

My Final Report

I began my service on Borough Council in 2018, having been entrusted with the role both by appointment and by election. Throughout my tenure, my reasons for serving were never about political ambition, business promotion, or personal recognition. My motivation was simple: to serve the community I live in to the best of my ability. I believed my education, skills, life experience, and perspective could bring value to Borough Council and to our shared community.

My agenda was straightforward and twofold:

Accountability – ensuring those in government take responsibility for their actions.

Transparency – making government operations clear to the true owners of government: our residents.

I never expected fellow elected officials to be experts in every matter. But what I did expect was that they are coachable, place our community above themselves, accept responsibility for their decisions, and conduct themselves in an ethical matter. As the saying goes, “The true test of someone’s character is what they do when no one is watching.”

Elected officials must first hold themselves accountable before setting expectations for borough staff. Without accountability, morale declines, priorities blur, service delivery suffers, and a culture of blame replaces ownership.

Transparency is equally vital. Residents deserve to know what is happening within their government, who is responsible, and what corrective steps really need to be taken. When transparency is absent, accountability is lost, and harmful behaviors persist into the future.

What we found during the summer of 2023, the root cause, who was really responsible and how the Mayor, Council Leadership and some members of borough government conducted themselves over the next two years was absolutely appalling and totally unacceptable.

Yet, I would be remiss not to acknowledge those who worked tirelessly for accountability and transparency during those times. My sincere thanks go to Terri Fadem, Matt Marcincin, and especially Liz Thompson for their courage and commitment to improving Borough Government.

I have always believed that mistakes are inevitable. What matters is owning them, learning from them, and working to ensure they are not repeated. Without that commitment, they will continue to reoccur.

I urge the new Council to:

- Educate themselves fully on the facts before drawing conclusions.
- Learn from our previous collective experiences.
- Work diligently to uphold accountability and transparency in local government.

Please remember: “The definition of insanity is doing the same thing over and over again and expecting a different result.”

Thank you for the opportunity to serve.

Andrew G. Hughes