



HISTORIC
Bellefonte™
Est. 1795

To: Council

From: Ralph

Date: September 16, 2021`

Subject: Borough Manager's Report for August 2021

Operations/Staff Updates:

- All operations, seasonal and year-round, are running normally. It has been a difficult grass-cutting year especially with the crew having to cut the 20 acre Union cemetery. We hope that the 2022 season allows for inmates to assist with the cemetery.
- We are working to comply with insurance carrier cybersecurity mandates to use "multi-factor authentication" when signing in to borough email or the server
- The control systems at the Wastewater treatment plant need to be upgraded. Staff will be working on this over the next six months or so.
- Year-to-Date revenues/expenditures are generally as expected
- Assistant Supervisor – intermittent sick leave – medical
- Water Department and Waste Water Treatment Plant Monthly Reports are attached

Council Meetings:

- We are nearing the time of the year when most of our attention goes to developing next year's budget. We are planning to make a preliminary presentation at the October 4th work session. We will also work to bring a tentative public works collective bargaining agreement to council before the end of the year.
- I have included the article "Boards and Councils Best Practices," published in The Keystone Tap, Fall 2021 edition (I also provided this article to the Borough Authority members). It offers a solid message about board member

responsibilities and sometimes having to make unpopular decisions in the best interest of the borough, the authority, etc.

August	Meetings/Activities Attended
1	
2	<ul style="list-style-type: none"> ➤ Department head meeting ➤ Bellefonte Police Pension Board Meeting ➤ Met with Spring Township Manager – joint letter to MPO ➤ PA Boroughs Association Pension Board Conference Call ➤ Work Session and Council meeting
3	<ul style="list-style-type: none"> ➤ Staff meeting ➤ Authority meeting
4	<ul style="list-style-type: none"> ➤ HR committee meeting ➤ Energy committee meeting
5	<ul style="list-style-type: none"> ➤ Traveled to Boroughs Association Pension Board Meeting ➤ Attended PSAB pension board meeting
6	➤ Off
7	➤
8	➤
9	➤ Planning Commission meeting
10	<ul style="list-style-type: none"> ➤ HARB meeting ➤ Finance committee meeting ➤ Meeting with vendor for council room furniture ➤ Meeting with Frank, WWTP Superintendent
11	➤ Workplace Safety Committee
12	<ul style="list-style-type: none"> ➤ Council agenda planning meeting ➤ Streets Committee meeting ➤ Airport Authority meeting
13	➤ Meeting with vendor for council room furniture
14	➤
15	➤
16	<ul style="list-style-type: none"> ➤ Department head meeting ➤ Work session and council meeting
17	➤ Staff meeting
18	➤ Energy committee meeting
19	<ul style="list-style-type: none"> ➤ Onsite meeting to look at zoning issue, East High Street ➤ Parks committee meeting ➤ Streets committee meeting
20	➤ Off
21	➤
22	➤
23	➤ Virtual meeting – Policing and Communities of Color Task Force Report
24	➤ PA Rural Water Association Board Meeting, Conference Sessions/certified operator training



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25	➤ PA Rural Water Association Conference Sessions/certified operator training
26	➤ PA Rural Water Association Conference Sessions/certified operator training ➤ Airport Authority meeting
27	➤ No meetings
28	➤
29	➤
30	➤ No meetings
31	➤ No meetings

Activities
Meeting preparation and follow up, coordinate with staff – doodles, directives, policy questions
Unscheduled, informal, meetings, calls, emails to/from staff – Department day-to-day operations
Correspondence – elected, fellow staff, residents, business owners, other government staff, realtors, customers, etc. via emails, phone calls, letters
Draft meeting minutes review

Boards and Councils Best Practices

By Chad Heister, CPA

We all have to deal with boards and councils, some of us more than others. What role do governing councils serve and what is the metric we can use to see if we have a healthy board?

I'll get the civic lesson out of the way. Boards and councils depend on the municipality structure of your system. Whether you are a city, borough, township, or municipal authority. Each municipality has its own rules and guidelines. Some board members are elected officials, and some are appointed; some have to be a consumer of the utility system while others don't, but they do have to live in the incorporated municipality. There are other qualifications; for example, a member should not have conflicts of interest and must be a taxpayer in the municipality. Authority boards are also required under the State Ethics Act to fill out an ethics form every year.

Board members have several basic responsibilities. They act as a trustee for the general public, they have a fiduciary responsibility, and they are to lead by example to their employees. There have been discussions in the state legislature for at least the last ten years about the future of water and wastewater systems and their autonomy, because

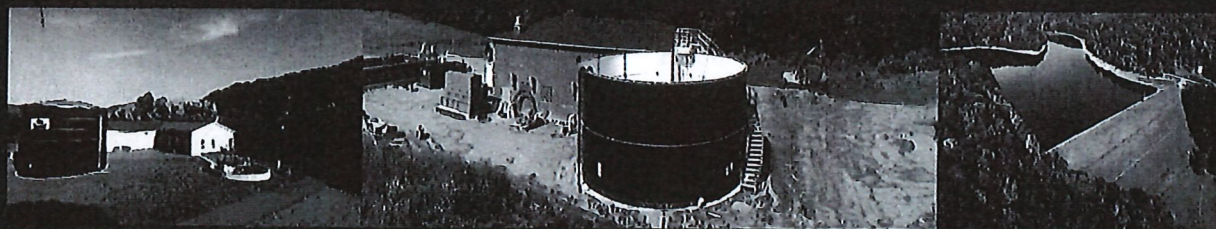
of a lack of sustainable leadership, inadequate infrastructure, and lack of financial viability.

Boards are to protect the public interest by listening to their concerns before making decisions. We can't please everyone, but we still must listen to the public and care about their concerns. However, a board might have to act against public opinion for the good of the public to be financially viable and sustainable.

Boards have a fiduciary responsibility to the public. Unlike other government entities, water and sewer authorities do not receive tax revenues. They are a governmental enterprise fund, which means we are providing a service and receiving a revenue directly from that service. The board must evaluate that they have sufficient revenues to pay operational expenses, maintain sufficient cash flow, provide enough capital funds for improvements and expansion, swapping out infrastructure and other unexpected emergencies.

Boards also must be leaders. Leaders in mission, vision, and integrity. All businesses start with a mission. It answers the question, "Why does this system exist? or What is our purpose?" An example could be:

Committed to QUALITY and Client SATISFACTION Since 1916



TRANSPORTATION
MUNICIPAL SERVICES
COMMERCIAL DEVELOPMENT
CONSTRUCTION MANAGEMENT/INSPECTION

Providing over 100 years of Consulting Engineering Services



Gibson-Thomas
ENGINEERING



LATROBE

PITTSBURGH

INDIANA

FAYETTE

HARRISBURG

RICHMOND

FT MYERS

- “We will provide sustainable and efficient water treatment to our customers through expertise and integrity.”

This statement is specific enough, so we pick our battles between what’s important and what isn’t. In addition, it’s broad enough to give the workers and the public our prime values of – sustainability, efficiency, expertise, and integrity.

Next is vision, it answers the question of, where are we going and where do we want to be? It’s a specific statement that is a wish list of our long-term aspirations. It gives us a finish line, something to shoot for, but this finish line is always moving five or ten years down the road. For example:

- “Awesome Municipal Authority strives to be financially viable, maintaining our infrastructure and be environmentally responsible.”

Lastly, the board must be people of integrity if it is going to trickle down to the lower rank and file. Boards lead by example. In business, we call this the “Tone at the Top”. In the graphic you see 80% of the communication is lost from the Board to the Workers. The board’s mission, vision and integrity must be communicated clearly and frequently to have an impact on the whole organization. Board members need to be a help and have their people’s back and not be a hindrance.

Board members need to use due diligence to investigate things that don’t pass the smell test. Ask questions, ask professionals, take seminars to better understand your responsibilities. There was one board that was told by their bookkeeper that they didn’t have to have audited financial statements. The Municipal Authorities Act requires authorities to have annual audited financials. The board believed her and turned out she was embezzling money from the system.

Board members also should have a broader responsibility to the public. One board member was heard to say that the only reason he is on this board is so rates never go up. That is not just a simplistic narrow view, but it’s a bad business practice. A business that doesn’t adjust for rate increases and inflation is not going to be in business very long.

Finally, this all starts and ends with intentionality. Board members have to be intentional every meeting to pay attention to the condition of their system, the future needs of the system, the continued training of their employees and financial health of their organization. They must be intentional in helping the employees, giving them authority and support to do their jobs. They have to be intentional about not only making policies that affect the public, but be people of integrity to stick to it, even if it is unpopular and may cost more in the short-term.

Other board tips:

- Be present and on time – It’s extremely hard to get someone off of an authority board if they don’t want to, but if they miss three consecutive meetings they can be removed.
- Leave the Authority in better condition than you found it - financially, structurally, and overall more sustainable.
- Take PRWA and PMAA (Pennsylvania Municipal Authority Association) classes – Get educated. Unlike some states, Pennsylvania is behind in requiring board members to receive contact hours, but they desperately need it.
- Have good internal controls to prevent theft – It’s easy for fraud to happen if there are no internal controls. If you only have a bookkeeper and an operator this cannot occur. So, the board may need to get involved, making deposits, reconciling the bank accounts, opening mail, double signing checks, etc. Fraud prevention is cheaper and more effective than fraud detection. This is the board’s responsibility not your CPA’s! ♦



Communication lost in an organization

References:

Bateman, Thomas and Snell, Scott. Management-The New Competitive Landscape, pg. 468

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Water Report September 2021

- | | |
|------------|---|
| 8/2/-6/21 | Prep work on Mcallister St for sewer main bursting project (Camera laterals, mains) |
| 8/9-13/21 | Burst 300 ft of 6" sewer main, burst 4 sewer laterals. |
| 8/9/21 | Repair 1 ¼" water main at W. Water St/550 |
| 8/19/21 | Delete 2" water service @ 238 N. Thomas St |
| 8/23/21 | Repair 4" main @ Armor St / E. Beaver St |
| 8/24-26/21 | PA Rural Water Conference (contact hours) |
| 8/31/21 | Repair 2" water main Locust lane |
| 8/31/21 | Replace service line 479 Sunnyside Blvd |

Niagara Filling Station used 408,000 gallons

Bellefonte Borough Authority Meeting September 8th, 2021 WWTP

Report

Bulk Water sales for the month of August was Approx. 236,900 gal.

8/2/21 to 8/13/21 – Approx. 364 WT of Biosolids were land applied to fields @ Spicer & Schaeffer farms.

8/5/21 – Maintenance replaced 32 UV lamps on a bank of the UV's.

8/6/21 – Sales and Manufacturing Rep's in and recommended a complete swap out of the old chain driving the S.final clarifier. Realignment of the North clarifier flights completed 8/9/21.

8/19/21 – Meeting with Kroff chemical comp. on polymer sample run and bioaugmentation addition trial proposal.

8/23/21 - #2 Mag drum separator shut down. Maintenance found a broken chain but issues need to be investigated and parts ordered.

- Volute press shutdown due to communication loss to the press control panel.

8/26/21 – Kappe Assoc. in and installed the Hydraulic cleaning system upgrade to the UV Control panel.