



WARRINGTON TOWNSHIP
MINUTES FOR SPECIAL GOALS WORKSHOP
Saturday, February 7, 2009

The Warrington Township Board of Supervisors convened at 9:00 a.m. at the Township Building for a special goals workshop. Those present were Supervisors Carol Butterworth, Rebecca Kiefer, Glenn McKay, and Paul Plotnick; absent and excused, Michael Lamond. Staff present were Township Manager Timothy J. Tieperman and Assistant Manager Carolyn Hanel.

1. **Call to Order:** Following the pre-meeting networking/continental breakfast, Ms. Butterworth called the meeting to order at 9:03 a.m., followed by the pledge of allegiance.
2. **Process Discussion:** Mr. Tieperman thanked all members in agreeing to participate on a Saturday morning to discuss and develop consensus around twelve (12) goals for the Board of Supervisors. The goals were reviewed and categorized in advance of this workshop by township administration based on feedback from each Supervisor. Each goal was supported by a series of objectives, on which the Board planned to focus the majority of the meeting to refine and obtain consensus on priorities and timing.
3. **Vision Statement Discussion:** Prior to the general goal discussion, Mr. Tieperman noted that – to his knowledge – the Board had never adopted a mission or vision statement for the township. These types of statements are typically broadly stated and are intended to reflect the organization’s primary purpose.

He asked the Board to give some consideration to developing a mission statement and provided samples from other communities. Ms. Kiefer commented that she liked the mission statement from Whitemarsh which stated “the mission. . .of Whitemarsh is . . . to provide for the health, safety and welfare of its citizens; provide a government responsive to the needs of the citizens; provide municipal services and facilities with the highest possible degree of efficiency and economy; and, bring to the citizens. . .the greatest grant of local self-government that a municipality can have in the Commonwealth of Pennsylvania.” Members present concurred that this statement captured the essence of what Warrington’s purpose and could be revised appropriately for future consideration.

Ms. Butterworth proposed as a possible mission statement: “Warrington Township shall have a good organizational structure that can grow with the township; and a government that provides its residents with easy governmental access and services its needs.”

4. **SMART Goals Discussion:** Ms. Hanel distributed a one-page sheet on SMART goals and explained that many organizations conducting these types of workshops strive to develop goals that are **Specific, Measurable, Agreed Upon, Realistic and Time-Based**. All agreed to keep these elements in mind when evaluating each stated objective

5. **Review of Draft Goals:** Ms. Butterworth stated that to review and deliberate properly on each draft goal and to adjourn on schedule, around fifteen (15) minutes have been allotted for each of the 12 goals:

6. **GOAL #1 -- PROMOTE A STRONG, EFFECTIVE AND EFFICIENT TOWNSHIP ORGANIZATIONAL STRUCTURE:** The Board discussed the following four (4) task objectives categorized under this first goal:

(a) COMPLETE A TOP-DOWN POSITION CLASSIFICATION STUDY OF ALL NON-UNIFORM, NON-CONTRACTUAL POSITIONS AND UPDATE JOB DESCRIPTIONS ACCORDINGLY TO REDUCE REDUNDANT JOB FUNCTIONS.

There was general agreement on this goal. Staff explained that the Administrative Code and personnel manual requires this and currently there are a number of job descriptions that are redundant, particularly in the area of financial management. Moreover, these job descriptions have not been classified in terms of pay structure. This remains a top HR priority in 2009.

(b) THROUGH BUILDING CONSOLIDATION, CREATE A SINGULAR FINANCE DEPARTMENT WITH SUFFICIENT DEPTH TO COVER ALL MAJOR ASPECTS OF PUBLIC FINANCIAL MANAGEMENT.

There was general agreement on this goal and that the fact that the evolution of off-site facilities has contributed to some redundancies in financial practices; e.g., payroll, accounts payable and cash management. It was agreed that some consolidation of operations at the township administration building will address some of these issues along with the position classification projected described in 6a.

(c) COMPLETE A TOTAL REWRITE/UPDATING OF THE TOWNSHIP ADMINISTRATIVE CODE OF ORDINANCES TO REFLECT NEW ORGANIZATIONAL STRUCTURE AND TO PROVIDE FLEXIBILITY FOR FUTURE ORGANIZATIONAL CHANGES AS THE NEED ARISES.

Ms. Kiefer expressed concern that this goal was gargantuan in nature; that a complete rewrite of the Code would be a huge undertaking. Mr. Tieperman clarified that this goal would be strictly confined to the "administrative" sections that regulate the township's organizational structure. He stated that the Board has received some criticism over recent organizational changes that did not conform entirely with the current administrative framework. The purpose of this goal would be to create flexibility within the authorized confines of the 2nd Class Township Code.

(d) IN RESPONSE TO 2008 FURLOUGHS, TAKE INTERIM MEASURE TO SPEED CONSOLIDATION OF OFF-SITE MUNICIPAL OPERATIONS TO TOWNSHIP ADMINISTRATION BUILDING.

Board members agreed in principle with the management efficiencies of locating off-site municipal operations under one administrative roof. Ms. Hanel explained that there are non-architectural organizations that specialize in interim space management with which Staff is consulting. The recent furloughs have freed up some space that will allow the relocation of some of these off-site facilities at minimal cost.

7. GOAL #2 – PURSUE COST CONTAINMENT INITIATIVES: The Board discussed the following seven (7) task objectives under this goal:

- (a) TAKE INCREMENTAL STEPS TO CLOSE BOTH PICKERTOWN AND TURK ROAD FACILITIES TO REDUCE EXCESS ENERGY COSTS AND TO SHARE THE COSTS OF SINGULAR IT AND DIGITAL INTERNET TELEPHONE SYSTEM; DEVELOP AND IMPLEMENT PLAN FOR THE SALE OR REUSE OF THESE FACILITIES.

It was noted that this objective dovetails somewhat with the staff consolidation issue addressed in 6 (d) above. Ms. Kiefer inquired as to the potential reuse/sale of some of these off-site facilities or whether other operations such as parks/rec more appropriately be based at the Turk Road facility. Mr. McKay addressed other concerns over the historical aspects of the Pickertown Building and whether the building should be reserved in some respects or preserved. The Board endorsed this goal conceptually, with the understanding that there would be more information forthcoming regarding relocation costs and a sensible facility reuse plan. The Board also embraced the conceptual layout proposed by the township engineer for the relocation of the existing public works bays onto the site of the new West End Fire Station.

- (b) IDENTIFY CAPITAL ASSETS THAT ARE UNDERUTILIZED AND LIQUIDATE THEM TO FUND OTHER HIGH-PRIORITY CAPITAL PROJECTS.

Mr. Tieperman stated that this goal was added at the request of Supervisor Lamond, who was unable to attend today's workshop. Mr. Lamond observed that there appears to be some township-owned capital equipment that may be underutilized that could either be sold, the proceeds of which could be placed in a replacement fund to purchase/replace vehicles that receive heavier use. Board members agreed that Staff, as part of the long-term capital budgeting process, should evaluate all fixed assets for underutilization.

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- (c) CONDUCT AN IMPARTIAL STUDY TO EVALUATE THE TOWNSHIP'S WATER AND SEWER UTILITIES, DISCERN FROM STUDY WHETHER TO PURUSE A SALE, LEASE OR STATUS QUO OF THE CURRENT SYSTEM BASE SOLEY ON THE BEST INTEREST OF THE TOWNSHIP RATE PAYER.

This goal received mixed feedback. Supervisor Kiefer expressed reservations about pursuing a possible sale of the township's water/sewer utilities, citing experiences in other communities where private enterprises had purchased these system and subsequently increased rates. She expressed concerns over the loss of local control. Mr. McKay endorsed the basic tenets of this objective, which was to perform a professional evaluation/study of the systems and from that study make an informed decision on whether selling the system and using the proceeds to retire debt and fund other capital projects would be in the township's best interest. Mr. Plotnick endorsed this viewpoint, stating that a study should be performed. Ms. Butterworth expressed her concerns over the potential loss of local control. There was consensus to evaluate the system(s) but defer any policy decision until the study's conclusion.

- (d) EXPLORE PLANS TO RELOCATE AND EXPAND PUBLIC WORKS BAYS ON THE SITE OF THE WEST END FIRESTATION TO FACILITATE FULL CLOSURE OF PICKERTOWN BUILDING.

This objective relates to 7a above and follows-up on a conceptual proposal prepared by CKS for the relocation of the public works bays at the West End Fire Station, along with the relocation of the newly proposed salt shed. The Board liked the conceptual proposal and the fact that the public works employees, who serve also as daytime responders to fire calls, would be closer to the new fire facility and would be able respond more quickly to daytime calls.

- (e) ENACT ADMINISTRATIVE POLICIES TO REDUCE PAPER PRODUCTION; REQUIRE DOUBLE-SIDED COPIES ALWAYS AND INCREASE USE OF DOCUMENT MANAGEMENT SYSTEM TO MINE TOWNSHIP INFORMATION MORE EFFICIENTLY.

The Board embraced this goal unanimously with little discussion. Mr. Tieperman noted that administrative policies are being instituted to be followed by all department heads. Ms. Kiefer expressed that she still has reservations on the Return on Investment for this project.

- (f) NEGOTIATE A FINANCIALLY-RESPONSIBLE CONTRACT WITH THE WARRINGTON TOWNSHIP POLICE BENEVOLENT ASSOCIATION AND EXPLORE WAYS TO CONTAIN RISING POLICE COSTS WITHOUT COMPROMISING PUBLIC SAFETY.

The Board embraced this goal unanimously with little discussion.

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- (g) EXPLORE MEASURES TO ENSURE MAXIMUM REVENUE COLLECTION ON ALL EXISTING AND AUTHORIZED REVENUE SOURCES; CONSIDER AN INDEPENDENT FORENSIC AUDIT TO EVALUATE BERKEHIMER'S COLLECTIONS AND ANNUAL PAYMENTS TO WARMINSTER MUNICIPAL AUTHORITY FOR FACILITY UPGRADES.

There was general discussion on the need to ensure that, in this declining economy, township officials are doing everything possible to ensure maximum revenue collection from existing sources and that on the expenditure side, the township was paying its fair share. Board members were receptive to measures to perform a forensic audit on Berkheimer's collection practices, especially as it relates to the earned income tax. They were also receptive to scrutinizing more closely the payments to Warminster Municipal Authority for recent upgrades to its plant as well as ensuring a voting spot on its Authority Board.

8. **GOAL #3 – USE INFORMATION TECHNOLOGY EFFECTIVELY TO IMPROVE PRODUCTIVITY.** The Board discussed the following four (4) task objectives under this goal:

- (a) COMPLETE DOCUMENT MANAGEMENT PROJECT (PHASE 1) TO INCLUDE SCANNING AND ORGANIZATION OF ALL BOARD AGENDAS, PERSONNEL FILES, LEGAL FILES AND STREET FILES; FINALIZE STRATEGY FOR DIGITALLY ARCHIVING ALL HISTORICAL TOWNSHIP FILES.

Mr. Tieperman provided a progress report on the status of the document management project. Metasource is now in the process of tackling the street files, which comprise the majority of all filed documents in the township. Following this discussion was a general debate on the true efficiencies of a document management system and their payback in time and materials. Ms. Kiefer questioned the value of a such a system and whether the savings truly matches the costs. Mr. Plotnick disagreed with Ms. Kiefer, stating that he believes the efficiencies are definitely there. There was general agreement to continue with the completion of the Phase 1 plan but that any additional phases or components will need to be reviewed and evaluated carefully by the Board. Staff is currently evaluating the cost benefits of outsourcing all historical data for document scanning versus a more piecemeal approach using part-time help or interns.

- (b) OVERHAUL EXISTING TOWNSHIP FINANCIAL SOFTWARE PROGRAM IN FAVOR OF A WINDOWS-BASED SYSTEM WHICH UNIFIED ALL MUNICIPAL FUNCTIONS UNDER ONE INTEGRATED SOFTWARE PROGRAM.

There was unanimous agreement among all Board members over the need for a new financial software program. Mr. Tieperman pointed out the current deficiencies of the current system, including the inability to analyze financial data, the lack of a period 13 to close out prior budget years, insufficient cash management protocols and other burdensome applications associated with an antiquated DOS-based system. Mr.

Tieperman reported that Staff is currently researching/interviewing local vendors. It was noted this will carry some cost impact, a range of which has not yet been firmly established.

- (c) INTRODUCE E-COMMERCE APPLICATIONS IN NEW WEB PAGE TO ALLOW RESIDENTS A ONE-STOP ACCESS FOR UTILITY BILLS, BUILDING PERMITS, RECREATION PROGRAMS, CUSTOMER SERVICES INQUIRIES TO NAME A FEW.

Board members were unanimously on board with respect to this objective. Mr. Plotnick stated that the new web page will be unveiled on or around March and will have the flexibility to provide e-commerce features. Mr. Tieperman will work with Staff in proposing realistic deadlines for these future phases, including cost projections.

- (d) INSTALL MOBILE LAP-TOP COMPUTERS IN ALL POLICE PATROL VEHICLES TO IMPROVE EFFICIENCIES IN THE TRANSACTION OF POLICE BUSINESS.

Board members embraced this objective, with the understanding that there is a cost involved which would need to be programmed in the capital budget. Ms. Butterworth stated that some of these laptops have already been installed through grant funding. Mr. Tieperman confirmed this and stated that the mobile laptops will be included in the long term capital financing program for minor equipment. Mr. McKay expressed some concerns that these mobile units might distract the officer while driving, raising the risk for accidents. Mr. Tieperman clarified that these units are used primarily when the vehicle is stationary.

9. GOAL #4 – IMPROVE COMMUNICATION PROCESSES WITH THE PUBLIC.
The Board discussed the following four (4) task objectives under this goal:

- (a) COMPLETE CONVERSION OF THE NEW E-GOV WEB APPLICATION TO ALLOW MORE EFFICIENT DISSEMINATION OF PUBLIC INFORMATION.

Ms. Butterworth noted that this overlaps with Goal 8C but applies in a broader sense to improving general communications between the township government and its residents. Mr. Tieperman stated that Mr. Lamond would like to see targeted emails used more effectively and informing residents of public hearings/events on a timely basis. Mr. Tieperman stated that the new E-Gov program will have the ability to record (on a voluntary basis) residential emails for use by township staff in sending out information. The program will accommodate more frequent press releases and other forms of online communications. Long range plans include the development of a video-on-demand service that will allow residents to see snippets of township meetings through a video archival service. The Board embraced this goal enthusiastically, noting that some of these enhancements will come in phases.

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- (b) COMPLETE CONVERSION TO THE NEW TEL-VUE FORMAT TO PROFESSIONALIZE CHANNELS 22 AND 42 BY PROVIDING MORE CONTENT PROGRAMMING.

The Board members unanimously endorsed this goal. Mr. Tieperman stated that the new Tel-Vue equipment has arrived and is currently being configured. All upgrade costs are being 100% funded through the Comcast PEG Grant. Staff hopes to go live with the new system in early March.

- (c) INITIATE MEASURES TO BROADCAST ALL TOWNSHIP MEETINGS TO REPRESENT A TRULY OPEN GOVERNMENT.

Ms. Kiefer stated that this was one of her goals that she asked be added to the agenda. She believed strongly that all meetings should be broadcast over public television, especially once the technology is available. Ms. Butterworth agreed in principle that meetings should be broadcast. Mssrs. McKay and Plotnick expressed some concerns over airing unedited meeting tapes on cable television, especially meetings that can be 4-5 hours long. Alternatively, Mr. Plotnick suggested using the internet as a more appropriate tool in which residents may view video archives online and fast-forward to the agenda section being discussed. While the Board embraced the goal of taping the meetings, there was not a clear consensus on the best type of communications medium to achieve this. Further discussion is required here, along with some consultation with the Communications Committee.

- (d) IMPROVE THE FLOW OF INFORMATION BETWEEN THE FIRE MARSHAL'S OFFICE AND THE WARRINGTON AMBULANCE ASSOCIATION TO IMPROVE THE RESPONSE TIMES DURING EMERGENCY SITUATIONS.

Mr. Tieperman stated that this was another objective recommended by Mr. Lamond, who desired to see an improved flow of information between the Fire Marshal's Office and the Warrington Ambulance Corps, with a goal of improving response time during emergency situations. Supervisors had some questions on this objective and delayed its official endorsement pending further clarification from Mr. Lamond.

10. GOAL #5: TAKE A PRO-ACTIVE STANCE ON IMPORTANT LEGISLATIVE INITIATIVES IMPACTING WARRINGTON TOWNSHIP. The Board discussed the following two (2) task objectives:

- (a) SECURE THE SUPPORT FROM OUR LOCAL LEGISLATORS FOR THE REPEALING OF SECTION 533 OF THE LOCAL TAX REFORM ACT TO PERMIT NON-GRANDFATHERED MUNICIPALITIES SUCH AS WARRINGTON TO ENACT THE MORE PROGRESSIVE MERCANTILE/BPT TAX THAT WAS PERMITTED IN 1988; AND UPON SECURING SAID LEGISLATIVE CHANGE, THE IMMEDIATE REPEAL OF THE CURRENT FLAT-RATE BUSINESS PRIVILEGE TAX.

This objective echoes the 2007 Resolution passed by the Board, calling for the repeal of Section 533. While members were divided over the flat-rate mercantile/business privilege tax, there was general consensus over the need to keep lobbying our local legislatures to level the playing field with respects to this tax.

- (b) BE MORE PRO-ACTIVE AS A BOARD IN LOBBYING STATE AND ELECTED OFFICIALS TO ADVANCE INITIATIVES BENEFITTING WARRINGTON TOWNSHIP.

Mr. Tieperman stated that this new objective was recommended by Mr. Lamond, who emphasized the importance for the Board to take more active/vocal positions on any legislation that would impact Warrington Township, either positively or negatively. The Board members present at the workshop felt that this objective required more specificity and should be deferred until a future meeting. Mr. Plotnick did explain that the Board does receive regular legislative updates from PSATS and PLCM on important legislative proposals.

11. GOAL #6: EVALUATE AND PURSUE REGIONALIZATION INITIATIVES THAT SERVE THE BEST INTEREST OF THE LOCAL TAXPAYER

- (a) ENGAGE COMMONWEALTH ASSISTANCE FROM THE DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT (DCED) TO STUDY THE COST BENEFITS OF A POSSIBLE POLICE MERGER WITH A NEIGHBORING MUNICIPALITY(IES).

There was unanimous consent on this particular objective. Mr. Tieperman explained that the State is encouraging more inter-municipal cooperation and is providing financial support to study viable regional opportunities.

- (b) EXPLORE REGIONAL INITIATIVES IN OTHER NON-UNIFORM AREAS INCLUDING BUT NOT LIMITED TO IT SUPPORT, PUBLIC WORKS, CODE ENFORCEMENT AND RECREATION.

Board members were generally receptive to this objective, although they preferred more specificity as to particular programs that could be researched. Rather than focus on department functions, Ms. Kiefer suggested that Staff should focus on specific projects. Other members did not oppose this idea. Ms. Hanel commented that she's entered a dialogue with her counterpart in Warwick in exploring shared recreational programs. Mr. Tieperman also suggested that the Board continue to investigate trail linkages with all our abutting neighbors. It was agreed that Staff should look at this objective more closely and identify other possible shared projects.

- (c) PURSUE CREATIVE AVENUES OF FUNDING VIA MULTI-MUNICIPAL PLANS AND GRANTS.

The Board unanimously supported this objective. It was noted that as grant dollars become more competitive, inter-municipal grants will receive higher priority rankings.

12. GOAL #7: CONTINUE DEVELOPMENT OF TOWNSHIP OPEN SPACE AND RECREATION AREAS. The Board discussed the following six (6) task objectives:

(a) DEVELOP DOG PARK.

Glenn McKay stated his desire to see a dog park in Warrington Township, especially a designated area where owners can let their dogs run off-leash and enjoy playtime with other animals in a confined area. He stated these facilities exist elsewhere in adjacent communities. Ms. Hanel stated that the Park Board has included this amenity in its park planning and are currently recommended a site at Twin Oaks Park. Mr. McKay also stated that if planned correctly, the majority of the park's costs could be covered through in-house labor. The other Board members endorsed this objective.

(b) LEVERAGE COUNTY BOND FUNDS TO ACQUIRE ADDITIONAL OPEN SPACE

This goal was endorsed unanimously. Ms. Hanel provided a brief update on some of the parcels under active consideration by the Park Board, some of which have already been discussed in executive session.

(c) COMPLETE KING PARK DEVELOPMENT PROJECT

The Board unanimously endorsed this objective, which is already near completion as it was part of the 2007 bond refinancing project. Ms. Hanel provided a status report on where the project currently stands.

(d) EFFECTIVELY MARKET SWIM CLUB AND SUMMER CAMP TO PRODUCE PROFITABLE ENTERPRISES

The Board unanimously endorsed this objective. Mr. McKay indicated that he's been concerned for some time over the swim club operations and how the lack of good marketing has adversely impacted the club's overall financial condition. He expressed hope that with a newly restructured township communications team that there will be some noticeable improvements. Some changes that have already occurred include the hiring of a professional manager for the snack stand, the results of which Staff is still evaluating. This objective will be passed on to the Park Board for its review and consideration as well.

(e) COMPLETE PHASES 2 & 3 OF THE TOWNSHIP TRAIL SYSTEM AND SEEK GRANT FUNDING FOR FUTURE PHASES.

It was reported that the first phase was a demonstration trail that was completed just prior to the 2007 Warrington Day festivities and was well received. The Township has since received matching DCNR monies for the continuation of this trail along Bradford Dam.

Also tapped were County lease monies, of which over \$120,000 was used for the second phase. Ms. Hanel noted that Staff plans to continue participation in the DCNR application process but acknowledged that competition is fierce. It was agreed by all that this should remain a continuing goal.

- (f) DEVELOP, CATEGORIZE AND PRIORITIZE A LISTING OF TOWNSHIP OPEN SPACE FOR FUTURE ACQUISITION TO ADVANCE THE TOWNSHIP'S OPEN SPACE/RECREATION INITIATIVES.

Mr. Tieperman stated that Mike Lamond requested the addition of this objective, who indicated that the Township needs to have at its ready a good database of properly evaluated and ranked open space parcels for consideration and action when grants become available. Ms. Hanel noted that this is also a major Park Board initiative and explained the status of this initiative. Board members unanimously endorsed this objective.

13. GOAL #8: PROMOTE A "GREEN" AGENDA TO REDUCE WARRINGTON GOVERNMENT'S CARBON FOOTPRINT AND REDUCE ENERGY COSTS. The Board discussed the following five (5) task objectives:

- (a) REWORK TOWNSHIP BUILDING EXPANSION PLANS TO INCLUDE A RENEWED FOCUS ON GREEN ARCHITECTURE AS WELL AS A REVISED CONCEPTUAL APPROACH TO TAKE INTO ACCOUNT STAFF REDUCTIONS; TRY TO USE FUNDS FROM THE GOVERNOR'S \$600 MILLION ENERGY FUND TO FINANCE LEED CERTIFICATION ELEMENTS.

There was general consensus that the initial concept plan for the building addition needs revision to reflect current economic conditions and possible changes in the future township workforce. It was also agreed that in reworking the master facilities plan, the township needs to work with professionals with a working knowledge in green architectural principles and familiarity with energy grant programs.

- (b) COMPLETE SURVEY ON A CONTRACTED, SINGLE HAULER REFUSE/RECYCLING SERVICE VERSUS CONTINUATION OF CURRENT SUBSCRIPTION-BASED SERVICE.

Ms. Hanel reported that the web survey to gauge residential sentiments is now online and the results are being tabulated as they are submitted. She noted that several hundred residents have responded and the final results will be ready within the next few weeks to help guide the Board on an appropriate policy direction.

- (c) RELATED TO ABOVE, CONSIDER POSSIBLE IMPLEMENTATION OF A PAY-AS-YOU-THROW (PAYT) PROGRAM AS A MEANS OF REDUCING TOWNSHIP'S TRASH STREAM AND INCREASING RESIDENTIAL AND BUSINESS RECYCLING RATES.

Mr. McKay encouraged fellow Board members to give this objective serious consideration. He noted that several Midwestern municipalities have successfully adopted pay-throw programs. Mr. Tieperman stated that the State strongly encourages these programs as great means for monetarily encouraging residents to reduce their wastestreams. Older empty nesters, for example, would generate less waste than a young family of four. Ms. Kiefer expressed some reservations over involuntarily requiring residents to participate in this type of program in addition to the administrative challenges to enforce such a program. After some deliberation, there was agreement to study the program further based in part on the survey results mentioned in 8B above.

- (d) WHERE ECONOMICALLY FEASIBLE, CONTINUE TO PROMOTE THE USE OF GAS HYBRIDS, PLUG-IN HYBRIDS AND COMPRESSED NATURAL GAS VEHICLES TO AGUMENT THE TOWNSHIP FLEET; USE MORE ENVIRONMENTALLY SOUND ENERGY PRACTICES THROUGHOUT TOWNSHIP GOVERNMENT (e.g., CNG VEHICLES, LEED CERTIFIED MATERIALS, SOLAR POWER, LED LIGHTS, ETC.)

Ms. Kiefer strongly endorsed this objective and reiterated the Environmental Advisory Committee's active involvement in all these areas. She stated also that the Bucks County TMA is actively looking for municipal leadership in sponsoring sites for compressed natural gas. The Board as a whole agreed that it was important to lead by example and endorsed this objective.

- (e) IMPLEMENT POLICY(IES) TO PROTECT ENVIRONMENTALLY SENSITIVE AREAS (e.g., SALT-FREE ZONES).

The Board agreed that more needs to be done to protect the township's open space and environmentally-protected areas. Ms. Kiefer agreed to discuss this further with the EAC but that one important area that should be investigated whether salt-free zones should be established during the snow/ice season.

14. GOAL #9: CONTINUE LONG-TERM PLANNING INITIATIVES. The Board discussed the following objective:

- (a) DEVELOP A COMPREHENSIVE FINANCIAL PLAN FOR ALL MAJOR AND MINOR CAPITAL PROJECTS, INCLUDING A WORKING STRATEGY TO ADDRESS THE INFRASTRUCTURE IMPROVEMENTS CITED IN THE RECENTLY COMPLETED TOWNSHIP TRAFFIC STUDY.

Board members agreed that there will be substantial capital needs on the Township's horizons, especially in the area of transportation and traffic management, as evidenced in the recently completed traffic-study. A comprehensive financial strategy will, in the very least, provide a viable blueprint in addressing such areas incrementally over the next several years. It was agreed that inter-municipal cooperation along with state/federal financial support will be critical to ensuring that these areas of need are properly addressed.

15. GOAL #10: IMPROVE TOWNSHIP INFRASTRUCTURE. The Board discussed the following seven (7) task objectives:

- (a) **COMPLETE MAPLE AVENUE EXTENSION PROJECT.** Mr. Tieperman reported that this project is in the bid letting process and is scheduled for completion in 2009. The township engineer expects the final costs will be within budgetary parameters. Once completed there will be improved traffic patterns along Easton and Street Roads. Board members were pleased to see this project moving forward.
- (b) **COMPLETE ACCURATELY THE 611 CLOSED-LOOP SYSTEM.** Ms. Kiefer asked that this objective be included for consideration, as there are still some outstanding glitches associated with the loop system that need to be rectified. Board members endorsed this goal unanimously.
- (c) **ADDRESS THE TITUS/COUNTY LINE ROAD INTERSECTION.** Ms. Kiefer asked that this objective be include for consideration. Mr. Tieperman stated that this intersection is included as part of the overall township traffic study. He also noted that Horsham Township has expressed an interest in working cooperatively on this issue. Board members agreed that when reviewing the capital program for intersection improvements, that this intersection should be given high-priority consideration.
- (d) **ADDRESS THE EUREKA, COUNTY LINE, LOWER STATE ROAD AND LIMEKILN PIKE INTERSECTIONS AS PART OF THE COMPLETE EUREKA VILLAGE PLANNING STUDY.** Mr. Tieperman reported that there is a pending grant application to complete an overall study of the Eureka Village Area. Minimally, Board members agreed that these intersections should also be studied, evaluated and prioritized in concert with the other recommendations outlined in the township-wide traffic study.
- (e) **COMPLETE PEDESTRIAN TRAIL MAINTENANCE AGREEMENT ALONG THE NEW 202 PARKWAY.** Ms. Kiefer and Mr. Tieperman reported that this is near completion and should be on a future Board agenda for consideration.
- (f) **COMPLETE PALOMINO BASIN AND OTHER BOND-AUTHORIZED STORM MANAGEMENT PROJECTS; PURSUE COMMONWEALTH MATCHING GRANTS WHERE QUALIFIED.** The Board unanimously embraced this goal. Mr. Tieperman stated that CKS is moving forward on all the authorized projects and that we continue to look for state matching funds wherever possible to get maximum use from township bond monies. The recently submitted H2O grant application for the Palomino Basin is yet another attempt to acquire state assistance for this estimated \$1 million project.
- (h) **CONTINUE THE USE OF STATE LIQUID FUELS MONIES TO FUND THE TOWNSHIP'S MULTI-YEAR PAVEMENT MANAGEMENT PROGRAM.** The Board agreed in concept that these monies should be used exclusively for pavement management purposes. Mr. Tieperman stated that the carryover funds from the 2008

cancelled paving project will be applied toward the resurfacing of Pickertown, Stuckert and Elbow Lane.

16. GOAL #11: USE MORE NON-TAX, GRANT-BASED PROGRAMS TO ADVANCE WORTHY TOWNSHIP PROJECTS. The Board discussed the following two (2) task objectives:

- (a) BECOME MORE PROACTIVE IN COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAMS; NETWORK WITH COUNTY AGENCIES TO GET QUALIFIED AREA EXPANDED IN WARRINGTON TO BENEFIT MORE RESIDENTS (E.G., WILLOW KNOLL NEIGHBORHOOD).

The Board unanimously endorsed this goal. Mr. Tieperman explained that the area of Willow Knoll in particular used to qualify for CDBG formula funding but that that the qualified census tract areas has shrunk and now only a small segment along the Neshaminy Valley corridor is included. Expanding the CDBG program into non-qualified areas will probably require the use of house to house income surveys to demonstrate public need.

- (b) EXPLORE (AND IF AVAILABLE) APPLY FOR FLOOD CONTROL GRANTS IN THE NESHAMINY RIVER VALLEY TO PROTECT FLOOD-PRONE AREAS FROM FUTURE CATASTROPHIC STORM DAMAGE.

This was an objective advanced by Mr. Lamond. In his absence, Mr. Tieperman explained Mr. Lamond's continued concern over the lack of flood control protections in the Neshaminy Valley. He asked the township to be diligent in its continuing pursuit of federal grant monies. The other Board members expressed their support for this objective.

17. GOAL #12: SUPPORT EFFORTS TO IMPROVE TOWNSHIP VOLUNTEERISM. The Board discussed the following two (2) task objectives:

- (a) CONTINUE TO FUND INCENTIVE PROGRAMS FOR BOTH WARRINGTON FIRE AND AMBULANCE.

The Board unanimously supported the continuation of the current incentive programs but did not rule out other creative programs to retain local volunteers.

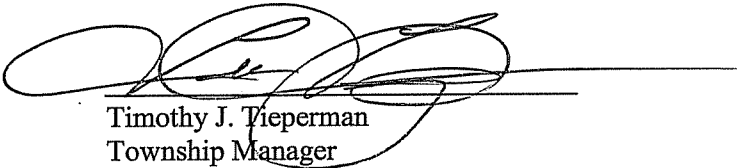
- (b) DEVELOP AND IMPLEMENT SPECIAL RECOGNITION PROGRAM FOR ALL VOLUNTEERS SERVING ON TOWNSHIP BOARDS, COMMISSION AND COMMITTEES.

Mr. Lamond advanced this goal, suggesting that the Supervisors and township officials can and should do more in recognizing all other volunteers that serve on appointed boards and committees. Such recognition programs have been sporadic in the past and should be

conducted on a regular basis. The Board did agree that a more formal recognition program needs to be developed and implemented.

18. Closing Discussion. Ms. Butterworth thanked everyone for their participation and for giving up a Saturday morning for this important goals workshop. Mr. Tieperman also expressed his thanks to everyone for agreeing to participate in this important workshop. As a follow-up measure each Supervisor was furnished with a timeline grid and blank note pages to provide additional commentary on each goal. Using these notes, it was suggested that the next appropriate step will be to present these vetted goals/objectives at a future Board meeting for preliminary review/adoption and then to pass them on to all other township boards/committees for their review. Ms. Hanel stated that a special staff retreat will be scheduled to try and assign reasonable and attainable timelines, benchmarks and cost estimates, which will then be shared by the Board for final adoption.

There being no other business, the goals workshop adjourned at approximately 12:15 p.m., followed by a brown bag lunch.



Timothy J. Tieperman
Township Manager

3/12/2009
Date