



# New Britain Township

## Board of Supervisors

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### *Business Meeting*

Friday, August 29, 2025

10:00 AM – Business Meeting

### Agenda

#### Business Meeting

1. Call to Order
2. Pledge of Allegiance
3. Chair Comments
  - A. The board met in Executive Session before this meeting to discuss personnel and litigation matters.
4. Presentation
  - A. Meyner Center - Strategic Visioning
5. Action Items
  - A. Consider a motion to approve the Strategic Organizational Assessment Proposal from Meyner Center.
6. Adjournment

*The Next Meeting of the Board of Supervisors of New Britain Township will take place on **Monday, September 15<sup>th</sup>, 2025, at 7:00 p.m.** at the New Britain Township Building, 207 Park Avenue, Chalfont, PA. Agenda and meeting materials are posted to the Township website prior to the meeting date at [www.newbritaintownship.org](http://www.newbritaintownship.org).*

Robert B. & Helen S.  
**Meyner Center**  
for the Study of State & Local Government

**New Britain Township, Bucks County**

**New Britain Township Strategic Visioning Initiative:  
Shaping the Township's Future  
Executive Summary Report  
AUGUST 2025**

Lafayette College  
Robert B. & Helen S. Meyner Center  
For the Study of State & Local Government  
002 Kirby Hall of Civil Rights  
Easton, PA 18042

**The Robert B. and Helen S. Meyner Center**  
**For the Study of State and Local Government**

The Robert B. and Helen S. Meyner Center for the Study of State and Local Government, which began operations in August 1994, is a nonpartisan, nonprofit, unit of Lafayette College. Robert B. Meyner was a graduate of Lafayette College (1930) and Governor of New Jersey from 1954 to 1962. Helen S. Meyner served in the U.S. House of Representatives from 1975 to 1979. The Meyner Center is supported by an endowment contributed by the estate of Robert B. and Helen S. Meyner, contributions from Richard and Priscilla Hunt of Cambridge, Massachusetts, and other Meyner family and friends, and external grants and contracts from specific projects by private foundations, nonprofit entities, and government agencies.

The Center educates students about the vital importance of state and local governments and encourages young people to participate in state and local affairs as volunteers, interns, and future leaders. The Center also works with state and local government officials and civic groups in its Pennsylvania, New Jersey, and New York region to enhance public awareness, effective governance, regional cooperation, and public policy. For local governments in the region, the Center provides such specific services as administrative and financial reviews, comparative salary studies, executive-search assistance, strategic planning/visioning programs, and educational workshops and forums. The Meyner Center works, as well, with state, national associations of state and local officials, such as the Council of State Governments, National Conference of State Legislatures, National Governors Association, National League of Cities, Pennsylvania State Association of Boroughs, and Multistate Tax Commission.

Internationally, the Center engages in educational and training programs on regional and local governance, federalism and decentralization, and intergovernmental relations at the request of foreign governments and universities, the World Bank, and U.S. agencies. The Center has worked on issues of federalism, democracy, and local governance in, for example, Brazil, Cyprus, the Czech Republic, Egypt, Ethiopia, Germany, India, Japan, Mexico, Nigeria, Russia, South Africa, Spain, Turkey, and Ukraine. The Center also has hosted USIA/Fulbright and National Endowment for the Humanities summer institutes as well as visiting scholars, public officials, and delegations from abroad. The Center also is a focal point for a long-term project entitled "A Global Dialogue on Federalism in the 21<sup>st</sup> Century," which is sponsored jointly by the Forum of Federations and the International Association of Centers for Federal Studies.

**Staff**

John Kincaid, Director and Professor

Nicole Beckett, Associate Director for Public Service

Jennifer Smethers, Associate Director for Municipal Services

Terry A. Cooper, Administrative Assistant

## *Preface*

The New Britain Township Strategic Visioning Initiative: Shaping the Township's Future represents a collaborative effort between New Britain Township and the Robert B. and Helen S. Meyner Center for the Study of State and Local Government at Lafayette College in which a comprehensive strategic framework for the township's sustainable development has been developed. This executive summary report is the result of extensive engagement with Board of Supervisors members and key staff members through individual conversations, staff surveys, and collaborative workshops that included priority-setting exercises.

New Britain Township's commitment to thoughtful governance and strategic planning made this visioning process productive and meaningful. The township's leadership demonstrated dedication in balancing immediate operational needs and long-term strategic planning. The Board of Supervisors brought diverse perspectives and commitment to the process, while the Township Manager and staff provided valuable operational insight that ensures the resulting framework remains both ambitious and achievable.

The Meyner Center is grateful for the opportunity to work with the township on this important initiative. The township's recognition that governance serves as the foundation for all strategic initiatives created a solid environment for comprehensive strategic planning. Board members' willingness to engage in conversations about organizational effectiveness and their openness to systematic improvement demonstrates the leadership necessary for successful implementation of the resulting strategic framework.

We extend our appreciation to all participants who contributed their time, expertise, and insights, and we look forward to New Britain Township's continued success in building a stronger organizational foundation that supports effective implementation of community priorities.

John Kincaid

Director & Professor



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**New Britain Township, Bucks County**

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# EXECUTIVE SUMMARY

## PROJECT OVERVIEW

### Purpose

The New Britain Township Strategic Visioning Initiative was undertaken at the direction of the Board of Supervisors to establish a comprehensive framework for sustainable community development while addressing critical governance challenges. Recognizing the importance of strategic planning in effective municipal governance, the Board engaged the Meyner Center to facilitate a collaborative process to establish vision, priorities, and goals to guide the township's future development. Through extensive engagement with the Board of Supervisors, Township Manager, and key staff via individual interviews and collaborative workshops, this initiative successfully identified foundational priorities and transformed them into an actionable strategic framework.

### Process

The visioning process employed a comprehensive multi-phase approach beginning with individual virtual interviews with each Board of Supervisors member and the Township Manager to gather in-depth insights on governance challenges, operational concerns, and community priorities. This engagement was supplemented by key staff surveys to assess operational needs and implementation capacity. The process culminated in a collaborative strategic visioning workshop with the Board of Supervisors, Township Manager, and key operational leaders including the Finance Director, Assistant to the Manager, Police Chief, and Public Works Superintendent.

### Participants

**Board of Supervisors:** Cynthia M. Jones, Township Chair; MaryBeth McCabe, Esq., Township Vice-Chair; William B. Jones; Stephanie Shortall; and Bridget Kunakorn.

**Key Staff:** Dan Fox, Township Manager; Alexandria Mullin, Assistant to the Township Manager; Kristin Carpenter, Finance Director; Richard Clowser, Chief of Police; and Ryan Cressman, Public Works Superintendent.

**Facilitation Team:** Nicole Beckett, Associate Director for Public Service and Jennifer Smethers, Associate Director for Municipal Services

### Capital Investment Context

While not part of the visioning workshop discussions, the Township's existing Capital Improvement Plan (2024-2028) identifies significant infrastructure investments over the next five years. The organizational assessment recommended in Priority #1 will evaluate how

strategic priorities align with capital planning processes and may inform updates to capital investment timing and coordination.

## **BOTTOM LINE: STRATEGIC SUCCESS REQUIRES GOVERNANCE FOUNDATION**

The New Britain Township Strategic Visioning Initiative has identified six strategic priorities for the Township's future, with one critical finding: governance improvements must serve as the foundation before other initiatives can achieve sustainable success. Throughout the comprehensive engagement process, workshop participants consistently agreed that governance requires strengthening to support effective municipal operations. The Board of Supervisors identified organizational effectiveness, communication systems, and accountability structures as prerequisites for successfully implementing infrastructure projects, technology enhancements, regional partnerships, and quality-of-life initiatives. Without this foundational work, the township risks continued coordination challenges that could undermine even well-funded projects. The recommended organizational assessment provides the roadmap for building the management systems and coordination mechanisms necessary to transform the Township's strategic vision into measurable community outcomes.

## **KEY THEMES FROM BOARD OF SUPERVISORS AND STAFF INPUT**

The following themes emerged from individual interviews with Board of Supervisors members and key staff, supplemented by staff surveys and workshop discussions. These themes represent consistent patterns identified across multiple conversations and reflect shared priorities for the township's future.

### **Theme 1: Governance Foundation and Organizational Effectiveness**

The Board of Supervisors consistently identified governance and organizational management as the foundational priority requiring immediate attention before other township initiatives can succeed. This theme emerged most prominently through concerns about communication effectiveness and accountability structures, with supervisors expressing the need for enhanced management oversight and clearer performance expectations. Given the Township's history of multiple management transitions over the past two decades, strengthening organizational systems, communication protocols, and accountability structures has become essential for effective municipal operations and long-term stability.

The governance focus extended beyond individual performance to encompass broader organizational effectiveness challenges. Staff dynamics and intergenerational workplace relationships create operational considerations that require attention to maintain morale and ensure effective collaboration. The Board recognized that decision-making processes and information flow systems need strengthening to provide clarity about Township operations and



strategic direction, necessitating enhanced oversight mechanisms and clearer role definitions for staff.

The Board's commitment to professional evaluation and systematic improvement became evident through their openness to external assessment recommendations. The Meyner Center recommended conducting an organizational assessment to evaluate governance structures and management effectiveness based on the patterns and challenges identified during the visioning process. The Board's focus on office organization, policy development needs, and enhanced grant-seeking capabilities reflects their commitment to operational excellence and performance standards that enable effective municipal management and service delivery to residents.

## **Theme 2: Infrastructure Investment, Public Safety, and Maintenance**

The Board of Supervisors demonstrated strong recognition that infrastructure and public safety represent both the Township's greatest assets and its most pressing financial challenges. The police station emerged as the highest priority capital project, with the Board acknowledging that current ground-level facilities in the municipal building are inadequate for modern public safety operations. The completed engineering study, while requiring additional analysis to fully evaluate optimal approaches, indicates serious commitment to addressing facility needs through either major renovation or new construction, with potential community room development opportunities.

Public safety extends beyond facilities to encompass operational effectiveness and community protection. The Board recognizes that adequate public safety infrastructure, equipment, and staffing are essential for community protection, officer effectiveness, and professional law enforcement operations that meet contemporary standards and community expectations.

Emergency medical services emerged as a critical component of regional public safety cooperation, with the township's participation in Chal-Brit Regional EMS representing both a successful partnership and an ongoing funding and coordination consideration that requires sustained attention and strategic planning.

Road maintenance and stormwater management emerged as interconnected infrastructure priorities, with the Board recognizing that flooding directly impact roadway conditions and require integrated solutions. The Township's current funding model of 80 percent liquid fuels tax and 20 percent general fund reveals both resource constraints and opportunities for diversification through enhanced grant pursuit. As a bedroom community experiencing cut-through traffic, supervisors expressed frustration with PennDOT's inadequate maintenance of state roads while acknowledging the need for stronger relationships with elected state officials to address these concerns.

The Board's focus on infrastructure funding highlights opportunities for exploring additional revenue sources, including potential updates to existing funding mechanisms that could support broader infrastructure needs. Cotton Park's agricultural leasing strategy demonstrates pragmatic infrastructure management, generating revenue while preserving future recreational development options when funding becomes available.

### **Theme 3: Community Character Preservation and Enhancement**

The Board expressed deep commitment to preserving New Britain Township's defining characteristics while managing growth pressures and enhancing quality of life for residents. Open space preservation emerged as both a strategic priority and a community value, with supervisors recognizing that proactive land acquisition and preservation efforts are essential to controlling development patterns and maintaining the township's rural-suburban character that attracts residents seeking alternatives to dense urban environments.

Community engagement challenges were reflected throughout Board discussions, with supervisors expressing frustration about low volunteer participation in township committees and limited resident involvement in municipal affairs. The Board's interest in expanding community events and potentially hiring an event coordinator demonstrates understanding that stronger community connections require intentional programming and investment in resident engagement opportunities.

The Environmental Advisory Council's (EAC) active involvement represents an opportunity to strengthen collaborative relationships through clearly defined roles and responsibilities. Establishing clear parameters for advisory functions while maintaining productive collaboration on environmental initiatives will enhance both Board decision-making authority and EAC contributions to environmental stewardship. Successful collaboration requires mutual understanding of roles, responsibilities, and decision-making processes that respect both advisory input and elected official authority.

Business development concerns emerged through discussions about commercial vacancies and the difficulty of attracting and retaining businesses that fit the community's character. The Board expressed awareness that economic vitality and community character preservation must be balanced through thoughtful planning and development policies.

The trail system and recreational infrastructure improvements reflect the Board's vision for enhancing passive recreation opportunities that align with the township's open space values while providing residents with quality amenities that strengthen community identity and property values. The Board's emphasis on parks and green space as the Township's strengths demonstrates understanding that these assets require ongoing investment and strategic development to maintain their community benefits.

# PRIORITY ACTION FRAMEWORK

Based on the comprehensive input from the Board of Supervisors and key staff, the following six strategic priorities emerged from the visioning process. These priorities are structured to address both immediate organizational needs and long-term community enhancement goals, with governance improvements serving as the essential foundation for all subsequent initiatives.

## Priority #1: Governance as the Foundation

### Overview

Governance improvement emerged as the unanimous top priority during the visioning process, reflecting the Board's recognition that organizational effectiveness is essential for successful implementation of all other strategic initiatives. Through individual interviews and workshop discussions, Board members and staff consistently identified the need for stronger communication systems, clearer accountability structures, and enhanced operational coordination as prerequisites for advancing township goals.

### Objectives

- **Strengthen Communication Systems:** Establish clear communication protocols between Board, management, and staff to improve information flow and decision-making coordination
- **Enhance Organizational Accountability:** Develop performance standards and oversight mechanisms that support effective municipal management
- **Improve Operational Coordination:** Strengthen interdepartmental collaboration and workflow efficiency to reduce operational silos
- **Build Management Capacity:** Ensure leadership capability and systems necessary to implement strategic initiatives successfully
- **Establish Roles and Responsibilities:** Define clear roles and responsibilities for all elected officials, staff, boards, commissions, and volunteers to ensure effective governance and operational coordination

### Implementation Approach

The Meyner Center recommends conducting a comprehensive organizational assessment to evaluate current governance structures, management effectiveness, and operational coordination. This assessment will provide specific recommendations for organizational improvements and establish the foundation necessary for successful implementation of strategic priorities 2-6. The assessment will involve interviews with individual staff members, a comprehensive staff assessment questionnaire, board consultation, input from professional service providers, and a comprehensive document analysis to develop a complete understanding of organizational dynamics and improvement opportunities.



## **Organizational Assessment as Foundation for Effective Governance**

This organizational assessment focuses on strengthening the Township's systems to support both management and Board effectiveness. The assessment examines how the organization communicates, coordinates work, and makes decisions to help everyone work together more successfully.

As New Britain moves forward with strategic priorities, both management and the Board need better tools and processes to handle changes effectively. The assessment will identify improvements to workflows, communication, and accountability that strengthen the partnership between elected officials and staff.

The evaluation will provide practical recommendations for building organizational capacity that helps the entire leadership team succeed. By strengthening these foundational systems, the Township can create the framework needed for sustained success as it implements strategic priorities and adapts to community needs.

**Key Stakeholders:** Board of Supervisors, Township Manager, Department Heads, Key Staff

**Implementation Timeline - Flexible and Responsive Approach:** The assessment will begin upon Board approval with a 12-15 week duration, targeting completion by December 2025. The Meyner Center will work collaboratively with township leadership to develop an adaptable timeline that accommodates operational schedules and minimizes disruption while maintaining comprehensive evaluation standards.

**Investment Justification and Return Framework:** The estimated investment of \$11,000-\$13,000 for the organizational assessment represents a strategic foundation investment that enables effective implementation of subsequent priorities totaling millions of dollars in community improvements. The cost of organizational coordination challenges—including project delays, inefficient resource allocation, and implementation setbacks—far exceeds the assessment investment.

### **Return on Investment Analysis:**

- **Risk Mitigation:** Prevents costly project coordination failures and ensures effective management of major capital investments like the police station project
- **Implementation Efficiency:** Systematic approach reduces project timelines and improves resource allocation effectiveness for infrastructure and technology initiatives
- **Grant Competitiveness:** Enhanced organizational capacity improves grant application success rates and compliance capabilities for road maintenance and stormwater projects
- **Long-term Sustainability:** Creates management systems that support multiple strategic initiatives over the 3-5 year implementation timeline

**Strategic Implementation Decision:** This assessment provides maximum value when the Board embraces both the evaluation process and the resulting recommendations for organizational improvement. The visioning workshop identified governance as the foundational priority, and



participants recognized that current coordination challenges need to be addressed for strategic success. While the Board and management may certainly develop their own approaches to these organizational needs, the assessment offers a systematic, evidence-based framework for building the capacity necessary to implement the ambitious goals established through the visioning process. We recognize that elected officials often face difficult decisions about investing in organizational assessments. Unlike infrastructure projects that produce visible community assets, these investments yield process improvements and enhanced coordination systems. The assessment also provides management with professional analysis to support future funding requests and community engagement initiatives, creating a documented foundation for resource allocation decisions and public communication about municipal improvements. However, to realize the full return on this investment, the final recommendations require active implementation rather than archival. Unutilized assessments represent a missed opportunity for organizational advancement. Without addressing these foundational elements, the Township risks the same coordination challenges that have historically limited strategic progress.

**Cost Control and Transparency:** The assessment includes a cost-control provision—any scope expansion beyond 104 hours requires prior Board authorization, ensuring complete cost transparency and control. The \$125/hour rate with detailed time tracking provides full accountability.

### **Connection to Strategic Implementation**

Without effective governance structures, the township cannot successfully coordinate the complex initiatives outlined in priorities 2-6. Infrastructure projects require systematic planning and management oversight, comprehensive budget development, and coordinated community engagement. Technology improvements need strategic coordination, staff training protocols, and systematic implementation management. Regional cooperation demands consistent communication, reliable partnership coordination, and sustained relationship management. Community engagement initiatives require systematic programming, coordinated volunteer management, and sustained public communication efforts. The governance foundation creates the organizational capacity, management systems, and coordination mechanisms necessary for these strategic initiatives to succeed and creates the stability required for sustained progress on township priorities.

### **Capital Planning Coordination**

The Township's existing Capital Improvement Plan (CIP) identifies substantial infrastructure investments requiring systematic coordination. The organizational assessment will evaluate how governance improvements can enhance capital project management and determine whether capital planning processes should be updated to align with strategic priorities.

## **Priority #2: Police Station Project**

### **Overview**

Address current facility inadequacies through renovation/expansion or new construction, representing the Township's most significant capital infrastructure priority.

The police station project emerged from the visioning process as the most urgent capital need, driven by operational limitations in the current ground-level location within the municipal building. The existing space presents challenges for modern police operations, evidence storage, public safety protocols, and officer workspace requirements. The Board recognizes that adequate public safety facilities are essential for community protection, officer effectiveness, and professional law enforcement operations.

The completed engineering study provides a foundation for decision-making, analyzing both renovation/expansion of the current space and new construction alternatives. However, the Board has expressed concerns about aspects of the study findings, indicating that additional analysis may be required to fully evaluate the optimal approach. The decision between renovation and new construction will significantly impact project scope, community benefits, and long-term operational effectiveness.

### **Key Decision Points**

- Renovation/expansion versus new construction determination
- Community room integration if new construction is selected
- Site selection and design requirements for new facility option
- Public engagement and community input coordination
- Integration with broader municipal building and campus planning

### **Key Considerations**

- Engineering study completed with Board review and evaluation ongoing
- Estimated investment of \$2-4 million depending on option selected (subject to detailed cost evaluation and competitive procurement)
- Potential for enhanced community engagement through integrated community space
- Timeline coordination with other capital priorities and budget planning
- The existing CIP includes police facility and equipment allocations that may inform project planning and timing decisions
- Established committee consisting of elected officials, Police Chief, engineer, and Township Manager should continue coordination efforts in tandem with organizational assessment progress

### **Resource Requirements**

**Note:** *The organizational assessment will evaluate and refine resource requirements and funding strategies for this priority.*

- Funding Sources: Municipal bonds (primary), Grants, Capital Reserves
- Professional Services: Design, engineering, and project management services
- Community engagement and public communication initiatives
- All cost estimates subject to proper evaluation procedures and inclusion in Capital Improvement Budget

**Key Stakeholders:** Board of Supervisors, Police Chief, Township Manager, Community Members, Professional Design Team, Established Project Committee

**Implementation:** *Detailed planning and implementation timeline to be developed following organizational assessment and governance improvements to ensure effective project management coordination, systematic community engagement, and comprehensive budget development.*

## **Priority #3: Infrastructure Road Maintenance & Stormwater Management**

### **Overview**

Enhance funding capacity for road maintenance and stormwater management through diversified revenue sources and improved state partnerships.

This priority addresses the interconnected challenges of maintaining over 57 miles of township-owned roads while managing stormwater issues that directly impact road conditions. The current funding model relies heavily on liquid fuels tax (80 percent) and general fund (20 percent), creating budget constraints that limit proactive maintenance approaches. Additionally, Pennsylvania Department of Transportation (PennDOT) maintains over 21 miles of state roads in the Township, requiring improved partnerships to address maintenance deficiencies affecting residents.

### **Key Considerations**

- Current funding model limitations and need for revenue diversification
- PennDOT relationship improvements needed for state road maintenance
- Integration of road maintenance with stormwater management solutions
- Grant opportunities for both infrastructure types

### **Resource Requirements**

**Note:** *The organizational assessment will determine resource requirements and capacity for grant management initiatives.*



- Grant Match Requirements: Variable 10-50 percent local match depending on grant source (subject to grant application evaluation)
- Enhanced state advocacy and partnership development efforts
- Coordination between road maintenance and drainage improvement projects
- All cost estimates subject to proper evaluation procedures and inclusion in Capital Improvement Budget

**Key Stakeholders:** Board of Supervisors, Public Works Superintendent, Township Manager, State Officials, PennDOT

**Implementation:** *Funding strategy and partnership development to be refined based on organizational assessment findings regarding grant management capacity and systematic coordination capabilities.*

## **Priority #4: Technology and Process Improvements**

### **Overview**

Modernize Township operations through digitized records management, electronic payment systems, and enhanced communication platforms.

The visioning process revealed significant opportunities to bring township operations into the 21st century through strategic technology improvements. Staff and Board members identified the need for electronic archiving systems, digital payment capabilities, and improved communication methods as essential for operational efficiency and public service delivery. These improvements will enhance both internal operations and community engagement while reducing administrative burdens.

### **Key Considerations**

- Records digitization for electronic archiving and improved accessibility
- Electronic payment implementation for administrative and police functions
- Enhanced office organization and communication systems
- Integration with existing township systems and workflows

### **Resource Requirements (Estimated)**

- Records Digitization Project: \$15,000-25,000
- Electronic Payment Systems: \$3,000-5,000 initial setup plus ongoing fees
- Communication Platform Upgrades: \$3,000-5,000 annually
- Staff Training: \$1,000-2,000 for system implementation and ongoing support
- All cost estimates subject to proper evaluation procedures and inclusion in Capital Improvement Budget



**Key Stakeholders:** Township Manager, Office Staff, Police Department, Board of Supervisors, IT Support

**Implementation:** *Technology improvement planning dependent on organizational assessment findings regarding current capacity, coordination requirements, and modernization priorities.*

## **Priority #5: Regional Cooperation**

### **Overview**

Develop collaborative partnerships with neighboring municipalities for shared resources, equipment, and joint grant opportunities.

Regional cooperation emerged from the visioning process as a strategic opportunity to enhance service delivery while reducing costs through collaboration with Chalfont Borough, New Britain Borough, and Doylestown Township. The Township already participates in successful regional initiatives, including the joint 4th of July parade, supporting the Chalfont Chemical Fire Engine Company No. 1 and Chal-Brit Regional EMS, providing a foundation for expanded partnerships. The Board recognizes that collaborative approaches can improve grant competitiveness, reduce equipment costs, and enhance service capabilities.

### **Key Considerations**

- Intermunicipal agreements with neighboring municipalities for resource sharing
- Support for Chalfont Chemical Fire Engine Company No. 1 Land Acquisition and Construction of Modern Station through Substation Lease
- EMS funding sustainability and long-term partnership structure
- Collaborative grant applications and shared funding opportunities
- Equipment sharing and joint training program development

### **Resource Requirements (Estimated)**

- Legal and Administrative Costs: \$2,000-3,000 for intermunicipal agreement development
- Fire Company Support: Substation Lease Extension and Assistance in the Acquisition of the Land Parcel needed for Expansion
- EMS Funding Contribution: Ongoing annual commitment to Chal-Brit Regional EMS
- Shared Equipment/Training: Variable costs offset by regional cost-sharing arrangements
- Staff coordination time for partnership development and maintenance
- All cost estimates subject to proper evaluation procedures and inclusion in Capital Improvement Budget

**Key Stakeholders:** Board of Supervisors, Township Manager, Neighboring Municipality Leaders, EMS and Fire Company Partners

**Implementation:** *Regional partnership development to be planned following organizational capacity evaluation and coordination system improvements.*

## **Priority #6: Quality-of-Life Enhancement**

### **Overview**

Strengthen community engagement, expand recreational opportunities, and preserve township character through open space preservation and appropriate development.

Quality-of-life enhancement represents the township's commitment to preserving its defining characteristics while fostering stronger community connections and expanding recreational opportunities. Through the visioning process, Board members emphasized the importance of the Township's open space, parks, and ecological resources as fundamental community assets. The priority focuses on developing Cotton Park through agricultural management, enhancing community events, improving trail systems, and supporting businesses that align with community character.

### **Key Considerations**

- Cotton Park agricultural leasing strategy and future recreational development planning
- Community event programming and resident engagement enhancement
- Trail system improvements and passive recreation development
- Open space preservation using dedicated earned income tax revenue

### **Resource Requirements (Estimated)**

- Cotton Park Agricultural Lease: Revenue-generating through farm lease agreements (subject to lease negotiation)
- Event Programming Enhancement: \$5,000-8,000 annually for expanded community events
- Comprehensive Plan Update: \$40,000-50,000 for professional consulting services
- Trail Improvements: Grant funding opportunities for park and recreation enhancements
- All cost estimates subject to proper evaluation procedures and inclusion in Capital Improvement Budget

**Note:** *The organizational assessment will determine staffing capacity and coordination requirements for enhanced community programming initiatives.*

**Key Stakeholders:** Board of Supervisors, Parks & Recreation Board, Environmental Advisory Council, Community Members, Township Manager

**Implementation:** *Community programming and preservation initiatives to be developed based on organizational assessment recommendations regarding staffing capacity, coordination systems, and strategic planning capabilities.*

# ORGANIZATIONAL ASSESSMENT AND STRATEGIC IMPLEMENTATION

Following completion of the comprehensive organizational assessment, the Meyner Center can work collaboratively with the Board of Supervisors and Township staff to develop detailed implementation plans for priorities 2-6, building upon the strategic framework established through this visioning process. This phased approach ensures that the Township's strategic initiatives are supported by strong organizational foundations and effective governance structures.

The organizational assessment will provide:

- **Implementation Capacity Analysis:** Evaluation of staff and management capability to coordinate complex initiatives
- **Resource Allocation Framework:** Clear understanding of funding, staffing, and coordination requirements for each priority
- **Timeline Development:** Realistic implementation schedules based on organizational capacity and resource availability
- **Success Metrics:** Measurable outcomes and accountability structures for tracking progress
- **Coordination Mechanisms:** Systems and processes necessary for effective multi-priority implementation

The assessment will also review the Township's Capital Improvement Plan to determine how strategic priorities should inform capital investment timing, coordination, and funding strategies. While the CIP provides a foundation for infrastructure planning, alignment with strategic priorities may suggest updates to project sequencing and resource allocation.

This integrated approach leverages the strategic planning work already completed while ensuring that implementation is built on solid organizational foundations. The Township's investment in both visioning and organizational development creates the comprehensive framework necessary for successful long-term strategic advancement.

## RECOMMENDATIONS FOR NEXT STEPS

### Immediate Priority (August 2025)

**Organizational Assessment:** Conduct comprehensive governance evaluation to establish foundation for strategic implementation. This assessment will provide specific recommendations for organizational improvements and determine implementation capacity for priorities 2-6.

### Strategic Implementation Sequence

Following completion of governance improvements, the Township will be positioned to successfully implement the remaining strategic priorities in a coordinated, systematic manner that builds on organizational strengths and addresses capacity considerations.

### Community Communication

Present strategic framework to residents emphasizing the comprehensive planning process and governance-first approach that ensures successful long-term implementation of community priorities.

## CONCLUSION

The New Britain Township Strategic Visioning Initiative has established a clear framework for addressing the Township's most critical challenges while building upon its fundamental strengths. The six strategic priorities provide a roadmap for sustainable community development, with governance improvements serving as the essential foundation for all subsequent initiatives.

The success of this strategic framework depends on the Board of Supervisors' commitment to implementing governance reforms first, as these organizational improvements will enable effective execution of infrastructure projects, technology enhancements, regional partnerships, and quality-of-life initiatives. By implementing these priorities systematically and maintaining transparent communication with residents, New Britain Township will strengthen its organizational effectiveness, improve service delivery, and preserve the township's character while managing growth pressures and enhancing community engagement.

## REFERENCES

### New Britain Township Official Documents and Resources:

- New Britain Township Official Website. [newbritaintownship.org](http://newbritaintownship.org)
- New Britain Township Municipal Code, Chapter 24 Taxation; Special, Part 2 Earned Income Tax. Township of New Britain, PA. 2023.
- New Britain Township Parks & Recreation Department. "Cotton Park." [newbritaintownship.org/departments/parks-recreation/parks/cotton-park/](http://newbritaintownship.org/departments/parks-recreation/parks/cotton-park/)



- New Britain Township Public Works Department. "About Us." [newbritaintownship.org/departments/public-works/about-us/](http://newbritaintownship.org/departments/public-works/about-us/)
- New Britain Township. "Boards & Commissions." [newbritaintownship.org/government/township-government/boards-commissions/](http://newbritaintownship.org/government/township-government/boards-commissions/)

#### **Pennsylvania State Laws and Regulations:**

- Pennsylvania Act 115 of 2013. "An Act amending the Open Space Lands Act." Pennsylvania General Assembly.
- Pennsylvania Act 153 of 1996. "Open Space Lands Act Amendment." Pennsylvania General Assembly.
- Pennsylvania Municipalities Planning Code. Act 247 of 1968, as amended.

#### **Industry and Professional Resources:**

- SecureScan. "Professional Scanning For Small Cities and Towns: Simplify Record Management with Digitization." December 2024.
- Record Nations. "The Average Cost of Scanning Documents." April 2024.
- WeConservePA. "Act 115 of 2013 Improves PA's Open Space Law." November 2020.

#### **Regional and Comparative Data:**

- U.S. Census Bureau. "New Britain Township, Bucks County, Pennsylvania." 2020 Census Data.
- Bucks County Government. "New Britain Township." [buckscounty.gov/1831/New-Britain-Township](http://buckscounty.gov/1831/New-Britain-Township)

#### **Professional Consultation Process:**

- Meyner Center for the Study of State and Local Government. "New Britain Township Strategic Visioning Initiative Proposal." February 2025.
- Individual interviews with New Britain Township Board of Supervisors (5 members) and Township Manager. March-April 2025.
- New Britain Township Strategic Visioning Workshop. May 2025.

Robert B. & Helen S.  
**Meyner Center**  
for the Study of State & Local Government

**New Britain Township Strategic Organizational Assessment Proposal**

**August 2025**

**EXECUTIVE SUMMARY**

The Robert B. & Helen S. Meyner Center for the Study of State and Local Government proposes a comprehensive organizational assessment to strengthen New Britain Township's governance foundation and operational effectiveness. This assessment directly addresses the foundational priority identified through the recent visioning workshop while establishing systematic improvements necessary for successful implementation of the township's strategic initiatives.

Following multiple management transitions over the past two decades and the recent visioning workshop, this assessment provides systematic framework for organizational excellence, enhanced coordination, and strategic implementation capacity building.

**BACKGROUND AND STRATEGIC CONTEXT**

**Governance Foundation Priority**

The recent visioning workshop unanimously identified governance as the foundational priority for New Britain Township. Municipal governance experts consistently recognize that organizational effectiveness serves as essential infrastructure for all municipal initiatives—from capital projects to community engagement to regional partnerships.

**Historical Context and Improvement Opportunities**

New Britain Township has experienced significant leadership transitions over the past twenty years, creating natural opportunities for organizational systems enhancement and operational stability improvement. Professional municipal management associations recommend systematic organizational assessment following periods of change to ensure optimal coordination, clear accountability structures, and effective strategic implementation capacity.

**Established Partnership and Efficiency Advantages**

The Meyner Center's previous engagement with New Britain Township through the executive recruitment process and strategic visioning initiative provides valuable organizational knowledge

and established working relationships. This foundation enables focused, efficient assessment without the extended orientation period typically required for external consultants, maximizing value and minimizing costs while ensuring comprehensive evaluation.

### **Pennsylvania Municipal Best Practices**

This assessment aligns with Pennsylvania Department of Community and Economic Development recommendations for systematic organizational evaluation and continuous improvement in local government operations. The approach reflects established best practices from Pennsylvania State Association of Township Supervisors and International City/County Management Association standards for municipal organizational excellence.

## **SCOPE OF WORK**

### **1. Governance and Administrative Systems Review**

- **Board-Staff Coordination Analysis:** Assessment of information flow, meeting support effectiveness, and decision-making coordination
- **Administrative Process Evaluation:** Review of operational procedures, documentation systems, and workflow efficiency
- **Policy Implementation Assessment:** Analysis of how Board directives are translated into operational action
- **Pennsylvania Second-Class Township Compliance:** Review of statutory requirements adherence and municipal best practices

### **2. Organizational Effectiveness and Coordination Assessment**

- **Interdepartmental Coordination Review:** Analysis of collaboration effectiveness between related functions and departments
- **Communication Systems Evaluation:** Assessment of information flow, role clarity, and operational coordination mechanisms
- **Staff Development and Capacity Analysis:** Review of professional development needs, training opportunities, and capacity building requirements
- **Performance Management Systems:** Evaluation of current accountability structures and improvement frameworks

### **3. Financial Management and Administrative Operations**

- **Budget Development and Coordination:** Assessment of financial planning processes, budget support systems, and fiscal oversight effectiveness
- **Administrative Efficiency Review:** Analysis of workflow systems, documentation processes, and operational coordination
- **Resource Allocation Assessment:** Evaluation of staffing efficiency, workload distribution, and operational effectiveness



- **Technology and Modernization Opportunities:** Review of current systems and digital improvement potential

#### 4. Strategic Implementation Readiness and Community Engagement

- **Organizational Capacity Assessment:** Evaluation of township's ability to coordinate and implement strategic priorities
- **Project Management Capabilities:** Analysis of capacity for complex initiative coordination and community engagement
- **Regional Partnership Coordination:** Assessment of systems for collaborative initiatives and intermunicipal cooperation
- **Community Engagement and Events Enhancement:** Review of current community outreach effectiveness, event coordination capacity, and opportunities for enhanced resident engagement and communication
- **Long-term Sustainability Planning:** Framework development for continued organizational excellence and community service enhancement

## METHODOLOGY

### Phase 1: Comprehensive Assessment and Data Collection

- **Individual Staff Interviews:** One-hour conversations with all township employees to assess operational coordination and improvement opportunities (estimated 12 individuals)
- **Staff Assessment Questionnaire:** Comprehensive written assessment providing deeper analysis of organizational effectiveness topics explored during the visioning workshop
- **Board Consultation:** Targeted discussions with supervisors regarding governance expectations and strategic oversight requirements
- **Comprehensive Document Analysis:** Review of meeting minutes, policies, procedures, job descriptions, and operational documentation
- **Professional Service Provider Input:** Consultation with township engineer, attorney, and other service providers regarding operational coordination

### Phase 2: Analysis and Strategic Recommendation Development

- **Organizational Effectiveness Analysis:** Systematic evaluation using municipal management criteria and Pennsylvania township standards
- **Communication and Coordination Assessment:** Analysis of information flow systems and interdepartmental collaboration effectiveness
- **Strategic Implementation Capacity Review:** Assessment of organizational readiness for complex initiative coordination
- **Best Practices Integration:** Comparison with Pennsylvania municipal management standards and professional recommendations



### **Phase 3: Report Preparation and Implementation Planning**

- **Comprehensive Assessment Report:** Detailed findings with specific organizational improvement recommendations
- **Board Presentation and Strategic Discussion:** Professional presentation of findings with implementation planning session
- **Implementation Framework Development:** Phased improvement timeline with measurable outcomes and accountability structures

## **DELIVERABLES**

### **1. Comprehensive Organizational Assessment Report**

- **Executive Summary:** Priority findings and strategic recommendations for organizational enhancement
- **Governance Effectiveness Analysis:** Board-staff coordination assessment with specific improvement recommendations
- **Operational Coordination Review:** Interdepartmental collaboration analysis with enhancement strategies
- **Communication Systems Assessment:** Information flow evaluation with systematic improvement framework
- **Strategic Implementation Readiness:** Organizational capacity analysis for effective initiative coordination and community engagement
- **Professional Development Framework:** Staff capacity building recommendations and training strategies
- **Community Engagement Enhancement:** Assessment of current outreach effectiveness and event coordination capacity with improvement recommendations

### **2. Strategic Implementation Support**

- **Organizational Improvement Plan:** Systematic enhancement framework with measurable outcomes and accountability structures
- **Communication and Coordination Enhancement:** Specific recommendations for improved information flow and operational coordination
- **Professional Development Strategy:** Capacity building recommendations for enhanced operational excellence
- **Performance Management Framework:** Accountability structures and evaluation systems for ongoing organizational effectiveness
- **Community Engagement Strategy:** Recommendations for enhanced resident outreach and event coordination effectiveness

### **3. Implementation and Ongoing Support**

- **Board Presentation and Strategic Planning Session:** Comprehensive findings presentation with implementation discussion

- **Implementation Planning Support:** Detailed coordination assistance for organizational improvement initiatives
- **Follow-up Consultation:** Two progress review sessions to support systematic improvement implementation (included in scope)
- **Resource and Timeline Framework:** Specific recommendations for resource allocation and implementation scheduling

## **TIMELINE AND IMPLEMENTATION**

**Project Initiation:** August 2025 upon Board authorization

**Assessment Implementation (Flexible Timeline):**

- **Phase 1 - Data Collection:** 8-12 weeks
- **Phase 2 - Analysis and Recommendations:** 4-6 weeks
- **Phase 3 - Report and Planning:** 3-4 weeks

**Target Completion:** December 2025

**Implementation Support:** Two follow-up consultation sessions through 2026

*Timeline coordinated with township operational needs and other municipal priorities, ensuring minimal disruption to daily operations while maintaining thorough assessment standards.*

## **PROFESSIONAL SERVICE INVESTMENT AND RESOURCE ALLOCATION**

**Hourly Rate:** \$125 with detailed time tracking for complete transparency

**Assessment Scope Summary:** Comprehensive organizational assessment including individual staff interviews, governance systems review, operational coordination analysis, financial management evaluation, community engagement enhancement, and strategic implementation planning.

**Total Estimated Hours:** 88-104 hours

**Target Project Investment:** \$11,000 - \$13,000

**Cost Control Provision:** Should analysis require scope expansion beyond 104 hours, the Meyner Center will seek Board authorization before proceeding with additional work to ensure cost transparency and control.

**Invoicing Timeline:**

- December 2025 -All work completed in each Phase in 2025
- March/April 2026 – All remaining work, required follow-up, and consultation sessions if needed

## **AUTHORIZATION AND NEXT STEPS**

### **Board Authorization Request**

**Recommended Board Action:** Authorize the comprehensive organizational assessment for an investment of \$11,000-\$13,000, with final cost based on actual hours at \$125/hour rate. Any scope expansion beyond 104 hours requires prior Board authorization for cost control and transparency.

### **Implementation Initiation**

Upon Board authorization, the Meyner Center will:

1. **Schedule Project Kickoff Meeting** with Board leadership to confirm assessment priorities and coordination requirements
2. **Develop Detailed Implementation Timeline** coordinated with township operations and Board schedule requirements
3. **Begin Comprehensive Organizational Assessment** focusing on systematic improvement and strategic implementation capacity
4. **Provide Regular Progress Updates** throughout assessment period with preliminary findings as appropriate
5. **Deliver Professional Analysis and Implementation Framework** supporting enhanced operational effectiveness and strategic goal achievement

### **Professional Municipal Service Commitment**

The Meyner Center's established relationship with New Britain Township through executive recruitment and strategic planning provides unique advantages for efficient, focused organizational assessment. This existing organizational knowledge, combined with our specialized Pennsylvania municipal expertise, enables comprehensive evaluation while maximizing cost-effectiveness and minimizing disruption to township operations.

We appreciate the Board's commitment to governance excellence and look forward to supporting New Britain Township's continued organizational development and strategic success.