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Municipal Reporter



COMMUNITY DEVELOPMENT

"It's all about quality of life."





Values

Local Governance

We believe that local authority and autonomy are central to effective municipal government and we are fully committed to their protection, preservation and advancement.

Non-Partisan

We welcome and respect the perspectives of all elected and appointed officials without regard to their political affiliation.

Diversity, Equity and Inclusion

We value the diversity of our members and the people they serve, and are dedicated to ensuring equal respect, recognition, fairness, and access to opportunity for everyone.

Leadership

We understand that highly-competent current and future local leaders are vital and we proactively support their ongoing development.

Service

We listen to our members and ensure that their priorities, needs and satisfaction drive what we do.

Collaboration

We work to enhance all municipalities through alliances with public entities, organizations, businesses and educational institutions.

Innovation

We embrace the need to find and develop new ideas and solutions to help local governments increase their adaptability, effectiveness and impact.

Fiscal Integrity

We believe that accountability, transparency and the responsible management of resources are essential for both our association and local government.





Municipal Reporter



Pennsylvania Municipal League

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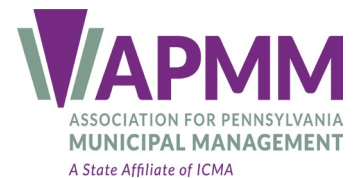
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The Pennsylvania Municipal League
414 North Second Street
Harrisburg, PA 17101



PML.org

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 and home rule communities 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. As of February 2023, it is being published six times a year on a bimonthly basis. Opinions ex-

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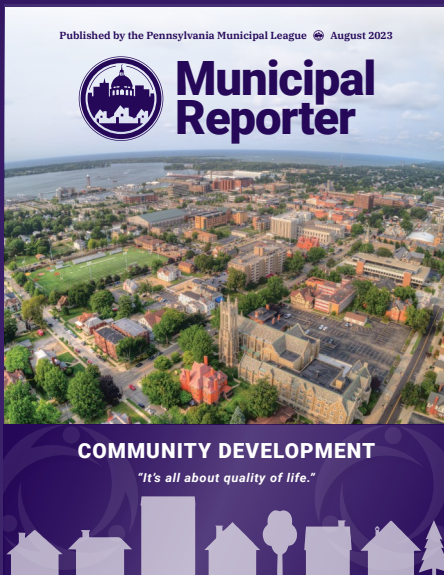
Original articles on subjects of interest to municipal officials are welcome, but subject to review by editorial staff. The publisher has the right to reject unsuitable advertising.

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Municipal Leadership Summit

BETHLEHEM  OCTOBER 5-8, 2023



Register now at PML.org

#MunicipalLeadershipSummit23

Session topics being planned include:

- Funding from the Commonwealth
- Sustainable Pittsburgh
- Social Worker: Working Hand in Hand with Police Force
- Roundtable Discussions with Commonwealth, Grant Writers and Finance Experts
- Social Services and Programs for Your Community
- Managers and Elected Officials Working Together to Improve Your Community
- Talk with an Architect & Grant Writer/Finance Expert About Your Challenges Financing Your Municipal Projects
- Hiring and Retaining Law Enforcement
- Affordable Housing for Your Community

Featured events being planned include:

- Revitalizing Cities and Transforming Communities: Bethlehem's Story (including a walking tour of the Bethlehem Steel Stacks)
- Guided Historic Walking Tour
- Philadelphia Freedom Concert - Elton John Tribute Band
- Summit Royale Reception with Silent Auction to benefit The Schuettler Center for Municipal Development
- Exhibitor Reception





Mark Your Calendar



**Lunch & Learn Webinar: PA Department of Aging – Seniors in your Municipality –
Listening Session on Pennsylvania’s Master Plan for Older Adults**

September 19

PennPRIME Subcommittee Meetings and Dinner

September 21

Hotel Hershey

PennPRIME Board of Trustees’ Meeting

September 22

Hotel Hershey

PennPRIME Annual Membership Meeting & Risk Management Virtual Conference

September 22

ICMA Annual Conference

September 30 - October 4

Austin/Travis County, TX

Fairview Park Playground Build

October 2-4

Fairview Park Bethlehem

Municipal Leadership Summit

October 5-8

Wind Creek Bethlehem

PELRAS Fall Virtual Workshop

October 12

PELRAS Fall Regional Workshop (East)

October 19

Delaware Valley Trusts Headquarters, Horsham

PELRAS Fall Regional Workshop (West)

October 26

RLA Learning and Conference Center, Cranberry

Sustainable PA Annual Conference

November 1-3

Sustainable PA Annual Conference



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PATH courses](#)



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The League President's Message



MICHAEL LOMBARDO
MAYOR
CITY OF PITSTON



As we approach this year's Municipal Leadership Summit in beautiful Bethlehem and my term as President of The League winds down; I would like to take this opportunity to thank League Executive Director John Brenner and The League's incredibly talented and committed staff. It has been a genuine honor and pleasure working with you. I frequently tell my city staff that "it is easy to look good when you are surrounded by great" and you all are certainly great. Thank you to Past President Mayor Sorace for modeling effective, dedicated leadership and always supporting me in my tenure. I look forward to assisting incoming President, Doug Baker. Mayor Baker is one of the finest people I have ever met. I plan on staying actively engaged: I don't go away easy, just ask my council.

We will continue to be guided by The League's mission to strengthen, empower and advocate for effective government in an inclusive, non-partisan manner as we initiate the goals outlined in our ENVISION 2032 Forum and our new strategic plan.

Membership in The League provides a forum for many important discussions and this issue's topic of Community Development is always important. The true essence of each of our municipalities is not found in physical structures but in our community. The United Nations defines community development as "a process where community members come together to take a collective action and generate solutions to common problems." My path to the mayor's office was and continues to be fueled by a love for my community. I believe the cause of many of our contemporary social problems is lack of community. Just as successful membership in The League is dependent on engagement; so too is vibrant successful communities. The League's leadership and technical staff remain available to assist you in this effort and connect you with other municipalities that have implemented successful community development strategies.

As municipal staff and leaders, we continue to work through new economic, social and environmental challenges. I am certain that with continued collaboration and open communication, we can successfully meet these challenges. As local elected officials, we need to demonstrate that good leadership is most important and ultimately has nothing to do with politics or political party. Let's be the example as we build our communities from the ground up and strengthen our Commonwealth.

I continue to challenge each of you to actively engage and respectfully ask that each of you commit to bringing one new member to The League. I look forward to seeing many of you at this year's Annual Summit in Bethlehem. Together, we can grow our influence and impact.

Finally, I look forward to continue working with League Executive Director John Brenner and the entire talented staff of our Pennsylvania Municipal League and all of you. Let's get it done together.

Best Regards,

Michael A. Lombardo
Mayor, City of Pittston


The League Executive Director's Message

It was a perfect day. Sunny, not a cloud in the clear blue sky. Their uniforms, grey pants and brightly colored red and navy blue shirts stood out among the freshly mowed grass. With gloves in hand, the fielders took their places. The batter, at just 3 foot, 8 inches, wearing his helmet, lifted his bat and planted his feet firmly in the box. The pitcher wound up and fired his first pitch toward home plate. It was a moment not to be forgotten. That first pitch launched the first game of the brand new, York City Little League in the summer of 2005. The impact of little league for parents, coaches, sponsors, neighborhoods and most importantly on the boys and girls who practice and play has an exponentially positive impact on the community, in York's case, for nearly two decades. This urban initiative through national Little League is a shining example of community development.

Professors Gary Paul Green and Anna Harris in their publication, Asset Building & Community Development state, "Community development can be understood as a planned effort to build community assets that increase the capacity of residents to improve their quality of life. These assets include several forms of community capital: physical, human, social, financial, political and cultural."

This issue of the Municipal Reporter focuses on community development efforts taking place in our municipalities. No single elected or appointed official can magically enhance community development. It certainly takes a village of government, non-profit, and business leaders and partners to turn a good idea for the community into reality. We are fortunate to have a few of these leaders contributing their stories, their advice and their expertise. Together we can help build future unforgettable moments in our own communities throughout the Commonwealth.

Yours in Service,



John S. Brenner



[JOHN BRENNER](#)



Executive Director's Video Report



Let's invest in you.



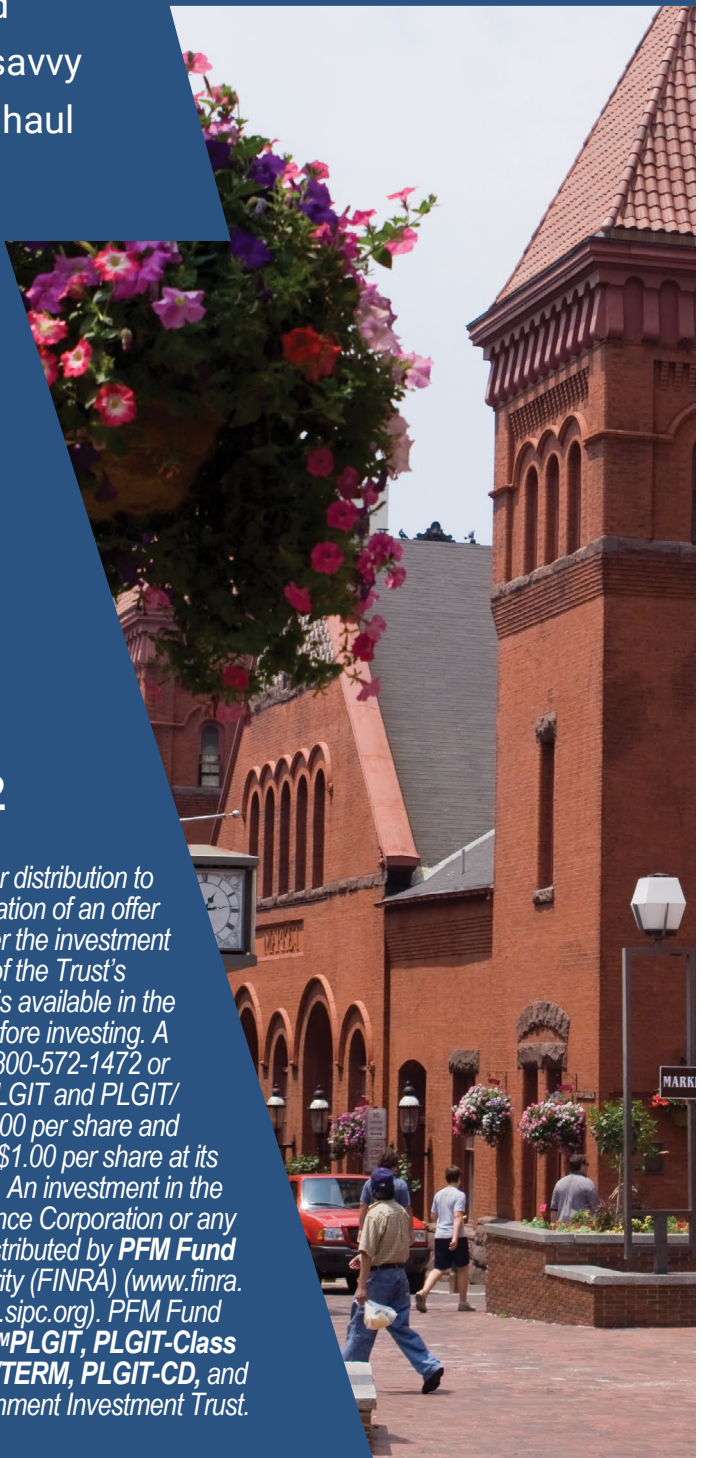
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Inside The League



ABE AMORÓS
DEPUTY EXECUTIVE DIRECTOR -
OPERATIONS

The League would like to welcome Mariella Queipo-Colón as its new Director of Trusts along with Liz Junkin, Insurance Services Representative. Mariella brings a wealth of experience in insurance having worked with Crump Life Insurance Services, New York Life and Highmark Blue Shield. Liz also brings relevant work experience having worked at Zinn Insurance, Alera Group in Lebanon and State Farm. Paul Cornell has been officially designated as Direct of Trusts – Emeritus and generously continues his work with The League until the end of the year.

John Brenner and I have been meeting regularly with Penn State regarding the creation of a Local Government Institute with the idea of providing a certificate program for elected and appointed officials throughout the Commonwealth of Pennsylvania. Last fall, we met with the Maryland Municipal League to inquire about its collaboration with the University of Maryland's School of Public Policy and learned about some of their best practices.

During the first week of July, John and I also had a virtual call with Dr. Larry Terry, Vice President for Outreach at Penn State, along with Dan Clark, Director of the Local Government Center at Montana State University. Dan also shared his ideas with The League with a promise to be available. Dr. Terry is in his first year at Penn State, having been at the University of Virginia where he also worked with the Virginia Municipal League on a similar program. We will continue meeting regularly and will report our findings to all of you.

Early in August, I also met with officials at the Georgia Municipal League and the University of Georgia's Carl Vinson Institute to compare notes on how they interact with local officials on a certificate program that provides newly elected officials with the necessary tools to succeed. As we continue our discussions, I will update League members.

The League is also incredibly excited about making it past the first round for a \$1 million grant from Yield Giving Open Call, a non-profit organization that exists to strengthen community organizations. If successful, The League would provide Diversity, Equity, Inclusion and Belonging training for elected and appointed officials as well as staff for our member municipalities. The League would work with Venus Ricks, who worked in this capacity in the Governor's Office of Advocacy and Reform, and who has done several training sessions with The League and its members.

For evaluating five other proposals, The League will receive \$500 later this month which will go directly to the Schuettler Center for Municipal Development.

Lastly, all of you have wonderful stories to tell within your municipalities. For that reason, we would like you to share these with us so we can also broadcast your successes statewide. Should you wish to have a project or initiative included in any of our publications, please contact Debbie Bitting, our Director of Communications at dbitting@pml.org. She will be sure to collaborate with you on placing your success stories.

Enjoy the fall!

From Inside The League,

Abe Amorós

Abe Amorós



We Are Building A New Playground!

We need your help to bring a
new playground
to life at Fairview Park!

Date: October 2nd - October 3rd; 9am - 4pm
October 4th; 8am - 3pm

Location: Fairview Park
415-427 4th Ave, Bethlehem, PA 18018

- Volunteers must be legal working age or older.
- The Build Day will take place in sun or rain. Please come prepared for the weather in clothes that are comfortable and can get dirty or stained with paint. Only closed-toe shoes will be allowed.
- Water and snacks, gloves and masks will be provided.

Register here!



Register through Eventbrite: BuildFairviewPark.eventbrite.com
Or to Chibuzo Okoro (cokoro@kaboom.org)

 Scan the
code here!



2023 Sustainable PA Annual Conference



Join us for the Sustainable PA Annual Conference on November 1-3, 2023 at the Wyndham Gettysburg. This year's conference will focus on promoting sustainable practices in Pennsylvania and exploring ways to reach local community energy emissions reduction goals, specifically by creating a Local Climate Action Plan.

Conference Highlights

- Special Guest, Miss Pennsylvania, Miranda Moore
- Interactive workshops and sessions focused on creating a Local Climate Action Plan for energy emissions reduction
- Networking opportunities with professionals and advocates in the municipal sector
- Exhibits featuring sustainable products and services
- Delicious meals included: 2 breakfasts, 2 receptions, and lunch
- Rain Barrel workshop with Gettysburg Borough

Conference Details

Location: Wyndham Gettysburg, 95 Presidential Circle, Gettysburg, PA 17325

Date: November 1-3, 2023

Cost: \$175 per person

This conference will bring together professionals and advocates in the sustainability sector to share ideas, strategies, and best practices for creating a Local Climate Action Plan and reaching local community energy emissions reduction goals. A Local Climate Action Plan is a minimum requirement for many of the available grants, so attendees will learn about the best practices to complete one. By attending, you'll have the opportunity to learn from experts in the field, connect with like-minded individuals, and contribute to a more sustainable future for Pennsylvania. The goal of the conference is for attendees to walk away with a Local Climate Action Plan started and connections made to make the completion easier to accomplish.

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Community Development



This year the *Municipal Reporter* is covering the issues of highest concern that municipal leaders identified during The League’s [ENVISION 2032 initiative](#), which included a broad survey and statewide forums. We are sharing articles and information relating to these very important topics of concern – Infrastructure, Municipal Finance, Equity and Civic Engagement, Community Development, Sustainability, Public Health & Safety, and Economic Vitality.

This August edition, our fourth issue this year, covers the topic of Community Development.

As noted in our [ENVISION 2032 publication](#):

“It’s all about quality of life.”

Municipal leaders throughout the Commonwealth know what it takes to provide desirable, livable communities for their residents. They’ve learned that doing so requires safe, welcoming neighborhoods with quality housing suitable for varying income levels and all phases of residents’ lives. Plus, residents need ready access to shopping districts, recreational, cultural and educational amenities, and other public facilities.

Please see an excerpt on Community Development from ENVISION 2032 on the following two pages. For more information and municipal actions, check out our [ENVISION 2032 publication](#).



*Charting the Future for
Pennsylvania’s Municipalities*



COMMUNITY DEVELOPMENT

"It's all about quality of life."

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As local leaders determine what's needed to ensure that their communities thrive in the decades ahead, providing high-quality, affordable housing stands out as a top priority.

The League's survey found that 41% of leaders view housing as one of their primary concerns for the next ten years, and two-thirds reported that they are either actively working on or making plans to meet their community's housing needs. Concurrently, they are focusing on eliminating or repurposing blighted properties and supporting new development and revitalization that will enhance the overall quality of life and expand their municipality's tax base by attracting and retaining residents from across the demographic spectrum.

Blight Defined

Blight encompasses vacant lots, abandoned buildings and houses in derelict or dangerous condition. Environmental contamination can be included in blight. Blight can refer to smaller property nuisances including overgrown lawns, uncollected litter, graffiti, inadequate street lighting and a general lack of concern for the appearance of a structure or neighborhood element.

Source: Act 79, 2019

TODAY'S REALITIES

Several generational shifts and other factors are impacting community development:

- ◆ **Pennsylvania's population growth is slowing.** The Center for Rural Pennsylvania projects a modest population growth of about 4% over the next ten years.
- ◆ **Only two age cohorts are growing.** Like the rest of the country, the Commonwealth's population is aging. According to the Pennsylvania State Data Center (PSDC), the fastest growing segment of Pennsylvania's population over the past ten years has been people between the ages of 65-74. This trend is projected to accelerate over the next ten years. It will likely increase the demand for senior housing options, along with affordable cultural and health services for those on fixed incomes. The only other age group that grew as a percent of the population over the past ten years was young adults between the ages of 25-39. This group has generally proven to be more mobile and inclined to rent apartments, lofts, and other housing types versus purchasing homes.
- ◆ **Population distribution is shifting from urban to suburban.** A Pennsylvania Economy League's 2022 report shows that in 1960, most Pennsylvanians lived in urban cities and boroughs. Today, the opposite is true, with 56% residing in townships. Second-class townships have experienced the highest growth, often attracting more affluent city-dwellers seeking larger lots and newer construction.
- ◆ **Blight is increasing, yet many communities lack buildable space.** Municipalities of all types report significant numbers of deteriorating and blighted properties. Many are dealing with housing built before 1950. In 2020, the US Census classified 10% of housing units as vacant. The negative impacts of blighted property are well-documented and include decreases in surrounding property values and tax revenue and increases in safety hazards and crime. Compounding these challenges is scarce buildable space for infill or other uses, which many municipalities face.

MOVING FORWARD

Municipal leaders who participated in the ENVISION Forums expressed their commitment to bringing new energy to their communities by:

- ◆ Objectively assessing the status of properties in their community, gathering input regarding which housing types, community activities, and amenities are important to residents, and preparing and implementing detailed action plans to create them.
- ◆ Using creative approaches to redevelop and repurpose vacant or blighted properties.
- ◆ Addressing pedestrian connectivity via rail trails, walking paths, pedestrian bridges, and other solutions.
- ◆ Increasing activities that appeal to younger people and facilitate community connections (e.g., sports leagues, youth organizations).
- ◆ Using the tools included in legislation, such as the Neighborhood Blight Reclamation and Revitalization Act and the Whole Home Repairs Act, to fight blight and address code violations.
- ◆ Working closely with community stakeholders to create inclusive, welcoming neighborhoods.
- ◆ Training and dedicating municipal staff to sustain community and neighborhood efforts.
- ◆ Recognizing and promoting the unique character of communities to residents, potential residents, and visitors.
- ◆ Monitoring population and demographic trends and adjusting community development activities accordingly.

MUNICIPALITIES IN ACTION

- ◆ **A Blueprint for Success: The Renaissance of the City of Pittston.** Under the leadership of its mayor, the city developed an 8-Point Community Development Plan to ensure Pittston is an excellent place to live and work. To inform the city's Neighborhood Housing Initiative, they conducted an analysis revealing that 62% of its housing stock was built before 1939, making it some of the oldest in the nation. In addition, they identified a range of other housing challenges that needed addressing, including weak building code ordinances and enforcement, a lack of housing for seniors, few modern apartments or lofts, and a very high percentage of housing rentals versus ownership. The city established a Blighted Property Board, which led a strategic planning process to build community support and create a phased plan for developing residential and commercial properties. As the plan's implementation progresses, the city is steadily improving the quality and scope of its housing offerings while preserving the charm and character of its neighborhoods.
- ◆ **City of Erie's tax abatement program stimulates growth in housing.** Erie's Local Economic Revitalization Tax Assistance program, known as LERTA, is an agreement reached through a collaborative negotiation process with the county and school districts to delay tax increases city-wide on residential development for ten years. Three years in, the program has already exceeded expectations with more than \$160 million in new home construction real estate permits issued.
- ◆ **Homestead Borough gets re-energized.** Led by a mayor and manager who reflect and embrace the community's cultural and ethnic diversity, this former steel town embodies a can-do spirit. A streamlined, business-friendly environment attracts investment and encourages local residents to open shops and restaurants and create living spaces that revitalize the historic downtown area. Decades of population decline are reversing as people of all ages and backgrounds, including the children and grandchildren of Homestead's steelworkers, choose to call it home.



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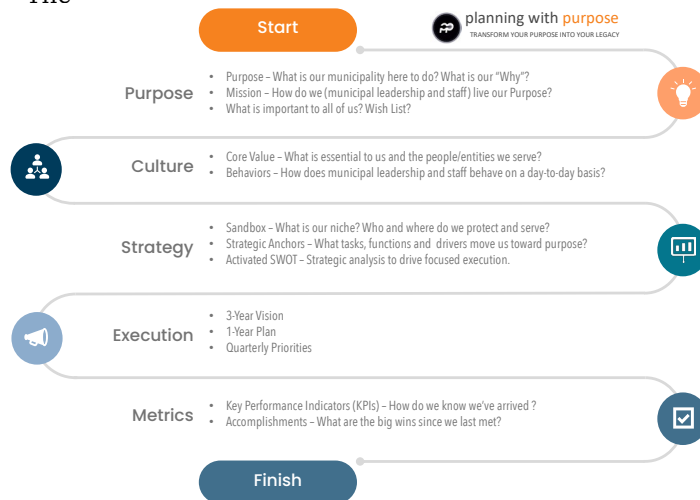
BY CHRIS EDWARDS AND DAVE BLACK, DAME LEADERSHIP LLC

Does your municipality have a Strategic Plan? Do we need a Strategic Plan? What is a Strategic Plan? Why should we have a Strategic Plan? All good questions about Strategic Planning in the public sector today. While municipal government is focused on providing core services to residents and those doing business in the municipality, the way the services are provided can evolve and inevitably there will be new challenges based on growth, need of the municipality and its residents or those pesky mandates from state and federal government.

Let's start at the beginning. What is a Strategic Plan for a municipality? It is an internal process that leads to better outcomes for the work being done, building a more positive organizational culture for municipal leadership, department heads, staff and taxpayers and creating goals for a three to five year period. A Strategic Plan is not a plan that is created, then placed on a shelf. A Strategic Plan is a process that provides guidance to becoming better municipality, to break down major tasks into realistic pieces to be accomplished over a realistic period of time, to discover and consider better ways of doing the core tasks of municipal government. It is a process vs a document, a pathway or a road map of sorts for the next few years. Strategic Planning is actionable, but typically also includes a Visionary component.

While business and not-for-profits have been using Strategic Planning for decades, Strategic Planning is a relatively new tool for municipalities. We all know municipal government is not a business, but there are things we can learn from business practices that translate well to municipalities. Strategic Planning is one of those things, but it requires willing participants starting with the elected leadership and Department Heads in all elements of Strategic Planning: development, implementation and evaluation of success.

The



Strategic Planning process starts at the top with full cooperation and ownership of the elected leadership. The Mayor and City or Borough Council, the Board of Township Commissioners, Supervisors of the municipality need to fully embrace the process, then likewise engage the Municipal Manager

(Business Manager or Chief of Staff), Department Heads so they also fully embrace the process. The Strategic Planning process allows a municipality to “check under the hood” before starting the journey, but it only works if everyone is on board.

Before starting the Strategic Planning process, the Municipality will need to find the right person(s) to help coordinate/facilitate the process. There are firms/organizations that provide these services, find one that prides itself on quality outcomes and building relationships. It's probably

good to look for person(s) that understand your municipality's general region of Penn's Woods! Pennsylvania is a big, economically and geographically diverse Commonwealth. In Pennsylvania just because you've seen one municipality doesn't mean

you know every municipality. Our collective diversity in Pennsylvania is a strength.

Before hiring, make sure elected leadership is comfortable with the track record as well as the team who will be doing the day-to-day work with your municipality. Make sure the →

person(s) engaging with municipal staff are trustworthy. As previously noted, Strategic Planning is an internal process and confidentiality of conversations are critical to a successful outcome. Also, make sure to identify and get to know the person who is your point of contact. The individual you can call to ask a question, debate or touch base on a point when/if needed.

The Strategic Planning process for municipalities starts with a review of the municipality's purpose from the perspective of the elected officials, from Department Heads, and from some strategic partners who interact or have interacted with the municipality on a regular basis. Most municipal governments understand the core purposes and responsibilities of their existence, but as you know not every municipality provides the same services because of size, financial limitations, geographic size and of course history – we've always done it this way! That's not a criticism, but a fact that requires some exploration and conversation at the beginning of the process. Are there additional services we should be providing? Are there things we need to do but don't have the capacity (financial, workforce or skill sets) to accomplish? Are there things we aspire to do and if we try them, how would we approach accomplishing them? Vision (aspirational ideas) are part of the Strategic Planning Process as well.

One other core outcome of a good Strategic Plan is to build or enhance a good organizational culture. Organizational Culture is more important today than it has ever been. Workforce in all sectors is a major challenge today as more "Baby Boomers" retire and demographically there simply aren't as many people in the workforce today as there were 10+ years ago. Ask yourself: are people contacting us working in other municipalities about job opportunities in our municipality?

Or, are people always leaving jobs in our municipality for similar jobs in other municipalities? Today, pay and benefits are not the only key in where people work. An organizational culture where the employee feels valued and welcome is key to a good organizational culture and a quality, tenured workforce.

There's more involved in putting the plan together, depend on the methodology of the person(s) you have hired to facilitate the process there may be individual interviews, group meetings of elected officials and elected officials along with Department Heads, team building is another good outcome of the Strategic Planning process.

All of this leads to the development of the Strategic Plan. A good facilitator knows an important outcome is to have a simple road map of the Strategic Plan, but additionally a written document to share for public accountability at the end of the process that summarizes the process, provides the simple road map and some aspirational outcomes of the plan that will guide your municipality through the next three to five years. The first time through a Strategic Plan process helps to build the foundation for your municipality's long term positive organizational culture for working daily to serve and protect your municipal taxpayers while creating a vision and road map to get there in the years ahead. □

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Dame Leadership (www.dameleadership.com) specializes in helping leaders get clear on their purpose and align

their organizations to leave their greatest legacy. Founded in 2002 and based in Central Pennsylvania, Dame Leadership enjoys an unparalleled reputation for integrity and excellence. In addition to business, Dame Leadership has done work with municipal government and not-for-profit organizations.

Big Things Happening in Little East Deer Township



BY ANTHONY TALIANI, PRESIDENT, EAST DEER TOWNSHIP BOARD OF COMMISSIONERS

East Deer Township, one of the smallest first class townships in Pennsylvania, is in the process of enjoying a boom of economic development. The township had played a big part during the Industrial Revolution when it was the home to glass making, mining, brick manufacturing, foundry work and other related industrial operations.

The hub of East Deer's base was serving as the birthplace of Pittsburgh Plate Glass, the predecessor of PPG Industries. It was our largest employer, biggest taxpayer and an enormous water customer. At one time, it employed over 5,000 people. PPG slowly moved away from glass making and eventually sold the facility. In November of 2018, the plant closed. This action was devastating to our little community. This new brownfield joined an existing 100,000 square foot facility that had been vacant and unproductive for 10 years as a result of a bankruptcy. To add insult to our situation, the local Sheetz announced that it was closing as the company was moving away from small stores. Things looked bleak in January 2019.

Things have changed since then in a big way. Pittsburgh Brewing purchased the shuttered glass

facility. Then completely renovated the facility and built a state-of-the-art, new brewery which is up and running producing all of Iron Cities products. They renovated the old boiler house and built a ultramodern distillery and currently have more than 300 barrels of Pennsylvania rye aging, some into bourbon. Their other plans for the 42-acre development include a marina, a riverfront restaurant and a concert venue currently.

The 100,000 square foot industrial site is back on the tax roll also. The site was acquired by John and Brad Stanzione and is now the home of Pitt Penn Recycling. The company provides full-service recycling of paper, cardboard and all metals. Another brownfield bites the dust.

Air Products and Chemicals has called a facility in East Deer home for over 50 years . In the past two years, they have been renovating and expanding their Creighton operation. They are nearly complete with their more than 30 million-dollar expansion. These renovations will double the capacity of their plant and ensure that they will be here another 50 years.

Let us not forget the abandoned Sheetz site. A new convenience

store owned by ParMar is slated to open in July. It will be a full-service store complete with gas, food, and beer and wine sales.

East Deer is a gem of a community in Allegheny County located 15 miles north of the City of Pittsburgh along the beautiful Allegheny River. The township will continue to thrive and move forward with the addition of this new economic development to join our other industrial and commercial partners such as 116-year-old PJ Greco & Sons. □



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NLC Service Line Warranty Program

by



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Know When to Protest an Unemployment Claim

**SUBMITTED BY ELIZABETH HENRY / U-COMP TRUSTS MEMBER SERVICES MANAGER
WITH CONTRIBUTIONS BY JOHN FIORELLI / EXPERIAN SENIOR CUSTOMER SUCCESS MANAGER**

Unemployment compensation is typically awarded to individuals who have lost their job through no fault of their own. Unemployment compensation is meant to provide temporary income while the individual searches for a new job. When an employee files a claim, and you do not believe they meet the criteria to receive compensation, it is in your best interest to protest the claim as soon as possible. You may ask, “How do I determine if a claim is protestable?”

Determining if a claim is protestable requires knowledge of the Separation Reason. Typical separation reasons are discharge, voluntarily quit or lack of work.

Here are examples of protestable and non-protestable claims within each of the above claim types.

Discharge

Protestable:

- Misconduct related issues
 - » Deliberate violation of rules
 - » Disregard of standards of behavior
 - » Absenteeism/Tardiness
 - » Insubordination
 - » Drug/Alcohol testing: failure to submit (to) and/or pass

Non-Protestable:

- Non-Misconduct related issues
 - » Non-intentional poor performance
 - » Inability to perform duties due to no fault of their own
 - » Inefficiency of time or resources
 - » Unsatisfactory work performance

Voluntary Quit

Protestable:

- Without good cause
 - » No reasonable attempt to maintain the employer/employee relationship
 - » For personal reasons: family obligations, another job, job abandonment, school, retirement, relocation

Non-Protestable:

- With good cause
 - » Safety/Medical
 - » Harassment/Discrimination
 - » Spouse following spouse for relocation

Lack of Work

Protestable:

- Eligibility/Availability
 - » Refusal of work
 - » Not available
 - » Leave of absence

Non-Protestable:

- Under 40 hours a week
 - » Job elimination
 - » Seasonal
 - » Hours reduced

Miscellaneous Issues

Protestable:

- Failure to accept suitable work
- Work stoppage determined by the department to be a strike

Non-Protestable:

- Able and available for suitable work
- Active search for work: Pennsylvania CareerLink®

When a separation does occur, the form “UC-1609” should be provided to the released employee. This form will provide the separated employee with accurate employer information for their reference when filling out an application for unemployment benefits. It can greatly assist in making certain the separated employee receives all necessary mailings from the Pennsylvania Department of Labor and Industry after the claim is filed. This form can also help reduce the number of inaccurate claims and charges to the employer’s account. The form can be found on the uc.pa.gov website, (uc.pa.gov/documents/uc_forms/uc-1609.pdf).

The U•COMP program provides our members with guidance and representation when protesting claims which can save you time and money. □

For more information or for a non-binding quote, please contact:

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League Staff Attends National League of Cities Workshop in Boston

SUBMITTED BY LEAGUE STAFF

Each year, the National League of Cities conducts a training and development workshop for state municipal league staff. This year's workshop was held in Boston, Massachusetts, July 12-14. Professional development opportunities allow us to build confidence as well as credibility as we learn new skills and gain new certifications. Through this training, our staff familiarized themselves with the best practices in their area of expertise. Boston-bound staff included Mary Costik, Denise Gembusia, Josh Linsenbach, Leslie Rhoads, Bailey Rocco and Christy Saliaris.

To kick off the event, we were welcomed to the State Municipal League Staff Development training by the Municipal Association of Massachusetts Executive Director and CEO, Geoffrey Beckwith.

His comments about leadership and relationships were an inspiration to all the state municipal league staff. Two of his comments that really stuck with us were, "We are all connected and work better when we work together instead of as one," and when asking the audience what we think makes adults happy, many people responded with money and fame, but studies show it is really the

quality of our relationships.

We also had the honor of remarks from the City of Boston's Mayor Michelle Wu. Her comments about accessibility, transparency and community engagement in municipal leadership were well received. Her personal comments about Boston's Paid Parental Leave ordinance and Healthcare Equity ordinance were eye-opening. Leslie Rhoads, The League's Sustainability Coordinator, recognized the city for its heat-safe infrastructure such as greenways, artistic structures and splash fountains. Having a piece of nature offering lots of shade in an urban center made summer in Boston not only tolerable, but enjoyable.

Based off a suggestion by our very own Christy Saliaris, Training and Professional Development Manager, who served on the State Municipal League Workshop Planning Committee, the Wellness Session included trainers Jessica

Hill, Director of Operations, Vermont League of Cities and Towns and Tracey Cline-Pew, Director of Human Resources, Arkansas Municipal League. Jessica and Tracey both talked about nurturing workplace wellbeing in a hybrid workforce. Part of wellness is not only making sure all our work environments are cohesive for everyone, but making sure everyone can connect and engage by fostering the work/family culture. Some challenges that other



Leagues expressed were employees not taking sick time in the hybrid work environment and finding the time for everyone to be present in an office or meeting schedule. They asked us to complete mindfulness exercises where we practiced being present and letting go of all that was around and encouraged us to try this or something like this

with our own League.

Bailey Rocco reviewed the session "Strategies for Navigating Member and Organizational Changes." This session focused on discussing consistent changes in the workplace, at both organizational

and individual levels. Building a culture of adaptability and resilience is crucial when navigating changes within our line of work. When promoting change in the workplace, it is easier to promote changes through incremental, or gradual changes, due to the constant flux within our environment. Working with those who are elected and appointed, we must shift due to leadership changes and election cycles within our membership. We also must mold the way we navigate change as an organization due to shifting ideology and priorities based on our multicultural workplace.

The conference and event sessions provided insight into prioritizing member involvement and keeping the attendees engaged. Ideas included peer-to-peer connections, surveys and hosted webinar series for more in-depth training.

Other suggestions about training included connecting participants with something tangible such as a community engagement activity, a local charity partner, political debates, and live and on-demand content. Another part of the workshop revolved around engagement and benefits for sponsors and exhibitors.

Denise Gembusia attended the “Becoming an Agent of Change: Bridging Perspectives and Building an Interconnected Staff.” Jillian Harvey, Director of Diversity, Equity and Inclusion at Health & Human Services in Arlington, Massachusetts discussed how polarizing DE&I initiatives can be for elected officials, staff, community members and others.



While buy-in may be a difficult first step, many organizations are seeing the benefits of becoming a more inclusive community. Harvey stressed how difficult it may be for many communities who have begun an analysis of their policies and procedures to continue the pursuit of these efforts, whether it be from lack of financial support, overcoming long-held beliefs or customs, or even people’s fear of change. Long-lasting change and continual improvement may not always garner the support of newly elected officials or even some community members. Bridging that gap requires consensus which means oppositional viewpoints will need to make durable decisions that will have a lasting impact on creating an inclusive culture.

Overall, the League Staff Workshop in Boston encapsulated the spirit of collaboration, adaptability and growth. Attendees left with a renewed sense of purpose, armed with practical tools and enriched perspectives to drive positive

change for their organization and thus their members. As participants return to their respective roles, the lessons learned from this event are poised to make a lasting impact on building stronger communities and fostering effective municipal leadership. □

Legislative Status Report STATE



PREPARED BY AMY STURGES, LEAGUE DEPUTY EXECUTIVE DIRECTOR – ADVOCACY – asturges@pml.org

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

legis.state.pa.us

Legislative Update

Take Action: Bill Would Eliminate Municipal Lien Priority

House Bill 291, introduced by Representative Rick Krajewski, would remove municipal lien priority to allow for certain mortgage modifications.

Currently, homeowners with federally backed mortgages through the PA Housing Finance Agency cannot receive a mortgage modification due to municipal liens and claims having first priority. The federal government requires a mortgage modification to have first priority, therefore creating a conflict – a Commonwealth resident wishing to modify their federally backed mortgage cannot do so if there are any municipal claims or liens on their property.

Representative Krajewski's bill aims to adjust priority to allow for the federally backed mortgage modification. Under the bill, municipal liens and claims filed before a federally backed mortgage modification would lose first priority. Any municipal claims filed after the modification

would be given first priority. Claims filed before the modification would need to be refiled to regain priority.

The League and PSATC are very much opposed to this legislation, sending a [letter of opposition](#) to the House Finance Committee when the bill was brought up for consideration. The process in the bill would create unknown prioritization and costs, it would put municipal claims and liens in danger of never being satisfied, and it is also unknown if all claims and liens even can be refiled, let alone how municipalities would be informed if and when they lose priority.

House Bill 291 awaits second consideration on the House Floor. We need your help to protect municipal lien status. Please reach out to your Representative to express our concerns with this ambiguous and potentially costly legislation and ask them to oppose the bill when brought up for future votes.

Please find your Representative's contact information [here](#).

Cosponsor Memos Affecting Local Governments

Relief for Distressed Municipal Pension Systems

Representative Joseph D’Orsie has announced his intention to introduce legislation amending the Municipal Pension Plan Funding Standard and Recovery Act to require local government with pension plans identified as moderately or severely distressed to use all proceeds from the sale or lease of an asset to satisfy secured or unsecured debt.

Increasing Local and State Government Liability Caps

Representative Emily Kinkead has announced her intention to introduce legislation increasing the existing local and state liability caps established in Acts 152 and 330 of 1978.

Legislation Affecting Local Government

Protected Bike Lanes

Location: Senate Transportation Committee, June 30, 2023

[House Bill 1283](#) (PN 1399), introduced by Representative Mary Jo Daley, would amend Title 75 (Transportation) allowing for the establishment of pedestrian plazas and bike lanes by repealing current law that requires vehicles to park within 12 inches of a curb. This bill would not mandate that pedestrian plazas or bike lanes be established.

Auditor Compensation in Second Class Townships

Location: House Local Government Committee, June 28, 2023

[Senate Bill 740](#) (PN 856), introduced by Senator Regan, would amend the Second Class Township Code increasing auditor compensation. In townships with a population of 10,000 or fewer, the compensation may not exceed \$1,800. In townships with a population over 10,000, the compensation may not exceed \$3,500. Or, by resolution, a board of supervisors may increase the rate of compensation for each auditor to an amount not greater than \$18 per hour.

Second Class Township Manager and Surcharge by Auditors

Location SB 749: Senate Appropriations Committee, June 7, 2023

Location HB 1230: First Consideration in the House, June 14, 2023

[Senate Bill 749](#) (PN 798) and [House Bill 1230](#) (PN 1321), introduced by Senator Cris Dush and Representative Dan Moul respectively, would amend the Second Class Township Code to prohibit surcharging an elected or appointed official who acted in good faith on the written opinion of the township solicitor; and to authorize the appointment of a partnership, limited partnership, association or professional corporation as township manager.

Borough Manager, Surcharge by Auditors, and Borough Budget

Location SB 765: House Local Government Committee, July 5, 2023

Location HB 1232: First Consideration in the House, June 14, 2023

[Senate Bill 765](#) (PN 863) and [House Bill 1232](#) (PN 1323), introduced by Senator Carolyn Comitta and Representative Lee James, would amend Title 8 (Boroughs and Incorporated Towns) proposing the following amendments to the Borough Code: would authorize the appointment of a partnership, limited partnership, association or professional corporation as borough manager; would prohibit surcharging an elected or appointed official who acted in good faith on the written opinion of the borough solicitor; would permit the civil service commission to reorganize within 30 days of the first Monday in January of even-numbered years; and would remove the requirement that a preliminary budget be prepared at least 30 days prior to the adoption of the budget.

Third Class City Administrator

Location SB 774: House Local Government Committee, July 5, 2023

Location HB 1234: Senate Local Government Committee, July 11, 2023

[Senate Bill 774](#) (PN 873) and [House Bill 1234](#) (PN 1325), introduced by Senator Scott Hutchinson and Representative Bob Freeman respectively, would amend Title 11 (Cities). Where a Third Class City has established the position of city administrator, the bills would add



partnership, limited partnership, association or professional corporation as entities that can be appointed as a city administrator.

Emergency Meetings, Remote Meetings and Emergency Succession

Location SB 775: House Local Government Committee, July 5, 2023

Location HB 1233: House Local Government Committee, May 24, 2023

[Senate Bill 775 \(PN 874\)](#) and [House Bill 1233 \(PN 1324\)](#), introduced by Senator Scott Hutchinson and Representative Bob Freeman respectively, would amend Title 53 (Municipalities Generally) updating the emergency powers of political subdivisions. The definition of emergency would be defined as a disaster emergency declared under Title 35, Section 7301 relating to the authority of the Governor or under Title 35, Section 7501 relating to authority of a political subdivision.

The legislation would provide the following:

When due to an emergency it is unsafe or impossible to conduct meetings at a regular meeting location, a governing body may meet at a temporary location in the municipality or in an adjacent municipality. If possible, the governing body shall post the temporary location at the regular meeting location.

When a governing body is required to establish a physical quorum to conduct meetings, business may be conducted using an authorized telecommunications device during an emergency that renders the physical presence of participants unsafe. Unless prohibited by exigent circumstances, 24 hours’ notice of a remote meeting shall be posted on the municipal website including instructions for public participation.

An officer in a municipality may establish an emergency successor to carry out the duties of office during an emergency or if no deputy is available to fulfill the duties. The successor may carry out the duties until the officer is again available, the vacancy is filled or the emergency expires. □

House and Senate Session Days 2023 	
House	Senate
September 26-27	September 18-20
October 2-4, 16-18, 30-31	October 2-4, 16-18, 23-25
November 1, 13-15	November 13-15

**reminder
session dates are subject to change*



Legislative Locator

Be sure to read the electronic Legislative Locator, produced bimonthly on the opposite months of the *Municipal Reporter*, for updates on legislation.



Reimagining Public Space through Creative and Equitable Placemaking

BY JULIA GLICKMAN, PROGRAM SPECIALIST FOR URBAN INNOVATION AT THE NLC
LUCIE KNEIP, KELLOGG FELLOW WITH NLC'S URBAN INNOVATION TEAM

Public space is an important part of how residents connect with their community, a lesson many American cities learned during the coronavirus pandemic as streets and sidewalks became outdoor dining spaces and municipal buildings became testing and vaccination sites. However, design of and access to public space has not been equitable across the country. Racial segregation, redlining and disinvestment in BIPOC (Black Indigenous and People of Color) communities have created divided neighborhoods with [unequal access](#) to amenities, public space and economic opportunities. When placemaking initiatives are equity-focused and data-informed, they can begin to improve access to economic opportunities and foster social inclusion for all residents.

Placemaking is a set of strategies for municipal leaders to work with residents in reimagining how public spaces can best serve the community's needs.

Through placemaking, communities can creatively use public spaces like streets, parks, libraries and public buildings to generate social and economic benefits. Like other forms of [community development and planning](#), placemaking initiatives are an opportunity to bridge gaps

across racial and socioeconomic lines. A collaborative decision-making process that meaningfully engages the local community can help enable city leaders accurately respond to what a specific community needs out of its public space. Data-informed decision-making, supported by data tools like [asset mapping](#) and transit and pedestrian network analysis can also help policymakers ensure placemaking efforts are equitably serving their communities.

Placemaking in Practice

City leaders in roles ranging from planning, economic development and parks and recreation have integrated placemaking into their work. The process of placemaking can simultaneously accomplish or advance other city objectives in a wide range of policy areas including sustainability, economic development and youth engagement.

Many urban centers have begun [community garden initiatives](#) to encourage residents to reconnect with nature and provide a public space to meet with their neighbors in a casual setting. The City of Portland, OR, designated





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specific land plots and opened these garden plots to the residents for a small fee. While most plots are affordable, the city has also developed a scholarship assistance program to ensure that socioeconomically disadvantaged residents are not excluded from the opportunity. Neighborhoods within urban centers have various levels of access to public space and community connections. Placemaking initiatives like community gardens can begin to bridge some of these gaps. Portland provides a model for utilizing community engagement and a shared physical space to expand resident access to green space and fresh food and foster social connectivity.

Other cities have invested in placemaking to promote sustainability efforts and showcase local culture and art. In North Carolina, Charlotte's Urban Design Center developed a [Placemaking Grant Program](#) for community-led projects that "enhance community vibrancy, safety and identity." Some of the 2023 projects include building an outdoor stage for the Cambodian Cultural Society to host events and create a community gathering space, constructing a solar-powered art installation equipped with educational sustainability signage, and painting bike lane and crosswalk street murals to enhance safety and identity. This program utilizes placemaking for community-building projects that make Charlotte's physical space more usable and representative of those who live there.

Smaller rural cities such as Wytheville, VA, have invested in local entrepreneurs, recognizing their role as valuable assets in driving community placemaking

and increasing the vibrancy of public spaces. Public and private sector leaders are boosting opportunities for skill building through free business classes, mentoring and networking opportunities to small businesses. The local entrepreneurs are then bringing these learnings to support their participation in a Virginia Department of Housing and Community Development [grant-funded](#) competition to revitalize their downtown, both helping nontraditional businesspeople to access resources and promoting inclusive, sustainable development. The participants stated that while the added funding and publicity from the competition were helpful, the skills that they learned independently led to positive business growth. Wytheville's transformative approach to placemaking began with leveraging existing assets – aspiring and motivated entrepreneurs – to revitalize its economic prospects while helping nontraditional businesses succeed and create space for meaningful engagement with the community.

Placemaking is an adaptable and creative tool that can take on a variety of forms depending on a particular city's priorities. Actively seeking to engage community members in the planning, implementation and evaluation of placemaking projects can help cities improve equitable access and promote social inclusion. □

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INTERNET FOR ALL: CONNECTING THE COMMONWEALTH OF PENNSYLVANIA

JULY 13, 2023 | STATE COLLEGE, PENNSYLVANIA

The Pennsylvania Broadband Development Authority held a one day conference on July 13th. The Conference focused on broadband implementation, collaboration and best practices.

A public and free recording of the event is now available.

[View The Recording](#)

Public Finance

FINDING EQUILIBRIUM

HOW PLGIT BALANCES GROWTH AND STABILITY FOR LOCAL GOVERNMENTS

BY COURTNEY MULHOLLAND, PLGIT SENIOR MARKETING REPRESENTATIVE

The world of finance and investment is in a constant state of change. Interest rates rise and fall, local and economic health improves and declines, technology has expanded the world of investing and made transactions faster with each passing month. At PLGIT, we're well aware of the effect this has on local governments. Local government officials and administrators are always mindful of ways to protect and grow their local governments' assets to benefit their municipalities.

For more than 40 years, PLGIT has anticipated this kind of change – and has responded with its own new products and systems. But this kind of change wouldn't be possible without a firm foundation of safety and service.

In this article, we review several of the changes that have come about in the last 10 years, and examine core principles that remain the foundation for our growth and longevity.

Evolving with Municipalities

As of March 31, 2023, 3,180 local governments, municipal authorities and schools have invested over \$10 billion total assets in PLGIT programs. PLGIT continues to evolve, keeping pace with change by adding products and services as technology improves and as those investors' needs grow.

Over the last several years, PLGIT has added the following to its menu of investor offerings:

Online money management

In the last year, PLGIT replaced its existing online portal with the new *Connect*, which kept all the tools from the previous portal that made working with your municipality's PLGIT accounts easy, and added several upgrades, functions and design improvements. Those enhancements include more rapid access to current yields, better access to more data, an enhanced transaction module, and much more to enable local government's staff to streamline financial operations.

Connect has seen rapid adoption by participants and continues to offer increased efficiency, reporting options and security. As of April 15, 2023, there have been 1.2 million notifications delivered via *Connect* to 18,736 unique contacts across more than 30,500 accounts.

Enhanced security

In August of 2018, PLGIT extended multi-factor authentication (MFA) to its online portal. MFA is an industry leading practice for verifying the identity of a user. While no process can completely eliminate online security threats, MFA employs multiple methods for determining a user's identity and is viewed as one of the best available ways to protect confidential information.

Expansion of new products

The signing of Act 10 of 2016 removed outdated constraints placed on municipal investors, enabling them to seek higher earnings on the funds they invest on behalf of taxpayers. Act 10 gave municipal investors a greater range of investment vehicles that offer

increased diversification and the potential for more competitive yields, including:

- Commercial paper
- Negotiable certificates of deposit (CDs)
- Bankers' acceptances
- Insured Bank Deposit Reciprocals

As a result, PLGIT expanded their PLGIT/PRIME and PLGIT/TERM shares to incorporate Act 10-eligible investments and take full advantage of Act 10's additions.

PLGIT also created new products to meet the needs and changing practices of municipal managers:

PLGIT/PRIME is a variable rate investment portfolio rated AAAM* by S&P Global Ratings. This option requires no minimum balance and no minimum initial investment. This option limits redemptions or exchanges to two per calendar month. PLGIT/PRIME was formed with permitted investments that can allow investors to take full advantage of Act 10 investments.

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*S&P Global fund ratings are based on analysis of credit quality, market price exposure and management. According to Standard & Poor's rating criteria, the AAAM rating signifies excellent safety of

invested principal and a superior capacity to maintain a \$1.00 per share net asset value. However, it should be understood that the rating is not a "market" rating nor a recommendation to buy, hold or sell the securities. For a full description on rating methodology, visit S&P Global's website (<https://www.spglobal.com/ratings/en/>).

PLGIT/Reserve-Class Shares are an option created in 2020 through the combination of the PLGIT/PLUS-Class, PLGIT/I-Class, and PLGIT/ARM products.** They offer an option with liquidity but limited services enabling investors who have a limited investment policy with a way to potentially increase their interest earnings over PLGIT-Class. PLGIT/Reserve-Class shares carry no waiting period prior to redemption, but redemptions are limited to two per month. The increased yield potential versus PLGIT-Class makes PLGIT/Reserve-Class Shares an attractive option for funds like short-term reserves. Again, investors may want to weigh this option against PLGIT/PRIME, which offers the potential for a higher yield.

**PLGIT/ARM now still exists as a program for investing any proceeds from a tax-exempt bond issue among PLGIT's current lineup and includes arbitrage rebate tracking and reporting with the program.

A Solid Foundation

These changes would not have been possible without PLGIT's commitment to the following strict rules of safety and service – the same rules that PLGIT established when it was created:

Safety

At PLGIT, our primary objective has always been to preserve the safety and liquidity of our investors' funds, and one way in which we focus on safety is by using multiple layers of oversight to maintain the highest quality products and practices.

Use professional advice

PLGIT's investment adviser and administrator PFM Asset Management LLC (PFMAM), specializes in investments for local governmental entities around the country including local government investment pools like PLGIT.

Invest in the safest permitted products

PLGIT invests solely in investments permitted by the codes governing local governments and schools in Pennsylvania. These investments include products like U.S. Treasury Bills/Notes, short-term debt of highly rated federal agencies, appropriately collateralized certificates of deposit and time deposits in banks, the newly permitted Act 10 products, and others.

Seek a stable net asset value

As a local government investment pool, PLGIT has always sought to maintain a stable net asset value of \$1.00 per share in its portfolios for each dollar invested by shareholders. As shares are purchased and redeemed by investors, dividends are reinvested, and the PLGIT trading staff monitors the market and buys and sells permitted investments from national broker-dealers and government agencies to keep PLGIT's assets in line with the shareholders' investments.

Service

For an organization to be responsive, it must have a good understanding of who and what it represents. PLGIT continues to maintain a high level of outreach into the Commonwealth, conducting dozens of educational programs each year, attending more than 30 statewide conferences and more than 70 county functions on an annual basis.

Guided by its Investors

PLGIT is owned and overseen by its investors just as it was when it was founded. Unlike other institutions, every local government or school that invests in a PLGIT-pooled fund participates in the Trust. But it goes much further than that: PLGIT investors from The League, the Pennsylvania State Association of Boroughs (PSAB), the Pennsylvania Municipal Authorities Association (PMAA), the Pennsylvania State Association of Township Supervisors (PSATS), the Pennsylvania State Association of Township Commissioners (PSATC), the County Commissioners Association of Pennsylvania (CCAP) and others sit on the board, set the investment objectives and make decisions about new products and services.

To learn more about how PLGIT's expanded products and services can benefit your municipality, contact your PLGIT representative.

Courtney Mulholland is a senior marketing representative with PLGIT, working primarily with investors in the eastern part of

the Commonwealth. She can be reached at mulhollandc@pfmam.com.

*S&P Global Ratings' fund ratings are based on analysis of credit quality, market price exposure and management. According to S&P's rating criteria, the AAAM rating signifies excellent safety of invested principal and a superior capacity to maintain a \$1.00 per share net asset value. However, it should be understood that the rating is not a "market" rating nor a recommendation to buy, hold or sell the securities. For a full description on rating methodology, visit S&P website (<https://www.spglobal.com/ratings/en/>). □



pfm asset
management

Important Disclosure Information

*This information is for institutional investor use only, not for further distribution to retail investors, and does not represent an offer to sell or a solicitation of an offer to buy or sell any fund or other security. Investors should consider the investment objectives, risks, charges and expenses before investing in any of the Trust's portfolios. This and other information about the Trust's portfolios is available in the current Information Statement, which should be read carefully before investing. A copy of the Information Statement may be obtained by calling 1-800-572-1472 or is available on the Trust's website at <https://www.plgit.com/>. While the PLGIT and PLGIT/PRIME portfolios seek to maintain a stable net asset value of \$1.00 per share and the PLGIT/TERM portfolio seeks to achieve a net asset value of \$1.00 per share at its stated maturity, it is possible to lose money investing in the Trust. An investment in the Trust is not insured or guaranteed by the Federal Deposit Insurance Corporation or any other government agency. Shares of the Trust's portfolios are distributed by **PFM Fund Distributors, Inc.**, member Financial Industry Regulatory Authority (FINRA) (<https://www.finra.org/#/>) and Securities Investor Protection Corporation (SIPC) (<https://www.sipc.org/>). PFM Fund Distributors, Inc. is an affiliate of PFM Asset Management LLC.*

We are pleased to provide a toolkit to help you promote the 2023 Municipal Leadership Summit, a meeting of The League, PA State Association of Township Commissioners and PA Career Fire Chiefs Association!

Please utilize this easy-to-use kit by clicking the graphic below to help you invite fellow officials from your community and those in your region to join us for the outstanding and interactive program being planned for October 5-8 at the Wind Creek Hotel in Bethlehem.



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PSATC President's Message



SAM JULIANO
COMMISSIONER
NORTH VERSAILLES
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PML.org/PSATC

Dear Commissioners,

As my year as president concludes, I would like to thank the membership for the opportunity to lead PSATC. My fellow commissioners from North Versailles, the Western region and the entire Executive Committee have been very encouraging and made my time as president rewarding, and not soon forgotten.

As president, I have stressed the importance of working as a team to accomplish our goals. I am also very supportive of opportunities to learn from each other and become better informed leaders. The Municipal Leadership Summit, October 5-8 in Bethlehem, is an ideal educational opportunity for commissioners. This three-day conference offers both sessions and time to network with local officials from across the state who have in common the ever-evolving task of leading Pennsylvania's diverse municipalities.

At the summit, I will be handing the reins over to first vice president, John Jablowski from Wilkes-Barre Township. John is energetic and full of ideas to strengthen PSATC. I look forward to supporting his efforts.

Finally, please take a moment to read the Community and Economic Development article submitted by East Deer Township highlighting the evolution taking place in the small township once home to glass manufacturing and other industries.

Thank you again and I look forward to seeing you in Bethlehem.

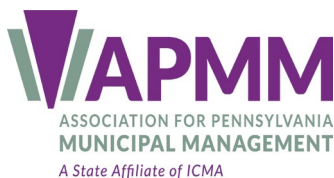
A handwritten signature in black ink that reads "Sam Juliano".

Sam Juliano

APMM President's Message



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Greetings APMM Members!

As the summer is winding down, I hope everyone can take advantage of the remaining sun-filled days with their loved ones. It is important for each of us to soak up the sun and recharge our batteries for the busy fall season ahead.

*While I am sad to see the summer end, I am looking forward to the many educational opportunities to connect with fellow APMM members this fall: The Annual ICMA Conference in Austin, Texas is September 29 - October 4 (*A very special recognition of our friend and colleague APMM Member Dave Burman, Haverford Township Manager, Delaware County, who is the ICMA Conference Chair this year! I know it will be amazing!), The League is hosting its annual Municipal Leadership Summit at the Wind Creek Hotel in Bethlehem from October 5 - 8, and PELRAS has upcoming Fall Workshops during the month of October for everyone to take advantage of whether in-person or virtual.*

The APMM Executive Committee has been in full swing since our annual conference and is working on the following initiatives: Planning for the ICMA 2024 Conference in Pittsburgh by appointing Ben Estell & Dave Pribulka as APMM liaisons to the 2024 ICMA host committee for the Pittsburgh Conference and appropriated \$50,000 for the host committee to use toward APMM activities planned for the conference; implementing two strategic plan measures by appointing members to the Promotion Committee (Chair Sandra Zadell, Upper Gwynedd Township Manager, and Vice-Chair Krista Watt, Borough of Dormont Assistant Township Manager) and Membership Committee (Chair George Needles, Upper Chichester Township Manager, and Vice-Chair Ryan Jeroski, Peters Township Manager) and developing work plans for the upcoming year; working with The League's Executive Director on their new hire for a Deputy Executive Director – Membership who is the administrator for APMM; continuing discussions with Pioneering Community Change regarding a new venture to include enhanced communications post educational events that would include facilitated podcasts and member interviews; re-appointed Centrice Martin as the APMM liaison to ICMA's Manager's Role in Leading Change forum; and recognized Amy Farkas for her recent appointment to the ICMA Governance Task Force. If you have any new ideas or would like to be more involved with our organization, please reach out to me anytime!

In closing, I want to extend our heartfelt condolences again to Plum Borough as they are dealing with a very tragic situation with the loss of their Manager and their Community Development Director. Our hearts and prayers are with them during this difficult time.

Wishing Everyone a Safe & Healthy Fall!

Amanda Serock

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