

STRATEGIC MANAGEMENT PLANNING PROGRAM

CURWENSVILLE BOROUGH, CLEARFIELD COUNTY

Strategic Management Planning Program
Steps 4, 5, and 6





University of
Pittsburgh

Graduate School of Public
and International Affairs



pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT

Key Findings of Financial Review

- Three warning signs in Revenues
- Two warning signs in Expenditures
- Structural deficit of .7% over 2019 – 2023 period
- Projections indicate that without changes, deficits are likely within 2 to 5 years.

Emergency Recommendations from Financial Review

- Make minor adjustments to revenue and expenditures now to avoid future deficits
 - Given inflation impacts, consider adjusting the Real Estate Tax Rate to support long-term financial stability.
- Develop policies now about how to use the reserve fund
- Work with the auditor to organize the budget categories to establish consistently

Management Audit & Review

The team focused on 3 primary areas of operations:

- Public Works
- Administration & Operations
- Police Services

Strategic Management Planning Program

Step 1 Financial Condition Assessment

Step 2 Financial Trend Analysis

Step 3 Emergency Plan for Fiscal Year

Step 4 Management Audit & Review

Step 5 Multi-year Plan Adoption

Step 6 Implementation Plan

Key Findings of Management Review

Administration & Operations

Policies & Procedures

- Need for standardized written policies
- Outdated job descriptions
- No formal budget process
- Outdated fee structure

Operations & Staffing

- Need for role cross-training / regular coordination

Key Findings of Management Review

Administration & Operations

Finance & Reporting

- Complicated account structure
- Unclear and inconsistent internal controls

Planning, Zoning, Community Development

- Outdated/uncodified ordinances
- Missed opportunities for enhanced community development partnerships
- Blight study
- Adopt new code

Key Findings of Management Review Administration & Operations

4 Key Recommendation Areas for Administration & Operations

1. Policies and Procedures
2. Operations and Staffing
3. Finance & Reporting
4. Planning & Zoning

Recommendations Administration & Operations

Policies & Procedures

- Create a consolidated administrative policy manual
 - Internal controls documentation & procurement policy
 - Records management policy
 - Personnel handbook
 - Capital planning procedure
- Update job descriptions to reflect current responsibilities
- Adopt a budget calendar and procedures
- Conduct an annual fee schedule review

Recommendations Administration & Operations

Operations & Staffing

- Create a cross-training and continuity plan
- Establish weekly coordination meetings for administrative staff

Recommendations Administration & Operations

Finance & Reporting

- Evaluate and transition from QuickBooks to a municipal-built system
- Revise Treasurer's report format and reporting standards
- Revise internal controls and create a policy to be placed within a consolidated policy manual

Recommendations Administration & Operations

Planning, Zoning, and Community Development

- Consider adopting alternative codes (IPMC) and new ordinances (quality of life)
- Codify new ordinances and publish online (consider eCode360)
- Undertake blight study
- Collaborate with Lezzer Lumber for community projects



University of
Pittsburgh

Graduate School of Public
and International Affairs



pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT

STRATEGIC PLAN FOR CURWENSVILLE ADMINISTRATION AND OPERATIONS

POLICY & PROCEDURE

GOAL:

Establish administrative standards and form the foundation for operations

KEY ACTIONS

Update Job Descriptions
Create Consolidated Policy Manual
Adopt Budget Calendar
Adopt Annual Fee Review

Time Frame



Resources Needed

Staff and Council Time
Best Practice Research
Reference Materials (PSAB, DCED)
Organization Plan

OPERATIONS & STAFFING

GOAL

Ensure continuity, improve internal coordination, build staff capacity

KEY ACTIONS

Cross-train Staff
Hold Coordination Meetings

Time Frame



Resources Needed

Staff and Council Time
Duties Documentation
Scheduling Tools
Shared Agenda/Calendar
Joint Workspace

FINANCE & REPORTING

GOAL

Lessen administration burden, standardize and modernize reporting

KEY ACTIONS

Transition to New ERP System
Revise Treasurer's Report
Revise Internal Controls

Time Frame



Resources Needed

Staff and Council Time
Budget Allocation
Demo & Training
Joint Workspace

PLANNING, ZONING, DEVELOPMENT

GOAL

Create proactive framework to address community needs; allow for targeted improvements

KEY ACTIONS

Adopt New Code
Codify Ordinances
Explore Lezzer Lumber for Community Projects

Time Frame



Resources Needed

Staff and Council Time
Legal Review
Code Enforcement Training
Community Outreach
Codification & Website Service
Eligible Project and Business Engagement
DCED Support

Key Findings of Management Review Public Works

- Strong Interdepartmental Collaboration
- Need for Formal Scheduling for Annual Services
- Need for a Daily Task Tracking System
- Caution Advised for Future Equipment Purchases



University of
Pittsburgh

Graduate School of Public
and International Affairs



pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT

Key Findings of Management Review Public Works

- No Formal Oversight or Performance Review Process
- Need for Written Plans for Core Services (Road Maintenance, Snow Removal)
- Equipment Maintenance is Ongoing but Informal

Recommendations Public Works

Informal Planning and Task Management

- Establish a Weekly Planning Meeting
- Create a Task Assignment Board
- Create a Seasonal Task Calendar
- Use a Digital Task Tracking Tool

Recommendations Public Works

Digital Task Tracking Tool Options

Tool	Cost	Use Case	Notes
Google Sheets	Free	Customizable tracking, shared planning	Easy to use, no extra cost
Microsoft ToDo/Planner	Free with Microsoft 365	Task lists and assignments	Useful if the Borough uses Microsoft tools
Trello	\$5 per user/month	Kanban-style task tracking	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 users)	Team planning and project tracking	Great visual layout, ideal for planning and recurring task assignments

Recommendations Public Works

Conduct Annual Performance Reviews

- Set One or Two Practical Goals Each Year

Formalize Plans for Core Services

- Road Maintenance
- Snow Removal
- Leaf Collection
- Street Cleaning

Recommendations Public Works

Caution When Purchasing Equipment

- Create an Equipment Evaluation Checklist
- Track Actual Equipment Usage

Informal Equipment Maintenance

- Create a Preventive Maintenance Schedule
- Start a Maintenance Log for Each Vehicle

Recommendations

Public Works

Leverage the Street Sweeper as a Revenue Source

- Create a formal rental program for the Borough's street sweeper, modeled after Punxsutawney's approach.
- Reinforce existing regional cooperation while generating income to support equipment maintenance and operations.
- Use revenue to offset the impact of declining Liquid Fuels funds, which currently support services including sweeping and winter road maintenance.

Key Findings of Management Review Police Services

- Curwensville Police Department
 - 3 officers: Acting Police Chief (FT), SRO (full-time and 1 patrolmen (PT)
 - 3 police vehicles in fleet (1 to be scrapped)
- Resignation of current Police Chief in May 2025
- Disatisfaction with PSP level of service (response times longer than desirable)
- Concerns around making improvements to Police services beyond the State Police response while balancing cost management (cost of Police increased from \$150K in 2019 to \$286K in 2024).

Key Findings of Management Review Police Services

- IACP Analysis suggests that the department staff level is appropriately sized (between 1.3 to 3.5 patrol officers)

Recommendations Police Services

Police Force Structure Options: Three primary models that can be considered

- Option A: Maintain Current Hybrid Model (Status Quo)
- Option B: Expand In-House Coverage to 24/7
- Option C: Join the Clearfield Regional Police Department

Each option balances cost, control, and community safety differently

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.

Recommendations Police Services

Clearfield Regional Police Department Proposal

- Cost proposal for 24/7 coverage for the Borough \$350,000
- Proposal is negotiable
- Includes provision for an SRO
- The Department is not able to offer contracted service at this time but would be able to consider it in the future, once staffing issues are worked out

Recommendations Police Services

Option A	Maintain Current Hybrid Model (Status Quo)	<ul style="list-style-type: none">• This model minimizes cost but limits local responsiveness during off-hours.
Option B	Expand In-House Coverage to 24/7	<ul style="list-style-type: none">• Increases local presence and control but may require scheduling reform and additional resources (3.5 patrol officers given a two-patrol unit).
Option C	Regionalize under the Clearfield Regional PD	<ul style="list-style-type: none">• Offers potentially improved officer-to-resident ratios and professional resources.• Regional department is currently facing financial strain, including staff reductions and operational debt.

Recommendations

Police Services

Operational Improvement and Organizational Strategy Areas (Primarily relevant for Option A and B)

1. Minimum Staffing and Continuity
2. Operational Readiness and Visibility
3. Succession and Training Planning
4. Expanded Coverage Without Additional Hires
5. Equipment and Capital Planning
6. Financial Planning & Oversight
7. Community Engagement and Trust-Building

Recommendations Police Services

Operational Improvement and Organizational Strategy Fit by Structure Option

Improvement Area	Option A: Status Quo	Option B: In-House 24/7	Option C: Regionalization
Minimum Staffing & Continuity	✓ Critical	✓ Critical	(Handled by regional PD)
Operational Readiness & Visibility	✓ Important	✓ Crucial	(Handled by regional PD)
Succession & Training Planning	✓ Relevant	✓ Essential	(Handled by regional PD)
Expanded Coverage Without Additional Hires	✓ Useful	✓ High-leverage	● Maybe Neighborhood Watch
Equipment & Capital Planning	✓ Local decisions matter	✓ Critical	(Handled by regional PD)
Financial Planning & Oversight	✓ Borough-level	✓ Borough-level	(Mostly handled by regional)
Community Engagement & Trust-Building	✓ Core to local legitimacy	✓ Essential for 24/7 model	● Limited to Watch models

Recommendations Police Services

Minimum Staffing and Continuity

- Maintain current staffing levels (1 FT + 2 part-time + SRO) + **State Police**
- Fill vacancy in Police Chief position
- Coordinate with regional police academies for local recruitment
- Utilize part-time capacity efficiently
- Implement a Reserve Officer Program

Recommendations Police Services

Operational Readiness and Visibility

- Implement a Clear Patrol Schedule, with oversight by the Mayor/ Council
- Shift the Chief's Role Toward Field Visibility
- Establish Call Availability Protocols
- Provide quarterly updates to Council on CPD / PSP police calls

Recommendations Police Services

Succession and Training Planning

- Adopt a formal training program to assist with upcoming personnel changes
- Leadership Development Programs/ short-course leadership training
- Cross-Training Part-Time Officers

Recommendations Police Services

Expanded Coverage Without Additional Hires

- Negotiate for SRO to be available during summer to supplement patrol coverage *
- Establish Neighborhood Watch with light oversight from PD
- Leverage volunteers for non-enforcement presence (e.g., traffic monitoring, event support)
- Engage police peer consultant to consider options to improve service and manage costs.

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.

Recommendations Police Services

Equipment & Capital Planning

- Adopt a Capital Improvement Plan (CIP) for assets like vehicles
 - Replace based on age/use cycle, not just mileage
 - Explore lease-to-own options or pooled procurement through county/state
- Consider grant opportunities (e.g. USDA, JAG, Ford)

Recommendations Police Services

Financial Planning & Oversight

- Integrate department needs into the early phases of the Borough's budget process
- Forecast staffing, equipment, and training costs 3–5 years out
- Use cost benchmarks (e.g. cost per call for service) to evaluate spending
- Identify grant match requirements early to build in local share funding

Recommendations Police Services

Community Engagement and Trust Building

- **Public Forums and Town Halls:** Hold regular meetings to discuss public safety issues and gather community input.
- **Community Liaison Officers:** Designate officers to serve as points of contact for community concerns and feedback (particularly relevant for Option B in-house 24/7)

Implementation Plan

The Implementation Plan is intended to guide the Borough through a process to enable it to enact the STMPP plan.

The STMPP team recommends the following be adopted either via ordinance or resolution in the next several months.

Implementation Schedule

1. Appointment of an Implementation Manager
 - Qualifications of the Implementation Manager
2. Responsibilities of the Implementation Manager
 - Quarterly Reports
 - Annual Reports
3. Establishment of an advisory group

DCED Funding Recommendations and Opportunities

- Provide funding for new accounting program and training
- Training for public officials
- Zoning ordinance update
- Ordinance codification



University of
Pittsburgh

Graduate School of Public
and International Affairs



pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT

DCED Funding Recommendations and Opportunities

- Fund Blight study
- Provide police peer consultant
- Technical Assistance for Road Improvement and Maintenance plan

Questions & Comments

