Mission Statement
The mission of the Albright College Center for Excellence in Local Government is to maintain and enhance the quality of life in Berks County by assisting municipal leaders in addressing the changing needs of their communities.
Friends of The Center
Kevin and Pamela Barnhardt
Bucks County Conservancy
Joseph and Elaine Butto
Ronald Dunneberger
Lloyd Hopkins
Greater Reading Chamber of Commerce & Industry
John Kramer
John and Gretchen Lea
Michael Malinowski
Thomas McMahon
Michael Mizak
Our Town Foundation
Barry Rohrbach
Gayle Sanders
David Thun
Grant Funders:
Heritage Conservancy
Metro Bank
Host Institution:
Albright College

Program Co-Sponsors:
Bucks County Commissioners
Bucks County Planning Commission
City of Reading
Eagle-Hamblin & Davies, Inc.
Metro Bank

Program Partners:
American Planning Association/ Pennsylvania Chapter
Bucks Community Television
Bucks County Agricultural Land Preservation Board
Bucks County Association of boroughs
Bucks County Association of Township Officers
Bucks County Bar Association
Bucks County Commissioners
Bucks County Community Foundation
Bucks County Conservancy
Bucks County Planning Commission
Bucks County Soil and Water Conservation District
Bucks Economic Partnership
City of Reading

Programs and Services
In order to accomplish its mission, the Center assists local government officials in fostering intergovernmental cooperation, developing skills for effective leadership, and enhancing citizen understanding of local government. This report summarizes the activities of the Center in each of these areas.

Unique Community Partnership
The Center is a unique partnership among the academic, public and private sectors in the community. A list of the Center’s sponsors, partners and program speakers can be found elsewhere in this report.

Thank You for Your Support
The Center expresses its sincere appreciation to all of the individuals and organizations on those pages who provided financial and program support over the past year.
Message from the Board President

The 2010–2011 year was an interesting one for the Center, as we continued to provide training and support for the County and local governments of the greater Berks area. The goal of making life better for the citizens of Berks County by helping municipal leaders meet the changing needs of their constituents is still the Center’s primary emphasis. Over the past year, this was accomplished through efforts in three major areas:

Educational Programs and Technical Assistance – In 2010–2011, more than 1,200 people participated in the Center’s training programs or received technical assistance from the Center. These programs ranged from zoning and land development courses to programs for newly-elected officials to those addressing pension administration and municipal legal issues. By providing our community leaders with information and training, we help them make better, more informed decisions which help reduce the costs of municipal government and provide effective services.

Fostering Intergovernmental Cooperation – The Center continues to assist municipalities in finding areas where local government agencies can work together to help reduce costs and maintain quality services for their constituents. Programs like the Cooperative Purchasing Council allow municipalities to combine their purchasing power to get better bids on items like rock salt and other commodities. Programs such as the Governor Mifflin Area Citizens Academy provide information and training so that people interested in serving on civic boards (such as zoning boards or municipal authorities) have a better understanding of the purpose of these boards and what their responsibilities are as board members.

The economic situation continues to challenge everyone, from the individual citizen to businesses to local governments. The Center provides programs that benefit almost all citizens of Berks County, but these programs are not highly visible, and the majority of the public does not know about the Center or the assistance we provide to the municipalities. We are extremely grateful to our sponsors, friends and program participants, for without your support the Center would cease to be viable. With your ongoing support we are looking forward to continuing to provide the programs on which many of our municipal leaders have come to rely.

Sincerely,

Terry Naugle
2010–2011 Board President
Advisory Councils

**Community Advisory Board**
- Kevin Barnhardt, Commissioner, County of Berks
- Andra Beav, Ph.D., Dean of Adult & Professional Studies, Albright College
- Fred Levering, Past Board Chair, Council Member, Wyomissing Borough
- James Lillib, Esq., Attorney, Kutztown University
- Ray Maillet, Vice President Government, Not-for-Profit Banking, Metro Bank
- Thomas McMahon, Mayor, City of Reading
- Michael Mizak, Chief Financial Officer, Reading Eagle Company
- Terry Naugle, Asst. Vice President, Great Valley Consultants
- Brian Pinto, Leadership Gifts Officer, Albright College
- Mark Stitzel, President, Berks County Association of Township Officials
- Richard Trustle (Decedent 2/2011), Mayor, Mohnton Borough

**Local Government Advisory Council**
- Jack Bittig, Planning Commissioner, Exeter Township
- Sandy Green, Mayor, Kutztown Borough
- Barbara Hartford, School Board Director, Boyertown Area School District
- Frank Kerol, Planning Commissioner, Longswamp Township
- Thomas Kelm, Manager, Robeson Township
- Glenn Kooblauch, Director, Berks County Planning Commission
- Steve Landes, Manager, Muhlenberg Township
- Fred Levering, Council Member, Wyomissing Borough
- Thomas McKeon, Director, Berks County IDA
- Gayle Sanders, Supervisor, Manayunk Township
- Frank Schnee, Planning Commissioner, Robesonia Borough
- Vaughn Spencer, Council President, City of Reading
- Mark Stitzel, Supervisor, Perry Township
- Alexander Szauke, Council Member, Fleetwood Borough
- Kevin Tobas, Manager, Wyomissing Borough
- Richard Trustle, Past Board Chair, Council Member, Wyomissing Borough
- Philip West, Planning Commissioner, West Reading Borough

**Sponsors**
- Sustaining Contributors ($5,000 or more)
- County of Berks
- Municipal Benefactors ($2,000—$4,999)
- City of Reading
- Spring Township
- Municipal Patrons ($1,000—$1,999)
- Berks County Assoc. of Two Officials
- Cumru Township
- Exeter Township
- Laureldale Borough
- Muhlenberg Township
- Wyomissing Borough

**2010-2011 Center Revenues**

- Grants 5%
- Contracts 18%
- Partners 4%
- Fees 15%

**2010-2011 Center Expenses**

- Administration 14%
- Program Material 16%
- Personnel & Instruction 70%
2011 ANNUAL REPORT

Program Participation

The total attendance for the Center’s 21 training programs in 2010-2011 exceeded 600 municipal officials who serve in a variety of positions, including:

Participants
- Elected Officials ................................ 255
- Planning Commissioners .................... 28
- Managers/Secretaries ......................... 60
- Zoning Officials .................................. 17
- Other .................................................. 280

Total 650

In addition, the Center provided technical assistance for 460 individuals through its work with the Berks County Cooperative Purchasing Council, Berks Municipal Partnership, Governor Mifflin Area Coordinating Council, Smart Growth Alliance, Southern Berks Implementation Committee, and other groups. The Center also served nearly 100 residents through its citizen education programs.

Communities Served

<table>
<thead>
<tr>
<th>Communities Served</th>
<th>百分比</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berks County municipalities served</td>
<td>46</td>
</tr>
<tr>
<td>% of communities in Berks County served</td>
<td>86%</td>
</tr>
<tr>
<td>Berks County townships served</td>
<td>41</td>
</tr>
<tr>
<td>% of Berks County townships served</td>
<td>93%</td>
</tr>
<tr>
<td>Berks County boroughs served</td>
<td>22</td>
</tr>
<tr>
<td>% of Berks County boroughs served</td>
<td>79%</td>
</tr>
<tr>
<td>Communities outside Berks County served</td>
<td>14</td>
</tr>
<tr>
<td>Berks County school districts served</td>
<td>6</td>
</tr>
</tbody>
</table>

Program Instructors and Speakers

John Adams
Kevin Barnhardt
Tom Baucher
Dan Becker
Mike Becker
Larry Berringer
Chip Bilger
Brian Behrend
Craig Conrad
David DiDonna
Scott Eaken
Ed Edwards
Madelyn Fudeman
Michael Golembiewski
John Granger
Brian Hare
Christopher Hafman
Tim Herl
Jack Hines
Diane Holenbach
Dale Kratzer
Steve Landis
Sue Landis
Jim Lillis
Chad Luba
Joan Lunden
Elizabeth Magovern
Geoffrey Menn
Lori Mazure
Tom McKean
Thomas McMahon
Kareem Miller
John Moir
Nelson Ott
Diane Holenbach
Dale Kratzer
Steve Landis
Sue Landis
Jim Lillis
Chad Luba
Joan Lunden
Elizabeth Magovern
Geoffrey Menn
Lori Mazure
Tom McKean
Thomas McMahon
Kareem Miller
John Moir
Nelson Ott

Center Director John Kramer and Administrative Assistant Andrea Weist want to express their sincere appreciation to all the individuals who served as program instructors and speakers this year. Based on the comments of the participants they found the programs to be very helpful in fulfilling their municipal responsibilities.
PA Land Use Institute

Fourteen officials gained a better understanding of the potential impact of recent court decisions on local land-use decisions and ordinances, how to recognize good and bad outdoor lighting, the content of an effective lighting ordinance, considerations in ordinance enforcement, and how to link a long-range financial plan with their community’s comprehensive plan.

Community Planning Course

This course was designed to provide the 12 planning commissioners and other officials with the basic information they need to effectively fulfill their responsibilities and assist other local officials in understanding the land-use planning process.

Effective Land Use – Transportation Coordination Workshop

Sixteen officials learned to recognize and focus more attention on the land-use and transportation context in which decisions are made, including roadway and roadside design values and guidelines that address such issues as access management, shoulders, medians and bikeways. Several planning tools were presented to assist officials in accommodating growth and achieving the desired land-use and transportation coordination.

Bucks County Land Use Institute

Fourteen officials gained a better understanding of the potential impact of recent court decisions on local land-use decisions and ordinances, how to recognize good and bad outdoor lighting, the content of an effective lighting ordinance, considerations in ordinance enforcement, and how to link a long-range financial plan with their community’s comprehensive plan.

Regional Services Workshops

This series of five workshops provided 88 municipal officials with a working knowledge of how local officials are choosing an effective option for maintaining quality services by working cooperatively with other communities. The workshop topics included water and sewer, police, fire, parks and recreation, and emergency management.

Bucks County Municipal Officials Dinner

Keynote speaker Karen Miller provided the 112 officials in attendance with sound advice on the importance of and need for intergovernmental cooperation and practical ideas for moving ahead. Ms. Miller has held government leadership positions at the city, state and federal levels throughout her distinguished career.

Bucks Municipal Partnership Focuses on Regional Issues

The Bucks Municipal Partnership, composed of 25 municipal representatives from the five regions of Bucks County, provided a forum for municipal officials to discuss emerging issues that might be addressed on a regional or countywide level, including the Bucks County Policing Study, bicycle and pedestrian transportation planning, the proposed new emergency radio system for Bucks County, updating the Bucks County Water and Sewer Regionalization Study, and the new economic development report for Bucks County.

One hundred thirteen local officials had the opportunity to cultivate relationships with the Bucks County commissioners and discuss issues specific to their region during two breakfast meetings co-hosted by the Partnership and the Bucks County Commissioners.

Bucks County Cooperative Purchasing Council

The 85-member Council has entered into eight joint purchasing contracts, including a bid by 50+ communities to purchase rock salt at a value of $1.25 million and the participation of 46 communities in a contract for electricity following the removal of rate caps by PPL and Med Ed. In addition, 10 municipalities agreed to jointly negotiate new cable franchise agreements with Comcast, and a joint municipal equipment auction was conducted. The Center provides leadership and administrative services for the Council.

“Core Communities in Crisis” Task Force

Mayors from 29 cities and boroughs from across the commonwealth discussed their fiscal situation and identified future strategies for addressing the critical issues they are facing. The Center and Albright were pleased to host the Task Force established by the Pennsylvania League of Cities and Municipalities.

Municipal Roundtable on “Municipality–School District Cooperation”

Twelve municipal and school officials shared information on and are better informed of ways municipalities and school districts are working together to develop effective means of communication and cooperation.
Governor Mittlin Area Coordinating Council
Five communities and the school district in the Governor Mittlin area have developed a model for regional communication and cooperation in implementing a joint comprehensive plan. The parties have formed an ongoing forum (Governor Mittlin Area Coordinating Council) that meets on a quarterly basis to discuss issues of common interest, such as equipment sharing and emergency medical services. The group also applied for and was awarded a PA COM grant for a peer-to-peer study on regional recreational opportunities and is researching the feasibility of a regional skateboard park. The Center initiated this effort and provides assistance as needed.

Southern Berks Implementation Committee
Robeson Township, Union Township, Campstorm Township and Birchwood Borough are undertaking initiatives of regional interest through the Southern Berks Implementation Committee. In addition, representatives from New Morgan Borough have met with the group. The group focused on the sharing of equipment, the possibility of coordinating and undertaking road work jointly, exploring opportunities for joint recreation initiatives through a peer-to-peer study, and recent changes to local zoning and subdivision ordinances. The Center helped establish the group and provides assistance as needed.

Enhancing Citizen Understanding of Local Government

“Local Government in Berks” on BCTV
Local residents have a better understanding of some of the key issues facing local communities through the “Local Government in Berks” program produced and hosted by Center Director John Kramer. On four separate programs, Mr. Kramer hosted and discussed progress in implementing the City’s Act 47 Plan with Mayor Tom McMahon, Council President Vaughn Spencer, and Act 47 Plan consultants Dean Kaplan and Gordon Mann. Michael Gilewski from the Berks County Planning Commission joined Mr. Kramer for two segments to discuss the county’s new bicycle and pedestrian transportation plan and the changing population in Berks County, as reported in the information released from the 2010 Census. The program also highlighted the 15th Anniversary of the Berks County Public Works Association in a discussion with Board member Craig Conrad.

Developing Skills for Effective Leadership

City of Reading Leadership Training
Forty-four city directors, managers and supervisors developed skills in and enhanced their understanding of leadership characteristics, styles and behaviors; employee recognition and involvement; coaching and motivating employees; performance reviews; and interviewing skills.

Storm Water Regulations Meeting
Forty-five municipal officials are better informed of the PA DEP-proposed new storm water regulations following the meeting, which was co-hosted by the Center, the Berks County Planning Commission, and the Berks County Soil and Water Conservation District. Several of the participants subsequently joined the PA Storm Water Coalition, composed of about 40 communities representing 500,000 people, to seek an extension of their current permit and modifications to the proposed regulations.

Basic Budgeting Techniques and Procedures Workshop
Fifty municipal officials learned effective techniques for preparing the annual budget as well as advanced procedures for linking the annual budget to the capital budget. The Center co-hosted the daylong workshop with the Pennsylvania State Association of Boroughs.

Speeding up the Development Process
Forty-three municipal officials learned how municipalities can achieve the internal and external coordination and cooperation needed to work effectively with economic developers in expediting the local review and approval permitting processes. The session focused on how communities can fast-track the approval process while assuring that all critical issues are identified and considered.

Subdivision and Land Development Review Course
The 19 officials participating in the course became more knowledgeable on the recent changes in the PA Municipalities Planning Code as well as subdivision regulations and ordinance requirements, subdivision and land development review procedures, and design and technical requirements in subdivision and land development.

www.albright.edu/localgov