



# Municipal Reporter

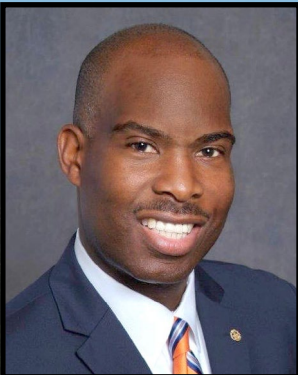
## Leadership Edition



**League President**  
Matt Pacifico  
Mayor  
City of Altoona



**PSATC President**  
Dave Zarnick  
Commissioner  
Butler Township



**League 1st VP**  
Derek Green  
Councilmember  
City of Philadelphia



**APMM President**  
Richard Mellor, Jr.  
Manager  
Whitemarsh Township



**League 2nd VP**  
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City of Lancaster

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***– John C. Maxwell***



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# League Leaders Through History

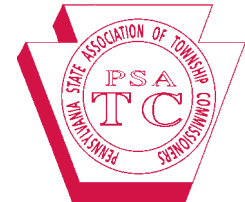
1900 <b>Mayor Geise, York</b>	1962-1963 <b>Milton Margolis, Solicitor, Uniontown</b>	Jan. 92-June 93 <b>Mayor Sophie Masloff, Pittsburgh</b>
1901 <b>Mayor Depinet, Erie</b>	Aug-Sept 64 <b>Mayor Jack Gross, Allentown</b>	1993-1994 <b>Mayor Kenneth Smith, Bethlehem</b>
1902-190? <b>Mayor J.F. Laedlein, Williamsport</b>	1964-1966 <b>Councilmember A.L. Hydeman, Jr., York</b>	1994-1995 <b>Mayor Joseph J. Bendel, Jr., McKeesport</b>
1905-1907 <b>Mayor William H. Berry, Chester</b>	1966-1967 <b>Mayor George S. Smith, Easton</b>	June 95-Dec. 95 <b>Mayor Warren Haggerty, Reading</b>
1908-1910 <b>Mayor Harry L. Lusk, New Castle</b>	1967-1968 <b>Mayor H. Gordon Payrow, Jr., Bethlehem</b>	Jan. 96-June 96 <b>Councilmember Brian J. O'Neill, Philadelphia</b>
1911-1912 <b>Mayor, City of Wilkes-Barre, elected Nov., 1911</b>	1968-1969 <b>Councilmember Richard H. Biddle, New Castle</b>	1996-1997 <b>Mayor Joyce A. Savocchio, Erie</b>
1913-1914 <b>Mayor F.M. Graff, Meadville</b>	1969-1970 <b>Mayor John L. Worrilow, Lebanon</b>	1997-1998 <b>Mayor Eugene C. Pacsi, Farrell</b>
1914-1917 Lost information in 1972	1970-1971 <b>Mayor Michael Close, Pottsville</b>	1998-1999 <b>Mayor Edward G. Rendell, Philadelphia</b>
1917-1918 <b>Mayor Miles B. Kitts, Erie</b>	1971-1972 <b>Mayor Basil C. Scott, Sharon</b>	1999-2000 <b>Mayor Thomas F. Goldsmith, Easton</b>
1918-1919 <b>Mayor A.L. Richenbach, Allentown</b>	1972-1973 <b>Mayor Peter F. Flaherty, Pittsburgh</b>	2000-2001 <b>Council President William F. McLaughlin, Chambersburg</b>
1919-1920 <b>Mayor of the City of York</b>	1973-1974 <b>Mayor Eugene J. Peters, Scranton</b>	2001-2002 <b>Mayor Timothy Fulkerson, New Castle</b>
1920-1921 <b>Mayor E.S. Hugentugler, York</b>	1974-1975 <b>Mayor Louis J. Tullio, Erie</b>	June 02-Feb. 03 <b>Mayor Donald T. Cunningham, Jr., Bethlehem</b>
1921-1922 <b>Mayor A.M. Hoagland, Williamsport</b>	1975-1976 <b>Mayor Frank C. Lefevre, Butler</b>	Feb. 2003-2004 <b>Mayor Kirk Wilson, Carlisle</b>
1922-1923 <b>Mayor James M. Yekle, Bethlehem</b>	Jan. 76-June 77 <b>Mayor Joseph S. Daddona, Allentown</b>	2004-2005 <b>Councilmember Roland R. "Bud" Mertz, Greensburg</b>
1923-1924 <b>Mayor, City holding 1924 convention</b>	June 77-Jan. 78 <b>Mayor Herbert Pfuhl, Johnstown</b>	2005-2006 <b>Mayor John S. Brenner, York</b>
1924-1925 <b>Mayor W.E. Drumheller, Sunbury</b>	Jan. 78-June 78 <b>Mayor Richard M. Scott, Lancaster</b>	2006-2007 <b>Mayor Christopher A. Doherty, Scranton</b>
1925-1926 <b>Mayor James G. Harvey, Hazleton</b>	1978-1980 <b>Mayor Guy Mammolite, Franklin</b>	2007-2008 <b>Mayor John D. W. Reiley, Pottsville</b>
1926-1927 <b>Mayor Daniel L. Hart, Wilkes-Barre</b>	1980-1981 <b>Mayor Michael Salvatore, Jeannette</b>	June 08-Oct. 08 <b>Mayor Robert Anspach, Lebanon</b>
1927-1951 <b>Walter E. Greenwood, Solicitor, Coatesville</b>	1981-1982 <b>Mayor DiAnn Stuempfle, Lock Haven</b>	Oct. 08-2010 <b>Mayor John Callahan, Bethlehem</b>
1951-1953 <b>Mayor John J. Mullen, Clairton</b>	1982-1983 <b>Mayor Richard S. Calguiri, Pittsburgh</b>	2010-2011 <b>Councilmember Clifford "Kip" Allen, Edinboro</b>
1953-1954 <b>Mayor Kendig C. Bare, Lancaster</b>	June-Dec. 83 <b>Mayor Don Griffith, Lebanon</b>	June 2011-Dec. 2011 <b>Mayor Thomas McMahon, Reading</b>
1954-1955 <b>Mayor Edward A. DeCarbo, New Castle</b>	Jan. 84-June 85 <b>Mayor Arthur E. Morris, Lancaster</b>	Jan. 2012-2013 <b>Mayor Richard Vilello, Jr., Lock Haven</b>
1955-1956 <b>Mayor Earl E. Schaffer, Bethlehem</b>	1985-1986 <b>Mayor W. Wilson Goode, Philadelphia</b>	2013-2014 <b>Mayor Ed Pawlowski, Allentown</b>
1956-1957 <b>Mayor Edward A. DeCarbo, New Castle</b>	July 86-March 87 <b>Mayor Karen Miller, Reading</b>	2014-2015 <b>Mayor Michael Nutter, Philadelphia</b>
1957-1958 <b>Mayor Walter Schweppe, Butler</b>	March 87-1988 <b>Mayor William J. Althaus, York</b>	2015-2016 <b>Mayor J. Richard Gray, Lancaster</b>
1958-1959 <b>Councilmember Joseph S. Martin, Altoona</b>	1988-1989 <b>Mayor Salvatore J. Panto, Jr., Easton</b>	2016-2017 <b>Mayor William Peduto, Pittsburgh</b>
1959-1960 <b>Mayor Arthur J. Gardner, Erie</b>	1989-1990 <b>Councilmember Brian J. O'Neill, Philadelphia</b>	2017 <b>Mayor C. Kim Bracey, York</b>
1960-1961 <b>Mayor Thomas H. Levering, Williamsport</b>	1990-1991 <b>Mayor Howard T. Gierling, Oil City</b>	2017-2019 <b>Mayor Salvatore J. Panto, Jr., Easton</b>
1961-1962 <b>Mayor Joseph W. Barr, Jr., Oil City</b>	July 91-Dec. 91 <b>Mayor Jessie Bloom, Williamsport</b>	2019-2020 <b>Mayor Matthew Pacifico, Altoona</b>



# Municipal Reporter



## Pennsylvania Municipal League



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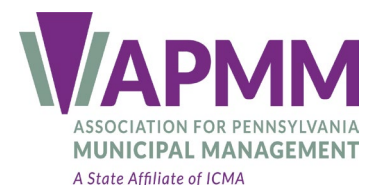
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# Our Mission

To strengthen, empower and advocate for effective local government.

The League is a nonprofit, nonpartisan organization established in 1900 as an advocate for Pennsylvania's 3rd class cities. Today, The League represents participating Pennsylvania cities, boroughs, townships, home rule communities and towns that all share The League's municipal policy interests. Our Board of Directors oversees the administration of a wide array of municipal services including legislative advocacy (on both the state and federal levels), publications designed to educate and inform, education and training certification programs, membership research and inquiries, programs, and group insurance trusts.

We are continually monitoring the needs of our members and are committed to providing the Commonwealth's municipalities with cost-effective programs and services required to meet the distinct needs of their communities.

The *Municipal Reporter* is a publication of the Pennsylvania Municipal League, the Pennsylvania State Association of Township Commissioners and the Association for Pennsylvania Municipal Management. It is published three times a year.

Opinions expressed by authors and advertisers are not necessarily those of the officers, members and staff of The League. Original articles on subjects of interest to municipal officials are welcome, but subject to review by editorial staff. The publisher has the right to reject unsuitable advertising.

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## COVER - LEADERSHIP



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*Please note that we are working to meet your educational/training needs during this COVID-19 pandemic. Our currently scheduled events will now be virtual. Please click the calendar link to our website above for additional information.*

**PennPRIME Board of Trustees Meeting**

**September 16**

*Virtual Meeting*

**PennPRIME Risk Management Conference**

**September 17**

*Virtual Conference*

**ICMA Annual Conference**

**September 23-26**

*A Digital Event*

**Municipal Leadership Summit**

**October 29-31**

*Virtual Summit*

**NLC City Summit**

**November 18-20**

*Virtual Summit*

**League Fall Sustainability Conference**

**November 19**

*Virtual Conference*

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***"The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy."***

**– Dr. Martin Luther King, Jr.**



# The League President's Message



**MATTHEW PACIFICO**  
**MAYOR, CITY OF ALTOONA**



*The dictionary defines leadership as: "the action of leading a group of people or an organization."*

*What I've witnessed from all of you over this past year defines what real leadership means. This year, we had to face the worst pandemic in generations, and we had to do it without knowing what we were facing, or how we were going to overcome it. But we persevered and we fought. We asked questions, and we demanded answers. We collaborated with other mayors and councilmembers from across the country. We made sure that we were doing everything that we could to protect the lives of the very people that placed their trust in us when they elected us. That is what makes a leader and a true public servant.*

*It has been an honor to serve as President of The League for the past year, and I'm optimistic about the future of The League. We have great leaders with our staff, our executive committee, our board and all of our members that care deeply about the futures of their communities. I would like to wish our incoming President, Philadelphia City Councilman Derek Green, best wishes as he begins his term, and I want to thank each of you for giving me this opportunity.*

*God Bless,*

A handwritten signature in black ink, appearing to read "Matt Pacifico". The signature is stylized and cursive.

**Matt Pacifico**

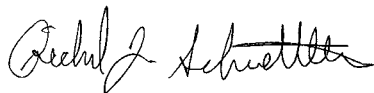
# The League Executive Director's Message

*Local governments have shown a historical, remarkable resilience. Going back decades, the loss of revenue sharing as part of a walk back of federal assistance generally, the growth of unfunded mandates at the state level, and various financial crises to name a few.*

*This abandonment of the intergovernmental relationship by both the federal and state bureaucracies has certainly made governing at the local level more difficult. However, it has also borne a generation of local government leaders willing to address issues in a straight-forward, nonpartisan fashion.*

*The crises of the pandemic and that of race and equity in our communities require leadership at the local level of a whole new degree. I have no doubt municipal leaders will rise to the challenge. Their brethren at the state and federal levels should take note.*

*Stay safe and well,*



*Rick Schuettler*



**RICK SCHUETTLER**





**VIRTUAL 2020  
MUNICIPAL  
LEADERSHIP SUMMIT**

**OCTOBER 29-31, 2020**

**2020 VIRTUAL FALL  
SUSTAINABILITY  
CONFERENCE**

**November 19, 2020**  
Stay tuned for the conference agenda.





League News . . .

# Inside The League



**JOHN BRENNER**  
**EXECUTIVE DIRECTOR DESIGNATE**

*"The only valid test of leadership is the ability to lead and to lead vigorously." Through the pandemic and the protests, local leaders are prime examples of President John F. Kennedy's words. Mayors, Commissioners, Councilmembers, Supervisors and an army of administrators and front-line workers have provided vigorous leadership over the past several months in our great Commonwealth. Local leaders have shined by making sure refuse is collected, sewer and water service is provided, streets are cleaned, parks and playgrounds are protected, and core public safety services proceed even during stay-at-home orders. During the reopening process, local officials have had to make tough decisions about when and how to get our local businesses open and operating safely, offer outdoor recreation for our children and families, and make sure the permit and planning process operates effectively. There is much to do while revenues have dropped and the need for social distancing has risen. Much attention has been given to the federal and state government regarding the pandemic response. Meanwhile, local government leaders march forward.*

*In the middle of the health and economic crisis, well publicized and horrific events have reemerged between police officers and people of color. These issues are certainly not new but they are real and demand our greatest leadership of all. Local officials understand that public safety must be provided for all of our citizens. When thousands of Pennsylvanians peacefully protested the treatment of George Floyd and other fellow citizens, local leaders rose to the occasion. Mayor Sorace in Lancaster, for example, outlined a detailed plan to improve community policing and build better relationships between public safety professionals and the citizens they protect. The people are in charge of our law enforcement through our dedicated local elected and appointed officials. We know we need reforms in Harrisburg to help local communities better manage public safety services. This is not new. But the current situation may afford us an opportunity to advance much needed reforms regarding the use of force, binding arbitration, municipal pensions and far greater public investment in human services. Economic and community development have been underfunded for decades. Local leaders need the money and the tools to invest in our neighborhoods.*

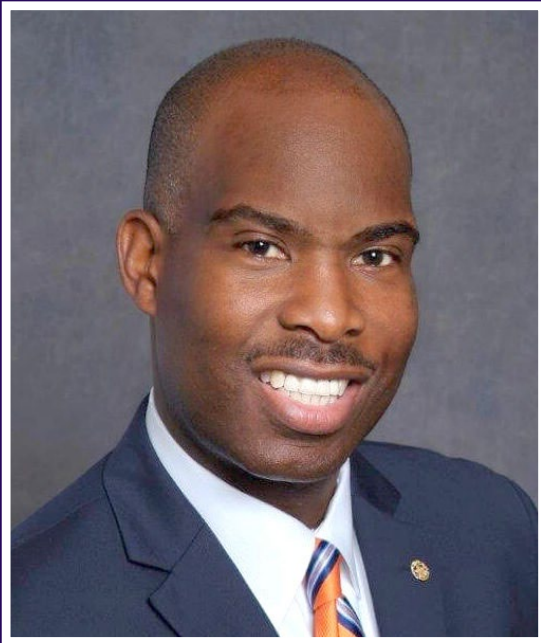
*As we realign the simple fact that law enforcement works for us, we the people, we must be mindful of creating an atmosphere of trust, we must work harder to make our police departments truly reflect the diversity of our communities, and we must encourage more officers and their families to live, work and play in our municipalities. Yes, we must lead.*

*From Inside The League,*

A handwritten signature in black ink that reads "John S. Brenner". The signature is written in a cursive, slightly slanted style.

**John S. Brenner**

# Q&A with League Leader Derek Green Councilmember City of Philadelphia League 1st VP



*This Q&A feature section of the Municipal Reporter highlights an individual local leader who has been involved and engaged with their community and The League.*



## Pennsylvania Municipal League

**Q: *How did you get involved with local government?***

I began my career in local government when I decided to leave my position as an Assistant Deputy Attorney General in the Delaware Department of Justice to join the Philadelphia District Attorney's Office. After serving as a prosecutor, I had the opportunity to combine my prior career as a small business lender with Meridian Bank, with my legal background, when I became a Deputy City Solicitor in the Philadelphia Law Department. During this time, I represented the City's Office of Housing & Community Development and met former National League of Cities Board member Councilwoman Marian B. Tasco. Through this experience, we passed one of the nation's first Anti-Predatory Lending Laws and I later joined her office as a Chief Legislative Aide & Counsel. With this career and additional civic leadership positions, I was fortunate to be elected by the citizens of Philadelphia as an At-Large Member of City Council in 2015 and was re-elected last year.

**Q: *What leadership advice do you have for other local leaders or those deciding to serve in municipal government?***

This journey has not been easy and definitely not for the faint of heart. You must have a thick skin, be able to let certain things go and learn not to take things personally. I believe that these skills are key assets of a good leader. Further, crises and celebrations will come and go. Yet, an effective public servant keeps moving forward by being willing to take risks, listening to a diversity of voices, learning from their mistakes and by not taking themselves too seriously.

**Q: *What has been your most rewarding experience as an elected official?***

As an elected official, I've had my share of ups and downs. However, one of my most rewarding experiences to date has been helping people gain employment. To date, my office has helped nearly 200 people, including many returning citizens, with résumé drafting, interview coaching and other

assistance that have enabled them to gain and maintain a job.

**Q: *What has been your greatest challenge in your position?***

My greatest challenge is trying to develop realistic solutions to solve systemic problems with limited resources. For example, I believe that poverty is the number one issue facing Philadelphia. At 26%, Philadelphia has the highest rate of poverty among the largest cities in this nation. Public safety, education, economic development, housing, healthcare, etc. are all impacted by poverty. Long before I was elected, poverty has been an issue in Philadelphia. However, and as an At-Large Member of Council, I am committed to addressing this issue and reducing the rate of poverty in my city.

**Q: *How has your involvement with The League helped you and your community?***

On a personal level, my involvement with the Pennsylvania Municipal League has helped me to become a better elected official. Through our various meetings, conferences, trainings and publications, I have developed a depth of knowledge regarding best practices being used by municipal leaders to address local issues. For my community, The League has aided Philadelphia in various ways. From advocating for legislation in Harrisburg to providing technical advice for how to hold council sessions remotely during COVID-19, The League has been an invaluable asset for my city.

**Q: *Race and equity have come to the forefront of American life due to numerous events with law enforcement and long term bias and structural inequities. What advice do you have for municipal leaders to help make progress? What role do you see for The League in this regard?***

In order to make real progress concerning race and equity, we have to prioritize and commit to having tough conversations about the historical inequities in

our country and its impact on our citizens. Prior to the unrest that has gripped our nation, The League has provided true leadership to assist cities to engage in this difficult work. By partnering with the NLC's Race, Equity, And Leadership (REAL) Initiative, The League is helping to build safe places where people from all racial, ethnic and cultural backgrounds can thrive in Pennsylvania.


**Q: *This issue of the Reporter focuses on leadership. As a civic leader, what suggestions do you have for your colleagues throughout the Commonwealth to help lead on important and often difficult issues?***

For one to lead on important and difficult issues, I believe that it is critical for a leader to listen to opposing points of view, acknowledge that you don't have all the answers, move beyond your comfort zone, be upfront and honest when you make a mistake, and be willing to take risks. Although I am making these suggestions, I am still a work in progress in trying to achieve these goals. Yet, I believe that my pursuit of these goals will continue to aid me in becoming a better leader.

**Q: *Any other comments you'd like to make on leadership and your role as The League's First Vice President and incoming President in October?***

I truly appreciate this opportunity to serve as an officer for The League. COVID-19 is a global pandemic that has had a devastating impact on every aspect of our lives. Yet, it has reminded me, more than ever, how the municipalities across this great Commonwealth share many things in common. During one of my first League meetings, I remember talking to Mayor George Hood of Indiana Borough. Initially, you would not think that Indiana Borough and Philadelphia would have similar issues. Yet, the challenge to provide services, with rising costs, to constituents with strained municipal resources is a critical problem for Pennsylvania's municipalities, especially during this pandemic. □





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*All facts and figures are as of December 31, 2019.*

# Strengthen Your Community with Committed and Equitable Leadership

BY JIM PRICE, PROGRAM MANAGER, [SUSTAINABLE PITTSBURGH](#)

Social equity is a key component of sustainability which, in terms of local government, refers to how the benefits and burdens of different policies and practices are distributed throughout the community. Policies and practices that are exclusive or inequitable are inherently unsustainable. If we want thriving livable communities, we all need to be in this together, economically, socially and environmentally.

Socially equitable policy creation and inclusive practices can foster strong social foundations ensuring long-term community success. When people feel they are a valued part of the community, they are much more likely to contribute to its overall success. An ICMA study from 2014 found that inclusive citizen engagement plays a critical role in improving the relationship a local government has with the public and significantly improves the quality of public projects.<sup>1</sup>

To equip municipal leaders to better understand and address social equity in their community, the Sustainable States Network

(SSN) commissioned the creation of an Equity in Action Toolkit.<sup>2</sup> The Toolkit, created by Be Bold LLC in collaboration with Sustainable Pittsburgh and the SSN, is designed for leaders working to create more equitable and inclusive communities, and it is accompanied by an extensive database of useful equity resources. The Sustainable Pennsylvania Community Certification program is one of the founding members of the SSN, a network that has 14 member programs/organizations across 13 states.

## ***Importance of Equity in 2020***

There are many examples of how communities in the United States and Pennsylvania continue to be inequitable. A quick look at income and wealth disparities will illustrate the continued depth and breadth of the issue. According to the Urban Institute, income inequality in the United States is steadily increasing and wage and wealth disparities between White women, women of color, and White men are already at staggering levels. According to a 2015 U.S. Bureau of Labor Statistics

report,<sup>3</sup> based on 2014 numbers, Latina and Black women only made 61% and 68% of White men's earnings, respectively.

When considering an individual's wealth, the inequality between genders, races and ethnicities increases dramatically. For example, single women hold only 32 cents of wealth for every dollar of wealth held by a single man and Black and Latina women only hold one to two cents of wealth for every dollar of wealth held by a White woman.<sup>4</sup> These systemic imbalances contribute to (and are influenced by) numerous other issues including poverty rates, educational attainment, health outcomes, community safety and employment potential.

One reason for these drastic wealth inequalities were the official and often federally supported policies of redlining and targeted disinvestment in neighborhoods and communities of color across the United States and in Pennsylvania. Less than two years ago, the Center for Investigative Reporting discovered<sup>5</sup> troubling

patterns of mortgage denials for people of color and those investing in minority communities in cities like Philadelphia, Detroit, Atlanta and numerous others across the U.S. While the issues in Philadelphia and elsewhere in Pennsylvania were not the worst reported, it is clear that racial and social inequality continues to be problematic and, more importantly, systemic.

These problems directly affect the work of municipal leaders who are tasked with protecting the health, safety and welfare of their constituents. Vulnerable or disadvantaged community members often live in neighborhoods polluted by industrial facilities that were approved by local leaders that did not represent them or take their health into serious consideration. It is also often the case, especially in Pennsylvania, that vulnerable communities suffer more significantly from disasters like floods, heat waves and landslides.

For local government leaders, addressing inequity provides an opportunity to take responsibility for past harms while creating communities where all residents can thrive. It is important to note that this challenge is not limited to jurisdictions with high numbers of socioeconomically depressed peoples or minorities but is also the responsibility of those communities who benefited and continue to benefit from this systemic imbalance.

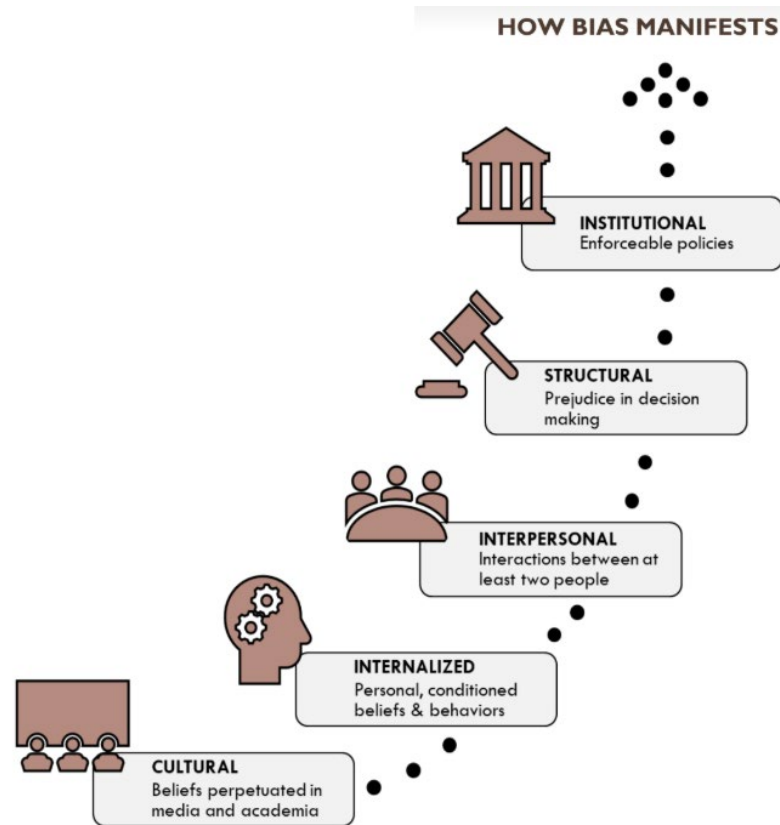
## Equity

The Equity in Action Toolkit defines equity as fairness in process,

access and outcomes. Unlike equality, which assumes that every individual will obtain the same benefit from the equal distribution of resources, equity accounts for an individual's needs. For example, it may be more difficult to obtain feedback on an important community project from a single mother who works two jobs than it would be to hear from the retired couple who comes to every council meeting.

address. This is because people often don't recognize their own bias and it can therefore be expressed unconsciously as implicit bias. Everyone in society has biases and it is important that people learn to recognize theirs and learn how they might affect their work.

From the lack of differently-abled individuals in movies (cultural bias) for example, to low income communities being left out of major development plans (structural bias)



## Bias and Systems Thinking

The Equity in Action Toolkit briefly examines what bias is and how it manifests itself in the systems that form the structure of our daily lives, culture and governance. Bias, or the unfounded beliefs or attributes we assign to another person or group, makes inequity a systemic social issue that can be difficult to fully understand and

to local governments passing laws that favor higher-income residents (institutional bias), bias pervades all layers of society – both explicitly and implicitly.

The Equity in Action Toolkit suggests that one looks at the problems of social equity with a central goal of understanding and creating awareness around the problem. It is through a



systems thinking approach that practitioners will be best positioned to create real durable change. The Toolkit draws a framework from “The Water of Systems Change”<sup>6</sup> by [FSG.org](http://FSG.org) to discuss the conditions of systems change. Using this framework helps one better understand the complexity and relationships within their system and how to create significant and lasting change.

### Transformation Through Action

The Equity in Action Toolkit then provides the reader/practitioner with a series of five steps through which a community can engage in a process of positive transformation. Each in the series of five transformational steps is accompanied by:

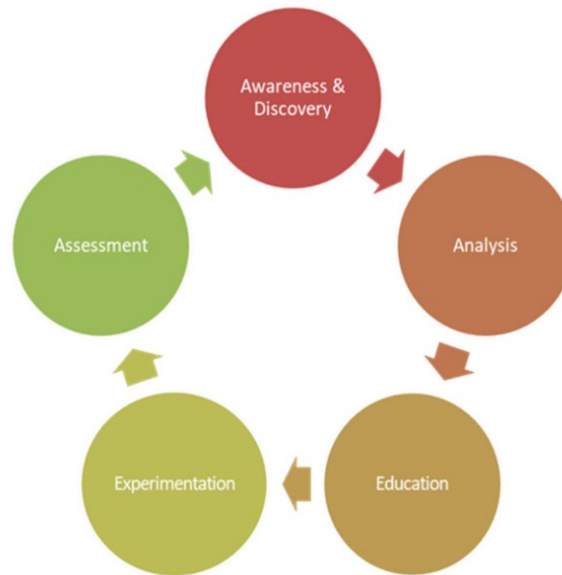
- ▶ Leading questions designed to help practitioners start their exploration.
- ▶ Tools and practices that can be used to accomplish each step.
- ▶ A list of best practices with expanded explanations.
- ▶ A set of additional linked resources.

The toolkit also provides access to the Equity in Action Database<sup>7</sup> that includes many valuable resources to help municipal leaders work through the challenges of creating equitable outcomes. Those resources are divided into categories including *Equity Indicators, Equity Actions, Frameworks and Toolkits, Data and Tools, and Sample Equity Plans.*

The Equity in Action Toolkit is designed to be used as a framework to foster understanding and create solutions for one of our times most wicked problems. The pernicious problems of social inequity are deeply rooted in our culture and institutional systems, and they

require thoughtful and focused interventions to solve. Solving them must start with awareness and understanding, and this framework is designed to support that process and help leaders create innovative actions and solutions.

### Methodology for Social Transformation



- <sup>1</sup> [https://icma.org/sites/default/files/306328\\_FINAL%20REPORT%20Advancing%20Social%20Equity.pdf](https://icma.org/sites/default/files/306328_FINAL%20REPORT%20Advancing%20Social%20Equity.pdf)
- <sup>2</sup> <https://drive.google.com/file/d/18Hzjt6EPv2Coer7F-Lob9ohdSm6LECUH/view>
- <sup>3</sup> <https://www.bls.gov/opub/reports/womens-earnings/archive/highlights-of-womens-earnings-in-2014.pdf>
- <sup>4</sup> <https://www.bls.gov/opub/reports/womens-earnings/archive/highlights-of-womens-earnings-in-2014.pdf>
- <sup>5</sup> <https://www.revealnews.org/article/for-people-of-color-banks-are-shutting-the-door-to-homeownership/>
- <sup>6</sup> <https://drive.google.com/file/d/17ApCwGsL8rdlY0g-k-CtL84pQXcX1Qp3/view>
- <sup>7</sup> <https://drive.google.com/file/d/1RaqVZhopufs8BTR9QH5yjofKjZCbAQ9x/view> □

# Effective Leaders Demonstrate Six ‘Must-Have’ Traits

BY ASHLEY SHIWARSKI

ADMINISTRATOR FOR THE [NATIONAL LEAGUE OF CITIES SERVICE LINE WARRANTY PROGRAM](#)

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During this difficult time, with a public health crisis looming and resultant reduction in municipalities’ tax and fee revenue from closed businesses and unemployed residents, we are more in need of decisive and confident leadership than ever.

There’s a distinction between being a leader and simply being a boss. A leader has a vision for their organization and inspires their employees to support it, while a boss merely manages employees. Anyone with organizational skills can be a boss, but it takes special skills to be a leader.

What makes someone a leader? Arguably, what you’re able to inspire in your team – a willingness to trust in your purpose and direction, motivation to excel and an investment in the overall success, not only of your team, but your organization. Successful leaders inspire their employees and help them reach their greatest potential and work comfortably together.

Here are six “must-have” traits and skills of every good leader.

## ***Integrity***

Your staff needs to know that they can trust you and that you’ll be honest with them. If they don’t believe you’re trustworthy and

honest, they will be reluctant to come to you with questions or concerns.

When you make a commitment or a promise, follow through, whether that means rewarding your team or pulling extra hours to complete a project or professional development.

You are responsible for your team’s results, whether they have been successful or failed. If you make a mistake, admit it, take responsibility and apologize if necessary. It will encourage honesty and accountability among your employees – you’re leading by example.

## ***Decision-making ability***

Leaders set your organization’s direction – without the ability to make decisions, you’re not a leader. You must be above any accusations of favoritism or burnishing your own reputation at the expense of your organization or employees.

You will have to make decisions quickly and with the information available at hand. Putting off decisions to gather more and more information or making decisions by committee will slow your organization to a crawl or create conflict. Balance the pros and cons, seek advice if needed and give yourself a hard and fast deadline

for a decision. Being open-minded, analytical and able to listen to others’ suggestions will improve your decision-making abilities. You occasionally will have to make trade-offs and compromises.

Making decisions will require you to sometimes be creative, think outside the box and try nontraditional solutions. Sometimes, your organization may have to take the path less traveled – and it will be your decision.

## ***Problem solving***

Keeping calm and rational when things get stressful or challenges crop up are requirements for problem solving. As a leader, you must have the ability to act quickly, without second-guessing yourself.

Whether you’re confronted with an obstacle to your organization’s goal, a challenging team project or an interpersonal conflict, you need to be able to find the best solution. The best problem-solvers eliminate sources of conflict, such as frustration, confusion and misunderstandings, before they become unmanageable. Don’t wait until a problem needs to be solved – you need to see the signs of a potential conflict and defuse them before they become a larger issue.

Once you’ve identified a problem, analyze the impact – know who,

what, when, where, why and how your organization will be affected. Using the information available, analyze to find the root cause and extent of the problem.

Attention to patterns and asking questions will help you identify problems before they get out of hand, so that you can develop a plan to move forward while having contingency plans for additional roadblocks. You won't solve every crisis to your satisfaction, so be prepared to learn from any mistakes.

### **Communication**

Your communication should be transparent, honest and trustworthy. This creates a positive and healthy work environment that will motivate your employees to invest in the workplace and better deal with periods of high stress and long hours.

Communication doesn't only mean relaying assignments and expectations to your team, it means an ability to listen to their concerns, work-related interests and issues and asking for their input.

You will be communicating in different ways – you'll be talking to employees one-on-one, by email and in departmental and staff groups. You need to be clear in your expectations and concise in your instructions.

If you want to inspire and motivate your employees, you need to communicate to them what they are doing well, thank them for a job well done and guide them toward improvement in those areas in which they're lacking.

### **Team building**

Managing different personalities and keeping them collaborating toward the same goal can be one of the most difficult, yet rewarding and necessary, aspects of leadership.

Team building is encouraging professional relationships and giving your employees the tools they need to effectively collaborate with one another. A harmonious team understands one another's strengths and weaknesses and uses that knowledge to better accomplish their duties.

However, you can't stop there – your team needs to be invested in your organization's success, so you need to invest time and effort in building your relationship with your team and their relationship with one another. This is where encouraging and utilizing employee feedback and being able to facilitate group discussions will help your employees feel as if they also have a stake in your organization's success.

Your ability to communicate, problem-solve and make decisions will be key to building your team.

### **Mentoring**

Mentoring is about helping your employees be successful. Identify the strengths and skills of your employees and enable them to succeed by aligning their duties with their skill sets, making sure they have the tools and resources they need to complete their jobs. Make your expectations clear and give specific, actionable advice in areas they need to improve. Follow up with your employees to help them keep on track and provide positive reinforcement when they excel.

Challenge your employees to improve themselves and encourage them to invest in your organization by giving them new or broadened responsibilities. Help them understand how their production benefits the group and empower them to make decisions.

All of these skills will contribute to your abilities as a leader and you will undoubtedly use them in concert and daily as you work to promote a healthy, positive workplace where your employees don't just show up for work, but look forward to contributing toward the success of your organization.

Great leadership can determine the direction of an organization, and a leader who inspires and motivates their employees can bring about positive change, build upon a strong foundation or find a lesson in failure.

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*The NLC Service Line Warranty Program provides educational materials and optional service line warranties to residents in more than 450 partner communities. For more information, contact Ashley Shiwarski at [Ashley.shiwarski@homeserveusa.com](mailto:Ashley.shiwarski@homeserveusa.com) or 412-874-9454 or visit <https://www.nlc.org/nlc-service-line-warranty-program>*



**Member**  
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# Innovation, Evolution and Employees – Meeting the Challenges of COVID-19

BY AARON MIMRAN, REGIONAL VICE PRESIDENT, [COMCAST BUSINESS](#), KEYSTONE REGION

We've always said that the best thing about Comcast is our people, and that was proven true once again following the outbreak of COVID-19. It took every single one of our employees, from field technicians adopting safety protocols to teams of engineers working round the clock, seven days a week to ensure that our network remained reliable for our customers when they needed it most.

We know it's important to continue to evolve and innovate our technol-

ogy to meet and exceed the ever-changing needs of our customers, and we couldn't do that without the thousands of engineers, software developers, designers and frontline technicians on our team who are constantly working to create and deliver innovations that provide faster speeds, more capacity and greater reliability. During the pandemic, the growth in network traffic was unprecedented. In March and April, traffic spiked by more than 30 percent, and in some areas that figure was as high as 60 percent.

In March and early April, as everyone got accustomed to working at home, our customers needed our services more than ever and the future of work was upon us. Before the pandemic, some people hadn't even heard of Teams or Zoom, but when it hit, we saw a spike nearly as high as 300 percent in videoconferencing.

We knew that we would have to move quickly to respond to this challenge, so we implemented an aggressive timetable to ensure that we would be able to deliver the fast, reliable internet access that they rely on.

Most people think of the internet as consisting of a lot of hardware and infrastructure – miles of fiber optic cables crisscrossing the nation and huge data centers full of stacks of servers – and this is true. There's a reason we've invested more than \$12 billion in our network since 2017 and added more than 33,000 miles of fiber optic cable to our network, but there's more to it than that. Increasingly, things like custom-developed software, machine learning and artificial intelligence are helping to ensure that our physical infrastructure is even more flexible and efficient and can fully support the dynamic needs of our users, even at times of sudden, rapid growth.

Innovation is at the core of everything we do. Our employees in Philadelphia and around the Commonwealth always have their eyes on the future, never more so than today. They are working diligently to not only optimize our network, but to provide programs that support internet access – whether it is for online learning, telemedicine appointments, gaming or staying connected with friends and families. At a critical moment, our culture of innovation enabled us to move quickly and adapt to a rapidly changing environment to make sure we delivered for our customers.





Comcast Octave is an artificial intelligence platform that was developed by a team of Comcast engineers in Philadelphia. Octave constantly scans our entire network to look for inefficiencies or errors on tens of millions of modems. It can automatically adjust settings on this equipment to optimize the network and deliver substantial increases in capacity.

Since this is a new technology, we had only rolled it out on a limited portion of our network when the pandemic hit. We knew this technology would be key to ensuring the reliability of our network when our customers needed it most. A team of 25 engineers worked seven days a week to roll it out across our network in a matter of weeks instead of months. The Herculean efforts of this team of brilliant and dedicated workers resulted in a 36 percent increase in network capacity for our customers.

This is just the beginning of our push to optimize our network through innovative use of software and improve its reliability by moving away from physical infrastructure wherever possible. We are currently working on a long-term initiative to transition the functions of large physical devices that provide access to individual neighborhoods to the cloud. This will not only enable us to use our software tools to quickly diagnose and fix problems, it will also dramatically reduce the number of potential “failure points” in the system, so there will be fewer outages, and the ones that do occur will be briefer and affect fewer people.

We also understand the challenges that COVID-19 has posed to municipalities, and the innovation that has been necessary to provide accurate information and deliver essential services to their citizens. Comcast is proud to be based in Pennsylvania and sees itself as an active stakeholder in the Commonwealth, transcending the walls of its physical office space and taking a vested

interest in the community. As an essential business under the Governor’s Executive Order, we took immediate steps to protect the safety of our employees and our customers, while also implementing important initiatives to help people remain connected, including the opening of our public Wi-Fi hotspots, increasing speeds on our Internet Essentials program and making the first two months of that service free for new customers.

We believe that the need for innovation isn’t limited to cutting-edge technology, which is why we are investing in the future of our home state, making it a better place to live, work and play for everyone. We also believe that complex problems require innovative, cooperative solutions, and we are proud to work with so many fantastic partners across Pennsylvania to build a brighter future. We look forward to working closely with county and municipal governments across Pennsylvania to find innovative solutions to providing broadband service in unserved areas, as we recently have done in Cambria, Clearfield and Sullivan counties.

It’s also important to note that not all innovation happens in the lab, and that we would not have been able to manage this crisis so smoothly without the innovation and adaptability of our frontline workforce. Our field technicians developed and implemented safety protocols and figured out ways to make critical repairs while minimizing contact to prevent the spread of the virus.

Without the selfless efforts of these frontline crew members to provide an essential service to their neighbors at a critical time, there could have been terrible consequences. Our field technicians all across the Commonwealth, from Philadelphia to Pittsburgh and from Lackawanna County to Green County were performing critical installations



and repairs at essential businesses like hospitals and other medical facilities, which became even more important as increasing numbers of patients turned to telemedicine to seek the care they needed while maintaining social distancing.

We are so proud of the way our entire team pulled together to support our customers and our communities during an unprecedentedly challenging time.

Finally, we recognize the challenges and demands that have been placed upon local governments and public servants and applaud League members for their courage and leadership during this time. □



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# Resiliency

BY ANNE MCCOLLUM, DIRECTOR OF TRAINING, THE LEAGUE

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## **Resiliency** *noun*

*re·sil·ien·cy* | \ ri-'zil-yən(t)-sē \  
*plural resiliencies*

**1: an ability to recover from or adjust easily to adversity or change**

Resiliency. This single word describes what should be the goal of every municipality, resiliency in the face of unforeseen catastrophes whether natural, social, or economic. The ability to proactively minimize the risk of damage to natural resources, property and infrastructure, quickly recover to a state of normalcy, and to ensure the comfort, safety, and mental well-being of residents is critical.

The process requires municipalities to take a deep dive into the good, the bad, and the ugly of what makes them tick, or more importantly, not tick. Elected officials need to think of themselves as guides in a community-focused, self-help journey that ends with information central to the construction of a solid resilience plan. Armed with this information, an action plan can be developed to en-

sure the health of people and systems, mitigate loss, and accelerate recovery, minimizing exposure to risk. Let's face it, you almost never hear the word "exposure" when it isn't followed by something bad, so take responsibility for identifying and eliminating it to the extent possible.

This is a process that takes a concerted effort; you cannot cut-and-paste from others. Resilience plans need to be community specific and cover any vulnerability. Leaders in urban zones must identify areas where antiquated infrastructure may pose a risk for loss of utilities. Areas with lower-income or elderly residents need to assess what resources are needed to maintain good public health. Rural communities need to work with surrounding municipalities to share and coordinate costly resources. And low-lying communities must identify areas likely to be impacted by severe weather. These are just a few obvious examples.

Resiliency plans cover many sectors and specify detailed procedures to be followed in order to appropriately react to any destructive

event that is taking place or that has already occurred. They include the identification of resources and the actions needed to provide a swift and effective response. In the aftermath of a disaster, proper planning insures that you have a clear and concise outline of steps to communicate with residents, secure and evacuate afflicted areas, coordinate community resources, and provide for the safety and comfort of affected citizens.

The recovery plan is a critical component of each resilience plan; this is where essential resources are defined that will aid in the restoration of services in the short- and long-term, including police, fire, and medical services, critical infrastructure, utilities, and roads. Even after an event has passed communities remain vulnerable until basic services are restored.

Recovery is the point in the process where local officials often feel the most heat. Watch the Twitter feeds as a storm approaches; no one is talking about what their elected officials are doing to prepare. Everyone is focused on what they, as individuals, are doing: "I'm tying



down my trash can lids!", "Bringing my wind chimes inside!", everyone is following their own personal resilience plans. Then read the Twitter feeds after the storm has passed; suddenly the focus has turned to you. "It's been two days and I still have a tree blocking my road!", "Two weeks and still no water!", "Two months and we still have to detour to get to work!", "Where is the city? Where are the work crews?"

Mitigate criticism up front through proactive outreach. Make certain that everyone is invested in the process by getting everyone engaged! The development of a resilience plan requires the involvement of all stakeholders in your municipality: community leaders, residents, emergency service providers and surrounding communities.


The League is pleased to have worked alongside the Pennsylvania Department of Environmental Protection (DEP) to develop materials related to energy and energy-efficient building design. Their goal is to provide guidance to municipalities on this specific component of the Community Resilience Building (CRB) process.

Archived webinars, videos, articles and flyers are available on the PA Construction Codes Academy website [paconstructioncodesacademy.org](http://paconstructioncodesacademy.org) through the "Energy Resilience" tab. Developed in partnership with the Pennsylvania DEP, U.S. Department


of Energy, and Performance Systems Development, they are available for you to post on your municipality's website, showcasing your commitment to energy resilience.

Resources to assist in the development of your resilience plans are available from numerous agencies and organizations. The National Institute of Standards and Technology has developed a Community Resilience Planning Guide along with program and project descriptions, and community resilience success stories; a link to this information is available in the energy resilience materials found on the [PCCA website](http://PCCAwebsite). The "Local Mitigation Plan Review Guide and the Community Resilience Building Process" from FEMA provides excerpts from their Local Mitigation Plan Review Tool and compares them with associated CRB workshop steps and tasks.

The League encourages you to make use of all available tools and to take proactive steps to protect your citizenry, property, and natural resources. □




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# Community Resilience and Energy Efficient Buildings

PROVIDED THROUGH THE [PA CONSTRUCTION CODES ACADEMY \(PCCA\)](#), ADMINISTERED BY THE LEAGUE

## Intro

Cities and towns across the commonwealth from Chester to Monaca are creating and implementing resiliency plans to protect themselves from increasingly frequent extreme weather events and other emergencies. One common component of resilience planning is energy efficiency. Energy efficient buildings make communities more resilient by keeping residents comfortable and safe during power outages, enhancing housing affordability and financial security, and improving health.

## Withstanding Power Disruptions

Energy efficient buildings provide a haven during power disruptions.

According to [a report by Climate Central](#), between 2003 and 2012, the number of power outages per year in the U.S. doubled, **with Pennsylvania ranking fourth among all 50 states**. Power outages pose risks to Pennsylvania citizens, especially the most vulnerable residents including the poor, elderly and people on fixed incomes. When the power goes out, energy efficient buildings maintain their temperatures longer, enabling residents to outlast power disruptions and avoid dangerously high or low temperatures. In combination with energy efficiency, strategies like combined heat and power, or solar power with battery storage, can result in even more resilient buildings and communities.

## Economic and Social Impacts

Community resilience also has a variety of positive economic and social impacts.

[A report from the American Council for an Energy Efficient Economy](#) notes that resilience goes beyond a community's immediate response to an emergency or disaster. As the report states, "It is also important to recognize the underlying social and economic conditions that make communities more susceptible to emergencies and less able to cope with their impacts in the first place." These conditions may include a weak local economy and poverty. Energy efficiency improves community resilience by improving the everyday resilience of households.

## Economic Benefits

Economic Benefits include improved housing affordability, protection from energy price volatility, improved power reliability, lower infrastructure costs and improved local economies.

- ▶ **Improved housing affordability.** As many communities struggle to provide enough affordable housing, energy efficient buildings can improve overall housing affordability. Energy efficient buildings mean less money spent on utility bills and more to spend on mortgage and rent payments. This

also makes residents better prepared for natural or man-made disasters, with more money to spend on food, water, transportation and supplies.

- ▶ **Protection from price volatility.** Efficient buildings insulate residents and businesses from inevitable energy price shocks caused by supply interruptions around the globe.
- ▶ **Improved power reliability and lower infrastructure costs.** Energy efficiency also reduces strains on aging infrastructure and may delay or eliminate the need for costly upgrades and expansions, helping keep costs down.
- ▶ **Boosting the local economy.** Reduced utility costs boost the local economy with more disposable income to be spent on local restaurants, shops and entertainment.

## Health Benefits

Energy efficient buildings may help to improve overall community health.

[According to the National Association of County and City Health Officials](#), community health is an essential aspect of planning for resilient and sustainable communities. The

## Case Study

In December 2015, Pittsburgh was selected as one of the Rockefeller Foundation's *100 Resilient Cities*. [The city's resilience strategy](#) contains a proposal to evaluate the utility bills of its 139 municipal buildings and other assets to assess the impacts that capital investments could have on the city's resilience. This assessment would identify building projects that would have the highest net savings and the highest benefit-cost ratio.

The strategy encourages viewing capital improvements through a "resilience lens" to consider benefits other than utility bill reductions. This includes assessing co-benefits like socioeconomic impacts, reduced carbon footprint and emergency preparedness.

The strategy also outlines objectives to coordinate efforts to "green" Pittsburgh's housing stock. These objectives include housing, health, resilient households, resource efficiency and resilient design. Actions include the support of energy efficiency incentive and certification programs.

byproducts of burning fossil fuels is [associated with diseases of the heart and lungs, cancers, and other health problems](#). An article in the [International Journal of Environmental Research and Public Health](#) notes the disproportionate impacts on children, stating, "By impairing children's health, ability to learn, and potential to contribute to society, pollution and climate change cause children to become less resilient and the communities they live in to become less equitable." According to the [U.S. Energy Information Administration](#), buildings are responsible for about 40% of total U.S. energy consumption – 80% of which comes from burning fossil fuels.

Pennsylvanians experience some of the poorest air quality in the country with the areas of Johnstown-Somerset, Lancaster, Harrisburg-York-Lebanon, Philadelphia-Reading and Pittsburgh-New Castle

all appearing on the American Lung Association's [list of the 25 most polluted cities](#).

## Recap

Energy efficient buildings allow residents to shelter-in-place longer when a disaster strikes. Efficient buildings may also improve the local economy and public health, allowing communities to better cope in emergency situations.

## Actions

What can your community do to protect itself?

- ▶ **Create a community resilience plan.** The National Institute of Standards and Technology outlines a six-step planning process in their [Community Resilience Planning Guide](#).
- ▶ **Lead by example.** Municipal governments can lead by example by building new municipal buildings and affordable housing to LEED, the Living Building Challenge, Passive House or other high-performance building standards.
- ▶ **Building code enforcement.** Support your local building department or third-party inspection agency by providing enough staffing, training, and tools to enforce the building code. This includes elements that improve structural rigidity, prevent water intrusion and decrease energy use. In fact, Pennsylvania homes built to the modern, highly efficient building energy code will use approximately 40% less energy than homes built prior to 2010. Also, if your municipality hasn't already, adopt an ordinance requiring permits and inspections for alterations to existing buildings.

- ▶ **Utility rebates programs.** Promote the energy efficiency rebates offered to residents and businesses by your local electric and gas utilities. These programs reduce the cost of purchasing efficient lighting, appliances, insulation and whole-building upgrades.

Start your community's resilience and energy efficiency planning process now by visiting the following websites. Together, we can protect the citizens of the commonwealth from a variety of challenges that lie ahead.

## Resources

**NIST Resilience Planning Guide:** <https://www.nist.gov/topics/community-resilience/planning-guide>

**Sustainable Pennsylvania Communities:** <https://www.sustainablepacommunitycertification.org/pages/about>

**Building and energy code training:**  
PCCA: <https://www.paconstructioncode-sacademy.org/>  
PHRC: <https://www.phrc.psu.edu/>

**Energy efficiency rebates:**  
Visit your local electric and gas company websites:

FirstEnergy's Pennsylvania Utilities: <https://energysavepa.com>

PPL Electric Utilities: [www.pplelectric.com/ways-to-save](http://www.pplelectric.com/ways-to-save)

PECO: [www.peco.com/WaysToSave](http://www.peco.com/WaysToSave)

PGW: <https://pgwenergysense.com/>

UGI: [www.ugi.com](http://www.ugi.com)





# How to Read Your Energy Contract Like a Professional

PROVIDED BY [CONSTELLATION](#)

## **Ask Yourself, “Is My Fixed Price Product Truly Fixed?”**

The energy market has experienced a period of sustained, lower prices and growing volatility in some markets impacting many energy cost components. Changes to oil production, weather and the coronavirus pandemic continue to impact industry prices, creating persistent uncertainty for energy managers. As a result, customers are increasingly being strategic about their energy purchasing strategies, such as choosing fixed price energy products, to endure all of these circumstances.

While fixed price products seem like they can offer greater budget stability, it’s important to educate yourself about all cost components that make up your total energy costs.

Some supplier offers seem to have attractive prices, but these may exclude unknown, uncertain or unrealized cost components that are required for service. Instead of including these costs in the fixed price, these unknown costs may be deferred until they are realized and reflected on the customer’s invoice.

These pricing adjustments are often related to non-energy cost components, such as *capacity, transmission and ancillary services*. Without a proper understanding of the cost of these components and your risk tolerance, choosing a fixed price option based on price alone could prove to be detrimental to your bottom line.

## **How do I spot these in a contract?**

One common way prices can be changed is via a “regulatory change” or a “change in law” clause in the contract. While this language has been used to cover items related to an unknown or a future change in law, or a regulation impacting the cost to supply electricity to customers, some suppliers are revising or broadening their application of this contract language.

Here are just a few examples where change in law clauses have been used to change “fixed” price products to pass through costs to customers:

- ▶ Broadly labeling these changes as any change in governing laws, regula-

tory changes, independent system operator (ISO) rules and protocols, market rules, load profiles, or how a utility or ISO may calculate usage, or a change in interpretation or application of certain rules.

- ▶ Any utility change to a customer’s monthly capacity or transmission obligations.
- ▶ Change in fees or costs imposed by an ISO or government authority, or a change in application or interpretation of these changes.
- ▶ Any change by a utility, including a change in tariff, rate class, procedure or other process or change, that alters the supplier’s cost.

## **Here are some questions you can ask when reviewing the language in your contract:**

1. What circumstances trigger a price increase? ***The broader the language, the less “fixed” the price tends to be.***

2. Do I get the benefit if a change in law decreases a cost component?
3. What rights do I have as a customer to challenge a pass-through cost? What are the consequences if I refuse to accept the change?
4. What is the best practice of a particular supplier in invoking a regulatory change provision?

Two suppliers may have almost identical language but may have a very different history in terms of invoking the language. It's very important to ask your potential suppliers to describe examples of invoked price changes.

### Consider Your Options

By choosing a contract based on the lowest price without a full understanding of potential pass-through costs, you could be leaving your municipality exposed to more risk than intended. As an energy buyer, you can minimize your risk with various product solutions and by gaining a better understanding of your contract terms.

Understanding capacity markets and other non-energy components will help you make an informed energy purchasing decision. Reviewing different ways to look at a "fixed" price, including pass-through or price-adjust costs on transmission, capacity and ancillary services can greatly impact

your invoice and actual costs. We will discuss these in more detail in the next blog post in the series.

To get access to more helpful Constellation communications and resources, subscribe to [constellation.com/subscribe](http://constellation.com/subscribe). □



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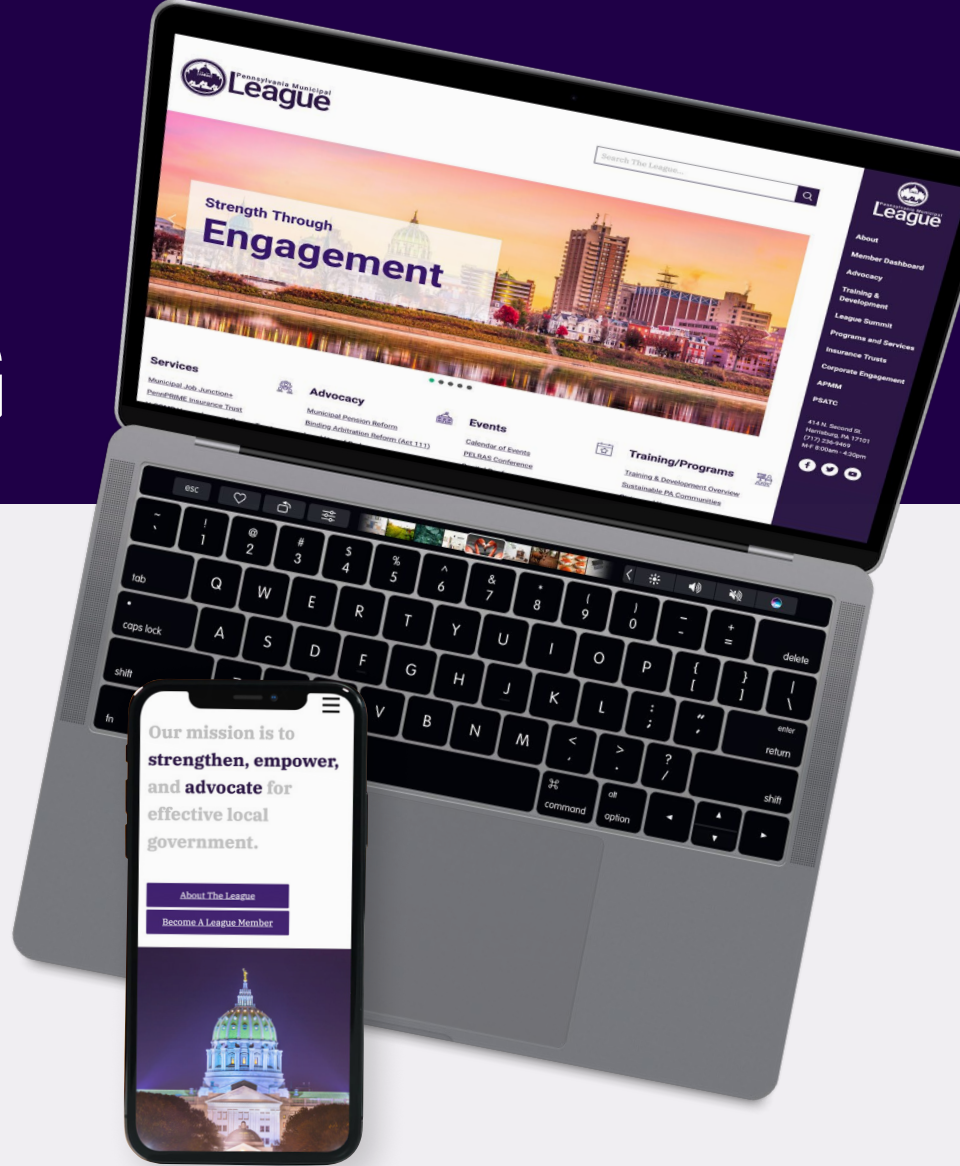
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## Unemployment Empowering Managers During Challenging Times

BY DEBBIE GROSS, U-COMP MEMBER SERVICE REPRESENTATIVE

During the period of working remotely, municipal managers and human resource managers have had an unparalleled role to play in the unemployment arena. In addition to planning who should remain in the office and who should remain at home, managers have had to provide unemployment claim filing information as well as follow up for unemployment claims. They have also had to track who has separated from their employment in claims software.

With this in mind, below is some further information to make your experience as a manager with unemployment a little easier.

If you or your employees are seeking information on an unemployment claim, the Pennsylvania Department of Labor and Industry has requested that you send an email to them at [uchelp@pa.gov](mailto:uchelp@pa.gov). They will check on the claim and respond to you. Please be sure to provide them with the claimant's full name as it appears on the claim and the last four digits of the claimant's social security number. Please allow some

time for a response as the volume of claims that Labor and Industry is processing is quite large.

If you have employees that have been laid off or furloughed and have refused to return to work, form UC-1921W should be completed. You can complete and submit this form at the Labor and Industry website [www.uc.pa.gov](http://www.uc.pa.gov).

If your employees are filing claims, please advise them that filing online at:

<https://www.uc.pa.gov/unemployment-benefits/file/Pages/File%20an%20Initial%20Claim.aspx> is the fastest way to file.

Your employees can receive a comprehensive explanation of what to expect after filing their claim at the "What to Expect After Filing" page at:

<https://www.uc.pa.gov/unemployment-benefits/file/Pages/Whattoexpect.aspx>

The Labor and Industry website is continually being updated and is very reliable. Please refer any

employees with unemployment questions to the site.

Labor and Industry has a small call center known as the Employer Call Center. If you are looking for research on a claim on behalf of a claimant, please call them at 866-403-6163. You may have to leave a message, but be assured, they will call you back.

Information such as the above and more is provided to U-COMP members empowering managers to perform their jobs every day.

For a non-binding proposal, please contact:

Debbie Gross  
U-COMP Member Service Representative  
Email: [dgross@pml.org](mailto:dgross@pml.org)  
Or call: 1-800-922-8063, ext. \*254 ☐





# How to Be an Effective Leader

BY CHESTER DARDEN, PUBLIC ENTITY PARTNERS

Some people begin to lead at an early age. Some of you might have been a hall monitor at school, been a class officer or team captain, or worked as a crossing guard. Since many people begin to lead so early in life, some would say that leadership is a trait with which you are born. Others say that it is a learned trait – one that is developed by the influences in your life. I believe some people are born with a natural ability to lead, while others were assigned leadership positions and have grown into the position by the effort they put forth. Either way, you must continue to grow and strive to be better.

***True leadership is not a position; it is a process. True leadership is the ability to influence a group of people toward the achievement of a goal.***

Unfortunately, there are many organizations with strong managers and supervisors who are not strong leaders. It is possible to be a good manager or supervisor but not have the characteristics of a good leader. Solid managers or supervisors can be skilled at things such as budgets, inventory, assets, marketing, policies, scheduling, and comput-

ers; however, they may not be good at leading people. True leadership means you can handle most tasks, but more importantly, you also know how to manage people effectively.

Poor leaders can always find the weaknesses in others, but tend to ignore or justify their own weaknesses. Great leaders will focus on their own strengths as well as the strengths of others.

Great leaders will discover how to make others more productive and how they can best benefit the organization.

Every organization is unique, but the guidelines are the same if you want to lead effectively. Here are some ideas from various sources on how to improve your leadership skills.

### ***Don't Flaunt Your Title***

Did you ever get an answer from your parents you did not like so you asked them why? Their response was most likely, "Because I said so and I am the boss, that's why." How did that make you feel?

A real leader doesn't remind others who has the final say and who is in charge. Real leaders conduct themselves so that others will gladly and confidently follow. If a leader does not have the respect of those they are supposed to lead, those they are leading will only do what is required of them, nothing more. In this type of situation, the morale is always low and there is probably a large turnover rate within the organization. Employees are made to feel like subordinates, not team members. Most people want a leader who is going to lead them, not one who manages them. Servant leaders do not focus on positions, they focus on people and the goal.

*"You never know who is right, but you always know who is in charge."*

– Whistler's Law

### ***Be Sure to Communicate***

I know someone who managed a Mercedes Benz dealership and he made certain he spoke to every employee every day. Unfortunately, many leaders believe that those who are under their supervision are on a need-to-know basis. Good

leaders engage people in a way that will encourage them to give their opinion or idea knowing it will be heard. Value every opinion, especially those that contradict your own. Remember, the best solution might not come from you.

Excellent communication skills are essential to effective leadership. You must be able to convey a message or goal to others in a manner that gets them to believe in it and then act on it. Healthy communication is one of the best ways to build trust with your team members. The way you communicate will either build a bridge, or a wall, with others. Have you invested enough time in the relationship to be candid?

*“Speak in such a way that others love to listen to you. Listen in such a way that others love to speak to you.”*

– Anonymous

### **Build Trust**

“Trust is the foundation of leadership,” John C. Maxwell asserts in his Law of Solid Ground, found in his book, *21 Irrefutable Laws of Leadership*. The trust people have in their leaders, and the trust leaders have in their people, is key to an organization’s success. There are three levels of trust. Level One is personal: the trustworthiness of the leader. Level Two is interpersonal: the trust within the leader’s team. Level Three is organizational: the trust within the whole company. Level one is key. If a leader is not personally trustworthy, they will never believe anyone else is trustworthy, and trust will never exist within the organization. If you are a leader in an organization that has a trust issue, look in the mirror.

*“One of the most important ways to manifest integrity is to be loyal to those who are not present. In doing so, we build the trust of those who are present. When you defend those who are absent, you retain the trust of those present.”*

– Stephen R. Covey

### **Encourage Personal Growth**

Environment has a direct impact on growth. As a leader, the growth and development of your team must be a priority and you must set aside specific time to do this on a continual basis. Developing team members is not a cheap process nor is it a quick process. You must be willing to invest the time in other people if you want them to improve. Investing in your team’s training and growth will ensure that your organization thrives.

True leaders understand that organizational goals are accomplished through the efforts of a team, not individually. True leaders have the wisdom and ability to empower others. If you want something done right and you must do it yourself, you are failing as a leader. Effective leaders can maximize the potential of the team members; however, to be the most effective, the team members should also be maximizing the potential of the leader.

*“No one will make a great leader who wants to do it all by themselves or to get all the credit for doing it.”*

– Andrew Carnegie

### **Spend Time on Leadership, Not Just on Management**

Be willing to allow team members to try new things, even if you think they may fail. Some people learn by doing and not by being instructed. Let your team try, risk and grow in

a controlled environment. There are many people who know *how* things work and they are solid people to have on your team. There are fewer people who know *why* things work. They are the best team members and make better leaders. Highly effective leaders continually look for ways to learn, grow and improve themselves and their teams. When someone on your team does something well, or goes above and beyond, share it with everyone and praise them publicly for a job well done.

*“Only those who dare to fail miserably can achieve greatly.”*

– John F. Kennedy

### **Have Vision**

Just because you are in charge does not mean you always see things clearly. Gather all the information you can before making a decision. Great leaders do not have to know all the answers; they just need to ask the right questions. Ideally, there is a gap of time between knowing a decision has to be made and the moment the decision is final. Generally, the longer the gap is, the better the solution. Have you ever made a decision and then found out more information later? Would having that additional information have changed your decision? Great leaders have an ability to recognize and address problems before they become emergencies. Be aware of the details but do not get lost in them.

*“Vision gives team members direction and confidence.”*

– Maxwell’s Law of the Compass

*“Anyone can steer the ship; it takes a leader to chart the course.”*

– Maxwell’s Law of Navigation

## Choose to Influence

When my son was ten years old, I received a phone call from my wife saying she got a note from his school about how our son had communicated with one of the other children using one of his fingers. As an embarrassed dad, all day I kept thinking about getting home and correcting his behavior in a way he would always remember. I remembered the Arbinger Pyramid of Influence™ and thought I would try to apply it. Before I took corrective action, my son and I had a conversation to work our way through each step.

The first level is about mindset, so I made sure I had the proper perspective and attitude about the situation. The next level is to “Build the Relationship,” which, since I was the father, I believed to already be in place. We began our conversation at “Listen and Learn.” I asked my son to explain to me what happened, why he made the gesture, and if he knew the meaning of the gesture. Between the sniffles, and with a quivering lip, he told me he was mad at the other child and he thought the gesture was a way of expressing that. His explanation was believable, and I really do not think he understood the severity of the gesture. Now it was time for me to “Teach and Communicate” that what he had done was not acceptable and the gesture is not appropriate. “Correct,” the last level, was much different than I thought it would be due to the new information I learned during our conversation. Since I trust my son, and we have a great relationship, the situation was much easier to work through.

One day, you might also find yourself in a difficult situation with one of the people you are leading. Whether it is raising children or leading people, if it is worth resolving, it is worth taking the time to go through these proven steps to effect the best resolution.

In summary, be sure that as you lead people, you carry a shovel. Servant leadership, or filling the bucket of those around you, is the best way to ensure your success.

*“What you do speaks so loudly, that I cannot hear what you say.”*

– popular adaptation of prose by Ralph Waldo Emerson

For more things to consider regarding effective leadership, refer to the quick reference list below.

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*For the past 14 years, Chester Darden has been a Loss Control Consultant with Public Entity Partners (PEP), the insurance pool of the Tennessee Municipal League. Prior to working for PEP, Chester served as the City Manager for the City of Hohenwald, TN and the Tennessee Department of Transportation. He is passionate about teaching leadership to cities and towns throughout the Volunteer State.*

## Considerations for Effective Leadership

1. There are many factors that affect your ability to lead. Some factors are within your control and some are not.
2. It is difficult to lead a generation Z, a millennial, a baby boomer and a generation X in the same way.
3. You must stay current on technology to be an effective leader.
4. It is very difficult, if not impossible, to be an effective leader if you want to be liked by everyone. Great leaders usually are more respected than liked.
5. Good leaders advance the team and not self.
6. Know the proper time to be a tyrant, know the proper time to be a team builder.
7. Know how to be critical of others, know how to build up others and do it often.
8. Be sure the number of questions you ask outnumber the orders you give.
9. A great leader is more about who you are, not what you do.
10. Your coworkers' attitude will mirror your attitude.
11. Be sure you encourage positive change.
12. Don't just respond to change, be sure to initiate change.
13. Know what you do not know.
14. Do not confuse having power or a position with the same as having wisdom.
15. Be positive in both your attitude and your speech.
16. Your character is a choice and people will not follow someone whose character is flawed.
17. Take responsibility as a leader to set the correct tone for the organization.
18. Good leaders create high morale and low turnover in an organization.
19. Be sure you first look in the mirror as a leader. Be sure to get your own house in order.
20. Great leaders need someone to follow, someone to mentor them. □





# Keeping Your Wings Level: How to Survive and Thrive When Crisis Arrives

**BY KORRY FRANKE, AIRLINE CAPTAIN, SPEAKER, AND  
AUTHOR OF 3 FEET TO THE LEFT: A NEW CAPTAIN'S JOURNEY FROM PURSUIT TO PERSPECTIVE**

On the evening of June 4, 2018, the pilots of American Airlines Flight 1897 exited a storm cloud over Texas that had pummeled their Airbus 319 with hail. As they did, the severe turbulence gave way to skies as smooth as silk. The opaque gray curtain of clouds lifted to reveal the soft reds and oranges of dusk. And instead of the onslaught of hail, which one pilot told me had sounded like an endless stream of softballs slamming into the jet, only the rushing wind and routine chatter between air traffic control and other pilots remained.

But that's where the normalcy ended for Flight 1897.

The shattered outer panes of the cockpit windows left a spiderweb pattern that made forward visibility nearly impossible. The jet's collapsed nosecone damaged the weather radar system and

disrupted airflow around critical sensors on the jet's exterior. Without reliable data from those sensors, the aircraft's computers couldn't calculate with certainty such routine things as the jet's airspeed or altitude. That caused a slew of other systems dependent upon that data to cease functioning, too.

In short, Flight 1897 was now in full on crisis mode. They were flying in uncharted territory. And their work to bring their flight to a successful conclusion was far from over.

Given the cascading trifecta of COVID-19, civil unrest, and calls for police reform now rippling through your municipality, perhaps you know the feeling all too well. Perhaps you're wondering how you got to this place, what "gauges" to trust, or what moves to make next. Perhaps you're wondering whether

the systems presently in place can handle the pressure of this moment – or if you can.

I believe you *will* manage through this crisis, your systems *will* meet the needs of today, and you *will* determine how you got to this place and how it can prepare you for the next crisis in the future...if you do three essential things first.

## **Step 1: Fly the Airplane**

One of the first things a pilot learns is that, above all else, he or she must *always* fly the airplane first. Failing to do so will only make things worse.

If, for example, an aircraft is out of control and pointed straight for the ground, it doesn't matter how the aircraft got into the "undesired aircraft state." Nor does it matter to relay to air traffic control that

you have a problem. What matters is pulling the nose up and leveling the wings. Everything else is secondary.

For Flight 1897, the crew didn't know their exact airspeed or altitude, but they knew that certain combinations of pitch and power settings would result in an acceptable airspeed and a reasonable level of precision for controlling altitude. This stability would allow the crew time to better assess their situation and determine next steps.

Right now in your municipalities, I can only imagine how tempting it is to move first to action, to be seen as doing something. Without careful thought and coordination, however, those actions could potentially make things worse. Meanwhile, basic needs, such as the provision of essential services — your airspeed and altitude — may get compromised or left behind, leading to a degradation in the public trust and a handicapping of your ability to actually manage through this crisis.

The key is to slow down when others seek for you to speed up. This allows you to act deliberately. That is, after you follow the next step.

### **Step 2: Confirm the Emergency**

In an airplane, undesirable events such as systems failures cause a variety of bells to sound and warning lights to illuminate. They're designed to grab a pilot's attention, but sometimes, they create red herrings.

For example, in the event of an engine failure, it is likely that a warning light will also illuminate for a failed engine-driven generator. Without slowing down to get a clear picture on what is actually happening, a pilot could be misled to believe the generator failed when, in fact, the failed generator was simply a secondary indication of the engine failure. Without taking care to confirm the emergency, time and effort could be wasted trying to fix an associated problem that isn't the real driver of the issue.

For Flight 1897, the Airbus 319 utilizes the Electronic Centralized Aircraft Monitoring system, or ECAM, on the center dashboard display to inform pilots of all the aircraft's irregularities and malfunctions. This system is designed to rank and prioritize issues that need to be addressed. Combining ECAM information with the pilots' experience, the crew worked through the various issues in a disciplined and timely fashion, ultimately bringing back online a number of critical aircraft systems, which enabled the onboard tools they would need to see the flight to a successful conclusion.

As local government, you are undoubtedly getting inundated with warnings right now. Which warnings are primary indications and which ones are secondary? Perhaps you already have a system in place like ECAM to help guide your actions along with step-by-step checklists that were thought out in advance. If not, focus on getting accurate information from your team. Have you opened the lines of communication at all levels, including your citizens?

Are you referencing information from across departments to ensure you are confirming the actual emergency instead of a symptom of the actual emergency?

Without clarity of diagnosis, it is impossible to establish an order for which steps to take and in which order. The key, however, is focusing on obtaining an accurate assessment of where you are and where you need to go. Then you can act with decisiveness and confidence, knowing you have done all you can to maximize your chances for success.

### **Step 3: Capture Improvements**

The moment an aircraft parks safely at its gate is not the end of the process. Instead, it's the beginning of the most important part: capturing improvements that will lead to even greater success in the future.

For aviation in general, this begins with an investigation. With the chaos and confusion of a particular crisis in the past, play-by-play reports are created by all the parties involved. Facts are gathered. Teams convened. The purpose is to understand not just what happened but why it happened so that similar events hopefully never happen again.

The postflight is about future prevention, not punishment. That requires honesty and transparency, which cannot happen unless leaders make it clear they seek results, not retribution against individuals involved.

For Flight 1897, the postmortem began as soon as the jet's wheels

touched the pavement in El Paso. The crew submitted independent reports of the incident. Recordings of air traffic control communications were analyzed and weather charts evaluated. The investigators checked the crew's schedule to see if fatigue could have played a factor. All of it to determine if something could have been done or some process changed to alter the course of events...for the next time. Ultimately, the crew was cleared, and the event was turned into a training video from which other pilots could learn. Imagine how different the process may have looked if American Airlines had chosen to focus on punishment instead of prevention. Thankfully, they knew better.

Clearly, this holds true for local government. Political pressure to hold people accountable during or after a crisis can be intense. But

is it right? Perhaps. But perhaps not. Results for your municipality mean learning from each step in this and other crises to adapt and grow. Have you created a system to capture cross-departmental feedback from those involved? Are you truly focused on prevention rather than punishment? If not, how do you expect to not repeat the same mistakes or missteps in the future?

### **Conclusion**

It's tempting in the midst of a crisis to simply want to move beyond it and get back to normal. The truth, however, is that there is only one direction our society — or an airplane — moves: forward.

I believe the potential for great growth and learning exists in this challenging time. We are learning a great deal about ourselves, our teams, our systems, and our

limitations. We are warming to new ideas and possibilities. We are embracing new technologies whose benefits were not fully understood before these crises.

By Flying the Airplane, we can focus on what matters and prevent making things worse. By Confirming the Emergency, we can ensure actions are directed at the appropriate things with discipline and decisiveness. And by Capturing Improvements, we can use the challenges of today to drive the successes of tomorrow.

I'm excited to see where this journey takes all of us!

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*Korry Franke is a captain for a major U.S. airline and the author of 3 Feet to the Left: A New Captain's Journey from Pursuit to Perspective. For more information on Korry's keynotes, visit [www.KorryFranke.com](http://www.KorryFranke.com) □*

**“  
Never doubt that a small group of thoughtful  
committed citizens can change the world.  
Indeed, it is the only thing that ever has.**

**– Margaret Mead**

”

# Legislative Status Report STATE



PREPARED BY AMY STURGES, LEAGUE DIRECTOR OF GOVERNMENTAL AFFAIRS – [asturges@pml.org](mailto:asturges@pml.org)

KAITLIN ERRICKSON, GOVERNMENTAL AFFAIRS REPRESENTATIVE – [kerrickson@pml.org](mailto:kerrickson@pml.org)

*All legislation can be found on the General Assembly's website:*

[legis.state.pa.us](http://legis.state.pa.us)

## Enacted Legislation

### **Act 57 of 2020**

#### **House Bill 1841**

**Signed: July 14, 2020**

**Effective: Immediately with implementation in 1 year**

[Act 57](#) amends Title 44 (Law and Justice) establishing new Chapter 73 for law enforcement background investigations and employment information. Law enforcement agencies are required to conduct thorough background investigations on applicants, including employment and separation records. Law enforcement agencies are required to disclose information about

an applicant upon request, and if an agency fails to provide this information, the requesting law enforcement agency may petition the Commonwealth Court. Additionally, law enforcement agencies are immune from civil liability for employment information released to a prospective employing agency.

The act also requires the Municipal Police Officers' Education and Training Commission (MPOETC) to maintain a database with any disciplinary actions, civil or ethical complaints and/or criminal charges

against an officer, as well as reasons for the officer's separation from their previous agency. Law enforcement agencies that hire an employee with certain disciplinary or criminal offenses as specified in the bill are required to file a report with MPOETC indicating the agency's rationale for hiring.

### **Act 58 of 2020**

#### **House Bill 1860**

**Signed: July 14, 2020**

**Effective: September 12, 2020**

[Act 58](#) amends the Urban Redevelopment Law to allow



municipalities of any type and population to create a redevelopment authority.

**Act 59 of 2020**

**House Bill 1910**

**Signed: July 14, 2020**

**Effective: Immediately with implementation in 1 year**

[Act 59](#) amends Title 42 (Judiciary and Judicial Procedure), Title 44 (Law and Justice) and Title 53 (Municipalities Generally). This bill requires magisterial judges to take at least one continuing education course in the identification and reporting of suspected child abuse.

The act also requires a law enforcement officer to undergo a mental health evaluation for post-traumatic stress disorder by a licensed mental health professional as a condition of continued employment upon the request of the law enforcement officer, upon the recommendation of a supervising law enforcement officer or within 30 days of an incident of use of lethal force while on duty.

Additionally, the Municipal Police Officers' Education and Training Commission (MPOETC) is responsible for providing training on interacting with individuals of diverse racial, ethnic and economic background; and for providing instruction on recognizing child abuse and mandated reporting.

**Act 61 of 2020**

**Senate Bill 352**

**Signed: July 14, 2020**

**Effective: September 12, 2020**

[Act 61](#) establishes the Tax Exemption and Mixed-Use Program Act. The act allows local taxing authorities to provide tax incentives for new construction and improvements on industrial, commercial, business

and residential properties in deteriorated areas designated by a community with emphasis on mixed-use housing and development.

The act authorizes taxing authorities to, by ordinance or resolution, exempt from real property tax the assessed value of improvements on blighted property or construction in a deteriorated area. A taxing authority may designate an area as deteriorated and must hold a public hearing to determine that area's boundaries. Adjacent municipalities and taxing authorities may collaborate to determine boundaries or implement similar tax exemption schedules. The yearly tax abatement schedule terminates after 10 years, and the tax exemption does not terminate with the sale or exchange of the property.

Additionally, a taxing authority may rescind an ordinance or resolution designating an area as deteriorated if the improvements or construction has accomplished the goal of revitalizing the deteriorated area. If a serious violation exists on a property within five years following the completion of the new construction, that is not corrected, the taxing authority is entitled to receive a proportional amount of taxes.

**Act 66 of 2020**

**House Bill 732**

**Signed: July 23, 2020**

**Effective: Immediately**

[Act 66](#) amends the Tax Reform Code of 1971 expanding the exemption from the Real Estate Tax to the transfer of any real estate to or by a volunteer EMS company, fire company or rescue company. The act also establishes a local resource manufacturing credit to qualified tax paying companies

that use carbon capture and sequestration technology, or similar technologies, at the company's respective project facility.

**Act 69 of 2020**

**House Bill 1459**

**Signed: July 23, 2020**

**Effective: Immediately**

[Act 69](#) establishes a new chapter within Title 35 (Health and Safety) providing for an emergency responder mental wellness and stress management program within the Department of Health.

The department is responsible for developing mental health and stress management guidelines to assist emergency responders who suffer from post-traumatic stress injury or traumatic brain injury as a result of their employment and for those exposed to critical incidents. Regional peer to peer support programs and a toll-free confidential helpline with a trained operator are required services. Additionally, the act establishes a Critical Incident Stress Management Program, as well as a trauma and suicide awareness training program, which is required continuing education for EMS providers.

The act also amends Section 7704 regarding immunity from civil liability. As a general rule, commonwealth agencies are added to the commonwealth and political subdivision as entities not liable for death or injury. Additionally, gross negligence, recklessness or bad faith are added to the list of actions that would negate civil immunity. Finally, a person, agent or employee who is temporarily deployed in response to a mutual aid request shall be granted immunity except in cases of willful misconduct, gross negligence, recklessness or bad faith and shall not be liable for death or injury

to persons or for damage to loss of property. No immunity shall be granted to persons under this section unless deployed by the commonwealth.

**Act 76 of 2020**

**Senate Bill 1188**

**Signed: July 23, 2020**

**Effective: September 21, 2020**

[Act 76](#) amends Act 511, the Local Tax Enabling Act, clarifying that the

calculation of the aggregate amount of all taxes under Section 320 of Act 511 excludes any revenues derived from taxes authorized by the Municipalities Financial Recovery Act, the Municipal Pension Plan Funding Standard and Recovery Act and a home rule municipality's taxing authority.

This act also prohibits any local authority in the commonwealth from levying, assessing or

collecting an Amusement or Admissions Tax under the Local Tax Enabling Act on a passenger charge by a for-profit railroad that offers both freight and passenger service, while the majority of the railroad's transport consists of freight carloads.

# Legislation of Interest

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**First Class Township Code**

[House Bill 2073 \(PN 3052\)](#),

introduced by Representative Dan Moul, encompasses the modernization of the First Class Township Code. The goal is to get the bill to the Governor's desk by the end of the session which is November 30, 2020. Please see the PSATC tab of our website for information and other resources related to the rewrite.

**Location:** *Received Second Consideration in the Senate, June 9, 2020*

**Provisional Hiring Standards**

[House Bill 2503 \(PN 3925\)](#),

introduced by Representative Brett Miller, would amend Title 23 (Domestic Relations) allowing an employer to hire an employee on a provisional basis not to exceed 45 days while background checks and clearances are obtained. The provisional employee would only be able to work in the immediate vicinity of a permanent employee. A child day-care center, group day-care home or family child-care

home would be able to employ an applicant on a provisional basis. Employees seeking provisional employment would have to meet standards specified in the bill.

**Location:** *Passed House; Senate Health and Human Services Committee, July 1, 2020*

**Office of State Fire Commissioner**

[Senate Bill 987 \(PN 1822\)](#),

introduced by Senator Scott Hutchinson, would amend Title 35 (Health and Safety) restructuring the Office of the State Fire Commissioner and the Commissioner's duties.

This bill would redefine the duties of the State Fire Commissioner to serve as the primary representative for fire services in the state. Other duties would include assisting with recruitment and retention efforts, promoting public education and community risk reduction efforts, gather data, preparing reports, administering grant and loan programs and developing and coordinating training curricula.

This legislation would also alter the qualifications and appointment of the Commissioner, requiring the Commissioner to be someone that has served as chief officer or administrative officer of a fire company. The Commissioner would be appointed by the Governor and approved by a majority of the Senate.

Additionally, the State Fire Safety Advisory Committee would be renamed the State Fire Advisory Board, in which the Commissioner would be chair and other members include representatives of fire associations, as well as ten firefighters appointed by the Governor. Non-voting members of the board include the House and Senate chair and minority chair of the Veterans Affairs and Emergency Preparedness Committees and other organizations representing relevant stakeholders, such as the municipal associations.

**Location:** *Passed Senate; House Veterans Affairs and Emergency Preparedness Committee, July 8, 2020*

## **Emergency Tax Anticipation Notes** **[House Bill 2536 \(PN 3813\)](#),**

introduced by Representative James Lee, would amend Chapter 81 of Title 53 (Municipalities Generally) authorizing local governments to obtain tax anticipation notes with a maturity date on either December 31, 2021 or June 30, 2022, depending on whether the entity follows a calendar or fiscal budget year. This bill would help local governments manage cash flow during the current COVID-19 emergency.

**Location:** *Passed House; Senate Local Government Committee, June 29, 2020*

## **Police Use of Force Records and Report**

### **[Senate Bill 459 \(PN 1817\)](#),**

introduced by Senator Jay Costa, would amend Chapter 21 of Title 53 (Municipalities Generally) requiring each law enforcement agency to maintain records of all incidents involving use of force by a law enforcement officer. The Commissioner of the PA State Police, in consultation with the PA Chiefs of Police Association and the Fraternal Order of Police, would be responsible for developing the reporting mechanism. The bill would also require the PA State Police to compile an annual report based on the data collected from individual law enforcement agencies and submit it to the Office of Attorney General and the Senate and House Judiciary and Law and Justice Committees.

The bill would specify what records must be recorded, as well as the contents of the annual report.

**Location:** *Passed Senate; House Judiciary Committee, June 29, 2020*

## **Police Use of Force Policies** **[Senate Bill 1205 \(PN 1818\)](#),**

introduced by Senator Sharif Street, would amend Chapter 21 of Title 53 (Municipalities Generally) requiring each law enforcement agency in the Commonwealth to develop and implement a written use of force policy governing the procedures under which a law enforcement officer should initiate, continue and terminate the use of force. Such policies would need to follow the guidelines in the bill to ensure consistency with training and certification standards. The policies would be required to prohibit the use of chokeholds by a law enforcement officer unless deadly force is authorized.

This bill would also provide for annual use of force training for law enforcement officers and for a biennial certification for law enforcement agencies in regards to having a use of force policy in effect.

**Location:** *Passed Senate; House Judiciary Committee, June 29, 2020*

## **Local Government Advertising Flexibility**

### **[Senate Bill 1222 \(PN 1829\)](#),**

introduced by Senator John DiSanto, would amend Title 45 (Legal Notices) providing local governments with various methods of advertising.

When an advertisement is required by law, a local government would be able to choose from a menu of advertising options, including: a county newspaper of general circulation; a newspaper printed in the local government unit; a legal newspaper designated by the rules of the county court; the public website of the local government; the public website of a newspaper; and a locally circulated

printed publication that is at least four pages long. In addition to the required publication, a local government would be required to post a copy of the advertisement at its principal office or building in which they meet. If a local government is unable to post the advertisement at their principal office or meeting location, the county would provide a space where the local government would be responsible for posting the advertisement.

Local governments would also be required to adopt a resolution declaring their intent to use one or more advertising methods listed in the bill. The local government would provide public notice regarding the passage of the resolution and intent to use alternative advertising methods in one or more newspapers of general circulation within the jurisdiction of the local government.

**Location:** *Senate Local Government Committee, June 30, 2020*

## **Volunteer Firefighters' Relief Associations and Consumer Fireworks**

### **[Senate Bill 932 \(PN 1833\)](#),**

introduced by Senator Lisa Boscola, would amend Title 35 (Health and Safety) redefining volunteer firefighters' relief associations by clarifying that membership may contain one or more volunteer fire companies or a combination of volunteer and paid departments.

Additionally, an amendment was added in the Senate that would authorize nine municipalities to prohibit consumer fireworks within their jurisdictions. The nine communities are Philadelphia, Pittsburgh, Scranton, Allentown, Erie, Reading, Bethlehem, Lancaster and Bensalem Township.

The amendment would also increase penalties for improper use of fireworks to \$500 for the first offense and \$1,000 for the second offense. An ordinance or resolution must be adopted locally to enforce the prohibition and fine moneys would remain local. Prior to final passage, the Senate added another amendment prohibiting the intentional discharge of consumer fireworks within 150 feet of a train or vehicle hauling combustible liquids.

**Location:** *Passed Senate, July 15, 2020*

### **Personal Delivery Devices**

[Senate Bill 1199 \(PN 1823\)](#),

introduced by Senator Ryan Aument, amends Title 75 (Vehicles) establishing the use of personal delivery devices on state and local roads and sidewalks by businesses. Personal delivery devices would be regulated as pedestrians and are defined as a device that:

- ▶ is manufactured for transporting goods in a pedestrian area, trafficway or berm of a highway or roadway;
- ▶ is equipped with an automated driving system;
- ▶ is not capable of speeds over 12 miles per hour in a pedestrian area or trafficway;
- ▶ is not capable of speeds over 25 miles per hour on a berm or shoulder of a highway or roadway; and
- ▶ weighs less than 550 pounds without cargo.

On local roads, the bill would allow local authorities to permit the use of such devices where the posted

speed is greater than 25 miles per hour, but not greater than 35 miles per hour. On roadways and in pedestrian areas, local authorities would be able to prohibit use, after consultation with the business entity operating the device, if the device would constitute a hazard. In either case, the local action must be by ordinance or resolution. Other than when considered a hazard, local authorities would not be able to regulate the operation of such devices in a manner inconsistent with the act, including not being able to prohibit their operation outright. The Secretary of Transportation would have the authority to determine use on state highways.

The bill would allow business entities to operate personal delivery devices initially with an operator within 30 feet of the device. Beginning in 2022, the operation may be remote. The bill would establish operation and equipment requirements for the devices themselves.

Business entities operating personal delivery devices would be required to maintain insurance including general liability coverage of at least \$100,000.

Finally, the bill would establish the Department of Transportation as the lead agency on personal delivery devices and require business entities to file an annual plan for general operation.

**Location:** *Passed Senate; House Transportation Committee, July 8, 2020*

### **Workers' Compensation Presumption for Coronavirus**

[House Bill 2486 \(PN 4062\)](#),

introduced by Representative Martina White, amends the Workers' Compensation Act adding

a new subsection establishing COVID-19 as an occupational disease. A positive test for the virus would establish a presumption that is not conclusive and may be rebutted.

**Location:** *House Labor and Industry Committee, July 1, 2020*

### **Late Workers' Compensation Solvency Fee Payments**

[House Bill 2708 \(PN 4156\)](#),

introduced by Representative David Delloso, would allow for the late payment of solvency fees to the Department of Labor and Industry. Employers would have a window of 30 days to make the payments.

**Location:** *House Labor and Industry Committee, July 22, 2020*

### **Amusement/Admissions Tax Prohibition**

[House Bill 2519 \(PN 3761\)](#),

introduced by Representative Barbara Gleim, would prohibit any school district or municipality in the Commonwealth from levying, assessing or collecting an Amusement or Admissions Tax under the Local Tax Enabling Act for two calendar years. This bill was passed over in the House Finance Committee on May 27.

**Location:** *House Finance Committee, May 14, 2020*



# Studies of Interest

## ***Single-Use Plastics***

Following the July 2019 moratorium on local regulation of single-use plastics, two studies were initiated by the General Assembly. The Independent Fiscal Office was asked to study the economic impact of regulation of single-use plastics, while the Legislative Budget and Finance Committee was charged with studying the non-economic impacts of single-use container bans. Both reports were released on June 30, 2020, and can be found at the links below:

<http://www.ifo.state.pa.us/releases/381/Economic-Impact-from-Regulation-of-Single-Use-Plastics/>

[LBFC Study: A Study in Response to Act 2019-20: Non-Economic Impacts of Single Use Container Bans/Fees](#)

## ***Local Revenue Loss Projections***

On July 16, the Independent Fiscal Office (IFO) released a report on local government revenue loss due to the pandemic. This study was requested by the chairmen of the House and Senate Local Government Committees at the behest of the municipal associations.

For 2020-2021, the IFO projects municipal Earned Income Tax to decline by 3.4 percent which translates into a revenue loss of \$115 to \$130 million. Municipal Property Tax collections are also expected to be reduced by \$41 million or 1.4 percent.

<http://www.ifo.state.pa.us/releases/386/COVID-19-Impact-on-Local-Revenues/> □

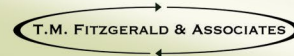


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# Legislative Status Report FEDERAL



## National League of Cities shares research findings on the fiscal impact of COVID-19 on municipal budgets in 35th annual City Fiscal Conditions Report

PROVIDED BY NLC

In an event to release the 35th annual City Fiscal Conditions report on August 13, National League of Cities (NLC) CEO and Executive Director **Clarence E. Anthony** issued the following statement:

*“This report helps city leaders prepare for the storm that may still be coming to our nation. The reality is that our cities are struggling. We want to prepare local leaders to lead America during tough times. We know that a national recovery is not possible without cities towns and villages being economically strong.”*

**Dr. Mark Zandi**, Chief Economist for Moody’s Analytics, provided insight during a keynote:

*“Bottom line, the top of the list of things law makers need to do today to get us on the other side of the pandemic is providing support to state and local government. The dollar that goes to the state or local municipality goes straight to the local economy. The support from the federal government is an immediate injection into the economy. The money going to local government goes to essential services – we need protection, firemen, we need trash cleanup, basic water and sewage services, these are necessary things, not luxury.”*

**Councilmember Joe Buscaino**, Council President Pro Tempore, City of Los Angeles, California and President, NLC added this statement:

*“We know that local leaders are taking the most significant hit – cities of all sizes are the backbone of the nation’s economy. Local governments are the economic engines of the economy.”*

Findings in the report reveal that America’s cities are experiencing the fiscal consequences of this pandemic-downturn at an unprecedented speed – and like recent recessions, it will take years for municipal budgets to recover from the impact of COVID-19. Dive deeper into the results by [downloading the report](#) or viewing the [one-pager](#). □





# Public Finance

## PLGIT Celebrates 40 years

BY JOHN MOLLOY, [PLGIT](#) PROGRAM MANAGER

The year was 1981: a year of significant firsts – NASA launched the first space shuttle mission; Sandra Day O'Connor was appointed as the first woman on the United States Supreme Court; MTV broadcasted the first music video; IBM introduced MS-DOS to the world; and the first Mario Brothers video games rolled into arcades.

Another memorable first happened that year in the world of Pennsylvania local governments. In May of 1981, supported by their member associations, two of Pennsylvania's local governments banded together to create the Pennsylvania Local Government Investment Trust (PLGIT or "the Trust"). As we prepare to celebrate PLGIT's 40th anniversary in 2021, we wanted to remind our members of the grassroots efforts to create

PLGIT, the Trust's growth over time, and our plans for the future.

### ***A revolutionary approach***

PLGIT has become so well established, many of our members may not recognize how visionary the Trust was in 1981. Back then, Pennsylvania's local governments and schools had few options for investing and managing available cash. Municipalities were forced to contend with inflexible investment products, high fees for cash management products, and different service levels based on the size of the investment balance they could maintain.

In response, a handful of pioneering local governments came together, determined to find a better way to invest. The statutes enabling intergovernmental

cooperation enabled them to create a trust designed to meet their particular needs.

In fact, PLGIT was one of the first local government investment pools of its kind in the entire United States. PLGIT led the way by showing how local governments could take control of their finances, pooling funds from multiple municipalities and investing them to meet the specific requirements and needs of members.

Unlike other institutions, PLGIT is owned and operated by its members. Every local government or school that invests in PLGIT owns a piece of the Trust. But it goes much further than that: PLGIT members sit on the board, set the investment objectives and make decisions about new products and services.



## **Committed to principles – and progress**

Through the guidance of our board and sponsoring associations, including the Pennsylvania Municipal League, PLGIT discovered several crucial elements to success – elements that have served as our foundation since 1981.

First, stay true to a few bedrock principles: seek safety in all investments, provide excellent service, and always remember that our *members* actually own and operate the Trust. Second, continue to evolve to keep pace with members' needs.

In fact, a look at PLGIT's history shows that the Trust has focused on continuous evolution and growth. During the 1980s, we added different investment accounts that give members choices for greater flexibility and the ability to pursue higher yields. In 1989, PLGIT endorsed the first of three bond pools organized by the Emmaus General Authority, enabling municipalities and schools that needed money to borrow funds, to give more local governments the ability to borrow at a variable interest rate, and giving smaller borrowers an opportunity to cut their costs of issuance.

PLGIT stayed ahead of its investors' needs and also added services and programs for the digital era.

For example, PLGIT procurement cards, or *P-Cards*, and its Easy Online Network (EON), a Web-based transaction and reporting system. PLGIT also kept pace with change by adding two new investment products in the 2000s: *PLGIT/I-Class*, an investment option that offered better yields by recognizing the cost savings of transacting through the Internet, and the *PLGIT-CD Purchase* program, which provides investors access to FDIC-insured certificates of deposit from more than 400 financial institutions across the country, as of 5/31/2020.

Following the signing of Act 10 of 2016, which expanded and modernized available investments for Pennsylvania local governments and school districts, PLGIT helped local governments find opportunities in the changing investment landscape by creating *PLGIT/PRIME* and broadening the investments permitted through *PLGIT/TERM*.

### **PLGIT at 40**

The PLGIT of today is dramatically different from the PLGIT of 1981. From the very beginning, Pennsylvania's municipalities and schools have embraced PLGIT – its unique structure, its tailored programs and its focus on client service. That has driven dramatic growth of our membership, which has increased from a starting point of 2, to 250 at the end of 1981, to 3,077 municipalities, authorities,

schools and other types of local agencies in the Commonwealth as of March 31, 2020.

Other numbers have grown, too. PLGIT now manages \$6.2 billion in assets (as of March 31, 2020), and since the inception of the Trust through December 2019, PLGIT investors have collectively earned more than **\$2.6 billion** through their investment in PLGIT programs.<sup>1</sup> They have used the earnings to make capital improvements, pay salaries and reduce the tax burden on their citizens.

PLGIT has also built on its P-Card and EON programs to help governments operate as efficiently as possible. As of May 31, 2020, the PLGIT P-Card program has been adopted by more than 325 entities as part of their daily expense transactions. Use of P-Cards has resulted in the distribution of rebate checks, totaling nearly \$467,000 to participants over the past 15 years. PLGIT's EON platform is regularly used by more than half of its investors and continues to offer increased efficiency, reporting options and security.

In addition, PLGIT has increased its outreach into the community, conducting dozens of educational programs each year, and attending more than 30 statewide conferences and more than 70 regional functions, such as the

<sup>1</sup> Past performance is not a guaranty of future results.

Pennsylvania Municipal League's District Meetings, each year.

Moving forward, in an effort to keep pace with our investors' needs, PLGIT will continue to tailor its products to help reduce costs and seek improved returns.

As 2020 proceeds, we will be finalizing the creation of a new investment option called PLGIT/ Reserve-Class – a consolidation of the PLGIT/PLUS-Class, I-Class and PLGIT/ARM portfolios into a single investment option. The goals of this consolidation are to:

- ▶ Simplify investment options and reduce redundancy among investment choices
- ▶ Promote efficient management of PLGIT portfolios with economies of scale and reduction of fees

Of course, 1981 was a long time ago. And the difficult banking conditions that drove a handful of visionaries to create PLGIT may pale in comparison to some of the challenges local governments and schools have experienced in the last few years. But now, on the occasion of PLGIT's 40<sup>th</sup> anniversary, we should all take a moment to salute those forward-thinking local governments who created the Trust.

Likewise, everyone on the PLGIT team would like to thank our sponsoring associations, including

the Pennsylvania Municipal League, current and past board members, and the thousands of municipal, school and municipal authority members who are truly responsible for PLGIT's success. We are all looking forward to the next 40 years.

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*John Molloy, CFA, is the Program Manager for PLGIT, working in PFM's Harrisburg office (though currently remotely). He can be contacted at [molloyj@pfm.com](mailto:molloyj@pfm.com). □*



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<sup>SM</sup>PLGIT, PLGIT-Class Shares, PLGIT/PLUS-Class Shares, PLGIT/I-Class Shares, PLGIT/TERM, PLGIT-CD, PLGIT/ARM, PLGIT/PRIME, PLGIT/SAM, and PLGIT-CAP are service marks of the Pennsylvania Local Government Investment Trust.



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# LEGAL NOTES

## A New Wrinkle in Wireless Regulation in Pennsylvania: *The Crown Castle v. PUC Case*

BY MIKE ROBERTS, ATTORNEY, [COHEN LAW GROUP](#)

Ever since the wireless industry began placing poles and antennas in the Pennsylvania public rights-of-way approximately eight years ago, there has been a strategic scuffle between the industry and local governments about the extent of local regulatory authority over these new facilities. From the local governments' perspective, they control the rights-of-way and are charged by Pennsylvania law to manage them to protect public safety. Numerous types of facilities (gas, electric, water, fiber, antennae, etc.) are being jammed into the narrow ribbons of real estate known as the public rights-of-way, and local governments need to ensure that these facilities are rolled out in an orderly fashion.

From the industry's perspective, the demand for wireless broadband has skyrocketed among residents and businesses, and new wireless facilities (known as "distributed antenna systems (DAS)" or in industry parlance, "small cells") are desperately needed to boost capacity for smartphones, digital tablets, and in the future, autonomous vehicles. The coronavirus pandemic has heightened this need for broadband service to allow for remote learning, tele-health care, business transactions and personal entertainment. For wireless providers, speed to market is critical. While rare skirmishes have occurred, municipalities and wireless providers in Pennsylvania have generally worked together

to administer rules for wireless facilities regulation.

On July 21, 2020, a new wrinkle has been added to this wireless regulatory structure. On that day, the Pennsylvania Supreme Court issued its decision in the case of *Crown Castle vs. Pennsylvania Public Utility Commission*. The Supreme Court upheld an earlier decision by the Commonwealth Court that DAS infrastructure providers, such as Crown Castle, ExteNet and Mobilitie, are to be classified as "public utilities" under Pennsylvania law. In deciding the case, the court concluded a lengthy saga on this issue. The decision will certainly impact the regulation of wireless facilities in the public rights-of-way by local governments.



Let's begin with a little history. From 2005 until 2015, the Pennsylvania Public Utility Commission (PUC) granted Certificates of Public Convenience (CPC's) to at least five DAS infrastructure providers. CPCs are granted to certain companies after application to the PUC to certify that such companies have been formally determined to be jurisdictional public utilities under the Public Utility Code. In early 2016, however, the PUC entered an order to begin a formal investigatory proceeding to determine whether DAS networks actually constituted "mobile domestic cellular radio telecommunications services," which are excluded from the definition of a public utility established by the Pennsylvania Code.

This public proceeding included hundreds of written comments regarding the proper classification of DAS infrastructure providers under Pennsylvania law. Comments were submitted by industry stakeholders, the PA municipal associations (i.e. the PA Municipal League (PML), PA State Association of Township Commissioners (PSATC), PA State Association of Township Supervisors (PSATS) and the PA State Association of Boroughs (PSAB)), over 100 individual municipalities, and the Office of Consumer Advocate. The PUC decided in 2016 that DAS infrastructure providers were not "public utilities" as defined in the Public Utility Code and, consequently, not subject to the jurisdiction of the PUC.

Crown Castle appealed this decision and the Commonwealth

Court overturned the PUC in 2018. The PUC then appealed the decision to the Pennsylvania Supreme Court, arguing that the Commonwealth Court misinterpreted state law in overturning the PUC. Extenet Systems, Inc. joined the appeal in support of Crown Castle. All of the municipal associations joined the appeal in support of the PUC.

In the *Crown Castle* decision, the PA Supreme Court upheld the prior decision by the Commonwealth Court in deciding that wireless infrastructure providers are to be classified as "public utilities." First, the court found that the PUC was not entitled to agency deference in its interpretation of the definition of "public utility." The reason is two-fold: 1) according to the court, the applicable provisions of the Public Utility Code are "clear and unambiguous"; and 2) the PUC reversed its prior longstanding position that DAS infrastructure providers were public utilities.

The PA Supreme Court further held that the Public Utility Code explicitly exempts wireless providers that "furnish" wireless service and that, while DAS infrastructure providers build networks that receive and distribute radio frequency signals, they do not actually "furnish" wireless service. This decision results in a regulatory fragmentation of the wireless industry because, according to the PA Supreme Court, wireless carriers, such as Verizon, AT&T, T-Mobile and Sprint do "furnish" wireless service. Consequently, wireless contractors are deemed to be public utilities while wireless carriers are not. Finally, the court

stated that the classification of DAS infrastructure providers as public utilities is not inconsistent with federal law.

While the regulatory effects of the PA Supreme Court's decision remain to be seen, on a practical level the consequences of the decision are certain to affect both the means by which local governments may regulate wireless facilities in the public rights of way and the scope of such regulation. According to the court, public utility status "provides DAS networks with facilities siting benefits in that they gain access to the ROW, are exempted from local zoning rules, and can exercise the power of eminent domain."

While state law exempts public utilities from local zoning rules and grants public utilities access to the public rights-of-way, Section 1511(e) of the Pennsylvania Corporation Code states that public utilities "shall obtain such permits as may be required by law and shall comply with the lawful and reasonable regulations of the governmental authority having responsibility for the maintenance thereof." 15 Pa. C.S.A. §1511(e). This section clearly permits certain regulation of public utilities in the public rights-of-way. As the *Crown Castle* decision no longer allows the exercise of discretionary zoning authority — for example, a conditional use or special exception process — over DAS facilities in the public rights-of-way, municipalities may impose regulations relating to construction, design or placement via their right-of-way ordinances or other similar ordinances. Any such local regulations must also comply with the requirements of federal

law, particularly those established by the Federal Communications Commission’s 2018 “Third Report and Order and Declaratory Ruling.”

As wireless networks continue to expand exponentially, practical regulation of wireless facilities deployments has become increasingly important for municipalities. It is essential that local governments work quickly to establish Code requirements that strike a balance between allowing for the deployment of wireless broadband while preserving public safety and the aesthetic character of the community. It is important

that local ordinances regulating such facilities be codified prior to the time an application for a new wireless facility is received in order to be enforceable under state and federal law.

Without a clearly established, published municipal ordinance in place, both DAS infrastructure providers and wireless carriers can install facilities of any size in any locations without any local oversight. Pennsylvania municipalities should review their Code requirements for wireless facilities in light of the *Crown Castle* decision and, if necessary, enact

amendments to ensure that they are properly regulating these facilities and avoiding any conflicts with federal or state law that could render their requirements unenforceable.

---

*Mike Roberts is an attorney with the [Cohen Law Group](#), a law firm that represents local governments in cable, wireless and broadband matters. □*

“

***“True leadership lies in guiding others to success – in ensuring that everyone is performing at their best, doing the work they are pledged to do and doing it well.”***

**– Bill Owens**

”

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**Leadership  
is not a  
position or  
title,  
it is  
action and  
example.**

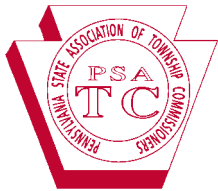
– Donald McGannon



# PSATC President's Message



**DAVE ZARNICK  
COMMISSIONER  
BUTLER TOWNSHIP**



**[PML.org/PSATC](http://PML.org/PSATC)**

*Greetings Fellow Elected Officials,*

*With the oncoming changing of the leaves, brings feelings of unknown as we enter the next season. It is hard to believe it is already time for the Summer-Fall Edition of the Municipal Reporter, with my last message as the President of the Pennsylvania State Association of Township Commissioners.*

*Finding a new normal in a world that seems to constantly be changing has been difficult for all communities. Being an elected official during this time has caused me to reflect on the local leadership I've seen in the past few months throughout my community. Butler Township has worked hard to ensure safety of all employees while still maintaining open channels of communication with our community. Coming together and creating new partnerships has been essential as we learn to lead in a new way. We partnered with our local radio station in order to broadcast our meetings, knowing that open communication and transparency with our residents is essential. We have all adapted to virtual meetings, again understanding the health and safety of everyone needs to remain at the forefront.*

*Personally, being an elected official during this time has brought new challenges that often required thinking outside of the box to do what is best for my community (Butler Township). We worked with our local businesses to understand their needs and how flexing some current policies might be needed to help sustain our economy. For example, given the indoor capacity restrictions for restaurants, we flexed our parking policy in order for them to provide seating outdoors. Previous signage restrictions were loosened in order for businesses to be able to clearly indicate they were open. These are just a few examples of the collaborative efforts we have worked to maintain to ensure our local businesses can continue to operate safely. Without communication, collaboration and cooperation, these efforts would not have succeeded. This is where true leadership comes through – understanding the problems from multiple perspectives and collaborating together to find a solution that is best for the community during such a turbulent time.*

*Local government has the ability to meet the needs of our communities in a timely manner. We understand that guidelines coming from state or federal agencies are frequently changing, and therefore have worked step by step with our communities to be responsive to their needs. If there is one silver lining*

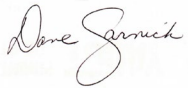
*in this pandemic, it is the emphasis on the importance of local governments, and their elected officials, in leading our communities.*

*Leadership is the theme of this issue, and as we continue to move into unprecedented times, we know that moving into next year, strong leadership will be needed to pull us out of the impacts of COVID-19 on our communities. The Municipal Leadership Summit, held virtually from October 29-31, 2020, will be the perfect venue to come together to collaborate on leading our communities into the next year. During the virtual conference, Nate Silcox (Hampden Township) will begin leading our organization for the next term as our incoming President. From working with Nate, I know he is up to the challenges and will be successful in his leadership in his new role. I am looking forward to "seeing" you at this joint venture and welcoming Nate into his new role.*

*As my tenure as President concludes, I want to be sure to thank the members of the PSATC Executive board for their continued support and guidance. In addition, I would like to thank the professional and dedicated staff at the Pennsylvania Municipal League.*

*In closing, I would like to express how honored and appreciative I am to have had the opportunity to serve in this role. I know as President I often spoke of the need to be open to change in order to grow, however I can honestly say that I never expected the change that 2020 has brought to our communities.*

*Stay Safe,*



*Dave Zarnick*

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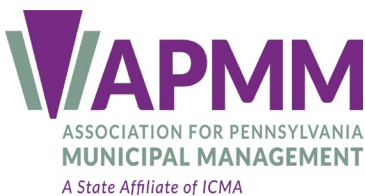
***"The three most important ways  
to lead people are:  
by example,  
by example,  
by example."***

**– Albert Schweitzer**

# APMM President's Message



**RICHARD L. MELLOR, JR.**  
**TOWNSHIP MANAGER**  
**WHITEMARSH TOWNSHIP**



**APMM.net**

*During challenging and uncertain times as we have seen in 2020, it is as important as ever that leaders lead. As a society, we are enduring the continued effects of the Coronavirus pandemic. We are learning firsthand how to adapt and change in order to move forward in a new normal. We are motivated by calls for social justice and the need to end systemic racism in our country. It is times like these that the public looks to their local leaders to offer hope and initiate change in their communities.*

*As municipal managers, we must rise up to the challenges, and those that challenge us, in order to create better communities. We must find new ways to engage and listen to the public in order to help our elected officials implement policies for change. These are pressing issues that require collaboration with those in the public, private and non-profit sectors. This will help our communities grow and thrive in the years to come.*

*As managers we have the ability to create change in our organizations through our hiring practices. It is our time to help our communities embrace diversity, equality and inclusion. We also need to improve diversity of municipal management in the Commonwealth. We need to find new and creative ways to grow the profession in this respect. I want to engage with my fellow managers and listen to ways APMM can be productive in seeing this change. It is up to us as municipal leaders to make this happen.*

*Also, we need to take seriously the issue of mental health. The uncertainty and challenges that have been presented to us this year have taken a toll on people in different ways. Be a good neighbor and citizen, check on those around you. Get the necessary help if you need it or provide the resources to those that are in need. This is what makes good leaders!*

*Finally, I want to thank our Past President Amy Rockwell and Conference Committee Chair Greg Primm. While we were excited about the opportunity to be together for our annual conference in the City of Pittsburgh, they did an exceptional job of taking an in-person conference and making it virtual for all the members of APMM.*

*Thank you for all your hard work in leading your communities across the Commonwealth during these challenging times. APMM will be a resource for you to navigate through all these issues we face in the months ahead. I look forward to serving the members of APMM as President!*

*Sincerely,*

*Richard L. Mellor, Jr.*

**Richard L. Mellor, Jr.**



# APMM Membership Update

## New/Reinstated Members

***Ms. Denise Gembusia***

Manager  
Halfmoon Township  
Centre County  
1948 Halfmoon Valley Road  
Port Matilda, PA 16870  
814-692-9800  
Email: [manager@halfmoontwp.us](mailto:manager@halfmoontwp.us)

**Full Member**

***Ms. Ramsey Reiner***

Manager  
New Garden Township  
Chester County  
299 Starr Road  
Landenberg, PA 19350  
610-314-5870  
Email: [reiner@newgarden.org](mailto:reiner@newgarden.org)

**Full Member**

***Ms. Lisa Howdyshell***

Special Assistant  
Municipality of Norristown  
Montgomery County  
235 East Airy Street  
Norristown, PA 19401  
610-270-0422  
Email: [lhowdyshell@norristown.org](mailto:lhowdyshell@norristown.org)

**Affiliate Member –  
Municipal Government**

***Ms. Sherry Tamski***

Secretary/Treasurer  
Kiskiminetas Township  
Armstrong County  
1222A Old State Road  
Apollo, PA 15613  
724-478-2737  
Email: [admin@kiskitownship-pa.gov](mailto:admin@kiskitownship-pa.gov)

**Full Member**

## In-Transition Members

- ***Sara Gibson***, former Manager, Rapho Township, Lancaster County



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Keep an eye on your inbox, new virtual training opportunities will be available in the next several weeks.

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# Book Reviews

## for the Leader in You...

### ***A Pennsylvania Municipal League Leadership Book Series***

There are thousands of books devoted to leadership, management and supervision, and more are being introduced every day. This area of our *Municipal Reporter* is a place where you can find summaries of books, both recent and older, that provide insight and information to enhance your leadership development.

We encourage you to share the books you have read that can help our members grow and develop as leaders.

BOOK REVIEWS BY: LEAGUE EXECUTIVE DIRECTOR DESIGNATE JOHN BRENNER

### **Two good leadership reads:**

This summer has been one of uncertainty and intensity, so it was fitting to pick up a few good books on our history as we all work through the pandemic, economic challenges and increasing calls for action around race and equity issues that have faced our nation since before its inception. The first book I read was Fred Kaplan's ***Lincoln and the Abolitionists – John Quincy Adams, Slavery and the Civil War***. It might sound like a snoozer but it was captivating. The St. Louis Post-Dispatch categorized the book for "Anyone who wants to understand the United States' racial divisions will learn a lot from reading Kaplan's richly researched account of one of the worst periods in American history and its chilling effects today in our cities, legislative bodies, schools and houses of worship."

During the past few months of protests, it was insightful to read about President Lincoln's Emancipation Proclamation and the long arc of history of abolitionist leaders, like John Quincy Adams who laid the foundation for future civil rights advancements. Of course we remember John Quincy as the son of John Adams, other than the Bushes, the other father-son duo of presidents. But after losing a second term to Andrew Jackson, John Quincy went on to serve valiantly in Congress for many years and made his mark throughout his lifetime as an unabashed leader of the abolitionist movement – desiring to go far beyond the limited period of emancipation toward a more perfect multicultural nation.

The other book was the combined work of Brad Meltzer and Josh Mensch, ***The First Conspiracy: The Secret Plot to Kill Washington***. Yes, George Washington, our first President. While the ink wasn't even dry on the Declaration of Independence, a plot was underway to take out the Commander-In-Chief of the Continental Army. Lots of interesting characters and little known facts about this period of our history and most importantly, how George Washington handled it. This one should make it onto the big screen as it reads like a screenplay for sure.

Both books offer key lessons for us today about leadership and how to confront tough decisions during trying times – yes, truly trying times – the Revolutionary War and Civil War periods for example, when our forebears fought and died for the freedoms we enjoy today. A poignant reminder that as some complain about the impact of the pandemic on our lives like remote working, favorite restaurants not being open or wearing a mask in public, far greater sacrifices demonstrated by Americans who went before us helped lay the founding principles of our modern day democracy and liberty for all of us. Putting our current challenges in perspective was helpful and reminded me of the powerful story of America and a few of the remarkable people who gave up so much for their descendants – yes, that would be us – to have a fair shot at success today. Enjoy! ☐

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Pennsylvania Municipal  
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## Training and Development

### Training

- ⇒ Municipal Leadership Summit/League Training Events
- ⇒ Online Training
- ⇒ PA Construction Codes Academy (PCCA)
- ⇒ Energy Code Training
- ⇒ Floodplain Management Training
- ⇒ PA Training Hub (PATH)

### Programs

- ⇒ Sustainable Pennsylvania Community Certification
- ⇒ Civics and You: Your Key to Pennsylvania Local Government e-book
- ⇒ University-Community Network (UCN)

## Insurance Trusts

- ⇒ PennPRIME Property & Liability Trust/PennPRIME Workers' Compensation Trust\*
- ⇒ Unemployment Compensation Trust (U-COMP)\*

## Programs and Services

- ⇒ Public Employer Labor Relations Advisory Service (PELRAS) – *free to League Members*
- ⇒ Municipal Utility Alliance (MUA) Electricity Procurement Program
- ⇒ EfficientGov GrantFinder Program – *free to League Members*
- ⇒ Local Public Procurement Program (L3P)
- ⇒ Pennsylvania Local Government Investment Trust (PLGIT)
- ⇒ Municipal Job Junction+ (MJJ+) – *free to League Members*

Members of these programs and services also receive newsletters and/or special publications designed to keep them up to date on the latest developments pertaining to these topics. For information on any of the above services, please contact us at 800-922-8063 or 717-236-9469 or visit our website.

\*Members of The League enjoy reduced membership fees when joining these programs.

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