



# Municipal Reporter



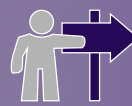
## LEADERSHIP EDITION

2024 League Leadership  
*(from left to right)*

**Mayor Derek Slaughter**  
City of Williamsport  
1<sup>st</sup> Vice President

**Centrice Martin**  
Manager, Ferguson Township  
2<sup>nd</sup> Vice President

**Mayor Douglas Baker**  
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# Municipal Reporter



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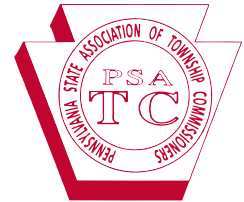
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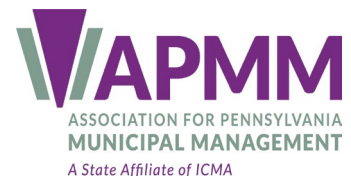
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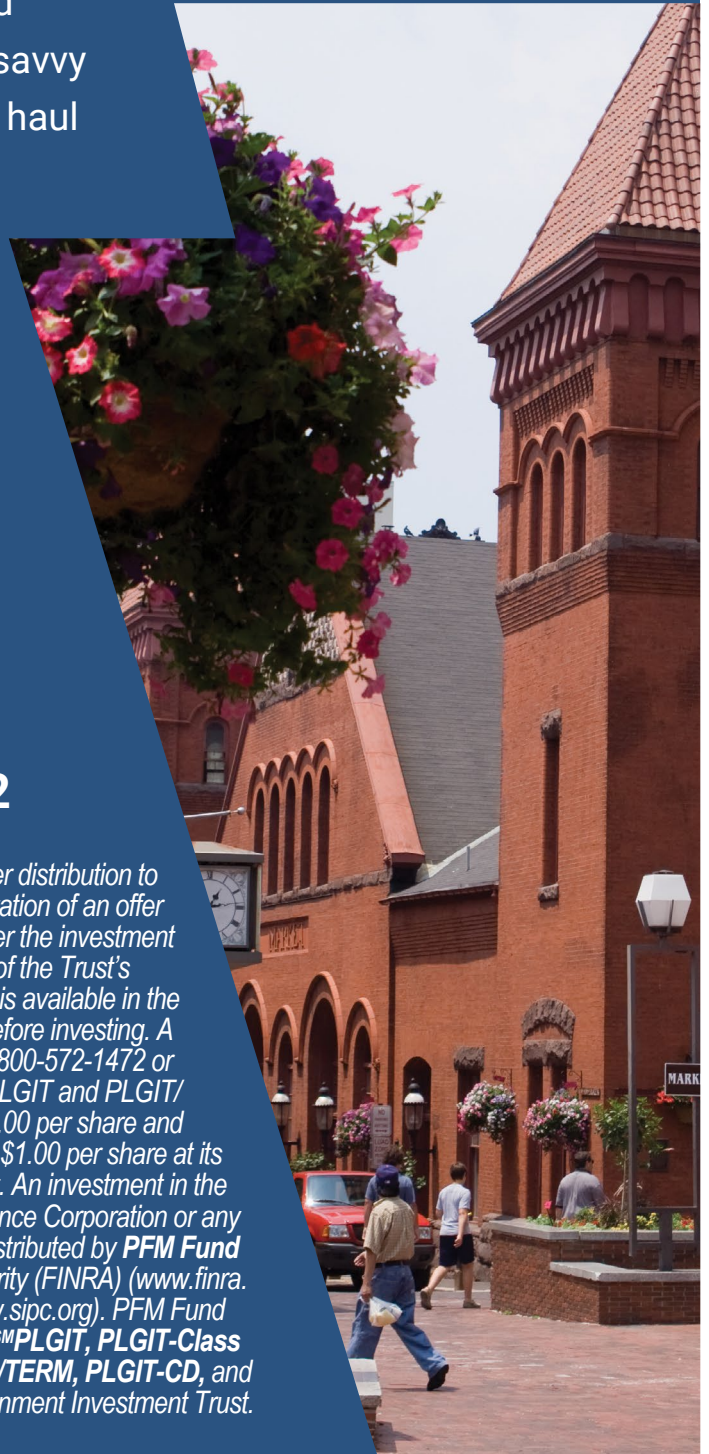
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# Our Mission

The Pennsylvania Municipal League strengthens and empowers effective local government through advocacy, education, and support for our members.

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. It is published six times a year on a bimonthly basis. 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.

All inquiries should be addressed to Debbie Bitting, Director of Communications, at:

717-236-9469, x \*223, [dbitting@pml.org](mailto:dbitting@pml.org), Fax 717-724-1663  
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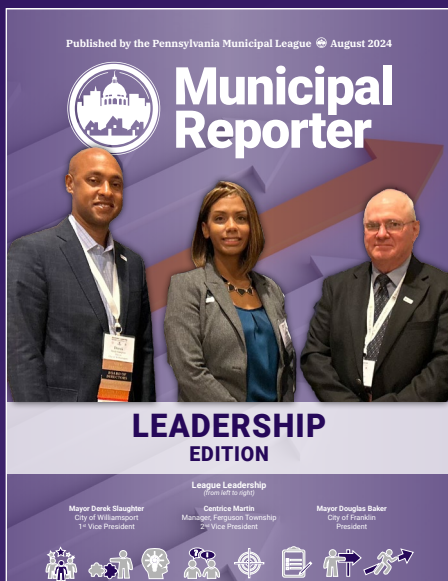


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## AUGUST 2024 | LEADERSHIP EDITION

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Annual subscription rate for The League's Municipal Reporter — \$60.

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# The League President's Message



**DOUGLAS BAKER**  
**MAYOR**  
**CITY OF FRANKLIN**



As we approach the Municipal Leadership Summit this fall and I reflect on this past year as your president, I'm reminded of my comments right after I was sworn in. As the story goes, I was approached by a young mother who told me about the difficulty her and her husband were having getting their daughter to go to bed in the evening. Returning home one night after running some errands around town she found her daughter all tucked in bed. Her husband explained that he told her that the mayor said she had to be in bed by 8:00 p.m. and that did the trick. So, my advice to you now as it was then, keep trying – you may be helping your communities in ways you have never imagined.

The significance of the general election this fall with contests for the presidency and control of both branches of the federal legislature can't be overstated. Over the past few years, we have enjoyed unprecedented investments in our communities as part of the CARES Act and American Rescue Plan. In Franklin, we have made and are making significant investments in basic infrastructure that has suffered from decades of deferred maintenance. My hope is that these and other funding sources will continue because we still have a lot of work to do. As we select our leaders, let's hope that we can be inspired and motivated to work towards the common goal of uniting our country and continue moving in a positive direction.

In any event, the Pennsylvania Municipal League will continue to strengthen and empower effective local government through advocacy, education, and support for our members as we proceed into the future.

This Leadership issue of the Municipal Reporter seems timely since it is the last issue before the Municipal Leadership Summit in Scranton this October. **This year's theme is "Building Safe, Resilient Communities." We plan to have three tracks matching our legislative priorities – Public Safety, Municipal Finance, and Community Development & Infrastructure.**

Please plan to join us in Scranton as we bring together elected and appointed officials from the Pennsylvania Municipal League, the Pennsylvania State Association of Township Commissioners and the Pennsylvania Career Fire Chiefs Association. I look forward to seeing you all there and to welcoming Mayor Derek Slaughter as your new League President.

In closing, I would like to thank Executive Director John Brenner and the entire League staff for their dedication and hard work. I'd also like to thank the executive committee, the entire board of directors and the League members for your support and the opportunity to serve as your president.

Sincerely,

A handwritten signature in dark ink, appearing to read "Douglas A. Baker".

Douglas A. Baker  
Mayor, City of Franklin

# The League Executive Director's Message

*"The only valid test of leadership is the ability to lead and lead vigorously."*  
– President John F. Kennedy

*Leadership comes in many shapes and sizes.*

*At 5'3", a 42-year-old lady was tired of giving in. She refused to give up her seat on a bus in Montgomery Alabama in 1955. The bus driver ordered her to move to the back of the bus once the "white" section had filled up. She was to move to the "colored" section. By standing her ground and not moving, she stood up for herself and the founding principles of our nation. According to her biography, she was horrified by the recent lynching of 14-year-old Emmet Till. Just a few days before her landmark decision she was informed that the youth's killer was acquitted. She had had enough.*

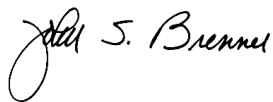
*For her actions, she was arrested and found guilty.*

*Following a Supreme Court ruling, segregation on public buses ended in 1956. This little lady, a seamstress named Rosa Parks, had an enormous impact.*

*Local officials have a tremendous responsibility to do our best to be leaders, certainly not bestowed upon us with titles as mayors, councilmembers, supervisors, commissioners or managers. But by our actions, we are emulated and often held to a higher standard. We are expected to lead. Thankfully, we have many incredible leaders here in our commonwealth and in our local communities. We can't all be Rosa Parks, but we can work every single day to stand up for our communities, keep fighting for municipal reforms and do everything in our power to help make our cities, boroughs and townships better.*

*Let's "lead vigorously."*

*Sincerely,*



John S. Brenner



[JOHN BRENNER](#)



## Executive Director's Video Report







# Mark Your Calendar



## **Municipal Leadership Summit**

**October 10 - 13**

Hilton Scranton & Conference Center Hotel, Radisson Lackawanna Station  
Scranton

## **PELRAS Fall Regional Hybrid Workshop (in-person and virtually) (East)**

**October 24**

Delaware Valley Trusts Headquarters  
Horsham

## **PELRAS Fall Regional Workshop (West)**

**November 7**

RLA Learning and Conference Center  
Cranberry Township

## **2024 Sustainable PA Annual Conference**

**November 20 - 22**

Penn Stater Hotel and Conference Center  
State College



[Click here to see upcoming  
PATH courses](#)



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# Inside The League

Greetings to all of you!

On August 26<sup>th</sup>, The League welcomed Lori Heenan as our new Insurance Services Representative. Lori comes to us from the James O. Bower Insurance Agency with decades of relevant experience that will, undoubtedly, benefit our insurance trusts.



**ABE AMORÓS**  
**DEPUTY EXECUTIVE DIRECTOR -**  
**OPERATIONS – CHIEF DIVERSITY OFFICER**

On the Diversity, Equity, Inclusion and Belonging (DEIB) front, I am looking forward to providing trainings for Ferguson Township along with the Manheim Township Commissioners to share insight on this important topic. If your municipality is interested in receiving this training, please be sure to contact Elizabeth Henry, our Trusts Member Services Manager at [ehenry@pml.org](mailto:ehenry@pml.org) or by calling our office at: 717-236-9469, ext. \*250. Remember, DEIB work is more important than ever and continues evolving as it receives more attention in the way of providing equity and maximizing our best resources: people.

The League has also been working closely with Search for Common Ground, an organization dedicated to combating political violence which includes verbal threats. As partners in this effort, we are working diligently to learn strategies on how to turn down the temperature on political dialogue. As elected officials, you all understand how stressful campaign season can be and how divided we can become, especially with aggressive dialogue. We want to remind everyone that we have more in common as Pennsylvanians than differences. By actively listening to one another with an emphasis on trying to understand the other person's point of view, we all do our part in dialing down harmful words. Elections should be about choices of who will provide something constructive and positive rather than pointing out flaws in the other candidate. This initiative will be prominently displayed during our annual Municipal Leadership Summit this fall.

Keep in mind that The League will be celebrating its 125<sup>th</sup> Anniversary in 2025. The League is currently working on fun and exciting events throughout the year that you will be able to participate in throughout the commonwealth. Stay tuned for more later this year!

Lastly, remember to share any interesting stories that you have within your communities by contacting Debbie Bitting, our Director of Communications, at [dbitting@pml.org](mailto:dbitting@pml.org). If you have an exciting project, a success story or want to boast about any recent accolades within your municipality, please reach out.

Looking forward to seeing as many of you as possible throughout the rest of this year!

From Inside The League,

A handwritten signature in black ink that reads "Abe Amorós".

Abe Amorós



# Business Leaders Network



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717-269-5872

**AT&T**  
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Palmyra, PA 17078



**Steven Fernstrom**  
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610-419-1484

**Bethlehem Parking Authority**  
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## Leadership – Education and Training

BY CANDICE HEYWARD, DIRECTOR OF TRAINING & PROFESSIONAL DEVELOPMENT

Did you have a favorite teacher in school? My favorite teacher in elementary school was my 2nd and 3rd grade teacher. She challenged me and even made special puzzles and games for me to try once I was done with my other work (I was a bit of an overachiever). She even let me go to the younger classes and read to them. When I got to college, I had an instructor that I was so impressed with, I decided to pursue a degree in education. I am not sure if she knows, but she made a lasting impact on the way I view education and learning, as well as how much I appreciate a quality instructor.

If you ask most people who have been through K-12 schooling, taken a few classes here and there for a hobby or trade, or even finished a doctorate degree if they had a favorite class, they will tell you yes, and if you ask them what made it their favorite, there is a high likelihood that the instructor had something to do with it.

The National Education Association states that [Instructors] seek to solve problems; they initiate actions, and are enthusiastic adopters of positive change, thus encouraging colleagues to join the effort. They push their profession, communities, and schools towards excellence (2024). Regardless of the level of education or the subject matter, having a quality, engaged, and effective instructor will stick with a student long after they are finished with a class or course.

The League is proud to be a key player in DCED's mission to educate and empower municipal officials through our PA Construction Codes Academy (PCCA), PA Training Hub (PATH) and Tax Collector training programs. Through both virtual and in-person classes, The League's experienced instructors provide the necessary skills, objectives and competencies needed to be an effective leader in one's community. The success of our training programs relies heavily on the impressive knowledge and leadership skills that our instructors possess. Leading classes upwards of 50 students, the instructors for our PATH, PCCA and Tax Collector programs educate, encourage and empower our community members in a way that has not only impressed local officials and members here in Harrisburg, but has also been recognized throughout the entire state of Pennsylvania.



PCCA Building Code Official (BCO) Class in Monroeville



*“Upon beginning instructing with PCCA, I wasn’t sure what to expect or how prepared I would need to be to effectively portray the information or myself to the participants. I realized quickly that I was being relied upon to distribute the information in a concise and effective manner so that other people could digest it and understand the material enough to pass a certification test. In order for me to achieve these results, I would have to lead the class through the curriculum by using the codes along with my experiences and background in the industry. Being a leader in the classroom not only makes me more prepared but allows me to prepare the participants to apply their knowledge practically. For me, instructing is more than reviewing materials and preparing someone to pass a test, it is about effectively leading them to the theory and application of codes in a setting where they will feel confident in their abilities to make those determinations upon the completion of the class and ultimately in the field.”*

— Vince Tranguch, Building Code Official

*“The world we live in today makes leadership from public officials vitally important to the communities they serve. As a law enforcement executive, it is imperative to energetically lead the conversation to exploring topics important to public service, both in the community and the classroom. We learned from the pandemic that all levels of subnational government need to be prepared for unexpected and dynamic challenges. In my 36 years in law enforcement, one of the most rewarding aspects of my job has been to share knowledge as an instructor and to raise the performance bar for the law enforcement profession. It has been an honor to join the talented instructor cadre at the Pennsylvania Municipal League.”*

— Nelson Whitney, Chief of Police,  
Falls Township, PA

Are you looking to pass on your knowledge and expertise to others through training and professional development classes? If so, please reach out to us here at The League. We are looking for instructors to teach various topics under all our programs. You do not need to have teaching experience, we partner with our instructors to provide all necessary tools and training you may need to be successful in the classroom. Classes are held both in person and virtual so there is flexibility where you may need it. If you need any additional information or would like to join our impressive network of instructors, please send an email to Candice Heyward at [cheyward@pml.org](mailto:cheyward@pml.org). □







## Leading By Example

BY ABE AMORÓS, DEPUTY EXECUTIVE DIRECTOR - OPERATIONS – CHIEF DIVERSITY OFFICER, THE LEAGUE

Leadership.

It is a powerful word that points to action and results. It is also one that creates aspirations for ambitious leaders wanting to leave a mark or legacy from their public service.

As a noun, leadership is about leading a group or organization, the state or position of being a leader and the leaders of an organization, country or entity.

More importantly, it is a call to action and one that is essential in every municipality in Pennsylvania. As local leaders, whether elected or appointed, leadership exists in every facet of government. From creating a budget to incorporating a strategic plan, leadership is what ensures that the train remains on track. Leadership also ensures that the priorities established in those budgets or strategic plans are carried out in the most transparent and efficient manner that not only benefits your city, township or borough government but more importantly – your residents.

It is more than speeches, soundbites and publicity. It is about harnessing your assets such as people, financial resources and knowing what is working and what needs fine tuning.

Leadership also requires honesty. One cannot lead without having a clear and concise picture of where you are and where you are going. Too often, leaders skip the part about brutal honesty to achieve a short-term solution for an issue that requires a deep dive. And while we cannot avoid the realities presented by local politics, real leaders lean into policymaking even more since it has a greater impact on your municipality's future.

Leadership leads to power. When you can successfully manage people, resources and messaging, you become an effective leader. Leaders also recognize that despite their best intentions, tedious planning and pin-point precision in identifying challenges and solutions, things may not turn out as well as you planned. This requires recalibration and pivoting to something else that may work.

Ample studies and articles on leadership over the past 50 years show the following characteristics and traits of an effective leader: decisiveness, trustworthiness, ability to empower others, clear communication and resilience.

But what is missing from that list produced by thousands of

studies are two critical things all leaders MUST have: a sincere desire to listen and a modicum of humility.

Too often, leaders forget that they must inspire and persuade others. Without the ability to actively listen to those you are leading, your efforts will fall flat. No amount of planning, writing on white boards, disseminating talking points or interviews with the news media will be useful unless you have an effective message predicated on fact-finding which requires active listening.

Lastly, the most effective and memorable leaders in our lifetimes, such as Martin Luther King, Jr. and Mohandas K. Gandhi, instinctively recognized that the “greater good” is not about them as much as those they serve. That ability to understand that leadership should be for the betterment of others, and not for selfish purposes or solely personal ambition, is what separates them from everyone else. Without humility, leaders cannot successfully connect with those who elected them and placed their trust in them to do what is best. ▣

# League Leaders Through History

1900 <b>Mayor Geise, York</b>	Aug-Sept 64 <b>Mayor Jack Gross, Allentown</b>	1994-1995 <b>Mayor Joseph J. Bendel, Jr., McKeesport</b>
1901 <b>Mayor Depinet, Erie</b>	1964-1966 <b>Councilmember A.L. Hydeman, Jr., York</b>	June 95-Dec. 95 <b>Mayor Warren Haggerty, Reading</b>
1902-1907 <b>Mayor J.F. Laedlein, Williamsport</b>	1966-1967 <b>Mayor George S. Smith, Easton</b>	Jan. 96-June 96 <b>Councilmember Brian J. O'Neill, Philadelphia</b>
1905-1907 <b>Mayor William H. Berry, Chester</b>	1967-1968 <b>Mayor H. Gordon Payrow, Jr., Bethlehem</b>	1996-1997 <b>Mayor Joyce A. Savocchio, Erie</b>
1908-1910 <b>Mayor Harry L. Lusk, New Castle</b>	1968-1969 <b>Councilmember Richard H. Biddle, New Castle</b>	1997-1998 <b>Mayor Eugene C. Pacsi, Farrell</b>
1911-1912 <b>Mayor, City of Wilkes-Barre, elected Nov., 1911</b>	1969-1970 <b>Mayor John L. Worrilow, Lebanon</b>	1998-1999 <b>Mayor Edward G. Rendell, Philadelphia</b>
1913-1914 <b>Mayor F.M. Graff, Meadville</b>	1970-1971 <b>Mayor Michael Close, Pottsville</b>	1999-2000 <b>Mayor Thomas F. Goldsmith, Easton</b>
1914-1917 Lost information in 1972	1971-1972 <b>Mayor Basil C. Scott, Sharon</b>	2000-2001 <b>Council President William F. McLaughlin, Chambersburg</b>
1917-1918 <b>Mayor Miles B. Kitts, Erie</b>	1972-1973 <b>Mayor Peter F. Flaherty, Pittsburgh</b>	2001-2002 <b>Mayor Timothy Fulkerson, New Castle</b>
1918-1919 <b>Mayor A.L. Richenbach, Allentown</b>	1973-1974 <b>Mayor Eugene J. Peters, Scranton</b>	June 02-Feb. 03 <b>Mayor Donald T. Cunningham, Jr., Bethlehem</b>
1919-1920 <b>Mayor of the City of York</b>	1974-1975 <b>Mayor Louis J. Tullio, Erie</b>	Feb. 2003-2004 <b>Mayor Kirk Wilson, Carlisle</b>
1920-1921 <b>Mayor E.S. Hugentugler, York</b>	1975-1976 <b>Mayor Frank C. Lefevre, Butler</b>	2004-2005 <b>Councilmember Roland R. "Bud" Mertz, Greensburg</b>
1921-1922 <b>Mayor A.M. Hoagland, Williamsport</b>	Jan. 76-June 77 <b>Mayor Joseph S. Daddona, Allentown</b>	2005-2006 <b>Mayor John S. Brenner, York</b>
1922-1923 <b>Mayor James M. Yekle, Bethlehem</b>	June 77-Jan. 78 <b>Mayor Herbert Pfuhl, Johnstown</b>	2006-2007 <b>Mayor Christopher A. Doherty, Scranton</b>
1923-1924 <b>Mayor, City holding 1924 convention</b>	Jan. 78-June 78 <b>Mayor Richard M. Scott, Lancaster</b>	2007-2008 <b>Mayor John D. W. Reiley, Pottsville</b>
1924-1925 <b>Mayor W.E. Drumheller, Sunbury</b>	1978-1980 <b>Mayor Guy Mammolite, Franklin</b>	June 08- Oct. 08 <b>Mayor Robert Anspach, Lebanon</b>
1925-1926 <b>Mayor James G. Harvey, Hazleton</b>	1980-1981 <b>Mayor Michael Salvatore, Jeannette</b>	Oct. 08-2010 <b>Mayor John Callahan, Bethlehem</b>
1926-1927 <b>Mayor Daniel L. Hart, Wilkes-Barre</b>	1981-1982 <b>Mayor DiAnn Stuempfle, Lock Haven</b>	2010-2011 <b>Councilmember Clifford "Kip" Allen, Edinboro</b>
1927-1951 <b>Walter E. Greenwood, Solicitor, Coatesville</b>	1982-1983 <b>Mayor Richard S. Calguiri, Pittsburgh</b>	June 2011-Dec. 2011 <b>Mayor Thomas McMahon, Reading</b>
1951-1953 <b>Mayor John J. Mullen, Clairton</b>	June-Dec. 83 <b>Mayor Don Griffith, Lebanon</b>	Jan. 2012-2013 <b>Mayor Richard Vilello, Jr., Lock Haven</b>
1953-1954 <b>Mayor Kendig C. Bare, Lancaster</b>	Jan. 84-June 85 <b>Mayor Arthur E. Morris, Lancaster</b>	2013-2014 <b>Mayor Ed Pawlowski, Allentown</b>
1954-1955 <b>Mayor Edward A. DeCarbo, New Castle</b>	1985-1986 <b>Mayor W. Wilson Goode, Philadelphia</b>	2014-2015 <b>Mayor Michael Nutter, Philadelphia</b>
1955-1956 <b>Mayor Earl E. Schaffer, Bethlehem</b>	July 86-March 87 <b>Mayor Karen Miller, Reading</b>	2015-2016 <b>Mayor J. Richard Gray, Lancaster</b>
1956-1957 <b>Mayor Edward A. DeCarbo, New Castle</b>	March 87-1988 <b>Mayor William J. Althaus, York</b>	2016-2017 <b>Mayor William Peduto, Pittsburgh</b>
1957-1958 <b>Mayor Walter Schweppe, Butler</b>	1988-1989 <b>Mayor Salvatore J. Panto, Jr., Easton</b>	2017 <b>Mayor C. Kim Bracey, York</b>
1958-1959 <b>Councilmember Joseph S. Martin, Altoona</b>	1989-1990 <b>Councilmember Brian J. O'Neill, Philadelphia</b>	2017-2019 <b>Mayor Salvatore J. Panto, Jr., Easton</b>
1959-1960 <b>Mayor Arthur J. Gardner, Erie</b>	1990-1991 <b>Mayor Howard T. Gierling, Oil City</b>	2019-2020 <b>Mayor Matthew Pacifico, Altoona</b>
1960-1961 <b>Mayor Thomas H. Levering, Williamsport</b>	July 91-Dec. 91 <b>Mayor Jessie Bloom, Williamsport</b>	2020-2021 <b>Councilmember Derek Green, Philadelphia</b>
1961-1962 <b>Mayor Joseph W. Barr, Jr., Oil City</b>	Jan. 92-June 93 <b>Mayor Sophie Masloff, Pittsburgh</b>	2021-2022 <b>Mayor Danene Sorace, Lancaster</b>
1962-1963 <b>Milton Margolis, Solicitor, Uniontown</b>	1993-1994 <b>Mayor Kenneth Smith, Bethlehem</b>	2022-2023 <b>Mayor Michael Lombardo, Pittston</b>



## Powering Progress: Comcast's Commitment to Pennsylvania

BY KEVIN BROADHURST, VP, GOVERNMENT & REGULATORY AFFAIRS, COMCAST, KEYSTONE REGION

At Comcast, we understand the critical role a strong, secure, and reliable network plays in community development. In today's digital age, fast and reliable Internet access is a must-have to help residents, families, and local communities stay connected to loved ones, take advantage of online educational and telehealth opportunities, and engage small businesses. Here's how our team is working to build a stronger Pennsylvania, one connected community at a time.

### Investing in Growth and Expanding Infrastructure

Our commitment to Pennsylvania runs deep. With corporate headquarters in Philadelphia and a presence in hundreds of communities across the commonwealth, we are continuing to connect more Pennsylvanians to fast, reliable Internet. This includes extending our network into new communities as well as investing in network upgrades that result in faster speeds for both Xfinity and Comcast Business customers, at no additional cost. We believe every American should have Internet access, and we are working diligently to deliver.

Most recently, we were selected by the Commonwealth of

Pennsylvania, as part of its Broadband Infrastructure Projects, to extend our network in new parts of 158 municipalities, across 13 counties, to connect communities that were previously underserved or unserved. This initiative complements 14 additional expansion projects, funded by Comcast and spanning all corners of the commonwealth, that we are currently building or have completed construction for this year. Once all these projects are finished, we'll deliver Xfinity residential and Comcast Business services to more homes and businesses.

We also reflect this commitment through our ongoing investment in the local economy. We've deployed 106,900 network miles in total in Pennsylvania and provided 158,500 Xfinity hotspots to customers offering fast WiFi on the go. Over the last three years, we have also invested nearly \$2.7 billion in technology and infrastructure throughout the state.

### Helping to Bridge the Digital Divide

Comcast's commitment to the commonwealth goes beyond extending the network. Equally as important is ensuring customers can take advantage

of programs designed to bridge the digital divide and participate fully in the online world, especially those who may not have the chance to do so otherwise.

Backed by a \$1 billion commitment, Project UP is our comprehensive initiative to advance digital equity and help build a future of unlimited possibilities. As part of these efforts, Comcast has worked with 635 local non-profits to provide digital literacy programs, training, and resources in Pennsylvania over the past three years. We regularly partner with organizations in the communities where our employees and customers live and work, and we're empowering residents with the digital skills they need to thrive online through initiatives such as Digital Navigator programs.

Digital Navigators are trusted community members who guide people through getting online, using devices and learning digital skills. And as part of our non-profit engagements, we work with local organizations, like the United Way, to strengthen our Digital Navigator relationships. Late last year we engaged both the United Way of Southwestern





Pennsylvania and the United Way of Greater Philadelphia and Southern New Jersey to expand a Digital Navigator Network to nine counties across the state, helping residents to connect to the Internet.

Also part of Project UP, we've installed 176 free, Wi-Fi connected Lift Zones in community centers, libraries, and parks throughout Pennsylvania. Lift Zones, which provide Internet access on-the-go, complement our Internet Essentials program that provides in-home broadband connectivity, and they help students, veterans, and others who, for a variety of reasons (including homelessness, or housing insecurity issues), need somewhere to go during the day to connect to the Internet.

And our long-standing Internet Essentials program directly addresses affordability – a critical component of bridging the digital divide. Launched in 2011, Internet Essentials provides low-cost, high-speed Internet access for just \$9.95 per month, or double the speed for \$29.95 with Internet Essentials Plus. This program, combined with free access to hundreds of hours of digital skills training, empowers income-constrained households to connect and participate online.

### **Delivering Innovative Products, Services, and Solutions**

Continuously innovating to meet the needs of our customers and enhance their digital experiences, we provide a range of products and services

designed for residential and business customers while also keeping in mind different needs and budgets.

For example, both Xfinity and Comcast Business offer mobile solutions which enable customers to stay in contact with friends, family, and work at all times. With Xfinity Mobile, we offer either By the Gig or Unlimited data plans and leverage the Xfinity network to provide customers with seamless connectivity and a large footprint of Wi-Fi hotspots. Similarly, Comcast Business Mobile offers small business owners' access to the same powerful network connection and flexible data options.

When it comes to entertainment, Comcast is bringing the power of streaming into your home. Comcast recently announced the launch of Xfinity StreamSaver, a new streaming bundle of the popular streaming services Peacock, Netflix, and Apple TV+. This bundle is offered at an attractive price point, without annual contracts, and is an exciting new way to watch.

For customers who require a streamlined and affordable way to access Comcast's services, we also recently introduced NOW, a new brand of low-cost Internet, mobile, and TV that can be purchased month-to-month – supplementing Comcast's Internet Essentials and Internet Essentials Plus.

And as part of our full suite of products and services, Comcast offers residents Xfinity Internet and Xfinity X1, delivering

the ultimate entertainment experience while Comcast Business Internet, which is known for secure, high-speed connectivity and network reliability, can help local businesses and municipalities benefit from our fast speeds which can scale to meet the needs of both small and large local governments.

### **Powering Progress**

We are dedicated to delivering connectivity to more individuals, families, businesses, and local communities through our reliable network, commitment to bridging the digital divide, and innovative products and services. By empowering Pennsylvanians with the tools and resources necessary to succeed in today's digital world, we're building a stronger, more equitable future for all communities across the commonwealth. □





## Separating vs. Base Period

**SUBMITTED BY ELIZABETH HENRY, TRUSTS MEMBER SERVICES MANAGER**

In attempting to determine why an employee who is currently working for you is receiving unemployment benefits that are being charged against your municipality, a few definitions must be reviewed.

There are two types of unemployment claims:

1. Separating Employer Claims – The employer is the claimant's last employer.
2. Base Period Claims – The employee leaves your entity, goes to another employer and separates from them, then applies for and receives unemployment benefits. With a Base Period Claim, not much information is provided by Labor and Industry (L&I). As the municipality appears in the claimant's work history, a percentage of the claim may be charged against the municipality.

When a claimant applies for unemployment, L&I determines the employer's liability on the claim in the following manner:

L&I looks back over the claimant's work history in terms of quarters. They review the last six quarters of the person's work history. The current quarter is known as the filing quarter and the completed quarter prior is known as the lag or last quarter. The four quarters prior to those are the quarters L&I reviews carefully as this is known

as the base year. Each employer that falls into the base year can be charged a percentage of the unemployment benefits that are paid out. If the claimant worked for your municipality during any of those four quarters, your entity may be liable for a percentage of that claim. If the employee worked for the municipality all four of those quarters, the municipality will most likely owe 100 percent of the claim.

Taking the above information into consideration, there are times when an employee can work for you and receive unemployment benefits at the same time. Below are some examples of when this could occur:

1. The first scenario, when an employee works part time with variable hours, any reduction in hours could render them eligible for benefits. If they earn one amount during this week but less the next week, they can apply for and receive benefits. This situation is most common with employees who are hired on an as needed basis. The employee is required to report their hours and wages to L&I weekly. L&I calculates a weekly benefit amount (also known as the WBA) for the employee based on the claimant's wages. The amount the claimant is eligible to receive is determined by their wages for that week minus the WBA.

An example: Let us say their WBA was established as \$200; the employee works 30 hours one week and they gross \$400 for the week; the next week they work 15 hours only earning \$150. Based on the WBA of \$200, this employee would not receive anything for the week in which they earned \$400 because that amount is over the WBA. They would receive a \$50 benefit for the week in which they earned \$150 because that amount is less than the WBA.

2. Another scenario that can award a claimant benefits is when they hold more than one job, and they lose one of those jobs. Once a claimant applies for unemployment benefits, they may be eligible for benefits that your municipality may be partially or wholly responsible for because this job loss represents a reduction in hours. A reduction in hours may render a claimant eligible for benefits.
3. A third scenario that can arise, although it appears to be rare, is one where your employee applies for and is initially hired at a job outside of your municipality in an attempt to better themselves. This second job replaces a second job they currently hold. The individual left that second job in anticipation of starting the new second job, which allows them to apply for benefits and be eligible for them. This may occur if something has rendered the new job offer null and void that is out of the claimant's control. They can receive benefits that may be paid in part or wholly against your municipality.

Part time employee status can be defined as one of three types:

- On Call – The employee works for you but does not have regularly scheduled hours.
- Works All Available Hours – The employee work less than full time, but their hours vary from week to week.
- Regular Part Time – The employee works less than full time but has the same schedule each week.

Understanding the above situations can assist with work and hiring practices moving forward in our workplaces. □

Further guidance for employers can be obtained as a U-COMP member by requesting a non-binding quote. Please contact:

Elizabeth Henry  
Trusts Member Services Manager  
[ehenry@pml.org](mailto:ehenry@pml.org)  
717-236-9469, ext. \*250



If you or anyone in your municipality/organization are having trouble receiving the *Municipal Reporter*, League Link, Legislative Locator or any other communications from The League, there is an easy fix.

Simply **whitelist the Mailerlite domain- mlsend.com** and you will be able to receive communications from us as part of your member benefits. Please share this information.



# City of Lock Haven, Pennsylvania Municipal League and KABOOM! Unveil Kid-Designed, Community-Built Playground at Hoberman Park



**WATCH NOW! →**

On August 3, children and teens at Hoberman Park in Lock Haven celebrated the debut of a new kid-designed playground. The months-long collaboration culminated on August 3 as volunteers installed the new playspace which will spark joy and foster a sense of belonging for kids in Lock Haven. It was made possible through the partnership between the City of Lock Haven, The League, and KABOOM!, along with the generous support of the Pennsylvania Department of Conservation and Natural Resources (DCNR), First Quality, Highmark, Geisinger and Sons and Daughters of Italy.





# Municipal Leadership Summit

SCRANTON



OCTOBER 10-13, 2024



Pennsylvania Municipal  
League



REGISTER NOW!

**[PML.org/municipal-leadership-summit](https://PML.org/municipal-leadership-summit)**

## ***Building safe, resilient communities***

- » **Keynote Speaker: Charlie Dent**, Former U.S. Congressman
- » **Featured Speaker: Marimba Milliones**, President & CEO of the Hill Community Development Corporation
- » Transforming Conflict into Collaboration
- » Diversity, Equity, Inclusion and Belonging in Your Municipality
- » Anthracite Museum & Coal Mine Tour
- » A Night Out of "The Office" - Monte Carlo Night
- » ...And So Much More!

**[Click Here to View Tentative Agenda](#)**

### Registration Rates

Regular member (PML/PSATC) registration rate starting 7/1/2024 – \$489 (Thursday – Sunday)

Late member (PML/PSATC) registration rate starting 9/6/2024 – \$550 (Thursday – Sunday)

Guest/Non-Municipal Official – \$430 (Thursday – Sunday)

Daily Rates:

Thursday Only – \$225 (member); \$295 (non-member)

Friday Only – \$225 (member); \$295 (non-member)

Saturday Only – \$225 (member); \$295 (non-member)

PA Career Fire Chief's Association registration rate until 9/5/2024 – \$220

PA Career Fire Chief's Association registration rate starting 9/6/2024 – \$225

Non-member registration after 7/2/2024 – \$700

**[Register Now!](#)**



# PSATC President's Message



[JOHN J. JABLOWSKI, JR.](#)  
[COUNCILMEMBER](#)  
[WILKES-BARRE TOWNSHIP](#)



**[firstclasstownshipa.org](http://firstclasstownshipa.org)**

*At age 18, I proudly became a volunteer firefighter. My fire chief, a trusted family friend, was fondly and respectfully known simply as the "Chief."*

*I still recall my first structure fire as a "rookie" when the "Chief" called upon me to enter the back of a burning house to lead the attack into an engulfed kitchen on fire.*

*With my adrenaline pumping, I said "Ok Chief, but I..." He quickly stopped me and said, "Johnny look rookie, you need to trust me 'cause I got a whole fire scene to manage, lots of s\*\*t happening and you got just one piece and one job. And, I need to trust you that you'll take this inch and a half, do what the h\*\*l we've trained you to do and come back out. Besides, your mom will have my a\*s if you get hurt!"*

*I didn't get it then, but as time marched on, his words of leadership instilled a sense in me that leaders need to understand the whole picture, not just a piece. This valuable lesson taught me that decision making needs to be made from experience, not emotion.*

***The heart of leadership is understanding the needs, the task, the team and how to harness these elements to accomplish a common mission.***

*Leadership is providing empathy, encouragement and energy. Leadership should never be about oneself but about bringing folks together and advancing common interests to achieve common goals.*

*We all have similar stories in our lives and careers. But as community leaders we wear multiple hats and serve multiple masters.*

*Voters, property owners, businesses, visitors, residents and staff members most often have different opinions on the direction we should take our community as leaders.*

*As President of the Pennsylvania Association of Township Commissioners (PSATC), I have been so very proud to work with our Executive Committee this year to help envision our organization's future as we collectively drive value to our members and provide leadership.*

*Our Executive Committee has made some historic decisions this year based on our experiences, not our emotions. Often, we as leaders respectfully disagree but agree that we share a common collective vision and commitment to our communities and to our organization.*

*With nearly 800 local government officials annually managing over \$1.6 billion in taxpayer funds in Pennsylvania's First Class Townships, PSATC is helping to build stronger, vibrant communities by looking at the whole picture, not just our own individual piece.*

*PSATC's new website, [www.firstclasstownshipa.org](http://www.firstclasstownshipa.org) is registering thousands of visits per month and harnessing a collective energy of collaboration among first class township officials.*

*This website along with our newly launched Facebook page has created a forum to share ideas, successes, and comradery amongst leaders to create a stronger bond of leadership.*

*Founded in 1925 (when most First Class Townships didn't even have a police car) PSATC has served generations of leaders to advance our common goals of advocacy, education and collaboration. However, times are evolving rapidly whether we like it or not.*



Wayne Gretzky famously said, "Skate to where the puck's going, not to where it's been."

Let's face facts. The demographics of our communities are changing, and we need to look at where we're going. Certainly, we should celebrate and honor where we've been, but not get handcuffed by history.

Different goals, different voices, different interests and different needs all demand a spot in our decision making as leaders. **Everyone sees their piece. Leaders see the picture.**

Leadership shouldn't be based on geography, gender, race or religion. Leadership is based on conviction, vision and passion for advancing our human condition.

Over 1.6 million Pennsylvanian's reside in First Class Townships and PSATC is "**Empowering First Class Leadership**" in our member townships.

I join the PSATC Executive Committee in taking humble pride in our century of leadership to generations of officials. But effective leadership doesn't rest on a hundred years of laurels. Effective leadership builds upon its experienced past to create a better future.

Leadership takes its "rookies" and instills confidence, strength and vision. Because every "Chief" was once a "rookie."

While the "Chief" isn't here in body, his spirit of leadership still inspires today.

Oh, and by the way, he was a fire chief in a Pennsylvania First Class Township!

Sincerely,

*John J. Jablowski, Jr.*

John J. Jablowski, Jr.



## New Grassroots Tool Makes Local Advocacy Effortless

The League and PSATC are introducing a new advocacy tool to make it easier for our municipal officials to participate in local advocacy.

When you receive a Legislative Take Action email, simply click on the Take Action button, fill in your information and hit send!

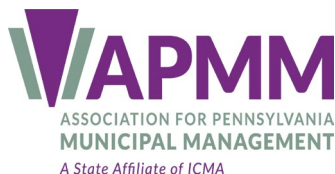


# APMM President's Message



**DAVE PRIBULKA**  
**MANAGER**

**SUSQUEHANNA TOWNSHIP**



**APMM.net**

*When we think about the most iconic leaders in American history, a few names rightfully earn a spot on each of our lists. Why have names like Abraham Lincoln, Dr. Martin Luther King, Jr., Franklin D. Roosevelt and others been forever chiseled into our "top ten" lists of visionary leaders who inspired enormous progress in our nation's history? In every case, there is certainly an element of circumstance. These men and women who built our country faced obstacles that they turned into opportunities to generate waves of momentum and implement lasting reforms in our society to advance the causes of liberty, freedom and equality. While there is something to be said about being in the right place at the right time, it's much more interesting to consider how the character of these individuals enabled them to meet these challenges head-on. Would the Civil Rights Movement have materialized if it hadn't been Rosa Parks on that bus in Montgomery? Would we have ever begun to explore the depths of the universe if we had a president who didn't choose to pursue goals "not because they are easy, but because they are hard?"*

*In Leadership in Turbulent Times, author Doris Kearns Goodwin writes, "While the nature of the era a leader chances to occupy profoundly influences the nature of the leadership opportunity, the leader must be ready when that opportunity presents itself. One leader's skills, strengths and style may be suited for the times; those of another, less so." As leaders in our communities, it is incumbent upon each of us to strengthen our skill set, broaden our understanding of the issues that lie ahead, and prepare ourselves to answer the call when times of challenge and opportunity converge. This involves investing in the team around you, meeting with residents and community members, and, of course, engaging with professional associations like APMM, The League and PSATC.*

*APMM continues to offer our members tools to sharpen their professional acumen and stay on top of emerging issues. In addition to the conferences, committee volunteers are working hard to provide new ways to engage on social media and beyond, advocate for our profession and membership, reimagine the Managers in Transition program, and much more. The partnership with Nancy Hess to produce the Pioneering Change Community APMM Series podcast has created a platform to explore the salient issues facing local government through the lens of the men and women who are on the front lines developing innovative strategies to address them. It is through initiatives like these that Pennsylvania continues to set the standard for professional municipal management.*

*Our goals at APMM cannot be achieved without your help and support. I encourage you to consider becoming involved in any capacity that interests you. Volunteer on a committee or reach out for an opportunity to share your story on a podcast or at a conference. There is a new generation of leaders in government that we need off the bench and in the game!*

Sincerely,

David Pribulka

## ICMA Service Award Recipients

Dean Bastianini	Township Manager (Retired)	Richland Township	45 Year Service Award
Susan Armstrong	Borough Manager	Borough of Carlisle	35 Year Service Award
Michael Hession	Borough Manager	Borough of Denver	30 Year Service Award
Daniel Kerr	Township Manager	Township of Limerick	30 Year Service Award
Carolyn McCreary	Township Manager	Township of Montgomery	30 Year Service Award
Christopher Christman	Township Manager	Township Of Derry	25 Year Service Award
Dana Cozza	Township Manager	Township of Buckingham	25 Year Service Award
E. Jean Krack	Borough Manager	Borough of Phoenixville	25 Year Service Award
Marla Marcinko	Finance Director	Township of Moon	25 Year Service Award
Warren Obenski	Township Manager	Township of Honey Brook	25 Year Service Award
Thomas Smith	Borough Manager	Borough of Seven Fields	25 Year Service Award
Robert Fiscus	City Manager/Fire Chief	City of Sharon	20 Year Service Award
Marie Gleason	Township Manager	Township of Lower Gwynedd	20 Year Service Award
Amanda Serock	Township Manager	Township of Concord	20 Year Service Award
Luis Campos	City Administrator	City of Easton	10 Year Service Award
Derek Davis	Township Manager	Township of East Goshen	10 Year Service Award
Scott Greenly	Township Manager	Township of Uwchlan	10 Year Service Award
Shanna Lodge	Township Manager	Township of Willistown	10 Year Service Award
John Schwend	Borough Manager	Borough of Edgeworth	10 Year Service Award





# Proactive *beats* reactive.

Taking steps to prevent labor and employment issues is a far better strategy than trying to mitigate them after the fact. We partner with municipalities in every corner of the Commonwealth, helping them address potential risks and create work environments where people and public service can thrive. We'd like to do the same for you.

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PUBLIC SECTOR, LABOR AND EMPLOYMENT LAW

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Greenwich Township, Berks County  
Cape Seal

## Pavement Preservation and Paving Contractor Everything for Roads

Do shrinking budgets have you wondering how and where you should begin to address the growing list of deficient roads? Asphalt Maintenance Solutions, LLC (AMS) has the solutions to your Municipality's road problems.

AMS provides innovative and cost-effective Pavement Preservation and Paving Systems which allow more miles of roadway to be treated for far less dollars than a conventional mill and overlay.

Call or email us today to schedule an AMS representative to review your road network and assist you in developing a Pavement Preservation program suited for your Municipality.

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**610-797-2645 | [info@amsroads.com](mailto:info@amsroads.com)**

# Legislative Status Report STATE



PREPARED BY AMY STURGES, LEAGUE DEPUTY EXECUTIVE DIRECTOR – ADVOCACY – [asturges@pml.org](mailto:asturges@pml.org)

KAITLIN ERRICKSON, GOVERNMENTAL AFFAIRS MANAGER – [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)

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## Legislative Update

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To get the most out of your membership benefits, involvement in our advocacy program is essential.

The League and PSATC value local participation in our advocacy efforts and believe local officials are an asset for communicating the impact of legislation to their Representatives and Senators in the General Assembly.

With this in mind, we recently introduced a new grassroots lobbying tool to make it as easy as possible to be a local advocate. We are asking each member municipality to appoint a Legislative Liaison. This volunteer would support our lobbying efforts and facilitate any requested local action.

A Legislative Liaison should be interested in the legislative process and willing to stay informed of legislation moving in the General Assembly. Ideally, when we send an action call, the Liaison is familiar with the issue and can respond quickly through the grassroots tool. Liaisons should regularly stay up to date with our monthly Legislative Locator and discuss priority legislative issues with their boards in advance. Often action calls are time sensitive and any preparation ahead of time will allow for quick action when needed.

Please bring this request to your board's attention and assist us by identifying a Legislative Liaison.

League Form

PSATC Form



Cosponsor Memos Affecting Local Government

Municipal and Emergency Response Solar Grant Program Act

Representative Robert Merski has announced his intention to introduce legislation providing grants to political subdivisions to fund up to 50 percent of solar energy projects on municipal property and emergency service facilities.

Reforming Eminent Domain Compensation

Representative Tarah Probst has announced her intention to introduce legislation reforming eminent domain compensation to ensure the property owner is made whole.

Death Benefits for PTSI-Related Deaths

Representatives Melissa Cerrato, Jennifer O’Mara and Brin Munroe announced their intention to introduce legislation extending death benefits to families of first responders who suffer from post-traumatic stress injuries because of their line of work.

Enacted Legislation

Act 78 of 2024  
House Bill 2182  
Signed: July 17, 2024  
Effective: 30 Days

Act 78 allows highway construction and maintenance vehicles to be equipped with flashing green lights in addition to flashing yellow lights. An individual who uses a vehicle with visual systems in violation of this Act commits a summary offense and shall be fined \$100 to \$500. A highway construction and maintenance vehicle would be defined as a vehicle used by a municipality, PA Turnpike Commission or PennDOT, including but not limited to a snowplow, dump truck, street sweeper, mower and traffic line painting truck among other vehicles used for road maintenance and repair.

Legislation Affecting Local Government

Property Tax Installment Payments

House Local Government Committee, July 23, 2024

House Bill 2502 (PN 3520), introduced by Representative Zachary Mako, would amend the Local Tax Collection Act increasing the number of installment payments a taxpayer can make on their property tax from four to twelve.

Update to Tax Notices and Bills

House Local Government Committee, July 30, 2024

House Bill 2513 (PN 3536), introduced by Representative Milou Mackenzie, would amend the Local Tax Collection Law requiring just the taxing office’s name to appear on a tax notice or bill. The individual name of the tax collector may not appear on the tax notice or bill.

Smart Growth Zoning and Housing Program

House Housing and Community Development Committee, July 30, 2024

House Bill 2515 (PN 3538), introduced by Representative Jim Prokopiak, would create the Smart Growth Zoning and Housing Program within the Department of Community and Economic Development by incentivizing local governments to alter their zoning ordinances to increase housing availability.

A local government may, by ordinance, adopt a smart growth zoning district prioritizing residential use by right. A smart growth zoning district must be at least 20 units per acre for multi-family housing, 8 units per acre for single family housing and 12 units per acre for duplex and triplex housing. No less than 20 percent of housing units in a project with over 12 units shall be attainable housing. The bill further provides other provisions necessary in the ordinance, including using existing buildings and vacant lots, nondiscrimination policies and smart growth zoning district size restrictions among other requirements.

Once a municipality adopts the ordinance, they can apply for approval into the Program, and once approved, DCED would provide the municipality with a smart growth zoning district certificate. The certificate would be renewed annually no later than October 1 of each year if the municipality remains in compliance.

An approved municipality would be entitled to receive payments through the Smart Growth Zoning District Fund. Payments would be made upon confirmation of approval into the Program. The payment schedule is below.

Projected number of new housing units	Payment
Up to 20	\$10,000
21-100	\$75,000
101-200	\$200,000
201-500	\$350,000
501 or more	\$600,000



Municipalities are eligible to receive an additional one-time payment of \$3,000 per new housing unit created within the smart growth zoning district.

If construction of an approved project hasn't begun within three years, the municipality must return the payments to DCED, which would be placed back into the Fund. The three years would commence on the date of initial payment.

## Public Employer Disclosure Act

**Senate Labor and Industry Committee, July 24, 2024**

**Senate Bill 1295 (PN 1843)**, introduced by Senator Vincent Hughes, would create the Public Employer Disclosure Act. This bill would require public employers, including political subdivisions, to electronically share information on each public employee, including the employee's name and date of hire, contact information, job title, salary rate and work site location with the designated union representative. The public employer must share this employee information within 21 business days of a new hire, and for all other union employees, no less than once every 120 days. Nothing in this bill would prohibit a collective bargaining agreement from requiring more frequent information sharing.

Additionally, the public employer must provide time and space for the union to meet with their employees on a quarterly basis. The union may request meeting space no less than 10 business days before a meeting, and the public employer must provide a response within five business days of the request.

Lastly, a union may bring legal action against a public employer for failure to adhere to the provisions in this bill. □

## House and Senate Session Days 2024



### House

September 23-25, 30

October 1-2, 21-23

November 12-13

### Senate

September 16-18, 30

October 1-2, 7-9,  
21-23

November 13-14

*\*reminder - session dates are subject to change*



## Municipal Reporter

**We would love to feature your community in one of the two remaining editions of our *Municipal Reporter* magazine!**

### 2024 Topics Include:

October  
**Civility**

December  
**Emergency Management**

For details on submitting articles, please contact Debbie Bitting,  
League Director of Communications, at [dbitting@pml.org](mailto:dbitting@pml.org).



## How are Local Governments Investing Opioid Funds? The Supplantation Debate Explained

BY SARAH MINSTER, RESEARCH SPECIALIST WITH THE RESEARCH & DATA ANALYSIS CENTER,  
NATIONAL LEAGUE OF CITIES

In May, John Oliver's show spotlighted the use of opioid settlement funds in state and local governments to highlight the opportunity for meaningful public health investments. In the segment, Oliver explained that **some states are using opioid settlement funds for supplantation: the practice of substituting existing dollars with opioid settlement funds.** According to state guides created by [OpioidSettlementTracker.com](https://opioidsettlementtracker.com) and [VitalStrategies](https://vitalstrategies.org), 13 states and DC have restricted the supplantation of opioid settlement funds. For instance, Virginia's Opioid Abatement Authority, which distributes settlement funds to local governments, explicitly states that funds must be spent on opioid remediation and may not be used to supplant existing program funding. (As noted by KFF Health News, states restrict supplantation in different ways: while some states prohibit supplantation for all settlement funds, others restrict supplantation only for local government settlement funds. The states restricting supplantation in some way are **Connecticut, DC, Delaware, Kansas,**

**Maine, Maryland, Massachusetts, Michigan, Nevada, New Jersey, New York, Vermont, Virginia and Wisconsin.**)

As NLC has highlighted in the [National Opioid Settlement Dashboard](#), local governments are directly receiving opioid settlement funds and have the opportunity to invest these dollars in meaningful public health investments. These investments, ranging from treatment and harm reduction to prevention and recovery, are intended to facilitate healthy communities and positive change through evidence-based approaches.

### The Settlement Supplantation Debate

The \$26 billion national settlement between opioid manufacturer Johnson & Johnson and three major opioid distributors was finalized in 2021 and represents the first and largest of the national opioid settlements. It allocates funds directly to states, cities



and counties and declares that **85 percent of the settlement funds must go to opioid abatement and remediation.** However, the definition of “abatement and remediation”

may be unclear or imprecise for local leaders, and thus could function as a catch-all funding justification that leads to supplantation or investments in less impactful strategies.

At NACO’s Opioid Settlement Summit this January, Dr. Rahul Gupta, Director of the White House Office of National Drug Control Policy, offered his perspective on the settlements, affirming that settlement funds “are to support, not supplant, the federal and state and local resources that are available.”

Gregory Branch, Director of Baltimore County’s Department of Health and Human Services, offered another view that called for “more flexibility as it relates to the utilization of funding streams” given the changing nature of the opioid epidemic that now includes drugs like fentanyl (a synthetic opioid) and xylazine (a non-opioid sedative).

It is challenging – and can be confusing – for local governments to balance the suggestions of health experts recommending new public health investments, solutions and services with real-world challenges such as thin budgets, stretched resources and the changing landscapes of substance use issues.

## Spotlighting Local Health Experts and Municipal Leaders

NLC’s recent webinar, [Using National Opioid Settlement Funds: Local Strategies and Solutions](#), spotlighted state, county and city stakeholders who are using settlement funds to expand programs – addressing new and growing substance use needs in their community – as opposed to simply supplanting existing funding streams.

**Dr. Marvia Jones, Kansas City (KCMO) Health Department Director**, suggested that municipalities should invest funding to expand capacity, resources and services to fill the gaps in local opioid treatment and prevention. Instead of supplanting existing funding streams, KCMO initially identified gaps in their opioid treatment services by talking to local providers and growing their “safety net” for individuals with Opioid Use Disorder (OUD). KCMO’s City Council then made settlement decisions with the trusted assistance of health departments and local experts.

**Mark Hayes, Executive Director of the Arkansas Municipal League**, explained that municipalities seeking settlement funding apply through the Arkansas Opioid Recovery Partnership (AORP). AORP applications must incorporate evidence-backed strategies and are vetted by the AORP advisory committee experts (including physicians, OUD counselors and individuals with lived experience). Hayes explained that AORP has a similar focus as Dr. Jones in KCMO, focusing on gap funding to expand resources or implement new services in areas that lack capacity.

The **City of Port Angeles, Washington**, invested opioid settlement funds to launch Operation Shielding Hope, a post-acute overdose response pilot program housed under the Police and Fire Departments. The program, designed to combat the opioid epidemic, enlists community paramedics who respond to overdoses by providing immediate treatment and “warm handoffs” to refer individuals to supportive services. In NLC’s webinar, representatives explained that the program is an innovative settlement fund investment that builds meaningful relationships with the community.

## Fundamentals for Local Governments

**Health experts from Johns Hopkins published five guiding principles for the use of opioid settlement funds for states, cities and counties.**

The first principle states, plainly, **“Spend money to save lives.”** It also acknowledges the supplantation struggle for many local governments, explaining, “Given the economic downturn, many states and localities will be tempted to use the dollars to fill holes in their budgets rather than expand needed programs. Jurisdictions should use the funds to **supplement**





**rather than replace existing spending.”** Local leaders should keep this guiding principle in mind to invest in high-impact, evidence-backed strategies that expand their community’s public health infrastructure and OUD support systems.

There are other investment guidelines for local governments to learn from. In 2023, a coalition of more than 130 advocate organizations – experts on public health, overdose prevention, and drug policy – released a [roadmap for local governments](#) around investing settlement funds in evidence-based solutions.

**The roadmap outlines recommendations to spend settlement dollars on Medication-Assisted Treatment (MAT), harm reduction interventions, housing and wraparound services, and it also asserts that funding should not be spent on further policing and incarceration as the primary response to drug use and overdose.**

Additionally, **collaboration is key** for investing settlement funds. For example, **Clinton County, Indiana** collaborated with the **City of Frankfort** and additional local partners to build coalitions for investing opioid funds. Localities pooled their settlement dollars through 2038 to jointly fill service gaps in prevention and treatment, especially for underserved and hard-to-reach populations. Commissioner Jordan Brewer stated in NLC’s webinar, “It’s a no-brainer to work together to get the money out and moving.”

Local leaders should also **take advantage of helpful resources** to guide decision-making and stay up to date on the opioid settlements, such as the following:

- NLC’s [National Opioid Settlement Dashboard](#), which presents your municipality’s total settlement amount and offers tailored investment recommendations;
- [KFF Health News’ Opioid Settlement Payouts](#), which allows you to see the annual breakdown of settlement funds;
- [OpioidSettlementTracker.com](#), a comprehensive guide to all opioid settlements as well as state and local spending plans;
- [Opioid Settlement Grantmaking Opportunities for Community Organizations](#), which assists nonprofit organizations in identifying opportunities for utilizing opioid settlement dollars; and
- [State Opioid Settlement Spending Decisions](#), tracking settlement announcements and administrative plans by state.

## Conclusion

Public health experts have identified the opioid settlements as opportunities to invest in public health, opioid abatement and city solutions. Rather than replacing existing funding streams with these newly available settlement funds, local leaders should learn from the success stories of other municipalities and follow evidence-based recommendations from health experts and opioid abatement advocates. The opioid settlement supplantation issue is complex, and local leaders must work hard to maximize the impact of opioid settlement funds for the health and safety of their communities. □





# SEPTEMBER CLASSES

## 2024

REGISTER NOW



### Conducting Virtual Inspections (Virtual)

September 4, 2024  
9am-11am  
\$40  
2 CEU's

### Floodplain Lunch & Learn (Virtual)

September 16, 2024  
11am-Noon  
FREE  
1 CEU



### BCO 101T: BCO Update (Virtual)

September 5, 2024  
8:30am-12pm  
\$60  
3 CEU's

### RA 201- Residential Electrical Academy (In Person-Hbg)1

September 17-20, 2024  
8am-3pm  
\$460  
24 CEU's



### BCO Lunch & Learn (Virtual & In Person)

September 6, 2024  
Noon-1pm  
\$20  
1 CEU  
\*See Locations on our website

### ACC 101 Accessibility Essentials (Virtual)

September 23-25, 2024  
8:30am-3pm  
\$360  
18 CEU's



### IFC 101: (Virtual) International Fire Code 101

September 9-12, 2024

### BCO Virtual or In Person Exam

September 26, 2024  
\$95  
10am-Noon  
Virtual or In Person -Hbg Office



## FOR MORE INFORMATION

[www.PAConstructionCodesAcademy.org](http://www.PAConstructionCodesAcademy.org)



Pennsylvania Municipal  
**League**

## Business Programs



**PELRAS**  
Public Employer Labor Relations  
Advisory Service

**PELRAS** provides specialized training through the Annual Training Conference, legal counsel, and a bi-monthly newsletter addressing all areas of personnel management and labor relations.



**MUA**  
Municipal Utility Alliance  
Electricity Procurement Program

The **MUA** was created in 1997 to sponsor utility related initiatives that provide budgetary and administrative savings to participating municipalities. The MUA is a separate entity within PML, and the PML Board of Directors also acts as the Board for the MUA. The MUA Electricity Procurement Program utilizes cooperative purchasing to lower the impact of any increases in the cost of electricity. Through an RFP process, the MUA selected Constellation Energy as the supplier for electricity services.



**GrantFinder powered by EfficientGov** is a real-time, online searchable database of more than 7,400 eligible grants for which local governments may apply. This searchable database tracks federal, state, foundation and corporate grants available to municipalities and local non-profits.



**L3P**  
Local Public  
Procurement Program

**Local Public Procurement Program:** This service simplifies the purchasing process via assistance with commonwealth contracts, a quarterly contracts checklist, and information on a variety of statewide cooperative purchasing opportunities.



**Pennsylvania Local Government Investment Trust:** This member-owned and operated investment trust, established exclusively for local governments, offers eight distinct investment options, cash management services, and a procurement card rebate program. A representative from PML serves on the PLGIT Board of Trustees.



**U-COMP**  
Unemployment Compensation Trust

**U-COMP** was founded in 1985 as a trust to provide group unemployment compensation coverage for public entities in Pennsylvania. Program membership is open to all classes of municipalities and authorities. The program was developed to assist public entities in lowering their unemployment and to provide affordable rates for Members. Members have the opportunity to receive annual dividends. U-COMP has a third-party administrator, Experian Employer Services, who provides unemployment education, representation at hearings, and assistance with the completion of forms from Labor and Industry.



**PennPRIME**  
INSURANCE TRUSTS | A Service Program of The League

**PennPRIME Insurance Trust** was founded by municipal managers for Pennsylvania municipal entities. Whether your entity seeks property insurance, liability coverage, workers' compensation coverage or a full slate of risk management services, PennPRIME offers custom-tailored solutions designed specifically for you. We give our members the best benefits, tools, resources, training and services they need to make their municipal entity succeed. We are specialists in your corner.



**Amazon Business:** The Amazon Business Associated Accounts Program is now available to all League members, offering a robust platform to consolidate and optimize your purchasing processes while maintaining control over individual buying needs. By joining this program, you will gain access to a suite of benefits designed to simplify your procurement tasks and reduce costs significantly. We encourage all members to take advantage of this valuable program designed to support your operational needs and financial strategies.

**PML.org**





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DECEMBER  
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# Public Finance

## THE PLGIT BOARD OF TRUSTEES

THE VOICE OF YOUR MUNICIPALITY AT THE PENNSYLVANIA LOCAL GOVERNMENT INVESTMENT TRUST

BY TAMARA KEMMLER, PLGIT SENIOR MARKETING REPRESENTATIVE

Most PLGIT Investors know that the Trust is somehow unique among investment options in the Commonwealth of Pennsylvania. Unlike other financial institutions, PLGIT's members actually own and operate the Trust.

PLGIT serves more than 3,252 local governments and schools in Pennsylvania, oversees more than \$10.6 billion in assets (as of March 31, 2024), and provides Investors with tools like online access, procurement cards and more. PLGIT invests solely in investments permitted across all codes governing local governments, schools, and municipal authorities in Pennsylvania.

Unlike a bank, which serves stockholders, PLGIT is governed by a Board of Trustees who are chosen from seven statewide sponsoring associations -- a critical structural difference that sets PLGIT apart. Who votes for the members of that Board? You do, as a PLGIT Investor.

That vote is critically important, because PLGIT's Trustees play a vital role. The Board you help elect performs important work in the oversight of your investments, and helps to ensure that the stewardship of those investments is sound.

### Nominated by you, elected by you

The 11 members of the all-volunteer Board of Trustees are nominated each year by the sponsoring associations, which include: The League, the Pennsylvania Municipal League; PMAA, the Pennsylvania Municipal Authorities Association; PSATS, the Pennsylvania State Association of Township Supervisors; PSAB, the Pennsylvania State Association of Boroughs; CCAP, the County Commissioners Association of Pennsylvania; PSATC, the Pennsylvania State Association of Township Commissioners; and PASA, the Pennsylvania Association of School Administrators.

Those nominees are, in turn, voted for and elected by PLGIT Investors. The Board of Trustees meets quarterly in public meetings to review, discuss and take action on the business of the Trust.

To assure adequate representation of the interests of the variety of participating entities, the Trust's nominating committee must nominate at least one candidate representing each of the following: boroughs, cities, counties, municipal authorities, school districts, townships of the first class, and townships of the second class. All Trustees must be either an elected member or full-

time employee of their respective municipality or school district. The Trust seeks to maintain a Board that represents a cross-section of entities, geographic regions, and municipalities of varying sizes. (For a full listing of PLGIT Board Members see [www.PLGIT.com](http://www.PLGIT.com))

At its most recent elections in May of 2023, Kathleen DePuy was elected as the Board's new President. She has served at a PLGIT trustee since 2014, has been a Councilperson for the Borough of Whitehall in Allegheny County since 1990 and served as President of that council in 1992, 1997, 2010, 2017 and 2023. She was also President of Pennsylvania State Association of Boroughs (PSAB) in 2013.

Having representatives like Kathleen DePuy in place puts decision-making responsibility in the hands of people with first-hand knowledge of issues that affect local governments.

### Ownership – and stewardship – on your behalf

PLGIT's Declaration of Trust is a governing document which was initially drafted in 1981 and has been amended over time. The Declaration of Trust gives the Trustees broad decision-making powers, stating "the Trustees shall



have exclusive and absolute control ... over the affairs of the Trust to the same extent as if the Trustees were the sole owners of the Trust Property.” This means that the Trustees have the power to guide PLGIT.

While the PLGIT Board of Trustees is not directly responsible for Trust investments, they do have important policy-making and oversight responsibilities which have a direct bearing on the success of the Trust. These duties include:

**Reviewing vendors who work for the Trust.** The Board of Trustees reviews the performance of service providers such as the investment advisor/administrator, legal counsel, auditors and others. The Board also reviews proposals and contracts for new services and vendors for the Trust.

**Monitoring the performance of the PLGIT portfolio.** PLGIT Trustees are responsible for being informed and aware of the performance of PLGIT investments and how their own policy decisions may be affecting that performance.

**Receiving and reviewing the annual audit.** Not only is the PLGIT Board of Trustees responsible for selecting the firm that audits its accounts each year, but it is also responsible for reviewing the finished audit and communicating its results to Investors.

**Participating in specialized committees.** Each PLGIT Trustee serves on at least one of the following committees in addition to participating in meetings of the entire Board of Trustees:

***Audit.*** Works closely with the Trust’s auditor in the preparation of the annual audit.

***Bond Pool.*** Reviews the mechanics of the Emmaus bond pool to help ensure availability of funds for variable-rate borrowings.

***Contracts.*** Reviews all contracts entered into by PLGIT with its service providers and vendors.

***Participants Services.*** Works with service providers to evaluate and give advice on current and potential services and investment options for PLGIT Investors.

***Executive.*** Oversees the work of all other committees, and is responsible for broad strategic decision making of the Trust.

**Provide input on products and services.** Because PLGIT Trustees represent a variety of sizes and types of municipalities and schools, they offer input on new programs and services that will have the most usefulness for the greatest number of Investors, such as the PLGIT-CD Purchase Program.

All of these responsibilities come under the umbrella of the Board’s duty to ensure that investments remain consistent with the policies of the Trust. Trustees serve as the eyes and ears of the municipalities and schools they represent, and serve as advocates for those entities as well as for the Trust.

For more information about the work of PLGIT’s Board of Trustees, contact your PLGIT representative, or visit [www.PLGIT.com](http://www.PLGIT.com).

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*Tamara Kemmler is a Senior Marketing Representative with PLGIT, serving investors in the western part of the state. She can be reached at [kemmlert@pfmam.com](mailto:kemmlert@pfmam.com). □*



**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 [www.plgit.com](http://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) ([www.finra.org](http://www.finra.org)) and Securities Investor Protection Corporation (SIPC) ([www.sipc.org](http://www.sipc.org)). PFM Fund Distributors, Inc. is an affiliate of PFM Asset Management LLC.*

# 2024 PELRAS FALL WORKSHOPS

## REGISTRATION NOW OPEN!

### Eastern Session:

Hybrid (Virtual and In Person)

 Thursday, October 24

 9:00 AM - 12:00 PM

\*Registration opens at 8:30 AM

 **Delaware Valley Trusts Headquarters**

719 Dresher Road

Horsham, Pennsylvania 19044

Registration closes on Thursday, October 17

 Tiffany Allen, Esq. & Pat Harvey, Esq.


 Member - \$125 and \$135 (after October 2)

 Non-Member - \$165 and \$175 (after October 2)

\*Lunch is included with an in person registration.

### Western Session:

In Person

 Thursday, November 7

 9:00 AM - 12:00 PM

\*Registration opens at 8:30 AM

 **RLA Learning and Conference Center**


850 Cranberry Woods Drive

Cranberry Township, PA 16066

Registration closes on Thursday, October 31

 Peter Halesy, Esq. & Josh Hausman, Esq.

 Member - \$125 and \$135 (after October 16)

 Non-Member - \$165 and \$175 (after October 16)

\*Lunch is included with registration.

#### SESSION INFORMATION:

### First Line Supervisor Training - Nuts & Bolts Supervision

You've been promoted, congratulations! But, now what? How do you cultivate respect, loyalty and diligence in your department? Whether you are new to supervision or an experienced leader, learn effective strategies to manage your staff. This presentation will also address ways to avoid engaging in negative behaviors to more effectively supervise your team.

### Discipline & Toxic Employees

Disciplining your subordinates is not for the faint of heart. While some misconduct may appear to be straightforward, there are other instances (which seem minor in nature) that need to be addressed before they create a larger problem – a toxic work environment. This presentation will cover the basics of discipline but will also address the employee who pushes the envelope ever so slightly and too frequently. Learn best practices for addressing toxic behavior to ensure that the employee's conduct is either corrected or eliminated before spreading to other employees.



**PELRAS**  
Public Employer Labor Relations  
Advisory Service



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## Book Review

# ***Founding Partisans: Hamilton, Madison, Jefferson, Adams and the Brawling Birth of American Politics***

**By H. W. Brands**

**REVIEW BY JOHN BRENNER, LEAGUE EXECUTIVE DIRECTOR**

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In the midst of this incredible 2024 Presidential election year, we have witnessed unprecedented political events. Both major party candidates sailing through the primary cycle, an early Presidential debate with the incumbent having an abysmal performance, an assassination attempt of the Republican nominee, the dropping out of the race by the incumbent, and a new candidate and new vice-presidential candidate being nominated. This is more than enough for seasoned political veterans to contemplate as the average voter attempts to digest the turbulent political events of this past summer.

Our view of history, specifically the period of our Founding Fathers declaring our independence from England, establishing the Articles of Confederation as the first attempt of our own national self-governance and then the constitutional

convention to create a living document to establish our federal governmental structure, is often viewed as a lofty and high-minded debate among our colonial leaders. H.W. Brands takes us inside our formative years as an American Republic and dispels the myth that today's fractious and divisive politics are worse than ever before. *Founding Partisans* reminds us, in striking detail, how divided we really were at the start of our new government and the early years of our first three presidential terms. We can glean many leadership lessons from our past as we contemplate the role of political parties or "factions," as President Washington referenced. Brands helps us view the development of parties in a new light and offers us a clear picture – from the words/writings of John Adams and Thomas Jefferson to each other – on how we might move forward, together. □



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