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Municipal Reporter



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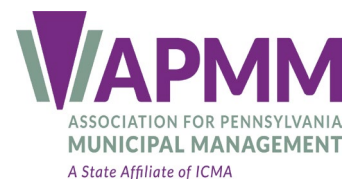
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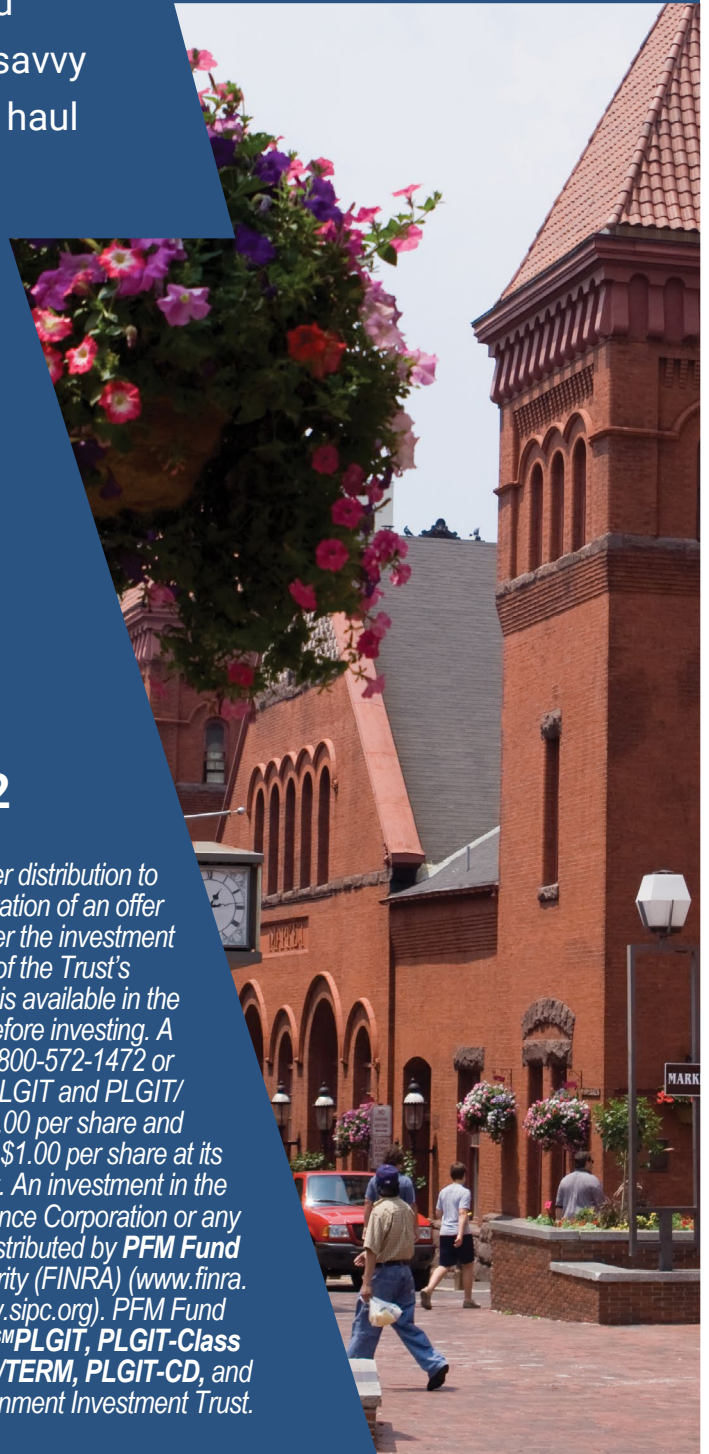
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Our Mission

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

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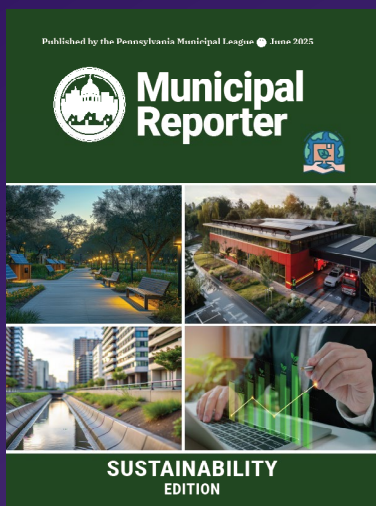
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The League President's Message



DEREK SLAUGHTER
MAYOR
CITY OF WILLIAMSPORT



As Mayor, I am proud to share that our administration continues to take bold steps toward long-term sustainability and responsible city management. We restored fiscal integrity by implementing modern financial, Human Resources, and payroll software—bringing greater transparency, efficiency, and accountability to City Hall operations.

In addition, we are completing a comprehensive five-year financial strategic plan to continue to strengthen our city's financial condition. These efforts ensure we can sustain and improve the essential services our residents rely on—today and into the future.

Sincerely,

A handwritten signature in dark ink that reads "Derek Slaughter".

*Derek Slaughter
Mayor, City of Williamsport*

The League Executive Director's Message

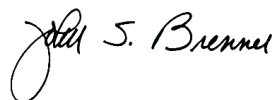
What is your community's plan for the future?

As local leaders, it's easy to get caught up in the immediate crisis or need for your attention to a problem or challenge that is occurring presently. There's always an agenda to prepare, a municipal meeting coming up, citizens that expect and deserve a timely response and on it goes.

However, thinking long-term is more important than ever before. Working on a 5-year budget is good fiscal management and good common sense. It's been said that "if you fail to plan, you are planning to fail." Strategic planning for your municipality is important for everyone who works in local government and engaging the community in the planning conversation is vital.

[The League's Sustainable Pennsylvania program](#), in partnership with Sustainable Pittsburgh, is one tool to help you gauge how your community is doing now and what you are working toward to make the community better. The certification program is FREE to all municipalities in our commonwealth. This issue of the Municipal Reporter focuses on Sustainability. League staff and many partners are ready to help you on your planning journey. Let's dig in and plan ahead!

Sincerely,



John S. Brenner



JOHN BRENNER



Executive Director's Video Report





Mark Your Calendar



Monetizing Municipal Water/Wastewater Utilities: Pitfalls, Possibilities, and Public Impact

June 18

Spring Lunch and Learn Free Webinar

2025 Municipal Leadership Summit

October 1 - 4

Bayfront Convention Center
Erie

44th Annual PELRAS Conference

March 25 - 27

Hershey Lodge and Convention Center
Hershey



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

Inside The League



ABE AMORÓS
DEPUTY EXECUTIVE DIRECTOR -
OPERATIONS – CHIEF DIVERSITY OFFICER

Coming off a successful series of District Meetings, we'd like to thank all of the member municipalities, along with our partners, for their participation. Not only are they an excellent way to share information but it also gave us an opportunity to showcase all that we're doing to commemorate our 125th Anniversary. Be sure to mark your calendars for our Annual Municipal Leadership Summit in Erie that runs from October 1st to 5th as we will continue celebrating this milestone with all of our member municipalities and strategic partners that make The League the success it has become.

June is Small Cities Month, according to the National League of Cities (NLC), and they will be celebrating small communities with populations of 50,000 and below. This year's theme is "Small Cities, Big Impact – Celebrating Community and Leadership."

Our good friends at NLC remind us that nearly 40 percent of our national population reside in cities with a population of 50,000 or less. This also translates to roughly 80 million residents in small communities which account for three-quarters of all municipal governments throughout the nation. Throughout June, NLC will recognize and celebrate the significant contributions of small cities, towns and villages across the U.S.

In order to make the celebration even better, NLC has identified three ways for your community to join them in celebrating your wonderful accomplishments: pass a proclamation, publicize on social media and consider joining the NLC's Small Cities Council. For more information on any of these action items, please visit: [Small Cities Month - National League of Cities](#)

Regardless of size, every municipality matters, and every resident's voice should be heard and deserves to be respected.

Happy Summer!

From Inside The League,

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

Abe Amorós



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Did You Know?

BY SUSAN SCHRACK WOOD, DIRECTOR OF COMMUNICATIONS, THE LEAGUE

Approximately **9%** of Pennsylvania's electricity came from renewable sources (wind, solar, hydropower) in 2023.

Pennsylvania ranks **third** in the U.S. for **natural gas production** and **fourth** in **electricity generation** overall.

Pennsylvania was the **fifth-largest CO₂ emitter** among U.S. states in 2021, mainly due to its large fossil fuel industries.

Pennsylvania's emissions are down approximately **15% since 2005**, due to a shift from coal to natural gas and renewables.

Pennsylvania ranks **around 22nd** in the U.S. for installed solar capacity. The state has about **1,000 megawatts** of solar power installed—enough to power around **120,000 homes**.

Over **25 wind farms** operate in Pennsylvania, supplying about **1.5%** of the state's electricity.

Pennsylvania has **121 state parks** and over **2.2 million acres** of state forest land, making it one of the leaders in public land conservation in the eastern U.S.

Pennsylvania ranks **third in the nation** for the number of **organic farms**, with more than **1,000 certified operations**.

Pennsylvania's **Act 101**, passed in 1988, created one of the first statewide recycling mandates in the country.

Today, the state recycles **over 5 million tons** of material annually, avoiding about **9 million metric tons of CO₂ equivalent emissions**

Philadelphia aims to achieve carbon neutrality by 2025 through **Greenworks**, a sustainability framework focusing on energy efficiency, climate resilience, and equitable access to green space

As of December 2023, Pennsylvania had over **57,000 registered electric vehicles**, with significant concentrations in the following counties:

- **Montgomery County:** Approximately 4,500 EVs
- **Allegheny County:** Around 4,200 EVs
- **Chester County:** Roughly 3,800 EVs
- **Philadelphia County:** About 3,500 EVs
- **Lancaster County:** Approximately 2,900 EVs

Pennsylvania has over **2,000 public charging stations** with nearly **5,500 charging ports**. □



The Birth of a New City: Voters Begin the Process of Forming a New Local Government

BY SUSAN SCHRACK WOOD, DIRECTOR OF COMMUNICATIONS, THE LEAGUE

The primary elections are over in Pennsylvania and that means leadership changes are on the horizon for some municipalities. For two in central Pennsylvania, the changes ahead will be major. In 2026, after a long and challenging journey, Sandy Township and the City of DuBois are set to consolidate into one new city called DuBois. Residents cast their votes to begin forming the new DuBois City Council. Republican voters selected seven candidates who will advance to November's election. They will join two Democratic candidates already on the ballot. Voters were able to select up to seven people per party in the primary. In November, voters will decide on the final seven city councilmembers. Voters will not select a mayor, instead that position will be appointed by the elected council members.

As any municipal official, elected or appointed, can tell you, running a municipality is not an easy job. There is the delicate (and sometimes impossible) balance of managing the budgetary demands of decreased revenues, increased service demands, and the costs of unfunded state and federal mandates. There are the demands of infrastructure and its associated costs, the ongoing fiscal problems related to pensions, as well as balancing economic opportunities with environmental risks. How can smaller municipalities survive and provide for their residents, let alone thrive?

For some, consolidation or a merger with surrounding municipalities could be an answer. Although the two terms are

often used interchangeably, in Pennsylvania, there are official differences. Both consolidating and merging municipalities involve combining multiple municipalities into one; however, a consolidation brings together various municipalities to create a new, unified entity. A new municipality is created with a new name, a new government, and a new charter. Previous identities are terminated. A merger, on the other hand, involves one municipality keeping its identity, absorbing the other(s), and assuming jurisdiction over the other terminated municipalities.

Municipal mergers and consolidations are strategies to improve efficiency, reduce costs, and improve service delivery. In Pennsylvania, the 1994 Municipal Consolidation or Merger Act established a standardized process for such initiatives, requiring voter approval and detailed planning; however, there are gaps in determining how to resolve



DuBois voters & candidates during Tuesday's primary election.
Photo by Elaine Haskins, Courier Express



Sustainability...

disagreements. It leaves much of the decision-making up to the voters.

In research performed by Spotlight PA, merger proposals are usually more successful and more supported by voters than consolidation proposals. Those municipalities detailed how they would come together in written agreements, many of which were built upon already existing cooperations such as shared police services. Many times, municipalities feel it is the only way to survive. South New Castle Borough in Lawrence County had no businesses and an eroding tax base before its merger with Shenango Township. Strausstown Borough in Berks County was struggling to pay for services that Upper Tulpehocken Township provided.

Some successful examples include the 2024 Wheatland Borough merger into the City of Hermitage. This enabled better support for local businesses. St. Mary's Borough and Benzinger Township merged to form the City of St. Marys, in 1994, and residents and city leaders have both stated the positive outcomes of the move, which include enhanced quality of life and resource capabilities. East Fork and Wharton Townships in Potter County, with populations of 14 and 91 respectively, simply didn't have the personnel or the finances to operate separately. They merged to sustain functional governance and to stabilize their financial situations.

But there can definitely be challenges, and not all attempts to merge or consolidate are successful. Many communities are reluctant to give up their unique identities. The multiple municipality consolidation attempt in the State College area in 1995 failed partly due to insufficient public engagement and concerns over losing local representation.

Disparities between merging entities can lead to perceptions of unequal benefits. In the case of Northern Cambria Borough, formed from Barnesboro and Spangler Boroughs in 2000, the anticipated advantages did not materialize, leading to a general sense of dissatisfaction among residents.

In terms of sustainability, consolidating municipalities can offer significant benefits, including streamlined services, regional cooperation, and improved planning. However, it's essential to address the challenges related to local autonomy, cultural differences, and the need for effective governance to ensure successful implementation. A well-planned and community-engaged consolidation process can lead to a more sustainable and prosperous future for all. □





Sustainable Staffing in Law Enforcement: A New Mandate for Municipal Leaders

BY JOHN STRING, ASPIRANT CONSULTING

Municipalities across Pennsylvania are grappling with an urgent crisis: the sustainability of their law enforcement workforce. While headlines tend to focus on the numbers, the heart of the matter lies in persistent challenges such as recruitment struggles, officer burnout, and high turnover. These issues don't just impact police departments, they threaten the long-term safety and resilience of the communities they serve.

When we talk about sustainability in law enforcement staffing, we're not just referring to numbers on a spreadsheet. It's about creating systems that foster stability, high performance, and continuity. Picture a workforce that is well-trained, fully supported, and engaged in the community's future. For municipal managers and elected officials, staffing law enforcement should be viewed as a vital element of municipal sustainability—a communal effort, rather than a reactionary task.

The Need for a New Approach

In recent years, many police departments in Pennsylvania and across the nation have experienced shrinking applicant pools, rising attrition rates, and increasing challenges in attracting new candidates to serve the public. The reasons for this trend are multifaceted, tied to shifts in generational values, heightened public scrutiny of policing practices, evolving educational and career expectations, and a stronger focus on achieving work-life balance.

According to the International Association of Chiefs of Police, “78% of agencies report having difficulty recruiting qualified candidates, and 65%

report having too few candidates applying for open positions.”¹ These figures reflect a national trend that mirrors what many local leaders are seeing on the ground.

Meanwhile, officers on the front lines face increasing pressures. With chronic short staffing, they often grapple with mandatory overtime, reduced training time, and fewer opportunities for community engagement. The expectation to do more with less takes a toll, leading to stress, fatigue, and emotional burnout, key drivers of early retirements and career changes. This cycle doesn't just create challenges for departments; it also results in longer response times, higher overtime costs, and diminished public trust and approval.

Without intervention, this cycle will continue to spiral. As each officer leaves, the workload for those who remain grows heavier, making it even harder to keep them on board.

Building Sustainability from the Inside Out

To break this cycle, municipalities must reframe their approach to public safety staffing. It's essential to view it not just as an issue of hiring and attrition but as a strategic investment in institutional resilience. This requires a shift from reactive personnel management to proactive workforce sustainability planning.

A vital first step is recognizing that officers are not just employees, they are individuals with unique needs. Sustainable staffing begins with supporting their health: physical, mental, and emotional. Municipalities that prioritize officer wellness are



seeing improvements in retention and morale. This might include access to Employee Assistance Programs, the creation of peer support programs, and a culture where asking for help is seen as a strength, not a weakness. Smaller departments can often enhance access to these services through regional collaboration.

Equally important is the creation of meaningful pathways for professional growth. When officers see opportunities to learn, advance, and contribute in impactful ways, they are more likely to stay invested and remain local. Departments that offer leadership development, cross-disciplinary experiences, and support for continuing education are helping shape the next generation of public safety leaders. For smaller agencies, this may require creativity in developing new ways to keep officers challenged and engaged. Municipalities that adopt this mindset are more likely to retain those who might otherwise seek fulfillment elsewhere.

Recruitment strategies must also evolve. Today's candidates are often drawn to policing for different reasons than previous generations. Many seek purpose, service, and mission alongside financial stability. This calls for a recruitment message that resonates; one that emphasizes values such as fairness, integrity, and community connection, while showcasing the human side of the profession. Some forward-thinking departments in Pennsylvania are already using social media effectively, sharing compelling stories of public service, and creating early engagement programs that plant the seeds of interest well before the hiring stage.

The Role of the Municipal Leader

None of these initiatives can thrive in isolation. Municipal leadership plays a pivotal role in ensuring

that departments are positioned for success. Achieving sustainable staffing doesn't require sweeping reform; it demands steady support, intentional investment, and a shared understanding that public safety is a community responsibility.

Support can take many forms; from smart budgeting for personnel and wellness programs to investing in professional development and long-term planning. Municipalities that embrace a holistic approach to workforce sustainability can help build law enforcement agencies that are not only capable of protecting the public but are also deeply connected to the people they serve.

Sustainable staffing isn't the sole responsibility of police departments. It requires a collaborative effort, leadership that invests in people, agencies that prioritize wellness and growth, and communities that value long-term partnerships. Together, we can build a public safety model that serves not just today's needs, but tomorrow's expectations. □

¹ Source: International Association of Chiefs of Police. "The State of Recruitment: A Crisis for Law Enforcement." IACP, 2019. https://www.theiacp.org/sites/default/files/239416_IACP_RecruitmentBR_HR_0.pdf



Aspirant Consulting Group





Navigating Clean Energy Choices: RECs vs. EFECs for Pennsylvania Municipalities

BY MATT SHORTALL, CONSTELLATION

As Pennsylvania municipalities face increasing pressure to meet sustainability goals, many are exploring market-based tools to reduce their carbon footprint. Two of the most accessible and impactful options are Renewable Energy Certificates (RECs) and Emission-Free Energy Certificates (EFECs). While both support cleaner electricity, they differ in scope, cost, and strategic value. Constellation, a leading energy supplier in the PJM region, offers both products and has developed tools to help municipalities make informed, transparent decisions.

Understanding the Basics: What Are RECs and EFECs?

RECs represent the environmental attributes of 1 megawatt-hour (MWh) of electricity generated from renewable sources like wind, solar, or biomass. They are widely used to support renewable energy development and are often required for compliance with state Renewable Portfolio Standards (RPS).

EFECs, on the other hand, represent electricity generated from any emission-free source—including nuclear and large-scale hydroelectric. These certificates are particularly useful for municipalities focused on carbon neutrality rather than strictly renewable energy.

Both RECs and EFECs can be used to make credible claims under Scope 2 emissions accounting, as defined by the World Resources Institute's Greenhouse Gas Protocol

Real-World Application: How Municipalities Are Using These Tools

Constellation has a long-standing relationship with the League, through the Municipal Utility Alliance (MUA). While the MUA agreement is primarily structured around fixed-price electricity, municipalities can layer in RECs or EFECs to meet their specific goals.

For example, a borough aiming to meet a net-zero resolution might choose EFECs to cover its entire load

with zero-carbon electricity. Another municipality participating in a green power challenge might opt for RECs to align with renewable energy targets.

Making the Right Choice: RECs or EFECs?

Criteria	RECs	EFECs
Source	Renewable (wind, solar, etc.)	Emission-free (nuclear, hydro, etc.)
Cost	Typically higher	Often lower
Use Case	RPS compliance, green branding	Carbon neutrality, local sourcing
Availability in PA	Moderate	High (due to nuclear capacity)

Municipalities should consider their policy goals, budget constraints, and public messaging when choosing between the two.

Now is the time to evaluate how RECs and EFECs can fit into a broader clean energy strategy.

For more information or to explore how Constellation can help your municipality achieve its energy goals, reach out to Matt Shortall at matthew.shortall@constellation.com or 443-602-5755 and begin building your tailored energy strategy. Together, we can ensure a sustainable and cost-effective energy future for Pennsylvania's municipalities. □





Preparing Pennsylvania for Extreme Weather: A Blueprint for Sustainability and Resilience

BY JONATHAN PORTER, ACCUWEATHER CHIEF METEOROLOGIST

The goal of greener communities, lower emissions, energy efficiency, and water conservation is the focus for many municipalities aiming for a more sustainable future. As part of every plan, it is crucial that resiliency and preparedness for severe and extreme weather are incorporated to enhance safety, reduce damage to property and infrastructure, reduce risk and minimize costs.

One of the best ways municipalities can prepare is by partnering with a trusted weather expert, one with decades of experience in weather risk planning and organizational continuity.

AccuWeather expert meteorologists have seen a clear trend of more frequent storms and more intense extreme weather events impacting communities across the nation over the past two decades. Pennsylvania is no exception.

In just the past year, the Keystone state has made national headlines for destructive tornadoes, dangerous flash flooding, and winter storms that left thousands without power and heat in freezing temperatures.

Pennsylvania had 12, a record number, of billion-dollar weather disasters in 2024, exceeding even the total number experienced during the 1980s. And, already in 2025, there have been many reports of destructive weather across our commonwealth, including severe wind, damaging hail and several tornadoes.

A rare line of severe thunderstorms, known as a derecho, rocked communities across western and central Pennsylvania in late April. Widespread destructive wind gusts of 60-80 mph and even near 100 mph in the hardest hit areas knocked down hundreds of trees and power lines, closing roads and leaving 700,000 customers in Pennsylvania and Ohio without electricity for days. Tragically, the storm resulted in the deaths of three people.

AccuWeather has made investments in both sustainability and resiliency over the past two decades, drawing upon its forecasts with proven Superior Accuracy™, AI and 63 years of intellectual capital. Our long-term plan paid off during the late-April storms, enabling us to continue providing the most accurate forecasts and life-saving weather warnings without interruption.

Powerful wind gusts snapped utility poles that brought down power lines onto several vehicles less than two miles away from the AccuWeather Global Weather Center in State College. Thankfully, the drivers of those vehicles heeded the warnings from dispatchers and first responders and remained in their cars until they were given the all-clear from utility crews confirming the lines had been safely deenergized.

Our emergency generators and well-established preparedness procedures kept the AccuWeather Global Weather Center in State College fully operational during a nearly 48-hour commercial power outage, enabling our meteorologists to issue warnings and update forecasts for municipal clients, businesses, and the public without missing a beat.

When our facility was built in 1998, a strategic decision was made to keep large trees a safe distance away from our building, satellite dishes, weather sensors, and parking lots to minimize the risk of storm damage. We have prioritized investments in multiple generators and diverse telecommunication circuits as well as robust operational procedures to assist us in maintaining business continuity.

The AccuWeather facility and property did not suffer any damage from that storm. Many of our friends, neighbors, fellow businesses, and municipalities throughout central and western Pennsylvania were not as fortunate or prepared. With power knocked out, internet outages, and cell signal disruptions, many day-to-day operations grind to a halt.

Power outages lasting more than 48 hours can lead to millions of dollars in economic losses, from business, travel, education, and supply chain disruptions to refrigerated foods and medications spoiling. The April storms highlight once again how vulnerable Pennsylvania is to severe weather. It should serve as a wakeup call to remind us how important it is for municipalities to make investments and prepare for the increasing risk of disruptive and damaging weather due to climate change.

Pennsylvania, along with the rest of the planet, has warmed dramatically over the past century. Records show that average temperatures have increased nearly 2 degrees, and average precipitation has increased more than 10 percent across Pennsylvania over the past century.





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Stronger storms and intensifying rainfall rates trigger more urban flooding. Increasing pollen levels are worsening seasonal allergy symptoms. It's clear that virtually everyone in Pennsylvania has been and will be impacted by increasing incidents of severe weather. These trends are expected to amplify in the coming decades with the continued burning of fossil fuels and methane gas emissions.

Municipalities across Pennsylvania and around the country are investing millions of dollars in sustainability and resiliency projects. Work is underway to upgrade aging drainage systems that are struggling to keep up with increasing rainfall rates. Older utility poles are being replaced with stronger poles more resilient to damaging wind gusts. Above-ground power lines in vulnerable areas are being buried underground to reduce the risk of damage and outages from strong winds and downed trees.

These investments are crucial, but many communities are struggling to keep pace with the increasing frequency of damaging and disruptive storms. One of the best ways municipalities can prepare for a future with rising temperatures and more impactful storms is by collaborating and planning with trusted weather experts at AccuWeather.

A [post-storm assessment of the deadly and devastating impacts from Hurricane Ida](#) in 2021 found that communication gaps and coordination failures between National Weather Service forecasters, emergency officials, and local government leaders contributed to confusion and delays in response, including potentially life-saving evacuations. At least five storm-related deaths were reported in Pennsylvania. The report found that 52 of the 87 fatalities across the country during Ida were linked to rapidly rising flood waters.

While others failed to anticipate the scope of the risk, [AccuWeather's forecasts ahead of Ida](#) explicitly warned of "significant flash flood risk, watch for rapidly rising waters" and "major, widespread and life-threatening flash flooding." In Philadelphia, local leaders did not issue a travel ban before the storm arrived, which could have prevented dangerous swift water rescues and possibly even saved lives. City procedures for Philadelphia at the time indicated that a travel ban likely would have been issued for a snowstorm forecast of 4-8 inches of snow.

One year later, [AccuWeather forecasts warned of "rapidly worsening travel conditions"](#) and "highway chaos" with 6-10 inches of snow expected to bury the Washington D.C. area in January 2022 during the first commute of the new year. Even with the most accurate forecasts and greatest advance notice from AccuWeather, travel bans were not issued in northern Virginia. Snowfall accumulated too quickly for road crews and plow trucks to keep up. Spinouts and crashes in the wintry weather on Interstate 95 led to

hundreds of drivers being stranded in a 50-mile stretch of gridlock on the highway in freezing temperatures overnight.

Once again, lives were put at risk and a critical commerce corridor near our nation's capital turned into a disaster zone because of a lack of coordination, communication and planning. Weather forecasts, warnings, and alerts have advanced and improved dramatically over the past decade, but meteorology and technology cannot solve every challenge. It takes direct coordination with municipal and government leaders to make informed decisions to help keep the public safe while minimizing disruptions to transportation and commerce.

Without AccuWeather, your municipality is not receiving the best, most accurate weather information that can better protect your community.

AccuWeather's team of more than 100 expert meteorologists is immensely proud of our 63-year track record of proven Superior Accuracy™. AccuWeather forecasts and warnings have helped save over 12,000 lives and prevent injury to more than 100,000 people. We've helped businesses and governments save tens of billions of dollars in damage, losses, and disruptions through better planning and decision making. One AccuWeather client reported it saved \$65 million from a single AccuWeather forecast before a high-impact event.

More than half of the Fortune 500 companies and thousands of other businesses and government agencies use AccuWeather to reduce liability and losses and minimize reputational harm while more effectively maximizing safety, efficiency, and their bottom line.

AccuWeather's expert meteorologists and storm warning specialists work together with governments and businesses around the clock. As we face a future marked by increasing weather extremes, the focus is shifting from cost to value. The real question becomes: how can your municipality best protect lives, property, and operations? Partnering with AccuWeather, a trusted, accurate, and dedicated weather provider, can make all the difference. □

AccuWeather is pleased to be a League Business Leaders Network member, meaning that if you are a League member not yet subscribing to AccuWeather's world-class services, you can sign up for the AccuWeather Snow Warning Service and SkyGuard® Severe Weather Warning Service, which are tailored for municipality-specific needs and include consultation with expert meteorologists, at a League discounted rate. You can [sign up for these valuable services here](#)



AccuWeather





PFAS: Clock Ticking on Municipal Recovery Opportunities

BY JOHN GALLAGHER, SENIOR COUNSEL, MILBERG COLEMAN BRYSON PHILLIPS GROSSMAN, LLC

The clock is ticking and the January 1, 2026, deadline is fast approaching for Phase 2 municipalities and public water systems to submit claims to participate in settlements against manufacturers of AFFF contaminated with PFAS. So far, historic settlements have been reached with 3M, DuPont, and Tyco and others that will collectively pay up to now close to \$15 billion to participating public water systems. Phase 2 municipalities/water systems are those that either tested after June 30, 2024, or have not tested wells to date.

Let us look back at the PFAS issue. Per and Polyfluorinated Substances, often referred to as “PFAS”, are a group of man-made “forever chemicals” characterized by their strong chemical bond. Due to their unique chemical structure, PFAS are extremely stable and are highly resistant to oil, grease, water and heat. As a result, PFAS has permeated many aspects of our everyday society, including food packaging, pesticides, adhesives, clothing, furniture, automotive parts, and non-stick pans.

Recent studies show that PFAS has serious adverse impacts on human health. Exposure to PFAS, even at low levels, is associated with various cancers, decreased immune system function, and fertility issues. PFAS also migrate easily, and because of their persistence, can travel far from where they were released into the environment.

One major use of PFAS is in aqueous film-forming foam (AFFF), which was commonly used for decades to suppress fuel fires at locations such as airports, military bases, industrial facilities, and fire training centers. AFFF contains extremely high

levels of PFOS or PFOA, two PFAS compounds, and were manufactured or distributed for decades by large corporations such as 3M, DuPont, Chemours, Tyco, Corteva, Kidde Fenwal, BASF, and Dynax. AFFF use is banned in many states and by the U.S. government at military bases, subject to emergency exceptions.

PFAS from AFFF released into the environment has migrated into public drinking water sources, and, given its strong chemical bonds, is difficult to remove and requires complex and expensive treatment solutions.

On April 10, 2024, the EPA finalized a legally enforceable maximum contaminant limit (MCL) for several PFAS, including limits of 4 parts per trillion (ppt) for PFOS and PFOA. To put things in perspective, imagine an Olympic sized swimming pool filled with sand. If four grains of sand are found to contain PFAS, that would be equivalent to the four parts per trillion. Where PFAS is found at levels that exceed these standards, systems must implement solutions to reduce PFAS in their drinking water within five years. Estimates from the American Water Works Association project PFAS treatment costs to be upward of \$100 billion dollars for public water systems across the country.

Public water systems across the county have filed lawsuits, both Phase 1 & Phase 2 claimants, against the companies that manufactured and distributed AFFF for the recovery of costs associated with removing PFAS from drinking water. The settlements provide funding for public water systems with any amount of PFOS or PFOA in any of their water sources, even if below the 4 ppt limit,

and systems are not required to demonstrate that the PFOS or PFOA originated from any particular AFFF use in the area. The funds are also general funds that are not tied to any specific abatement measures.

It is important to file a timely settlement claim before January 1, 2026, deadline or risk forfeiting any rights to a claim. Information on the settlements and deadlines may be found at www.pfaswatersettlement.com.

Deadlines are fast approaching in these settlements, and it is crucial that public water systems consult with experienced legal counsel to take necessary action and protect their right to recovery. For example, the Phase 1 Action Form deadline for the 3M and DuPont settlements was July 12, 2024. Additionally, litigation remains ongoing against many of the remaining AFFF defendants, and public water systems should counsel with counsel regarding their rights as to these defendants.

What's on the horizon?

Although much has already been won, there is still far more PFAS news on the horizon. The next round of settlements will involve AFFF claims for airports. Currently, Part 139 airports are those airports serving scheduled air carrier operations with aircraft designed for more than nine passenger seats, or unscheduled operations with aircraft designed for at least 31 passenger seats. These airports are beginning to file AFFF recovery claims

as well. These airports were required by the Federal Aviation Administration which has led to ground contamination, contaminated equipment such as fire suppression trucks and hoses. Training with foam was also required, leading to contamination of firefighters' uniforms and clothes, which in turn could have brought PFAS into personal vehicles and their homes, further endangering family members. If your municipality owns an airport or participates in an airport authority, seek counsel from your city or board attorney on any rights to recovery the airport may have.

Staying up to date with the status of PFAS litigation is an important step in ensuring that your municipality recovers the funds it deserves. □

Milberg Coleman Bryson Phillips Grossman, LLC is a national environmental and toxic tort law firm that represents municipalities, public water systems and airports across the country in PFAS contamination litigation. John Gallagher is a Senior Counsel with Milberg and the retired Executive Director of the Louisiana Municipal Association. John may be reached at jgallagher@milberg.com.





An Interview with Kathy Wyrosdick

EXECUTIVE DIRECTOR, GOVERNOR'S CENTER FOR LOCAL GOVERNMENT SERVICES

In the mid-90s, The League worked with then-Governor Tom Ridge and Lieutenant Governor Mark Schweiker to redefine the Department of Community and Economic Development. The Governor's Center for Local Government Services officially opened its doors on November 16th, 1996, and was designed to be "one-stop shopping" for municipal officials to access information and gain assistance. It was the most significant advancement in state-local relations in decades, giving local government a voice at the highest level of state government.

In the early part of 2025, Kathy Wyrosdick took the reins as Executive Director of the Center, bringing decades of planning experience in working with local governments.

Could you describe the Governor's Center for Local Government Services and what this office does for local government?

The Center takes a holistic approach to local government services. It provides a number of support services for local government that I honestly think are so extremely valuable. The keystone services and programs are for the more financially distressed communities to help support them in bolstering up their finances and understanding of how to build efficiencies within the operation of local government. In addition to that, we of course provide programs to support looking at police, emergency services, fire operations, and ways to build efficiencies, usually

"I give them (local government) all the credit in the world for those who show up and try to do it every day, because it's hard."

through mergers, regionalization, or shared services, because that is such a huge portion of local governments' budgets. We have municipal statistics, which is a niche program where communities provide their audits, and

it gives us an opportunity to kind of track the financial health of the communities.

The Office of Community Planning is much larger than it's ever been. That group is really designed to help communities in

the planning phase of their work. So, it sort of goes beyond building up financial foundation to 'okay, now we want to be able to do more as a community' and so planning steps in and says, 'okay, now we'll help you figure out what that "more" aspect looks like.' Our community planners are, I think, an incredibly vital tool.

What does your typical day look like?

A lot of my days are spent checking in with deputy directors and their staff on the priority issues of the week... and giving support and advice on how to address those issues. There're always little fires that you have to put out. You know, when you're providing support to over 2,500 municipalities a lot of things can pop up. We're looked at as the subject matter experts on all things local government. At any one time, we could have 70-80 communities that are utilizing our services, so either they're going to a regionalization study, they're in the STAMP program, which is the strategic management program, Act 47, or maybe they've just come out of Act 47, or they're getting a MAP (municipal assistance program) grant through our office, so that fills the majority of our time.





I know you have extensive experience in municipal planning, what are the key things that you've learned throughout your career in terms of creating municipal plans?

I used to be the planner, when you come out of school, you're saving the world. You know everything, I can walk on water and I'm going to save the planet, right? I went from creating those really robust aspirational comprehensive plans and studies for my communities, and they looked great, they sounded great, and they had lots of community input, and it stirred your soul. It wasn't until I pivoted and was a public sector planner in Fairmont, West Virginia, working for a city of about 24,000 people, and I realized how limited my time was to work on big, new initiatives. I spent most of my time doing the daily work and the multiple job descriptions common in local government planning, and I thought 'when am I going to have time to work on big park plans and blight studies?' and it frustrated me. I learned that plans should be pretty focused on a few key issues and relevant to the capacity that your community has to be successful.

People like to be ambitious. What are the key things that municipalities need to consider in planning projects?

Are you prepared on the part of the municipality to change the way that you deliver services or allocate resources (meaning funding and people) to achieve the goals that come out of this plan? You have to be cognizant to the fact that something is going to have to change, or else you probably wouldn't need the plan in the first place. Second, the reasons plans sit on a shelf is because they tend to be so big and include everything, that it's not realistic and it doesn't meet the capacity of the community. How are you going to deliver, how are you going to execute on the plan? You have to have a really honest conversation with your elected officials, your administration, of 'what can we actually do in the first year that's going to move this plan forward?' This can help give you a sense of the reality of the situation, because you understand what you can get done in a year. If you try to develop a year one action plan and you can't get through the first 10 of the 60+ items on your list, then that's where you have to rethink how to approach it.

The most successful projects are not necessarily dependent upon money. There's a lot that can be done to affect plans that don't require money, so don't let that stop you.

How can municipalities create revitalization strategies that will last far into the future? How do we make revitalization sustainable?

The longevity of keeping revitalization efforts moving forward is...the community's willingness to be nimble and flexible. We learned during Covid, you gotta pivot, so even in the best planning projects things change, and that's okay, but your goal and aspiration for your community should still be the same. We want people to be employed, have jobs, have access to jobs, raise their kids here, send them to school, get a great education, open their business here, and have a great quality of life. Those are the goals, they don't change. Too often I have seen, what fails is, and it's not just local government, it's not on the shoulders of local government...too often the stakeholders involved are not rowing in the same direction towards the same goal. It can be divisive, and it can spread resource too thin. So strong leadership that can align all of the general stakeholders is going to be what builds continuous, sustainable revitalization.

What is the most important issue facing local government in 2025?

I give municipalities a lot of credit because I understand how difficult it is to meet basic services that are required of local governments, and then the community expects them to do more with very challenging revenue sources. I think that making sure that the basic services are being provided is so vitally important and then all the other stuff builds off of that. You can't build a house on a crumbling foundation; your foundation has to be strong.

What is your vision for local government in Pennsylvania?

I don't know that I get to have a vision for local government, I just want them to be the best that they can be. They set their own vision...they set their own pace, and I want our Center to be there to support them to achieve that vision, whatever it looks like, as long as it's a good one. □



No Finish Line: Pittston's Approach to Sustainable Success; Beyond Storefronts and Streetscapes—The Pittston Way

SUBMITTED BY JOE CHACKE, CITY ADMINISTRATOR AND KRISTEN WALTERS, COMMUNITY DEVELOPMENT & GRANTS SPECIALIST



Introduction

Sustainability, when most people hear that word, they think of solar panels, rain gardens, cutting carbon emissions, or tossing their recyclables in the right bin. And those are all important. But here in the City of Pittston, we take a broader view. For us, sustainability means continuing to provide top-notch, full-service local government services and not just this year, but for many years to come. It's about staying innovative in how we solve problems, keeping our economic and community development efforts bold and effective, and making sure the projects we launch don't just make it to ribbon-cutting day, but thrive long after. This article gives you a look at what sustainability really means in the day-to-day operations of local government and why it matters to Pittston's future.

We like to call it our sustainability story, but around here, it's better known as the "Renaissance of Pittston," a phrase the local media coined, and one we've proudly adopted. While our downtown revitalization has been the most visible part of that story, it's far from the whole picture. Revitalization efforts of the City of Pittston have ranged from small projects like community gardens, block cleanups, and blight removal to large scale million-dollar developments to help restore and grow the city's population while simultaneously uplifting its local economy and residents.

Pittston City's revitalization efforts are driven by a strong network of partners and organizations working together to make real, lasting impact. Key players include the Redevelopment Authority, the NEPA Land Bank, the Office of Community Development, the Downtown Pittston Partnership, our dedicated city staff, and a variety of committees, boards, nonprofits, and community partners. We often encourage our

colleagues with a bit of friendly advice: take the traditional local government playbook, tuck it in a drawer, and only pull it out when absolutely necessary. To truly improve services, solve problems, and push development forward, we believe in thinking beyond the usual government mindset. Overall, the Revitalization efforts of Pittston have proven to be successful by creating and sustaining positive impacts on its growing population. Which arises the question... how does Pittston keep its revitalization efforts alive and out of disrepair?

An important thing to note about revitalization within any municipality is that revitalization never stops. Pittston City does not view its efforts as having a finish line, yet it views redevelopment as a never-ending goal. A goal that is driven by the city's mission to sustain its efforts and constantly keep improving.

The key to keeping revitalization efforts alive is sustainability. Revitalization and redevelopment efforts are essential to get the ball rolling and progress to be made. Although, the secret to long term success in uplifting and changing communities for the better is in building sustainable processes. Processes within entities that will withstand the changing landscape of local government and the municipalities these processes occur within.

The History of Pittston Revitalization

Pittston City was once known for its bustling garment manufacturing industry and coal mining destination. Once garment jobs started to dwindle along with the coal mining boom ending in Northeastern Pennsylvania, a large portion of the residents had no choice but to move away from Pittston in search of jobs. This caused many homes, businesses, and areas of the city to become vacant and uncared for leading





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to a rise in crime and vacancies within the once vibrant downtown.

The history of Pittston City's revitalization efforts dates back as far as 1998. The efforts from Mayor Michael Lombardo and other city leaders first included encouraging businesses to upgrade their storefronts and increase curb appeal through facade enhancement grants. This created a chain reaction, slowly but surely, the city of Pittston began several other projects to revamp and sustain positive growth in the downtown and surrounding areas.

Pittston's rise as a so-called "overnight success" was, in truth, the result of two decades of deliberate strategy and persistent effort. It began with the Redevelopment Authority allocating reserve funds under the assumption that the investment might serve as a lost leader. From there, we leveraged grant funding to support façade enhancements, signage upgrades, selective demolition, and remediation of commercial properties. However, the catalyst that transformed perception and momentum was a highly focused investment in a two-block corridor. That area received a full streetscape redesign, with an emphasis on walkability, pedestrian safety, and cohesive aesthetics. The outcome was both visually compelling and functionally impactful, capturing the attention of the public and local media alike. For communities seeking to replicate our success, this targeted, high-visibility investment is the first step we recommend. We have spent the last decade pursuing and completing streetscape projects for this reason.

Revitalization and Sustainability

Revitalization and Sustainability are important priorities for municipalities planning to create vibrant communities, that are not only resilient, but also efficient. Integrating environmental, economic, and socially sustainable practices into municipal processes, makes long term planning for the future more feasible and effective.



Townie Award for Anchor Building

Environmental Sustainability

Pittston City currently holds a Sustainable Pennsylvania assessment of Silver. It includes having a sustainability team along with adopting a diversity and inclusion written hiring policy. Pittston City plans to expand their Sustainable PA certification to further the expansion of their sustainable practices in the city, in order to benefit residents, in the near future.

In partnership with the Local Climate Action Program (LCAP), a student from Penn State University Wilkes-Barre, recently conducted a Green House Gas inventory for Pittston City. Which is required for a higher-level accreditation from Sustainable PA and is helpful when applying to certain grants, relating to sustainable practices.

Economic Sustainability

Pittston City is home to a significant amount of businesses and restaurants spread across just under 2 square miles, making it the smallest city by area in Luzerne County. While we recognize our compact footprint, we are regularly reminded that we operate at a higher level, with one state official remarking, "You punch above your weight class." This reputation is reflected in our high business density, which supports a thriving local economy. With a current population of approximately 8,000 residents, the city has seen steady appreciation in home values. As of 2025, the average home value exceeds \$200,000—an increase of nearly 6% since 2024, according to Zillow. When compared to the national inflation rate of 2% to 3%, Pittston's housing market is growing at more than twice the pace, signaling consistent economic progress.

However, we are also acutely aware of the challenges that remain. Pittston City holds the highest concentration of poverty in Luzerne County, with over 26% of residents living below the poverty line, according to the U.S. Census Bureau. While many of our programs are designed to reduce that number, this statistic underscores the need for thoughtful, long-term planning. Economic success must be sustainable—especially when nearly one in four residents struggles to keep up. The central question becomes: how can we continue to "punch above our weight class" if our residents and taxpayers can't afford the weight of that success? Our answer lies in economic sustainability.



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One of the most impactful steps we've taken was the adoption of a Home Rule Charter in 2012. This reform lifted the state-imposed cap on earned income tax, allowing the City to rebalance the local tax structure. By shifting the burden toward earned income, rather than fixed property values, we aligned revenue collection with the community's ability to pay. Unlike property taxes, earned income tax is more equitable and responsive—it adjusts with wages, captures contributions from renters and nonresident workers, and broadens the tax base without placing undue strain on property owners. Just as important, we've kept property taxes stable for 16 years, thanks not only to this tax structure, but also to the success of our economic development projects, which have attracted new residents, high-wage earners, and increased investment in our community. Together, these efforts have allowed us to build a more resilient and balanced financial future.

As mentioned earlier, Pittston's ability to maintain and strengthen economic sustainability wouldn't be possible without the support of key partners. At the heart of this collaborative effort is the Redevelopment Authority, which has played a foundational role since the very beginning. Often referred to as the "founding father" of our revitalization, the Authority went beyond its initial loss leader investment and has continued to deliver transformative, high-impact projects. These include the construction of a modern office building at William and Main Streets, marking the first steel-frame structure in the city in over 60 years; the development of 35 high-end condominiums along the riverfront; and the creation of 62 senior housing units through LIHTC funding. Their work has also extended to the rehabilitation of vacant residential properties, returning them to productive use and bringing new earners into our neighborhoods. One of the most notable successes is the transformation of the Waterfront Warehouse, once the largest and most underutilized building in the city, now 98% occupied with a mix of commercial and residential tenants. Looking ahead, the planned Market & Main project, centered on the revitalization of the historic New American Theater, represents another multi-million-dollar investment with major potential to reshape our downtown core.

Other critical partners in our economic ecosystem include the Blighted Property Board and the North

East Pennsylvania Land Bank. These organizations are focused on returning vacant and blighted properties to productive use, a mission that not only restores the physical landscape of our neighborhoods but also adds new properties to the tax rolls and welcomes residents with wages back into our community.



Market & Main (Theater) Future Site

Investments into Neighborhoods & Downtown

Investments made into neighborhoods are a driving force for rising home prices which creates a more desirable market for new home buyers, creating economic stability. Whereas, investing into businesses creates opportunities for existing businesses to stabilize and new businesses to establish a sustainable business.

Pittston City's Home Rehabilitation Program, between the years of 2021-2024, invested over 1 million dollars into improving the quality of life for residents, in order to allow them to age in place in their homes. This program included 27 houses during this time span, upgrading all aspects of homes from foundations, HVAC systems, roofing, electrical, plumbing and more.

Another force driving the real estate landscape of Pittston is the Beautiful Blocks Program. This is a recent partnership program the City joined into with Neighborworks NEPA. It is a program that provides a matching grant to homeowners to make front-facing upgrades to their homes. Last year, 35 houses participated in the program resulting in over 90,000 dollars being invested into uplifting our neighborhoods.

Social Sustainability

Social sustainability is deeply rooted in Pittston City through its projects, events, and partnerships.

Public Spaces are a main priority for Pittston City's Revitalization efforts because they have a positive impact on not only individuals but the surrounding





Sustainability...

areas. One example of this is the Pittston City Community Garden. This garden provides fresh produce and herbs for residents and also allows residents of the nearby housing authority development to engage in stimulating and rewarding activities. The garden is managed by the Pittston city staff along with a committee consisting of partners, staff, and housing residents, to ensure the longevity of the project.



Community Garden

Pittston City's Office of Community Development holds several events and reoccurring activities throughout the year including our Annual Community Cookout. The annual cookout is a free and fun day of lunch, snacks, games, music, and socialization amongst city officials and the Pittston Community, aiding in Pittston's social sustainability by creating bonds between staff and residents.

Partnerships, both private and public, are essential to upkeep of community wellbeing and social sustainability. Notable partnerships with Pittston City are the YMCA and the Library, two engaging and involved locations within Pittston City. Also, to include are The Pittston Area Schools which are located in the surrounding areas.



2024 Tomato Festival



Pittston Playground Program

The Downtown Pittston Partnership is a key player in social sustainability in Pittston City, by facilitating and planning events. We believe social sustainability is achieved through community engagement and involvement. Some notable events include, The Pittston Tomato Festival, the Pittston Playground Program, Annual Farmers Market, several parades throughout the year, and many more!

The City is also committed to providing and promoting fair housing for all residents, whether they own their home or are renting. The City passed a Fair Housing Resolution in 2017 stating that the city will assist any person or persons that feel that they have been discriminated against under the Federal Fair Housing Act. This ordinance also includes that the City hosts a fair housing activity every year to engage and educate residents on Fair Housing Laws.

Lessons Learned

This article highlights our successes—but we're the first to admit, not everything we've done has been a home run. In fact, continuing the baseball analogy, we know that every time we step up to the plate, we're not going to knock it out of the park. Sometimes it's a solid single or double. And yes, sometimes we strike out. And we have.

But the important thing is—we keep stepping up. We're not afraid to take the swing, even if it means striking out now and then. Because in local government, playing it safe doesn't move the needle. We've found that we often learn more from our misses than our



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hits. And we use those lessons to avoid making the same mistake twice.

Our advice? Don't be afraid to step to the plate. The only guaranteed strikeout is the one you don't swing at.

Recommendations

- **Start with a focused, visible win.** Revitalizing just two blocks with intention changed perceptions and momentum.
- **Invest in people as much as places.** Sure, we love new sidewalks and spruced-up storefronts, but sustainability also means investing in people, not just infrastructure. From community cookouts to housing rehab, social infrastructure is what truly keeps a city thriving long after the ribbon-cuttings are over. And that includes investing in your team. We can't afford to stay locked in the "this is how we've always done it" mindset or treat hiring like a game of who-can-find-the-cheapest-manager. The lowest bidder might save a few bucks today, but they can cost you vision, momentum, and morale tomorrow. Remember our suggestion to tuck the government playbook in a drawer? That applies to hiring too. Some of our best ideas in Pittston have come from people who didn't come up through the traditional government ranks—former private sector pros who aren't afraid to ask why we do something or challenge the automatic how. That kind of thinking keeps things fresh, and keeps us from coasting on autopilot. Of course, we've got our share of career government folks too—and we're lucky that many of them are the kind who evolve with the times, adapt to change, and care deeply about doing it right. The key is finding the right people, regardless of their background. Experience is great. Vision is better. And when you find someone with both? That's a home run every time.

- **Partnerships are everything.** The Redevelopment Authority, Land Bank, nonprofits, and volunteers are key players, not sidekicks.
- **Plan for process, not just projects.** Build systems that outlast elections and evolve with your community.



Conclusion

In Pittston, revitalization isn't a campaign, it's a commitment. We've learned that progress doesn't come from flashy one-time projects or trend-chasing initiatives. It comes from consistency, collaboration, and the willingness to think differently about what local government can be.

Sustainability, to us, means making sure the good work we do today still matters tomorrow. It means building systems that outlast administrations, programs that evolve with our people, and places that feel like home for generations.

Our story isn't finished and we don't want it to be. There's no final ribbon-cutting, no last groundbreaking, just a city that keeps showing up, keeps improving, and keeps asking, "What's next?"

If there's one thing we hope others take from Pittston's experience, it's this: sustainability isn't a checkbox. It's a mindset. And when local government adopts it, not just in policy but in purpose, communities can do more than bounce back—they can rise. □





Sustainability and Public Engagement: Partnering with Your Community for a Greener Future



BY BAILEY ROCCO, SUSTAINABILITY COORDINATOR, THE LEAGUE

Creating lasting, community-wide sustainability requires more than municipal mandates. It demands collaboration. Across Pennsylvania, municipalities are discovering that when they invite residents into sustainability conversations, the result is not just buy-in, but also action.

From neighborhood cleanups to climate task forces, public engagement is helping shape stronger, more responsive, and more resilient local policies. This article explores why engagement matters, what it can look like, and how Pennsylvania municipalities are using it to build a greener future.

Sustainability initiatives often intersect with daily life, such as energy use, transportation, waste management, and access to green spaces. Without meaningful input from the people affected by these issues, even the most well-intentioned policies can fall short or face resistance. From my observation, when municipalities engage the public often, they are better able to identify community priorities, build support for sustainability goals, foster innovation through diverse perspectives, and empower individuals and organizations to take ownership of local climate solutions. Engagement is not a procedural formality; it is a cornerstone of lasting sustainability.

There is no one-size-fits-all model for community engagement. The most effective approaches are tailored to local context, culture, and capacity. For example, Allegheny County, the **Town of McCandless**, offers a compelling example through its Environmental Advisory Committee (EAC). This EAC provides structured input to the Town Council on environmental matters, through monthly committee

meetings to recommend policies and programs that promote sustainability and preserve the town's character.

The **City of Pittston's** Community Garden is also a great example for fostering community engagement, as it serves as a gathering space where residents share knowledge, build relationships, and participate in hands-on environmental education. By integrating food systems, health, and climate resilience, Pittston's Garden demonstrates how public spaces can become living classrooms for sustainability.

Municipalities are also finding creative ways to bring sustainability education into the heart of the community. **Camp Hill Borough** offers a standout example through its annual StormFest event. Held each July at the Borough Hall, StormFest is a free, family-friendly environmental education fair that blends fun with learning. Residents of all ages can explore stormwater management and environmental protection through hands-on activities, live demonstrations, raffles, and interactive exhibits. By turning environmental education into an engaging community celebration, Camp Hill is helping residents connect with sustainability in a meaningful and memorable way, while reinforcing the importance of individual and collective action.

Effective sustainability work must also be equitable. Engaging traditionally underserved or underrepresented groups ensures that policies and programs benefit the entire community. This means holding meetings at accessible times and locations, providing materials in multiple languages, listening actively to concerns about environmental justice and



Sustainability. . .

affordability, and compensating community partners when possible. These practices not only promote fairness but also strengthen community resilience, socially, economically, and environmentally.

To further support municipal collaboration and peer learning, the Pennsylvania Municipal League and Sustainable Pennsylvania are hosting **two Sustainable PA Workshops this fall**. The Eastern Pennsylvania Workshop will take place on September 9, 2025, and the Western Pennsylvania Workshop will follow on November 4, 2025. These in-person events are open to **elected officials, municipal staff, and community sustainability advocates**. The focus of these workshops will be to provide practical tools, real-world examples, and cross-municipal dialogue. These workshops aim to help communities deepen

their sustainability efforts while fostering regional connections and collaboration. More details and registration information will be available on the Pennsylvania Municipal League website shortly. Sustainability is a shared responsibility. Municipalities that embrace public engagement are not merely implementing policies, they are building movements rooted in trust, transparency, and teamwork. As your community advances its sustainability goals, consider how residents are involved in the process and how you can continue learning from peers across the commonwealth. Through connection and collaboration, we can build a more sustainable and resilient Pennsylvania. □



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Smart, Sustainable, and Ready for the Future: How AI is Helping Pennsylvania Municipalities Go Green

BY CYNTHIA PHILLIPS, FOUNDER & MANAGING PARTNER, SCIENTIA CONSULTING LLC

A Smarter Way to Tackle Climate Goals

In communities like State College and Reading, local leaders have begun asking: “How do we know we’re actually reducing emissions?” With AI in the mix, they no longer have to guess. Energy use across public buildings can now be tracked in real time, helping identify waste and prioritize retrofits. Emissions data can be modeled, helping guide everything from fleet electrification to renewable energy decisions.

AI turns sprawling spreadsheets into strategic decisions.

When Trash Talks, Towns Listen

Take waste collection — a thankless but essential task. In Philadelphia, AI is helping detect contamination in recycling streams, which once derailed entire truckloads. Now, smart sensors and data-powered routing help crews work more efficiently and reduce landfill waste. It’s not glamorous, but it’s saving money, fuel, and frustration.

Water, Water Everywhere — Unless AI Is on Watch

Stormwater surges and leaking infrastructure are all too familiar across PA towns. But in places like Lancaster, AI is being used to detect potential overflows before they happen. That means fewer flooded streets and cleaner local waterways. It’s a reminder that the right tools don’t just fix problems — they prevent them.

Buildings That Work Smarter, Not Harder

From borough halls to public libraries, municipal buildings often account for a big chunk of a town’s energy bill. With AI, some towns are gaining the ability to predict maintenance needs, automatically adjust HVAC systems, and slash unnecessary energy use — quietly saving taxpayer dollars while shrinking their carbon footprint.

Rethinking How People Move

Transportation is another major frontier. Pittsburgh, for example, has started to use AI to optimize traffic signals — reducing idling time, cutting down emissions, and improving traffic flow. Meanwhile, other towns are using AI to better plan for electric vehicle charging needs and future transit investments.

These aren’t high-tech dreams — they’re practical improvements happening today.

Preparing for the Next Storm

Extreme weather events are hitting harder and more often. But what if municipalities could get ahead of them? AI makes it possible. Whether predicting heatwaves, anticipating flooding, or optimizing emergency response, AI helps towns move from reaction to readiness.

Neighborhoods Designed with Insight

And what about the big picture — the long-term vision for greener, healthier communities? AI can help there, too. From planning new green spaces to reducing urban heat islands, smart data modeling helps municipalities make choices that benefit both people and the planet.

Getting Residents Involved

AI isn’t just something that happens “to” people — it can empower them. Towns are deploying AI-powered apps and tools to help residents track their own energy use, get updates about community sustainability programs, and even report local issues. When citizens are part of the process, sustainability gains traction faster.

Residents as Partners: How Reading Got the Community Involved

When the City of Reading set out to improve participation in its sustainability programs, officials quickly realized that good ideas on paper only go



Sustainability...

so far without community buy-in. That's when they piloted a new AI-powered engagement platform that sent personalized reminders and educational content directly to residents' phones and email inboxes.

Whether it was nudging households to sort recycling properly, alerting them to free tree-planting events, or showing energy-saving tips based on local weather, the platform helped turn passive residents into active sustainability partners.

Over the course of six months, the city saw a measurable uptick in recycling compliance, more volunteers for green initiatives, and even fewer missed trash pickups — all thanks to data-driven communication tailored to real people.

Reading's experience offers a powerful reminder: when residents understand the "why" and the "how," they're more likely to support and sustain local efforts. And with AI doing the heavy lifting behind the scenes, staff were able to focus more on outcomes and less on manual outreach.

The Bottom Line

AI may not solve every municipal challenge, but when it comes to sustainability, it's proving to be a game

changer. By putting data to work, Pennsylvania's local governments are making smarter decisions, improving services, and building greener, more resilient communities.

The future of sustainability isn't just about technology — it's about people, partnerships, and a willingness to try new things. And across the Commonwealth, municipalities are showing they're more than up to the task.

For municipalities looking to get started, there are several paths to accessing AI solutions: partnering with technology vendors, working with local universities or research centers, tapping into state and federal grants, or exploring regional collaborations that share tools and expertise. With a growing ecosystem of resources, Pennsylvania communities don't have to go it alone — the right support and partnerships can make all the difference in bringing AI-powered sustainability projects to life.□



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The League's 125th Anniversary ...



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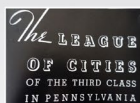


Celebrating Strengthening Communities

This year is a big milestone for The League!
We are celebrating 125 years of strengthening communities
and we have exciting events planned so stay tuned...

1900

***The League of Cities of
the Third Class***



October 1899, ten city mayors met and decided to form a League of Cities of the Third Class and Mayor Geise of York invited the group to hold its first meeting in York that following year.

First annual convention of The League was held in May of 1900.

1940

League office was set up at City Hall in Harrisburg.



1992

Relocation of The League's office to its current location, one block from the Capitol.



1955

The League of Cities of the Third Class becomes the Pennsylvania League of Cities.



Renamed to the Pennsylvania League of Cities and Municipalities.

2018-Present



Rebranded The League with a new logo.

#StrengthThroughEngagement

Updated The League Mission, Vision and Values.

2012

Renamed to the Pennsylvania Municipal League.



Pennsylvania Municipal
League

Celebrating Strengthening Communities



Through the Years

1900-2025

Change Over Time... Sustainability

BY SUSAN SCHRACK WOOD, DIRECTOR OF COMMUNICATIONS, THE LEAGUE

Although the term “sustainability” seems to be one that has trended in society during the 2000s and into present day, the idea of sustainability has been around for more than a century, it just wasn’t labeled as such. Over the last 125 years, the concept of sustainability has evolved from what was largely a resource-centric idea to a more comprehensive idea that includes environmental, economic, and social dimensions. As societies have advanced and the consequences of industrialization have become more apparent, the interpretation and importance of sustainability have changed in step with scientific understanding, political will, and public awareness.

In the early 1900s, sustainability was closely tied to resource conservation. Conservationist Gifford Pinchot really led the idea of conservationism as a means to promote longevity in resources and industry. He served as the first Chief of the United States Forest Service in the early 1920’s and went on to serve as Governor of Pennsylvania for two terms. His concerns about deforestation, soil depletion, and wildlife overexploitation drove early efforts in conservation, and promoted the “wise use” of natural resources, emphasizing efficiency and long-term utility. These early movements were driven by a utilitarian mindset: preserving resources to ensure continued economic development and national strength.

Mid-20th Century: Rise of Environmental Awareness

Post-World War II industrial growth brought significant environmental degradation. The 1950s and 60s saw increased pollution, pesticide use, and habitat destruction. In the 1960s and 70s Pennsylvanians were waking up to the effect of centuries of largely unrestricted exploitation of the natural environment. The lumber harvesting practices of the 19th century had devastated millions of acres and left

much of Pennsylvania barren while the industry picked up and moved to other states. In response, a broader environmental consciousness emerged. Rachel Carson’s *Silent Spring* (1962) catalyzed the modern environmental movement, highlighting the interconnectedness of human and ecological health.

In 1969, the Pennsylvania Environmental Council was formed. Their approach was to bring conservationists, community leaders, business interests, agriculture, lawyers, and local government together to work with state government to restore and enhance environmental quality. The idea of sustainability began to shift from conservation to environmental protection. The state’s coal, steel, forestry, and railroad industries had taken a big toll on natural resources, polluting the air, soil, and water. Landmark events like the first Earth Day in 1970, and the establishment of environmental protection agencies in multiple countries, reflected a growing recognition of the need for systemic change.



Late 20th Century: Beyond the Environment

In the 1980s and 1990s, Pennsylvania focused on developing environmental programs related to recycling, hazardous site cleanup, air quality, and water quality. State laws mandated recycling programs in schools and universities, and the state also made strides in managing stormwater and erosion. Furthermore, the state established the Environmental Stewardship Fund and took steps to revitalize communities impacted by deindustrialization.

The League's 125th Anniversary . . .

The 1987 Brundtland Report, officially titled Our Common Future, was a turning point. It defined sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” This broadened the scope of sustainability beyond the environment to include economic growth and social equity. It positioned sustainability as a framework for international development and long-term planning. Businesses began integrating sustainability into corporate strategies, though often more as a public relations tool than a genuine commitment. Pennsylvania state law mandated recycling programs in schools, colleges, and universities by 1990, and focused on cleaning up contaminated sites, with cleanup work beginning in the late 1980s and early 1990s at sites like the American Street Tannery in Philadelphia.

21st Century: It's All About Integration

In the 21st century, sustainability has grown to encompass sustainable energy, sustainable

agriculture, social justice, and overall sustainable quality of living.

Technological advances have enabled new sustainable practices—from renewable energy to precision agriculture—but have also introduced challenges such as e-waste and the energy demands of digital infrastructure. E-waste is the fastest growing segment of our waste stream, and Pennsylvania needs to address it legislatively, as well as ensuring “Right to Repair” laws that allow consumers and small businesses to have access to the parts, tools, and service information needed to repair products, so we can keep things in use and reduce waste.

Today, sustainability is no longer a niche concern—it is a mainstream expectation. It requires systemic change, cross-sector collaboration, and a rethinking of consumption, growth, and justice and reshaping how we define progress in sustainability. □



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From the Archives... 1995

The 1990s were a time of redesign. This was a time of recycling, rethinking drug and alcohol addiction and treatment, and revamping how government should work. One of the top concerns of the time was safety in our municipalities. League staff found two historical gems: this article featuring Coatesville's early redevelopment efforts, as well as a quiz on Community Safety published by the National League of Cities.

The Four Right Turns of Community Redevelopment

William Van Sant, Chairman/CEO, Lukens, Inc. 1995.

*"Laundromat Owner Killed in Hold-up, Drug Sweep Arrests 26."
"City Council Predicts Deficit."
"Tenants Call Public Housing Unsafe."*

Stories off the pages of a major metropolitan newspaper perhaps? No, these headlines came from the Coatesville Daily Record, just before it folded earlier this year. A glance at similar morning papers around the nation illustrates just how quickly our cities are deteriorating. In the new millennium, effective public/private partnerships will be instrumental in driving the positive change that is needed to stem the tide.

Coatesville- A Critically Ill Patient

Coatesville is located between the wealth of Pennsylvania's Main Line to the east, the placid and somewhat insulated Brandywine Conservancy on the south, and the explosive economic growth of western Chester County. A city of about 12,000 people, Coatesville provides an excellent setting for testing the theories of change related to positive urban development. The community also has been the home of Lukens for more than 185 years. Lukens Steel and Coatesville grew up together, enjoying a synergistic relationship that generated new jobs and a better quality of life.

But Coatesville's fortunes have taken a turn for the worse. Like many small American cities, local businesses fled to more attractive suburban location as inner-city problems arrived. Even churches

vacated the community in search of safer and greener locations, just when they were needed the most. Coatesville has had more than its share of problems, and those problems have multiplied at an alarming rate. Many residents said they had simply lost hope. They were down on themselves and their city and had little faith that the situation could ever be reversed. It was evident that these people had lived and worked in the area all their lives, had made a tremendous investment in their community, and had finally reached the point of giving up in despair. As in any town where a company holds a dominant role, I believed that my company, Lukens, had a responsibility to exercise leadership in helping to repair the damage of time and civic neglect.

In 1993, an exciting new journey began with the founding of Coatesville Area Partners for Progress (CAPP). Here is a travel guide to civic transformation that I call "The Four Right Turns to Community Redevelopment."

CAPP's **first right turn** was to gather the support and commitment of the core of the community's business leadership and to focus its energy on achieving a set of shared goals. A team of 20 highly motivated individuals was formed. The organization brought a framework for aligning their efforts and focusing their collective strength on eliciting positive change.

The **second right turn** was hiring a full-time, privately funded executive director to lead and promote the redevelopment process. The position required an individual who was a seasoned professional, who knew the local environment, was a strong facilitator who could help develop improvement priorities, and then coordinate the resources needed to support them.

The **third right turn** was to concentrate available resources on achieving only a limited number of very focused priority objectives. CAPP targeted all four of the critical areas that need to be addressed to successfully reinvigorate a community: housing, jobs, public safety, and education. One or two meaningful goals were then established in each area.

The League's 125th Anniversary . . .

This brings us to the **fourth right turn**, building an effective coalition of private and public supporters. To paraphrase Jesse Jackson's words. "Coatesville is not like a blanket- one piece of unbroken cloth, the same color, the same texture, the same size. Coatesville is more like a quilt- many patches, many pieces, many colors, all woven and held together by a common thread." That common thread is a shared vision for our city- one in which crime rates are down and employment rates are up, where new industries move in and drug dealers move out, and where people are proud to shop on Main Street and buy houses on Oak Street. For each of its four initiatives, CAPP established broad-based committees made up of people from every corner of the community- ministers, teachers, civic officials, and other citizens- who provided valuable input while working to build consensus, avoid conflict, and coordinate closely with city, county, and state agencies.

Pessimists might point out that if you make four right turns, you will end up back where you started, but the Partnership sees the Coatesville glass as half full, not half empty. The progress in the last two years has been remarkable:

- Security was reinforced at a city housing project, finally freeing the beleaguered tenants from the violence of the drug trade.
- A summer jobs program employed more than 1,000 local students at 40 Coatesville-area businesses, providing valuable work experiences and pumping \$100,000 in wages back into the local economy.
- A new educational program targeted at-risk elementary students, providing enhanced academic assistance and counseling to children and their parents.
- An adopt-a-house program has begun turning renters into homeowners, and a new youth program reopened an abandoned high school for teenage recreation.

These are just the first steps taken on this journey of a thousand miles. A fresh, new spirit of hope is spreading through our community, but there is still more work to do, more barriers to break to reclaim Coatesville's prosperity.

As we look to the future, we're reminded of Henry Ford's powerful observation: "Coming together is

a beginning, keeping together is progress, working together is success."

A Community Quiz: 10 Signs of a Safe, Secure City- How Does Yours Rate?

National League of Cities, 1995.

1. Strong and loving families with high expectations for their children's personal and community behavior.
2. Education that prepares students to perceive their responsibility toward the community and individuals within it.
3. Streets, parks, public facilities, and shopping areas that are safe, clean, well-lit, and provide adequate parking.
4. A variety of activities for local citizens and visitors that are exciting, intelligent, wholesome alternatives to boredom, vandalism, and violence.
5. Neighborhoods that take friendly pride in themselves, and a public works philosophy that engenders neighborhood pride with excellent attention to cleanliness, maintenance, design, and safety.
6. Emergency services and disaster relief plans that are coordinated and work quickly when a crisis occurs.
7. Workplaces that are healthful and promote safety
8. A steady supply of decent and rewarding jobs, with opportunities for increased personal skills, fulfillment, or wages.
9. People who agree among themselves to obey and uphold the laws, combined with laws that are fair and criminal justice that is both prompt and fair.
10. A community strategy with positive public safety goals to make people stakeholders and give them something to work for, rather than against.

Understand that public safety is an individual, family, and social responsibility, not just City Hall's job.

Pennsylvania Opens New Fire School - 1955

BY SUSAN SCHRACK WOOD, DIRECTOR OF COMMUNICATIONS, THE LEAGUE



Firemen gain training by attacking a fire in a 12ft. fuel tank, PA Fire School, 1952

Sustainability in our public safety services is critical to our communities. The Trump Administration's Department of Government Efficiency (DOGE) closed the National Fire Academy, located in Maryland, in early 2025. Fortunately, Pennsylvania's State Fire Academy is still operating, and has withstood the test of time since 1939.

Since this is our 125th anniversary year, The League staff has been combing through our archives and finding interesting articles and topics. Since June is National Safety Month, we thought it would be fun to share some information and an historic article on the PA Fire Training School in Lewistown.

Philadelphia is on record as having the first dedicated volunteer fire brigade in the United States in 1736. Service to the country and community were signs of honor, valor, and status. George Washington, Alexander Hamilton, John Hancock, Samuel Adams, and Paul Revere all served their communities at some point as firefighters.

In the early 20th century, the nature of firefighting began to change. More specialized training was needed for the different situations that confronted firefighters in their calls for service. This included training for high-rise fire and rescue, as well as for confined spaces, vehicles, and wildfires. Pennsylvania's first fire training school was conducted in 1939 by the Public Service Institute of the Pennsylvania Department of Public Instruction. These 30-hour, week-long sessions were very popular and featured training under real fire conditions. Courses included Standard Fire Fighting, Advanced Fire Fighting, Fire Apparatus Operation and Maintenance, Fire Prevention and Industrial Fire Protection, and Fire Service Rescue and Ambulance Operation. There were also local classes conducted free of charge.

Thousands of firefighters from around Pennsylvania as well as neighboring states attended, and within 10 years, organizers saw a need to expand the training programs beyond just a one-week course. In 1949 a non-partisan bill was introduced to the Pennsylvania State Legislature calling for the establishment of permanent, modern training facilities to be built in Lewistown. This facility would be able to offer basic and specialized training to small groups during the spring, summer, and fall months. The endeavor took six years of careful planning and construction and incorporated the most advanced design and technology of its time. The new fire school cost \$750,000 and opened to great fanfare and celebration on April 30th, 1955.

The League's 125th Anniversary . . .



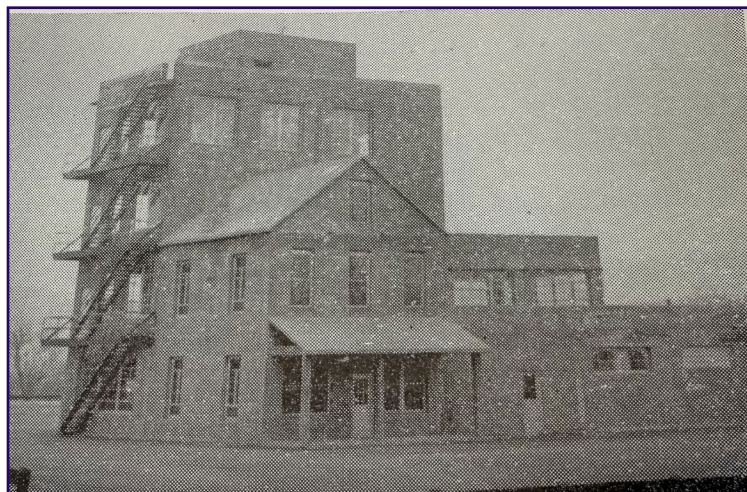
Here are some excerpts written about the new school and its state-of-the-art design.

Perhaps the most important structure at the training center is the building designated for structural firefighting activities. This is a 5-story concrete block building divided into sections to duplicate a manufacturing plant, a mercantile occupancy, a dwelling, and a general utility building. Each section has general construction characteristics of buildings of the types represented, including appropriate doors and windows and typical internal fire hazards, such as a spray booth and dip tank in the manufacturing section, an oil burner in the basement of the dwelling structure, open and enclosed stairways, and elevator shafts.

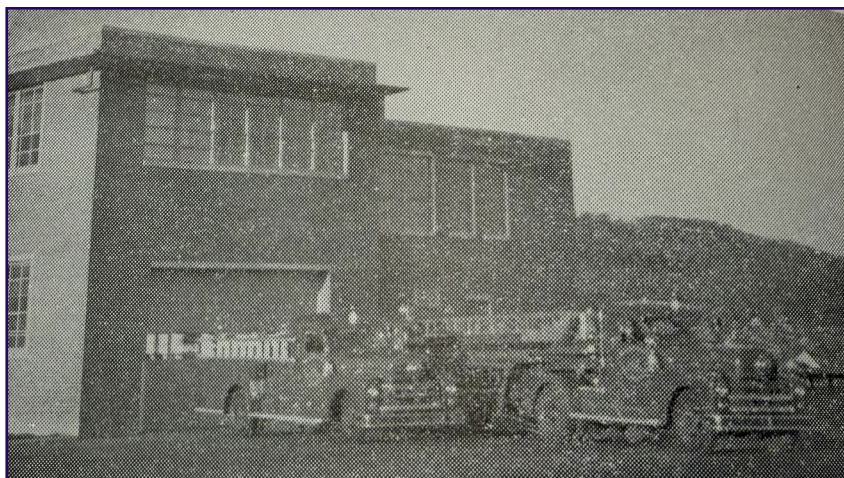
The building is constructed of fire resistive materials. Walls, floors, roofs, and protective covering of metal structural members are made of special concrete designed to withstand 2,600-degree Fahrenheit temperature. Fire doors of different types are installed to cut off sections of the building. All floors and roofs have openings which are filled with combustible flooring and roofing so that fire can spread from room to room and upwards through the various floor levels. This arrangement will also permit fire fighters to become used to proper ventilation procedures.

The training grounds at Lewistown spread over an area of about 15 acres. There are two levels. On the higher level are the administration building, parking area, and the tank for drafting operations. The bottom level features the fire training building, control tower and seven pits for conducting flammable liquid fires. This lower area is approximately 500 feet long and 200 feet wide, and permits a number of simultaneous operations, including maneuvering of apparatus. Water is supplied to the drill ground through a 10-inch main connected to the local reservoir.

"Nerve center" of the drill grounds is the control tower, centrally located in the bottom yard. Here electrical switches permit delivery of gasoline, fuel oil, or compressed air to any floor of the fire training building, or to any pit in the drill yard. From this building an instructor can turn off the water supply to each individual hydrant or control the supply to the sprinkler and standpipe systems. There is also a weather station to measure wind direction and speed, telephone system, and public address system. □



Training Building, PA Fire School, 1955



Administration Building, rear view, PA Fire School, 1955

A Century in the Crossroads: A Look at Meadville

BY SUSAN SCHRACK WOOD, DIRECTOR OF COMMUNICATIONS, THE LEAGUE



Historic downtown Meadville,
experiencemeadville.org

Tucked into the scenic hills of northwestern Pennsylvania, Meadville is a city of quiet resilience and persistent reinvention. Founded in 1788 along French Creek,

Meadville had long been a center for trade and education, but it was the 20th century that truly shaped its identity as a hub of industry, invention, and community pride.

As the 20th century dawned, Meadville's economy thrived on manufacturing, transportation, and its role as the seat of Crawford County. Its population, roughly 10,000 in 1900, steadily grew as businesses and workers flocked to its factories and foundries. Railroads snaked through the town, carrying goods to Pittsburgh, Cleveland, and Erie. Key among the city's industrial titans was Talon, Inc., which began as the Hookless Fastener Company in 1913. Talon perfected and mass-produced the zipper—an innovation that literally held together the garments of America. During World War II, Talon's factories ran around the clock to produce zippers for military uniforms and gear.

This single invention helped transform Meadville into a manufacturing powerhouse. By the 1950s, Talon employed thousands and dominated the downtown economy, setting the stage for a robust tool-and-die sector that earned Meadville the nickname "Tool City, USA." Alongside Talon, other notable manufacturers included Channellock, founded in 1886, which

remains a global brand of hand tools headquartered in the city.

The economic growth of the early to mid-20th century spurred civic development. In 1901, the Meadville Public Library was built with a grant from Andrew Carnegie, becoming a vital community hub. Allegheny College—already nearly a century old—expanded its enrollment and academic offerings, drawing students from across the country and playing a leading role in shaping Meadville's intellectual and cultural life.



Advertisement for Talon
zippers in Ladies Home
Journal

A City in Transition

While Meadville's industrial roots flourished in the postwar period, the latter half of the 20th century brought economic headwinds. As globalization took hold and foreign competition intensified, Talon began to falter. By the 1980s, its operations had significantly scaled back, and in the early 2000s, Talon finally closed, leaving behind vacant buildings and a legacy of industrial innovation.

The loss of manufacturing jobs rippled across the community. Tool and die shops—once numbering in the hundreds—were forced to consolidate, adapt, or close entirely. Population decline followed, as younger generations left in search of work elsewhere. Still, Meadville refused to wither. Local leaders and institutions rallied to keep the city viable and vibrant.

One key to that survival was diversification. In the 1990s and 2000s, city leaders, including mayors such as Robert Waid, LeRoy Stearns, and Jim Roha,

The League's 125th Anniversary . . .

worked with regional partners to establish the Keystone Regional Industrial Park, attracting a new wave of small manufacturers and service industries. Acutec Precision Aerospace emerged as a major employer, keeping the city linked to modern high-tech industries.

Meanwhile, Allegheny College deepened its community partnerships. It launched initiatives to support sustainability, civic engagement, and entrepreneurship—helping residents reimagine Meadville's future beyond factories. The college's Center for Political Participation, Carr Hall Garden Project, and community-based learning programs brought students and townspeople together in shared efforts to beautify, nourish, and reenergize Meadville.



Allegheny College in Meadville

The city also saw reinvestment in public health and education. The Meadville Medical Center expanded throughout the 2000s, becoming one of the largest employers in the region. The Crawford County Career and Technical Center grew its offerings to retrain residents in trades and emerging technologies.

Identity, Renewal, and Local Character

Even as industries have shifted, Meadville has managed to hold on to the strong sense of place that has always defined it. Its downtown—once the bustling site of department stores and factory offices—has seen a resurgence thanks to redevelopment initiatives and a new generation of small businesses. The Meadville Market House, one of the oldest continuously operating market houses in the nation, serves as both



Meadville Market House

a community gathering place and symbol of continuity.

The arts have flourished, too. The Meadville Council on the Arts, based in the

historic Academy Theatre, provides performances, exhibits, and classes that connect residents and visitors alike. Public art projects, including the “Read Between the Signs” mural made from recycled road signs, have earned national attention and celebrated local creativity.

Civic spirit is perhaps Meadville's greatest strength. Whether at the Crawford County Fair— one of the largest agricultural fairs in Pennsylvania—or during Thunder in the City, an annual summer celebration of music and motorcars, Meadville residents take pride in their community and its traditions.

Notable figures from Meadville's history reinforce that legacy. In addition to Gideon Sundback, the zipper innovator, and Raymond Shafer, former Pennsylvania governor and Allegheny College alumnus, the city has produced educators, inventors, civic leaders, and military veterans who've contributed well beyond city limits.

Today, Meadville is smaller than its industrial peak, but it is no less proud or dynamic. With a population of just over 13,000, it remains a city of thinkers and makers—balancing its heritage with forward-looking goals in sustainability, education, and economic resilience.

As Meadville moves further into the 21st century, it does so with a renewed sense of purpose. Whether through preserving historic landmarks, investing in youth programs, or expanding access to health care and broadband, this small Pennsylvania city is proving that legacy and innovation can go hand in hand. In Meadville, history is not just remembered—it's actively lived and built upon every day. □



Scenes from the Read Between the Signs art display made from recycled PaDOT road signs show local highlight & landmarks in Meadville



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Sustainability in Pennsylvania: Communities Taking the Lead

SUBMITTED BY ABE AMORÓS, INTERIM DIRECTOR OF TRUSTS

Across Pennsylvania, communities of all shapes and sizes are stepping up to create a more sustainable future. At the Pennsylvania Municipal League and PennPRIME, we are proud to support and witness the momentum building around environmental stewardship, economic vitality, and equity in our towns and cities.

From bustling cities to quiet boroughs, local leaders, organizations, and residents are coming together to tackle complex challenges like climate change, resource conservation, and public health. These are not just aspirational goals—they are core priorities that guide our collective mission to strengthen communities.

A Framework for Progress: Sustainable Pennsylvania Community Certification

One of the most effective tools available to municipalities is the Sustainable Pennsylvania Community Certification. Co-led by the Pennsylvania Municipal League and Sustainable Pittsburgh, this program offers a clear roadmap for local governments to pursue and achieve sustainability goals.

The certification evaluates progress in key areas like energy use, land use, equity, transportation, and public health, with Bronze, Silver, Gold, and Platinum recognition levels. It's more than just an accolade—it's a valuable framework that

opens doors to funding, fosters transparency, and connects municipalities to a statewide network of peers and resources.

Local Champions and Real-World Solutions

Many municipalities across the commonwealth are setting the standard:

- Phoenixville has taken a leadership role with bold commitments to 100% renewable energy and innovations like PXVNEO, a municipally owned hydrothermal carbonization facility.
- Scranton achieved Silver certification, a reflection of its commitment to inclusive, forward-thinking policy.
- Chambersburg, supported by the Center for Land Use and Sustainability, reached Gold status through its strategic and data-driven efforts.
- Montgomery County has developed cross-departmental coordination around climate action, creating a replicable model for others.

Resources and Funding that Make a Difference

The path to sustainability is supported by numerous state and federal resources. Programs like the Pennsylvania Department of Environmental Protection's Local Climate Action



League News ...

Program offer municipalities essential training and technical assistance for climate planning. Meanwhile, federal investments through initiatives like RISE PA are helping Pennsylvania communities reduce emissions and transition to cleaner energy.

Community-Led, Heart-Driven

Grassroots efforts, often led by students, nonprofits, and engaged residents, are contributing to long-lasting change. Projects like Penn State students collaborating on municipal carbon plans and the Western Pennsylvania Conservancy's greening initiatives exemplify how local action can reshape public spaces and foster community pride.

PennPRIME: A Partner in Safe, Smart Sustainability

PennPRIME plays a vital role in helping municipalities navigate the complexities of sustainability initiatives. As a self-insurance trust affiliated with the Pennsylvania Municipal League, PennPRIME supports communities by offering risk management resources and best practices that ensure sustainable projects are carried out safely and effectively. Through training, consultation,

and responsive service, we empower members to advance their sustainability goals with confidence.

Looking Ahead

Sustainability is about more than environmental progress—it's about building stronger, healthier, and more resilient communities that will thrive for generations to come. Through partnership, leadership, and innovation, communities across Pennsylvania are proving what's possible.

We at the Pennsylvania Municipal League and PennPRIME are honored to support this important work and remain committed to helping our members and partners every step of the way. □

For further information on PennPRIME, contact:

Abe Amorós
Interim Director of Trusts
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717-236-9469, ext. *235

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League News ...

Member Appreciation Tour of the District Meetings Great to See and Connect With Everyone!

JOIN US FOR THE LEAGUE'S
**MEMBER APPRECIATION
TOUR** OF THE DISTRICT MEETINGS

 **Pennsylvania Municipal
League**
Celebrating Stronger Communities

Presenting Sponsor
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FARGO**

March 18	Carlisle	April 16	Upper Darby Township
March 20	Altoona	May 5	St. Marys
April 9	Reading	May 7	Town of McCandless
April 15	Pittston	May 8	Greensburg



Southcentral District Meeting – Carlisle



Northcentral District Meeting – Altoona



League News ...

Southeast District Meeting #1 – Reading



Northeast District Meeting – Pittston



Southeast District Meeting #2 – Upper Darby Township



Northwest District Meeting – St. Marys



Southwest District Meeting #1 – Town of McCandless



Southwest District Meeting #2 – Greensburg



Municipal Leadership Summit

CITY OF ERIE OCTOBER 1-4, 2025



OCTOBER 1-4, 2025

REGISTRATION IS NOW OPEN!

PML.org/municipal-leadership-summit



SUMMIT EDUCATIONAL SESSION TOPICS:

- Artificial Intelligence in Public Safety
- Evaluating and Optimizing Municipal Assets
- City Revitalization: Practical Paths to Progress
- Tackling Homelessness at the Local Level
- Women in Municipal Government: Leading with Impact
- Regionalization of EMS Services
- Managing Budget Constraints Without Sacrificing Services
- Leveraging Land Banks for Community Development
- Managing and Protecting Municipalities from Wildfire Risk
- Elected vs. Appointed Officials: Roles, Responsibilities & Collaboration



REGISTRATION PRICES:

Early Registration: \$475	Through 6/30 7/15
Regular Registration: \$525	7/15 - 8/31
Late Registration: \$600	After 9/1



HOTEL:

Reserve your stay at either the Sheraton Bayfront Hotel or the Courtyard by Marriott Hotel, both offering a special group rate of \$168 per night plus 13% tax. Complimentary parking is included. **The group rate is available until September 15, or until the room block is sold out—whichever comes first.**



KEYNOTE SPEAKER

Michael Hingson

President & CEO, The Michael Hingson Group,
Speaking With Vision

Michael worked for high-tech companies in management until September 11, 2001 when he and his guide dog, Roselle, escaped from the 78th floor of Tower One in the WTC. Thrust into the international limelight, Michael began to share lessons of trust, courage, and teamwork based on this experience.

Mike is the author of the #1 NY Times Bestseller "Thunder Dog," selling over 2.5 million copies, and his 2nd book "Running with Roselle, A Story for Our Youth."

Generously sponsored by
Mayor Joseph Schember, City of Erie

PSATC President's Message



DENNIS ARTHUR
COMMISSIONER
TINICUM TOWNSHIP



firstclasstownshipa.org

In today's environment, sustainability has become one of the most commonly heard buzzwords of the moment. Everyone talks about it. Businesses of all sizes, local governments, states, countries, even the United Nations. But what is it?

If one searches the internet, one of the most often quoted definitions typically goes something like this: meeting the needs of the present without compromising the needs of future generations. That's a simple concept in a somewhat short sentence, but it would take reams of paper to decipher its meaning. There are literally tomes of writings describing what sustainability is and how to achieve it.

Although the meaning of sustainability has grown exponentially in recent years, I can still remember learning about its long lost ancestor in middle school, when it was called "conservation of natural resources." Or, even closer to home, everyone can recall Mom and Dad's admonishments, "don't let the water run," "turn off the lights when you leave the room," "shut the door while the heat (or air conditioning) is on." All of these things mean the same thing: don't waste what we will need in the future.

Although it may seemingly be a complicated matter with endless debate, it really boils down to the basics: recycle, reduce, reuse, and conserve. A little bit of simple planning about what you are using today can help you ensure that you will have what you need tomorrow.

Sincerely,

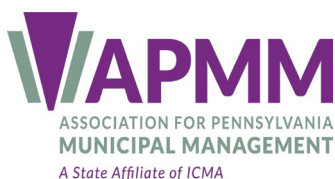
Dennis R. Arthur Sr.

Dennis Arthur

APMM President's Message



DAN SANTORO
MANAGER
CRANBERRY TOWNSHIP



APMM.net

First, a big shout-out to all those involved in pulling off a great APMM conference in Lancaster. I'd like to thank Sara Gibson and the entire conference committee team for organizing one of the most successful conferences in recent memory. We've also announced the dates and location for the 2026 APMM conference, so mark your calendars early. I'm looking forward to seeing you all on May 18-20, 2026 at the Landings Hotel at Rivers Casino on Pittsburgh's North Shore!

This month's Reporter Magazine focus is on Sustainability. In municipal government, sustainability is more than just an environmental concept, it's a guiding principle for how we build communities that can thrive over time. It touches everything from infrastructure and finances to leadership and civic engagement. At APMM, we've embraced this broader view of sustainability as we guide and support our communities across Pennsylvania.

Our communities face rising expectations when it comes to infrastructure renewal and maintenance. From roads and stormwater systems to public safety and public facilities, the demands are increasing. Municipal leaders are expected to deliver long-term solutions with limited and often unpredictable funding. How can we assist community leaders in this effort as an organization and as municipal managers? We do it as an organization by prioritizing professional development to equip members with the tools and insights needed to design, finance, and implement successful strategies. In support of this concept and in addition to our traditional professional development offerings, we have begun new efforts, including APMM's podcast series with Nancy Hess, now in its second year, to elevate member voices and share practical experiences that others can learn from.

Looking ahead, we are launching a strategic planning process to shape APMM's path forward. Our last plan, which covered 2020–2023, provided the structure we needed to grow and evolve. Now it's time to set new priorities that reflect the changing needs of our organization and the municipalities we serve. This process will be inclusive, forward-thinking, and rooted in the belief that strong local government is essential to a sustainable future.

Next year, APMM's Executive Development and Annual Conferences will offer another opportunity to come together, share insights, and strengthen our collective impact. As we look toward these gatherings and towards our long-term goals, I invite you to stay engaged, serve where you can, and keep sustainability at the forefront of your work.

Sincerely,

Dan Santoro

APMM News . . .

2025 APMM Annual Conference Reignites Leadership and Connection in Lancaster



APMM welcomed more than 150 municipal leaders from across the state to its 2025 Annual Conference, held May 19–21 at the Lancaster Marriott. Over the course of three engaging days, attendees gathered to learn, share, and connect under the theme of reigniting leadership in local government.

The event opened with a dynamic keynote address from Dr. Katie Sandoe, widely known as The Sparkologist™, whose session “Find Your Spark!” set a powerful tone for the days ahead. Dr. Sandoe guided attendees through identifying their “Sparketypes,” the personal motivators that fuel purpose-driven work, encouraging attendees to lead with authenticity and enthusiasm.

Following the keynote, attendees explored timely issues in local governance through a combination of general and breakout sessions. The conference also offered a wide range of concurrent sessions designed to address the diverse responsibilities of municipal leadership.

Beyond the classroom, the conference provided a vibrant schedule of networking and social activities. Attendees enjoyed a first-timers’ breakfast, engaged with vendors in the exhibit hall’s “Campfire Chat,” and sampled regional favorites.

A key element of the conference’s success was the support of sponsors and exhibitors. Their commitment to local government and professional development enriched the experience for all involved. APMM extends sincere thanks to all partners who contributed their time, expertise, and resources to make the 2025 event impactful and energizing.

As the conference concluded, attendees returned to their communities recharged, inspired, and better equipped to serve. With collaboration at its heart, the APMM Annual Conference continues to be a vital touchpoint for municipal professionals striving to lead with integrity and innovation across Pennsylvania.



Legislative Status Report STATE



PREPARED BY AMY STURGES, LEAGUE DEPUTY EXECUTIVE DIRECTOR – ADVOCACY – asturges@pml.org
KAITLIN ERRICKSON, GOVERNMENTAL AFFAIRS MANAGER – kerrickson@pml.org

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

legis.state.pa.us

Legislative Update

Take Action Alert - Cosponsor Memo Introduced to Increase the Local Services Tax

A bipartisan cosponsorship memo introduced by Representatives Jamie Flick and Ismail Smith-Wade-El proposes an increase to the Local Services Tax (LST). Currently, the tax is capped at \$52. The future legislation would increase the cap to \$156, providing all municipalities with the option to decide if an increase would help their fiscal outlook.

Please reach out to your Representative through our grassroots advocacy tool and ask them to sign on as a cosponsor to this important measure! Please feel free to personalize the letter with information specific to your municipality.

Take Action Now!

Cosponsor Memos

PA Home Preservation Program

Representative Lindsay Powell and Senators David Argall and Nikil Saval announced their intention to introduce legislation establishing the PA Home Preservation Program to complete critical health and safety repairs for homeowners. This program would replace the Whole Home Repairs Program.

Restricting Local Government Lobbying

Senator Dawn Keefer has announced her intention to introduce legislation prohibiting local governments from spending public money on lobbying activities.

Creating the Commonwealth Opportunity Zone

Senator Greg Rothman has announced his intention to introduce legislation establishing commonwealth opportunity zones to create statewide regulatory framework for AI, data centers, and emerging technologies in a means to remove red tape.

Legislation Affecting Local Government

Second Class Township Ordinance Effective Date First Consideration in the Senate, June 10, 2025

[House Bill 209 \(PN 157\)](#), introduced by Representative Lisa Borowski, would amend the Second Class Township Code. Currently the code states ordinances become effective five days after adoption. This bill would remove that language and instead make ordinances effective immediately unless a later date is stated in the ordinance.

Addressing Delinquent Tax Collection Senate Finance Committee, June 9, 2025

[House Bill 852 \(PN 1804\)](#), introduced by Representative Joe Webster, amends the Local Tax Enabling Act, allowing a tax collector to send delinquent tax notices by either certified mail or three notices via first class mail. If the tax collector uses certified mail and it is refused, unclaimed, or returned, the tax collector must provide the delinquency notice via first class mail at least 15 days prior to notifying the state treasurer or employer. If the tax collector uses first class mail, the last of the three letters must be sent on the 15th day prior to notifying the state treasurer or employer. The bill would also add mercantile and business

privilege taxes to the list of delinquent taxes a municipality may recoup collections costs..

Stormwater Fee Clarifications

First Consideration in the House, June 11, 2025

[House Bill 1308 \(PN 1903\)](#), introduced by Representative Justin Fleming, would provide clarification for tax-exempt properties and impervious surfaces in regard to municipal stormwater fees. The bill would add a new chapter to Title 27 (Environmental Resources) clarifying that tax-exempt properties, including the Commonwealth's properties, must pay stormwater fees imposed by any municipal corporation or municipal authority.

The bill would also amend Title 53 (Municipalities Generally) clarifying that a municipal authority may charge a stormwater fee based upon a property's amount of impervious surface. The fee may be charged by one or a combination of methods, including all properties within the service area of the authority, on all properties that are served or benefit from the authority's stormwater plan and/or by establishing a stormwater management district and charging a rate on all property owners within the district. All properties with impervious surface would be presumed to benefit from an authority's stormwater management under this bill.

The bill does not authorize municipalities to charge stormwater fees. There are separate bills awaiting consideration on the House floor that amend the First Class Township, Borough and Third Class City Codes authorizing the fee.

Local Government Advertising Flexibility

First Consideration in the Senate, June 10, 2025

[Senate Bill 194 \(PN 933\)](#), introduced by Senator Doug Mastriano, would amend Title 45 (Legal Notices) providing local governments with options for advertising public notices. This bill was substantially amended in the Senate Local Government Committee.

This bill would authorize local governments to choose one method from a menu of advertising options, including a newspaper, the county's website, the municipality's website, or posting the advertisement at its principal office or building. If the municipality does not have a website, the municipality must place the advertisement on the county website, in a newspaper of general circulation, and at its principal office or building.

Municipalities must retain a physical and electronic copy of each notice for at least three years. The bill would not relieve local governments of the requirement to advertise certain notices in a legal journal. Lastly, the bill adds a new definition for “alternative publication method,” which includes a county or municipal website as well as posting a notice at a designated location.

***COLA Increase for Retired Municipal Police and Fire
First Consideration in the Senate, June 3, 2025***

Senate Bill 344 (PN 281), introduced by Senator Tracy Pennycuik, would amend Act 147 of 1988 known as the Special Ad Hoc Municipal Police and Firefighter Postretirement Adjustment Act mandating a COLA to retired municipal police officers and firefighters on the following schedule:

- \$75/month if retired for at least 5 years, but less than 10;
- \$150/month if retired at least 10 years, but less than 20; and
- \$300/month if retired at least 20 years.

If a retiree is receiving more than one municipal pension, COLA payments would be reduced so that the retiree’s payment does not exceed the amount specified above. Further, if the retiree is receiving payments under the 2002 adjustment, the payment is reduced.

The bill provides reimbursement from the Act 205 Municipal Pension Plan Funding Standard and Recovery Act. Municipalities must submit a certification to the Auditor General by April 1 of each year to receive reimbursement.

This bill differs from House Bill 1289. The House version provides police officers and firefighters with a COLA, but the state is responsible for funding the increase starting with those retired at 10 years.

Fire Insurance Escrow Law

Senate Banking and Insurance Committee, June 3, 2025

Senate Bill 794 (PN 869), introduced by Senator David Argall, would amend the Fire Insurance Escrow Law. The bill would increase the amount of damage that triggers the law from \$7,500 to \$18,000 for a municipality that has adopted a fire escrow ordinance. It also increases the amount of fire insurance proceeds that can be held in escrow to \$4,000 for each \$15,000 in claims.

Within one year of receiving the fire insurance proceeds, the affected property owner must provide the governing body with a report about how the funds were used and how any remaining funds will be used. A timeline for using the funds must be established with approval of the governing board, and if that timeline isn’t met, the board may use the escrowed funds to fix and clean up the property.

If a municipality does not have an auditor or if the auditor has a conflict of interest, auditing responsibility would be delegated to the respective county auditor.

House and Senate Session Days 2025	
<u>House</u>	<u>Senate</u>
July-August Summer Recess	July-August Summer Recess
Sept.- 22-24, 29-30	Sept.- 8-10
Oct.- 1, 6-8, 27-29	Oct.- 20-22, 27-29

*reminder - session dates are subject to change



Local Solutions to Our Biggest Problems Include Economic Mobility

BY TIM KELLY, MAYOR, CHATTANOOGA, TN

With all the news about tariffs and inflation it may seem like economic mobility and opportunity is something left to the whim of whomever is sitting in the White House. The reality is the groundwork to develop a strong workforce and create economic mobility and opportunity begins in the cities, like Chattanooga, Tennessee, where I serve as mayor.

I was motivated to run for office by the idea that cities can solve their own problems and are better positioned to improve lives than ever before. For greater Chattanooga, economic mobility has meant creating a coordinated system that improves residents' ability to assemble all the things they need to move up the ladder.

One of our main challenges — and I know we are not alone in this — is that there are a vast number of players in the economic mobility space and there are various definitions of what economic mobility means. For some, just getting someone any job at all means success. For others, it's getting someone a job with advancement opportunities.



One Chattanooga Plan

When I came to office, what economic mobility and opportunity looked like to people in Chattanooga depended on where they lived. We're home to one of the state's wealthiest ZIP codes, and one of its poorest. That's why I came up with our [One Chattanooga Plan](#), creating a responsive city government that helps all residents thrive.

"Chattanooga's future will be shaped by us — all of us — and we alone can choose whether or not we accept the fate of a divided city or take the bold steps to realize One Chattanooga, together."

Our [secret sauce](#) to putting this plan into action during my administration has been collaboration.

We joined National League of Cities' [Southern Cities Economic Initiative](#), actively engaged in its Great Jobs Challenge and piloted the [Builder's Blueprint Program](#), which addresses barriers to obtaining contracting licenses, increases the diversity of the

city's contractors and vendors and creates more economic opportunities.

Theodore Sanders, a current participant in the program and owner of Sanders Remodeling, had originally brought concerns to the city about the barriers to applying for contracting licenses. We got the Builder's Blueprint Program off the ground after working with the NLC and Pathway Lending.

A big challenge is managing the narrative on wealth and poverty, and helping people understand that lifting people out of poverty helps everyone, not just those experiencing poverty.

City Government as Employer

In Chattanooga, as in most cities, [city government is one of the area's largest employers \(PDF\)](#). We've been fortunate to receive a \$500,000 EDA Recompete Planning Grant that we are using to drive systems change in the greater region with a focus on five census tracts in economically distressed communities. The EDA grant program targets areas where prime-age (25-54 years) employment significantly trails the national average, with the goal to close this gap through large, flexible investments.

Chattanooga's successes come from working together, including with our private industry and educational partners. We have youth employment and apprenticeship goals within four city departments and have partnered with local non-profits to connect at-risk students and adult residents to training that leads to job opportunities. Our public-private partnerships also include the Construction Career Center, Tech Goes Home and Tyner Academy.

We continue to work the One Chattanooga Plan when it comes to providing support services, education, workforce training for in-demand jobs and micro-credentials.

Chattanooga is also a hub for entrepreneurship. During my administration, we've invested \$2.9 million in entrepreneurship access programs. The city's EPB fiber optic network and "smart grid" have attracted companies and remote workers from around the globe, and now we're about to be the first city in the United States with a quantum network.

We're a mid-size city that continues to punch above its weight.

Permanent Housing

Of course, economic mobility and opportunity can only come when people have access to an affordable roof over their heads, which is why I've made that a top priority. Over the past four years, we've placed nearly 3,000 people into permanent housing.

Just recently, our One Westside groundbreaking took place. This will replace 629 units of public housing one-for-one and build 1,100 new mixed-income housing units. This matched up with current residents' vision for and truly touches on every aspect of our One Chattanooga Plan. It's part of a \$1 billion initiative that includes further redevelopment of our riverfront with a project called The Bend.

This all comes as Chattanooga has been named [North America's first National Park City](#). We consider ourselves a city in a park, and not just a city with some parks within it. This designation involved building strong bonds with London and Adelaide, Australia, and we recently welcomed the City of Breda in the Netherlands into the fold.

Inspiration from Other Cities

We've had additional successes looking toward other cities for inspiration. The Invest Chattanooga initiative, which is a public enterprise created to fund mixed-income housing developments, is modeled after **Atlanta's** approach to financing housing. And our decision to ask voters to change our residency requirement for hiring in our police and fire departments was influenced by its implementation in cities like **Knoxville**, **Nashville** and **Baltimore**.

I continue to believe the best solutions to our problems come from our own backyards. Especially in the wake of federal turmoil, no one is coming to save us, so we have to help ourselves. To paraphrase the Serenity Prayer, we should focus on what we CAN control — which, with powerful public, private, and philanthropic partnerships, civic engagement, and good local leadership — is most things that matter to our quality of life in the cities we call home. □

Public Finance

FOUR PILLARS OF LOCAL GOVERNMENT INVESTING PART 3: LONG TERM INVESTMENTS

PLGIT'S INVESTMENT ADVISER AND ADMINISTRATOR'S RECOMMENDATIONS FOR LOCAL GOVERNMENT INVESTING FOR A CHANGING ECONOMIC CLIMATE

BY COURTNEY MULHOLLAND, INSTITUTIONAL SALES AND RELATIONSHIP MANAGER, PFM ASSET MANAGEMENT, A DIVISION OF U.S. BANCORP ASSET MANAGEMENT, INC.

In last issue's PLGIT article, we continued our review of the Four Pillars of Local Government Investing. Specifically, we looked at short-term investments. In this article – which is Part 3 of 4 -- we will be reviewing *long-term investments*.

Sometimes municipal leaders – who rightly seek safety above all else – fall into the habit of managing *all* their funds in a short-term manner. This may apply to fund balances in their portfolio that could be allocated to longer-term investments or to a windfall that may follow, for example, the sale of infrastructure.

By adhering exclusively to a short-term investment strategy, municipal investors may not be taking full advantage of investing certain funds to match their purpose and time horizon.

Just as in the case of purchasing short-term

investment products, local government managers should also do two things before opting for long-term investments:

- **Confirm permitted products.** Officials should do a review of what and when long-term products are acceptable for investment per PA codes and their own local codes. Pennsylvania law requires local governments to find investment options with the objective of optimizing returns as it focuses on the safety of principal. Municipalities should research potential investments to ensure that their investment planning conforms to those restrictions.
- **Review cash flow plans.** A municipality should engage in cash flow forecasting to distinguish between cash needs for

short-term commitments and cash that is available for a longer period of time.

Long-term Investing

Historically, longer-term investments often produce higher returns than short-term investments. But, as we noted above, municipalities are charged with maintaining adequate liquidity to meet specific needs and minimize risk.

While liquidity and safety are of primary importance to local governments, so is planning for the future, and using available funds strategically and beneficially.

There may be no set definition for a long-term investment, but there are certainly different levels. For the purposes of this article, the long-term investments we refer to might be better titled “intermediate term.” These typically fall



within the timeframe of 3 months to two years and are meant to make the best use of funds that aren't earmarked for daily or weekly expenses, as in the case of capital project funds, while still holding to the codes that maintain safety and liquidity.

For most Pennsylvania local governments, intermediate-term investments are certificates of deposit (CDs), an account with a fixed sum that sits untouched and accrues interest for a specific period of time (e.g. 6 months, 9 months, 12 months, or longer.)

PLGIT has a CD Purchase program through which a municipality can gain access to a range of competitive fixed-rate, FDIC-insured CDs, with flexible terms, from banks across the nation at competitive, market rates that can range from 60 days out to maturities even beyond one year.

Other intermediate-term investments may include PLGIT/TERM, which offers a mix of open-market securities like commercial paper, CDs, and bank acceptances for terms of between 60 and 365 days.

"Long-term investments" typically means investments linked to long-term liabilities such as for pensions or other post-employment benefits or debt service reserves for certain bond issues. Longer-term investments have different goals and investment parameters beyond the

safety and security goals for operating funds within a local government's code.

Planning for a municipality's financial stability requires the right balance of short- and long-term investments. If you have any questions about investments, or your municipality's investment policy in general, contact your PLGIT team member for more information. □

Author bio: Courtney Mulholland is an Institutional Sales and Relationship Manager with PFM Asset Management, a division of U.S. Bancorp Asset Management, PLGIT's Investment Advisor. She works with public sector investors across Eastern Pennsylvania. She can be reached at mulhollandc@pfmam.com.

pfm asset
management



Important Disclosure Information

A description of the PLGIT-CD Purchase Program is contained in the PLGIT Information Statement. The Information Statement contains important information and should be read carefully before investing. Investors may purchase Certificates of Deposit through the PLGIT CD Purchase Program only by executing an investment advisory agreement with the Trust's Investment Adviser, U.S. Bancorp Asset Management, Inc.

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With all the tasks that challenge you on a daily basis, we understand that risk management is only one of the many responsibilities on your “to do” list.

That’s why **PennPRIME** is here to help you manage the risk, even when you can’t.

Armed with our Trusts’ municipal entity-specific coverage, educational support, and other specialized services, we’re ready to be an extension of your team, whenever and however you need us.



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