

Pennsylvania Municipal League

1

ENVISION 2032: STRATEGY FOR MODERN AND RESILIENT OPERATIONS

APRIL 18, 2023

Interim Manager to Manager

2

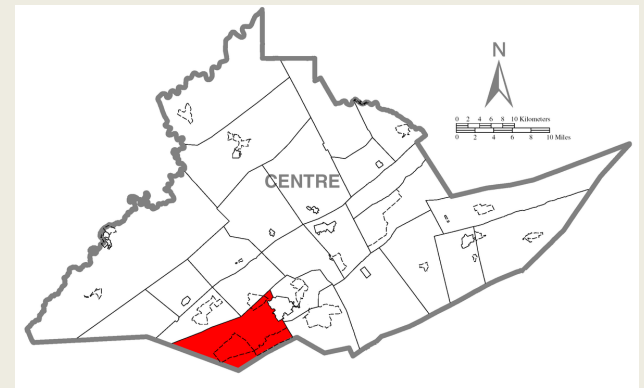


30-day Plan; 90-day Plan; 365-day Plan

Ferguson Township

3

- ❖ 1974 Home Rule Charter Adopted
- ❖ Council-Manager form of Government



Examined History & Forward Thinking

4

Township Managers

- ❖ 1975 – 1985 Former Manager Don Bachman
- ❖ 1985 – 2017 Former Manager Mark Kunkle
- ❖ 2017 – 2022 Former Manager David Pribulka
- ❖ 2022 – Present Manager Centrice Martin

Population

- ❖ 1990 9,368
- ❖ 2000 14,063
- ❖ 2010 17,029
- ❖ 2020 over 19,000

Examined History & Forward Thinking

5

- ❖ Manager Transitions
- ❖ Increase and Change in Populations (3 Wards)
- ❖ Shift in political representation/Policy Initiatives
- ❖ Staffing
 - ❖ 55 employees in 2011
 - ❖ 65 employees in 2023

Inspiration and Resources

6

Pennsylvania Municipal League Envision 2032

Ferguson Township Strategic Plan Goal 5: Best Management Practices for Operations

Post Pandemic Realities

7

External Factors

- ❖ Hybrid Work Schedules (Remote, In-person)
- ❖ Inflation
- ❖ High Consumer Index Prices
- ❖ Changing Labor Market
- ❖ Potential for Economic Decline
- ❖ Increased Demand to respond to nontraditional municipal services
- ❖ Risk for Ransome and malware attacks

Post Pandemic Realities

8

Internal Factors

- ❖ Enacted Stormwater Fee in 2021
- ❖ Inefficient Paper-based Workflows
- ❖ Vacant Positions/Highest Turnover in 5 year period
- ❖ Union Certified in 2021
 - ❖ Intense Union Labor Negotiations
 - ❖ Executed Collective Bargaining Agreement, June 2022
- ❖ Internal Complaints

- ❖ Two Board of Supervisors Resigned
- ❖ Chief of Police Resigned

Opportunity

9

Strategic Assessment and Audit of Operations

- ❖ Administration Department/Human Resources
- ❖ Finance Department
- ❖ Information Technology Strategic and Vulnerability Assessment

Recommendations – Employee Experience

10



More Comprehensive On-Boarding



Streamline Hiring



Job Descriptions



Internal Communications

Recommendations – Technology

11

Update the Financial Software/ERP



Applicant Tracking System



Electronic Agenda Software



Dedicated Internal Staff

Recommendations – Policies

12



Update the Employee Handbook



Strategies for Diversity, Equity and Inclusion



On-Going Policy Review Process, Committee



Regular Communication

Recommendations – Staffing

13



**Expand the
Human Resources
Team**



**Expand the
Finance Team**



**Succession
Planning**



Internships

Leadership Retreat

14

Environmental
Scan and
SWOT Analysis

Vision
Statement

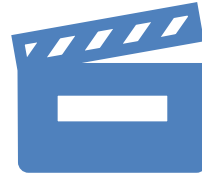
Values
Statements

Identify and
Frame Key
Issues

Develop
Objectives

Written Plan

Strategic Priorities



In-Action



Outcomes



Report out.

Thank you

16