained, drugs not being used for prescribed purposes and any drug legally obtained that could impact or affect any individual’s ability to perform his or her job.

All Borough employees must sign the attached form, acknowledging the contents of Curwensville Borough Drug-Free Workplace and Substance Abuse policy, agreeing to abide by its stipulations, consenting to random drug testing, and allowing the test results to be released to Curwensville Borough’s management.

The results of any drug or alcohol test performed pursuant to this policy will remain confidential except when required by law.

This policy will apply to all employees, including all office and management level personnel.

Any employee refusing to cooperate or submit to questioning or refusing medical or physical tests or examinations when requested and conducted by Curwensville Borough or its medical designee, is in violation of Curwensville Borough policy and subject to termination.

#### Drug and Alcohol Testing

Curwensville Borough asserts its legal right and prerogative to test any employee for being under the influence of controlled substances and/or alcohol. Employees may be asked to submit to a medical examination and/or submit to another form of testing for controlled substances and/or alcohol. Any information obtained through such examinations will be kept confidential by Curwensville Borough except for requirements under federal legislation.

In particular, Curwensville Borough reserves the right, at its discretion and with the limits of federal and state law, to examine and test for the presence of controlled substances and alcohol (as stated above) in situations such as, but not limited to, the following:

- Pre-employment
- Upon reasonable suspicion
- Post-accident
- Random: only for CDL drivers

### Pre-Employment

All offers of employment requiring a commercial driver's license will be made subject to the results of a drug test. Applicants will be required to voluntarily submit to a urinalysis test and sign a consent agreement that will release Curwensville Borough from liability. Curwensville Borough will not discriminate against applicants for employment because of past substance abuse. It is the current abuse of alcohol or controlled substances that prevents employees from properly performing their jobs.

### Reasonable Suspicion

Any employee reasonably suspected of violating this policy must submit to alcohol and/or controlled substance testing.

When the Borough determines that reasonable suspicion exists, the employee must proceed, in a manner directed by the Borough, to a designated medical facility for testing.

Reasonable suspicion will be based on objective criteria concerning the appearance, behavior, speech, or body odors of the employee.

Reasonable suspicion may also result from direct observation of drug use, erratic behavior, arrest or conviction for an illegal drug offense, reliable information received from a credible source, and/or evidence that an employee has tampered with a drug test specimen.

### Post-Accident

An incident occurring while on Curwensville Borough business that results in an injury requiring medical attention to an employee or others and/or damage to Borough property, including vehicle accidents, may require a controlled substance and alcohol test for those involved if there is a reasonable basis to believe that the incident or injury was likely caused by an impairment.

Failure to report any accident that meets the post-accident-testing criteria is in violation of Borough policy and subject to disciplinary action.

Employees testing positive under Pennsylvania state laws may be ineligible for workers' compensation benefits.

Post-accident testing is required for all accidents, regardless of damage or injury, for employees possessing a commercial driver's license.

#### Random Drug Testing

Impaired performance by an employee is considered to have potential detrimental impacts on the health and safety of others. Because of the nature of operations of Curwensville Borough's employees, only CDL drivers will be subject to random testing by the PA State Association of Boroughs.

#### Consequences of Policy Violation

Curwensville Borough has implemented a "zero tolerance" policy with respect to drugs and alcohol. Any employee found to be in violation of this policy will be disciplined to the fullest extent permitted under the law, including immediate termination of employment. Any employee who is suspected of a policy violation may be immediately suspended, without pay, pending investigation with the intent to terminate employment following the investigation. Any employee who refuses to consent to the drug test, to comply and cooperate fully with all testing procedures and requirements, or to otherwise, fully cooperate in an investigation involving drugs pursuant to this policy, will constitute insubordination and may result in immediate suspension with the intent to terminate employment following the investigation.

Any applicant who refuses to consent to drug testing, refuses to comply with all testing procedures and requirements, will not be hired. Any applicant who tests positive or fails to pass the test will not be hired unless applicable state law requires further analysis.

## **Suggestions**

Employees are encouraged to make suggestions or offer ideas that would benefit the organization. Curwensville Borough is always looking for suggestions that improve methods, procedures, working conditions, reduce costs or errors, and benefit its employees.

## **Computer Hardware and Software**

Employees must keep all computer usernames and passwords, including network logins, confidential for security reasons. Employees are asked to keep a log of all passwords in the safe located at the Secretary's office.

## **Social Media**

At Curwensville Borough, we understand that social media can be a fun and rewarding way to share your life and opinions with family, friends, and co-workers around the world. However, use of social media also presents certain risks and carries with it certain responsibilities. To assist you in making responsible decisions about your use of social media, we have established these guidelines for appropriate use of social media.

This policy applies to all employees who work for Curwensville Borough.

### **Guidelines**

In the rapidly expanding world of electronic communication, social media can mean many things. Social media includes all means of communicating or posting information or content of any sort on the Internet, including to your own or someone else's web log or blog, journal or diary, personal web site, social networking or affinity web site, web bulletin board or a chat room, whether or not associated or affiliated with Curwensville Borough, as well as any other form of electronic communication.

The same principles and guidelines found in Curwensville Borough's policies apply to your activities online. Ultimately, you are solely responsible for what you post online. Before creating online content, consider some of the risks and rewards that are involved.

### Know and follow the rules

Carefully read these guidelines, and the Curwensville Borough's other policies, such as the harassment and discrimination policy, and ensure your postings are consistent with these policies. Inappropriate postings that may include discriminatory remarks, harassment, and threats of violence or similar inappropriate or unlawful conduct will not be tolerated and may subject you to disciplinary action up to and including termination.

### Be respectful

Always be fair and courteous to fellow associates, customers, members, or suppliers of Curwensville Borough. Also, keep in mind that you are more likely to resolve work-related complaints by speaking directly with your co-workers or by utilizing our Open Communication Policy than by posting complaints to a social media outlet. Nevertheless, if you decide to post complaints or criticism, avoid using statements, photographs, video, or audio that reasonably could be viewed as malicious, threatening, or that might constitute harassment or bullying. Examples of such conduct might include offensive posts meant to intentionally and maliciously harm someone's reputation or posts that could contribute to a hostile work environment on the basis of race, age, sex, disability, religion or any other status protected by law.

### Be honest and accurate

Make sure you are always honest and accurate when posting information or news, and if you make a mistake, correct it quickly. Be open about any previous posts you have altered. Remember that the Internet archives almost everything; therefore, even deleted postings can be searched. Never post any information or rumors that you know to be false about Curwensville Borough, fellow associates, members, customers, or suppliers of the Curwensville Borough or competitors.

### Post only appropriate and respectful content

- Maintain the confidentiality of Curwensville Borough. Do not post internal reports, policies, procedures, or other internal business-related confidential communications.
- Do not create a link from your blog, website, or other social networking site to Curwensville Borough's website without identifying yourself as an employee of Curwensville Borough.



- Express only your personal opinions. Never represent yourself as a spokesperson for Curwensville Borough. If Curwensville Borough is a subject of the content you are creating, be clear and open about the fact that you are an employee and make it clear that your views do not represent those of Curwensville Borough, fellow associates, members, customers, suppliers, or people working on behalf of Curwensville Borough. If you do publish a blog or post online related to the work you do or subjects associated with Curwensville Borough, make it clear that you are not speaking on behalf of Curwensville Borough. It is best to include a disclaimer such as “The postings on this site are my own and do not necessarily reflect the views of Curwensville Borough.”

### Retaliation is prohibited

Curwensville Borough prohibits taking negative action against any employee for reporting a possible deviation from this policy or for cooperating in an investigation. Any employee who retaliates against another employee for reporting a possible deviation from this policy or for cooperating in an investigation will be subject to disciplinary action, up to and including termination.

### **Media Contacts**

Employees should not speak to the media on Curwensville Borough’s behalf without contacting the Borough Council. All such media inquiries should be directed to the President of Borough Council.

### **For more information**

If you have questions or need further guidance, please contact the President of Borough Council.

The provisions of the social media policy will not be construed or applied in a way that interferes with employees' rights under federal labor law.

### **Ethics and Conflicts of Interest**

Employees are expected to use good judgment, adhere to high ethical standards, and avoid situations that create an actual or perceived conflict between their personal interests and those of the organization. Curwensville Borough requires that the

transactions employees participate in are ethical and within the law, both in letter and in spirit.

Curwensville Borough recognizes that different organizations have different codes of ethics. However, just because a certain action may be acceptable by others outside of Curwensville Borough as “standard practice,” that is by no means sufficient reason to assume that such practice is acceptable at our organization. There is no way to develop a comprehensive, detailed set of rules to cover every business situation. The tenets in this policy outline some basic guidelines for ethical behavior at Curwensville Borough. Whenever employees are in doubt, they should consult with a Borough Councilperson.

Conflicts of interests or unethical behavior may take many forms including, but not limited to, the acceptance of gifts from competitors, vendors, potential vendors, or customers of the organization. Gifts may only be accepted if they have a nominal retail value and only on appropriate occasions (for example, a holiday gift). Employees are cautioned not to accept any form of remuneration or non-Borough related entertainment, nor may employees sell to third parties any information, products or materials acquired from the organization.

Employees may engage in outside business activities, provided such activities do not adversely affect the organization or the employee’s job performance.

Employees are encouraged to seek assistance from a member of the Borough Council with any legal or ethical concerns. However, Curwensville Borough realizes this may not always be possible. As a result, employees may contact the Borough Council to report anything that they cannot discuss with their superior.

## **Employee Protection (Whistleblower)**

If any employee reasonably believes that some policy, practice, or activity of Curwensville Borough is in violation of law; a written complaint must be filed by that employee; with the President of Borough Council.

It is the intent of Curwensville Borough to adhere to all laws and regulations that apply to the organization and the underlying purpose of this policy is to support the organization's goal of legal compliance. The support of all employees is necessary in achieving compliance with various laws and regulations. An employee is protected from retaliation only if the employee brings the alleged unlawful activity, policy, or practice to the attention of Curwensville Borough and provides Curwensville Borough with a reasonable opportunity to investigate and correct the alleged unlawful activity. The protection described below is only available to employees that comply with this requirement.

Curwensville Borough will not retaliate against an employee who, in good faith, has made a protest or raised a complaint against some practice of Curwensville Borough or of another individual or entity with whom Curwensville Borough has a business relationship, on the basis of a reasonable belief that the practice is in violation of law or a clear mandate of public policy.

Curwensville Borough will not retaliate against employees who disclose or threaten to disclose to a supervisor or a public body any activity, policy, or practice of Curwensville Borough that the employee reasonably believes is in violation of a law, a rule or regulation mandated pursuant to law or is in violation of a clear mandate or public policy concerning the health, safety, welfare, or protection of the environment.

## **Personal Property**

Respect and protection of company property and employee personal property is everyone's concern. If you find any property missing or damaged, report it to your supervisor immediately. Curwensville Borough cannot, however, be responsible for loss or damage by employees or others to the personal property or valuables of employees or others using the facilities. ***Disciplinary action will be taken with anyone caught stealing, which may include termination and being turned over to law enforcement.***

## **Employment Records**

Curwensville Borough is required to keep accurate, up-to-date employment records on all employees to ensure compliance with state and federal regulations, to keep benefits information up-to-date, and to make certain that important mailings reach all employees. The organization considers the information in employment records to be confidential.

Employees must inform Curwensville Borough of any necessary updates to their personnel file such as a change of address, changed telephone numbers, emergency contact, marital status, number of dependents, or military status. Employees should also inform the Borough Secretary of any outside training, professional certifications, education, or any other change in status. In addition to a general personnel file, Curwensville Borough maintains a separate medical file for each employee. Access to an employee's medical file is ***extremely limited*** and based on a need-to-know-only basis.

Except for records and information that we are required to provide by law, no information about employees (other than verification of employment dates) will be released unless the request is in writing and there is a signed authorization from you, except as required under federal legislation concerning commercial driver's licenses.

All current employees will be permitted to review their personnel files at reasonable times with reasonable notice. Employees may take notes regarding their file but making copies of anything in the file is prohibited.

## **Tobacco Use**

The use of tobacco products including, but not limited to cigarettes, cigars, pipes, and smokeless tobacco, is prohibited inside any of the organization's facilities or vehicles. The use of tobacco products will be allowed in Borough-designated areas outside any facility during break times only. Appropriate signage advising employees and visitors that Curwensville Borough maintains a tobacco-free environment will be placed at entrances to all buildings. The management of each facility will designate areas outside the building where the use of tobacco products will be allowed. This policy always relates to work areas including before and after normal working hours.

## **Employment of Relatives**

While the organization has no prohibition against hiring relatives of other employees, close family members such as parents, children, spouses, siblings, or in-laws will not be hired into, or transferred into, positions where they directly or indirectly supervise or are supervised by another close family member effective with the date of this handbook. Curwensville Borough reserves the right to determine in all cases if a close enough familial relationship exists to prohibit a supervisory relationship.

## **Personal Conduct**

Curwensville Borough expects all employees to observe certain standards of behavior while at work and at Borough-sponsored events. Employees shall be responsible for ensuring that the conduct of any of their guests at a Borough sponsored function is respectful and not offensive to anyone in attendance. These standards are not intended to restrict employees, but to ensure a consistent application of the policies and procedures for all employees.

Conduct that will lead to disciplinary action, up to and including termination, include, but are not limited to:

- Falsifying Borough documents and records;
- Excessive absenteeism and tardiness;
- Performing duties and operating equipment in an unsafe manner that can be harmful to the employee, co-workers or to the public;
- Not carrying out assigned duties and not following reasonable instructions or requests from supervisors and/or management
- Posting literature, handbills, petitions, posters, or other materials on the premises without the prior approval of the Borough Council;
- Possessing weapons on the premises;
- Discrimination and/or harassment, regardless of whether it is sexual, racial, religious or related to another's gender, age, sexual orientation, gender identity or disability;
- Using Borough property or that of another employee in an inappropriate manner;
- Removing Borough property or another employee's property from its location without obtaining prior authorization.
- Misuse, theft or destruction of Curwensville Borough time and/or property or another employee's property;
- Sleeping during working hours;
- Reporting to work unfit for duty and under the influence of alcohol and/or drugs.
- Using, selling, or possessing illegal drugs on Borough premises or while on Borough business. While working, employees should only possess and take drugs that are medically authorized, approved and determined by the employee, the employee's physician, and the organization not to impair job performance or cause a safety

hazard. Employees are responsible for notifying their supervisors that they are taking prescription medication if it would affect their performance on the job;

- Failure to pass a mandatory drug and/or alcohol test or refusing to take a drug and/or alcohol test;
- Fighting, threatening, or intimidating fellow employees during working hours or at Borough-sponsored functions;
- Using foul or obscene language;
- Disclosing or using confidential or proprietary Borough information without proper authorization;

Failure to observe the above standards could lead to corrective action up to, and including, termination.

## **Discipline and Corrective Action**

The level of disciplinary action and corrective action for employee misconduct will depend on the severity and nature of the offense, up to and including termination.

## **Leaving the Organization**

The employee is requested to give at least two weeks' notice before voluntarily terminating employment. Any unused vacation will be paid out, except in cases of termination for gross insubordination.

Employees are required to turn in all Borough property prior to their final day of employment.

When employees leave Curwensville Borough, they may be asked to participate in an exit interview. The primary purpose of the exit interview is to ask for valuable feedback about employees' work experiences at Curwensville Borough. Participation in an exit interview is strictly voluntary.

## **Safety**

Curwensville Borough expects its employees to conduct themselves in a safe manner, use good judgment and common sense in matters of safety, observe all safety rules and follow all OSHA and state safety regulations. Maintaining a safe work environment is the responsibility of all employees.

The Council will not be responsible for any fines or violations of the Motor Vehicle Code. Any person not obeying the laws of the Motor Vehicle Code will be subject to disciplinary action.

### **Safety Responsibilities**

This list of safety responsibilities is not an all-inclusive list.

- Safety and accident prevention are among the most vital responsibilities shared by all employees, including supervisors and management.
- All employees are responsible for the safe working conditions in their areas.
- Safety is an item of accountability.
- All employees are responsible for reporting conditions or practices they believe to be unsafe or unhealthy to their supervisors.
- Additional safety information and training will be given to each employee as needed.

### **Accidents and Injuries**

Employees must report all accidents or injuries, regardless of the need for medical attention, immediately to their supervisor and document the same on an Accident/Incident Report. Supervisors are responsible for completing the report and forwarding it to the Township Secretary within 24 hours of the incident. The company will not certify Workers' Compensation claim forms if an Accident Report is not completed.

### **Workers' Compensation**

Injuries occurring in the course of employment are paid for by workers' compensation insurance. Workers' compensation insurance pays for applicable lost wages and medical costs, without a deductible provision, and is paid for exclusively by Curwensville Borough. There are well-defined provisions that must be met to ensure that employees qualify for workers' compensation benefits.

Any work-related injury or illness must be immediately reported in writing to the employee's supervisor. The workers' compensation insurer will investigate all late reported claims. When facts cannot be verified, the claim will be denied.

Workers' compensation fraud is a felony, punishable by fines and/or jail time. The organization will prosecute any individual found to be claiming a work-related illness or injury fraudulently.

An approved physician must treat the injured employee. Specialists will be assigned by Curwensville Borough in certain cases. Any treatment other than that approved by Curwensville Borough will not be compensable.

There are two types of workers' compensation benefits paid to an employee with a work-related injury or illness: medical and wage replacement benefits.

Any employee who fails to return to work after being released by an approved physician will be considered to have resigned.

### **Temporary/Modified Duty**

Curwensville Borough is committed to providing work, when possible, for employees who have been restricted by a physician due to a work-related injury or illness. Such work will be provided subject to availability. Work will be assigned due to the nature of the injury or illness and the limitations set forth by the treating physician. Every effort will be made to place employees in positions within their own departments but, if necessary, employees will be placed wherever an appropriate position is available.

### **Weapons**

Despite some laws that allow people to carry firearms in public, Curwensville Borough prohibits anyone from possessing or carrying weapons of any kind on Borough property, in Borough vehicles, in personal vehicles or while on Borough time. This includes:

- any form of weapon or explosive;
- all firearms; and
- all illegal knives or knives with blades that are more than six (6) inches in length.



If an employee is unsure whether an item is covered by this policy, please contact the Borough Secretary. Employees are responsible for making sure that any item they possess is not prohibited by this policy. Police officers, security guards and other individuals who have been given consent by the organization to carry a weapon on the property will be allowed to do so.

While the organization has a policy prohibiting weapons, nothing in this policy shall be construed as creating any duty or obligation on the part of the organization to take any actions beyond those required of an employer by existing law.

## **Violence in the Workplace**

Curwensville Borough prohibits violence in the workplace and makes every attempt to maintain a safe workplace. The workplace is not limited to Borough premises but includes all environments where work-related activities are performed such as off-site meeting locations and business travel; road work and uniform construction code and electrical inspections.

### **Defined**

“Violence” includes physically harming another, shoving, pushing, harassing, intimidating, coercing, brandishing weapons, and threatening or talking of engaging in those activities. It is the intent of this policy to ensure that everyone associated with the Borough never suffers from workplace violence.

### **Policy**

This policy applies to all employees, all non-employees (including Councilmembers), visitors, suppliers, vendors, contractors, temporary workers, and other individuals with whom Curwensville Borough employees come into contact with during work duties. Any of these individuals may be a victim or a violator under Borough policy.

No verbal threats to all employees, all non-employees (including customers/clients), visitors, suppliers, vendors, contractors, temporary workers, and other individuals with whom Borough employees come into contact with during work duties. Any of these individuals may be a victim or a violator under Curwensville Borough policy.

No weapons, alcohol or illegal drugs are permitted on Curwensville Borough premises or in the work environment.

No individual is permitted to circumvent the security access system or alarm system of the facility that has been installed for the protection of employees.

To ensure security, Curwensville Borough reserves inspection rights for all Borough and associates' property located on its premises, including workstations, desks, file cabinets, and lockers. This right extends to desks, computers (email and internet) and telephones (messages). The Borough Council can search or authorize a search of Borough property.

Failure to adhere to the established Borough policies and procedures will result in disciplinary action up to and including termination.

The Borough will not tolerate any form of retaliation toward an employee who reports workplace violence incidents. Any retaliatory incident must be reported to the Borough Council. Retaliatory incidents will result in disciplinary action up to and including termination.

Any threats, or any private messages, whether voice or electronic, that constitutes a threat against another individual, can and will be used as the basis for termination.

### **Reporting Procedure**

Immediately report all violations of the Borough's policies, incidents of verbal threats, harassment, or physical violence to the Borough Council.

The Borough Council may contact and involve local law enforcement authorities, as necessary.

## Appendix 3 Sample Quality of Life Ordinance

The purpose of this ordinance is to preserve the health, safety, and welfare of the community by addressing nuisance conditions that impair neighborhood aesthetics, property values, and quality of life. This ordinance empowers Borough officials to efficiently address routine violations—such as high grass, trash accumulation, inoperative vehicles, and animal waste—through a streamlined ticketing process. This approach reduces delays, promotes compliance, and enhances community pride

### Definitions

- **Accumulation of Rubbish:** Debris, garbage, refuse, or litter not stored in approved containers.
- **High Grass/Weeds:** Vegetation on private property exceeding 8 inches in height.
- **Inoperative/Unregistered Vehicles:** Vehicles lacking current registration or not in operable condition.
- **Animal Waste:** Excrement from pets or animals left unattended on public or private property.
- **Outdoor Storage of Indoor Items:** Placement of appliances, furniture, electronics, or similar items outside, except during active maintenance.

### Prohibited Conditions

The following are declared public nuisances:

- Accumulation of rubbish or debris.
- Grass or weeds over 8 inches high.
- Inoperative, unregistered, or junk vehicles stored outdoors.
- Animal waste not removed promptly.
- Outdoor storage of indoor items.
- Additional items as identified by the Borough Council via resolution (e.g., graffiti, snow/ice, dilapidated structures).

### Enforcement and Ticketing Process

- **Initial Warning:** First violation triggers a warning notice with a 24-hour compliance window
- **Ticketing:** If not corrected timely, Borough Code Enforcement Officer may issue a Quality-of-Life ticket.
- **Fine Structure:**
  - o 1st offense: \$50

- o 2nd offense (within 12 months): \$100
  - o 3rd+ offense (within 12 months): \$200
- Fines are due within 10 days; late fees apply after 20 days. Continued non-compliance may result in a citation filed with the Magisterial District Judge.

### **Abatement and Cost Recovery**

- If the property owner fails to correct the violation, the Borough may perform the necessary cleanup or removal (e.g., mowing, debris removal).
- The Borough may contract a third party, and all related costs—including administrative fees—will be billed to the property owner as a municipal claim, per Pennsylvania Borough Code.
- These charges may be enforced through lien, civil action, or collection mechanisms authorized by Borough Code.

### **Appeals**

Ticket recipients may appeal in writing within 10 days of issuance. Appeals are reviewed at the next scheduled Borough Council meeting. Council may uphold, reduce, or dismiss tickets, or develop a compliance plan as needed .

## Appendix 4 Sample Public Works Timesheet

Curwensville Public Works Department						Time Sheet	
Period Beginning		Period Ending					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
Code							
Hours							
Code							
Hours							
Code							
Hours							
Code							
Hours							
<b>Total Hours</b>	0	0	0	0	0	0	0
						<b>Total Period Hours</b>	0
<b>Code List</b>							
430 Administration				436 Storm Sewers & Drains			
409 Building Maintenance				437 Repairs of Tools & Machinery			
431 Cleaning of Street & Gutters				438 Maintenance & Repairs of Roads & Bridges			
432 Winter Snow Removal				439 Highway Construction & Rebuilding Projects			
433 Traffic Control Devices				451 Park Maintenance			