commitment to
SERVICE
EXECUTIVE DIRECTOR’S REPORT

Most of us would rather leave 2020 in the review mirror. Being forced to suddenly confront an entirely new way of life, both personally and professionally, left us all exhausted and stressed as we tried to make the best decisions for the health and safety of families, our employees and our residents. And we had to do so with little to no information, and constantly changing information when we did have it.

But as counterintuitive as it might sound, looking back at 2020 shows that we, both as counties and we as CCAP, actually have much to celebrate and be proud of. Even as we scrambled to create new policies and respond to the crisis at hand, the Association’s staff and members, remained laser focused on our core mission - to strengthen Pennsylvania counties’ ability to govern our own affairs and improve the well-being and quality of life of our constituents.

When the Association’s operations transitioned to all telework within a matter of days, our talented and dedicated staff maintained the high quality of service and responsiveness our members have come to expect. We identified training and education needs, connected counties to key state resources, and helped members work through a seemingly endless number of questions related to human resources, insurance, policy and technology matters. Our vision to be the source counties turn to first for information, education, resources and services truly became a reality.

Despite the economic and financial impacts caused by COVID-19, CCAP’s financial position also remained strong. We expected some impact on the 2020 budget due to the pandemic, as restrictions on indoor gatherings led to the cancellation of the in-person CCAP Spring, Annual and Fall Conferences, County Administrators Conference, GIS Conference, and educational seminars resulting in lower revenue for the Association. However, CCAP staff negotiated with the hotels for no penalty charges for cancellation, resulting in reduced expenses to offset revenue losses, and we were grateful for the continued support of our sponsors for the virtual conferences. At the end of the year, the overall impact of the COVID-19 outbreak on the Association’s financial position was minimal, and we were fortunate to finish 2020 close to our projected budget, leaving the Association with a firm foundation to move forward. A more detailed financial report will be provided to the membership after the completion of the 2020 audit this spring.

In the meantime, we hope you’ll enjoy this refreshed annual report format, with its renewed focus on the work we are doing across the Association to serve our members, as you reflect on our individual and joint successes over the past year. We have come far together moving forward with our shared vision for counties and our communities.

When we established the theme for our 2020 Annual Conference – Commitment to Service – we had no way of knowing how truly reflective it would be not just for the days of our conference, but of our entire year. While we don’t know yet what the future holds, 2020 showed us that we are well prepared to deal with challenges and take advantage of new opportunities.

Lisa Schaefer
Executive Director
County Commissioners
Association of Pennsylvania
2020 ACCOMPLISHMENTS OVERVIEW

In the face of so many new challenges in 2020, CCAP’s strong foundation enabled us to remain a nimble and responsive organization that continually focused on meeting the needs of our counties. While it’s easy to focus on how much we missed out on last year, CCAP and its members have much to celebrate, and much to look forward to.

Expanding Member Connections

Even though one-third of our members were newly elected in 2020, it’s safe to say that everyone faced new situations last year that could not have been previously imagined. For many of our counties, the value of CCAP comes from being able to connect with peers and share experiences, questions and information. We were well positioned with all of our Listservs, each serving a specific segment of our counties, to keep the exchange of information flowing as new issues popped up almost daily. In addition, we quickly learned to leverage the virtual space to create meeting and conference experiences that made it seem like we were still together. Digital platforms also created deeper and more engaging experiences for members on our newly established weekly membership calls.

Becoming the Go-To Resource for Counties

One of the most challenging aspects of the pandemic was what seemed at times an utter void of information to address new challenges, and at others an overwhelming wave of information from which it was difficult to ascertain what was useful and what was not. Recognizing this, CCAP strove to identify and act proactively to meet counties’ questions head on, quickly establishing an eight-week educational series around some of the most pressing issues, such as moving to telework operations, continuity planning and implementation of CARES funding. The Association also committed to a daily membership email seeking to cut through the clutter and highlight those items of most interest to counties.

Standing Out as The Voice of County Government in Policy Matters

Counties faced no shortage of critical issues in Harrisburg in 2020. CCAP provided a constant, consistent and experienced voice throughout one of the most contentious elections in our history, relentlessly pursuing changes to state law to assure the smooth implementation of mail-in ballots. While those changes ultimately were not moved forward, we heard often that it was only because of the advocacy of counties that the issue still remained on the table. Even as CCAP had to seek new ways to maintain connections on the Hill as the Capitol building itself shutdown, our long-standing relationships with the legislature at the Association and the local level made the difference to our ability to continue to effect positive change on behalf of counties.

Connecting Counties to Thought Leaders

Responding to a pandemic requires a high level of interaction from the local level up through the state and federal levels, as well as across communities. CCAP was able to leverage its existing intergovernmental partnerships to ensure members had direct access to interfaces with key government leaders, from Gov. Wolf to DOH Secretary Levine and PEMA Director Padfield. We were also able to welcome the White House Office of Intergovernmental Affairs to our virtual Annual Conference, and to create opportunities to interact with our Congressional delegation. The development of our state/county response team, which brings state and county leaders together on a weekly basis, continues to provide a valuable communication channel. And we would be remiss if we did not note the many nongovernmental partners who provided their expertise during our educational series and assisted us with finding the answers our counties needed to continue to deliver critical services.

Providing Flexibility, Adaptability and Stability in Critical Times

Deliver WOW service. Imagine and reimagine how we do what we do. Seek and share knowledge. Find the positives. In “normal” times, it’s not hard to find a reflection of these CCAP values threading through all of our programs, services and staff. The true sign of an enduring organization, though, is its unflagging commitment to those values in some of the toughest times imaginable. We’re proud of the flexibility and adaptability of our staff as we transitioned to a telework operation on a moment’s notice, delivering services to our members without interruption while we worked to develop policies that would assure the health and wellbeing of staff no matter what location they now call their office. COVID also forced us to explore different ways to get things done, streamlining both internal and external processes, identifying the needs of our members in real time, and finding other ways to keep the business of CCAP going, such as online voting on priorities and officer elections. This will benefit CCAP not just during the current crisis, but also as we move CCAP into the workplace of the future.
CHARTING NEW PATHS AND OPPORTUNITIES FOR CCAP – EXTERNAL

With 83 newly elected county officials taking office in January 2020, and a new executive director leading the Association, we had many opportunities to renew and build connections between CCAP and our county members throughout the year. And in the midst of the COVID-19 pandemic, CCAP found new ways to transform and deliver valuable opportunities and educational resources for maximum engagement with and for our members as well as our vendor partners.

• Converted the Annual and Fall Conferences to virtual formats, providing nearly all educational sessions on-demand for those who could not attend the live sessions
• Created CCAP’s first, one-day Technology Virtual Conference to replace the canceled in-person County Administration Conference
• Held our first Virtual Cybersecurity Summit, in partnership with Harrisburg University and the commonwealth
• Transitioned vendor opportunities and engagement to virtual formats, allowing sponsors new opportunities to be recognized and to participate in events
• Recognized NACo and their sponsorship programs, including Live Healthy and NRS, as annual sponsors with related benefits and year-round exposure to members
• Established a new partnership with NACo to market the Three+One program; look for more information in 2021
• Represented Pennsylvania counties through participation on the NACo Telecommunications and Technology Committee, the IT Standing Committee and the GIS Subcommittee

McKean County was one of many visited by CCAP staff.

41 counties visited in-person or virtually

Thank you to our 5 CCAP Annual Sponsors

- CS McKee
- Dominion Voting Systems
- AT&T
- Pennsylvania Counties Health Insurance Purchasing Cooperative (PCHIPC)
- Association of Counties (NACo) and their sponsoring programs: NACo Live Healthy Prescription, Dental and Health Discount Program for Residents and NACo 457 Deferred Compensation administered by Nationwide Retirement Solutions

Sapphire Sponsor ▪ Diamond Sponsor

25 members
21 counties
8
NACo policy steering committees
17 NACo Legislative Conference attendees
13 NACo Annual Conference attendees

Number of Sapphire/Diamond/Other Level Sponsors
150 CCAP associate members
75 conference sponsorships
41 business members
18 vendor partners
CHARTING NEW PATHS AND OPPORTUNITIES FOR CCAP – INTERNAL

CCAP is committed to delivering top-notch programs and services to our members. Internally, we work collaboratively amongst our policy, insurance, technology, education and media teams to showcase and support CCAP-wide initiatives and infrastructures to enhance member experiences.

- Leveraged CCAP’s existing business continuity plan during the pandemic to respond quickly and continue to recalibrate office and meeting policies while maintaining a high quality of membership service
- Worked together to move into the virtual space as an association to assure a consistent experience for all members
- Enhanced cross-team internal communications and scheduling of events to deliver seamless and valuable member experiences
- Created a special Pennsylvania County News magazine edition on CCAP services and county leadership insights
- Collaborated to educate counties on CCAP service offerings to strengthen cybersecurity posture and to provide information on grant opportunities
- Implemented additional cybersecurity solutions to ensure availability of CCAP’s network and services
- Created personalized county membership documents outlining the programs in which each county participates
- Recalibrated meeting and event strategies to align with virtual meetings and educational opportunities

Jeff Snyder, 2020 CCAP president and Clinton County commissioner, and Lisa Schaefer, CCAP executive director, conduct the Virtual Fall Conference.

Gov. Tom Wolf speaks at the CCAP Annual Conference.

CCAP’s quarterly magazine.
STRENGTHENING THE INTERGOVERNMENTAL PARTNERSHIP

Intergovernmental partnerships are a vital part of CCAP’s commitment to service. Collaboration with state, national and federal partners helps us help counties enhance the services provided within their county and increase citizen engagement.

- Assisted in disseminating information for numerous programs, including the census, America250, PA Unites Against COVID, PA Able and PHFA Cares
- Collaborated with the Department of Labor and Industry, Department of Corrections and Department of Human Services to execute the delivery of critical services for counties and their citizens
- Created a state/county response team to maintain a bridge between counties and the Governor’s office, the Department of Health and the Pennsylvania Emergency Management Agency on COVID-19-related matters
- Communicated and met with 15 agency secretaries and their staffs to establish an intergovernmental approach to pandemic response and mitigation
- Hosted virtual meetings for counties to interact with state agency leaders and federal policymakers

- Partnered with the Commonwealth Office of Administration and Department of State to provide cybersecurity services to the counties, including the commonwealth funded Albert Sensors and election security collaboration
- Participated in several risk management organizations and a national NACo-created reinsur-ance pool for county risk pools, allowing us to keep our members informed and educated on the latest trends, issues and concerns in risk management
- Educated newly elected officials and legislators on grassroots efforts, how county government works, issues impacting counties and how CCAP is a thought leader and resource for Pennsylvania counties
- Partnered with the Department of Labor and Industry, Department of Corrections and Department of Human Services to execute the delivery of critical services for counties and their citizens
- Created a state/county response team to maintain a bridge between counties and the Governor’s office, the Department of Health and the Pennsylvania Emergency Management Agency on COVID-19-related matters
- Communicated and met with 15 agency secretaries and their staffs to establish an intergovernmental approach to pandemic response and mitigation
- Hosted virtual meetings for counties to interact with state agency leaders and federal policymakers

83 newly elected county officials
STRENGTHENING THE COUNTY/MUNICIPAL PARTNERSHIP

To support our communities and their residents, especially in the midst of the pandemic, local relationships among county and municipal partners are more important than ever.

• Maintained discussions with other local government associations on how we could work together to alleviate COVID-19 issues, even while the pandemic reduced focus on many other issues where county and municipal cooperation could be enhanced
• Worked with other local government associations to get eight pieces of legislation signed into law that benefited counties and our municipal partners
• Incorporated municipal partners into the CCAP EMS Task Force to achieve the goal of jointly seeking solutions to the ongoing EMS crisis
• Explored a joint meeting of the leadership of statewide local government associations, which had to be delayed during COVID
LEADING ON ISSUES IMPORTANT TO COUNTIES AND THOSE WE SERVE

The key to CCAP's policy development is the input and engagement of our members. Through our policy committees and task forces, every county voice is critical to influencing legislation and policy at the state and federal level.

- Engaged members to provide policy perspectives from a variety of county demographics
- Communicated and collaborated with counties through a variety of media and virtual platforms on key issues such as COVID-19, CARES Act funding, elections and voting, county jails, county budgets, mental health reform, the census and emergency management services
- Performed more than 150 media interviews with the majority focused on elections and voting issues
- Testified and submitted comments for 16 legislative hearings, covering policy issues such as assessment and property taxes, elections, human services, criminal justice, technology, stormwater and more
- Implemented Election Buddy to facilitate online voting during the CCAP Annual and Fall Conferences
- Convened our Policy Structure Task Force to review policy committee scope and ensure each member has an opportunity to have a voice in policy and strategy, with a final report and recommendations expected in March 2021


Jeff Snyder, 2020 CCAP president and Clinton County commissioner, speaks alongside other county leaders at CCAP’s legislative priorities news conference at Pennsylvania’s State Capitol.

Lisa Schaefer, CCAP executive director, and Daryl Miller, Bradford County commissioner and 2020 CCAP second vice president, speak on WITF Smart Talk.

Jack Matson, Jefferson County commissioner, speaks at a Medical Assistance Transportation Program hearing.

Jeff Snyder, 2020 CCAP president and Clinton County commissioner, speaks alongside other county leaders at CCAP’s legislative priorities news conference at Pennsylvania’s State Capitol.

Lisa Schaefer, CCAP executive director, and Daryl Miller, Bradford County commissioner and 2020 CCAP second vice president, speak on WITF Smart Talk.

Jack Matson, Jefferson County commissioner, speaks at a Medical Assistance Transportation Program hearing.
SPEAKING WITH A STRONG, UNIFIED VOICE

CCAP is the voice of Pennsylvania counties, promoting public awareness of the vital role of county governments. Through multiple communications channels, we provide important information to our counties and key stakeholders so county leaders can continue to support and advocate for what matters most to their citizens.

- Implemented an enhanced and modernized CCAP Listserv solution to collaborate with county members on legislation, policy, human resources, elections, and technology and cybersecurity initiatives
- Leveraged a variety of virtual platforms to connect, communicate and work together with counties as well as with state, national and federal partners
- Partnered with the commonwealth to hold a series of election cybersecurity meetings with the counties, focusing on state and federal threat intelligence, prevention and collaboration
- Held a series of COVID-19 meetings with members and IT directors to discuss and strategize business continuity during the pandemic
- Presented a Zoom training on crisis communications for elections, in conjunction with Cesler Media and Issue Advocacy
- Created two educational videos for members, media representatives and the public: What You Need to Know About Voting by Mail in Pennsylvania and How to Vote by Mail in Pennsylvania
- Partnered with the commonwealth to hold a series of election cybersecurity meetings with the counties, focusing on state and federal threat intelligence, prevention and collaboration

CHARTING NEW PATHS AND OPPORTUNITIES FOR CCAP—EXTERNAL

Lisa Schaefer, CCAP executive director, and Forrest Lehman, Lycoming County elections director, join PCN’s On The Issues host to discuss voting.

Through the work of counties and the CCAP EMS Task Force, counties are consistently recognized as stakeholders in EMS legislative issues and solutions, including the introduction of SB 1274, which would allow for the creation of countywide or multi-municipal authorities for public safety purposes, including fire protection services and emergency medical services.

Counties also stopped or fixed several bills that would have had negative impacts on services and taxpayers, including unfunded mandates to counties and major cuts to county lines in tough state budgets, as well as mitigated COVID-19 responsibility legislation, encouraging the state to bring counties to the table in response conversations.

Mark Hamilton, Tioga County commissioner, speaks on the Medical Assistance Transportation Program.

Kathy Dahlkemper, Erie County commissioner, and Mark Higgins, Centre County commissioner, participate in a NACo policy steering committee meeting.

CCAP members participate in a Senate State Government hearing.
ENHANCING EFFECTIVE COUNTY GOVERNANCE

CCAP welcomed new county officials to CCAP and NACo membership, providing ongoing support, training and educational offerings. Networking and development of peer relationships help counties learn from the experiences of one another, improving service delivery across the commonwealth.

- Graduated eight county leaders from CCAP’s Center for Excellence in County Leadership program
- Utilized CCAP’s Academy Program to promote virtual educational education sessions and offerings
- Held CCAP’s first education series, an eight-week webinar series focused on counties’ response to COVID-19
- In conjunction with CCAP, the Assessors’ Association of Pennsylvania developed and recorded for online accessibility, the Board of Assessment Appeals Training, originally scheduled for April in two locations, but then transformed into a three-day virtual event in early June

With Board, member and staff support, CCAP delivered two successful major conferences in the second half of 2020. The CCAP Virtual Annual Conference (VAC) and the CCAP Virtual Fall Conference (VFC) both offered two days of robust general sessions, followed by a virtual Education Series which served as conference breakout sessions. The VAC’s theme was “Commitment to Service,” where we highlighted successful stories of county employees or agencies providing excellent service to county residents. The VFC represented one full year since we met our newly elected officials, and we celebrated the CCAP Annual Award winners in a virtual ceremony.
OUR VISION

CCAP and its member counties are committed to excellence in county government.

CCAP will provide a strong, unified voice for counties in the commonwealth.

CCAP will advocate for and provide leadership on those issues that will enhance and strengthen the ability of county commissioners to better serve their citizens and govern more effectively and efficiently.

CCAP will be the source counties turn to first for information, education, resources and services.

TRANSFORMING CCAP TECHNOLOGY PROGRAMS

The transformation of CCAP technology programs helps strengthen our relationships with our members and the citizens they serve. With optimized technology, CCAP is able to deliver the business value resources our counties need when they need it most. Even amid the challenges of 2020, our commitment to execute technology and cybersecurity platforms, solutions and services to our counties was stronger than ever.

- Advanced and updated legacy infrastructure, and we continue to migrate to modernized services, solutions and platforms that include the web hosting program and county justice solutions
- Optimized and expanded existing collaboration tools and resources, meeting platforms and other technology solutions to stay fully secure while connected and engaged with county members
- Delivered a wide-range of Unified Case Management special requests to supply detailed information about inmate populations and statistics related to COVID-19, including the ability for counties to send mass notifications or cancellations to court participants and caseloads
- Partnered with the commonwealth to offer counties the Cofense solution, which allowed counties to conduct phishing exercises and provide online cybersecurity training through a learning management system
- Expanded our network of vendor and aggregate partners so counties have opportunities to leverage industry-leading technology and cybersecurity services and solutions at discounted rates
- Streamlined the government relations webpages to offer easier access to important information, advocacy efforts and legislative updates
- Deployed additional coverage in the PCoRP program to now include cybersecurity

61 counties participated in at least one Cofense phishing exercise

11 of 27 counties that participate in the Unified Case Management Program were upgraded to the D365 platform
CCAP 2020 BOARD OF DIRECTORS

Jeffrey Snyder
President
Clinton County Commissioner

Kevin Boozel
First Vice President
Butler County Commissioner

Daryl Miller
Second Vice President
Bradford County Commissioner

Leslie Osche
Treasurer
Butler County Commissioner

Craig Lehman
Board Chair and Past President
Lancaster County Commissioner

Basil Huffman
District 1 Representative
Forest County Commissioner

Daniel Vogler
District 2 Representative
Lawrence County Commissioner

Randy Phiel
District 3 Representative
Adams County Commissioner

Michelle Kichline
District 5 Representative
Chester County Commissioner

John Guskis
District 6 Representative
Northampton County Commissioner

Brian Smith
District 7 Representative
Wayne County Commissioner

Albert “Chip” Abramovic
Academy for Excellence in County Government Chair
Venango County Commissioner

Erick Coolidge
Past President
Agriculture Committee Chair
Tioga County Commissioner

Percy Daugherty
Past President
Lehigh County Commissioner

Mark Hamilton
Past President
Tioga County Commissioner

George Hartwick
Human Services Committee Chair
NACo Representative

Dauphin County Commissioner

Jeff Haste
Past President
Dauphin County Commissioner

Joseph Kantz
Resolutions Committee Chair
Snyder County Commissioner

Clifford Lane
Technology Committee Chair
McKean County Commissioner

Christian Leimbach
Past President
NACo Representative

Berks County Commissioner

Jo Ellen Litz
Past President
Lebanon County Commissioner

Daryl Miller
County Governance Committee Chair
Bradford County Commissioner

Tony Massare
Assessment and Taxation Committee Chair
Lycoming County Commissioner

Wayne Netham
Military and Veterans Affairs Committee Chair
Carbon County Commissioner

Rab Postal
Community and Economic Development Committee Chair
Mifflin County Commissioner

Matthew Quisenberry
Energy, Environment and Land Use Committee Chair
Elk County Commissioner

Vincent Viches
Courts and Corrections Committee Chair
Fayette County Commissioner

Non-Voting Ex Officio Members

Kay L. Achenbach
PACHSA President
Lehigh County Human Services

Cheryl Andrews
PACDA President
Washington Drug and Alcohol Commission, Inc.

Kevin Barnhardt
Comprehensive Behavioral Health Task Force Chair

William D’Amico
PACAM President
Fair Acres Geriatric Center Administrator

Dan Eisenhauer
PACA MH/DS Representative
Dauphin County MH/ID Program Administrator

Rich Gordon
PPJS President
Shuman Detention Center

Sherene Hess
Elections Reform Committee Co-chair
Indiana County Commissioner

Joseph Kantz
Elections Reform Committee Co-chair
Snyder County Commissioner

Mark Kellerman
AAP Representative

Centre County Assessment Office

Joe Ellen Litz
Past President
Lebanon County Commissioner

Daryl Miller
County Governance Committee Chair
Bradford County Commissioner

Tony Massare
Assessment and Taxation Committee Chair
Lycoming County Commissioner

Wayne Netham
Military and Veterans Affairs Committee Chair
Carbon County Commissioner

Rab Postal
Community and Economic Development Committee Chair
Mifflin County Commissioner

Matthew Quisenberry
Energy, Environment and Land Use Committee Chair
Elk County Commissioner

Vincent Viches
Courts and Corrections Committee Chair
Fayette County Commissioner

The Association serves to strengthen Pennsylvania counties’ ability to govern their own affairs and improve the well-being and quality of life of their constituents.

To this end, the Association effects the achievement of favorable state and federal legislation, programs and policies, and provides appropriate programs, services and training to its membership, county leaders, and their staff.

The Association strives to educate and inform the public, administrative, legislative and regulatory bodies, decision makers, and the media about county government.