

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING

Section 9

Albert “Al” M. Penksa

*Winter Haven City Manager
Candidate Report*

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Cover Letter and Resume

Section 9

Albert M. Penksa Jr. CGFM
County Manager ICMA-CM
Gettysburg, PA 17325
814-242-6281(cell), email: amp5599@gmail.com

November 15, 2016

City Council
City of Winter Haven
451 Third St. NW
Winter Haven, FL 33881

Dear Council Members

This letter is requesting consideration for the position of City Manager posted with the Colin Baenziger & Associates. Being a manager that likes to engage people face to face with a gracious smile and firm hand shake' Doing so is to express my willingness to listen to the residents, business community and government leaders.

Having displayed leadership throughout my career which is illustrated in my resume, it is that leadership skill that will enable me to engage the mission of the city and objectives of city council. Furthermore, under your direction the objective is to become an integral part of the community, engage the departments, maintain an eye to finances, development and to be aware of the dynamics that make up the community.

My resume will demonstrate to you my varied experiences in management, financial operations, budgeting, governmental relations, business and economic development. These experiences will be of value in the performance of policies set forth to achieve the Council's goals. Then to develop the strategic plan and enhance the efforts to expand on the redevelopment of the downtown and capital projects. Additionally, while forging lasting relationships to grow the city's economic development which will improve the financial ability of the city to meet its obligations.

The experiences garnered through my positions as an official in the State and as County Manager in Adams County, Gettysburg Pennsylvania will allow me to provide the leadership and direction required by Council. Furthermore, having served under the watchful eye of the public, holding press conferences, addressing large groups and making presentations to executives will allow me to handle the needs of the position in a professional and confident manner. Having the ability to develop and maintain relationships with business owners, community leaders and public officials on both sides of the aisle will hopefully augment the objectives of Council.

Section 9

As your city manager my day will be to diligently engage each department, the management team and the citizens to address each issue whether it is simple, complex or challenging. In governing there is reality and then there is the perception of the issue, being very cognizant of reality versus perceptions of issues, my actions will be quickly to convey them as I become aware or understand them.

My management experiences in the supervision of staff to meet objectives and mandates will allow for effective continuity of the programs in place while allowing for the breaking of new ground for growth ahead. I believe that the employees of the city are its greatest asset which coincides with the public opinion results. As the manager I will strive to mentor, coach and lead by example to ensure their growth and share our appreciation for the service that they provide on behalf of the administration and the Council.

I have the ability to advise and foster an effective decision making process and hopefully you will trust that my visionary and futuristic approaches to address the needs of the City will add value to your objectives. Information will be forthcoming in a manner prescribed by council and timely. Under my management there will be a prudent eye on the finances, a daily effort to improve efficiencies and ongoing analysis of programs to ensure their effectiveness. That has been accomplished in the County of Adams while improving fund balance and having built a solid financial position for the future.

Winter Haven will afford me the opportunity to operate in an arena that is suited to my skills, my visioning and my progressive approach to governing and advising. I look forward to meeting with you to discuss the prospects of my contribution to your administration. Winter Haven is a very appealing vibrant growing city to which I desire to contribute to the high levels of service in a cost effective manner of a dynamic city on the move.

Sincerely,

Albert M. Penksa Jr

Albert M. Penksa Jr.

ALBERT M. PENKSA, JR ICMA-CM, CGFM

814-242-6281 E-mail: amp5599@gmail.com Gettysburg, PA 17325

Summary

More than 25 years' experience in government with expertise in the following areas:

- Financial and budget expertise
- Customer service
- Labor relations
- Organizational change
- Collaboration with governments
- Regional partnerships
- Capital financing
- Operations/project management
- Strategic planning
- Economic development
- Staff development
- Board and Commission relations
- IT system management
- Media relations

A manager/leader that is motivating, innovative and demonstrates organizational, analytical, visionary and communication skills in governing. Experienced in managing with fiscal prudence, a proponent of change management and promoter of sensible economic development.

Relevant Governmental Experience

County Manager

2010 – present

Adams County with a growing population of over 102,000 in an area covering 522 square miles. The County is in south central Pennsylvania within the influence of the Baltimore MD and Washington DC regional areas.

Duties and responsibilities as county manager

- Chief administrative officer of the County government with 535 employees and a budget of \$76 million dollars.
- Oversight responsibility for fiscal, HR, emergency service operations, planning, economic development, facilities management and other constitutional officer related functions. Initiated a measure to ensure health care cost to remain flat for four years
- Negotiator of labor union contracts, building purchases and renovation contracts, emergency service contracts and health care service contracts. Successfully negotiated contracts including a zero percent for 2014.
- Oversight of Economic Development Initiative and provide supportive measures for the EDC/IDA by funding and developing a community awareness. Steered a redevelopment project in the county to spur activity on a blighted sight

County Manager – continued:

- Develop the County general fund operational, special funds, enterprise funds and capital budgets. Increased fund balance each year.
- Oversight of cash management and investments. Obtained best Moody's rating of Aa3 for the County.
- Provide guidance on general Board policy, investment policy, automotive policy, HR policy, planning and economic development visioning and the County mission statement

Achievements and Accomplishments

- Identified eight departments for consolidation to trim cost so as to improve operational efficiencies, enhance service and provide better utilization of office space saving over 100k
- Coordinated RFP, contractor selection, vendor negotiations and design review for a \$26 million dollar enhanced 911 radio project. Project is successful and fully operational.
- Completed the sale of the nursing home asset resulting in adding cash to balance sheet, staff reduction and the elimination of negative cash flow
- Successfully presented to Moody's the financial posture of the County to improve the County to an investment grade. In 2014 secured an upgrade for the County to Aa the best ever for the County of Adams.
- While serving as IT Director in 2012 engineered an upgrade to virtual servers and created a plan for DRS, optical fiber/microwave connectivity, campus and community Wi-Fi.
- Lead negotiator with Teamsters of Court Appointed Professionals and Support staff, AFSCME with prison guards.
- Initiated an ERP project for new financial/payroll system. Managed the installation process and software currently performing for the County.
- County Coordinator for the 150th major tourism event, coordinating governmental cooperation, successful acquisition of State funding support by legislative budget approval and ensuring visitor enjoyment.
- Initiated a healthy employee program and have contained health care costs for four consecutive years with no increases to employees or the budget saving over 8 million dollars to the budget in that time frame
- Management oversight of an active shooter incident
- Partnered with EDC for business park revitalization and building lot enhancements to provide improved marketability
- Completed in 2015 a purchase of a 91k sq ft building to eliminate rents saving over 200k immediately for the budget plus consolidating services

Commonwealth of Pennsylvania

2000 – 2009

- Bureau of Invest –PA Department of Treasury – Western Regional Director/Supervisor
- Cash management services to county and municipal governments and non-profits
- Consulting - grew the western territory to more than sixty percent of the statewide portfolio, advised on improving earnings on cash flow through revenue-expense tracking
- Bureau of Audits-PA Department of Auditor General - Southwest regional supervisor/ assistant director
- Field executive responsible for school district audits – compliance, performance and financial. Managed corporate tax review and appeals
- Coordinated staff of supervisors, auditors and fleet of cars
- Developed the region into the top region in the state by initiating new auditing procedure and compliance directives
- Exceeded mandates and legislative guidelines

Cambria County Controller

1988 – 2000

- CFO of county operating budget (\$115M), provided weekly information to Board of Commissioners on revenue and expenditures with over one thousand employees
- Elected official for three terms
- Administrator/Secretary of County retirement system - monitored managers, custodians and handled employees retirement contributions, potential retirees and payroll
- Chairman of the County Prison Board, oversaw the construction of a new facility and reuse of the old structure and revenue streams from other Counties, State and Feds
- Chief Investment Officer monitored and invested idle money utilizing aging of AP and AR to maximize earnings.
- Chief Information Officer established the department and initiated communication between three separate systems and eventually integrated the systems.
- Streamlined the accounts payable system and enhanced the reporting of revenue received by the County Treasurer,
- Utilized aging, applied discounts and correlated payments to revenue streams to identify weekly demands for cash

Other Professional and Related Government Experiences:

- Township Manager 2010
- Appointed CEO – Antis Township, Blair County
 - Managed all daily functions of a municipality such as roads, zoning, CDBG, parks and directed staff to carry out the policies of the five Township Supervisors
 - Achievements and Accomplishments
 - Designed an early retirement option for the Township to reduce FTE costs while introducing seasonal staffing to meet the FTE demands
 - Initiated new approaches to road maintenance summer/winter needs
 - Upgraded computer operations in the township providing for more efficiencies and improved functions to serve the constituency
 - Developed the first investment policy for the Board
 - Developed a relationship with the union shop to implement an early retirement program, a first ever wage scale memorandum of understanding to the current contract and set the stage for contract negotiations
- Business Consultant 2009
- Self employed
 - Provided consultations to new start-up businesses in horticulture, convenience store, groceries and wholesale nursery services
- Senior Manager Business Development 2000
- CBIZ Service Responsible for developing business within the Commonwealth of PA. This corporation sold this division and they changed the direction of accounting services and acquisitions
- Johnstown City Council Member 1986-1988
- Member of the finance committee, adopted balanced budgets
 - Steered the initiative of requiring accountability from the strong Mayor to City Council in the bureau of sewage’s delinquent accounts, required integrity in prosecution.
 - Advocate for City Council, enabling the Board to retain their own counsel. Knowledge of 3rd Class City Code, elected for a term
- Records Management Consultant 1984-1988
- Consulted with county governments to improve their handling and retention of records and comply with retention schedules. Grew the territory more than tenfold over a five year period
- Deputy Register of Wills 1979-1984
- Supervised the recording of estates and orphan’s court proceeding and managed staff for over five years.
 - Implemented a fee structure complying with PA law and was an innovative approach duplicated by other counties in the Commonwealth.

Education and Professional:

- University of Pittsburgh – BA in economics with concentrations in accounting and political science
- Certified by the Association of Government Accountants (CGFM certified government financial manager)
- Credential Manager ICMA-CM, Member of ICMA-International County Managers Association,
- Government Finance Officers Association (GFOA) , Executive Board member Central Pennsylvania
- NACO-National Association of Counties. Named to steering committee on finance, pensions and intergovernmental relations
- CCAP, County Commissioners Association of PA Academy Graduate and member of the continuing education committee
- FEMA IS-700.a (nation incident monitoring system, NIMS) current
- PEDAA, Pennsylvania Economic Development Association
- Training and education in real estate, insurance and securities

Organization Involvement:

Member of Adams/Gettysburg Chamber of Commerce
Former Secretary/Exec Dir of State Assoc. of County Controllers.
Developed programs and funding streams that continues to maintain the organization and provide for lobbying efforts.
Former Delegate to the State Association of Elected County Officials
Active in my church and a community volunteer

Candidate Introduction

Albert M. Penksa Jr., CGFM, ICMA-CM

EDUCATION

BA in Economics, University of Pittsburgh at Johnstown
Association of Government Accountants – CGFM (Certified Government Financial Manager)
FEMA – I-700a (NIMS) National Incident Management Systems
ICMA Leadership Institute – Williamsburg VA

EXPERIENCE

County Manager, Adams County – Gettysburg PA	2010-present
CEO-Township Manager, Antis Township PA	2010-2010
Consultant/unemployed	2009-2010
Western Regional Supervisor- Commonwealth of PA- Treasury	2005-2009
Southwest Regional Director- Commonwealth of PA- Auditor General	2000-2005
County Controller/CFO- Cambria County PA	1988-2000
Records Management Consultant	1984-1988
Deputy Register of Wills-Cambria County PA	1979-1984
Quaker Blacktop Mfg. –Johnstown PA	1973-1979

BACKGROUND

Adams County government is based in Gettysburg Pennsylvania which is home to a Civil War battleground and top apple production in the State. Both of these bring to the county a significant tourist trade and economic benefit. The County with a slow growing population of 102,000 is based in the Baltimore region and has growth pressures from the Baltimore and DC area which places this agricultural County on a collision path with development. However, through a collaborative approach we have reached out to the communities and guided them to develop reasonable approaches to future development and economic development needs. New regional partnerships are allowing for more effective planning and new processes to deal with the expected growth in a balanced but yet favorable environment for the community.

Adams County is on sound financial footing and I am working earnestly to improve upon it with the cooperation of the 535 employees and management staff. I guided the County through three upgrades by Moody's to Aa with positive outlook. This county also has eight constitutional elected officials in addition to the three Commissioners and Judiciary. We are in constant re-evaluation of the structure for effective delivery of service to the constituency. When I assumed the position I had twenty five departments with twenty one reporting to the County Manager. Over a two year time frame they have been merged or consolidated into sixteen departments with fourteen now reporting to the manager allowing for more collegiality and collaboration in providing service. Prior to the mergers these departments were seeking new staff to assist them in providing the demand on their services. Now they utilize the staff of the merged departments to accomplish the

Albert M. Penksa Jr., CGFM, ICMA-CM

pressures of growth demands with the same amount of people resources. That has been an important approach since the demands on the County general fund budget of \$49.4 million in a total budget of \$77.6 million are ever increasing and annual tax increases are not prudent in a slow economy. In addition to this we have a completed a capital project with our enhanced 911 system at \$27 million, an acquisition and renovation of a human services building scheduled for completion mid 2017.

Adams County's three significant issues that are being addressed are:

- The County recognized it had a failing and aging 911 systems and sought RFP's to replace the old analog system with a digital P25 system. The new system will ensure public safety and first responder safety while they deliver critical service to the residents. The project completed timely in 2016 and operates effectively.
- The Board of Commissioners approved a policy they would support economic development in the County of Adams. A new comprehensive plan was commissioned and is now in draft and formulation process by the Planning Department. It began with support to the financing arm of the County of Adams the IDA to purchase sites for development. As a result new initiatives for a blighted property acquisition and preparation for development have been successful with an RFP reaching developers. We supported the acquisition of lots through the IDA from the EDC to improve the lots for sale and support the EDC's efforts to grow the marketing focus in the area.
- In 2013 the County of Adams began evaluating its campus footprint to address the demands on the space of the current buildings owned and leased. The plan for the future is expected to be completed in August 2017 with the total renovation and full services being provided in a one-stop location for human services.

GENERAL, MANAGEMENT STYLE AND EXPERIENCE

Winter Haven's challenges are particularly geared to my entrepreneurial skills to identify and encourage economic development within the City, recognize challenges within an organization in order to enhance service, to develop a strategic plan and manage capital projects to a successful completion. I will then strive to develop relationships with all governmental groups/entities to ensure that resources available are channeled for constructive benefit of all constituencies. My objective will be to address the challenges of a multifaceted community steeped in tradition, culture, history, tourism and entertainment focusing on the need to be a business friendly community. I will collaborate with the Commissioners, management team and staff to address issues and the needs of the City.

My collaborative leadership management style provides for decisions to be stronger and better for the organization by utilizing my management team for their practical experiences with issues and problems. This inclusive nature allows for mentoring, succession planning and new leaders to be identified within the organization. I am a firm believer that the Commissioners must be aware of

Albert M. Penksa Jr., CGFM, ICMA-CM

the issues the City administration is dealing with so that when they are speaking with their constituents they are informed and can address a question knowledgeably.

Direct reports to me would say that I allow them to manage their departments without micromanagement from me. They would say I support them and provide to them guidance and visioning toward their missions and goals. Furthermore, I believe they would say that I encourage them to grow in their career and encourage them to mentor their staff to reach new levels of excellence.

The Board of Commissioners would describe me as a government professional, with integrity, knowledgeable of all forms of governments, innovative, fiscally prudent and a leader. They would say that I am creative and a visionary that allows for them to accomplish their goals and objectives. This is evident in the economic development projects underway and the strong financial position the County of Adams is maintaining.

My strengths are my confidence, personality and competence to be an innovator, mentor and a leader to my staff. My encouragement of staff allows them to grow and reach out of their comfort zones enabling them to develop the confidence they need to be leaders to their staff and to those they mentor. My personality allows for me to engage people comfortably face to face and to more effectively communicate on issues relevant to them.

The term weakness is not something I focus upon, but I have tended to have a business like presence with staff that caused some to think that I only have a business demeanor. I work at this daily and engage all with an open hand and a respectful greeting. I am making positive strides in this endeavor.

The metric of customer satisfaction is an approach that is used to by departments I oversee to measure its effectiveness. The departments engage the user and seek feedback, for example the IT department looks for hits to our web, asks for comments from users internally and externally. Another example is planning uses the response from users, municipalities and developers as to the information we provide if it is valuable and useful.

The opportunities to build two important positions in the County of Adams with that of the County Manager and the County Controller have been particularly rewarding. Each of these offices are operating well and providing a much needed service to the constituents. The role of the manager has solidified the Commission with a sole manager for staff to report to and obtain guidance for more efficient governing. The role of the Controller mandated by statute since the County grew in size offers that check and balance to this government entity. These two offices are collaborating to take the county to new heights in the financial reporting of the County's finances with GFOA standards.

The failure of my career was losing an election as County Controller in Cambria County. I did not feel my work warranted the loss but yet due to political maneuvers and opposition my tenure

Albert M. Penksa Jr., CGFM, ICMA-CM

ended. However, I do not look back with regrets for I served with integrity and with full concern for the taxpayers of that County.

The opportunity of managing people is rewarding but at times it is difficult when it requires the separation of an employee from the county for cause. Discharges are a responsibility and I make every effort to do it with respect and sincerity but in a decisive manner.

The Challenges I will face as the City Manager are:

- Develop relationships with all parties as we work to balance the historic culture, tourism, recreation, business promotion and diverse character with the need to steer toward steady growth that will compliment emerging trends focusing on the city's strengths to broaden the economic base with quality growth.
- Tackling the revenue shortfalls, pension funding issue, infrastructure improvements and budgetary issues in future budgets.
- Engage the Commission to build a strategic plan and set attainable goals for the future of Winter Haven. Then reach out to the interested parties to partner more effectively to achieve the results desired in the short term and long range planning to promulgate the image of a business ready City.
- The need to interact with all the elected officials, community and business leaders so that they know that my door is always open and that I respect their position and I welcome conversation and discussion on any issue of their concern.
- Identify and understand the initiatives underway in the city for construction needs, water and recreation issues, large employers and other industry/business sectors.
- Seek the guidance of each Commissioner so that I can effectively assimilate into the community and become the effective person the Board desires of its City Manager.

My first six months as City Manager will address the following:

- Engage and partner with the Commissioners to meet their goals and objectives for Winter Haven
- Develop a working relationship with directors, staff, elected officials, community leaders so that I can embrace all that Winter Haven has going as a prominent governmental entity.
- Develop a strong working relationship with finance and administration support professionals so that I can grasp the work at hand with current and future budgets
- Have an inquisitive nature to all the functions and departments as they provide service to the residents. Look to understand all the nuances surrounding the functions and the City.
- Keep an open door to become engaged, informed and to share my genuine interest to be a part of the solution for the future as an active visible city manager.

I have a good relationship with the media and I maintain a transparent approach to issues and answers to questions. I will support the Commissioners as they answer questions from the media

Albert M. Penksa Jr., CGFM, ICMA-CM

but as directed I will address pertinent matters with all media. I am comfortable in speaking to the issues or addressing large or small audiences.

I have had individuals that disagree with me, my decisions and my positions however, nothing that would be embarrassing to the City.

I look forward to the opportunity to live, work and enjoy the lifestyle Winter Haven affords its residents. I enjoy the outdoors, sunshine, growing plants from seeds and cuttings and renovating houses. I like be a spectator at outdoor sports, walking, reading, attend community events and dining out. I enjoy being out with people and I like to engage people and I welcome the opportunity to represent the Board and be the personable face as the Commissioners' desire.

SIX ADJECTIVES OR PHRASES THAT DESCRIBE ME

- Integrity
- Compassionate
- Knowledgeable
- Innovative
- Mentoring leader
- Confident

REASON FOR DEPARTING CURRENT POSITION

Winter Haven offers me the opportunity to lead a City in a highly visible manner while being able to meet the challenge as a contributor to the vision and mission of the Commissioners. I want that entrepreneurial opportunity to make things happen, improve a community and contribute to its future. Plus my personal goal is to live, work and enjoy a more sunny days.

CURRENT SALARY

My salary is currently \$102,500.

CB&A Background Checks

**Background Check Summary for
ALBERT M. PENKSA Jr.**

Criminal Records Checks:

Nationwide Criminal Records Search	No Record Found
County	
Cambria, County, PA	No Record Found
Adams, County, PA	No Record Found
Blair, County, PA	No Record Found
Dauphin County, PA	No Record Found
State	
Pennsylvania	No Record Found

Civil Records Checks:

County	
Cambria, County, PA	No Record Found
Adams, County, PA	No Record Found
Blair, County, PA	No Record Found
Dauphin County, PA	No Record Found
Federal	
Pennsylvania	No Record Found

Motor Vehicle

Pennsylvania	Results Pending
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Credit

Good

Bankruptcy

No Record Found

Education

Confirmed

Employment

Adams County (2010 – Present)
Antis Township (2010)
Confirmed

Commonwealth of Pennsylvania, PA
(2001 – 2009)
Verifications Pending

**Background Check Summary for
ALBERT M. PENKSA Jr.
Personal Disclosure**

11/30/2016 16:33

7173342091

COUNTY OF ADAMS

PAGE 01/02

Personal Disclosure Questionnaire

Name of Applicant: ALBERT M PENKSA

The following questions are designed so that we will be able to make full disclosure to our client concerning your background. Please answer them honestly. Cutting corners or misrepresenting your past will result in you being eliminated from all further searches conducted by this firm. We understand that frivolous charges are sometimes made and that charges do not mean you were guilty. We also understand that you may have been wronged and needed to seek compensation. The bottom line is that we want to be certain that our client is fully informed. If you have any questions, please contact us for clarification.

Please explain any yes answers on a separate sheet of paper.

- 1. Have you ever been charged or convicted of a felony?
Yes No
- 2. Have you ever been accused of or have been involved in a domestic violence or abuse incident?
Yes No
- 3. Have you ever declared bankruptcy or been an owner in a business that did so?
Yes No
- 4. Have you ever been the subject of a civil rights violation complaint that was investigated or resulted in a lawsuit?
Yes No
- 5. Have you ever been the subject of a sexual harassment complaint that was investigated or resulted in a lawsuit?
Yes No
- 6. Have you ever been convicted of driving while intoxicated?
Yes No
- 7. Have you ever sued a current or former employer?
Yes No
- 8. Do you have a personal My Space, Face Book or other type of Web Page?
Yes No
- 9. Do you have a personal Twitter Account?
Yes No
- 10. Is there anything else in your background that, if made public, would cause you, our client or our firm embarrassment if it came to light through the press or any other mechanism?
Yes No
- 11. Please provide a list of any lawsuits in which you are or have been a party either as plaintiff or defendant.

Attested to: 
Signature of Applicant

Please email this form via PDF DOCUMENT to Lynelle@ch-asso.com or via fax to (888) 539-6531 **no later than 5:00 PM PST 12/01/16.**
(Note: Please be sure to sign the form with your actual signature if you are sending Fax or PDF Document)

CB&A Reference Notes

**Reference Notes
Albert M. Penksa Jr.**

Nick Colonna – Former Planning Director, Adams County, PA 301-524-5960

Mr. Colonna has known Mr. Penksa since 2010. Mr. Colonna has been in Planning for over 20 years and has never seen another manager lead an organization as well as Mr. Penksa. Because he mentors employees, Mr. Colonna was hired for a much greater role than the one he had in Adams County.

Mr. Penksa is an excellent manager. He invests in employees and protects them. Their opinions are always taken in consideration even when he does not agree with their viewpoint. One thing he did well was educating the organization on succession planning. This task was not easy as employees were territorial and they did not want to give up their power. He sees the larger picture and knows how to put the pieces together to meet the goals of the elected body.

Mr. Penksa checks in with the upper level staff several times a week, not to micro manage but to see if they need help. He communicates through email, telephone and in person. He has an open door policy and always makes time for others. He is customer service oriented and meets deadlines.

While Mr. Penksa makes very strong recommendation, the Commissioners make the final hiring decision per County policy. Pennsylvania has many levels of government. Residents rely on the County for services on a contract basis. If a Manager can be successful in Pennsylvania, they can be successful anywhere. He understands what needs to be done and does it well.

Mr. Penksa is definitely a change agent and he is also creative. He expects the most out of employees. Employees who were operating at a lower level did not appreciate being told they needed to improve. They may not appreciate having to perform at a higher level but they still respect him. He stays firm, is objective but listens.

Residents are so comfortable with Mr. Penksa that they talk to him every time he is in the community, even when eating lunch. He is collaborative and listens to everyone's opinion. He balances the needs and interests of everyone involved in the process.

Adams County had not upgraded their Information Technology (IT) department in over 20 years. Mr. Penksa understood that he needed to invest in the system. He hired the right individuals and brought staff into the decision-making process. He interviewed vendors to make sure the right system was selected. The process was difficult but has been extremely beneficial. Adams County's IT department is now top notch.

The creation of the Manager position was controversial; Mr. Penksa was the first Manager in Adams County. The reorganization was also very controversial in the beginning but by the end of the process everyone was pleased.

Mr. Colonna would be surprised if he heard of anything embarrassing in Mr. Penksa's background.

Reference Notes
Albert M. Penksa Jr.

Mr. Colonna would hire Mr. Penksa and would also work with him again. He is a great Manager. What he accomplished in terms of planning speaks volumes for his leadership.

Words or phrases used to describe Albert Penksa:

- Loyal,
- Fearless,
- Motivator,
- Mentor,
- Collaborator, and
- Supportive.

Strengths: Visionary and financial management.

Weaknesses: He is visionary and understands how to place personnel to execute the details, but he may not recognize the individual strengths of employees.

**Edward Dempsey – Former Deputy State Treasurer, Commonwealth of Pennsylvania
570-499-8412**

Mr. Dempsey worked for the State of Pennsylvania while Mr. Penksa was the Western Regional Director. Mr. Dempsey also knew Mr. Penksa when he was an elected official in Cambria County from 1988 to 2000.

Mr. Penksa's job performance is outstanding; he gives 100% on every task. He is timely in completing assignments and he does them well. He showed excellent judgment and compassion. He is a good performer overall and exhibits leadership strengths in a variety of different areas.

Because they worked in the same department, interaction was frequent. They spoke several times a week and sometimes several times a day. When Mr. Penksa worked for the Auditor's office he was the regional supervisor over school district audits. He reviewed each audit report and sent the reports up the chain. He handled every issue well.

Adams County has a very strong union; Mr. Penksa works very well with them. He presented a program to different agencies on investing funds, which was very well received. His decisions, both when hiring and in general, are very good. He did a great job keeping everyone informed.

Mr. Penksa can be innovative if given the chance. When given strict guidelines, he follows them. When he worked for Cambria County he was very involved in the community and he attended community events.

**Reference Notes
Albert M. Penksa Jr.**

When conducting audits Mr. Penksa typically interfaced with an unfriendly audience. He worked very well with others and went the extra mile when they needed help. During an audit he gave those involved the benefit of the doubt and was good at calming upset individuals.

Mr. Penksa is both a leader and a manager. Some of the positions he held were at will, appointed positions. Policies were selected that were not popular, but he brought the idea forward and listened to the responses. He is often out in the field and never loses sight of the goals of the organization. He is extraordinarily loyal to his employer.

During audits the staff called him with information and Mr. Penksa had to make a decision on whether it was material or an omission. If it was material, he had to write a report. He managed the process very well and was almost always right. His financial skills are very good. On audits he had to track man-hours and justify any extensions. He did very well.

When Mr. Penksa brought a problem to the attention of the elected body, he also offered solutions. He ran for a government office in a very tough county and won because he is well liked. He is definitely customer service oriented.

Mr. Penksa has not been involved in anything personally or professionally controversial. He resigned from auditing to advance his career. He was laid off from the Treasurer's office due to budget constraints. Mr. Dempsey does not know anyone who would disagree with the statements in this reference. Mr. Dempsey recommends Mr. Penksa without reservation.

Words or phrases used to describe Albert Penksa:

- Honest,
- Compassionate,
- Dedicated,
- Loyal, and
- Bright.

Strengths: Management skills, managing staff, crisis management, navigates through difficult situations exceptionally well without specific directions.

Weaknesses: Underestimates his own abilities.

**Steve Scherm – Former Information Technologies Director, Adams County, PA
717-385-7919**

Mr. Scherm has known Mr. Penksa since 2012. Mr. Penksa is a solid manager. He has a progressive approach and introduces great ideas. He structures the organization to be more

**Reference Notes
Albert M. Penksa Jr.**

efficient. He understands the vision of the elected officials and knows how to achieve their goals. His interactions are all very good.

Employees hired by Mr. Penksa are exceptional. In general, his decisions are very good. He holds high standards and is innovative. He meets with the commissioners weekly to share information and provide an update on anything happening within the organization. He builds relationships in the community and residents are very comfortable talking to him, which aids him in gaining approval for projects in the community.

Mr. Penksa is an innovator. He has developed the County's websites and introduced other innovations. He has the management skills necessary to efficiently manage operations but is definitely more of a visionary.

Municipal organizations tend to move slowly. Mr. Penksa is very driven and does not move slowly. He analyzed challenges with the communication system and implemented a solution that enhanced communications. One of his strengths is working in the budget department with loans and grants. He always ensures that the bond rating is very high.

The County had several directors with overlapping duties. Mr. Penksa really streamlined processes during a reorganization, which some may find controversial. Mr. Scherm is not aware of any circumstance in Mr. Penksa's background that would embarrass an employer. Employees who were laid off might disagree with the comments in this reference.

Mr. Scherm would hire Mr. Penksa and would work for him again. Working with Mr. Penksa is very easy because he knows how to structure and manage projects and assignments. He is one of three bosses that Mr. Scherm has enjoyed reporting to.

Words or phrases used to describe Albert Penksa:

- Innovative,
- Solid manager,
- Financially responsible,
- Understands a broad range of topics, and
- Great background.

Strengths: Leadership, wonderful personality – he is enjoyable to work with and can move projects forward.

Weaknesses: In his efforts to move things forwards, he is involved in many aspects. Though occasionally he might be delayed, he still manages to come through for employees.

Reference Notes
Albert M. Penksa Jr.

**Pat Kirk – CPA Managing Partner, Zelenkoske Axelrod LLC, Adams County, PA
717-579-6062**

Mr. Kirk has known Mr. Penksa since 1989. Mr. Penksa was the Manager; Mr. Kirk is the external auditor. Mr. Penksa now works for Adams County, which is also a client of Mr. Kirk's.

During the audit Mr. Kirk and Mr. Penksa speak on a daily basis. Mr. Penksa is the point of contact and makes sure that employees have the resources that they need. He is very involved in the process of hiring staff. His decisions in general are very good.

Mr. Penksa is very innovative and looks for different ways to work. He purchased a new accounting system which improved the IT department. He led the team and brought vendors in to discuss systems and pricing.

Mr. Penksa attends community meetings to interact with the public. He has much experience meeting with residents individually and interfacing during public meetings.

Mr. Penksa keeps other employees very well informed. He is very involved in the County Commissioners Association. He manages employees and gets the best out of them. He is customer service oriented and solves problems on a frequent basis. Information is provided to others on a very timely manner.

Mr. Kirk is not aware of anything controversial that relates to Mr. Penksa. He is also unaware of any situation in Mr. Penksa's past that would concern an employer.

Mr. Kirk would hire Mr. Penksa. He is very personable but can take charge as needed.

Words or phrases used to describe Albert Penksa:

- Capable,
- Responsible,
- Follows up
- Informative,
- Personable,
- Client service oriented, and
- Easy to get along with.

Strengths: Very good at managing people, works well with everyone. Adept at managing finances, bond issues, personnel issues and IT issues.

Weaknesses: Demands a great deal from employees. He could be stronger on the financial side, but his financial acumen is typical for a Manager.

**Reference Notes
Albert M. Penksa Jr.**

David Payne – Vice President, PNC Capital Markets, Adams County, PA 570-826-4984

Mr. Payne has known Mr. Penksa since 2010. PNC is the foremost underwriter of municipal bond issuant in the state of Pennsylvania. Adams County was a new client, and the relationship began during a time of significant change when all three Commissioners were replaced in the same election cycle. The newly elected officials were new to local politics. Mr. Penksa is experienced and brought a very green Commissioner group through every issue including two sizeable bond issues. He increased the County's credit rating increased to AA, which enabled them to issue more attractive municipal bonds. He is easy to work with and gave Mr. Payne the opportunity to help without being intrusive. They maintain a successful relationship even though they live a fair distance from one another.

Mr. Penksa manages the County well and maintains professional relationships with everyone. He has a great demeanor when working with professional groups. He was very proactive in introducing Mr. Payne to potential clients. Their working relationship could almost be a case study for building a professional relationship, their interactions were mutually beneficial.

Mr. Penksa can read the political winds and communicate them to others. He manages a personal relationship with each Commissioner which helps build consensus. Adams County was unable to issue bonds for several years prior to his arrival. He managed the bond process and other controversial projects to a positive end.

Adams County relies on tourism. Mr. Penksa implemented economic development projects that were not large enough to make headlines but very much needed in terms of proactive growth. The agricultural community is reluctant to try anything new, but Mr. Penksa went out of his way to increase economic development opportunities in the County.

While Mr. Penksa does keep others informed, Mr. Payne's job was to alert Mr. Penksa to opportunities or concerns. Mr. Penksa is very quick to respond to requests for information, and is aware of and sensitive to the time frame of a typical bond issue. The schedule was never delayed due to Mr. Penksa. Public meetings in Adams County run very smoothly, which is a testament of Mr. Penksa's management.

Mr. Penksa managed two issues decided by the prior administration, and did so without creating controversy. He moved the County past the issues to a successful conclusion.

Nothing in Mr. Penksa's background would concern a potential employer. Mr. Penksa is very happy in Adams County but would like a challenge.

Mr. Payne would hire Mr. Penksa and has recommended him to other clients. The politics are very diverse in communities across Pennsylvania but Mr. Penksa would successful lead any community. Everyone is complimentary of Mr. Penksa. Operations run very smooth with him at the helm.

**Reference Notes
Albert M. Penksa Jr.**

Words or phrases used to describe Albert Penksa:

- Engaging,
- Methodical,
- Politically astute,
- Consensus builder,
- Long range planner, and
- Good friend.

Strengths: Managing employees and expectations.

Weaknesses: Mr. Penksa has a financial advisor. Mr. Payne is unsure whether Mr. Penksa is lacking in this area, or whether the Commission hired the advisor. Mr. Penksa does understand the County's financial standing and issues related to millage.

Michele Miller – Human Resource Director, Adams County, PA 717-414-9148

Ms. Miller has known Mr. Penksa since 2011 and reports directly to him. Mr. Penksa sat on the hiring panel that selected Ms. Miller. She has enjoyed a long career and would list Mr. Penksa as one of the top two supervisors she has ever had.

Mr. Penksa is an excellent manager. He is unique in that he has private sector experience, was an elected official and is currently a County Manager. He understands the quirks of municipal government and the court system. He does not view situations from one set of glasses, which is very helpful. He can bring everything together.

One of the first items they worked on was the reorganization of two departments, a challenge because employees do not like change. Mr. Penksa handled the process well and retained every employee. Reorganizing the departments helped the organization become more fiscally responsible.

Every decision Mr. Penksa made was good. He reviewed their health insurance plan, which had not been done in the previous ten years even though insurance prices have increased significantly in the past decade. The first year alone they reduced insurance costs by almost a million dollars. His public sector mentality and private sector financial mind are an excellent combination. He strives to provide benefits at a lower cost, thus freeing up funding for other needs. He looks for better ways to accomplish goals.

Mr. Penksa is definitely a change agent but maintains operations at a consistent level during any change or adjustment. He is inclusive and expects Directors to offer suggestions and solutions when they bring a problem to him.

**Reference Notes
Albert M. Penksa Jr.**

The Commissioners established forum groups in various parts of the County; Mr. Penksa always attends and is visible in the community. He is very involved. He cooked hotdogs during a motorcycle rally for veterans with disabilities.

Mr. Penksa holds weekly director meetings to keep everyone informed, and touches bases in-between the meetings when something comes up. Ms. Miller has never learned about any situation from someone other than Mr. Penksa.

Mr. Penksa is very comfortable with employees during one-on-one interactions and also in group settings. He is very well spoken and has a good sense of humor. He is rarely at his desk as he prefers to interact with employees and residents. He is quick to learn new ideas. The majority of county employees are union members. The union is very much a presence, Mr. Penksa works well with them.

The paid time off policy was adjusted by the former administration. When Mr. Penksa was hired the accrual rate for paid time off was incredibly low. He explained to the elected officials that this policy affected retention and recruiting, and was creating a difficult work/life balance for staff. He was successful in changing the policy, which was an incredible morale booster to employees. No one has resigned since the new policy was introduced.

The bond rating in Adams County has increased under Mr. Penksa's management. He is a spokesperson for the residents, employees and judges. He informs the elected officials of items that affect their customers even when it does not impact him. He attends every community function. In terms of timeliness, Ms. Miller never had to wait on information from Mr. Penksa.

Mr. Penksa faced opposition during the reorganization from long term employees. He handles every situation with grace and diplomacy. He understands the law and policies, and works within their confines. Nothing in his background would embarrass an employer. All of the Directors in the organization would agree with this assessment of Mr. Penksa.

Ms. Miller would hire Mr. Penksa. Should he move to another municipal organization, Ms. Miller would also move to continue working for him. He shows strong leadership without micromanaging the organization. He is supportive of staff and values their expertise.

Words or phrases used to describe Albert Penksa:

- Cordial,
- Approachable,
- Respectful,
- Intelligent,
- Inventive, and
- Fun.

**Reference Notes
Albert M. Penksa Jr.**

Strengths: Diverse background, excellent financial mind,

Weaknesses: He would like things to happen faster than they do.

**Carrie Stuart – Executive Director, Gettysburg/Adams Chamber of Commerce, PA
717-334-8151**

Ms. Stuart has known Mr. Penksa since 2011. They worked together to resolve issues with the economic development corporations and on chamber events. Mr. Penksa is the first Manager hired in Adams County.

Mr. Penksa seems to work well with the community. He actively participates in Chamber programs. He is available to members of the community. He is very receptive and responsive. He frequently attends community meetings and is involved.

Mr. Penksa makes good decisions. He resolved many challenges associated with the transition to having a County Manager. He led the community through significant change. The path was not always smooth, but the challenges were also not related to Mr. Penksa for the most part.

Prior to hiring a Manager, the Chamber of Commerce worked directly with the Commissioners. It has taken time for them to understand Mr. Penksa's role. They are still working through the transition but they have a good relationship.

Mr. Penksa is always available to listen to concerns and address any issues, especially with respect to economic development. He facilitates conversations to ensure that everyone is on the same page.

Mr. Penksa is reserved in nature; it has taken time for residents to get to know him. He exhibits concern for the community. He worked through difficult challenges in transitioning staff and guiding changes in the planning office.

Mr. Penksa was hired at the end of the reassessment, which was controversial. Ms. Stuart is not aware of any embarrassing incident in Mr. Penksa's background. Some might disagree with the reference but she is hesitant to speak for anyone else.

Ms. Stuart would hire Mr. Penksa depending on the position. He does not have a dynamic personality, though he is highly skilled. He is very concerned and committed to making Adams County a better place.

Reference Notes
Albert M. Penksa Jr.

Words or phrases used to describe Albert Penksa:

- Stoic,
- Reserved,
- Concerned, and
- He does very well considering the circumstances.

Strengths: Always available and accessible.

Weaknesses: Though he is accessible, the follow up is not as prompt or thorough as the Chamber would have liked.

Prepared by: Lynelle Klein
Colin Baenziger & Associates

CB&A Internet Research

Internet – Newspaper Archives Searches

ALBERT PENKSA

(Articles are in reverse chronological order)

Evening Sun, The (Hanover, PA)
October 27, 2016

Not 'a lot of fat' in Adams County budget

Author: Dustin B Levy

The Wednesday Adams County Board of Commissioners meeting featured discussion of the upcoming budget, the search for a new county director and a proclamation for the 10-year anniversary of a county nonprofit. Here are three things you should know:

Commissioners "modestly optimistic" about the budget proposal

County officials are hoping to have a tentative budget adopted by Nov. 16, County Manager **Albert Penksa** said. Right now, the county is in the process of determining the needs of participating departments. Revenues are flat, largely because there is a dearth of commercial construction going on in Adams County, Commissioner Randy Phiel said. He added that the commissioners have been dealing with flat revenues and increasing expenses since the start of their tenure.

The commissioners maintained cautious optimism about not having to increase taxes. **Penksa** said the the year is "running on target." "County government, at least in Adams County, is a pretty lean, mean machine," Phiel said. "The directors and departments have been asked to cut and cut and cut to the bone year after year. There just isn't a lot of fat in county government."

Search for Children and York Services director begins

After Sue Cohick, director of children and youth services in Adams County, decided to resign, the county commenced an "aggressive" search for applicants, **Penksa** said. Sherri DePasqua, an assistant administrator in the department, will serve as interim director, a position she has held before, after Cohick's last day on Nov. 10. The process to fill Cohick's position will take "at least two months," accounting for the multifaceted qualifications needed for the job and notice for an applicant to leave a current position, **Penksa** said. "(Cohick)'s left a very nice legacy for someone to carry on," Phiel said. "If we can find the right person, they're going to have a good foundation to work with."

Internet – Newspaper Archives Searches**ALBERT PENKSA***(Articles are in reverse chronological order)*

The Evening Sun
April 1, 2016

How transparent is Adams County government?

Author: Lillian Reed and Flint L. McColgan

Secretary Beverly Lang spends a lot of her time working to keep the public informed of the Littlestown School District school board's actions and plans for the future. Her work often involves transcribing minutes of long meetings and posting agendas to the district's website in a timely fashion. It can be a thankless job, but that hard work paid off this month after a graded survey of the board's transparency revealed a perfect score. And Littlestown's school board is not the only government entity to receive a high grade.

An Evening Sun audit of 12 Adams County government entities, including the board of commissioners, six school district boards and five municipal boards, revealed that most have done well in making public information available to their constituents. Each board received two letter grades — one for agendas and one for meeting minutes — based on a rubric developed by the Pennsylvania NewsMedia Association. Of the 36 grades given to Adams County government entities, 20 were "A" grades, 10 were "B" grades, four were "C" grades and two were "D" grades. None of the entities audited received a failing grade.

Adams County manager **Albert Penksa** said transparency is an important part of any local government but also takes a great deal of effort. Since coming to office, the Adams County commissioners have worked not only on their own transparency but with that of the smaller government bodies as well. "We're very much a partner with our municipalities to make sure they can provide continuations with information," **Penksa** said. These grades, even if they're not perfect, "are not meant to punish agencies," said Melissa Melewsy, media law counsel at the Pennsylvania NewsMedia Association. "It's meant to highlight accountability," she said. "It's important to highlight how the grade can be improved. What steps can the public make or the agency make to make this better?"

While agendas are not required by the act, they are important documents that allow the public to know what will come before its board, Melewsy said. Using PNA's guidelines, reporters graded documents on their availability and the information in them. A perfect score for availability based on the grading system would include that the document is available online. Some of the government entities that did not fair as well with grading said they are in the process of making improvements to the way they make information available. Reading Township had a website for many years but shut the page down after it became corrupted a few months ago, vice chairperson Marcia Weaver said. The township is currently working with Adams County's information technology department to create a place where the public can see upcoming meeting agendas and minutes for at least the year 2015, if not older, she said. Reading officials expect to have a website back online by May, a move which could improve the township's scores to nearly perfect.

Internet – Newspaper Archives Searches**ALBERT PENKSA***(Articles are in reverse chronological order)*

Elected officials with other entities, such as Oxford Township, were surprised to learn that their meeting minutes were not actually available on the township website. "I'm heartbroken," said Mario Iocco, chairman of the Oxford Township board of supervisors, when he learned the website's omission contributed to a low score. "I'm shattered." Transparency and a good relationship with the public is a huge priority for the board, he said. Oxford Township has a small, two-person staff that spends a lot of time working to transcribe the minutes for three monthly meetings, Iocco said. As a result, there is little time to also post minutes to the website though it would be something he said would consider in the future.

An Oxford Township staff member provided a copy of the most recent meeting minutes within one day of receiving a reporter's request. Since learning of their grades, officials from several municipalities and school boards, including Cumberland Township and Gettysburg Borough, said they will consider making small changes to their agendas and minutes that would render perfect scores if re-graded today. "There's always little idiosyncrasies that pass through the cracks," said Gettysburg manager Charles Gable, upon learning that the borough was only marked down once for missing the location of the meeting in the minutes. "It's a minor tweak."

State requirements

Maintaining public meeting minutes is a requirement of the Pennsylvania Sunshine Act. Those minutes must include the date, time and place of the meeting, the names of members present, a record of all official actions and who voted on each motion, and the names of all those who "appeared officially and the subject of their testimony," according to the act.

How were agencies graded?

Each municipal or school board was graded on the same system. The agendas and minutes are each graded in two parts: the availability of the document and what is included in the document. To get a perfect score on availability, the document must be available online. An agency could lose some points if the document isn't available online but is produced after an informal request. More points are lost if a Right to Know request has to be filed to obtain the document. The minutes, by law, have to contain certain items and are graded on the presence of those items and other factors — whether it includes the time, date, location, listing of board members, summary of official actions, a record of votes by voter and the names of citizens who spoke during the period of public comment. Agendas are graded on whether the description of items is more than just bare bones, whether the agenda includes a period for public comment and whether copies were available at the meeting.

The rest of the article can be seen at: <http://www.eveningsun.com/story/news/2016/04/01/how-transparent-adams-county-government/81980816/>

Internet – Newspaper Archives Searches**ALBERT PENKSA***(Articles are in reverse chronological order)*

Gettysburg Times, The (PA)
January 26, 2016

Discord among commissioners

Author: VANESSA PELLECHIO

Adams County Commissioner Marty Qually is going to propose a new structure for senior management positions in the near future. Qually said Monday he hopes to give the proposal to Commissioners Randy Phiel and Jim Martin in the next week or two, but did not have a specific timeframe. He noted it's "premature" to answer when the proposal will be in the public scope. However, Phiel said Monday the county has been "very successful" in using the model currently in place. "Jim and I have no inclination to make any change," Phiel continued. "We are always open to discussions. This is so far away from happening. It isn't much of a story. It's attempted to be turned into one." Qually sees the structure differently, noting the county manager position has too many responsibilities. County Manager **Albert Penksa** "is doing a good job right now," but Qually feels there is "just too much to do." "It is good for us to take a step back and look globally at what we do," Qually said. "Any organization can improve, but have to have the discussion to see where we can improve. I just think now is a good time to have it."

Qually attempted to begin that discussion at the commissioners' reorganizational meeting on Jan. 4, but "a tradition" where directors are re-appointed did not occur this year. The Jan. 4 meeting minutes were approved last Wednesday by commissioners. "I am disappointed that that tradition is not continuing," Qually said in the minutes. "I have specific concerns with the structure of county government namely regarding senior management positions" Phiel said he could not comment on whether the Jan. 4 meeting was done differently with board re-appointments. "I don't recall in the past every director being listed. I simply don't recall that," Phiel continued.

Adams County Solicitor John Hartzell said earlier this month that all county senior managers and department heads are at-will employees. "In the past, the commissioners would go through a re-appointment process at the annual reorganizational meeting, held the first Monday of January," Hartzell said. "The county codes do not require that re-appointment process and for some reason, it was not done this year." Qually presented a similar proposal two years ago, which involved having two managers instead of one.

In the past, staff and directors reported to different commissioners without the current model of a county manager and county clerk, according to Phiel. Phiel said most counties around the state use the model they currently have. "Everyone is entitled to their own ideas and opinions, even as commissioners," said Phiel. "It does not make the new ideas candidate for implementation. In the last four or five years, the accomplishments and results that have been achieved by the board speaks very loudly and positively to the methodology we are using now." A phone call to Martin was not returned Monday evening.

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ALBERT PENKSA

(Articles are in reverse chronological order)

Evening Sun, The (Hanover, PA)
December 4, 2014

Adams County's 2015 budget includes no tax increase

Author: Mike Rubin

Adams County residents can breathe a sigh of no-tax-increase relief if county commissioners approve the current version of the 2015 budget. The county will not see a tax increase in the upcoming year and the millage rate will remain constant at 3.9193 mills. At the current millage rate, a homeowner would pay about \$391 for a home with a \$100,000 assessed property value.

County manager **Albert Penksa** attributes the balanced budget to the commissioners and directors working together to make it happen. "We have a balanced budget with no tax increases under the leadership of the commissioners with the cooperation of all the directors and that amounts to fiscal success," he said.

In addition to a balanced budget, the county also improved their bond rating from A1 to Aa3. It translated into a \$70,000-a-year savings through refinancing existing debts at a lower interest rate and having the credit to purchase new vehicles and technology, allowing them to operate more efficiently with less maintenance costs. "Budgets are always stressful," **Penksa** said. "The commissioners are not shouldering any stress to the taxpayers, and that's a good thing."

The 2015 budget amounts to \$46.4 million and focuses on updating technology and improving overall efficiency. "We really wanted to improve how we work and perform," **Penksa** said. "We had an antiquated computer system. Our computer upgrades and polls are still happening. 2015 will see improvement in our fleet of vehicles and should also see the completion of the radio project which is a major public safety improvement." The budget is available online for the public to review on the county's website, www.adamscounty.us. Commissioners plan to adopt the county's final budget at a Dec. 10 meeting, **Penksa** said.

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ALBERT PENKSA**

(Articles are in reverse chronological order)

Gettysburg Times, The (PA)
April 2, 2014

Audit: Lodging tax generates \$2.5 million

Author: JARRAD HEDES

A recent audit confirmed that \$2.5 million was generated in 2013 by a lodging tax paid by overnight guests staying in Adams County. According to Destination Gettysburg, the county's tourism marketing agency, it represents an 18.7 percent increase over 2012, a factor the organization attributes to a two percent lodging tax rate increase and the 150th anniversary commemorations of both the Battle of Gettysburg and the Gettysburg Address in 2013. "This is an incredible boost to Adams County's economy," said Norris Flowers, President of Destination Gettysburg (formerly the Gettysburg Convention & Visitors Bureau). "This is money coming into our community from outside the county. It directly benefits citizens and local government, as well as the marketing efforts to strengthen our draw as a tourism destination."

The money is distributed between Destination Gettysburg, Adams County government, and the eight local municipalities that have overnight accommodations and a full-time municipal police department covering their area. Destination Gettysburg received \$1.79 million through the lodging tax in 2013 to "market the county as a travel destination, thus bringing more tax revenue, visitor spending and jobs to the community," according to Carl Whitehill, of Destination Gettysburg.

Adams County received \$393,084, which county manager **Al Penksa** said covers administrative costs for collecting the tax and goes toward economic development in the area. For example, **Penksa** said, the county recently partnered with the Adams County Economic Development Corporation and its sister organization, the Adams County Industrial Development Authority, to purchase and clear a lot in downtown Gettysburg to prepare it for development. The county fronted around \$1 million for the "Gettysburg Station" project, which it will be reimbursed through a state grant awarded to the ACIDA.

On the municipal level, the breakdown is as follows:

- Berwick Township-\$2,657
- Carroll Valley Borough-\$19,793
- Cumberland Township-\$110,654
- East Berlin Borough-\$1,226
- Fairfield Borough-\$1,425
- Gettysburg Borough-\$159,170
- New Oxford Borough-\$1,776, and
- Reading Township-\$823.

For the first time since the law was changed in 2012, the county's five percent lodging tax has been split among several municipalities in Adams County. Prior the law change, the rate was just three percent and only Gettysburg Borough, Cumberland Township and Carroll Valley Borough

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ALBERT PENKSA

(Articles are in reverse chronological order)

received tax money on a flat fee basis. Gettysburg Borough got \$30,000, Cumberland Township received \$5,000 and Carroll Valley took in \$2,500. "That money is extremely helpful," said Gettysburg Borough Councilman John Butterfield. "To put it in the context of hiring, the money pays wages and salaries for three mid-level street cops. Before, the \$30,000 didn't even pay for one of our officers."

According to the lodging tax law, local municipalities must use the money for law enforcement. Butterfield said 12 police officers make up 37 percent of the borough's budget. He and Flowers credited local legislators with working diligently to get the law changed. The distribution of the lodging tax is based on a formula that provides 4.5 percent to the county as an administrative fee. The remaining balance is split between the county (12.5 percent), eligible municipalities (12.5 percent) and Destination Gettysburg, which receives 75 percent. "Local residents don't pay for tourism," said Flowers. "In fact, tourism benefits the residents of Adams County directly through off-setting their taxes - federal, state and local."

Internet – Newspaper Archives Searches**ALBERT PENKSA***(Articles are in reverse chronological order)*

Evening Sun, The (Hanover, PA)

March 5, 2014

Committee forms to review Gettysburg Station developers

Author: Mark Walters

Cooperative plans to revive a blighted downtown Gettysburg property took shape Wednesday when a committee was formed to review proposals from interested developers. Adams County Commissioners appointed commissioner Marty Qually and Gettysburg Borough Council President Michael Birkner to the Gettysburg Station Project Review Committee, which will work to select a developer for the 108 N. Stratton St. property. The pair will be joined on the committee by three members of the Adams County Industrial Development Authority, a public entity appointed by the commissioners. Birkner and commissioners agreed the potential to develop the 1.5-acre property north of the railroad tracks is a once-in-a-lifetime opportunity for Gettysburg and Adams County. Gettysburg has a great opportunity to build on its assets and develop the plot, Birkner said.

Commissioners also signed a subgrantee agreement with the authority for participation in the state's Redevelopment Assistance Capital Program. The agreement will allow the county to be reimbursed for the \$1 million it paid to purchase the Gettysburg Station site and demolish its existing structures, said **Al Penksa**, Adams County manager. The authority bought the property in April 2013, after getting a \$1.3 million loan from the county commissioners. Demolition of the property's buildings was completed in January. There are almost 10 businesses interested in developing the vacant property, said Robin Fitzpatrick, Adams County Economic Development Corporation president. Fitzpatrick would not disclose the interested developers, but said the hope is for the property to serve as offices, residential condos and a retail area. The property, located across the railroad tracks from the Racehorse Alley Parking Plaza, is zoned residential office redevelopment. Options for development include office or residential space, hospitality venues, cultural amenities or support services for office and residential use.

Some businesses that expressed interest in the site are local and some are not, Qually said. The request for proposals will go out to a broad group of businesses, he added. "There are few sites in Adams County with this kind of draw," Qually said. "If we can get this site developed appropriately to show county involvement with the development authority and the municipality, that's the perfect trifecta right there." Several attempts to develop the property over the past decade have fallen by the wayside, leading to a lawsuit against the borough and a failed attempt to build senior housing on the site, also known as the REDDI property. Qually said if Gettysburg Station is developed successfully, he wants to find other locations throughout the county that can be developed properly. "We hope this project becomes a watershed for similar projects in the future," said Randy Phiel, Adams County commissioner chair.

Internet – Newspaper Archives Searches**ALBERT PENKSA***(Articles are in reverse chronological order)*

Evening Sun, The (Hanover, PA)

October 16, 2013

Adams County seeks line of credit

Author: Mark Walters

Adams County commissioners are aiming to take out a line of credit to help fund five projects over the next several years. County Manager **Al Penksa** said the line of credit will allow the county to use up to \$10 million as it needs the money, with the county only paying interest on the money it borrows. The money will be used to help fund five projects, said commissioner chair Randy Phiel, including the county's 911 radio upgrade, a new fleet of vehicles and new computers.

Additionally, he noted, the county will look to repair the roof of the county courthouse and also assist in funding the Adams County Industrial Development Authority, a branch of the county's economic development corporation. Commissioner Marty Qually explained that the county had several options to fund the projects that he said were not frivolous purchases of new technology. "One is a tax increase, and we're not doing that," Qually said. "We could take money from our reserves, which would affect our bond rating. And taking out a bond would allow them to review our bond rating." Qually said that some county employees have brought in their own computer monitors due to the county's equipment being so outdated. "You can't have people working like that," he said.

Qually said if the county nickled and dimed every year to pay for necessary improvements, it would cost more than taking out a line of credit. Phiel said the line of credit will be at a favorable interest rate, in the ballpark of 3 percent. "Because we're so fiscally sound and have such a good fiscal rating, that ties into why we're eligible for such a good interest rate," Phiel said. The county's bond rating is A-positive, **Penksa** said.

Penksa said if the county took out a bond for the projects, they would have to pay interest on the entire bond. The line of credit, he explained, allows the county to use the money as it is needed over the next several years. "As we go through this, if we don't need the resources and we have them, then we won't draw down," **Penksa** said. "As we go through each budget year, we'll see what our needs are and how we'll handle this." County officials are working with Harrisburg-based Susquehanna Group Advisors Inc., a financial consulting company, to shop around for what lending institution with which to take out the line of credit. **Penksa** said he anticipates the line of credit being taken out sometime in late November or early December.

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ALBERT PENKSA

(Articles are in reverse chronological order)

York Daily Record (PA)

April 12, 2013

Adams settles wage dispute Adams commissioners settle four-year wage dispute Current and former corrections officers will receive \$550K in back pay. Current and former corrections officers will receive about \$550K in back pay.

Author: CRAIG K. PASKOSKI

The Adams County commissioners on Wednesday approved paying current and former corrections officers an estimated \$550,000 in back wages that had been held up because of a nearly four-year dispute over contract language. In an emergency Salary Board meeting, the commissioners agreed to begin paying salaries based on an arbitrator's interpretation of the contract that favored the correctional workers. The decision affects 62 current officers, 50 former officers and eight sergeants at the Adams County Adult Correctional Complex.

The commissioners opted not to continue the county's challenge to the arbitrator's ruling, which the previous board of commissioners appealed to the Adams County Court of Common Pleas in September 2011. Adams County Judge John Kuhn recently ruled the arbitrator's decision was binding. The commissioners said immediate action was needed to avoid paying interest on the retroactive wages and to improve morale of the prison's staff. "This simply has gone on too long in my opinion," Commissioner Chairman Randy Phiel said. "It has to do with the consideration of our staff." Phiel said the commissioners decided "no more of the residents' tax dollars will be spent in an action that has minimal chance of success."

Commissioner Jim Martin said, "We don't want to go down that road (another appeal). We're cutting our losses and moving forward." Correctional officers will see the new salary figures reflected in their next paychecks, officials said. The paychecks at the end of the month will include the lump sum payment with the retroactive wages. Officials said the exact payments are still being determined.

Adams County Manager **Albert Penksa** said the \$550,000 was not included in the county's 2013 budget and would be taken from the county's general fund.

The conclusion of the four-year salary saga comes only months before the two sides are scheduled to meet again to begin negotiations on a new contract. The current contract expires Dec. 31, and negotiations are to begin this summer, **Penksa** said. The county and corrections employees approved a contract in 2009 that covered the years 2008 to 2013. Under terms of that contract, officers received an 18.5 percent pay increase spread throughout the life of the contract, with raises ranging from 2 to 4 percent each year. Previous contracts had set steps for raises throughout officers' careers as well as pay increases on the anniversary of their employment, but a breakdown of those increases were not included in the new contract.

Later, the American Federation of State, County and Municipal Employees filed 66 grievances for the employees, claiming the step/anniversary increases were intended to be contract.

Internet – Newspaper Archives Searches

ALBERT PENKSA

(Articles are in reverse chronological order)

The county claimed because the step/anniversary increases were not included, they did not apply. But the union claimed it had been in draft versions and in five previous contracts between the two sides. The arbitrator ruled in the union’s favor, saying the county disputed some of the calculations but not the step increases themselves and that the term “wage schedule” included in the contract had no context without the breakdown itself. The county appealed the arbitrator’s decision in September 2011. In his ruling earlier this year, Kuhn said, “it would be an abuse of discretion to overrule his (the arbitrator’s) conclusions” and noted the previous contracts included such language.

Internet – Newspaper Archives Searches

ALBERT PENKSA

(Articles are in reverse chronological order)

Evening Sun, The (Hanover, PA)

April 18, 2012

Adams merger to add a job

Author: STEVE MARRONI

As Adams County prepares to merge its four tax departments, commissioners approved a new position Wednesday to oversee the whole thing. The head of the soon-to-be merged departments will be called the tax service director. County Manager **Albert Penksa** said a salary has not yet been set, and full details of the merger are still being worked out. No one has yet been named to the new position.

Commissioner Marty Qually said no jobs will be lost due to the merger, but it is possible that some current department heads will see a decrease in salary as they become managers under one director. The merger is still in the works, and it may be another couple of months before it is completed, Qually said. **Penksa** said there are two sets of mergers currently in the works.

One will combine the tax offices -- Tax Appraising, Tax Assessment, Tax Claims and Tax Mapping. Merging the tax services would make for a better use of those resources, **Penksa** previously said. And the second plan merges Agricultural Land Preservation and Environmental Services into the county's Department of Planning and Development. These departments have the potential of working collectively to be a "one-stop shop" for county residents, **Penksa** said.

Commissioner Randy Phiel said the merger is being done to streamline county functions. "It's part of our efforts to make the county government more effective and efficient, and to better serve our residents and taxpayers," Phiel said. It is also intended to benefit the county staff who deliver these services, he said. Phiel said it makes sense for those working in several smaller departments with similar functions to be cross-trained, and work together under one bigger department. "There is no doubt we are looking for team work and collective efforts within the entire county organization to enhance county operations," Phiel said. "That simply makes for better government."

Internet – Newspaper Archives Searches

ALBERT PENKSA

(Articles are in reverse chronological order)

Evening Sun, The (Hanover, PA)
March 31, 2012

Adams County eyes office mergers

Author: STEVE MARRONI

Adams County Commissioners are looking at some office realignments that will likely merge several departments. County Manager **Albert Penksa** said the department consolidations are still in the planning phases, but will likely occur soon. The merger is intended to have departments with similar functions run together in a more smooth and effective manner. **Penksa** said no jobs will be lost as a result of the merger. "We're trying to create a more effective and efficient operation," **Penksa** said.

The county plans to make two sets of mergers. The first will combine the county's tax offices - Tax Appraising, Tax Assessment, Tax Claims and Tax Mapping. Those offices are closely related, and merging the departments would make for a better use of resources, **Penksa** said. The second realignment will merge Agricultural Land Preservation and Environmental Services into the county's Department of Planning and Development. They're separately functioning departments now that have the potential of working collectively, making it a "one-stop shop" for those services, he said.

Commissioners said they are looking at the realignment to improve the way the departments function, and to give better services to the county's residents. The county is currently meeting with department heads and staff members in planning the transition, **Penksa** said. The three commissioners, who took office in January, are taking a look at county functions with a fresh set of eyes, **Penksa** said, and the mergers are part of their goal of running an efficient county government with a more collective approach.

Internet – Newspaper Archives Searches

ALBERT PENKSA

(Articles are in reverse chronological order)

Evening Sun, The (Hanover, PA)
March 21, 2012

Adams County approves radio buy

Author: STEVE MARRONI

Adams County commissioners on Wednesday approved purchasing a multi-million-dollar digital-radio system to replace the outdated radios that have been used by emergency responders for more than 30 years. The decision came after several years of planning, and months of negotiations with Motorola Solutions Inc., the lead system designer. Approval is conditional upon final review by county Solicitor John Hartzell. Commissioners expect to sign off on the deal by March 29. The new radios, coming in at about \$25.5 million, will be a significant upgrade for emergency responders, and are necessary for public safety, county Commissioner Randy Phiel said. Police, fire and emergency medical personnel have all said the current system is outdated and unreliable, potentially putting lives at risk.

"There is no bigger priority for county governments than protecting the lives, safety and welfare of our residents," Phiel said upon approval. The price tag was originally \$25.1 million, but Emergency Services Director John Eline said a \$400,000 contingency was worked into the cost because three additional tower sites may be needed. Motorola's contract was approved at \$18,705,931. Alcatel-Lucent, which is handling the microwave system used in connecting signals, is contracted at \$2,697,606 and the tower contractor, J & G Contracting Inc., is receiving \$4,116,463. County Manager **Albert Penksa** said Motorola can start work in April on the final draft of the system design, which will take about four to six weeks, after which they can begin building the system.

At the same time, J & G will prepare the 19 tower sites at existing and new locations, and once those are ready, Alcatel can begin installing the microwave system. It will still be another 18 to 24 months before the radio system is in place, and even then, it won't be a quick transition, Phiel said. Emergency officials will roll it out department by department in order to check for bugs along the way, using the current system as a backup. The county is taking out a bond to pay for it. Commissioners approved a property-tax increase earlier this year of 0.181 mills - or \$36 more to be paid by the owner of a \$200,000 home. This tax increase will be used solely to pay down the bond, commissioners said.

The tax hike brought the county's millage rate to 3.7328 mills - a tax bill of \$746.56 for the owner of a \$200,000 home. The new 800-megahertz digital radio system will cover at least 95 percent of the county 95 percent of the time, Eline said, and will allow responders to receive signals inside most buildings, and in the areas around the county where signals are hard to come by. Eline said the current system breaks down almost daily, cannot connect with neighboring counties and often drops calls. The current system was last upgraded in 1979, and replacement parts often have to be purchased on eBay, Eline said

Internet – Newspaper Archives Searches
ALBERT PENKSA
(Articles are in reverse chronological order)

York Sunday News (PA)
November 27, 2011

Adams hopes to hold line on taxes The county commissioners will meet this week to OK the proposed 2012 budget.

Author: STEVE MARRONI

In a year of decreasing revenues and financial constraints all around, Adams County Commissioners are putting together their 2012 budget, which, if all goes well, will not include a tax increase. County commissioners set a special meeting for 9 a.m. Wednesday to approve the preliminary budget. Commissioner George Weikert said there have been challenges in drafting the budget, but it is shaping up to be a good, balanced budget. The preliminary budget must be available for public inspection for at least 20 days following tentative adoption. Final adoption is set for Dec. 28.

County Manager **Albert Penksa** said grant money from the state and federal governments has decreased. Revenues for the county are down, as well, he said, mainly due to property-tax appeals following the reassessment. After new values were approved earlier this month, the county's total property values dropped from \$9.1 billion to \$9 billion. That meant a \$291,000 loss in tax revenue for the county. But the county's expenses are down, as well.

Internet – Newspaper Archives Searches**ALBERT PENKSA**

(Articles are in reverse chronological order)

Evening Sun, The (Hanover, PA)

July 29, 2011

Green space money OK'd

Author: STEVE MARRONI

The Adams County commissioners on Wednesday approved awarding \$600,000 to keeping Adams County green. The funds will be dispersed to the Adams County Green Space Grant Program, which preserves green space in the county through the purchase of easements on properties. In 2008, voters approved the county taking on debt up to \$10 million for the preservation of land in Adams County. County Manager **Albert Penksa** said so far, the county has spent more than \$4 million of the voter-approved money. The county has not yet taken out the \$10 million bond, however, and has borrowed the money on short-term notes using a line of credit. Funding programs like this to preserve green space is an important part of keeping Adams County green for the future, county Commissioner George Weikert said.

And now is the time to seek out these properties, he said, because with the housing market in a downswing, the county can have some leverage, and purchase easements at far less per acre now than in previous years. Bicky Redman, coordinator of the program, said Wednesday that there are a lot of opportunities for matching-grant funding from the federal programs. The funds will be used to preserve properties in 2012, commissioners said. In April, the county approved this year's round of properties to be preserved with the program. They preserved seven properties, with the county's portion coming in at \$705,524. The Green Space Grant Program was created in 2007 for properties that might not qualify for the Adams County Agricultural Land Preservation Program, but would still be beneficial to keep green, Commissioner Glenn Snyder previously said.

An acre of farmland costs fewer taxpayer dollars to maintain because it does not require the same amount of funding for schools and police, Weikert previously said. But at the same time, it's important to balance green spaces with industry and residential areas. The county has preserved nearly 1,000 acres through the purchase of easements in the Green Space Grant Program. Additionally, with the Agricultural Land Preservation Program, the county has preserved another 6,748 acres on 106 properties so far. Mount Joy Township has preserved 1,078 acres on 11 farms, and Union Township has helped preserve 182 acres.

One of Adams County's biggest contributions to preservation was the \$3.7 million it contributed to preserving Glatfelter Tree Farm No. 1. This was voter-approved money to be covered with the bond. A 110-acre portion of the 2,500 acres has been a source of recent controversy, however, as ISP Minerals and the Pennsylvania Department of Conservation and Natural Resources have been negotiating a land swap. The once-preserved land would become a quarry if the deal goes through, as officials said on Wednesday they expect it to.

Internet – Newspaper Archives Searches**ALBERT PENKSA**

(Articles are in reverse chronological order)

Evening Sun, The (Hanover, PA)

June 10, 2011

Adams County keeps auditors

Author: STEVE MARRONI

The Adams County commissioners on Wednesday approved retaining their independent auditing firm for another two years. Commissioners are extending the services of Zelenkofske Axelrod LLC for 2012 and 2013. The cost for the independent audit for each year is \$61,040 for the county audit and \$5,095 for the audit of the 911 center. County Manager **Albert Penksa** said though the county has its own elected auditors, counties are required to have an independent agency look at the books each year, and make recommendations on how to improve the way they handle their money.

County Commissioner George Weikert said Zelenkofske Axelrod has been the county's independent auditors for at least the last four years. Though it is common practice for counties to change auditors every couple of years, **Penksa** said he recommended that the county keep the firm for another two years as a way to maintain continuity of services because next year, there will be a new board of commissioners. Weikert and Commissioner Lisa Moreno-Woodward lost their bids for re-election in the May 17 primary, and Commissioner Glenn Snyder did not seek re-election. There will be other changes coming to the county next year, as well. Now that the U.S. Census has elevated Adams County from a sixth-class to a fifth-class county, an elected controller is required instead of an auditor. The county will also be updating its financial software next year.

"With all the newness in 2012, I recommended the firm be retained," **Penksa** said Wednesday. The county's finances have come into question in the past. In 2009, a report from the Government Finance Officers Association examined the county's financial well-being, and said the county needed to make some serious changes. The report made many recommendations to help the county emerge from what appeared to be a dire financial situation.

One such recommendation was hiring a manager to run the day-to-day operations of the county, which is why **Penksa** was hired in December. The report also recommended a chief financial officer be hired, but commissioners said that role would be filled by the soon-to-be elected controller. Selling Green Acres, the county's nursing home, was another recommendation of the report. The county expects to close on that deal in August. The report also gave a host of other recommendations for long-term planning and budgeting.

Commissioners have said the county is getting into better financial shape, and previously pointed out for the first time in years, the county had a fund balance carry over from the previous year, and did not have to borrow to make ends meet before tax money comes in. Zelenkofske Axelrod's audit for the county's 2010 finances is expected to come in July.

Internet – Newspaper Archives Searches
ALBERT PENKSA
(Articles are in reverse chronological order)

AltoonaMirror.com
December 30, 2010

Township manager making early exit, Penska leaving for Adams County after just 4 months

Author: Amanda Clegg

BELLWOOD - Antis Township Manager **Albert Penska**, who has held the municipal position only a few months, is moving on. **Penska** was hired Wednesday as Adams County manager at a salary of \$87,500, according to the county's human resources office in Gettysburg. Antis Township supervisor Ken Hostler said the supervisors will officially accept **Penska's** resignation at the annual re-organization meeting at 7 p.m. Monday in the municipal building.

The supervisors hired **Penska**, a one-time Johnstown city councilman and Cambria County Controller, at a salary of \$57,500 in August. He replaced former manager Jeffrey Ziegler, who took a job in Moon Township in July. Hostler and Chairman Ray Amato said Wednesday they were surprised at **Penska's** leaving. "He had a lot to offer," Hostler said. Supervisor Charles Taylor said why **Penska** is leaving is a personnel matter and he could not comment on that. **Penska** did not return a phone message Wednesday.

The supervisors said they plan to hire a new manager at the re-organization meeting. Hostler declined to give the candidate's name, but said he was among the pool of about 40 applicants for the job before it was offered to **Penska**. He was re-interviewed for the position. Amato wished **Penska** luck and said the man filling his vacancy will "have his hands full" with matters such as Community Development Block Grant money and meeting the township's needs for the upcoming year.

Internet – Newspaper Archives Searches

ALBERT PENKSA

(Articles are in reverse chronological order)

Evening Sun, The (Hanover, PA)
December 28, 2010

New Adams County manager ready to work

Author: STEVE MARRONI

Adams County's new county manager will be starting his new job Jan. 4. The Adams County commissioners hired **Albert Penksa** out of more than 40 applicants for the newly created position, which was the top recommendation in a study of the county's financial situation. "It's exciting to be the first county manager," **Penksa** said. "I welcome the opportunity." **Penksa**, 55, was chosen because of his level of experience, which includes a background in finances and local government, commissioners said.

His annual salary will be \$87,500. **Penksa** is currently a township manager in Antis Township in the Altoona area. His last day there is Jan. 3, and he starts his new job in Adams County the following day. He has a bachelor's degree in economics with concentrations in accounting and political science from the University of Pittsburgh at Johnstown. Prior to working as a township supervisor, **Penksa** was an elected county controller in Cambria County for 12 years, where he was the chief financial officer overseeing the county's \$115 million budget. He also served as a member of Johnstown's city council, and held several government jobs.

Penksa likes the Gettysburg area and Adams County, and has visited the area several times over the years when his kids were involved with soccer, and said he feels comfortable making it home. He said he looks forward to starting his job, and taking care of the day-to-day operations of the county.

Penksa said one of his first tasks will be to build relationships with each department head, learn how each department operates, and help find more efficient ways to function. **Penksa** will essentially serve as a link between the county commissioners and county employees.

Commissioner George Weikert said department directors commented in the past that they rarely met with a supervisor. Now, with a county manager, someone will be there to sit down with them periodically, and help set goals and objectives for them and their departments, Weikert said.

Penksa, a father of four, is a sports fan. Two of his children play football and soccer in college. He'll be moving permanently to the Gettysburg area soon, he said. He grew up on a farm, and still enjoys gardening, and has an interest in real estate. "I'm happy, and I'm glad to be here," he said. "I appreciate the opportunity to be Adams County's first county manager." Hiring a county manager was the top recommendation in a report last year that examined the state of Adams County's finances.

Internet – Newspaper Archives Searches

ALBERT PENKSA

(Articles are in reverse chronological order)

InYork.com
December 15, 2010

Adams hires new boss

Author: STEVE MARRONI

A new boss is coming to Adams County. Adams County Commissioners on Wednesday hired a county manager, who will be a full-time employee overseeing the day-to-day operations of the county. Commissioners approved hiring **Albert Penksa** at an annual salary of \$87,500. **Penksa** is currently a township manager in Antis Township in the Altoona area. Prior to that, he was an elected county controller in Cambria County from 1988 to 2000, and had worked in the state department of revenue under the Gov. Robert Casey administration. **Penksa** will start his new job Jan. 4. Commissioner Lisa Moreno said that **Penksa** brings a strong background in government finance to the county. **Penksa** was chosen out of 40 applicants because of his years of experience in state and local government, said Commissioner Glenn Snyder.

The county manager will deal mainly with the day-to-day operations of the county, as well as work on various special projects, and meet periodically with department heads and supervisors to help set goals, better manage departments and make sure the county is on track, commissioners said. The county advertised for the position in July. Hiring a county administrator was the top recommendation in a study conducted last year by the Government Finance Officers Association. The study examined Adams County's overall financial wellbeing.

The position had been a controversial one in the past when in 2003, it appeared to some residents that the job was created for a then-sitting commissioner, which they said constituted a conflict of interest. It's a new board now, and the job title was changed from county administrator to county manager, though in essence it's the same job. The same report also called for the county to hire a chief financial officer. But commissioners said that job will likely be filled in 2012 by an elected county controller. When the census numbers come out soon, Adams County's population will likely top 100,000 people, and elevate the county's status from sixth class to fifth class. The main change will deal with finances, Commissioner George Weikert said, and the county will have a controller instead of several auditors.

Internet – Newspaper Archives Searches

ALBERT PENKSA

(Articles are in reverse chronological order)

Erie Times-News (PA)

May 4, 1998

PENKSA WANTS TO CUT STATE BUREAUCRACY

Albert Penksa Jr., a Democratic candidate for lieutenant governor, campaigned in Erie last week with a message that he wants to simplify government. **Penska**, the Cambria County controller, said his main goal is to bring a local government perspective to the executive offices. "I want to cut the huge amount of paperwork, bureaucracy and restrictions that face local government officials," he said. "As a county controller, I am well aware of the difficulties of dealing with the state."

Penksa is up against his party's endorsed candidate for lieutenant governor, former Montgomery County Congresswoman Marjorie Margolies-Mezvinsky. Also seeking the Democratic nomination for lieutenant governor is Ron Panza, a suburban Pittsburgh councilman. Following the May 21 primary, the lieutenant governor nominee will run on the same ticket as the gubernatorial nominee. The incumbent lieutenant governor, Mark Schweiker of Bucks County, will be unopposed in the Republican primary.

Penksa, who lives in Johnstown, described himself as a "conservative" Democrat and said his stance on several issues differs from that of Ivan Itkin, whom the state Democratic Party endorsed for governor. **Penksa** said he is anti-abortion and a supporter of the right of "sports enthusiasts and other citizens of Pennsylvania to own guns for lawful purposes." **Penksa** said he is also pro-labor and believes Pennsylvania should find resources to reduce student-teacher ratios. Although he's not shy about his politics, **Penksa** said he sees the role of the lieutenant governor as understanding "the governor is in charge."

Penksa said he would have no problem serving with Don Bailey, the former state auditor general who is running for the Democratic nomination for governor. "He wants to beat the endorsed team, as do I," **Penska** said. "It's going to be an interesting battle." **Penksa** has been the Cambria County controller since 1988 and formerly served as a councilman for the city of Johnstown. He is a graduate of the University of Pittsburgh at Johnstown and earned a degree in economics.

Internet – Newspaper Archives Searches

ALBERT PENKSA

(Articles are in reverse chronological order)

Pittsburgh Post-Gazette (PA)

March 1, 1998

CANDIDATES APLENTY FOR LIEUTENANT GOVERNOR

Albert Penska Jr., the veteran controller of Cambria County, is seeking the Democratic nomination for lieutenant governor. He is the third Democrat to express interest in the post. Ron Panza, a Green Tree councilman, and Marjorie Margolies-Mezvinsky, a former member of Congress from Montgomery County, are also running. "What I bring to the ticket is a pretty broad background in government and government finance . . . that gives me a different perspective than Mr. Itkin would have as a legislator," **Penska** said. He was referring to state Rep. Ivan Itkin, D-Point Breeze, one of the two leading candidates for the Democratic gubernatorial nomination. Former Auditor General Don Bailey is also seeking the chance to run against Gov. Ridge, as is Phil Berg, a Montgomery County lawyer.

Penska said he had no preference among his party's candidates for governor. "I'm running as an independent candidate," he said. Itkin expressed enthusiasm last week for Margolies-Mezvinsky's candidacy, although she said she would feel comfortable running with either Itkin or Bailey. Neither Bailey nor Berg has publicly expressed a preference among the potential running mates. In Pennsylvania primaries, candidates for governor and lieutenant governor run separately. Only in the general election are they considered jointly. Democratic State Committee members will meet Saturday in Hershey, Dauphin County, to vote on their endorsements for the primary contests. **Penska** said he planned to remain in the race notwithstanding whether he receives the backing of party officials from across the state.

Internet – Newspaper Archives Searches
ALBERT PENKSA
(Articles are in reverse chronological order)

Philadelphia Inquirer, The (PA)
January 17, 1987

JOHNSTOWN ENDS 2-WEEK BUDGET CRISIS

Author: *Associated Press*

Police, firefighters and other city employees returned to work on normal shifts at 8 a.m. yesterday after city officials compromised to settle a 14-day budget crisis. "We're back in business," said city Finance Director Calvin McCracken. "We're operating at as high a level as the budget can afford."

City services were sharply reduced during a budget impasse that ended Wednesday when City Council and Mayor Herbert Pfuhl agreed on a \$7.25 million budget. The two sides still disagree on whether there will be enough money to fund the budget. City workers had refused to report during the budget dispute because there was no guarantee they would be paid. State troopers policed the streets, the Fire Department operated at half-strength with 28 firefighters, and private contractors plowed snow from streets. City police returned to duty yesterday morning, relieving the state troopers. At the same time, 33 firefighters reported back to staff three city stations.

"As soon as the state police left, my men were out on the street. I'm really relieved. I'm glad it's over," said Police Chief Linda Weaver, who worked without pay during the stalemate. "Things are going quite well." Some of the city's 63 unionized employees also were recalled.

The city has applied for a \$1.6 million tax-anticipation loan that would give it immediate cash to start paying its bills. City Council will meet Monday to approve the loan. The new budget includes staffing cutbacks, but less than Pfuhl proposed in his \$6.7 million budget. His spending plan called for 29 police officers, 28 firefighters and 42 non-uniformed employees.

The compromise budget passed by council has 44 police officers, 44 firefighters and 63 non-uniformed workers. There will be 14 fewer police officers, 12 fewer firefighters and 14 fewer other employees than under last year's \$8.5 million budget. Garbage and sewage fees were raised to offset the loss of \$900,000 in federal revenue-sharing money.

Cambria County Judge H. Clifton McWilliams Jr. intervened in the dispute after Pfuhl sued council over setting the budget. "Council's not overly happy with all of the compromises, and I'm sure the mayor's not happy with a \$7.2 million budget," said Councilman **Albert Penksa**. "But the real winners in this whole thing are the citizens."

Research Compiled by: Cara Slade
 Colin Baenziger & Associates