

Unit IV:

Community/Public Policy Leadership Skills

3. Understanding Pennsylvania Local Government

Citizens with skills and interests in the policy-making process will find themselves much needed in the coming years. Pressing social and economic conditions and conflicting ideas about what to do about many problems lead to growing demands for creative leadership. This makes learning about ways to become involved in the policy-making process worthwhile. Communities need people who can:

- Identify how responsibility for providing important public services in Pennsylvania is divided between different types of local government units
- Identify how Pennsylvania local governments are governed and the opportunities for citizens to serve in local government
- Explain their own local government's major sources of revenue and expenditures

Government can be a powerful tool for local problem solving and is an integral part of any community-wide efforts to address issues of local concern. Local leaders need to understand local government if they are to use it appropriately.

Why Local Government?

Any effort to understand local government should begin by addressing a basic question—why do local governments exist? Inherent in people’s answers are their beliefs about the proper role of government, the relationship of government to citizens, and the relationship of citizens to their neighbors and others in the community. Many local officials will answer that government exists to serve the citizens, providing services that increase the public good but which people individually will not fund (at least at a sufficient level), such as roads, police services, courts and prisons, and schools. Government also provides a basic set of rules by which citizens interact, providing clear guidelines (e.g., “You have the right to prevent people from trespassing on your property”), as well as a framework for resolving conflicts in a peaceful manner. This perspective inspired Oliver Wendell Holmes to say, “I like to pay taxes. With them I buy civilization.”

But such an answer about *why* local government exists is broad and much harder to define in specific, operational detail. If government exists to further the public or “common good,” what precisely *is* that common good? For example, does it include freedom for landowners to do whatever they want with their land without regard to the potential impact on neighbors? Or does it include some protection (such as through zoning) for property owners from unwanted or incompatible land uses nearby that affects their own use of their property? Does it include financially supporting a public library, even if not everyone uses it? Are public schools receiving a fair allocation of public resources, or are they under- or overfunded? Should the public support private (and religious) schools?

Many local and state policy debates, at their most basic level, are precisely about the common good and the role of government. *Washington Post* columnist E. J. Dionne says the core political divide between Americans is not between liberals and conservatives, but rather is between libertarians and communitarians. As defined by Dionne, libertarians believe that tax cuts are always better than government programs; that private striving and self-improvement are the central acts of American citizenship; and that the government should always get out of the way in matters of the market. Communitarians, according to Dionne, also view the market and private striving as useful and essential, but they view individual freedom as a cooperative endeavor and feel that democracy demands not just private creativity, but also public commitment. Communitarians believe that government needs to act when markets fail to serve the common good.

Few people fall at one of these extremes or the other, but how they view the common good and the proper role of government does fall somewhere along a continuum between the two. The answer to the question *why* local government exists fundamentally depends upon people’s views of the common good and how it affects their own perspectives of what government should or should not be doing, as well as how it does it. Local officials are answering this question through their decisions about which services to provide, what level of taxation is appropriate, what regulations should be created and enforced, and so forth. There is no easy answer to these decisions because people’s perspectives on government vary dramatically and communities, people’s expectations and needs, and national and world conditions are always changing. In addition, such choices involve value judgments, and values differ within a community. The answer is always changing.

Structure of PA Local Government

Local government in Pennsylvania involves a complex of at least three distinct layers of individual jurisdictions, including county government, municipal government (e.g., cities, boroughs, and townships), and school districts (see Table 1). Each of these jurisdictions is distinct and autonomous. Every property in Pennsylvania is governed by each of these three types of jurisdictions.

Table 1. Three levels of local government in Pennsylvania.

Type	Number
County Government	67
School District	501
Municipal Government:	
Cities	56
Boroughs	962
Townships of the First Class	91
Townships of the Second Class	1,457
Town	1

Pennsylvania local governments get their authority, including their basic responsibilities and rights, from the Commonwealth of Pennsylvania. Each type of local government is governed by a code of laws that outlines how the local government can be structured, their duties and powers, operating procedures, and available taxes and tax rates. The codes provide detailed (and legally binding) information about how the local governments should operate.

Home Rule

Pennsylvania does allow local governments to opt out of the state-specified structure, if they desire, and to develop their own administrative structure. Counties and municipalities who take advantage of this “home rule” option need approval from their voters, and write their own charter. In March 2003, there were six home rule counties (Allegheny, Delaware, Erie, Lackawanna, Lehigh, and Northampton) and 65 home rule municipalities.

Governance

The formal governance structure of specific local governments (other than home rule jurisdictions) is outlined in the respective county or municipal code. Each jurisdiction type has a formal governing body (such as county commissioners or borough council), which often are the most visible elected officials (see Table 2). Local governments also have a variety of other elected offices, particularly tax collectors and auditors. Cities, most boroughs, and townships of the first class also elect assessors. County governments have the largest number of elected officials, typically including treasurer, coroner, recorder of deeds, prothonotary, clerk of courts, clerk of the orphan’s court, register of wills, sheriff, district attorney, and jury commissioners.

Local governments are also composed of a variety of appointed boards and commissions, such as the planning commission, shade tree commission, civil service commission, health board, water board, recreation board, zoning hearing board, and environmental advisory committee. The authority for these varies by the type of jurisdiction. Almost all of these commission and board positions are volunteer and unpaid.

Table 2. Governing body elected officials in Pennsylvania local governments (nonhome-rule jurisdictions).

Type of Jurisdiction	Governing Body	Term of Office
County government	County commissioners (3)	4 years
School districts	School directors (9)	4 years (elections are staggered so school directors have overlapping terms)
Municipal governments		
Cities (other than Scranton and Philadelphia)	Mayor	4 years
	Council members (4 in commission cities; 5, 7, or 9 in optional charter cities)	4 years
Boroughs	Mayor	4 years
	Council members (3, 5, or 7, or one per ward if the borough is divided into wards)	4 years (half are elected every 2 years so board members have overlapping terms)
Townships of the first Class	Commissioners (5, or one per ward if the township is divided into wards)	4 years (half are elected every 2 years so board members have overlapping terms)
Townships of the second class	Supervisors (3 or 5)	6 years (elections are staggered so supervisors have overlapping terms)

Relationships

Important to understand is that Pennsylvania county governments, municipal governments, and school districts are all autonomous jurisdictions that make their own independent decisions about services, budgets and taxation, and so forth. County governments, for example, have no formal control over municipal governments or school districts within their boundaries. In the few instances where there is a formal relationship, municipalities have greater control than does the county government. With land use planning, for example, county governments have the power to implement subdivision, land regulation, and zoning ordinances throughout the county, but these ordinances only apply in municipalities that have not passed such an ordinance on their own; when both the county and municipality have passed subdivision or zoning ordinances, the municipal plan supersedes the county plan.

As components of the Commonwealth, the relationship between local governments and school districts and the state has critical impacts on these local jurisdictions. The Commonwealth mandates that local governments and school districts provide certain services; it also sets standards for many of these services. In addition, the Commonwealth provides funds to help local jurisdictions pay for these services and to ease tax differences between jurisdictions. The programs mandated and standards set change over time, as does the amount the Commonwealth provides through these intergovernmental transfers. A critical question is whether the funds provided by the state adequately cover the costs of these mandated programs or whether the mandates receive funds at all. Many local officials argue that they do not, with the result that the officials either have to raise tax rates or cut other services.

In addition, the Pennsylvania legislature sometimes adjusts the amount of power that local jurisdictions have to address specific issues. They give local governments more authority to deal with some issues, while with other issues they take some authority away. This is called “preemption” and occurs frequently. Several recent examples include (1) the Nutrient Management Act, which created statewide standards for how manure is handled on large farms. The statewide standards took away the ability for local governments to create their own local standards if the local standards are more stringent than those in the act; (2) Acts 67 and 68 of 2000, which modified the Municipalities Planning Code (spells out the ability of local governments to do land use planning). The acts took away much of the local government’s ability to restrict farms from expanding or changing in areas where farming traditionally has been present; and (3) Act 24 of 2001, which gave school districts the option to increase earned income taxes in exchange for eliminating the occupation tax.

What Local Governments Do

Responsibilities

As outlined by the state government, county governments, municipal governments, and school districts have distinctly different responsibilities. County governments primarily focus on people, such as human services, the courts, and corrections. Municipal governments primarily focus on infrastructure and public works, such as roads, sewer, water, and police. Schools focus on educating children. Local officials’ decisions about which services to provide (and thus where to spend their jurisdiction’s money) are decisions about priorities and what those officials think are important or unimportant. These decisions are among the most important that they make.

County Governments

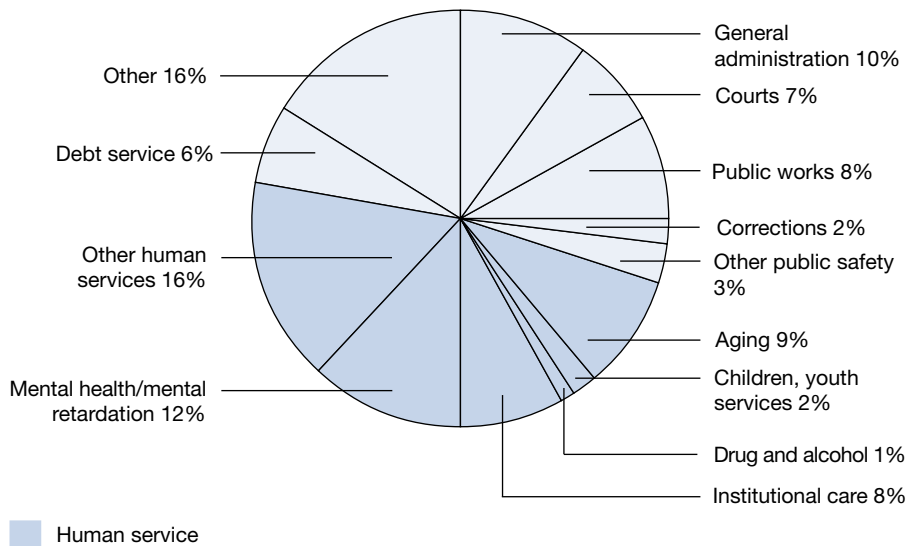
County governments are primarily responsible for administering state programs, such as human services and courts. Because of this, county commissioners are much more *managers* than they are *policy makers*, intimately involved in decisions about how to run county-based programs but often unable to make the larger decisions about which specific programs should be offered

in the county (and the eligibility requirements for participation).

About 48 percent of county spending by Pennsylvania counties in 2001 was on human service programs (see Figure 1). Most county human service programs help people who are unable to take care of themselves, such as persons with mental retardation, the elderly, and persons with mental health or substance abuse problems. Other human service programs help abused, neglected, or delinquent children.

County governments are responsible for maintaining important public records, such as deeds and records of property ownership, court records, marriages, and wills. They also are responsible for assessing properties for tax purposes and maintaining such records for use by municipal governments and school districts. County governments are responsible for all aspects of elections, including equipping polling places, receiving petitions from candidates, and announcing election results. County governments have some land use planning responsibility, but because municipal land use decisions supersede county decisions, they primarily serve an advisory and coordination role within the county.

Figure 1. County government spending, 2001.



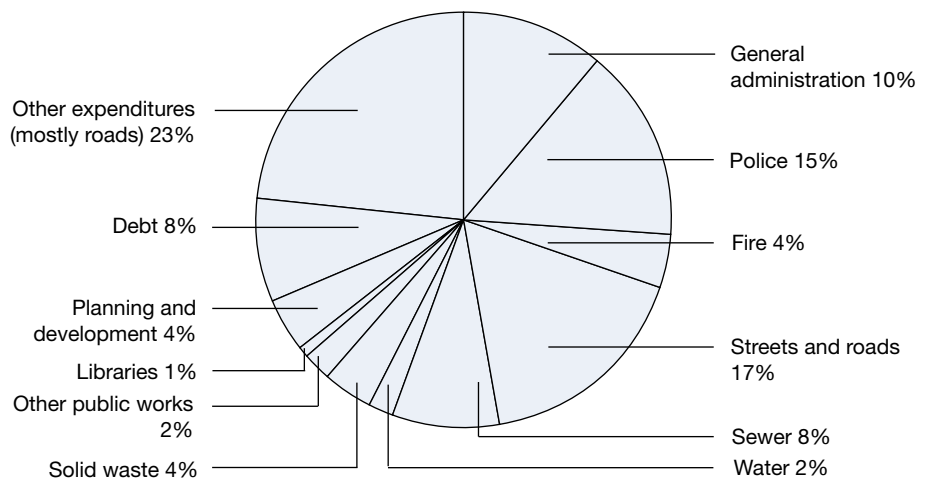
Municipal Governments

Municipal governments in Pennsylvania generally focus on infrastructure needs, which in most communities are primarily roads and streets. Municipalities spend money on roads through annual operating expenditures (about 17 percent of total municipal spending by Pennsylvania cities, boroughs, and townships in 2001) and through capital improvements. In many rural municipalities, road and street expenditures account for more than half of their annual budget. Municipal governments are also responsible for providing other public infrastructure, such as sewer (8 percent) and water (2 percent). Some choose to offer such services through local or regional authorities, which are legal entities created by one or more local governments to provide specific services.

Municipalities can also play an important role in public safety, providing police services (15 percent of municipal expenditures in 2001) and supporting local fire companies (4 percent). Municipalities provide police services through a variety of means: they can have their own police department, they can share a regional or multimunicipality police force, they can contract with a neighboring municipality, or they can simply choose to let the Pennsylvania State Police provide police coverage.

The range of responsibilities for municipal governments has been growing over the past several decades in response to federal and state initiatives. This is particularly so for township governments; the old term “roadmaster,” which referred to the township supervisors because they primarily focused on roads, no longer applies in many places. These new responsibilities include stormwater management, recycling, increased emphasis on land use planning, building codes, and transportation planning, among other things. (See Figure 2.)

Figure 2. Municipal government spending, 2001.*



*Omits Philadelphia and Pittsburgh.

Tools for Action

When people think about the variety of actions that local governments can perform that affect or influence change in their community, they often think of “stick” approaches like regulations (such as a noise ordinance) because these are often highly visible. Local governments and local officials play a much broader range of roles in the local community, however. Local officials can be facilitators by bringing together different parts of the community to address an issue of concern and helping community members find solutions. They can be conveners, whose initial invitations to attend bring people together under the facilitation of someone else. Sometimes local officials are cheerleaders, making people feel good about their community or an issue and encouraging individual decisions in the public interest. They are decision makers when confronted with the need for some official government action (or inaction). At times, local officials play several roles simultaneously. Which role to play in a specific circumstance is important for them to consider. Ideally, they need to be comfortable with all the roles.

The range of tools available to local governments is similarly broad

and includes a range of “carrot” approaches, as well as the more stereotypical “stick” of regulation. Good local government officials use all these tools as needed. A handy way of remembering these different tools is the acronym STRIP, which stands for Subsidies, Taxation, Regulation, Investment, and Persuasion.

- **Subsidies/Incentives**
Subsidies and other incentives help lower the cost for someone to do something that the local officials encourage. These need not be direct monetary incentives; some municipalities, for example, allow developers to build on smaller lot size if they agree to set aside recreational acreage for use by residents.
- **Taxation**
The choice of which taxes to use (and which tax rate) signals local officials’ attitudes toward different behaviors and affects the range of activities in a community. Pennsylvania has “tax-free” areas, called “Keystone Opportunity Zones,” to encourage economic development. These zones can only be implemented with the approval of local officials.
- **Regulations**
Regulations such as noise and zoning ordinances that spell out

what people can and cannot do with the possibility of punishment if not followed.

■ **Investment**

Decisions about where to put the sewer lines, extend the road, put a water line, build the library, and so forth.

■ **Persuasion**

Entreating people to take certain voluntary actions (or not take planned action) on the basis of arguments about the public good or other justification.

Where Do Local Governments Get Their Funds?

Understanding where local governments and school districts get their revenue is important because it reveals the interconnectedness of government, suggests possible vulnerabilities, and shows the extent of local control. Making decisions about local services is difficult without also being able to make decisions about revenues.

Local governments and school districts in Pennsylvania get their revenue from a variety of sources, with the most important being transfers from other levels of government (typically the Commonwealth of Pennsylvania and the federal government) and local tax revenues.

Intergovernmental Transfers

As mentioned earlier, local governments and school districts are subject to a variety of mandates from the Commonwealth and from the federal government, over which they have little control. The Commonwealth and federal government provide some funds to help pay for these mandated services (for example, about 85 percent of human service funds), but a constant

concern of many local officials is whether such intergovernmental transfers keep pace with the cost of providing these mandated programs. Some intergovernmental transfers are intended to help even out inequities across jurisdictions; transfers to school districts are intended, in part, to help poor school districts who have fewer (and more difficult) taxing options than do more wealthy districts.

County governments and school districts are most reliant upon such transfers (see Figures 3 and 5), so county commissioners and school board members particularly follow state budget decisions in Harrisburg. Much of the monies provided by the Commonwealth themselves were originally intergovernmental transfers from the federal government to the Commonwealth (particularly for human services), so both local and

state officials closely follow federal budget decisions in Washington. During times of economic downturn, such attention is particularly acute because these transfers are often targeted for budget reductions; if the mandates are not similarly reduced, local officials are the ones forced to make up for the lost revenue because they still are legally required to provide the service.

Municipal governments are much less reliant upon intergovernmental transfers than are the other jurisdictions, though such transfers are important for roads and streets (see Figure 4). The Commonwealth distributes a share of the state gas tax to municipalities based upon each jurisdiction’s road mileage and population. The funds, called “Liquid Fuels,” can only be spent on roads and streets.

Figure 3. County revenues in Pennsylvania, 2001.

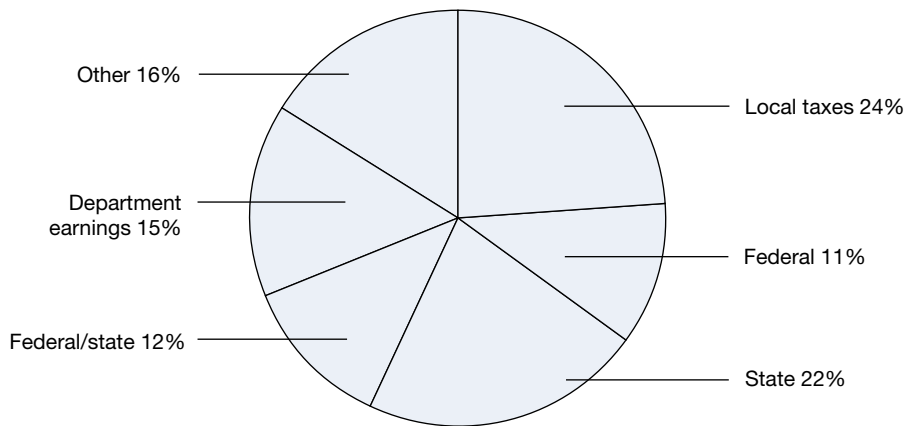


Figure 4. Municipal revenues in Pennsylvania, 2001.

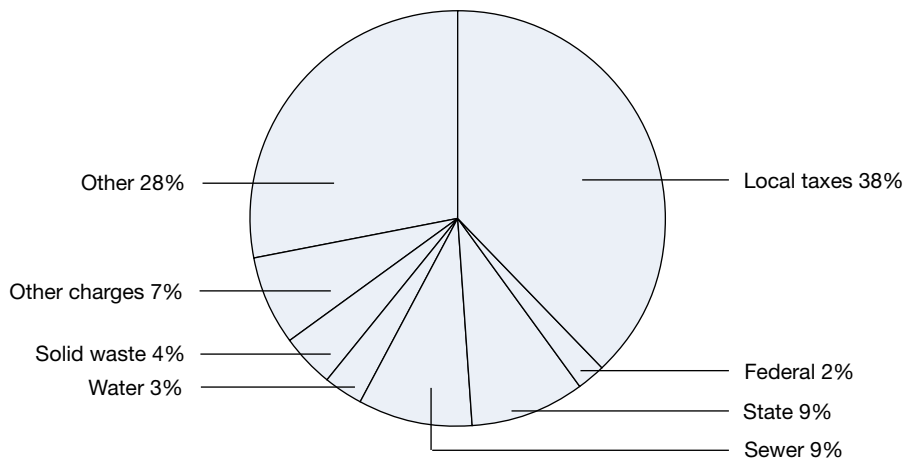
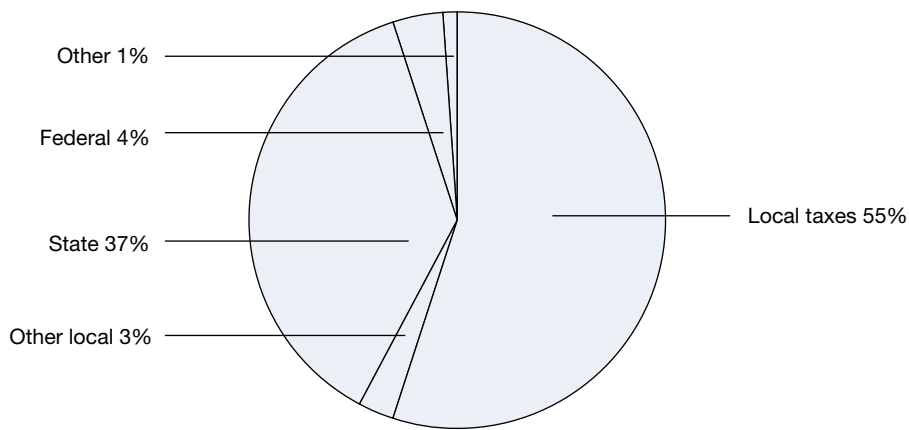


Figure 5. School revenues in Pennsylvania, 2001.



Other Nontax Revenues

Other nontax revenues, such as sewer and water fees, licenses, and permits, are also important for many local governments. These are typically payments for the use of some service, but they also include interest and rents.

Local Taxes

Local taxes are an important source of revenue for local governments and school districts, but for many jurisdictions they provide less money than other revenue sources. Yet local officials generally have more control over tax revenues than over intergovernmental and nontax revenues. When budgeting, most local officials typically estimate the amount they need to spend on services, consider the amount they expect to receive from these other sources of revenues, and then use taxes to make up the difference. For example, if they expect to spend more

than the amount of revenue available, they raise tax rates (or else cut back services). Local taxes are thus used as the residual to balance the budget.

As with many other functions, local governments and school districts do not have complete freedom to design or implement their own taxes; they can only choose from the specific taxes as outlined for them by the Commonwealth government in their code or other legislation. In addition, most of these available local taxes have state-set maximum tax rates that they cannot exceed except in extraordinary circumstances. The local tax options vary across the different types of jurisdictions. County governments, for example, have the fewest choices available to them (see Table 3). Municipal governments and school districts have more options, but due to the tax rate caps (especially for the Earned Income Tax), many local officials argue that they do not have the tax flexibility they need. Indeed, most of the debate over local tax reform over the past 15 years has been about whether (and how) to change the options available to local jurisdictions.

Table 3. Which jurisdictions can levy which local taxes in Pennsylvania.

Tax	County	Cities	Boroughs	Townships	School Districts
Real property	X	X	X	X	X
Occupation	*	X	X	X	X
Occupational privilege		X	X	X	X
Per capita	*	X	X	X	X
Earned income		X	X	X	X
Realty transfer		X	X	X	X
Amusement		X	X	X	X
Mechanical devices		X	X	X	X
Mercantile		X	X	X	X
Hotel room tax	X				

*Can levy one or the other, but not both at the same time.

County Governments

Pennsylvania county governments rely very heavily upon the real property tax because none of the other options available to them provide enough revenue. They are allowed to levy either the per capita or the occupation tax, but not both simultaneously. Only a few counties are allowed to levy a sales tax. (See Figure 6.)

Municipal Governments

Pennsylvania municipal governments have a wider range of local taxes available to them than county governments. Most importantly, unlike county governments, they can choose to levy an income tax, which reduces the need to rely upon the real property tax.

Under Pennsylvania law, if a municipal government and the community's school district both levy the earned income tax at the maximum 1 percent tax rate (except in districts who have adopted Act 50 or Act 24 provisions, or in home rule municipalities), both the municipality and the school district must split the revenues equally between them. If only the municipal government or the school district levies the tax, it keeps the full 1 percent. Consequently, the earned income tax is rarely levied for anything other than the full 1 percent tax rate. (See Figure 7.)

School Districts

Pennsylvania school districts have tax choices similar to municipalities, with a wide range of tax options. But due to state-set limits on tax rates combined with the relatively high cost of operating schools, few of these taxes are a real alternative to heavy reliance upon the real property tax. Even the earned income tax, which provides a large share of municipal local tax revenues, is not enough in most places because schools need much more revenue than municipalities.

(See Figure 8.) Several recent local tax reform efforts, including Act 50 of 1998 and Act 24 of 2001, provide some optional ways of dealing with the earned income tax, but they have not slowed the interest in major school tax reform.

Figure 6. County tax revenues, 2001.

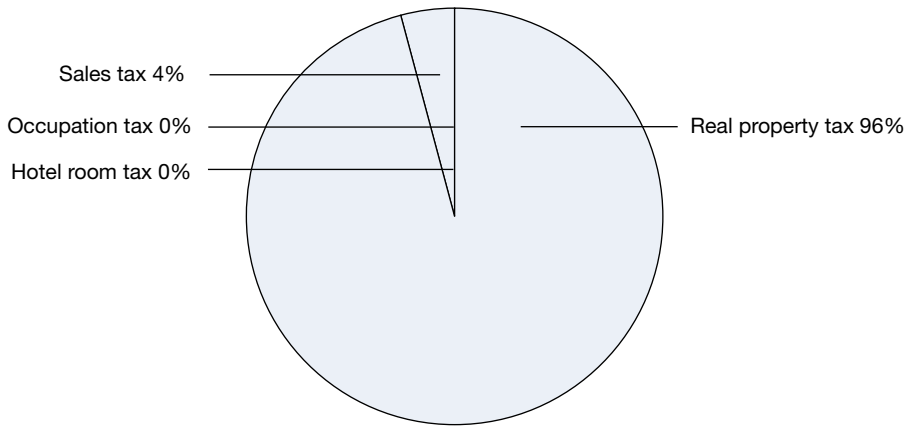


Figure 7. Municipal tax revenues, 2001.

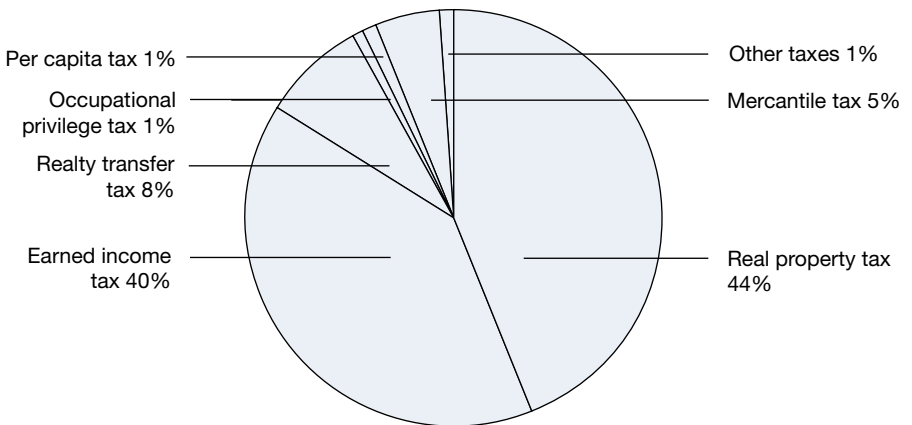
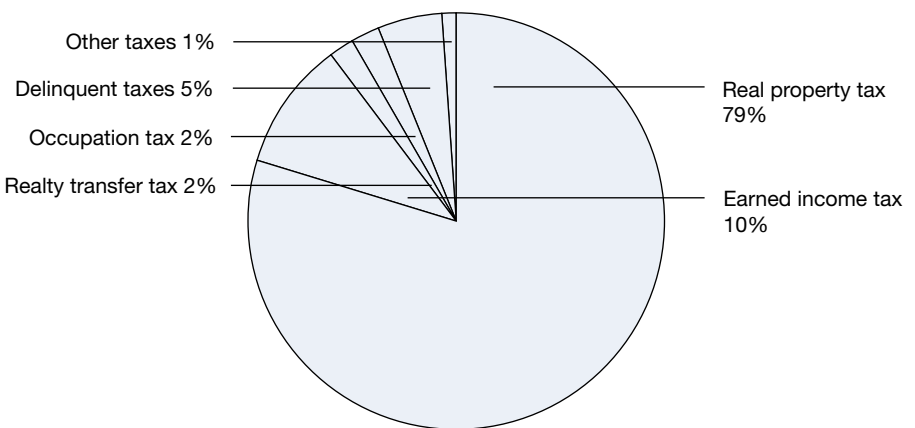


Figure 8. School tax revenues, 2001.



Which Taxes Are Available to Local Governments and School Districts in Pennsylvania?

Local governments and school districts can levy a variety of taxes. Not all of these taxes are available to counties. The major ones include the following:

Amusement Tax

Tax levied on the admissions prices to places of amusement, entertainment, and recreation.

Earned Income Tax

Tax on residents' earned income. Unearned income such as dividends, pensions, and social security are exempt. People who work in the jurisdiction but live elsewhere are subject to the tax if their home municipality doesn't levy it (school districts can only levy it on residents).

Hotel Room Tax

Sales tax on hotel rooms. By state law, these tax revenues can only be used for tourism promotion and to subsidize the operation of convention centers or exhibit halls.

Mercantile Tax

Tax levied on the gross receipts of businesses. Since December 1, 1988, no new municipalities have been allowed to levy this tax.

Mechanical Devices Tax

Tax levied on coin-operated machines such as jukeboxes, pinball machines, and video games.

Occupation Tax

Tax levied on residents' occupations. This can be levied as a flat rate tax or as a millage.

Occupational Privilege

Tax on workers' privilege of working in the jurisdiction.

Per Capita Tax

Tax levied on adults who live in the jurisdiction. This is sometimes called "head" tax.

Real Property Tax

Tax levied on the value of real estate.

Realty Transfer Tax

Tax on the sale price of real estate.

What Affects Local Tax Revenues?

The decision about *which* local taxes to use and *how much* should be collected by each tax has important implications for how the local tax burden is distributed across taxpayers and, hence, on how much local tax individual taxpayers end up paying. Tradition often plays a big role in which taxes are used ("We've always used the XX local tax, and our residents are used to it"), as do a variety of tax criteria, including fairness, adequacy, adaptability, administrative ease and economy, economic effects, and social acceptability. The tax base also plays an important role by affecting how much revenue any one tax rate can generate. If a community has a large tax base, it will be able to collect sufficient tax revenues more easily (and perhaps with fewer taxes) than if it has a small tax base.

A tax base is the "base" on which local taxes are assessed. Each tax has its own tax base, comprised of the total value of the items taxed in a community. The real property tax base, for example, is the total assessed value of all taxable real property in that community (the sum of the assessed value of all homes, all commercial, farm, and industrial properties, and mineral rights); the tax base for the occupational privilege tax (levied on people who work in the municipality) is all adults who work in that community; and so forth.

The size of the tax base is important because it helps determine how much revenue any one tax rate can generate. A larger tax base means tax rates can be lower to raise the same amount of tax revenue for a local government or school district. The more people who work in your municipality, for example, the larger your occupational privilege tax base and thus the more tax revenue your municipality could collect from the tax.

A good example of the influence of tax base on real property tax rates and tax bills can be found in Adams County. Butler Township and York Springs Borough are both located in Adams County but had very different real property tax bases in 2001; Butler Township had a total real property tax base of \$103,456,000 (market value per capita was \$41,152), while York Springs Borough's real property tax base was only \$16,161,000 (market value per capita was \$29,544). Both municipalities collected approximately the same amount of real property tax in 2001 (\$59,352 and \$51,751, respectively) but had to use different millage rates to do so; Butler levied two mills, and York Springs levied eight mills (four times greater).

This variation in the tax base makes a real difference for property owners—a homeowner with a property worth \$100,000 in Butler Township paid approximately \$59 a year in real property tax to their municipality, while a homeowner with a similarly valued property in York Springs Borough paid approximately \$316. The difference in the tax bill is directly attributable to the size of the tax base; Butler's larger tax base means smaller tax rates raise the same amount of tax revenue as collected in York Springs, which has to tax its residents at a higher rate.

Property owners in a jurisdiction with a larger tax base benefit because they bear less of the tax burden, all things being equal. This is one reason Pennsylvania allocates state monies to local school districts; wealthier school districts have a much easier time generating tax revenues than poorer districts. A 1992 study of Pennsylvania school districts found that taxpayers in poorer districts generally end up facing higher tax rates than taxpayers in wealthier districts simply because their districts' tax bases are not as big. Local governments and school districts have

to carefully consider the size of their tax bases when they decide which taxes to use because their tax bases affect the choices they have available to them.

Residents comparing tax rates across jurisdictions also need to be mindful of the influence of the tax base on tax rates. A higher tax rate in one community compared to another community does not in itself mean that one is being wasteful and the other is being frugal.

Opportunities for Getting Involved

With the large number of local governments and school districts in Pennsylvania, citizens have ample opportunity to become involved in local decisions that affect their community and lives. There are more than 21,898 local elected officials in Pennsylvania, and another 17,049 people serve on committees, boards, commissions, and in other appointed offices.

Finding and nurturing volunteers to serve in these appointed positions is an important task for local government officials. A study in the mid-1990s found that 62 percent of Pennsylvania municipalities have difficulty finding volunteers for such positions (44 percent of townships of the first class, 59 percent of townships of the second class, and 69 percent of boroughs). Municipalities with the smallest population sizes were the most likely to report difficulties recruiting volunteers, while officials from municipalities with the largest populations reported the least difficulty.

To be successful in maintaining such citizen involvement, local governments need to actively recruit, train, direct, and reward their volunteers. There may be groups in the community that have not been actively recruited as volunteers, including women, young adults, renters, or people who just recently moved into the community. Finding new volunteers may only be possible by drawing from a much broader cross-section of the community's population. Rewards for volunteers can be as simple as sending a "thank-you" to the volunteers, mentioning their names in the local government newsletter or Web site, or even hosting an annual "thank-you" picnic.

If you are interested in running for local office, The Center for Local Government Services has several publications that detail the procedures necessary to get on the ballot. They also have a publication about the opportunities for local referendum in Pennsylvania and how to conduct such efforts.

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References

DCED/Governor's Center for Local Government Services

(The resources below are available on the Web at <http://www.newpa.com/>.)

- *Citizen's Guide to Pennsylvania Local Government*
- *Elective Office in Local Government*
- *Home Rule in Pennsylvania*
- *Referendum Handbook*
- *Taxation Manual*
- *Borough Council Handbook*
- *Borough Mayor's Manual*
- *City Government in Pennsylvania Handbook*
- *County Commissioner's Manual*
- *Township Commissioner's Handbook*
- *Township Supervisor's Manual*

"An Introduction to County Government." Extension Bulletin, Penn State Cooperative Extension. 1998.

One of the most critical needs in Pennsylvania is strong local leadership for the future well-being of communities. This includes leadership for civic and nonprofit organizations, youth, the business community, elected officials, and citizens.

The *Learning Today, Leading Tomorrow* leadership curriculum was developed to help individuals develop and strengthen their personal leadership skills so they can play active and constructive leadership roles in their communities. The program focuses on developing and strengthening personal and interpersonal leadership skills, group and organizational leadership skills, and community leadership skills.

The curriculum is designed for use as a comprehensive, multiple-session leadership training program, taught by trained Penn State Cooperative Extension educators. Individual modules can also be used for stand-alone training within existing groups or organizations who want training on specific leadership or group process issues.

The entire *Learning Today, Leading Tomorrow* curriculum includes:

Unit I: Personal Leadership Skills

- 1: The Leader within You
- 2: Values and Ethics
- 3: Understanding Your Leadership Style

Unit II: Interpersonal Leadership Skills

- 1: Communications Basics
- 2: Facilitation
- 3: Managing Conflict

Unit III: Group/Organizational Leadership Skills

- 1: Productive Groups
- 2: Effective Meetings
- 3: Group Decisions

Unit IV: Community/Public Policy Leadership Skills

- 1: Dealing with Change
- 2: Public Issues
- 3: Understanding Pennsylvania Local Government
- 4: Active Leadership

For more information about the *Learning Today, Leading Tomorrow* program, contact your local Penn State Cooperative Extension office, or visit www.leadership.psu.edu.

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