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FROM THE EXECUTIVE DIRECTOR

Failing to Plan Is Planning to Fail

EVERYTHING WE DO AND EVERY SUCCESS WE HAVE COMES from planning. The PSATS staff spends almost an entire year planning for your annual conference. Since May 2018, when we started analyzing the conference evaluations, we have been working hard to ensure your experience at the 2019 PSATS Annual Educational Conference and Exhibit Show is your best ever.

Our Conference Planning Committee met in September to get member and vendor input. Our mailings went out in December and our online registration system opened in January. We are approaching 3,000 registrants and are well on our way to a larger turnout than last year.

Workshops are being finalized, the outdoor exhibit area is sold out, and we are nearly out of indoor space. Our speakers are lining up, and our sponsors are stepping up. As you can imagine, none of this happens without detailed planning.

Paving roads and bridges, or plowing snow to patching potholes and repaving, is the same kind of planning that PSATS, on your behalf, puts into advocacy efforts, training and educational opportunities, this award-winning magazine, and every other service we provide to help make your jobs easier.

We know that planning works because we see successful townships do it all the time. You research your projects, gather community input, come up with options, figure out what it costs (and what you can afford), and you execute the plan. Your budget is the final step in the planning process because it officially documents the blueprint you will use for the coming year.

All successful organizations do it this way — churches, businesses, charities — you name it. Townships go even further and make “mini” plans inside their big plan. Your responsibilities for roads and bridges, for example, require a separate, year-round plan, from plowing snow to patching potholes and repaving.

You plan other things as well. For instance, land use planning helps you figure out how to blend spaces where people live, work, and play.

You plan for public safety because it is your responsibility and it makes sense to have safe communities. You design a plan for fire protection and should support it financially. You designate service areas for quick access/transport by emergency medical service providers. And you decide whether you want — or can afford — your own police department or if you are satisfied with minimal coverage from the State Police.

When bad things happen, your residents count on you to have prepared for it. Whether they experience a serious traffic accident, severe weather damage, or a fire, they expect that when they call 9-1-1, help will arrive.

Emergency response is a core function of local government. You not only have to plan for it, but you also need to practice it! Work with your first responders in drills and exercises. Consider participating in the statewide hazardous weather exercise on March 26 through your county emergency management agency.

It’s OK if people say how “lucky” everyone was after an emergency response. You and I well know that that “luck” came from planning. After all, your planning makes your community a great place to live, work, play, and raise a family. And that’s why township government works best!

DAVID M. SANKO
EXECUTIVE DIRECTOR
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A CHANGING FACE
How Townships CAN GET READY for an OLDER, MORE DIVERSE POPULATION

BY AMY BOBB / ASSISTANT EDITOR

THE FACE OF AMERICA IS CHANGING. It’s growing older and more diverse, a reality that can present both opportunities and challenges. Yet, by understanding and preparing for what these changes may bring, townships can position themselves for success and prosperity in the decades ahead.
Census 2020 may still be a year away, but that hasn’t delayed demographers from making estimates and projections about population trends that will affect the nation’s communities. And what they are forecasting is that America is becoming older and more diverse.

“\textbf{It comes down to \textbf{how much ownership} do you want to have in your community and \textbf{how much do you want to invest in its future.}}”

Baby boomers (\textit{those born between 1946 and 1964}) are hitting their golden years and living longer. Every day, an estimated 235 township residents in Pennsylvania turn 65, according to the Center for Rural Pennsylvania. By 2030, the U.S. Census Bureau projects that all boomers will be older than 65, when an estimated one in five Americans will be of retirement age.

As a large segment of the population ages, the number of deaths will rise, too, slowing the country’s natural growth. By 2035, older adults are projected to outnumber children for the first time in U.S. history. With fewer babies being born, immigration is on track to overtake natural increase (\textit{the excess of births over deaths}) as the primary driver of the nation’s population growth. (See below for a look at how the 2030s is shaping up to be a transformative decade for the United States.) In fact, by 2045, the Census Bureau projects that the United States will no longer have a single racial or ethnic majority, and by 2060, one in three Americans will be a race other than white.

At the same time, millennials (\textit{those born from 1981 to 1996}) are coming of age and are expected to surpass baby boomers in sheer numbers this year, according to the Pew Research Center. Technologically savvy, these young adults are entering the workforce, starting families, and influencing how we live, work, and shop. Millennials now comprise more than a third of the

\textbf{2030: A demographic turning point}

The 2030s will likely be a transformative decade for the nation’s population, according to the U.S. Census Bureau.

By the year 2030, all baby boomers will be older than 65, and one in every five Americans will be of retirement age.

As the population ages, the number of deaths is projected to rise substantially, slowing the country’s natural growth (\textit{the excess of births over deaths}).

By 2035, older adults will outnumber children for the first time in U.S. history.
U.S. labor force, and with roughly 44 percent identifying as a minority race or ethnic group, they are more diverse than the generations before them.

Meanwhile, in Pennsylvania, the population has been on the rise again after declining in 2016. Yet, growth remains small, and most of it is concentrated in the southeastern and southcentral counties with a few hot spots in other parts of the state. (See the box on Pennsylvania’s population trends on page 13.)

Adapting to trends

For townships striving to stay vibrant well into the 21st century, these trends are likely to create both challenges and opportunities in terms of economic development, housing, infrastructure, and the general welfare of citizens in the coming decades.

“It may take time before you notice some of these changes in your township,” acknowledges Tim Staub, a community planner who is also the assistant vice president of Herbert, Rowland, and Grubic’s York office.

Like it or not, he says, they are coming, and as the composition of the nation’s population evolves, every community will eventually feel the effects, whether it’s a loss of tax revenue as more residents retire or a decline in the number of young people who call townships home.

“It comes down to how much ownership do you want to have in your community and how much do you want to invest in its future,” Staub says. “Do you care if your community loses its senior population because you don’t have the housing they want? Do you want to provide the services that keep young families in your township?

“The success of your future lies in the choices you make and whether you decide these things are important,” he says.

Demographers cite three main reasons why populations change: people are born, die, and move into or out of an area.

“When it comes to demographics, there are gigantic forces at work that are hard to change,” Jonathan Johnson, senior policy analyst at the Center for Rural Pennsylvania, says. “Families make choices to have children or not, to move to a new area or not, and we don’t really have control over any of that.”

While there is no silver bullet to surviving the demographic changes facing our nation and state, townships can make a difference in how they respond to these population shifts.

“You can’t just throw up your hands and say you’re doomed,” Johnson says. “Instead, focus on improving your residents’ quality of life. If you provide reasons for people to stay or come to

By 2030, immigration will overtake natural increase as the primary driver of the nation’s population growth even as levels of migration are projected to remain relatively flat.

Beyond 2030, the U.S. population will continue to grow slowly, age considerably, and become more racially and ethnically diverse.

Although the rate of population growth is slowing, the nation will still grow by 78 million people in the next four decades. The population is expected to cross the 400-million mark in 2058.
your community, they will.”

With that in mind, let’s explore some key takeaways for embracing Pennsylvania’s changing demographics.

**Support aging in place**

Baby boomers pride themselves on being different. After all, they are the counterculture generation that embraced rock ‘n’ roll, rebelled against societal norms, and gave rise to the hippies, so why would retirement be any different?

Generally healthier and more vibrant than their parents and grandparents were, they are changing the norms of what it means to age. More are shunning traditional retirement facilities and preferring to remain in their homes so they can grow old in the communities where they have established roots and developed social networks.

“Just how well-positioned is your community to allow them to age in place?” Staub says.

For the past 20 to 30 years, the trend in development has been to segregate housing by type, rather than allow a mix of single-family homes, townhouses, apartments, and even commercial space in the same development. Likewise, local planning policies of the 1990s and 2000s have encouraged large-lot, single-family houses, rather than denser developments.

“But now aging residents no longer want to live in their large homes and are looking for options where they can downsize yet stay close to their neighborhoods,” Staub says. “They either want to downsize or age in place. How easy does your township make it for them to do this?”

Incorporating universal design elements, such as larger doorframes and lack of steps, in new construction standards and home modifications, for example, can help residents stay in their homes. Policies that permit multigenerational living, such as temporary or shared housing, allow homeowners to care for aging parents while their own children may still be at home.

“It’s becoming more common for three generations to live together,” Staub says. “Does your township accommodate this by allowing granny flats, in-law quarters, or portable tiny houses?”

He recommends adding flexibility to zoning and building codes by allowing greater density and streamlining approval.
Although Pennsylvania ranks fifth in the nation for total population, its growth has lagged behind that of much of the rest of the nation, including many of its neighboring states. While the U.S. population increase was 5.5 percent between 2000 and 2017, Pennsylvania’s population has remained largely stagnant with only a .8 percent increase.

Here are some other population trends for the Keystone State:

**Popularity of townships** — Since World War II, Pennsylvania has experienced a population shift as people have moved out of cities and boroughs and into surrounding townships. The latest demographic numbers reveal population increases in some cities and boroughs. However, townships remain the most popular in terms of population growth.

Between 2010 and 2017, townships gained 62.6 persons on average while boroughs lost 26.3 and cities 395.8. Today, roughly 56 percent of the state’s population lives in townships.

**Growth in the southeast** — While more than a third (553) of Pennsylvania’s townships have increased in population (compared to 22.7 percent of boroughs and 21 percent of cities) since 2010, most of that growth has occurred in urban and suburban areas of the state’s southeastern quadrant, with pockets of growth surrounding State College and Pittsburgh.

**An aging population** — As the median age continues to climb nationally, the state’s median of 40.7 years in 2017 exceeded that of the United States’ 38 years. Pennsylvania now has the seventh highest median age among states, surpassed only by Maine (44.7 years), New Hampshire (43.1), Vermont (42.9), West Virginia (42.5), Florida (42.1), and Connecticut (40.9). In Pennsylvania, Sullivan and Cameron counties had the highest median ages at 53.4 and 51.3 years, respectively. Centre County, at 32 years, and Philadelphia, at 34.4 years, had the lowest median ages.

From 2010 to 2017, the 55-and-older population rose by 14.2 percent. Persons age 20 to 34 (millennials) grew by 5.7 percent, while middle-age adults age 35 to 54 (gen-Xers) shrank by 10.4 percent and persons age 19 and younger (post-millennials) by 5.4 percent.

**Diversifying demographics** — Like the rest of the nation, Pennsylvania’s racial composition continues to shift. Between 2010 and 2017, the non-Hispanic white-alone population was the only racial or ethnic subpopulation to decrease (by 3.1 percent), while increases occurred in the non-Hispanic black or African-American (3.8 percent), Asian (28.9 percent), and Hispanic and Latino (30.7 percent) populations.

Across Pennsylvania, Lehigh County ranked highest in 2017 with 24.6 percent of its total population identifying as Hispanic or Latino, followed by Berks County at 21 percent.

From 2010 to 2017, the state’s white population decreased from 79.6 percent of the total population to 76.5 percent, while the Asian population increased from 2.8 to 3.5 percent and the Hispanic or Latino population climbed from 5.7 to 7.3 percent of the total population.

**Sources:** The U.S. Census Bureau, Pennsylvania State Data Center, and Center for Rural Pennsylvania.
CHANGING DEMOGRAPHICS

“Do you care if your community loses its senior population because you don’t have the housing they want? Do you want to provide the services that keep young families in your township?”

Older residents are seeking a place to grow old where they are not necessarily segregated by age. They want to be near safe places and parks and prefer to walk to them or maybe even ride their bikes.

Younger residents, too, are looking to live in mixed-use communities where they have ready access to restaurants, stores, and coffee shops. At the same time, millennials are starting families and seeking affordable housing options.

“Rising prices of single-family detached homes is impacting their ability to purchase or rent a home,” Staub says.

He cites a study by Better Homes and Gardens Real Estate showing that millennials prefer smaller houses with essentials over expensive luxury homes. Another trend, Staub says, is that people in their 20s and 30s, many of whom are burdened with student loan debt, are choosing to rent instead of own. Homeownership is projected to be at 60.8 percent by 2025, the lowest rate since the 1950s.

“The younger generation also appears more interested in having experiences, and they are willing to devote more money to that than housing,” he says.

With careful planning, townships can offer options for residents seeking walkability and affordable homes. Mixed-use developments that allow a variety of housing with a manufactured town center are becoming increasingly popular across the state.

“One- and two-acre lot sizes used to be the most sought after,” Staub says. “Now density is going up, and communities are seeing the need to provide more affordable housing for first-time buyers and those looking to downsize.”

Also, as the demand for walkable communities rises, townships can incorporate more sidewalks and provide connectivity between developments.

“Emphasize walkability in your township,” Staub says. “Are there sidewalks, and do you have nearby destinations, such as parks, libraries, coffee shops, restaurants, gyms, beauticians, and doctors’ offices, for people to walk to?”

The key is to push flexibility and allow for choices in zoning, housing, and development. Consider adopting policies that make it easier for contractors to build the types of homes and developments the market demands, he suggests.

“People will move out if you don’t have the housing and neighborhoods they are looking for,” he says. “Don’t zone your community into a population loss.”
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Embrace technology

You could say that technology and young adults have grown up together. Immersed in technology from an early age, millennials start and end the day with it. These so-called “tech natives” value being on the leading edge of trends, embrace “all things tech,” and fuel many of the technology-driven movements that are quickly becoming an accepted part of society (think Twitter, YouTube, and Uber).

Yet, older generations are becoming more tech-savvy, too. While 92 percent of millennials own smartphones, so too do 85 percent of generation Xers (those born between 1965 and 1980) and 67 percent of baby boomers, according to the Pew Research Center.

As technology has become a way of life, townships that want to attract and keep residents must embrace it, too. It can be as simple as providing Wi-Fi in the municipal building and other public spaces or developing a township presence on social media. Yet, more advanced technological trends, such as autonomous cars, the sharing economy, and e-commerce, will also help to shape communities over the next few decades.

“Change is coming, so it’s a good idea to think about what it might mean,” Staub says.

To get ready for changes in driving habits, for example, he recommends planning for a more balanced mix of transportation modes and accommodating all types of traffic, including pedestrians and cyclists. With sharing services like Uber and Airbnb already making their way into communities, townships would be well-served to figure out how to best accommodate them to keep and attract the younger generations driving this sharing-economy trend.

Likewise, as shopping on the Internet grows in popularity, townships should think about how e-commerce might affect the future of brick-and-mortar stores, the amount of delivery truck traffic to homes, and the need for bigger warehouses. To encourage other industries to grow, Staub suggests examining zoning ordinances to remove potential barriers to redevelopment and easing restrictions on mixed-use commercial and residential development to create the “downtown” experience that modern shoppers are seeking.

“Today, experiences are the name of the game in retail,” he says.

Access to high-speed Internet also ranks high for tech-savvy residents. While rural communities are still struggling with how to make this possible, townships should try to work with local providers as much as they can to expand access. The federal government estimates that more than 800,000 Pennsylvanians lack access to affordable broadband Internet, although the Center for Rural Pennsylvania believes that number is likely higher.

“The biggest thing we hear from our residents is they want faster and more powerful broadband,” Jerry Andree, manager of Cranberry Township, Butler County, says. “Internet access is very important so we are assertive with our providers and actively lobby for 5G technology.”

By streamlining its regulations, the township has approved dozens of distributed antenna systems (DAS) to increase wireless service. It also provides Wi-Fi in public spaces, including parks.
“Broadband service is critical to a community’s future,” he says.

Create a livable community

Affordable housing, mixed-used zoning, walkability, and access to technology are all components that help make a township more desirable. Ultimately, a livable community strives to create happier, healthier residents in all stages of life, and a good way to get started on this goal is with an expansive parks and recreation program.

“We are seeing an uptick in the past three or four years where communities are dusting off forgotten recreation areas and making improvements with a focus on following trends,” says Jim Feath, a landscape architect and assistant vice president of Herbert, Rowland, and Grubic’s Pittsburgh office.

Take pickleball, for example, a sport combining tennis, badminton, and ping-pong that is growing in popularity among baby boomers, especially in southern states. In response to a demand by its older population, Cranberry Township recently built a nearly half-million-dollar pickleball complex (around 65 percent of it was funded by the local pickleball association). The previously obscure sport is now catching on with families and younger residents, too.

Resources to help navigate demographic changes

• Demographic Turning Points for the United States: Population Projections for 2020 to 2060 (U.S. Census Bureau) — This document provides population estimates and projections for the nation into the next four decades. Trends examined in the report include increased aging, growing racial and ethnic pluralism, the rise of immigration, and the projected population size and growth. The report is available under “Publications” from the library homepage at census.gov. The Census Bureau website is a good resource for exploring other demographic trends occurring in the nation. To find census facts about your township, go to factfinder.census.gov.

• Pennsylvania Population on the Move: 2000-17 (College of Agricultural Sciences, Penn State University) — This report describes changes in the distribution of Pennsylvania’s population — largely toward the state’s southeastern quadrant — that the researchers say policymakers will have to address to promote and maintain statewide prosperity. The report’s findings show a significant contrast between southeastern Pennsylvania, which experienced mainly job growth from 2000 to 2017, and the rest of the state, with primarily job decline, a trend that suggests the existence of “two Pennsylvanias.”

The report is available on the Penn State Center for Economic and Community Development website, aese.psu.edu/research/centers/cecd, under “Spotlight.”

• Positioning Your Community for the Future: Policy Ideas to Help Local Governments Take Advantage of the Trends Shaping the Next Few Decades (Herbert, Rowland, and Grubic) — This guide examines some trends that may affect population, economic development, infrastructure, and the general welfare of residents in the coming decades. It is designed to provide clear, actionable steps that municipal officials can take now so as not to be left behind. The publication is divided into four areas: autonomous vehicles, the sharing economy, e-commerce, and housing.

The guide can be downloaded for free at hrg-inc.com/future-proof-your-community.

* * *

In addition to these reports, townships can find useful population data and trends about Pennsylvania from the Pennsylvania State Data Center at pasdc.hbg.psu.edu and the Center for Rural Pennsylvania at rural.palegislature.us (under the “Demographics” tab).

In Pennsylvania Population on the Move: 2000-17, an analysis of the state’s population distribution since 2000 shows that 19 counties, including all 15 designated as southeast, gained population during both the 2000-2010 and 2010-2017 business cycles, while 29 counties lost residents during both time periods. (Map: Penn State)
“Cranberry always has an eye on how it can improve facilities and adjust to meet user groups’ needs,” says Feath, who worked with the township on the pickleball complex and other projects. “You see it in their programming and in the physical use of their parks.”

He points to an extensive trail system, an ADA-accessible fishing pond, adult fitness stations, a skate park, a world-class disc golf course, and a waterpark as examples of how the growing community continues to evolve its park and recreational offerings to span all generations.

“Every community is competing for new residents, even if a community does not realize it,” manager Andree says. While many municipalities can provide for basics, such as sewer, water, roads, and maybe police, he says, it’s the additional features like parks, recreational programs, libraries, special events, and walkability that deliver quality of life.

In prioritizing walkability, for example, Cranberry has developed around 200 miles of sidewalks and trails, and the board of supervisors dedicates funds to build missing segments that expand connectivity. In addition, the supervisors support policies that provide a wide range of housing so that people can pick and choose where they want to live, including in at least three mixed-use developments with a town center.

With a median age below the state average, the township continually strives to stay youthful, Andree says, focusing much of its efforts on attracting young families while also accommodating an older generation moving to the township to be closer to their children and grandchildren.

Diversity is also on the rise, and Cranberry makes sure to put out the welcome mat.

“We strive to be welcoming and create a friendly environment to all new residents,” Andree says. “We fully understand that to be healthy and vibrant in the decades ahead, we need to be a culturally and ethnically diverse community.”

In addition to stressing diversity in its programs and initiatives, the township has created the Cranberry Area Diversity Network, which promotes diversity and sponsors multicultural events. Recently, the network held a public meeting on different religions of the world. The township also works with local companies to warmly welcome international customers and employees.

All together, these initiatives to create a livable community are working well. Cranberry Township has long been one of the fastest growing municipalities in the state and is on track to hit 50,000 residents by 2030, more than doubling its population since the 2000 census.

Smaller townships, too, can easily get in on the act of creating lively and desirable communities. To support the varied recreational and social needs of its residents, Findlay Township in Allegheny County, population 5,000, recently built two pickleball courts and opened a dog park. It also offers an extensive lineup
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of recreational programs for young and old alike and has begun hosting such unique activities as an annual farm-to-table dinner and monthly food truck outings in warmer months, both dining trends made popular by millennials.

**Take control of your destiny**

The bottom line is that people these days have a choice of how and where to live.

“If they love snow and prefer a rural atmosphere, they may move to northern Pennsylvania,” says Staub of Herbert, Rowland, and Grubic. “If they are seeking a downtown vibe, they may look at a city or a township with a mixed-use or village concept.”

Each community must decide how to position itself to market to the population it wants to keep or attract.

“If you don’t stay on top of the trends, your opportunity for relevancy and survival could be in jeopardy,” he says. “If you don’t diversify your housing stock, for example, you may have more vacancies, which could lead to reduced housing values, more chance for crime, fewer opportunities for economic development, and ultimately less tax income.”

Be proactive and take control of your community’s destiny, he says. “If not, you’ll be at the whim of the market.”

Start by finding out who your residents are and what they want.

“Get a feel for historic and projected population trends and whether you’re aging or becoming younger,” Feath of HRG says.

Planners advise gathering data and resources and reaching out to residents. Survey all age groups to find out what the community of the future should look like. Then examine your ordinances, policies, and programs to see how you can accommodate these needs and desires.

Dover Township in York County is in the middle of updating its joint com-
Profile of a Rural Township Supervisor

The Center for Rural Pennsylvania last year polled elected officials from communities with populations under 2,500 to obtain an in-depth look at who is governing Pennsylvania’s 863 smaller townships and 640 smaller boroughs. The center conducted similar surveys in 2005 and 1999.

The center mailed surveys randomly to half of the 2,634 township supervisors representing populations under 2,500. Of the 1,316 surveys sent, 527 were returned, providing a 40 percent response rate (with a margin of error of 3.31). From these results, the following picture emerges of a rural township supervisor:

• The average supervisor is aging. In 2018, the mean age of the survey respondents was 62.8 compared to 58.4 in 2005 and 55.6 in 1999.
• More women are becoming township supervisors. Last year’s results reveal 10 percent of respondents were female, up from 6 percent in 2005 and 7 percent in 1999.
• Nearly all township supervisors in rural communities are white. In 2018, 99 percent of the respondents identified as white compared to 100 percent in 2005. (The question was not included in the 1999 survey.)
• Fewer township supervisors come from a military background. In 2018, 26 percent of respondents indicated they have served in the U.S. Armed Forces, military reserves, or National Guard, down from 33 percent in 2005. (The question was not included in the 1999 survey.)
• Rural township supervisors continue to be slightly more educated with 25 percent of respondents completing an associate’s, bachelor’s, or post-graduate degree (compared to 22 percent in 2005 and 16 percent in 1999). The percentage of officials with a high school diploma or GED as their highest level of education remained steady from 2005 to 2018 at 43 percent. (In 1999, that number was 49 percent.)
• Continuing education is a priority with 67 percent of respondents indicating they attended at least one municipal training course over the past two years. (Ten percent have attended five or more.)
• Nearly three-fourths (74 percent) of township supervisors have lived in their rural community 30 or more years, and the average elected official has served 11.8 years (up from 10.8 in 2005 and 10 in 1999).
• Around a third (33 percent) of elected officials report being retired (compared to 29 percent in 2005 and 25 percent in 1999). A rising number of rural supervisors are employed in management or professional occupations (19 percent in 2018 compared to 15 percent in 2005) or as a contractor or self-employed (7 percent compared to 5) while fewer work in jobs identified as technical or trade (7 percent compared to 11 in 2005), sales or clerical (6 percent compared to 9), or assembly, service, maintenance, or transportation (27 percent, down from 30 percent in 2005).
• Nearly all (98 percent) rural officials own their residence, and 87 percent can access the Internet from home. Only 13 percent of respondents report having children under the age of 18 living in their households.
• Volunteerism remains high among rural elected officials, although it has been steadily declining over the past two decades (65 percent in 2018, down from 71 percent in 2005 and 72 percent in 1999). Fewer officials volunteer with their fire or EMS providers (27 percent, down from 34 percent in 2005 and 38 percent in 1999), youth groups such as Scouts or 4-H (10 percent, down from 15 percent in 2005), and youth sports teams and clubs (12 percent, down from 16 percent in 2005).

However, the percentage of officials who volunteer in social or civic organizations, such as the Rotary or Lions, has held steady at 29 percent from 2005 to 2018 after declining 10 percentage points from 1999. Likewise, volunteering with a church or religious group (52 percent in 2018 and 54 percent in 2005) or a school organization or activity (12 percent in 2018 and 14 percent in 2005) remains relatively consistent.

• Fewer candidates are running for township supervisor in rural communities. In 2018, 46 percent of respondents reported competition in their election compared to 57 percent in 2005 and 60 percent in 1999. In last year’s survey, 64 percent of officials indicated that they would seek office again, down slightly from 67 percent in 2005 and 68 percent in 1999.

The survey results also revealed the following information about townships with populations under 2,500:
— More rural communities are hiring a manager (12 percent, compared to 7 percent in 2005 and 5 percent in 1999).
— The number of full-time employees has grown slightly (from an average of 2.6 in 2005 to 2.8 in 2018), and rural communities with five or more full-time workers has risen from 9 percent in 2005 to 13 in 2018.
— Around 90 percent of rural supervisors report holding just one regularly scheduled meeting a month while approximately 9 percent hold two.
— The top-three most important local issues identified by 2018 survey respondents are street and highway maintenance (87 percent), taxes and spending (59 percent), and financial viability (32 percent). Public safety has increased in importance (coming in at number four with 27 percent compared to 16 percent in 2005), while land use and growth management has fallen as an important issue (dropping to number five with 20 percent from its number-three spot in 2005 at 39 percent).
prehensive plan with neighboring Dover Borough. As part of the process, it is reaching out to residents with the hope of developing a meaningful, relevant, and effective plan of action.

“We recognize that the more we can get the public involved, the better able we will be to develop traction and get things in the plan done,” manager Laurel Oswalt says. “We don’t want a plan that just sits on the shelf.”

But getting people to come to public meetings can be challenging, admits Staub, who serves as the consultant on the comprehensive plan update.

“Public meetings are becoming a dinosaur,” he says. “People won’t go unless it’s something they are passionate about.”

This reality is why he suggested that Dover Township take the meetings to the people and seek input from developers, homeowner associations, athletic groups, businesses, emergency service providers, and nonprofits. In the process, the township has gleaned a better understanding of the makeup of its population and what residents want.

“We are a rural but growing community,” Oswalt says. “We have 21,000 people, as of the 2010 census, and growing, yet we still maintain a small-town feel. Some people like the quiet, rural nature, while others bring up a lack of streetlights as an issue.”

From these conversations, some patterns have emerged, including the need for a more diverse housing stock to accommodate growing families and older residents looking to downsize. Residents would also like to see more walkability between developments and parks and possibly an expansion of restaurants, shops, and other services with connectivity, too.

The information gathered from these groups now provides a starting point for more discussion with the public so that goals can be prioritized and adopted into a final plan for action.

Sometimes, it takes a controversy to stir up the passions of residents and get them involved. That’s what happened in Uwchlan Township, Chester County, when the contentious Sunoco pipeline came to town.

“Thanks to the pipeline issue, we have active community members who show up at meetings,” says Kim Doan, who became a supervisor last year alongside two other new supervisors.

“As a new board, we have seized on this, and rather than just looking at the old guard and traditions of the past, have invited participation by these residents and young families.”

At the suggestion of newly involved community members, for example, the township has created an environmental advisory committee and begun to explore various ideas, such as a ban on plastic bags and straws.

Doan, who is an associate professor at West Chester University, believes that if townships are to survive and succeed in the future, they must learn to adapt to the needs and wants of their changing population.

“The only thing that is constant is change,” she says. “You can’t expect a township to look like it did 20 or 30 years ago.”

To prepare for a future where baby boomers are aging, millennial families are growing, and the ethnic population is increasing, Uwchlan is gearing up to develop a comprehensive plan that will deliver a community vision for the next 10 years.

“We don’t always know what comes next, but it’s important to be open to it and prepare for it,” she says.

Andree of Cranberry Township agrees: “If you don’t adapt, you will fall behind.”

More than two decades ago, he says, his supervisors made a commitment to become a world-class community. They set out to create a vibrant community where people would love to live and companies would want to locate.

“If you can do that, the rest takes care of itself,” Andree says.

Any community can do it, he says. “You just have to work together, find a shared vision, and make it happen.”

“We fully understand that to be healthy and vibrant in the decades ahead, we need to be a culturally and ethnically diverse community.”
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THE ROAD TO THE 2020 CENSUS

Townships Benefit from Helping to Ensure an Accurate Census Count

With about 12 months remaining until the 2020 Census kicks into high gear, townships can do their part to ensure an accurate count. With political clout plus millions of dollars of population-based funding at stake, township supervisors can help by encouraging all residents to participate in this decennial ritual.

BY AMY BOBB / ASSISTANT EDITOR

What takes place just once every 10 years, yet its effects will be felt over the next decade? It’s the census, a massive undertaking mandated by the U.S. Constitution to count every man, woman, and child in America.

Census Day arrives April 1, 2020, and until that time, townships should be gearing up and doing all they can to promote and ensure an accurate count.

The census stakes are high; political power and federal and state dollars hang in the balance.

Consider that the mandatory national headcount will determine how many seats each state gets in the U.S. House of Representatives (a total of 435 seats are up for grabs) and how many Electoral College ballots it will receive for electing a president (each state is allocated votes equal to the number of congressional members). Over the decades, Pennsylvania has watched its political clout sliced in half from a peak of 36 seats from 1913 to 1933 to the current 18 after the 2010 census. According to the State Data Center, the commonwealth is on track to lose at least one more seat in 2020.

The data collected from the census also drives how money for various federal and state programs and grants is distributed to local governments. Federal funds, grants, and support to Pennsylvania and its communities are based on population totals and breakdowns by sex, age, race, and other factors. Pennsylvania receives nearly

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$26.8 billion — or more than $2,000 per citizen — in federal funding toward such critical programs as Medicaid and Medicare, as well as grants for education and highway construction.

The commonwealth, too, relies heavily on census data to allocate money for local improvements, services, and projects, including liquid fuels reimbursement, firemen’s relief funds, community development block grants, Act 13 funds, and recycling grants.

Finally, communities look to the socioeconomic information obtained from the census to provide insight into who we are, where we live, and how we are changing.

**An accurate database**

With so much riding on the census, township officials will want to do their part to ensure an accurate count. Basically, it boils down to one directive: get everyone counted in 2020.

“Obtaining a good count will go a long way over the next 10 to 20 years,” says Sue Copella, director of the Pennsylvania State Data Center, which serves as the state’s liaison for census-related material.

Because population estimates used to distribute money and make community decisions have their roots in the decennial census, she says, an undercount will shortchange municipalities not just in 2020, but for the next decade.

Furthermore, once a count is over, it’s difficult to challenge and add numbers,

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**Census Timeline**

- **2019**
  - NOW Communities establish Complete Count Committees

- **2020**
  - JANUARY Census Bureau sends census materials
  - AUGUST Census Bureau begins address canvassing
  - APRIL Census Bureau begins follow-up phone calls and visits
  - JULY Census Bureau begins mailing census materials
  - AUGUST Census Bureau begins mailing census materials
  - OCTOBER Census Bureau delivers apportionment counts to the president

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Maximize your **grant and funding opportunities** by helping to ensure an **accurate 2020 Census count**.

**THE STAKES ARE HIGH:** The mandatory nationwide count determines how many seats each state gets in the U.S. House of Representatives, as well as how federal and state dollars are distributed to communities.

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What’s new for the 2020 Census?

One of the biggest changes for the 2020 Census will be expanding the ways that people can respond to the census, including, for the first time, via the Internet.

Although census forms will still be mailed to every residence in the United States, respondents will have three methods for responding to the questionnaire: returning the paper copy, accessing the form online, or calling the Census Bureau.

With participation in the census nationwide holding steady at a 74 to 75 percent response rate since 1990, the Census Bureau is hopeful that providing more options for returning the survey will result in a higher percentage return upfront, which, in turn, will help to reduce the need for door-to-door census takers later.

The census form will once again be short, consisting of about 10 questions that should take about 10 minutes to complete, and the goal remains the same: count everyone once and only once and in the right place.

The census aims to record a “snapshot in time” so people should fill out the form based on where they live and sleep most of the time.

Pennsylvania Abstract

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The road to the 2020 Census

so township officials should do what they can now to ensure accuracy and thoroughness. Before the Census Bureau can start counting the population, though, it must know where to count.

An accurate census begins with a good address list for sending out the questionnaire. Last year, a record number of municipalities nationwide participated in the Local Update of Census Addresses (LUCA), an initiative of the U.S. Census Bureau to work with local governments in creating an accurate and up-to-date address database. Townships had the opportunity to review the bureau’s address list and maps and provide input on local changes that were not reflected in the materials.

The effort to obtain an accurate database continues this spring when the State Data Center will seek parcel, building, and 911 statistics from counties and develop a housing count for the Census Bureau to compare against its master address file. Then in August, the bureau will use the most current list to begin address canvassing, both with boots on the ground and, for the first time, through a geographic database, to verify and update addresses.

Townships are urged to continue sending their most up-to-date information on parcels and building permits to their county planning office and the state Department of Community and Economic Development, Copella notes. Special attention should be paid to such areas of concern as new construction, single-family homes that have been converted to multi-family housing, commercial property that has switched to residential, and group quarters, such as college dorms, assisted living facilities, and correctional institutions.

“We want to make sure that we are not missing anything like a new development, a nursing home, or a building that has been converted into 10 apartments,” she says.

A complete count

With more than 135 million addresses nationwide, the Census Bureau acknowledges that its goal to count everyone once, only once, and in the right place is a monumental task that relies on help from local governments. In addition to providing accurate address information, townships also play an important role in promoting the census, identifying where hard-to-reach populations live,
and encouraging residents’ participation.

Starting this summer or fall, townships should advertise Census Day 2020 in their newsletter, on their website, and in social media platforms and display and distribute census materials in the township building and at community events. (The U.S. Census Bureau has useful tools and materials on its website, census.gov, under “Information for Partners.”) Local officials are urged to emphasize the importance of a complete count during discussions at public meetings and when talking to the local media or residents.

Also, become familiar with the census timeline (see the graphic on page 25) and spread the word that for the first time, people will be able to fill out their census online. A postcard with directions on how to do this will be sent to every household in March 2020. The analysis of the survey revealed five barriers that might prevent people from participating in the census: concerns about data privacy and confidentiality, fear of repercussions, distrust in all levels of government, feeling that it doesn’t matter if you are counted, and belief that completing the census might not benefit you personally. While funding for public services was a top motivator across groups, less than half of respondents knew that the census is used to determine community funding.
census form itself will also be mailed for anyone who prefers to respond on paper. In addition, townships can provide space in the municipal building for census employees to work and can help recruit census workers who are familiar with the community.

Census officials also recommend that local governments form or participate in Complete Count Committees that help to provide census outreach, education, and awareness in a community. These local committees should be comprised of a diverse group of community members, including those representing government, business, education, media, churches, and service agencies who can help spread the word about the census.

Failing to respond to the census is often attributed to language, literacy, isolation, and cultural barriers, as well as a mistrust of government. To encourage participation, it helps to engage local folks who are trusted leaders of various populations in the community, Lynne Newman, a partnership coordinator in the U.S. Census Bureau’s Philadelphia regional office, says. “We have found that it is particularly helpful if the message comes from someone local that the people know and identify with,” she says. “They need to trust the messenger, so it’s so important that census ambassadors be people the public knows and trusts.”

For more information, go to census.gov and look for “2020 Census” under the Surveys/Programs tab. More details about Complete Count Committees can be found on the 2020 Census homepage.

A successful census depends on community involvement. A Complete Count Committee is a volunteer committee established by local governments and community leaders to increase awareness of and participation in the 2020 Census.

Following are some strategies and projects for a Complete Count Committee to consider:

- Develop a list of barriers, groups, or concerns that affect the census in your area and explore ways to address these issues. Some examples include recent immigrants, non-English-speaking groups, high-crime areas, and gated neighborhoods.
- Develop a strategy for dispelling myths and alleviating fears about the privacy and confidentiality of census data.
- Take a grassroots approach by working with community-based groups that have direct contact with households that may be hard to count.
- Create promotional materials and products customized for your area and include them in water, sewage, and property tax bills and other township-related correspondence. Hang census banners, posters, and other signs in busy public locations.
- Implement special events, such as a Census Day “Be Counted” parade or festival. Sponsor a census booth at local fairs, carnivals, festivals, and cultural celebrations.
- Use social media, newsletters, and websites to build awareness of the census and its benefits. Explain how your township has benefited from population-based funds and grants.
- Have census information available during voter registration drives and on Election Day. Explain how important a complete count is to Pennsylvania’s congressional representation in Washington.
- Find ways to involve township staff in promoting the census.
- Place public service announcements in local media to encourage households to respond and cooperate with census takers.

“We have found that it is particularly helpful if the message comes from someone local that the people know and identify with.”
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Herrick Twp. Municipal Building, Susquehanna Co.
July 31, 2018

Gibson Twp. Municipal Building, Susquehanna Co.
January 2, 2019

Photo courtesy of Trent Turner

Photo courtesy of Brad Marcho

Photo courtesy of Trent Turner
Neighboring Townships Lose Buildings, Equipment in Fires Five Months Apart

This is the tale of Gibson and Herrick Townships, neighboring municipalities in Susquehanna County that lost nearly everything — their office buildings, trucks, tools, and years of records — in gut-wrenching fires.

BY JILL ERCOLINO / MANAGING EDITOR

Five months and six miles separated the fires that swept in and robbed Gibson and Herrick Townships, neighboring communities in Susquehanna County, of nearly everything.

Their offices, meeting spaces, and garages. Gone.

Heavy equipment, including new trucks that hadn’t even been used. Gone.

Documents and tools collected over decades. Gone.

The blazes, which investigators say don’t appear to be related or suspicious, burned up years of hard work in a matter of minutes. It was tough to see it all go, Gibson Township supervisor Brad Marcho says, but nothing compares to something else he witnessed.

As fast, massive flames engulfed the township building this past January, Marcho’s eyes were on a fellow supervisor, 89-year-old Lenny Bartkus, who has served the community for 52 years.

Bartkus was instrumental in constructing the building in the late 1960s, and it was the first and only office the township ever had.

“Watching him watch that building burn down...now, that was rough,” Marcho says. “It broke him a little, I think.”

‘It was our center for 36 years’

That’s the thing about township buildings in rural Pennsylvania: They’re not a luxury, and they’re certainly not taken for granted.

Local leaders, employees, and residents make many sacrifices to simply have a no-frills structure with enough space for meetings, an office

Herrick Township’s headline-grabbing fire was so intense that the official cause will never be known, says Supervisor Nancy Harvatine, shown at right talking to a reporter. (All Herrick Twp. photos courtesy of Harvatine.)
or two, and storage for equipment and tools. Because of this, the buildings are much more than a stack of wood, bricks, and concrete. They’re a symbol of accomplishment, a place where locals gather to make decisions, cast ballots, and work together to better their little corner of the world.

“Before the township building was built in 1982, the equipment was kept outside and in an old creamery that the township bought,” Herrick Township supervisor and secretary Nancy Harvatine says. “Meetings were held in the old Herrick School, where heat was minimal. I remember attending my first meeting in December 1982 and dressing like I was going skiing. I had been warned that it would be cold.

“So, to be able to move into a new building with a meeting room, heated bay for truck repair, and open area for equipment was a big deal,” she adds. “It was our center for 36 years.”

Now, all that remains after the fire last July is a concrete slab where the building once stood. Harvatine was at home when she got the call.

“It was another supervisor, and he was telling me the building was fully engulfed,” she says, adding that it took a minute for his words to sink in. “Oh my God, I thought, that means the building is on fire.”

“So, to be able to move into a new building with a meeting room, heated bay for truck repair, and open area for equipment was a big deal,” she adds. “It was our center for 36 years.”

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“It was another supervisor, and he was telling me the building was fully engulfed,” she says, adding that it took a minute for his words to sink in. “Oh my God, I thought, that means the building is on fire.”

“When we pulled up, it was one big inferno,” says Mike Nebzydoski, chief of Pleasant Mount Emergency Services and a supervisor for Mount Pleasant Township, Wayne County. The volunteer fire company was one of about 12 to respond, and while Nebzydoski suspects faulty equipment sparked the blaze, no one will ever know with certainty. The fire was so intense it burned away clues to the cause, which officially is “undetermined.”

“Within a half hour,” Harvatine says, “our building and everything in it was gone.”

The supervisor remembers the thick, black smoke that blanketed the scene. She also remembers her defeated colleagues, who tried but couldn’t save the township’s trucks, backhoe, roller, and excavator, which were stored in the garage. The keys, they realized, were in a desk drawer in the burning building.

Nebzydoski says firefighters felt helpless, too. “There wasn’t much any of us could do,” the chief says, “because the building was so involved.”

“It was like déjà vu”

Not everything was lost, though. Herrick Township’s records, which are stored at Harvatine’s home, two plow trucks, and a grader survived, and no one was injured. As the cleanup began, no one knew then that five months later, an eerily similar fire would gut a second municipal building in Susquehanna County, this time in neighboring Gibson Township, just six miles away.

“It was like déjà vu,” Harvatine says. “It was like déjà vu,” Harvatine says. But for supervisor Lenny Bartkus, January 2 was like any other day at the Gibson Township municipal building. The employees wrapped up work around noon and left to do other things while he straggled behind, checking each room, turning off lights, and locking doors before taking the six-mile drive to his house.

“I no sooner got home,” Bartkus says, “and they called to tell me the township building was on fire. It was that fast.”

When the supervisor returned to the township’s property, the one-story building that he nurtured from the ground up five decades ago was a “ball of fire” and first responders were everywhere.

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Experts offer advice to help you avoid and survive a ‘total loss’

Mike Nebzydoski wants to avoid what happened in Gibson and Herrick Townships, two Susquehanna County townships that lost their buildings and most of their equipment in recent fires.

Nebzydoski responded to both scenes as the chief of Pleasant Mount Emergency Services, but it’s his role as a supervisor for Mount Pleasant Township in Wayne County that really got him thinking.

“If we lost everything,” he says, “that would be devastating. Our township is one of the oldest in the county...we have records dating back to the 1800s. Those can’t be replaced.

“I’ve always been mindful,” he adds, “but I’m more mindful now than I’ve ever been.”

Trent Turner, chief of the Clifford Township Volunteer Fire Company, which covers Gibson Township, agrees that fire preparation and prevention shouldn’t be put on the back burner, especially in municipalities where the offices pre-date modern building codes.

At the most basic level, he says, township officials should regularly check and service their smoke alarms and electrical and heating systems.

“It’s just a matter of using good common sense,” Turner says, adding that approaches will vary depending on a municipality’s size and budget.

Since their fire, Herrick Township officials are storing extra equipment keys off site and including a fire-proof file room in their new municipal building. In Mount Pleasant Township, Nebzydoski is encouraging the purchase of more fire-proof cabinets for their records. He’s also emphasizing safety in the garage, where crews maintain and store the community’s heavy equipment.

More than anything else, though, townships should not cut corners on their property insurance, says Rick Mathews, assistant risk manager for MRM.

“Eighty-five percent of municipalities in Pennsylvania are underinsured,” he says, noting that townships should regularly inventory the contents of their buildings, review their current deductibles and policies — do they cover theft, “inland machinery,” and “all perils”? — and carry enough insurance to cover disaster-related losses, such as floods and fires.

“Look, you can’t always prevent a disaster,” Mathews says, “but you can lessen the impact. The right insurance and the right strategies will go a long way.”

“Holy smokes,’ I said. There was just no explaining it,” he says. “I’m just thankful that no one was in that building, though.”

Much like their neighbors, Gibson Township lost nearly everything, including a 20-ton trailer, a new tractor, three dump trucks, a large collection of tools amassed over decades, and the office computer. Officials managed to recover two fire safes, which held records from the past year and their minute books. Many other documents, however, including a notebook where Bartkus had been jotting down details about township purchases and meetings for 30-plus years, were lost.

“I’d give $100 just to have that book back,” he says wistfully. “You know, you never think these things are going to happen to you, and you never know what it’s like until you go through it. Well, I went through hell, and I don’t wish it on anyone.”

At press time, officials were still investigating the cause but don’t believe the fire was suspicious.

**Recovering and rebuilding**

Since the fires, Gibson and Herrick Townships have been doing what communities do when they lose everything: piecing together inventories of what they lost for insurance claims, meeting with adjusters, and trying to get back to a normal routine.

They’re also planning to rebuild. Both, in fact, have been reviewing drawings and hope to break ground for their new buildings by spring.

In the meantime, the supervisors and employees are working out of temporary buildings and getting by with a little help from their friends, including neighboring townships that have offered equipment and meeting spaces.

“Townships are like churches and fire companies,” Gibson Township supervisor Brad Marcho says. “Everyone comes together and does what they can for each other. Because of that, we’re moving forward, and it’s a good feeling.”

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Contrary to popular belief, not all community libraries are on their way out in this digital age. They do need help, however, as rising costs and slashed state funding make it difficult to cover expenses. Township support for libraries is more important than ever, whether through financial or in-kind contributions, services, or just plain space.

BY BRENDA WILT / ASSISTANT EDITOR
The Wilcox Public Library in Jones Township, Elk County, had to find a new home. It had already outgrown two: a dilapidated former drugstore and an old refurbished bank.

“The library was all volunteer until 2001, when it became part of the state library system,” Jones Township supervisor Laurie Storrar says.

And by the late 2000s, the library needed to move again. The Wilcox Area Development Corporation worked with the township and the library to purchase its original location, the old drugstore, which had gone into foreclosure. Multiple grants and donations enabled the building to be restored, and it reopened in 2009, boasting original shelving and a pharmacy counter from the defunct drugstore, plus an old hotel’s candy case, which separates the children’s area from the book shelves.

In addition to helping the library secure its new home, Jones Township supports it through a dedicated tax of 0.4 mills, Storrar says, which was approved by voter referendum in 2006. Last year, the township also gave the library $10,000 from its Act 13 impact fee funding.

“The millage and what money the library gets from the state library system don’t add up to much,” Storrar says.

To help meet operating costs, the library sends out an annual donation letter to residents and participates in an annual Cash Bash for nonprofit organizations, which generates about $1,500 for the library. Funding always remains a struggle, though.

Wilcox Public Library is not alone. Public libraries in general are struggling, in part because state funding has been flatlined for about 10 years, says Christi Buker, executive director of the Pennsylvania Library Association. State funding represents about 16 percent of libraries’ income, and county and municipal funding make up the rest. Municipalities can’t always give as much as libraries need, though.

“Expenses never stop increasing, however, and libraries don’t want to compromise the services they provide to patrons and the community,” Buker says. “More and more are talking about having to close or explore other means of funding.”

Many townships offer financial support to their local library, whether through a dedicated tax millage, an annual donation, or other means. Others have found different ways to offer support, such as providing space and sharing services, including maintenance and communications and marketing.

All kinds of support are welcome, Buker says, and by helping their libraries, townships are also helping themselves. Strong libraries make strong communities, she says, and if townships and libraries work together toward that goal, it’s a win-win.

Funding is biggest challenge

Funding for public libraries in Pennsylvania is at an all-time low. The commonwealth used to rank in the top five states for public library funding — now it ranks 49th, says Cathi Alloway, library director for the Schlow Centre Region Library in State College.

“Funding is always a library’s biggest challenge,” she says.

Townships do what they can to help. Some, like Jones Township, levy a dedicated library tax or allocate a percentage of property tax revenue to support these community resources.

Rye Township in Perry County supports the library in neighboring Marysville Borough by giving .01 mills of its .9-mill property tax to the organization in quarterly distributions, secretary-treasurer Daisy Lightner says. The township also makes an annual donation. The combined total in 2018 was about $3,560, or roughly $1.50 per capita.

At the other end of the spectrum, Cranberry Township in Butler County has a 1 mill dedicated library tax, which generates about $425,000 per year and covers the library’s operational expenses.

“The library is extremely important to the community and fits into the board of supervisors’ commitment to a sustainable, healthy community,” manager Jerry Andree says.

A dedicated library tax can be a hard sell, though, both to the public and township officials. Voters in Oley Township, Berks County, approved a
referendum last November that will levy a tax of .09 mills to fund the Oley Valley Community Library. The tax will equate to $5 per capita, which will allow the library to achieve state recognition, making it eligible for state aid and grants.

Two of the township supervisors had misgivings about further burdening property owners, according to the Reading Eagle. Supervisor James Coker told the paper that he was disappointed with the 2:1 vote in favor of the tax. “I still feel a property tax to fund the library as well as schools is unfair,” he said. “I think the voters failed to realize that this tax does not go away and as usual with property assessments, is likely to go up.”

The library, begun as a community initiative in 2011, was previously run as a nonprofit supported by donations, including the township’s annual $1,500 contribution. A similar ballot measure failed by 19 votes in 2014.

Voters in Jones Township, Elk County, also voted down a dedicated tax when it first appeared on the ballot, supervisor Laurie Storrar says. “People just saw that their taxes were going up,” she says. “We really promoted the library’s value the second time, and the referendum passed.”

There are other ways for townships to support a library financially. Clifton Township in Lackawanna County, for example, helped its local library by participating in an eight-year capital campaign. The township has paid seven of its eight $3,000-a-year obligations, secretary Donna Stefanski says. After its final payment, the township will continue to support the library in other ways, she says.

Many townships support their local library with an annual donation. During research for this article, the News heard from many townships about their contributions. Amounts ranged from $200 a year to close to $20,000 a year. The per capita rate ranged from a low of 13 cents to a little more than $5.

Worcester Township in Montgomery County, for example, will donate $6,950 to its local library in 2019, manager Tommy Ryan says. That equates to about 60 cents per capita.

“We’ve increased our contribution by 5 percent in each of the last three years,” Ryan says. “We believe it’s important to provide increased support for this valuable community resource given the cuts to state funding in recent years.”

Pine Creek Township in Jefferson County also decided to increase its annual library contribution. “We have donated $750 annually to
the library for the past 17-plus years,”
secretary-treasurer Tina Bernarduci says.

After speaking to the county library
representative last year, who told the
township that the state matches what-
ever the library receives from local gov-
ernments, the township increased its
donation to $1,000.

In Washington County, Robinson
Township supports the public library in
a neighboring borough with an annual
$10,000 donation, which works out to
about $5.18 per capita.

“We believe very strongly in the
library’s value,” manager Crystal Brown
says. “Our library has a fantastic direc-
tor, who keeps her programs relevant
and supportive of the community.”

More is needed

As helpful and appreciated as these
tax levies and annual donations are,
the income is simply not sustainable
for many public libraries, Alloway says.
When the state cut library aid during
the Great Recession, Schlow Centre
Region Library lost about $200,000
a year. That put more burden on the
municipalities that the library serves to
provide financial support.

“We were always dependent on
heavy state aid,” Alloway says. “When
that disappeared, we had to come up
with a different formula.”

Fortunately, the six municipali-
ties that make up the Centre Region
Council of Governments — State Col-
lege Borough and College, Ferguson,
Halfmoon, Harris, and Patton townships
— stepped up to the plate. The library
calls itself an agency of the COG, and
each of the municipalities contributes
an amount based on the percentage of
checkouts, or circulation, by its residents.

“The advantage of six municipalities
banding together to fund the library
makes my life as library director much
easier and provides reliable and predict-
able funding,” Alloway says. “Instead
of making numerous budget requests to
multiple municipalities, I do it once to
the COG.

“We use a three-year average of
each municipality’s checkouts to
avoid any dramatic swings in a given
year,” she adds. “This year, Schlow
has a $2.4 million operating budget,
with $1.5 million coming from the six
municipalities.”

Harris Township, for example, will
contribute $111,333 this year, manager
Amy Farkas says.

“The library is a jewel in the Centre

“When you ensure that a library has a guaranteed
level of income, you get a high-quality result, and
the bigger and better the library, the more it gets used.”
A study commissioned by the state Department of Education’s Office of Commonwealth Libraries, in collaboration with the Pennsylvania Library Association, determined the economic benefit of the commonwealth’s public libraries. The study revealed:

• Libraries provide a return on investment of $5.50 in benefits for every $1 of tax support.
• If public libraries did not exist, the economic loss would be $1.34 billion a year.
• Of 9.1 million adults in Pennsylvania, 51.6 percent visited a public library in a year’s time and 13.2 percent connected with one online.
• Public libraries reported 40.8 million in-person visits in the year preceding the study.

**Money isn’t everything**

Money isn’t the only kind of support townships can offer to local libraries, however. Genesee Township in Potter County owns the building that houses the library and charges no rent or property tax assessment, secretary-treasurer Kristine Smith says.

“We also provide insurance coverage for the building and pick up the garbage at no charge,” she says.

In addition to donating 8 percent of its real estate tax revenue to the library, the township also helps with maintenance and repairs, such as installing a new sump pump when the basement flooded last year and clearing snow. When Smith orders supplies for the township office, she donates any free items she receives to the auctions that the library and fire department hold as fundraisers. The township also allows the library to hold numerous events throughout the year at the township park free of charge.

“I happen to be a member of the library board,” Smith says, “so I communicate with the board of supervisors monthly about upcoming events, meetings, and fundraisers the library is hosting.”

Smith also posts library events on the township’s Facebook page.

Worcester Township in Montgomery County includes articles from the local library in its quarterly newsletter and allows the bookmobile to park in the municipal building’s lot, manager Tommy Ryan says.

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ship not only gives an annual $10,000 donation to the library in a neighboring borough but also allows the library to use the township meeting room once a month.

“It holds a story time for preschool children who normally wouldn’t or couldn’t get to the library,” supervisor Steve Clark says.

Robinson Township’s Crystal Brown says the township supports the library in many ways beyond its annual donation.

“Our personnel have done brick-and-mortar-type repairs to the building,” she says, “and we’ve written letters of support for the library’s grant applications. We also share their activities on our Facebook page and in the township newsletter and post their flyers on our bulletin board.”

Cranberry Township in Butler County houses the community library in its municipal complex and works closely with the library board to achieve mutual goals, manager Jerry Andree says.

“The board of supervisors is absolutely committed to the library,” he says, “which is very important to the community’s vitality. The birth rate is declining, and we are all competing for the same residents. We want to create an environment that makes people want to live here.”

It appears to be working. The library is open seven days a week, and the computer lab is often standing room only, Andree says.

“It’s a hopping place,” he says. “People are lined up in the morning waiting to get in. Visitors from out of the area say all the time, ‘I wish my community had a library like this.”

The township’s newest collaboration with the library is the creation of Cranberry Township in Butler County has a popular and well-used library that offers much more than just books, including programs such as a children’s computer lab. This year, the library, which is housed in the municipal complex, will add a maker-space, an interactive, hands-on area where users of all ages can indulge their creativity and imagination. (Photos courtesy of Cranberry Township.)
a makerspace, which is somewhat like a small workshop outfitted with tools ranging from low to high tech. Makerspaces are cropping up in schools and other places, where they allow people to come together to share creativity, collaboration, and experimentation.

The library’s makerspace is the 2019 Project of the Year for the Cranberry Township Community Chest (CTCC), which supports the municipality’s volunteer and nonprofit organizations with fundraising and marketing. When the Neus went to press, CTCC was working with township and library staff and outside consultants to define what the makerspace will look like and how it will work.

“The intent,” Andree says, “is to foster not only physical but also personal synergy between the users, resulting in something that is greater than the sum of its parts.”

The township will also contribute to additional library upgrades, including sliding doors, energy-efficient lighting, new carpeting, and an RFID system to track the library’s circulating collection.

Building relationships

Township officials who struggle with allocating taxpayer dollars to public libraries should take the time to learn about all that libraries offer to the community.

“Some officials have an outdated view and knowledge of the role that libraries play,” Cathi Alloway of Schlow Centre Region Library says. “Libraries offer free computer labs, which are especially valuable in areas where not everyone has Internet access. Many state and federal services are only available online, making a computer a must.

“Libraries also play a vital role in preschool services,” she adds. “Many have programs designed to get kids ready for kindergarten.”

One of the best things about libraries is that they serve people of all ages, walks of life, and abilities, Christi Buker of the Pennsylvania Library Association says. Senior citizens learn computer skills and enjoy social interaction, immigrants and non-readers benefit from literacy and English as a Second Language classes, job seekers search for
positions online and get help building their resume, and visitors take advantage of online continuing education courses.

There are also materials for the visually impaired, and some libraries offer home delivery or books-by-mail for physically disabled patrons.

“The mix of generations is key,” Buker says. “Libraries bring the whole community together.”

Buker suggests that township officials get to know their local library and its director. If the library serves more than one municipality, leverage your joint resources to help support it.

Establishing a relationship between township officials and the library is key, Alloway says.

“I personally have a great relationship with the township managers and elected officials [of the Centre Region COG municipalities],” she says. “The COG has a monthly meeting where all six municipalities’ managers and township officials discuss and make decisions on regional activities. I give an oral and written report at that meeting.”

Alloway also attends several COG committee meetings, including finance and human resources, which has allowed her to build personal relationships in a way she was not able to in previous years.

“This is an extremely rare and positive relationship between a library and its municipalities,” she says.

It needn’t be rare, however. Township supervisors should require a report from libraries it supports when the municipal budget is being drafted, she says. Officials can volunteer to read books during story times or give presentations about local government. The point is to get to know your local library and get involved. Supporting it becomes much easier and more important then.

“I am so appreciative of the support municipalities give to libraries to ensure a high-quality resource in their community,” Alloway says.

“We know that many township officials volunteer their time and professionalism to make their municipality a great place to live, work, and play,” Buker says. “Libraries want to be their partners in that. They are the pillars that hold up a community. If we work together to have strong libraries, we will have strong communities.”

“The mix of generations is key. Libraries bring the whole community together.”
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BY JEANNE RILEY / VOLUNTEER, PENN STATE’S CENTER FOR PRIVATE FORESTS

Pennsylvania’s forests, which some affectionately refer to as Penn’s Woods, occupy 17 million out of the commonwealth’s 28 million acres and offer countless economic, ecological, health, and social benefits, yet very often, they’re taken for granted. This article highlights the importance of forests to townships and their residents.

Facts about forests

Pennsylvania is the nation’s No. 1 producer of hardwood lumber, accounting for 10 percent of the total output in the United States.

Forests are the foundation of both our forest products industry, which contributes more than $19 billion a year to the state’s economy, and our outdoor recreation industry, which accounts for $21.5 billion a year in consumer spending. When harvested sustainably, forests supply the raw materials to support these industries. They also regenerate so we can continue to reap their benefits.

Ecologically, forests are essential for clean air, stormwater mitigation, erosion control, temperature regulation, and water quality and supply. They also provide habitats for birds, deer, rabbits, foxes, wild turkey, and other creatures.

From the health and wellness perspective, studies have shown that exposure to natural settings can reduce stress. Spending time in nature can improve creativity, lengthen attention spans, and boost problem-solving.

Studies also indicate that when people are exposed to nature, they're
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Evidence of forest decline is often invisible to the typical observer, but our wooded landscapes are being threatened by natural and manmade forces.

Socially, forests are integral to the quality and character of community life. When surveyed, 9 out of 10 Pennsylvanians consider outdoor recreation as extremely important or important in their daily lives. Nine out of 10 also say that trails, natural areas, and waterways reflect what they value most about their communities. Forests and other green spaces provide convenient and affordable opportunities to exercise, socialize, enjoy beautiful and majestic scenery, and observe wildlife.

Be a part of the solution

Forests exist in a variety of configurations. Large tracts of trees are usually what come to mind, but wooded buffers along streams and woodlots on farms and in housing developments fit the definition, too.

Of the 17 million forested acres in Pennsylvania, an overwhelming majority — 12 million acres — is privately owned, mostly by individuals and families. The state forest system encompasses another 2.2 million acres, and game lands another 1.4 million acres.

That means that moving forward, these 740,000 woodland owners, the Pennsylvania Bureau of Forestry, and the state Game Commission will largely determine the future health of our forests.

Evidence of forest decline is often invisible to the typical observer, but our wooded landscapes are being threatened by natural and manmade forces.

Forested land, for example, is being converted to other uses and divided into smaller, fragmented parcels. Other threats include insects, deer, invasive plants, diseases, improper forest management and harvesting practices, and human activities, such as the use of motorized off-road vehicles in places not designed for them.

Without specific strategies for protecting this critical natural resource, forest health and the benefits we derive are likely to decline. If your township would like to become involved in the stewardship of Pennsylvania’s forests, consider taking the following steps and encourag-
ing your residents to do the same:

- **First, spend some time in the woods!** Take a walk in the woods and familiarize yourself with the trees, shrubs, and wildlife. Forty-nine out of Pennsylvania’s 67 counties have state forests, which offer opportunities for recreation and learning.

  Spending time in these magnificent places will not only bring joy but will also strengthen your connection to nature. [(Find out more about Pennsylvania’s state forests at www.dcnr.pa.gov.)](#)

- **Second, preserve local forests through comprehensive planning.** Comprehensive planning helps townships evaluate the community’s needs and develop long-term land use priorities, including the preservation of forest lands.

  For this planning to be truly effective, local leaders should encourage, gather, and incorporate the public’s input, too.

- **Third, thank forest landowners.** Privately owned forests account for more than 70 percent of the commonwealth’s wooded acreage, and we depend on the owners to manage and sustainably harvest their forests so the rest of us can enjoy their benefits. Therefore, be sure to recognize and encourage landowners who undertake the challenging work of forest stewardship.

  If you happen to be a forest landowner, be sure to take advantage of the many resources that are available on sustainable forest management and harvesting. These include the Center for Private Forests at Penn State, Pennsylvania Bureau of Forestry, Penn State Extension, and Pennsylvania Forestry Association.

  Pennsylvania’s forests are one of the commonwealth’s natural treasures. Do your part to ensure that this precious resource remains available to us and generations to come. ✶
Heather “Lucky” Penney
Fighter Pilot

Heather “Lucky” Penney was one of two U.S. Air Force pilots ordered to bring down United Airlines Flight 93 before it reached Washington, D.C., during the September 11, 2001, terrorist attacks. The first and only woman in the 121st Fighter Squadron, Penney also was part of the first wave of women who went directly into fighters from pilot training. Today, she is a senior resident fellow for the Mitchell Institute for Aerospace Studies at the Air Force Association, where she researches and advises on defense policies.
These workshops will be held during the Monday and Tuesday workshop sessions. Exact days and times will be assigned later and published in upcoming issues of the Township News and on the PSATS website and conference app.

**WORKSHOPS:**

**Administration**
- 20 Great Story Ideas for Your Township Website & Newsletter
- An Update on the Right-to-Know Law
- Balancing Your Insurance Needs Through PSATS
- Communicating GIS Data on a Budget: Using Google Maps and GIS
- Community Conflict: Finding Middle Ground
- Creating Affordable Employee Retirement Plans
- Crisis Communications Planning
- First Amendment: Township Parks, Special Events, and Social Media
- Labor and Employment Potpourri
- Making an Impact in Your Community with Video
- Managers Roundtable
- Managing the Sharing Economy
- Negotiating to Win: Getting Everything While Giving Nothing
- Politicians and Residents Say the Darndest Things
- Preventing Fraud in Local Government
- Procurement Best Practices for Proven Results
- Real-Life Municipal Discipline *
- Secretary-Manager Q&A
- Social Media for Supervisors
- The Challenge of Change
- The Future of Cable Franchising in Pennsylvania
- The Nuts and Bolts of Collective Bargaining
- The Problem with Solving Problems *
- Top 10 Labor/Employment Mistakes in Municipal Management

**Municipal Building?**
- You're Thinking About Constructing a New Municipal Building?

**Planning/Zoning**
- Are You Ready for Short-Term Rentals in Your Community? *
- Case Studies in Code Enforcement
- Finding Valuable Commercial Space under Parking Lots
- Getting Your Community Ready for the 2020 Census
- If Everyone Hates Sprawl, Why Does It Keep Happening?
- It's an Amazon World! Adjusting to the eCommerce Economy *
- Land Use Law Update
- Leverage Federal, State, and Local Resources to Tackle Blight
- Planning, Financing, and Construction of Township Facilities
- The Mundane to the Monster: Conducting Land Use Hearings *
- Three Parks: Same Grant Program, Different Styles

**Public Safety**
- Best Practices in Municipal Police Department Management *
- Contaminants of Emerging Concern: Risks, Regs, and Residents
- Financing Emergency Medical Services
- Fire and EMS Issues in Your Township: A Panel Discussion
- Guidelines for Flood Preparedness and Stream Intervention *
- Increasing Fire Department Performance Through Cooperation
- Quality Control in YOUR Police Department
- Workers’ Compensation for Volunteer Fire Companies

**Public Works**
- ABCs of Liquid Fuels Tax Funds
- Act 26: Its Impact on Planning, Permitting, and O&M
- Biobased Erosion/Filtration Sock: DEP/PennDOT-Approved
- DEP MS4 Stormwater Update
- Effective, Affordable Bridge Management Systems
- Full-Depth Reclamation: Paving 2.0
- How to Build a Successful Funding Program
- Infrastructure Blind Spots: Plan, Coordinate, and Document
- Infrastructure Financing
- Local Critical Bridges
- Matching Transportation Projects to Grant Funding Sources
- Pavement Management for Local Government *
- PennDOT Connects Support for Townships
- PennDOT’s Revised PUB 221 for Local Posted and Bonded Roads
- Pennoni SmartPave: Road Conditions Assessment System
- Performing Stormwater Outfall Inspections for MS4 Compliance
- Project Bidding: Dotting the Ts & Crossing the Is *
- Pub 447 Approved Products for Low-Volume Local Roads
- Road Preservation and Mill and Fill Repair Options
- Row, Row, Row Your Boat ... A Guide to Floodplain Management
- Stormwater Basin Rehabilitation: A Unique Collaboration
- Stormwater Compliance: What Your Municipality Needs to Know
- The Current State of Recycling in Pennsylvania: Markets, Collection, and Grants
- The Dirt of Conservation Districts
- The Do’s and Don’ts of Stream Maintenance
- Understanding Your Community’s Stormwater Obligations
- Vehicle Automation: Reimagining the Future of Transportation [c'mon, we know you still have 'em]

**Tuesday: First-Time Attendees (“New-bees”) “Swarm”**
Newcomers to PSATS Annual Conference are invited to this casual get-together, where you will meet PSATS Executive Board members and staff and learn more about how to make the most of your conference experience.

**Sunday: 60’s-Theme Welcome Reception**
It’s time to get your groove on! Break out your tie-dye shirts and bell-bottom jeans (c’mon, we know you still have em) and join us for another fun start to the conference. Enjoy good food, great company, and some fun things to do. You won’t want to miss it!

**Monday: Managers Roundtable**
Join us for a new event designed to get township managers together for a peer-to-peer discussion on issues of most concern to them. Whether it’s human resource issues, new ideas in budgeting techniques, or addressing the latest in policing and public safety, this roundtable will provide managers with a focused opportunity to discuss these matters with the best in the business.

**Tuesday: Secretaries-Managers Thank-You Luncheon/Q&A**
PSATS invites township secretaries and managers to a special appreciation luncheon that offers an outstanding opportunity to network with their peers in a social setting. A lot of the important work that township secretaries and managers accomplish is often behind the scenes. This special luncheon is just one way that PSATS can say “thank you” for those efforts. (The Secretary-Manager Q&A Session will immediately follow the luncheon in Workshop Session #5.)

**Wednesday: Leaders Q&A**
Don’t miss this always popular start to Wednesday’s general session! This will be your best chance to hear how key leaders respond to your questions about important topics of concern to townships. Be there to hear their answers.

**REGISTER ONLINE AND SAVE!**
All township officials are encouraged to register online. Not only will online registration save you money, but you’ll be registered immediately. Please note the difference in rates between online and paper registration. It’s a big savings! Access the online registration at conference.psats.org. And, as always, please contact PSATS if you have any questions.

**DON’T MISS THESE EVENTS!**
**Sunday:**
- Non-Denominational Worship Service
  A non-denominational worship service will be held from 10:30 to 11:30 a.m. Sunday in Cocoa Suite 6. All are welcome.

**Sunday:**
- First-Time Attendees (“New-bees”) “Swarm”
  Newcomers to PSATS Annual Conference are invited to this casual get-together, where you will meet PSATS Executive Board members and staff and learn more about how to make the most of your conference experience.

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Earn PMGA Credits at the PSATS Conference

If you’re going to be at the Annual Conference in Hershey next month, why not start earning credits for the PSATS Municipal Government Academy?

BY BRENDA WILT / ASSISTANT EDITOR

PSATS is making it easier for township officials who are attending next month’s Annual Conference and enrolled in the PSATS Municipal Government Academy to earn credits toward their certification requirements.

PSATS will be offering 10 workshops at the conference that have been designated to count toward PMGA secondary credit requirements. Current PMGA enrollees may attend up to five eligible sessions and earn a maximum of five secondary credits. Each workshop counts as one credit, and the cost per credit is $25.

These secondary credits are in addition to the four elective credits that PMGA participants receive for attending the conference April 14-17 at the Hershey Lodge. [Note: The PMGA-eligible courses are listed on page 55 (highlighted in yellow) and in the sidebar on page 54.]

“We expect many PMGA enrollees to be in Hershey, and while they’re already there and learning, we want them to have an opportunity to earn credits toward their PMGA certification,” PSATS Executive Director David Sanko says. “We’ve taken a look at the workshops and identified 10 that meet PMGA criteria, cover a range of topics and skills, and will move our members closer to program completion.”

Workshops are a cornerstone of PSATS’ Annual Conference. This year, 10 courses have been developed specifically to help enrollees in the PSATS Municipal Government Academy earn credits while building their skills.
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This arrangement, he says, offers another benefit: Township officials who are not enrolled in PMGA may attend the workshops to see what the academy and its specialized training are all about. *(Note: The additional $25 fee applies only to those requesting PMGA credit; otherwise, the workshops are included in your conference registration, and there is no extra fee to attend.)*

“And the best part is, if you participate in one of the PMGA-eligible sessions at the conference and like the experience,” Sanko says, “you can also enroll in the academy right on the spot and get credit for the workshop you just attended and for the conference, too.”

**How it works**

Current PMGA enrollees who want to earn secondary course credits at the conference may simply show up at an eligible session.

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**Ten conference workshops eligible for PMGA credits**

The following conference workshops will be eligible for one secondary credit each through the PSATS Municipal Government Academy; *(Note: You may only attend one workshop per time slot, must stay for the entire session, and must have the instructor sign an attendance form at the conclusion of the workshop. A maximum of five PMGA credits may be earned for attending conference workshops.)*

- Are You Ready for Short-Term Rentals in Your Community?
- Best Practices in Municipal Police Department Management
- Guidelines for Flood Preparedness and Stream Intervention
- It’s an Amazon World! Adjusting to the eCommerce Economy
- The Mundane to the Monster: Conducting Land Use Hearings
- Pavement Management for Local Government
- The Problem with Solving Problems
- Project Bidding: Dotting the I’s and Crossing the T’s
- Real-Life Municipal Discipline
- Township Officials, Theft, Bribery, Ethics, and the Courts

**What is PMGA anyway?**

The PSATS Municipal Government Academy offers elected and appointed township officials and staff the opportunity to receive recognition for completing specific training courses and other activities. PMGA enrollees choose between two programs, graduate or certificate, and the coursework focuses on four key areas of municipal governance: administration, planning, public safety, and public works.

To learn more or to enroll in PMGA, visit pmga.psats.org.
Learn More About What Matters Most to You at PSATS’ Conference Workshops

The PSATS Annual Conference is all about education. **No matter what your area of interest**, our conference workshops offer the information you need to know to serve your community better. When you arrive, turn to your conference program book for more details on all the courses listed in the four workshop tracks below. **Those highlighted in yellow are eligible for PMGA secondary credits.**

### Administration
- 20 Great Story Ideas for Your Township Website & Newsletter
- An Update on the Right-to-Know Law
- Balancing Your Insurance Needs Through PSATS
- Communicating GIS Data on a Budget: Using Google Maps and GIS
- Community Conflict: Finding Middle Ground
- Creating Affordable Employee Retirement Plans
- Crisis Communications Planning
- First Amendment: Township Parks, Special Events, and Social Media
- Labor and Employment Potpourri
- Making an Impact in Your Community with Video
- Managers Roundtable
- Managing the Sharing Economy
- Negotiating to Win: Getting Everything While Giving Nothing
- Politicians and Residents Say the Darnedest Things!
- Preventing Fraud in Local Government
- Procurement Best Practices for Proven Results
- Real-Life Municipal Discipline
- Secretary-Manager Q&A
- Social Media for Supervisors
- The Challenge of Change
- The Future of Cable Franchising in Pennsylvania
- The Nuts and Bolts of Collective Bargaining
- **The Problem with Solving Problems:**
  - Top 10 Labor/Employment Mistakes in Municipal Management
  - Township Officials, Theft, Bribery, Ethics, and the Courts
    - Understanding Municipal Real Estate Tax Collection
    - What You Don’t Know about the Heart and Lung Act Will Hurt You
    - Words that Work and Words that Don’t
    - You May Be Small, But You Can be Mighty!
    - You’re Thinking About Constructing a New Municipal Building?

### Planning/Zoning
- Are You Ready for Short-Term Rentals in Your Community?
- Case Studies in Code Enforcement
- Finding Valuable Commercial Space under Parking Lots
- Getting Your Community Ready for the 2020 Census
- If Everyone Hates Sprawl, Why Does It Keep Happening?
- It’s an Amazon World! Adjusting to the eCommerce Economy
- Land Use Law Update
- Leverage Federal, State, and Local Resources to Tackle Blight
- Planning, Financing, and Construction of Township Facilities
- The Mundane to the Monster: Conducting Land Use Hearings
- Three Parks: Same Grant Program, Different Styles

### Public Works
- ABCs of Liquid Fuels Tax Funds
- Act 26: Its Impact on Planning, Permitting, and O&M
- Biobased Erosion/Filtration Sock: DEP/PennDOT-Approved
- DEP MS4 Stormwater Update
- Effective, Affordable Bridge Management Systems
- Full-Depth Reclamation: Paving 2.0
- How to Build a Successful Funding Program
- Infrastructure Blind Spots: Plan, Coordinate, and Document
- Infrastructure Financing
- Local Critical Bridges
- Matching Transportation Projects to Grant Funding Sources
- **Pavement Management for Local Government**
  - PennDOT Connects Support for Townships
  - PennDOT’s Revised PUB 221 for Local Posted and Bonded Roads
  - PennoniSmartPave: Road Conditions Assessment System
- Performing Stormwater Outfall Inspections for MS4 Compliance
- Project Bidding: Dotting the Ts & Crossing the Ts
  - Pub 447 Approved Products for High-Volume Local Roads
  - Road Preservation and Mill and Fill Repair Options
  - Row, Row, Row Your Boat... A Guide to Floodplain Management
  - Stormwater Basin Rehabilitation: A Unique Collaboration
  - Stormwater Compliance: What Your Municipality Needs to Know
  - The Current State of Recycling in Pennsylvania: Markets, Collection, and Grants
  - The Dirt of Conservation Districts
  - The Do’s and Don’ts of Stream Maintenance
  - Understanding Your Community’s Stormwater Obligations
  - Vehicle Automation: Reimagining the Future of Transportation

### Public Safety
- Best Practices in Municipal Police Department Management
- Contaminants of Emerging Concern: Risks, Regs, and Residents
- Financing Emergency Medical Services
- Fire and EMS Issues in Your Township: A Panel Discussion
- **Guidelines for Flood Preparedness and Stream Intervention**
  - Increasing Fire Department Performance Through Cooperation
  - Quality Control in YOUR Police Department
  - Workers’ Compensation for Volunteer Fire Companies

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**PMGA Enrollees Can Earn Up to 8 Credits at PSATS’ Annual Conference**

In addition to the four elective credits PMGA enrollees earn just for attending the PSATS Conference, they can also earn an additional four secondary credits for attending PMGA-designated workshops held during the conference. Ten conference workshops — **highlighted in yellow above** — have been developed specifically to meet PMGA’s course requirements. Enrollees may attend any of these sessions to earn a maximum of four credits if they complete a quiz. Each course counts as one secondary credit, and the cost per credit is $25. To learn more, visit [pmga.psats.org](http://pmga.psats.org).
More PMGA credit-eligible training scheduled for weekend of PSATS Conference

You can also earn primary and secondary credits before the official start of the PSATS Annual Conference. The following credit-eligible training will be held at the Hershey Lodge (additional fees apply):

**Saturday, April 13 (eligible for primary credits)**
- Essentials in Public Safety (see page 72)
- Essentials in Township Administration (see page 72)

**Sunday, April 14 (eligible for secondary credits)**
- QuickBooks for Payroll (see page 72)
- Facing Change: Change and Transition Management (Leadership Development Series, Session 2) [see page 68]
- PAAZO Spring Educational Forum (see page 75)
- TEMA Emergency Management Forum (see page 75)

To register for these courses, go to training.psats.org.

To earn academy credits, attendees must stay for the entire session and have the instructor initial an attendance form at the conclusion of the workshop.

After the conference, current PMGA enrollees who did not preregister for the PMGA workshops they attended will be invoiced $25 for each credit earned (credit maximum: 5).

Those who are new to the academy and want to enroll at the conference simply have to agree to be invoiced afterward for the $75 PMGA registration fee in addition to the $25 for each course credit they earned in Hershey.

For more information about the PSATS Municipal Government Academy or earning credits at the conference, townships should visit pmga.psats.org or call Scott Coburn at (717) 763-0930, ext. 171.

Need to register for PSATS’ 97th Annual Conference and Exhibit Show? Go to conference.psats.org.
EDITOR’S NOTE: In keeping with PSATS’ commitment to helping members meet their legal and regulatory obligations, this regular column updates township supervisors on their emergency management responsibilities.

The column is brought to you by PSATS’ Township Emergency Management Association. This time, we’re highlighting incident command and the people you’ll need to ensure your response is competent and coordinated.

How to Put Together a Solid Incident Command Team

BY JAMES WHEELER / CHIEF DEVELOPMENT OFFICER

The Incident Command System (ICS) is the national model developed by the Federal Emergency Management Agency (FEMA) to create a uniform command, control, and coordination system for disaster response.

Township supervisors need to know about ICS because no matter the size of an emergency, the local response requires an orchestrated approach that includes not only your local team but also external partners.

Below is a summary of the incident command system for local leaders, along with an explanation of the roles of the incident commander and the command staff.

What does the incident commander do?

The incident commander, or the “IC,” is in charge on the scene. Therefore, this person must be fully qualified to manage the response no matter how big or small.

Because of the unplanned nature of emergencies, townships are encouraged to train a wide range of employees in incident command so that no matter when a disaster strikes, someone will be on duty to perform this crucial job.

An important reminder: The commander should never be the township emergency management coordinator (EMC) since this person will be assigned responsibilities during an incident.

The incident commander is generally responsible for:

- performing command activities;
- protecting life and property;
- controlling personnel and equipment; and
- maintaining accountability for responder and public safety.

Meanwhile, your township’s EMC will be operating the emergency operations center (EOC), where all local maps, plans, resource lists, and emergency reference manuals are housed in case they’re needed during an incident.

When the incident commander needs additional equipment or person-
nel, he will go to the emergency management coordinator, who will gather these resources from the township and neighboring municipalities. In fact, maintaining a current list of available emergency resources and contact numbers is one of your EMC’s primary responsibilities.

In many cases, the initial responder handles small incidents. However, on larger matters, especially incidents involving police, command is often transferred to the most senior police officer. As additional responders arrive, command should be transferred based on who has primary authority over the incident’s responders.

The role of the command staff
Regardless of an incident’s size or complexity, the township should always have staff on duty who can assist the incident commander.

The command staff often includes a public information officer (PIO) to handle media inquiries and release information to the public; a safety officer to monitor conditions for responders; and a liaison officer to serve as the on-scene contact person for external agencies responding to the incident.

The PIO should be trained in interacting with the news media and providing information to the public. Such training should include how to present timely and accurate public announcements and stay on point when faced with reporters’ questions.

The safety officer should not only be aware of safety procedures, such as marking downed power lines, but also should be able to monitor flood levels and keep tabs on approaching weather. This person’s job is to prevent responders from becoming victims, too.

The liaison officer is the main point of contact for external support, including representatives from government agencies and private-sector organizations. This arrangement limits the number of people reporting to the incident commander so he can focus on his unfolding responsibilities.

Be prepared for anything
During most incidents, there are public information and safety officers. It is only when the incident requires assistance from other municipalities or emergency service organizations that there is a need for a liaison officer.

Because emergencies are unpredictable, township supervisors should support the regular, continual training of relevant staff in incident command and command staff functions. This education ensures that your township is ready to respond at a moment’s notice with competent and coordinated incident oversight. 
Stuff happens. Are you prepared?

Join the Township Emergency Management Association and serve your community better.

Full membership benefits include*: 

- **Subscriptions to:**
  - *The Emergency Manager*, the official quarterly newsletter of the Township Emergency Management Association
  - *The Pennsylvania Township News*, PSATS’ award-winning monthly magazine
  - *The PSATS News Bulletin*, a monthly newsletter that will keep you up to date on legislation and other breaking news affecting townships
- **Member fees** to attend our educational seminars addressing relevant issues and topics (one in the spring at the PSATS Annual Conference and one in the fall)
- **Access to the online** Members-Only PSATS Resource Center
- **Free phone consultations** with PSATS staff

* Note: These are the benefits for those who join TEMA as “full” members. Partial memberships are also available and include everything above, except subscriptions to the Township News and News Bulletin and access to the Members-Only PSATS Resource Center. Each township must have at least one full membership before additional members may join at the full or partial membership level. Annual TEMA dues are $125 for full members and $50 for partial members.

Don’t wait ... sign up today for the Township Emergency Management Association!

Call PSATS at (717) 763-0930 or download a membership form at [www.psats.org](http://www.psats.org).
ARBITRAGE REBATE REPORTING:
What Is It and What Does Your Township Need to Do?

BY MICHAEL STEINBROOK / DIRECTOR, PFM ASSET MANAGEMENT, LLC

With short-term interest rates at zero or near zero for most of the last decade, townships have faced plenty of challenges in finding positive yields on investments.

Recently, however, many of the short-term investments available to local governments, including the Act 10 options, have started carrying increasingly higher yields.

While this is good news, the rise in short-term interest rates has created another situation: Local officials should be refreshing their understanding of positive arbitrage and their reporting responsibilities. Because arbitrage is a complicated aspect of issuing debt, let’s review a few fundamentals and explore ways to manage the reporting process.

Arbitrage basics
When a local government issues a bond for a building project or other purpose, it invests the proceeds to earn interest until using the funds. “Arbitrage” is the difference between the arbitrage yield, the interest rate at which bonds are issued, and the investment yield, the interest rate at which bond proceeds are invested.

If the investment yield exceeds the arbitrage yield, the dollar difference in earnings is “positive arbitrage” and must be rebated to the IRS unless certain exceptions are met. Conversely, if the investment yield is less than the arbitrage yield, this is referred to as “negative arbitrage” and no rebate is owed.

As interest rates rise, PLGIT’s investment adviser and administrator, PFM Asset Management, LLC (PFM), has been educating investors about positive arbitrage. The following represent critical arbitrage categories:

1) New bond issues with low borrowing rates (arbitrage yields) that are or will soon earn positive arbitrage — Good credits and short-term borrowings are the most vulnerable. Any debt obligation with a bond yield of roughly 3 percent or less has an opportunity to earn positive arbitrage based on current and reasonably expected market conditions.

2) Bond issues from 2014 to 2016 with unspent balances in project funds — If the three-year temporary periods were not waived, they will expire in this higher interest rate environment. Issuers that waived temporary periods in 2014 to 2016 likely made a great strategic move.

While these are specific arbitrage issues, the Government Finance Officers Association (GFOA) also recommends several broader rules of thumb to help local governments maintain regular oversight on their reporting responsibilities.

General strategies for managing bond proceeds
Townships that have issued tax-exempt bonds should have clear pro-
Competitive yields... guided by sound investment principles.

In today’s financial climate, investment choices aren’t always clear. Having one stand tall above the others is a source of security. Since 1981, the fund managers at PLGIT have helped chart the way for over 2900 Pennsylvania local governments and schools. PLGIT’s track record of never losing a dime of member principal while striving to deliver consistently competitive yields, is guided by the same objectives our members have; gain a competitive return while preserving principal.

Facing uncertain financial seas? Let PLGIT guide you.

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All facts and figures are as of December 31, 2017.
FINANCIALLY SPEAKING

Procedures for complying with the tax requirements and other legalities. The GFOA says these procedures should include the following:

• Someone designated to coordinate activities;
• Regular due diligence reviews;
• Training for responsible individuals;
• Records retention; and
• Reviews to identify and correct non-compliance.

In paying arbitrage, issuers must adhere to a complex web of federal regulations. These rules define funds subject to rebate, how liabilities may be calculated, and when payments must be made. They also set strict filing deadlines and stringent record-keeping rules.

For these and other reasons, issuers often turn to an investment adviser to help them manage arbitrage rebates. If you're thinking about using an investment adviser, be sure to review their experience with arbitrage rebate management and ask questions.

You should understand precisely what an adviser recommends and how it benefits you. In the current positive arbitrage environment, getting the right advice could save you thousands of dollars.

For more information about the arbitrage rebate, contact your PLGIT representative.

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About the author: Michael Steinbrook, a director with PFM Asset Management’s Arbitrage and Tax Compliance Group, can be reached at steinbrookm@pfm.com.

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While the PLGIT, PLGIT/ARM, and PLGIT/PRIME portfolios seek to maintain a stable net asset value of $1 per share and the PLGIT/TERM portfolio seeks to achieve a net asset value of $1 per share at its stated maturity, it is possible to lose money investing in the trust. An investment in the trust is not insured or guaranteed by the Federal Deposit Insurance Corporation or any other government agency. Shares of the trust’s portfolios are distributed by PFM Fund Distributors, Inc., member Financial Industry Regulatory Authority (FINRA) (www.finra.org) and Securities Investor Protection Corporation (SIPC) (www.sipc.org). PFM Fund Distributors, Inc. is a wholly owned subsidiary of PFM Asset Management, LLC.

A description of the PLGIT-CD Purchase Program is contained in the PLGIT information statement. Investors may purchase certificates of deposit through PLGIT’s program only by executing an investment advisory agreement with PFM Asset Management, LLC.

www.psats.org
Elected Auditors Lose Surcharge Authority When Townships Use CPAs

Boards of auditors have no authority to impose surcharges on township officials if the township has appointed a certified public accountant (CPA) to audit its finances, the Commonwealth Court has ruled.


The township supervisors challenged the auditors’ authority to impose surcharges by claiming the township had appointed an accounting firm to perform its 2015 audit, and the trial court ruled in the supervisors’ favor. On appeal, the Commonwealth Court acknowledged that the Second Class Township Code is silent as to when a board of auditors may impose a surcharge. Because Section 907 provides little guidance, the court looked at that section in the context of the rest of Article IX of the code and determined that it “reveals a statutory scheme indicating that a surcharge flows from the audit.”

With no case law to support that the board of auditors may impose a surcharge without first conducting an audit anytime a township officer violates the law and causes a loss to the township, the court ruled that the board of auditors had no authority to surcharge the township supervisors.

Township Supervisors Successful in Bid to Undo Board of Auditors’ Compensation Cuts

In In re Appeal of Bd. of Auditors of McKean Tp./2017 Meeting, ___ A.3d ___, 2018 WL 6710667 (Pa.Cmwlth. Dec. 21, 2018), the Commonwealth Court ruled that a board of auditors acted in bad faith when it significantly reduced the compensation earned by township supervisors who were also employees of the township.

In 2017, the board of auditors in McKean Township, Erie County, reduced the compensation of a township supervisor in his capacity as roadmaster from $23.60 to $20.19 per hour and that of another township supervisor in her capacity as secretary from $23.60 to $14

► The Commonwealth Court has ruled that boards of auditors have no authority to impose surcharges on township officials if the township has appointed a certified public accountant to audit its finances.
per hour. It also eliminated the township supervisors’ compensation for working overtime and greatly reduced their benefits.

In an appeal, the supervisors argued that the auditors’ decision violated Section 606(a) of the Second Class Township Code because the new compensation levels were not “comparable” to that paid elsewhere in the locality.

At trial, the board of auditors testified that it contacted numerous townships about their compensation levels, reviewed the results of PSATS’ 2016 Wage and Benefits Survey, and determined the supervisors’ compensation with a “formula” that the court subsequently rejected.

After appointing an employee benefits expert, who made different compensation calculations, the trial court ultimately rejected the board of auditors’ determinations, finding them tainted by improper bias. Relying on the expert, the court set the hourly rate for the township’s two roadmasters at $26.17 and the secretary at $21.75. It also reinstated their benefits and overtime pay and ordered the township to pay the supervisors’ attorney’s fees.

On appeal, the Commonwealth Court noted that the board of auditors does not possess unlimited discretion when setting compensation and concluded that the auditors’ compensation decisions in this case “were the byproduct of bad faith, improper bias, and/or constituted arbitrary or capricious action.” The court supported the trial court’s finding that the auditors “engaged in statistical ‘cherry picking’” and used a flawed methodology to calculate the new wages.

**Commonwealth Court Invalidates Portions of State Fireworks Law Regulating Temporary Structures**


Act 43 contained provisions regulating the sale of fireworks in temporary structures, including that the National Fire Protection Association (NFPA) governs the safety standards applicable to these structures. However, the current version of the NFPA code contains no safety standards for retail sales of consumer fireworks.

Phantom Fireworks challenged the constitutionality of Act 43 on several fronts, most of which were unsuccessful. Where it was successful, however, was on its argument that Act 43 constituted an impermissible delegation of legisla
tive authority by the General Assembly. The court found that the “General Assembly delegated authority to the NFPA without providing any of the safeguards required to confirm that delegation of authority to constitutional strictures.”

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**COST:** $175 for members of the Township Solicitors Association and $225 for non-members. The fee includes course materials, lunch, and refreshments.

**REGISTRATION:** To register for this seminar, go to solicitors.psats.org.

**CREDITS:** The registration fee includes five continuing legal education credits and/or five PMGA elective credits for attending.
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Whether it’s serving as solicitor or special counsel, handling land use, labor or economic development challenges, or partnering to navigate day-to-day issues such as contract negotiations, public bidding or public record requests, we help solve legal problems in ways that impact your municipality and protect your bottom line.

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The court ultimately ruled that several provisions in Act 43, all of which applied to temporary structures used to sell fireworks, are unconstitutional and must be severed from the rest of the act.

Residents Appeal Decision Permitting Unconventional Gas Operations in Certain Districts

Several residents of Allegheny Township in Westmoreland County have appealed the Commonwealth Court’s decision in Frederick v. Allegheny Tp. Zoning Hearing Bd., 196 A.3d 677, (Pa.Cmwlth. 2018), to the Pennsylvania Supreme Court. The Commonwealth Court had upheld a township ordinance that permitted unconventional gas operations in a residential/agricultural zoning district that makes up approximately 90 percent of the township.

Supreme Court Reinstates PUC Order in Impact Fee Dispute

In Snyder Bros., Inc. v. Pennsylvania Public Utility Commission, ___ A.3d ___, 2018 WL 6817092 (Pa. Dec. 28, 2018), the Pennsylvania Supreme Court reversed the Commonwealth Court and ruled that unconventional natural gas wells are subject to the impact fee set forth in Act 13 of 2012 if they reach the 90,000-cubic-feet-per-day production threshold in only one month of the year, rather than every month of the year.

Lack of Padding on Gym Wall May Lead to Liability

In Brewington v. City of Philadelphia, ___ A.3d ___, 2018 WL 6815459 (Pa. Dec. 28, 2018), the Pennsylvania Supreme Court ruled that an injury caused when a student ran into a school gymnasium wall that did not have padding may fall within the Political Subdivision Tort Claims Act’s real property exception. The court held that, “pursuant to the plain language of the act, a claim that a local agency failed to pad a gym wall constitutes an assertion of an act of negligence by a local agency concerning the care, custody, and control of real property, and, thus, falls under the real property exception to governmental immunity.” The court rejected an argument that padding is personal property that falls outside the exception because it was the unpadded wall that caused the student’s injury.

Solicitors Association

The Township Solicitors Association, formed in 1966, helps solicitors better serve Pennsylvania’s townships of the second class. Members receive The Township Solicitor newsletter, PSATS’ monthly News Bulletin, and advance notice of certain continuing legal education workshops. For more information, call PSATS at (717) 763-0930.
Learn the Answers to These Questions and More

- Which township meetings must be open to the public?
- How does a township provide for a public comment period?
- Does my township have to establish an open records policy?
- How long do we have to respond to records requests?

Sunshine Act & Right-to-Know Law
A Compliance Guide for Township Officials

Developed by the Pennsylvania State Association of Township Supervisors for use by member townships, solicitors, and others, this updated guide contains:

- An overview of each law and its requirements.
- Summaries of related court decisions and Office of Open Records determinations handed down through the end of June 2016.
- Tips for better township meetings.
- The complete text of the Sunshine Act and Right-to-Know Law.

2016 Edition
Contains Right-to-Know Law court decisions and final determinations, additional Sunshine Act cases since the last printing of the manual, and other changes to bring the manual up to date through June 2016.

A must-have publication for every township supervisor, solicitor, manager, and secretary.

ORDER FORM

NOTE: You may order printed copies of the manual at a cost of $15 each or electronic copies (PDF) for $30.

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You may also order the guide online by going to www.psat.org and clicking on the Connect button on the left side of the page. Then choose “Online Store.” From there, select “Publications” and scroll down for the manual.

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If paying by credit card, you may fax this form to PSATS at (717) 763-9732.
Announcing the new...

PSATS Leadership Development Series

We are excited to announce an all-new PSATS Leadership Development Series in 2019 for township supervisors, managers, secretaries, and other officials and employees. Jim Rowell of Rising Sun Consultants will present six unique, engaging, and interactive half-day sessions three times each at various locations throughout the state. While attendees would benefit greatly from participating in all six sessions, the PSATS Leadership Development Series is designed so that each session stands alone, giving attendees the flexibility to attend sessions as their schedules permit.

**SESSION DESCRIPTIONS**

**Session 1 — Leadership 101: Effective Supervision and Why It Matters**

In this session, Jim Rowell will review data demonstrating the impact that effective — and ineffective — supervision has on employees and organizations and provide an overview of the 10 keys to effective supervision. Attendees will learn the core tenets of servant leadership and how emotional intelligence is the No. 1 influence in achieving success as a leader.

**Session 2 — Facing Change: Change and Transition Management**

Attendees will discuss how managing transitions (whether resulting from new boards, employee changes, or something else) is the No. 1 influence to successful change management. They will also review the emotional impact that change has on employees and organizations and learn about the eight steps to effective change and transition management.

**Session 3 — Managing Conflict, Team Development, and Relationship Building**

In this session, attendees will learn about how to transform their employees from a group into an effective team, as well as team development dynamics and relationship building. In addition, using Jim Rowell’s five steps to conflict resolution, they will explore ways to effectively manage conflict to create healthier relationships between staff members and use conflict as an opportunity for growth and development.

**Session 4 — There is No “I” in Team: Supporting Employee Growth**

This session will focus on the growth and development of employees through effective coaching, empowering employees to be responsible for their performance, and effective delegation.

**Session 5 — Let’s Talk: Effective Communication and Managing Difficult People**

In this session, Jim Rowell will review effective communication skills, question-based processes for communicating with employees, ways of managing difficult conversations and people, and much more.

**Session 6 — High Hopes: Establishing Expectations and Accountability**

This session reviews six criteria for establishing effective expectations and setting goals. Attendees will learn ways to hold employees (and themselves) accountable, understand the importance of consistency and fairness, and appropriately address discipline and negative behaviors.
Dates/Locations

The dates and locations for the sessions are listed below. Exact locations for some sessions were not confirmed when the News went to press. For a complete schedule, go to psats.org and click on the “PSATS Leadership Development Series” button on the homepage.

**Session 1**
FEB 5  Cranberry Twp., Butler Co. — Cranberry Twp. Building Meeting Room  
FEB 12 Enola, Cumberland Co. — PSATS Educational Center  
FEB 13 Spring House, Montgomery Co. — Lower Gwynedd Twp. Building

**Session 2**
MAR 13 West Alexander, Washington Co. — Donegal Twp. Building  
MAR 22 Jamison, Bucks Co. — Warwick Twp. Building  
APR 14 Hershey, Dauphin Co. — Hershey Lodge (Held in conjunction with PSATS’ 97th Annual Educational Conference)

**Session 3**
MAY 6 Moon Twp., Allegheny Co. — Moon Twp. Municipal Building  
MAY 9 Hazle, Luzerne Co. — Hazle Twp. Administration Building  
JUNE 4 Paradise, Lancaster Co. — Paradise Twp. Building

**Session 4**
JULY 10 Jackson Center, Mercer Co. — Jackson Twp. Building  
JULY 17 Exton, Chester Co. — West Whiteland Twp. Building  
AUG 1 Enola, Cumberland County — PSATS Educational Center

**Session 5**
SEPT 5 Cranberry Twp., Butler Co. — Cranberry Twp. Building Meeting Room  
SEPT 18 Monroe Co. — Chestnuthill Twp. Building  
OCT 2 Tioga Co. — Covington Twp. Building

**Session 6**
NOV 7 Erie Co. — Greene Twp. Building  
NOV 14 Berks/Lehigh Co. — Longswamp Twp. Building  
DEC 10 Enola, Cumberland County — PSATS Educational Center

**Times**
Each session runs from 12:30 to 4:30 p.m.

**Credits**
Each session is eligible for four PMGA credits and/or four Society for Human Resource Management professional development credits.

**Pricing**

<table>
<thead>
<tr>
<th>Individual sessions</th>
<th>Block of 3 sessions</th>
<th>Full series</th>
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<tbody>
<tr>
<td>$99 per person for PSATS members</td>
<td>$269 per person for PSATS members</td>
<td>$499 per person for PSATS members</td>
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<tr>
<td>$229 for unlimited attendees from a single township</td>
<td>$599 for unlimited attendees from a single township</td>
<td>$999 for unlimited attendees from a single township</td>
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<td>$199 for non-member</td>
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**For More Information**
Call Scott Coburn at (717) 763-0930, ext. 171, or email scoburn@psats.org.

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PSATS offers a lunchtime webinar on all the Wednesdays of each month. The topics rotate between the four PMGA tracks, although the webinars are open to everyone.

**Week 1: Public Safety Topics**
MAR 6  Addressing 101: The Do’s and Don’ts of Address Assignment

**Week 2: Planning and Zoning Topics**
MAR 13  The Basics of Exercising Eminent Domain

**Week 3: Administration Topics**
MAR 20  Everything You Really Didn’t Want to Know About the Heart and Lung Act

**Week 4: Public Works Topics**
MAR 27  Are There Illicit Discharges from Your Public Works Facilities?

**REGISTRATION:** Go to training.psats.org and choose “Education Catalog (Webinars).”

**TIME:** Noon-1 p.m.

**CREDITS:** Eligible for one secondary PMGA credit.

**COST:** $30 for PSATS members, $40 for non-members, or free with the purchase of a Webinar PowerPass (see page 5). [To qualify as a PSATS member, the registrant must have paid current annual membership dues to PSATS or its affiliates (solicitors, engineers, planning, zoning officials, and emergency management associations) or the associate membership fee.]

**REQUIREMENTS:** To view a webinar, you should have a computer with a high-speed Internet connection and speakers. Otherwise, you may need to access the audio portion of the webinar via telephone and may incur long-distance charges.

Information on how to access the webinar will be emailed to paid registrants the day before the webinar. ✨
Duties of Zoning Hearing Board Members
FOR: Elected and appointed municipal officials, planning commission and zoning hearing board members, and others interested in municipal planning.
PURPOSE: To explain the duties and responsibilities of zoning hearing board (ZHB) members. Elam Herr, retired PSATS assistant executive director and chair of the ZHB in East Hempfield Township, Lancaster County, will discuss procedures for deciding variances and special exceptions, handling hearing-related questions, Ethics Act requirements, and more.
DATES/LOCATIONS:
MAR 12 East Stroudsburg, Monroe Co. — Middle Smithfield Twp. Bldg.
TIME: 6:30-9 p.m.
CREDITS: Eligible for two secondary PMGA planning credits and/or two PAAZO continuing education credits.
COST: $35 for PSATS members* and $45 for non-members.

Probable Cause Training for CDL Supervisory Personnel
FOR: All personnel who have supervisory responsibilities for CDL employees. All CDL and CMV employees also will benefit from attending this workshop.
PURPOSE: To provide supervisory personnel with a working understanding of the federal CDL regulations, including on-the-job probable cause procedures and what to do if they suspect or verify that a CDL employee is under the influence of drugs and/or alcohol while on duty.
DATES/LOCATIONS:
MAR 5 Coplay, Lehigh Co. — North Whitehall Twp. Bldg.
MAR 6 Bushkill, Pike Co. — Lehman Twp. Bldg.
JUNE 13 Dallas, Luzerne Co. — Back Mountain Regional EMS Bldg.
TIME: 9 a.m.-noon
CREDITS: Eligible for two PMGA secondary public works credits.
COST: $35 for PSATS members* and $45 for non-members.

CMV/CDL Records Management
FOR: Municipal secretaries, managers, administrators, roadmasters, road foremen, and anyone who supervises CDL employees.
PURPOSE: To help employers understand all the records they should be maintaining for their commercial motor vehicles (CMVs) and their operators. The workshop will also review CMV/CDL employee and vehicle paperwork, including pre-employment inquiries about an applicant’s past drug and alcohol test results and driving safety reports; requests for CMV driver’s license information; annual review of each driver’s qualifications to continue driving; daily vehicle inspection, maintenance, and repair reports; the employer’s required policy on drug and alcohol testing; and a general overview of all CDL regulations.
DATES/LOCATIONS:
MAR 5 Coplay, Lehigh Co. — North Whitehall Twp. Bldg.
MAR 6        Bushkill, Pike Co. —        Lehman Twp. Bldg.
JUNE 13      Dallas, Luzerne Co. —        Back Mountain Regional EMS Bldg.

**TIME:** 1-4 p.m.

**CREDITS:** Eligible for two PMGA secondary public works credits.

**COST:** $35 for PSATS members* and $45 for non-members.

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MAR 6        Johnstown, Cambria Co. —        Upper Yoder Twp. Bldg.

**TIME:**
- 3/7: 1-4:30 p.m.
- 3/8: 8:30 a.m.-noon

**CREDITS:** Eligible for three PMGA primary administration credits or three secondary credits if enrolled in a different track and/or three continuing legal education credits.

**COST:** $35 for PSATS members* and $45 for non-members.

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MAR 12       Spring Mills, Centre Co. —        Potter Twp. Bldg.
MAR 13       Millville, Columbia Co. —        Greenwood Twp. Bldg.

**TIME:** 9 a.m.-noon

**CREDITS:** Eligible for two PMGA primary public safety credits or two secondary credits if enrolled in a different track.

**COST:** $35 for PSATS members* and $45 for non-members.

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**Right-to-Know and Sunshine and Ethics, Oh My!**

**FOR:** Elected and appointed municipal officials, managers, administrators, and solicitors.

**PURPOSE:** To provide best practices on how to handle tricky (and common) Right-to-Know Law requests, ensure smooth and legal public meetings, avoid conflicts of interest and other Ethics Act problems, and more.

**DATES/LOCATIONS:**
- MAR 8        Johnstown, Cambria Co. —        Upper Yoder Twp. Bldg.
- JUNE 13      Dallas, Luzerne Co. —        Back Mountain Regional EMS Bldg.

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**The Township Role in Emergency Management**

**FOR:** Elected and appointed municipal officials; administrators; emergency management coordinators; fire, ambulance, and police chiefs; roadmasters and public works personnel; building and zoning code officers; and public safety personnel.

**PURPOSE:** To explain how to structure an emergency management team and develop an emergency operations plan to respond to potential natural and manmade threats facing municipalities.

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**NIMS and the Incident Command System**

**FOR:** Elected and appointed municipal officials; administrators; emergency management coordinators; fire, ambulance, and police chiefs; public works personnel; zoning code officers; and public safety personnel.

**PURPOSE:** To explain the National Incident Management and Incident Command systems and how they improve emergency response coordination and help local emergency management personnel make effective, consistent, and timely decisions.
TIME: 1:30 p.m.
CREDITS: Eligible for two PMGA primary public safety credits or two secondary credits if enrolled in a different track.
COST: $35 for PSATS members* and $45 for non-members.

Essentials in Public Safety
FOR: Elected and appointed municipal officials, managers, secretaries, first responders, emergency management coordinators, and others interested in public safety.
PURPOSE: To explain essential topics in public safety, including fire service, emergency management, police, ambulance service, mutual aid, homeland security, and municipal liability for volunteers.
DATE/LOCATION:
MAR 12 Spring Mills, Centre Co. — Potter Twp. Bldg.
MAR 13 Millville, Columbia Co. — Greenwood Twp. Bldg.

DATE/Locations:
APR 13 Hershey — Hershey Lodge
(Held the Saturday before PSATS’ 97th Annual Educational Conference)
TIME: 8:30 a.m.—4 p.m.
CREDITS: Eligible for four primary PMGA credits.
Note: This course is required for enrollees in the PMGA graduate program and fulfills the public safety primary course requirement for the PMGA public safety certificate program.
COST: $125 for PSATS members* and $175 for non-members.

Essentials in Township Administration
FOR: Township secretaries, managers, administrators, elected officials, and anyone who wants a better understanding of municipal administrative responsibilities.
PURPOSE: To explain essential topics in township administration, including the Township Code, human resources, risk management, the Right-to-Know Law, budgeting and accounting, audits, investments, and pension management.
DATE/LLOCATION:
APR 13 Hershey — Hershey Lodge
(Held the Saturday before PSATS’ 97th Annual Educational Conference)
TIME: 8:30 a.m.—4 p.m.
CREDITS: Eligible for four primary PMGA credits.
Note: This course is required for enrollees in the PMGA graduate program and fulfills the administration primary course requirement for the PMGA administration certificate program.
COST: $125 for PSATS members* and $175 for non-members.

QuickBooks for Payroll
FOR: Municipal secretaries, treasurers, managers, and others who use QuickBooks to process payroll.
PURPOSE: To explore a variety of useful tools to better manage payroll-related tasks.
**MEMBERSHIP:** To qualify as PSATS members, registrants must have paid current annual membership dues to PSATS or its affiliates (solicitors, engineers, planning, zoning officials, and emergency management associations) or the associate membership fee.

**REGISTRATION:** To register for these courses, go to psats.org, choose the “Training” tab, and click on “PSATS Training.”

**CREDITS:** Eligible for five PMGA secondary administration credits or five elective credits if enrolled in a different track.

**COST:** $125 for PSATS members* and $175 for non-members. *(Please note: This fee is in addition to the conference registration fee.)*

**Flagger Training**

**FOR:** Roadmasters, road superintendents, road crew members, and anyone else with flagger or supervisory responsibilities for public roads. Safety coordinators, law enforcement officers, and municipal engineers and managers may also benefit from this training.

**PURPOSE:** To train new flaggers and give those who were trained in 2016 the opportunity to maintain their status as a trained flagger in accordance with PennDOT Publication 408 requirements. The instructor will discuss flagging procedures, work zone set-up requirements, and traffic control devices based on PennDOT Publications 213, Temporary Traffic Control Guidelines, and 234, Flagging Handbook, as well as the federal Manual on Uniform Traffic Control Devices.

Topics also include the development of traffic control plans for flagging, use of typical layout configurations from Publication 213, and flagger visibility procedures. Attendees should bring a copy of the 2014 edition of Publication 213 to class. To download a copy online, go to www.dot.state.pa.us, click on “Forms, Pubs & Maps,”, and type “Pub 213” in the search field.

Participants who score at least 70 percent on a 20-question exam will receive a flagger training wallet card, which is valid for three years.

**DATE/LOCATION:**

**DATE:** APR 23

**LOCATION:** Kutztown, Berks Co. — Maxatawny Twp. Bldg.

**TIME:** 9 a.m.-noon

**CREDITS:** Eligible for three PMGA primary public works credits or three secondary credits if enrolled in a different track.

**COST:** $50 for PSATS members* and $75 for non-members. ✶

**Flagger Training**

**FOR:** Roadmasters, road superintendents, road crew members, and anyone else with flagger or supervisory responsibilities for public roads. Safety coordinators, law enforcement officers, and municipal engineers and managers may also benefit from this training.

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Participants who score at least 70 percent on a 20-question exam will receive a flagger training wallet card, which is valid for three years.

**DATE/LOCATION:**

**DATE:** APR 14

**LOCATION:** Hershey Lodge — Hershey Lodge (Held concurrently with PSATS’ 97th Annual Educational Conference)

**TIME:** 9 a.m.-4 p.m.

**CREDITS:** Eligible for five PMGA secondary administration credits or five elective credits if enrolled in a different track.

**COST:** $125 for PSATS members* and $175 for non-members. *(Please note: This fee is in addition to the conference registration fee.)*

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**COST:** $50 for PSATS members* and $75 for non-members. ✶
Upcoming Courses

ADA Transition Plans and Self-Evaluations
• May 29 — East Buffalo Township Building, Lewisburg, Union County

Asphalt Roads: Common Maintenance Problems
• March 7 — Caln Township Municipal Building, Thorndale, Chester County

Bridge Maintenance and Inspection
• April 3 — Silver Spring Township Community Room, Mechanicsburg, Cumberland County
• April 4 — Berks County Agricultural Center, Leesport
• April 25 — Training and Workforce Development Center, Hermitage, Mercer County

Curves on Local Roads: Issues and Safety Tools
• April 18 — Hamlin Township Building, Hazel Hurst, McKean County
• May 16 — Vernon Township Building, Meadville, Crawford County

Drainage: The Key to Roads That Last
• March 12 — Martinsburg Borough Building, Blair County

Equipment and Worker Safety
• March 6 — Silver Spring Township Community Room, Mechanicsburg, Cumberland County
• April 4 — East Manchester Township Building, Mount Wolf, York County
• April 17 — Lehigh Valley Planning Commission, Allentown, Lehigh County

Engineering and Traffic Studies
• March 14 — East Norriton Township Building, East Norriton, Montgomery County

Geosynthetics
• March 8 — Berks County Agricultural Center, Leesport

Intersections
• April 3 — London Grove Township Building, West Grove, Chester County
• April 10 — Lehigh Valley Planning Commission, Allentown, Lehigh County

Managing Utility Cuts
• April 24 — Buckhorn Community Fire Company, Bloomsburg, Columbia County
• May 28 — Spring Township Fire and Rescue Services Station, West Lawn, Berks County

Pavement Markings: Applications and Maintenance
• March 7 — Lehigh Valley Planning Commission, Allentown, Lehigh County
• April 4 — Training and Workforce Development Center, Hermitage, Mercer County

Posting and Bonding of Local Roads
• March 29 — Northwest Commission, Oil City, Venango County

Project Oversight
• March 4 — Adams County Emergency Services Facility, Gettysburg
• April 11 — Athens Township Building, Sayre, Bradford County
• April 12 — Tunkhannock Township Building, Tunkhannock, Wyoming County
• May 9 — West Mead Township Building, Meadville, Crawford County

Road Safety Audit
• March 20 — Shrewsbury Borough Building, York County
• March 21 — London Grove Township Building, West Grove, Chester County

Got new supervisors or staff?
Please notify PSATS by calling Casey Eisenhart at (717) 763-0930, ext. 112, or emailing memberservices@psats.org.
Township Solicitors Association Seminar

PSATS is holding the Spring Solicitors Seminar from 9:30 a.m. to 3:30 p.m. on Monday, April 15, at the Hotel Hershey. Participants may take advantage of the shuttle bus service between the Hershey Lodge and the Hotel Hershey.

Registration fees for the seminar vary based on membership status:
- Members of the Solicitors Association — $175
- Non-members of the Solicitors Association — $225

Attendees may be eligible for five continuing legal education credits and/or five PMGA elective credits. To register, call (717) 763-0930 or go to solicitors.psats.org.

Township Engineers Association Seminar

PSATS is once again offering the Spring Engineers Seminar from 8:30 to 11:30 a.m. Monday and Tuesday, April 15 and 16, at the Hershey Lodge.

Registration fees for the seminar vary based on membership status:
- Members of the Engineers Association — $95
- Non-members of the Engineers Association — $165

Attendees may be eligible for six professional development hours and/or six PMGA elective credits. To register, call (717) 763-0930 or go to engineers.psats.org.

TEMA Emergency Management Forum

On Sunday, April 14, PSATS will offer the TEMA Emergency Management Forum from 9 a.m. to 4 p.m. at the Hershey Lodge for TEMA members and anyone else interested in emergency management.

Registration fees for the forum vary based on membership status:
- Members of TEMA or any PSATS affiliate associations — $95
- Non-members — $115

Attending the forum will qualify enrollees in the PSATS Municipal Government Academy for six elective credits. To register, call (717) 763-0930 or go to tema.psats.org.

Pa. Association of Zoning Officials Forum

The State Association is offering the PAAZO Spring Educational Forum from 10 a.m. to 4 p.m. Sunday, April 14, at the Hershey Lodge.

Registration fees for the forum vary based on membership status:
- Members of PAAZO or any PSATS affiliate associations — $125
- Non-members — $175

Attendees are eligible for five continuing education credits toward zoning officer certification and/or five PMGA elective credits. To register, call (717) 763-0930 or go to pazo.org.
Road Surface Management
• May 2 — Penn Highlands Community College, Ebensburg, Cambria County

Roadside Vegetation Control
• March 28 — Caln Township Municipal Building, Thorndale, Chester County
• April 9 — Delaware Valley Trusts, Horsham, Montgomery County
• April 10 — Boggs Township Community Building, Bellefonte, Centre County

Safe Driver
• March 12 — Lehigh Valley Planning Commission, Allentown, Lehigh County
• April 11 — Berks County Agricultural Center, Leesport

Roads and Safety Features for Bridges and Culverts
• March 14 — Berks County Agricultural Center, Leesport
• April 16 — Antis Township Municipal Building, Bellwood, Blair County

Speed Limits and Speed Management
• March 13 — Shrewsbury Borough Building, York County
• May 1 — Bigler Township Municipal Building, Madera, Clearfield County

Stop Signs and Intersection Traffic Control
• March 7 — Goshen Township Building, Clearfield, Clearfield County

Stormwater Facility Operation and Maintenance
• April 18 — Spring Garden Township Building, York, York County
• April 25 — Ephrata Borough Building, Lancaster County

Unpaved and Gravel Roads: Common Maintenance Practices
• March 21 — Clarion University Small Business Development Center, Clarion, Clarion County
• April 8 — East Manchester Township Building, Mount Wolf, York County

Work Zone (Temporary) Traffic Control
• April 2 — Patton Township Municipal Building, State College, Centre County
• April 2 — Windsor Township Building, Windsor, York County
• April 3 — State College Borough Maintenance Garage, Centre County
• May 15 — Skippack Township Building, Skippack, Montgomery County
• May 16 — Caln Township Municipal Building, Thorndale, Chester County
• May 21 — Southern Alleghenies Planning and Development Commission, Altoona, Blair County

TO REGISTER for these free courses, go to www.ltap.state.pa.us or call toll-free (800) 367-5827.
Sewage Enforcement Officer
Precertification Academy & Continuing Education

Precertification Academy for Prospective SEOs

The PSATS SEO Precertification Academy will be held this spring at the PSATS office in Enola, Cumberland County.

According to state Department of Environmental Protection regulations, anyone interested in being an SEO for a local agency must attend approved precertification training. The PSATS SEO Precertification Academy — the only DEP-approved program — will provide information and resources to help candidates prepare for the SEO certification exam (see the box in column two) and begin work as certified local agency SEOs.

The academy would also benefit anyone who works with onlot sewage systems or their operation and management. The course focuses on Act 537 and the Pa. Code Title 25, Chapters 71-73, dealing with onlot sewage systems.

The academy is divided into two parts: the orientation course and the academy course. The orientation course is a self-study curriculum that must be completed before attending the academy course.

The 4½-day academy course is a specially created, interactive program that teaches the duties and responsibilities of a local SEO. Two topics in the academy course also have self-study content that must be completed before attending.

Instructors will cover such topics as slope, isolation distances, soil probe evaluation, daily flow, percolation, system design and selection, distribution methods, absorption area, inspections, planning, administration, and malfunctions. The final day will include a question-and-answer session.

**DATES/LOCATION:**
MAY 6-10  Enola — PSATS
Educational Center

**TIME:** 8 a.m.-5:30 p.m. each day except the final day, May 10, which is 8 a.m.-noon.

**COST:** $799 for PSATS members* and $949 for non-members. The registration fee includes tuition, lunch, course materials, and three videos.

*To qualify as a PSATS member, the registrant must have paid current membership dues to PSATS or its affiliate associations (solicitors, engineers, planning, zoning officials, or emergency management) or paid the associate membership fee.

**REGISTRATION:** Preregistration is required, and class size is limited to 25 attendees. To register for the academy, go to connect.psats.org, choose the “Education” tab, and click on “PSATS Sewage Enforcement Officer Academy.”

**ONLINE COURSE**

#344 Eljen Geotextile Sand Filter System

**FOR:** Sewage enforcement officers, engineers, municipal officials and staff, and others interested in the Eljen GSF System.

**PURPOSE:** To introduce sewage enforcement officers to the Eljen Geotextile Sand Filter System, an approved alternative onlot sewage system technology in Pennsylvania. The training covers on-site testing requirements, the role of the system components, design, absorption area configurations, installation, and maintenance requirements.

After successfully completing this course, SEOs may issue permits for this technology without review by the state Department of Environmental Protection.

Participants are eligible to receive three SEO continuing education credits or engineering professional development hours upon successfully completing the course and passing a web-based assessment with a score of at least 70 percent.

The course is free, but there is a fee to take the assessment (see below). After the fee is paid, the registrant will receive a link to the assessment, which must be completed within 30 days.

**COST:** $75 for PSATS members* and $90 for non-members

*To qualify as a PSATS member, the registrant must have paid current annual membership dues to PSATS or its affiliate associations (solicitors, engineers, planners, zoning officials, or emergency management) or paid the associate membership fee.

**REGISTRATION:** To register for the assessment and/or to view the course content, go to connect.psats.org, choose the “Education” tab, and click on “PSATS SEO Continuing Education.”

**SEO certification exam**

The State Certification Board will hold the SEO certification exam at the PSATS Educational Center on the final day of the academy, May 10, 2019, beginning at 1 p.m.

Candidates must register separately with the certification board to sit for the exam, which requires a $25 fee. For information and application forms, go to connect.psats.org, choose the “Education” tab, click on “PSATS Sewage Enforcement Officer Academy,” and scroll down to “SEO Certification Exam.”

You may also contact the certification board at (717) 772-2186 or email RA-seotrng@pa.gov.
Clean Up Your Community During ‘Let’s Pick It Up PA – Every Day’

Cleaning up trash and litter is a good way to show local pride and make your township attractive. And while that task requires constant attention, “Let’s Pick It Up PA – Every Day,” April 13-May 6, offers the perfect opportunity to put extra focus on keeping your township clean.

Local governments, individuals, civic groups, businesses, and other organizations are encouraged to remove litter and trash during this special event. Target areas can include roads, parks, forests, river or stream banks, neighborhoods, and open spaces.

This three-week statewide initiative is part of the Great American Cleanup, which runs March through May.

Sponsored by Keep America Beautiful Inc., the Great American Cleanup is the nation’s largest community improvement program. Each year, millions of volunteers collect litter and debris from roadsides, parks, and public lands; clean up illegal dump sites; recycle thousands of tons of metal and tires; and plant trees and flowers.

Keeping Pennsylvania beautiful

In Pennsylvania, the three-month cleanup is supported and sponsored by the Keep Pennsylvania Beautiful Alliance, a range of businesses, trade organizations, and local and state government entities, including the state departments of Environmental Protection and Transportation.

More than 108,000 volunteers participated in last year’s effort, collecting 6.6 million pounds of trash in more than 5,300 cleanup projects.

Volunteers cleaned up litter along 8,915 miles of roads, railroad tracks, trails, waterways, and shorelines and removed nearly 20,000 tires from the landscape. They also planted about 11,000 trees, flowers, and bulbs to improve their communities.

Townships that decide to participate in “Let’s Pick It Up PA – Every Day” will have plenty of support. For example:

• PennDOT’s district and county offices will provide free bags, gloves, and safety vests to registered cleanup groups.
• Participating landfills will allow free or discounted disposal of trash collected during registered events.
• County recycling coordinators, conservation districts, cooperative extension offices, and other environmental groups will answer questions and help organize cleanups.

Getting involved

Townships should consider asking local community organizations, such as Scout troops and church groups, to roll up their sleeves and lend a hand. Business owners might be willing to donate supplies, such as paint, T-shirts, or refreshments.

Popular cleanup activities include:
• planting trees or flower bulbs at a township building or intersection;
• painting a graffiti-marked wall;
• sponsoring a litter collection contest;
• picking up litter along a local road;
• cleaning up a stream, field, or other area that has become an illegal dump site and then posting signs warning against illegal dumping; or
• placing garbage cans in litter-prone areas and arranging for them to be emptied regularly.

Registering events

To learn more about how your township can mobilize residents to help clean up the community, go to www.gacofpa.org. Here, townships can register their activities, find other events in the area, and get tips on holding a successful cleanup.

Townships may also contact Michelle Dunn of Keep Pennsylvania Beautiful toll-free at (877) 772-3673, ext. 113, or email mdunn@keeppabeautiful.org.

Townships should encourage residents to help spruce up their community during the “Let’s Pick It Up PA – Every Day” initiative sponsored by Keep Pennsylvania Beautiful.
BECOME A BETTER LEADER

Register for one or more of PSATS’ New Leadership Development Courses

- Designed for Supervisors, Managers, Secretaries and Others
- Six Interactive Half-Day Sessions
- Three Locations for Each Session

Sessions Offered:
1 — Leadership 101: Effective Supervision and Why It Matters
2 — Facing Change: Change and Transition Management
3 — Managing Conflict, Team Development, and Relationship Building
4 — There is No “I” in Team: Supporting Employee Growth
5 — Let’s Talk: Effective Communication and Managing Difficult People
6 — High Hopes: Establishing Expectations and Accountability

Credits:

Each session is eligible for 4 PSATS Municipal Government Academy credits and/or 4 Society for Human Resource Management professional development credits.

For class descriptions and pricing, see page 68. For more information, contact Scott Coburn at 717-763-0930, ext. 171, or scoburn@psats.org.

Dates/Locations

Session 1:
February 5 — Butler Co.
February 12 — Cumberland Co.
February 13 — Montgomery Co.

Session 2:
March 13 — Washington Co.
March 22 — Bucks Co.
April 14 — Dauphin Co.

Session 3:
May 6 — Allegheny Co.
May 9 — Luzerne Co.
June 4 — Lancaster Co.

Session 4:
July 10 — Mercer Co.
July 17 — Chester Co.
August 1 — Cumberland Co.

Session 5:
September 5 — Butler Co.
September 18 — Monroe Co.
October 2 — Tioga Co.

Session 6:
November 7 — Erie Co.
November 14 — Berks/Lehigh Co.
December 10 — Cumberland Co.
Energy, Environmental Grants Available Through Commonwealth Financing Authority

Funding for several renewable energy programs is available through the Commonwealth Financing Authority (CFA). Applications are due at least 60 days before scheduled meetings of the CFA board. Upcoming deadlines are March 22, May 17, and July 19.

• The Alternative and Clean Energy Program provides loans and grants for activities that promote the use, development, and construction of alternative and clean energy, compressed natural gas infrastructure, and liquefied natural gas fueling stations. Energy efficiency and conservation projects are also eligible.

• The Renewable Energy – Geothermal and Wind Projects Program provides loans and grants to promote the use of alternative energy.

  Loans for geothermal systems or wind energy generation or distribution projects may not exceed $5 million or 50 percent of the total project cost, whichever is less.

  Grants for wind energy generation or distribution projects may not exceed $1 million or 30 percent of the total project cost, whichever is less.

• The Solar Energy Program provides loans to promote the use of solar energy. Eligible projects include facilities to generate, distribute, or store solar photovoltaic energy.

Environmental grants also available

A number of environmental grant programs are also accepting applications through the CFA. All of these grants come from the Act 13 Marcellus Legacy Fund and have an application deadline of May 31.

The water-related project grants fall under several categories:

• Watershed restoration and protection program, for projects that restore streams impaired by uncontrolled discharge of non-point source pollution or maintain already restored streams.

• Abandoned mine drainage (AMD) abatement and treatment program, for projects to reclaim abandoned mine wells; construct abandoned mine drainage sites; operate and maintain or remediate and repair existing AMD sites; establish a trust fund for ongoing maintenance of a site; and monitor water quality to trace non-point source load reductions.

• Orphaned or abandoned well-plugging program, for projects that clean out and plug abandoned and orphaned oil and gas wells, stray gas mediation systems, and well-venting activities.

• Sewage facilities program, to help cover the costs of sewage facilities planning under Act 537.

• Flood mitigation program, for projects that are authorized by a flood protection authority, the state Department of Environmental Protection, the U.S. Army Corps of Engineers, or the U.S. Department of Agriculture’s Natural Resources Conservation Service or are identified by a local government for flood mitigation.

• Greenways, trails, and recreation program, for projects that involve the development, rehabilitation, and/or improvement of public parks, recreation areas, greenways, trails, and as well as river conservation activities and flood mitigation projects.

For more information about any of these grants, call the state Department of Community and Economic Development’s Center for Business Financing at (717) 787-6245 or go to http://dced.pa.gov, hover over “Programs & Funding,” and click on “Commonwealth Financing Authority” and then “Programs.”

Applicants are strongly urged to contact their state House and Senate members to inform them that they plan to submit an application for funding under these programs.
Enter your joint project in PSATS’ Intergovernmental Cooperation Awards Contest

Did your township partner with neighboring municipalities and/or the state and federal governments to complete a project in 2018? If so, submit a description for consideration in PSATS’ Excellence in Intergovernmental Cooperation Awards Program. Submissions are due by March 18.

Presented in cooperation with the Pennsylvania Association of Councils of Governments (PACOG), the contest recognizes townships that work with other government entities to complete projects more efficiently and cost-effectively.

Eligible activities include but are not limited to:
- joint road or bridge construction/replacement;
- intermunicipal parks and recreation projects;
- regional stormwater projects;
- equipment/manpower sharing programs;
- joint comprehensive plans;
- public safety cooperatives; and
- intermunicipal recycling and/or illegal dump remediation programs.

Winners will receive their awards at PSATS’ Annual Educational Conference in April and will be the subject of a Township News article.

For more information or to submit a project, call Brenda Wilt at PSATS at (717) 763-0930, ext. 123, or email bwilt@psats.org.

Have You Registered Yet?

PSATS’ 97th Annual Conference, April 14-17, 2019, in Hershey!

What can you look forward to?
- 80-plus workshops
- 3½ days of networking
- The largest municipal exhibit show in Pa.
- A voice in shaping your association’s policy
- Engaging, informative speakers

You can’t afford to miss it!

Get all the details and register at conference.psats.org.
Chester County township welcomes first junior supervisor
East Nottingham Township in Chester County appointed its first junior supervisor in November 2018. Elizabeth Estes, a junior at Oxford Area High School, will serve as a non-voting member of the board of supervisors through August 2019. District Magistrate Scott Massey administered the oath of office to Estes at the November supervisors meeting.

Supervisor Michael Watson told the Chester County Press that the township secretary, Kelli Karlton, was instrumental in launching the junior supervisor program.

Karlton said that the board established the program to inspire young people to become more involved with local government by helping them see how it functions and learn about the duties of local officials.

Estes, who is interested in a career in local government or politics, thanked the supervisors and the residents for giving her this opportunity.

“I hope, in this position, I can give back to the community,” she told the paper.

Allegheny County township invites residents to ‘make it to the moon’
Moon Township in Allegheny Township gave residents, businesses, and organizations the opportunity to send a photo, drawing, or other documentation to the Moon — yes, the actual Moon that orbits the Earth. The township’s invitation was an extension of Project Mora, a moon museum that is assembling thousands of digital contributions from around the world for a future lunar mission.

Later this year, the digital files will be transferred to a data storage capsule in Louisville, Ky. The capsule will travel to Pittsburgh to be integrated into Astrobotic’s Peregrine Lander system, which is scheduled to hitch a ride to the moon in 2020 or 2021 on an Atlas V rocket owned by United Launch Alliance.

Moon Township participants paid a $2.50 fee to upload their digital file. The proceeds will fund the township’s effort to place military banners around the community to honor fallen veterans.

In a subsequent twist, the Sen. John Heinz History Center in Pittsburgh invited the township to be a part of its own contribution to the lunar mission. The museum held an online contest that allowed visitors to vote for the piece of memorabilia that would be placed on the Peregrine Lander. One of the choices was soil from Moon Park in Moon Township. The voting was ongoing at press time.

Share your township news with our Township News!
The Township News is looking for short accounts (about 100 words) of events, awards, personal accomplishments, and human-interest stories happening in PSATS’ member townships. They can be serious, comical, or somewhere in between but must relate to township activities or people. Send us the details; we’ll do the rest!

Email your news to Editor Ginni Linn at glinn@psats.org.
GET YOUR MINUTE AND ORDINANCE BOOKS FROM PSATS AND BE TOWNSHIP CODE-COMPLIANT

The Second Class Township Code sets strict specifications for how to keep minutes and records for an accurate depiction of your township’s history. Minute and ordinance books from PSATS meet every standard.

Why risk the validity and effectiveness of your township’s records by using anything else?

BOUND BOOK — $55 each
- 160 13" x 10 7/8" numbered pages
- Choice of black or maroon
- Imprint on spine or plain (additional $10 charge for front-cover lettering)

POST BINDER BOOK — $140 each
- 250 8 1/2" x 11" removable, numbered, and security-coded pages
- Permanent locking device

All PSATS minute and ordinance books meet the requirements of Sections 605(b) and (c) of the Second Class Township Code.

ORDER FORM

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PLEASE NOTE: Payment is required prior to shipping. Please mail this form with credit card information or check payable to: PSATS, 4855 Woodland Drive, Enola, PA 17025-1291. If paying by credit card, you may fax this form to PSATS at (717) 763-9732 or email it to jmayers@psats.org.

You may also order minute books online by going to www.psats.org and clicking on the Connect button on the left side of the page. Then choose “Online Store.” From there, select “Minute Books.”

Questions? Call PSATS at (717) 763-9030.
Time flies, and hopefully, you’re keeping track of each passing day with PSATS’ 2019 calendar.

Mailed to each member township in December, the calendar includes information that’s valuable to townships, such as 2019 filing deadlines for state and federal forms and reports, dates for PSATS training sessions and webinars, major holidays and other observances, and much more.

Here’s what you’ll see when you “turn the page” to March:

➤ **Featured member service — Training courses:** The Association offers a variety of educational opportunities for municipal officials, administrators, and staff. In addition to standard classroom courses and webinars on local government topics, PSATS also offers training for:
  - road personnel through PennDOT LTAP;
  - township solicitors, engineers, and planners;
  - emergency management coordinators;
  - sewage enforcement officers;
  - building code officials; and
  - zoning officers, including certification.

Through the PSATS Municipal Government Academy, municipal officials and staff can earn certification in one of four tracks: administration, planning/zoning, public safety, and public works. For more information about PMGA, go to [pmga.psats.org](http://pmga.psats.org), call (717) 763-0930, or see page 52.

Municipal officials and staff can also learn about employment law and issues in PSATS’ annual HR and Labor Management Institute and explore a variety of local government issues during the Regional Fall Forums.

Attendees of PSATS training courses are also eligible to receive a variety of credits, such as those for:
  - continuing education;
  - continuing legal education;
  - Society for Human Resource Management professional development;
  - tax collector qualification; and
  - zoning officer and sewage enforcement officer certification.

➤ **Workshops and webinars:** PSATS’ new Leadership Development Series continues with Session 2 in Bucks and Washington counties. Also, don’t miss PSATS’ popular Webinar Wednesday series. Each weekly session, held from noon to 1 p.m., focuses on a variety of municipal issues, including public safety (March 6), planning/zoning (March 13), administration (March 20), and public works (March 27).

First-time conference attendees should be sure to register for the free First Timers Webinar, offered on March 28 at 10 a.m. and 1 p.m.

To register or learn more about any of these educational programs, go to page 68, visit [training.psats.org](http://training.psats.org), or call PSATS at (717) 763-0930.

➤ **Holidays and observances:** The Lenten season begins with Ash Wednesday on March 6. It’s time to turn the clocks ahead one hour the weekend of March 9-10, celebrate St. Patrick’s Day on March 17, and welcome the first day of spring on March 20.
National Work Zone Awareness Week Puts Focus on Safety

Townships can join the effort to bring national attention to motorist and worker safety in work zones by promoting National Work Zone Awareness Week, April 8-12.

This annual spring campaign is held at the start of construction season to encourage safe driving through highway work zones. The key message is for drivers to use extra caution in work zones to keep public works personnel safe.

For more information and promotional resources, visit the American Traffic Safety Services Association website at www.atssa.com or call toll-free (800) 272-8772.

MARK YOUR CALENDARS

April’s Local Government Week gives Pa. townships the opportunity to shine

Mark your calendars to celebrate Local Government Week, April 8-12.

The observance is a perfect opportunity for townships to promote strong, independent, and active local governments and recognize the valuable contributions made by those who serve their communities in public office.

For ideas on how to celebrate Local Government Week, see page 46 of the February 2019 issue of the Township News.

Claim fuels tax refunds by March 31

Townships need to claim their 2018 liquid fuels tax refunds by March 31. The refund, issued by the Pennsylvania State Treasury, covers the tax paid on liquid fuels as follows:
- 57.6 cents per gallon on gasoline
- 74.1 cents per gallon on diesel fuel

To receive the refund, townships must submit statements or receipts showing the number of gallons purchased, type of fuel, price, purchase dates, and amount of tax paid. Submissions must be postmarked by March 31.

For more information or to request a refund claim form, call the state Board of Finance and Revenue at (717) 787-2974.

coming up

March 1
Deadline to enter the Road and Bridge Safety Improvement Awards Contest
PUC report due: Municipality-Approved Budget Report for Act 13 Impact Fees (for townships that received natural gas impact fee revenue in 2018 or expect to receive it in 2019)

March 8
Deadline to enter the Build a Better Mousetrap Awards Contest

March 15
Deadline to participate in the state’s 2019-2020 road salt contract; apply through COSTARS

March 18
Deadline to enter the PSATS/PACOG Excellence in Intergovernmental Cooperation Awards Contest (see page 81)

March 31
Form AG-385 due to the Auditor General
Deadline to claim liquid fuels tax refunds (see box at left)

April 1
DCED Annual Audit and Financial Report due (DCED-CLGS-30)
PURTA Report due to the Department of Revenue

April 8-12
Pennsylvania Local Government Week (see box at left)
National Work Zone Awareness Week (see adjacent article)

April 15

April 14-17
PSATS’ 97th Annual Educational Conference and Exhibit Show

Turn page for more Newsworthy ➤
PennDOT Updates Guidance for Posting and Bonding, Approves Fog Seals

Townships will be able to more consistently manage heavy hauling on their roads, thanks to updated guidance from PennDOT on posting and bonding weight-sensitive roads. Publication 221, Posting and Bonding Procedures for Municipal Highways, is now aligned with Publication 23, Chapter 15, Weight Restrictions on Highways (Posted Highways), to ensure that the posting and bonding of state and local roads is consistent, effective, and defensible.

Throughout 2016 and 2017, PennDOT conducted extensive outreach, surveys, and information exchange sessions about the posting and bonding of local roads with industries, municipalities, and the agency’s Municipal Services representatives and posted and bonded coordinators. From this feedback, PennDOT restructured its guidance to simplify terminology, update training information and materials, provide step-by-step procedures with checklists, and improve the use of graphics to clarify content.

PennDOT recently emailed municipalities with a link to the updated Publication 221.

For more information, contact Halley Cole, chief of pavement asset management, at halcole@pa.gov or (717) 783-6146 or your PennDOT District Municipal Services coordinator. You can also visit papostedroads.pa.gov to learn about PennDOT’s Posted and Bonded Roadway Program.

Fog seals approved

Townships may use liquid fuels funds to apply a combination of a seal coat with a fog seal on local roads now that PennDOT has approved design procedures and specifications for this treatment.

Although municipalities have been using fog seals and bituminous seal coats — also known as chip seals — to improve the surface and extend the life of their roads for years, PennDOT only recently granted approval for fog seals or the use of both treatments together. Design procedures and specifications for seal coats were approved previously.

A fog seal is a thin application of an asphalt emulsion to an existing pavement surface with or without a fine aggregate cover, while a bituminous seal coat is a thin application of an asphalt emulsion covered with a single layer of course aggregate.

PennDOT developed and approved this specification with input from the Pennsylvania Association of Asphalt Material Applicators. During the specification development, workers monitored the test sites for performance, and after seven years, the experimental areas still performed better than the control areas.

Specifications for the use of fog seals on seal coats can be found in Publication 408/2016, Change No. 5, under Section 472, Bituminous Fog Seal for Bituminous Seal Coats.

LTAP SUCCESS STORY

Speed study establishes appropriate limit in Perry County township

Penn Township in Perry County recently requested LTAP’s help with a speed study on Schoolhouse Road. A 40 mph speed limit had been posted at some points on the road, but the township did not have any record of a study, and the signs were not posted at appropriate locations.

LTAP helped the township with a safe running-speed study, which determined that 35 mph was an appropriate limit for the road. The township followed guidance from Title 67, Section 212.108, to ensure proper placement of the speed limit signs.

Need help with a transportation-related problem? Schedule a FREE tech assist with LTAP, email ltap@pa.gov, or call toll-free (800) FOR-LTAP (367-5827).
Township officials gather at Farm Show luncheon

Hundreds of state and local government officials gathered for lunch at the 15th Annual Public Officials Day, held during the 2019 Pennsylvania Farm Show in January. PSATS was there to participate and capture its members enjoying the day.

The 2020 Farm Show will be held January 10-18.
Lisa Swisher will be retiring at the end of March, but not before giving something back to her community and fellow township administrators.

A Part of Her
Lisa Swisher
Granville Township, Mifflin County
35 years of service

BY JILL ERCOLINO / MANAGING EDITOR

Every Christmas Eve, Lisa Swisher goes through the same ritual.

As her coworkers in Granville Township, Mifflin County, file out to celebrate the holidays with friends and family, she stays behind, alone with her thoughts.

“Up to that point, every day has been so hectic,” Swisher says, “so I wait for everyone to leave, and in the quiet, I reflect on the year, and then I go home.”

On March 29, her final day as the township’s secretary-treasurer and manager, she plans to repeat her holiday ritual. This time, however, Swisher will be reflecting on a career that has spanned 35 years — and, more than likely, wiping away a few tears as she looks to retirement.

On-the-job experience
Swisher was just 22 years old when she was hired as the township’s secretary. She admits she didn’t have a clue.

“I had never even heard of a township before,” she says with a laugh. To make matters worse, the previous secretary was gone, and there was no one in the office to train her. Swisher had to fend for herself. “When you talk about on-the-job experience, that’s exactly what I had.”

Fortunately, at the time, the state had staff who would travel to teach municipal secretaries the job. Swisher also relied on other secretaries in the county for advice and information. A year later, she not only became a mom but also was handling all the township’s administrative work, which in 1985 was done by hand.

“I was doing everything myself,” Swisher says, recalling working holidays and weekends just to keep up. It was grueling, but she stayed. Why? Because she thrives on helping and learning.

“We work at a level of government where we talk face-to-face with the people we serve and directly affect their lives,” Swisher says. “And the longer you’re here, the more responsibility you get so you’re always learning and experiencing something new. I love this job.”

Over the years, as the township grew — it was the first in the county to get a computer — so did the staff. Swisher eventually got some much-needed help when she hired an assistant, Mary Herto, who in April will become Granville Township’s next manager. The pair have worked together for 22 years, and

“The longer you’re here, the more responsibility you get so you’re always learning and experiencing something new. I love this job.”
Swisher calls Herto her “right arm.”

“I’m glad that I chose the person I did to be my assistant and that she can step into the position and make it even better,” Swisher says. “I feel like that is my greatest accomplishment: to continue the service our residents are accustomed to and have it improve after I am gone.”

Swisher also made sure to lend a hand to other secretaries. She’s active in Discussion, PSATS’ online networking and problem-solving group for township officials.

“People helped me when I first started here,” she says, “and now that I’m able to give back, I do.”

**A tough decision**

Swisher admits that the decision to retire wasn’t easy, but it was time. Her husband, home, and family need to be her focus now.

“I couldn’t even tell people I was retiring without crying,” she says. “In a lot of ways, I grew up in this position, and it has become so much of who I am. I’m really going to miss it.”

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**How PSATS has helped this Hall of Famer**

From attending workshops to reading the Township News, Lisa Swisher has taken advantage of a number of PSATS services. Discussion, the Association’s online, problem-solving chat room, is among her favorites.

“Discussion is an invaluable tool for any municipality to use,” she says. “It’s like a virtual class that you can access 24/7. You can find the answer to just about anything there because someone else has already been in your shoes.

“This is one of the best services to come along over the years to help me and everyone else in local government.”
Don’t miss out on your chance to get up-to-the-minute information on legislation, events, education, and township-inspired stories. How? Follow PSATS on Twitter and Facebook!

www.facebook.com/PSATS
http://twitter.com/PSATS

For just $825 a year (or $725 for members of the Pa. State Association of Township Engineers), you can advertise on these pages and reach close to 10,000 local government officials in Pennsylvania every month.

To reserve this space, call Ginni Linn, executive editor, at (717) 763-0930, ext. 127.
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- Subscription to the *Township Engineer*, the quarterly newsletter of the Engineers Association.
- Subscription to the *PSATS News Bulletin*, which provides legislative and other updates.
- Association-sponsored engineer workshops.
- Consultation with the Association staff and its engineering consultant.

For more information, call PSATS at (717) 763-0930, ext. 128, or log onto [engineers.psats.org](http://engineers.psats.org).

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**Q** May the township’s permanent, official minutes be kept in a loose-leaf binder?

**A** No. Section 605 of the Second Class Township Code requires townships to keep the official minutes in a mechanical post binder book that can be permanently sealed or in a bound minute book. For efficiency, the township may keep official copies of the minutes in a loose-leaf binder or file and copy these as needed, instead of placing additional wear and tear on the permanent minutes.

**Q** Must township ordinances also be kept in a special book?

**A** Yes. Township ordinances are also permanent records and must be kept in the same type of book as township minutes.

**Q** What are the specific requirements for minute and ordinance books?

**A** Minutes and ordinances are permanent, official records of the township. Section 605 of the Second Class Township Code requires that minutes be kept in a mechanical post binder book that has a permanent locking device, numbered pages, and a security code on each page or in a bound book with numbered pages.

**Q** Where can I buy minute and ordinance books that meet the Township Code requirements?

**A** PSATS sells post binder and bound minute books that meet these requirements. For more information, go to www.psats.org, choose “Shop,” and select “Shop PSATS Store.” You will find the books under “Minute Books.” Members may also call the Association at (717) 763-0930 to place an order. (See page 83 for PSATS’ Minute Book ad.)

**Q** Are handwritten minutes legal if they are in the minute book?

**A** Yes. Section 605 of the Township Code allows minutes to be transcribed directly onto the pages of the minute book.

**Q** We use a bound book to record our minutes. If I print the pages on a separate sheet of paper and attach them, what is the method required by the Second Class Township Code?

**A** The minute pages may be stapled, glued, or attached with any other adhesive. Then the township seal must be impressed on each page, with the impression covering a portion of the attached record and a portion of the page to which it is attached.

**Q** Who is required to sign the minutes?

**A** This question is not addressed in either the Second Class Township Code or the Sunshine Law. Each township should have a procedure for who must sign the minutes. It is recommended that the secretary sign the minutes to attest to their accuracy. (See page 67 for information on how to order PSATS’ Sunshine and Right-to-Know Laws Manual.)

**Q** What if the township secretary is unable to attend a meeting?

**A** The board of supervisors should designate an individual as assistant secretary, at least for that meeting, to prepare notes from which the official minutes may be prepared or to prepare the actual minutes.

**Q** When must the minutes be prepared?

**A** While there is no specific deadline, it is recommended that the minutes be prepared before the next regular meeting.

**Q** May an individual supervisor require that a change or addition be made to the minutes?

**A** No. A majority of the board must vote to make a change to the prepared minutes.

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