Highlighting county government accomplishments and CCAP's continuing voice as the representative of county government in Pennsylvania
ABOUT CCAP

FOUNDED
The County Commissioners Association of Pennsylvania (CCAP) was founded in 1886 and is an affiliate of the National Association of Counties (NACo). Prior to 1994, the Association was known as the Pennsylvania State Association of County Commissioners.

PURPOSE
CCAP is the voice of county government, a statewide, nonprofit, nonpartisan Association representing all of Pennsylvania’s 67 counties. CCAP membership includes the county commissioners, council members, county executives, administrators, chief clerks and solicitors.

CCAP’s legislative and regulatory policies promote flexibility and autonomy for county government. CCAP supports county leadership that is responsive to the needs and circumstances of the people. CCAP stands against state and federal actions that limit fiscal, administrative or programmatic authority over those developed locally.

LEADERSHIP
CCAP is led by a group of dedicated members and professional staff specializing in government relations, communications, education, technology, insurance and association management. Association legislative and regulatory policy is based on resolutions adopted by the membership and expressed in the Pennsylvania County Platform, and administrative and program objectives are based on a strategic action plan, also membership driven. Responsibilities for developing and pursuing strategies for their implementation falls to the Board of Directors, committees and staff, with grassroots assistance by the membership. Members also are served by separate but related boards that govern CCAP’s insurance and service programs. CCAP informs members and empowers county leaders through collaboration, vision and solutions.

OUR MISSION
The County Commissioners Association of Pennsylvania is a statewide, nonprofit, bipartisan association representing the commissioners, chief clerks, administrators, their equivalents in home rule counties, and solicitors of Pennsylvania’s 67 counties. 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.

OUR VISION
The County Commissioners Association of Pennsylvania and its member counties are committed to excellence in county government. CCAP will provide a strong, unified voice for the Commonwealth’s 67 counties. 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.
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CCAP is governed by a Board of Directors that includes the officers, representatives elected by the membership from each of seven districts, the chairs of our policy committees, our two representatives to the NACo Board of Directors, and our past presidents. It has oversight responsibility for all Association administrative and policy activities, which derive from the bylaws, the strategic Action Plan, and the Pennsylvania County Platform.

We are pleased by the attentiveness and active participation of the Board members, at our in-person meetings (this year in Split Rock in January, the Spring Conference in March, in Chambersburg in June, the Annual Conference in August, and in November at the Fall Conference), and by conference call and email as needed. Our meetings are lively and engaged, and cover all aspects of Association operations - public policy, insurance and programs, education and communications, technology, and finance. The Board truly meets its fiduciary and strategic responsibilities on counties’ behalf.

We hope you have noticed and are enjoying the new look of CCAP! Our last report came to you just after we conducted an internal reorganization, undertaken in part to address a newly-identified structural deficit, but more importantly to reposition CCAP in a way that further strengthens our services and responsiveness to counties’ needs. Informally dubbed “reimagining CCAP”, we moved our media and public relations to a strategic position on our Government Relations team, revamped our Meetings and Education to take better advantage of our new offices and meeting space as well as alternate meeting technologies, updated our marketing and member outreach efforts, and restructured our emerging technology products. Our increased visibility was capped by introduction of a new logo and website early this summer.

From all of the evidence we have gathered this year, our media touches – including social media – have increased dramatically, making county government, our issues, and our services to our constituents much more visible. This is more than just building communications strategies; it also includes the development of strong information bases that support our position, coupled with solid grassroots efforts. The work demonstrating the impacts of last year’s budget impasse is a great example. The benefits have been noticeable in attention from the legislature and administration, as well as better public understanding and support of the issues we face. This has translated well in our legislative efforts; although the FY 2016-2017 budget was not all we hoped, we are confident that the county message was received.

The pursuit of our policy priorities is progressing well. In addition to work on the budget, shale gas impact fee preservation, and alternate tax bases, our policy committees and staff have spent considerable time developing comprehensive information and policy recommendations on behavioral health and children and...
youth services. The lack of meaningful increases over more than a decade in these important human services areas, coupled with real-world challenges of opioids, veterans issues, legislative response to the Sandusky matter, and more, has stretched our capacity to meet constituents' needs and has resulted in less than optimal outcomes from both the client and taxpayer perspectives.

We will be spending a good amount of time at the Annual Conference examining our response in more detail. At the federal level, we were successful in working with our Congressional delegation and NACo on passage of the FAST Act, the successor to MAP-21. We have also worked closely with NACo and the delegation on mental health issues, including both reforms to the MH system as well as impacts on the criminal justice system. Our efforts include funding for CDBG, revisions to the Waters of the US regulations, and follow-up on Biggert Waters flood insurance.

We are actively involved in regulatory issues as well, including changes in aging services, implementation of the extensive reforms in children and youth services delivery, dealing with the state civil service and merit selection systems, assisting DCED with its assumption of the responsibilities of the State Tax Equalization Board, and others. A highlight this year is our work with PEMA on implementation of Act 12, the new 911 law, a legislative top priority that we achieved last year.

And we have other “works in progress” including a new round of the Justice Reinvestment Initiative (JRI2) which follows the improvements in sentencing practices resulting from JRI1, and the state's implementation of our long-sought objective of suspend versus terminate for jail and prison Medicaid eligibility.

In these and all of our policy efforts, we work to assure we are truly representative of our membership. So we reinforce for our veterans, and highlight for our new members, the detailed and inclusive policy development and strategic coordination among the membership, the Board and our policy committees. That process begins with full membership participation in adoption of the Pennsylvania County Platform, a process that includes submittal of resolutions and carries through to electronic balloting. It is followed in the fall with development of policy committee work plans and Association-wide legislative priorities. We are confident that, through this detailed process, the Board, our policy committees, and our staff fully and accurately understand and convey the members’ interests.

We reinforce the success we achieve through our members’ active involvement in this process, not just in setting and prioritizing policy but also in ultimately making frequent, coordinated, and informed grassroots contacts. Rank-and-file participation, coupled with Board coordination and active policy and strategic direction from our policy committees, makes us an association that state government and others recognize as a strong and successful voice.

We also acknowledge our affiliate associations, organizations representing chief county professionals in human services, county human relations, county planners, and property assessment professionals, for whom we provide administrative services and legislative and regulatory representation, for all they contribute to augment our policy and service efforts. We also have policy and programmatic ties to county professionals in IT, GIS, elections and corrections.

While our policy activities are at the forefront of our members’ attention, Board oversight also includes education, technology, service programs, finances programming, and more.

Education is a CCAP core mission. The objective is to provide information to our membership, affiliates, and support staff that helps us to be better informed, understand changing services and processes, take advantage of new ideas and approaches, and better meet the needs of our constituents. Our primary venues are the Spring, Fall, and Annual Conferences, but we also continue to reach many more members and county staff through other targeted training opportunities throughout the year including our County Administration Conference, our annual Solicitors Conference, our GIS conference, and our KEYS staff training.

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For our new members, we hope you found last November's Newly Elected Official Workshop to be a good jump-start as you approached office. This year, each of the conferences includes a track on core competencies to continue to round out that training.

For those of you who want to take it further, this year marked the second edition of our new CCAP leadership training program, the Center for Excellence in County Leadership (CEL), modeled after the NACo County Leadership Institute and targeting personal development at a higher level in the same manner that our Academy for Excellence in County Government provides advanced training for CCAP members in county governance issues. The CEL and the Academy combine to recognize, develop and promote the best leadership in county government, and we encourage you to consider participation.

Legislative representation and education are our traditional core missions, but we are also about creating market places for our members through our programs, including the Unemployment Compensation Trust, PCoRP, and PComp programs, along with our specialty markets. Our slogan is “owned and operated by the members,” something we take seriously; we are recognized as among the best across our peer groups. Together, we manage more than $125 million in total assets, and most of the programs were once again able to return member dividends this year. Every county is a participant in at least one CCAP program.

We have other product and services partnerships as well, including endorsement of the NACo/NRS deferred compensation program, the US Communities cooperative purchasing program, and NACo’s prescription drug, dental and medical discount programs. At the state level, we endorse the Pennsylvania Local Government Investment Trust (PLGIT), and provide administrative services to the cost-saving Act 22 prison health care program.

Technology services has been CCAP’s greatest growth area in recent years, with the inception of our in-house developed Unified Case Management software to join our web development, software licensing discount programs, IT assessment, and related support services. We also serve as direct facilitators with IT and GIS staff. And we interact with the state on shared database projects and on state/county software and reporting interfaces.

Legal representation is another priority for the Association. This year, Crystal Clark has stepped into the role of corporate counsel, succeeding Robert Knupp who served us for more than 35 years and has now headed into retirement. Although her primary role is corporate counsel, she also develops and leads the training programs for county solicitors, which include a stand-alone conference in May and specialized training at the Annual Conference, all of which are CLE certified. New this year is institution of a list serve for solicitors, giving them an avenue to easily compare notes on legal matters and practice.

Crystal also leads the efforts in monitoring case law affecting counties. Part of that role is to make recommendations to the Board on participation as amicus in appellate cases involving county administrative prerogatives, tax exempt property and other assessment matters, labor law, tort claims, court funding, prison management, and others. This year, two of our more significant matters are treatment of constables for IRS purposes, and the scope of counties’ liabilities under the Criminal History Records Information Act (CHRIA).

Our last administrative note is to update you on Association finances, albeit reported on in greater detail elsewhere in this report. In 2014 the Board realized that we were beginning to face a growing structural deficit in association finances, something that was masked by, although not related to, our technology expansion and our 2014 building expansion project. We created a finance committee to work with staff in developing a plan to restore our fiscal footing, the largest part of which was a reorganization last July.

Since then we have developed and put in place better financial monitoring systems, coupled with cost-based accounting that gives us on-going information on performance of each of our programs and services as well as overall operations. This is a multi-year effort, and will continue to be adjusted over time. Our auditing firm has acknowledged both the timing and content of our response, crediting our board and staff with recognizing and promptly addressing the matter. And as difficult an exercise as this can be, the bright side is that in addition to dealing with our fiscal stress this exercise has helped us to refocus and re-energize as an Association.

In closing we would like to recognize and welcome fully into the fold our newest members, who took office this past January. We hope you find the rewards of local elected service to outweigh the time, effort and sometimes anguish that accompany the position, and that you are finding CCAP and your peers to be your strongest supporters and allies.
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Commissioner, Dauphin County
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Commissioner, Berks County
Jo Ellen Litz, Past President
Commissioner, Lebanon County
Christian Leinbach, NACo Representative
Commissioner, Berks County
George Hartwick III, NACo Representative
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Commissioner, Dauphin County
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Commissioner, Tioga County
Jim Hertzler, Chair, Assessment and Taxation Committee
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Commissioner, Snyder County
Kevin Barnhardt, Chair, Courts and Corrections Committee
Commissioner, Berks County
Percy Dougherty, Chair, Energy, Environment and Land Use Committee
Commissioner, Lehigh County
George Hartwick III, Chair, Human Services Committee
Commissioner, Dauphin County
Roderick Ruddock, Chair, Military and Veterans Affairs Committee
Commissioner, Indiana County
Kathi Cozzone, Chair, Resolutions Committee
Commissioner, Chester County
Terence Farrell, Chair, Technology Committee
Commissioner, Chester County

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Jeffrey Snyder, Chair, Committee on Criminal Justice System Best Practices for the 21st Century
Commissioner, Clinton County
Joseph Kantz, Co-chair, Elections Reform Committee
Commissioner, Snyder County
Michael Pipe, Co-chair, Elections Reform Committee
Commissioner, Centre County
Crystal Clark, Esq., CCAP Solicitor
Attorney at Law, McNees Wallace & Nurick LLC
Karen Bennett, PACHSA President
Administrator, Greene County
Drew Fredericks, JDCAP Representative
Director, Lancaster County Youth Intervention Center
Adelaide Grace, Pennsylvania Children & Youth Services Administrators Representative
Administrator, Monroe County Children & Youth Services
Mr. Charles Hardesty Jr., AAP Representative
Chief Assessor, Lawrence County
Judith Rosser, PACDAA President
Administrator, Blair Drug & Alcohol Partnerships
Terence Brennan, PACAH President
Administrator, Berks Heim Nursing and Rehabilitation
Sheila Theodorou, PACA MH/DS Representative
Administrator, Carbon-Monroe-Pike MH/DS

STAFF LIAISON
Douglas Hill
Executive Director
It is my pleasure to present to you my report as Treasurer on the CCAP fiscal condition. Last year at this time, we reported that we came into 2015 with a structural deficit. While not a material threat to the organization, it was important for us to convey the information to the membership, and detail the plans we had put in place to address it. I am pleased to let you know that we are well underway to resolving the matter, and will give more detail later in this report.

Our 2015 audit, completed by Baker Tilly Virchow Krause, which absorbed our prior audit firm Seligman, Friedman & Company, showed the Association performed well against budget, and again gave us a clean audit. Meeting with the CCAP Board in March, the auditor and a partner confirmed that they found all of our methodologies and controls to meet or exceed industry standards. They also acknowledged our findings regarding the structural deficit, concurring with our opinion that it does not materially affect CCAP’s stability, particularly given that the staff and board have recognized the issue and are taking positive steps to put a corrective plan in place. Separately, they have met with our management and accounting staff to review the 2016 budget and plans for 2017 and beyond.

Copies of the audit were emailed to each chief clerk and county executive in April, and it is available on the CCAP members-only web page. Additional copies are available from CCAP chief financial officer Pam Szajnuk.

Over the last couple years, CCAP has had a pattern of dynamic growth. In 2014, we completed our new expanded facility just north of Harrisburg, we sold our historic downtown office, we expanded development of our technology program offerings, specifically our Unified Case Management (UCM) software product, and we acquired several significant grants for criminal justice and juvenile projects. For 2015, we continued growth in the UCM program, augmented by an additional short-term cash infusion from reserves to boost product delivery timelines. So overall, from a budget of just under $8 million in 2012, we have grown to a budget of $9.9 million for 2016.

This has been planned growth. In 2012, we saw an opportunity to internally develop a set of unique software to move counties toward unified management of criminal justice, and committed to investing association reserves in its development. The outcome, our UCM software, has met this objective but it required direct capitalization from Association funds, which is reflected in our financial statements as a deficit. We have in place a business plan for the project, which we project continues additional spending of reserves for 2016 but at a declining rate, and which will result in a break-even for 2017 and a net positive return after that.

Reflecting on 2016, our budget was designed to meet two objectives: the completion of Association capitalization of the technology programs, and the resolution of our structural deficit. The budget continues to show a planned deficit of just over $490,000, attributable to a continued investment of about $300,000 in the technology program and about $150,000 in unrealized increases in affiliate fees (being phased in over five years). The remainder represents a normal budgeting cycle highlighted by anticipated reduction in grant revenues and conservative projections in growth of Association sponsored and managed programs. On a net basis, the 2016 deficit projection falls well within the Association’s fiscal management capabilities, where year-end results typically outperform budget.

To bring you up to date on the structural deficit, when preparing the 2015 budget the Association recognized an underlying structural deficit, which had been masked in part by the technology investment and which was exacerbated by an increase in health
care costs of more than 25 percent. To address the issue, the Association created a finance committee, including commissioners, chief clerks, and county finance directors, to work with the staff on a recovery plan. While the committee found the Association's budgeting and financial management practices to be sound, the review included close comparisons of return on investment of each cost center, as well as providing an opportunity to evaluate staffing and program structure to maximize services to the membership.

Based on these reviews, the Association instituted changes in the benefit structure that resulted in more than $150,000 in annual savings, and modifications to pricing structures in affiliate services and associate member programs that will yield close to $200,000 in revenue gains over five years. Most importantly, the review provided a launching pad for a program reorganization that reduced staff complement but at the same time repositioned the Association to improve its public relations, marketing, vendor relations, technology and meetings management capabilities. The reorganization results in a more visible, agile and responsive Association, at a net savings of more than $200,000. The Committee continues to assist the staff in fiscal monitoring and planning, which this year includes a restructuring of the accounting system to give better tools for evaluating individual program areas and cost centers.

The Finance Committee’s work also includes review of the association’s long range fiscal plan, under which our objective is to assure that revenues on a program basis met program needs. The plan to date has called for developing revenues in a manner that ordinary income (primarily dues and conference revenues) increases to a level that fully supports our core services of legislative representation and member education. The membership has each year affirmed a program of dues increases, moving toward that objective, although suspending it for three successive years during the worst of the financial crisis. The increases have meant progress in meeting our objective, although direct member dues accounts for just under 11 percent of our total income. Other revenue sources include insurance and programs (about 46 percent), affiliate contracts (about 13 percent), technology services (15 percent), meetings and training (about 3 percent) and grants (over 6 percent). Now is the time we begin preparation of the 2017 CCAP budget. Between the August Board meeting and the Fall Conference, the Board and staff will evaluate Finance Committee recommendations, conduct program budget reviews, and compare programs against their income sources and the Association’s annual Action Plan strategic priorities. The bylaws then require us to send the Association’s proposed budget, proposed Action Plan, and the specific dues proposal to you for review. The Board will consider and adopt the 2017 budget at its fall meeting, and the membership itself will vote on the Action Plan and the dues schedule at the Fall Conference business meeting.

Thank you for your consideration of this report. I also want to make a specific thank you to CCAP CFO Pam Szajnuk for the excellent work she and her staff do in fiscal management, planning, and accounting. She and the executive staff and I will be pleased to furnish you any additional information you need regarding CCAP finances.
The Academy Committee provides oversight for the Academy’s curriculum, faculty, administration and marketing in regard to meeting the educational needs of the greater CCAP membership. This year, the Academy formally kicked off a new program cycle with educational sessions specifically geared toward newly elected officials and those new to county government, while at the same time providing refresher and hot topic sessions for the veteran membership. The former Innovative Approaches to County Government core course was renamed to Today’s Trends in County Government to reflect the importance of engaging veteran officials with fresh information.

Newly elected officials were introduced to the benefits of the Academy for Excellence in County Government and the various opportunities for members to obtain their participation credits at the Newly Elected Officials Workshop in November and welcomed several new members as registered Academy participants early in the year. Today, the Academy, a certificate training program, boasts 137 graduates of the core program. Currently, there are 14 persons registered for the 2015-2018 cycle with the next graduation to be held in November 2018.

Over the course of the last year, the Academy Committee has been carefully reviewing the program structure, curriculum and coursework requirements. This included a legal review and opinion regarding the validity of a formal certification and designation process. Out of that review, the Academy Committee decided not to pursue formal certification or designation credentials and would dissolve the Advanced Certification arm of the program which began in 2006. With that change, the focus can be on promoting the Academy core program and the new CCAP Center for Excellence in County Leadership (CEL) program, a separate and independent program providing continuing education and leadership development.

The Committee supports the development and administration of the annual CEL program for county officials. Eleven persons were accepted to participate in the second year of this intensive three-day workshop and training in June 2016. Produced by The Professional Edge, Inc., the program provides an array of leadership development, interactive discussion and strategic thinking exercises and includes self-assessments and reading materials geared toward raising self-awareness.

Throughout 2015-16, the Academy was pleased to offer six of the eight core courses and more than 30 elective credit opportunities at various stand-alone and
collaborative workshops or Conference breakout sessions around the commonwealth. These workshops are open to all CCAP members and county representatives and garner credit for those enrolled in the Academy program. The Academy continues to stress the importance of a face-to-face learning environment where two-way interaction amongst peers and presenters provides a foundation for success.

The Academy also sustained its collaborative efforts with the CCAP Insurance Programs training department as initiated in 2003. Through this type of cooperation, Academy participants, as well as members of the Insurance Programs, reap the immediate benefits of convenient, combined classes, different locations and top-notch instructors with distinct courses that grant elective or core course credit for Academy participants.

Board meetings in 2015-16 were conducted via a conference call format which has greatly enhanced the productivity of the Board and the ability for all members to actively participate despite physical location or personal schedules.

The Academy offers a special thank you to Cardinal Crossings, Inc. who provided a sponsorship of the Academy program in 2016. The Academy operates on a non-grant funded budget with program registration fees offsetting the majority of the training expenses on an annual basis.

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**ACADEMY COMMITTEE**

Mark Hamilton, Chair
Commissioner, Tioga County

Christian Leinbach, Vice Chair
Commissioner, Berks County

Tom Baker
Council Member, Allegheny County

Preston Boop
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Janis Kemmer
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Tony Mussare
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Al Penksa, Jr.
County Manager, Adams County

Michelle Shedden
Chief Clerk, Bradford County

**NON-VOTING EX OFFICIO MEMBERS**

Bob Thomas, CCAP President
Commissioner, Franklin County

Dr. Beverly Cigler, Ph.D.
Distinguished Professor of Public Policy and Administration, Penn State Harrisburg

Dave Swartz
CCAP Fellow, District Director, Penn State Extension

David Brinton, MPA
Governor’s Center for Local Government Services

**STAFF LIAISON**

Mandi Glantz
Director of Member and Vendor Relations

**STAFF ASSISTANTS**

Linda Rosito
Risk Management Training Director

Karen Sweigard
Director of Meetings and Education
This year, the Agriculture Committee continued to advance the priorities and positions of our county’s agricultural communities across the Commonwealth. Working in conjunction with the Community and Economic Development, the Energy, Environment and Land Use, and the Assessment and Taxation Committees, our members have engaged in policy discussions and considerations to ensure agricultural-related issues remain at the forefront.

Earlier in 2016, Pennsylvania departments and agencies announced a Chesapeake Bay Watershed Program Reboot strategy to improve water quality throughout the state. Since that time, the Agriculture Committee has been engaged in reviewing the Chesapeake Bay Reboot strategy including inspection forms and standard operating procedures (SOP) that focus on measures currently established and enhancing those measures to meet specific water quality goals and objectives. County Conservation Districts across the state have remained a vital component during this process, and continue to provide the necessary leadership, education, and technical assistance to individuals, agricultural businesses, and public and private organizations within our local areas. Our committee has been involved in this process through the County Conservation Districts. It is our desire to ensure that District staff and technicians are able to maintain their good- and hard-working relationships locally to assist farmers and others in implementing Best Management Practices, improving water quality, and providing adequate conservation tools and resources. With the final SOP and inspection forms released in May, our committee continues to participate in meaningful review and discussion in order to assist local agricultural communities with conservation efforts.

The County Commissioners Association of Pennsylvania continues its on-going relationship with the Pennsylvania State University Extension, which provides resources and other areas of assistance to individuals and businesses throughout our 67 counties. This university-county partnership allows Pennsylvania communities to access the University’s resources such as agricultural education. Our Committee and CCAP worked together with the Penn State Extension to address the budget impasse impacts on Extension programs by supporting their request for the release of state funding, as we understand the value these programs have in our local communities. Moving forward, our Committee will continue to work together with the Extension to enhance our counties’ agriculture community and industry. We have begun discussions with the Penn State Extension Office on how the fellowship will be structured moving forward and various ways to enrich our partnership. CCAP and the Agriculture Committee have enjoyed our work with Extension Fellow, Dave Swartz, whose expertise and skills have been extremely beneficial to our committee, and we look forward to maintaining our close, working relationship with the Extension.
Additionally, the Agriculture Committee has participated in certain legislative and policy considerations at the state-level. An area that our committee has been involved in the past year is Clean and Green, where our Committee had previously provided input and feedback on legislation amending the Act, alongside with the Assessors Association of Pennsylvania (AAP). As the legislative session continues, we continue to have conversations with AAP about updates to the statute.

Lastly, the Agriculture Committee advanced the maintenance of the shale gas impact fee as a priority for this year, which remains a CCAP top priority for 2016 with more than half of counties directly tied to shale gas development. Maintaining the shale gas impact fee not only guarantees the same distribution to impacted county governments, but it also provides additional distributions to all Pennsylvania counties and further distributions to conservation districts.

The agriculture industry remains a vital part of our state and local economies, and we will continue to look for ways we can be part of the discussions as they relate to these important issues.

**AGRICULTURE COMMITTEE**

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Commissioner, Adams County

Wylie Norton  
Commissioner, Sullivan County

Jason Renshaw  
Commissioner, Armstrong County

Brian Smith  
Commissioner, Wayne County

Archie Trader  
Commissioner, Greene County

Scott Walls  
Commissioner, Huntingdon County

**NON-VOTING EX OFFICIO MEMBERS**

John Bell  
Director of Local Government Programs, PA Farm Bureau

Dr. Kathy Brasier  
Associate Professor of Rural Sociology, Penn State College of Agriculture Science

Deborah Crawford  
PQMC Chief Assessor/Tax Claim Director/Tax Collector, Tioga County Assessment Office and Assessors’ Association

James Hercik  
Fayette County Assessment Office and Assessors’ Association Representative

Dr. Jeffrey Hyde  
Professor, Agriculture Economics, Penn State College of Agriculture Science

Jon Johnson  
Senior Policy Analyst, Center for Rural PA

Cherie Prentice-Brown  
GIS Manager, City of Lebanon Authority and GIS Representative

Dennis Stuckey  
Commissioner, Lancaster County

William Sturges  
Executive Director, Pennsylvania Rural Development Council

**STAFF LIAISON**

Joshua Eisner  
Government Relations Associate
Our committee continues to address tax fairness as a priority for our counties. While this has been an ongoing priority for CCAP for many years, we are renewing our efforts to gain traction and move forward.

CCAP members heard loud and clear from the panel of legislative leaders who addressed us at our Spring Conference that counties need to make themselves part of the property tax reform discussions, and traditionally, our tax fairness priority has focused on seeking additional taxing options for counties, such as a sales, earned income tax or personal income tax. We recognize that counties currently rely on the property tax for nearly all of their locally generated revenue and yet it places an unfair burden on many property owners. In recent years, though, it has become more difficult for counties to insert themselves in the property tax discussions in Harrisburg, as the focus continues to remain solely on school property tax reform. While Gov. Wolf did not include a school property tax reform initiative as part of his FY 2016-2017 budget proposal, as he did in his first year in office, several separate legislative attempts were made in the fall of 2015 to move forward on bills that as of this writing have not made it to the Governor’s desk.

For 2016, the committee also folded assessment reform into this priority. While counties seek alternative options to broaden their tax base, the property tax will very likely remain part of the mix. That’s why it is imperative that counties be given the tools to assure that property assessments on which that tax is based are as fair, uniform and equitable as possible. In particular, the challenges Indiana County faced throughout its recently completed countywide reassessment brought the challenges of the current system back to the forefront, making it clear this issue also needed counties’ attention in 2016. We know that assessment appeals have been a great topic of discussion in the legislature in the past year, as we try to maintain accurate values between countywide reassessments while honoring the uniformity clause of our state’s constitution.

We are also fortunate to have an excellent working relationship with the Assessors Association of Pennsylvania. Several of their members joined us at our Spring Conference meeting to provide information and education to ensure we have a solid understanding of the current system as we discuss needed changes. This ongoing partnership serves both of our associations very well and we look forward to our continued interactions with our county assessors.
To jump start our efforts to be proactive on both sides of the tax fairness priority, the committee held a meeting at the CCAP offices in late May, where we reviewed in detail the history of property tax and assessment reform, as well as legislative proposals and recommendations that have been offered. From there, we have selected several specific items on which we will be seeking action. But we know this is not a short-term project – indeed, this is a debate now some 40-plus years in the making – and it will take the concentrated efforts of all counties working together to overcome the challenges of moving such critical issues through the General Assembly.

We have also continued to work in conjunction with several other committees on CCAP’s shale gas impact fee priority, and we will continue to advocate that any discussion of proposals to place a severance tax on natural gas assure that the impact fee structure remain in place. In addition, we were very pleased to see, in coordination with the Community and Economic Development Committee, that reforms to the state’s hotel tax statutes were finally signed into law in the spring.

Our committee is following the work of the State Land Tax Fairness Coalition, which includes several county officials as well as other local governments and other statewide associations. This Coalition has been developing an action plan to advance legislation that would secure additional revenues for local governments to offset losses from state forest, game and park lands, which are tax-exempt. Many coalition members have called and visited their local legislators as part of this ongoing effort.

Finally, the committee conducted its annual resolutions meeting in June to assure the Association’s assessment and taxation policy remains up-to-date and relevant in the policy arena. 🌼
The CCAP Prison Overcrowding Task Force was formed in 2002, and over the course of several years, performed an intensive study into the overcrowding occurring in our county jails, and the causes for those conditions. The task force study was presented to the CCAP Board and adopted in August of 2006. The final report focused on the types of best practices that counties can adopt in their own jails to reduce overcrowding, and presents a literal blueprint that any county can follow to define its own best practices effort. While many counties have taken advantage of that blueprint and designed programs to deal with their own unique problems, the CCAP Board wanted to assure that the report was not simply set on a shelf somewhere and forgotten, so a committee was formed to pick up the work of the Prison Overcrowding Task Force and charged with assisting counties in implementing best practices. Ultimately, the committee was renamed to better reflect its mission – now called the Committee on Criminal Justice System Best Practices for the 21st Century – or 21st Century Committee for short.

The 21st Century Committee experienced a year of transition in 2016, with a long serving chairman leaving county government, and a new chair stepping in to maintain the tradition of the committee for showcasing the work of counties in effective criminal and juvenile justice programming. While the awards program remained the same, retaining the prison, detention and alternative services, partners and CJAB Best Practices categories, some changes resulted in the quantity and content of the submissions received. Since its inception the committee has been tasked with encouraging and supporting criminal justice best practices for population management, but the changing circumstances in our county jails, detention facilities, alternative programs that support youth diverted from detention and the growth of local criminal justice collaborations caused the committee to reconsider how best to accomplish its own mission of promoting best practices.

The committee announced the program in late fall, with a deadline for late January. The committee received a smaller number of entries than it has in prior years. This has been common during commissioner transition years, with new commissioners taking office being unfamiliar with the program. A meeting was held in February to review the entries and winners were selected. Unfortunately, the committee was not able to name a winner in each category as a result of several entries that did not meet minimum qualifications. Considering this, the committee is developing a new form for submitting entries that should avoid incomplete submissions in the future. Additionally, the committee will be finalizing a new marketing plan for 2017 when it meets late in the summer. The marketing campaign will include information on how prior year winners have shared projects that have been replicated by other counties as a means of encouraging more counties to share their ideas.

For 2016, the award ceremony was held on June 20th at the Penn Stater in State College. Judge John Cleland (McKean Co.) and Judge Nancy Butts from Lycoming Co served as the Keynote speakers. Special guests will included Secretary of the Department of Corrections, John Wetzel and the Executive Director of the Pennsylvania Commission of Crime and Delinquency, Linda Rosenberg.

Our sponsor include Pennsylvania County Corrections Association; The Pennsylvania Prison Wardens Association; the Juvenile Detention Centers Association of Pennsylvania, and the Counties Risk Pool (PCORP). The Small County Jail award winner for 2016 is the Carbon County Jail Community Treatment Program.
Programs Small Facility Award was presented to Central Counties Youth Center. The Lancaster County Youth Intervention Center was chosen for their P.U.L.S.E. program, Providing Uplifting Learning Skills to Excel as the winner of the 2016 Juvenile Alternative Program Best Practices Award. The Partners Award, for 2016 was presented to Michael Boughton for his work with Lycoming County in their re-entry program. The committee decided to award two counties for their CJAB efforts in 2016. McKean County CJAB was selected as CJAB Best Practice Award Winner and Centre County CJAB was awarded a CJAB Best Practices honorable mention.

In closing, I would remind CCAP members that the CCAP Website retains each of the entries received by the committee and details can be accessed through the programs and services pages. I also look forward to working on the development and evolution of our program to assure it remains consistent with its mission of encouraging our criminal and juvenile justice systems to consider the positive work by their county teams in improving lives and outcomes, and in assuring public safety.

21ST CENTURY COMMITTEE

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Commissioner, Clinton County

Ronald Williams, Vice Chair
Commissioner, Wyoming County

Preston Boop
Commissioner, Union County

George Hartwick III
Commissioner, Dauphin County

Jeff Haste
Commissioner, Dauphin County

Mark Bergstrom
Executive Director, Pennsylvania Commission on Sentencing

Kevin DeParlos
Warden, Lycoming County Prison

Dominick DeRose
Warden, Dauphin County Prison

Jim Jones
Administrator, Central Counties Youth Center

Shirley Moore Smeal
Executive Deputy Secretary, Pennsylvania Department of Corrections

Janine Quigley
Warden, Berks County Jail System

Joe Scannapieco
Shelter Program Director, Lancaster County Youth Intervention Center

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Wayne Bear
Executive Director, JDCAP

Brinda Carroll Penyak
Deputy Director

Lori Dabbondanza
Executive Secretary

Rita Reynolds
Chief Information Officer, CGCIO
It has been my honor to serve as the new chair of the Community and Economic Development Committee, as we continue to work towards beneficial public policy matters involving community development, economic development, and sustainability for our counties. Our Committee considers a wide-range of policy issues, and this year we have remained diligent in representing the needs of Pennsylvania counties including tourism, transportation, workforce development, tax policy, and much more.

Our Committee is pleased to announce the successful passage of the hotel tax legislation in April. After years of participation and invaluable input by the County Commissioners Association of Pennsylvania (CCAP) and our Committee, House Bill 794 became Act 18 of 2016 in the 2015-2016 Legislative Session. The newly-enacted law applies to second class A through eighth class counties. It allows counties to levy the hotel room tax rate from a maximum of three percent to a maximum of five percent for the purposes to attract and promote travel and tourism within our counties and regions. Working together with members of the tourism industry to advance the hotel tax proposal, this Act recognizes the important role that tourism and travel has in our local communities and economies.

In December 2015, the federally authorized Fixing America’s Surface Transportation (FAST) Act, which is a five-year, fully-funded authorization for surface transportation infrastructure planning and investment totaling $305 billion, was signed into law. The Act provides funding for various transportation-related projects including highway, public transportation, and safety programs, among many others. The action made by the federal government follows the potential expiration of the Moving Ahead for Progress in the 21st Century (MAP-21) Act in order to keep the Highway Trust Fund solvent. In terms of counties, the FAST Act provides a long-term solution to transportation funding efforts at the local level. Chief among those solutions is increased funding for locally owned infrastructure through the Surface Transportation Program. The Act also provides an additional $116 billion for the purposes of county-owned bridges, protects funding for off-system bridges, increases the use of local decision-making, and allows for additional urban transportation funding — all building upon the initial actions made by the MAP-21 Act. The FAST Act, along with Pennsylvania’s Act 89 of 2013, gives counties the ability to adequately fund our infrastructure needs to ensure that counties and communities across the Commonwealth remain economically viable.

Our focus does not stop there. The Committee has forwarded priority issues important to the community and economic development efforts faced by all counties. Alongside other committees, the Community and Economic Development Committee put forth the preservation of the Act 13 local impact fee as a priority, understanding the on-going and meaningful benefits this resource provides to our communities. Further, the recent enacted and implemented federal Workforce Innovation and Opportunity Act (WIOA) of 2014 remains a focus of the Committee, where new programs and
opportunities will be offered, and changes to local Workforce Investment Boards will occur. The Committee has continued to receive updates throughout the Act’s implementation at the state-level so that members become familiar with its requirements, and the CCAP submitted joint comments with the Pennsylvania Workforce Development Association to the state on various areas of the Act.

Finally, CCAP and the Committee remain active in other policy areas concerning Pennsylvania counties. Sustainable communities are the bedrock of our counties and collectively as a state, and our involvement in various policy considerations affecting our communities is critical to our economic health and success. Participation by CCAP and the Committee continue in order to address blight through the legislature’s Blight Task Force, and counties have also noted the success of county established land banks since its authorization in 2012.

It is my pleasure to serve as the Community and Economic Development Committee’s chairperson, especially as we continue our efforts to promote and ensure community development, economic development, and sustainability. I appreciate this opportunity and thank the CCAP Board and the members of the Committee for their continued efforts on behalf of all counties.

Mike Pries, Chair
Commissioner, Dauphin County

COMMUNITY AND ECONOMIC DEVELOPMENT COMMITTEE

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Commissioner, Washington County

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Kevin Abrams
Executive Director, Northern Tier Regional Planning & Dev. Committee

Terri Kaufman
Executive Director, Southcentral Workforce Investment Board

Amy McKinney
Planning Director, Lawrence County and County Planning Directors Association of Pennsylvania President

Joseph Pierce, Esq.
Eckert Seamans Cherin & Mellott, LLC

Justin Smith
GIS Coordinator, Cumberland County and GIS Representative

STAFF LIAISON

Joshua Eisner
Government Relations Associate
It is my pleasure to present this report as the new chair of the County Governance Committee. The Committee has jurisdiction over every policy issue that does not fall under any of our other policy committees, each of which is relatively specialized.

We have been engaged in a number of issues this year. The two top issues on our work plan are implementation of Act 12, the new 911 law, and development of recommendations on pension reform.

Last year’s passage of Act 12 was a significant win for counties, CCAP, and our committee. With its enactment, we jumped quickly into implementation. The Act provides a strong injection of funds into the system, unifies technology platforms, provides incentives for system improvements, and paves the way for migration to Next Generation 911 (NG911), all while keeping the system county-focused.

Initial work under the new law included implementation of the updated fee structure, roll-out of the interim funding distribution formula, appointments to the new 911 Board within PEMA, launch of the NG911 inventory project, and initiation of studies for the permanent funding distribution formula. Work included difficult transition issues, in particular dealing with legacy projects started under what had become a de facto competitive grant process under the old law, and which now transitions into the new incentive grant program.

We are pleased with the work product to date. PEMA has convened regular meetings of the 911 Board, with detailed working agendas and provision of resources and background, all of which make the Board a strong partner in developing the direction for 911 under the new act. PEMA has defined Pennsylvania’s model as one that is centered with the counties, but which appropriately brings in regional and state resources and coordination – with tasks and functions appropriately centered on the level at which they are best accomplished.

The Board includes strong representation of the county voice, both elected and professional. As this report is being written, decisions are anticipated on the permanent funding distribution formula, terms for application and release of the incentive funds, release of the NG911 inventory report, and development of the statewide planning model. The bottom line is that in this first year the new Act seems to be a resounding success, and keeps Pennsylvania and its counties at the forefront of 911 service delivery.

Our other big project for the year is revision to the county pension system. While county pensions are sound, particularly in comparison to the state, school and municipal counterparts, there are two directions we see for improvement. First, we have a long-standing resolution calling for a county option to switch to a defined contribution plan and second, our current plan under Act 96 is worth revisiting to assure that it meets all current legal and practice standards and to address a number of outstanding technical issues.

To accomplish these tasks, we have formed a special Pension Work Group under the Committee’s jurisdiction, which includes committee members as well as county professionals, representatives of the Controllers and Treasurers, and representatives from our private sector partners.

We held our initial work group meeting in May, and were pleased with the outcome. Our initial focus was Act 96, and working from a matrix of issues and commentary we made quick progress on a long list of issues. We anticipate one more meeting will give us final resolution on a few remaining matters, and we hope to have draft legislation to circulate this fall in order to obtain sponsorship for a bill to be introduced when the new session convenes in January.

The second work group product will be development of a defined contribution alternative. The groundwork was laid at the initial meeting, and is stacking up to be a more open-ended task. The key issue is focusing in on the type of defined contribution plan to advocate, given the number of variations in the market and the necessity to assure a plan that meets the needs of both our work force and our taxpayers.
Parenthetically, I will acknowledge completion of one pension task – correction in how the pension COLA is calculated – which we accomplished late last year in Act 93.

In other matters, with the completion of 911 we and PEMA have resumed a long-term project on full revision of the Emergency Management Code. The revision includes numerous structural changes in how emergency management functions are carried out and, with the newest draft addressing many of the comments we raised with prior versions, including FCC mandates on re-banding and paging upgrades, we anticipate supporting the legislation as it moves through to introduction.

We also have legislation pending that would make a number of changes to the Open Records Law, based on our experience with the law in the eight years since its passage. The revisions address issues where the law in practice does not meet the law as intended, or where unforeseen practical or equity issues have arisen.

Last, we are nearing completion of a multi-year project to update the County Code. The project, managed by the Local Government Commission, aims at technical changes to comport with current law and practice. In that context though, the draft includes a more substantive revision to the finance article of the Code, keying off of reforms we achieved under Act 103 of 2002 and directed at the continuing evolution of investment, accounting, and auditing standards. The draft is now being put in formal legislative format, and this fall we will be reviewing it in its entirety prior to anticipated introduction in the new legislative term in January.

I would like to conclude by thanking the members of the Committee for their diligent work, and equally important, the work the full CCAP membership does in its grassroots efforts. We are proud of your loud and persistent voice that accomplished passage of Act 12 last year, and look forward to your continued and successful involvement in the many other issues we face.

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Joseph Kantz, CCAP Treasurer
Commissioner, Snyder County

Robert Thomas, CCAP President
Commissioner, Franklin County

STAFF LIAISON

Douglas Hill
Executive Director
Courts and Corrections Committee

WORKING TO ASSURE A FAIR, BALANCED AND PRODUCTIVE CRIMINAL JUSTICE SYSTEM

The CCAP Courts and Corrections Committee dedicated time in 2016 to furthering a long term priority of finding solutions to the pressures and challenges that accompany the growing number of county jail inmates with behavioral health issues. While a joint priority on inmates with mental health and substance abuse issues was established in concert with the CCAP Human Services Committee several years ago, a renewed effort took shape in early 2016 with a specific set of goals to define a plan for counties through the creation of the Comprehensive Behavioral Health Task Force. The Task Force spent six months analyzing the causes and solutions to the numerous problems and developed a report that was presented at the CCAP annual conference. The findings of this group will surely be the center of the focus for the Courts and Corrections committee in the coming year, but for the first time, counties have a road map of sorts to consider when determining an approach.

Through several new grant programs, the committee is able to oversee support and assistance in several areas – helping counties develop a pre-trial services approach, providing support for counties interested in establishing an evidence based practices model for adult probation, and creating a closer relationship for providing technical assistance to county criminal justice advisory boards. The Evidence Based Practices Grant funded through a partnership with PCCD, Department of Corrections and Pennsylvania Board of Probation and Parole allowed the Association has hired a consultant to serve as a liaison to counties interested in adopting Evidence Based Practices within their adult probation system. Counties will get direct, hands-on assistance. Regional Criminal Justice Advisory Board Regional Specialists funded by PCCD are now managed by CCAP allowing CJAB specialists to interact directly to provide support education and training, strategic planning support, and access to mini-grants funded by PCCD. The new arrangement will support a closer relationship between the counties and their CJAB’s by shifting the focus to county supervision of the team. A Pre-Trial Services Grant from PCCD allows for direct support to counties interested in utilization of pre-trial services as a criminal justice tool. A CCAP Fellow, Maureen Barden, provides hands on support and technical assistance along with mini-grants in interested counties. Bucks, Blair, Lackawanna and Potter County have signed agreements to undertake a pre-trial effort to date. County jail administrators continue to collaborate with the committee in the formation of policy, and provide committee members with information to assist in developing local best practices as well as advocating for effective statewide policy. The committee continues to monitor the Prison Rape Elimination Act (PREA), and its implementation, providing members with educational opportunities and compliance support. All counties can now access technical assistance through CCAP staff. As counties prepare for audits, they can engage a certified PREA auditor without charge, or seek answers to questions. PREA will continue to top our agenda for the near future as counties reach compliance in juvenile as well as adult facilities. Another area of ongoing focus has been providing guidance for the Unified Case Management (UCM) process.

The committee closely monitored the expansion of Medicaid and its potential for benefitting re-entering inmates. The committee worked on legislation that would create costly and non-productive burdens for counties with changes proposed to deductions from inmate accounts to pay restitution. The committee assisted in budget advocacy to increase grant-in-aid funding for adult probation, and in a grant program for counties in assuring support for limited English proficiency in the courts.

In January, 57 counties sent teams to Harrisburg to learn more about approaches to the opioid and prescription drug overdose crisis in a training sponsored by PCCD with assistance from CCAP. The opioid crisis continues to be a major concern for every county, and new interest at the state and federal levels may soon bring supports and technical assistance and counties seek solutions.

CCAP is a key participant in Justice Reinvestment 2 beginning in March 2016. The new initiative will shift funds from the Department of Corrections budget to the front end of the criminal justice system at the local and county levels, to invest in programs and services that reduce the use of jail and prison through diversion, non-monetary bail options, risk assessment, and the
development of community based alternatives to incarceration. The Council of State Governments supports the project and will be drafting a legislative proposal for introduction in 2017.

Counties will have closer relationships with their local partners, and improved ability to find solutions through local collaborations, and the work of the committee to continue enhancing these areas will continue into 2016 and beyond. ☽

**COURTS AND CORRECTIONS COMMITTEE**

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Commissioner, Berks County

Preston Boop, Vice Chair  
Commissioner, Union County

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Commissioner, Beaver County

Kathi Cozzone  
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Larry Maggi  
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Thomas Muller  
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Commissioner, Clinton County

Robert Thomas  
Commissioner, Franklin County

Ronald Williams  
Commissioner, Wyoming County

Jeffrey Pisarcik  
Commissioner, Jefferson County

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Executive Director, County Chief Adult Probation and Parole Officers’ Association

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Warden, Chester County Prison and County Prison Wardens Association

Lawrence Murray  
Chief of Probation and Parole Officer, Adams County

Warden Janine Quigley  
Warden, Berks County Jail System and Pennsylvania County Corrections Association Representative

Keith Snyder  
Deputy Director, Juvenile Court Judges’ Commission

Robert Stanzione  
Chief Juvenile Probation Officer, Bucks County Juvenile Probation and Chief Juvenile Probation Officers Association Representative

Robert Williams  
Chief Probation and Parole Officer, Berks County

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Deputy Director

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Beth Appleby  
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Mark Bergstrom  
Executive Director, Pennsylvania Commission on Sentencing

Judge John Foradora  
Jefferson County and President Judges Association Liaison

Drew Fredericks  
Director, Lancaster County Youth Intervention Center and JDCAP Representative

Mary Beth Marschik  
Elections Reform Committee

WORKING TO PROTECT AND IMPROVE THE CITIZENS’ VOICE

The CCAP Elections Reform Committee is an ad hoc committee created in 2013 to review and make recommendations on problems and improvements in election law and practice. The committee was purposefully established with bipartisan leadership and large and small-county representation. Its diverse membership also includes election directors and representation from the Department of State (DOS) as well.

Regardless of your views on this year’s electoral prospects, for the CCAP membership the overriding objective is the successful development and administration of the voter registration rolls and administration of the election itself, clearly among the most important functions counties perform. The voters rely on us to accurately, fairly, and uniformly maintain their registrations, prepare the ballots, and run the polling places. Counties know the process well, and our election boards and staff perform their assigned tasks in a way that the conduct of the election is rarely if ever a part of the election day story.

But from this experience we know that there are many ways our system can be improved, and there are many emerging opportunities to increase public engagement and confidence.

The first task accomplished by the Committee was the 2014 release of our report and recommendations on elections issues, presented to the members at that year’s Spring Conference. Since then, we have worked toward implementation of these recommendations as well as developing liaison with the Administration, legislative leaders, stakeholder groups, and election directors.

We were pleased last fall to welcome Governor Wolf and DOS Secretary Pedro Cortés to the CCAP office to announce the establishment and roll-out of online voter registration (OVR). Since then we and our election directors have worked cooperatively with the state to assure its successful deployment and continued development, including first-in-the-nation processes for capturing signatures, integration with the multi-state EPIC program which gives a means to cross-check registrations among more than 20 states, and incorporation of an automatic program interface (API) which will facilitate transfer of records from state agencies and third parties. OVR has quickly overtaken manual means of registration and update of registration records, and has both improved the accuracy of our Statewide Uniform Registry of Electors (SURE) and decreased the time and effort for county election offices.

Working through this year’s election, we felt the frustrations counties experienced with the delays in ballot certification for the Primary and most notably the too-late change in the ballot ordered by the Supreme Court. We are developing strategies to keep this from happening again, including meetings with the courts and legislative leaders to impress on them not only the cost of these delays and changes but also the effect it has on military and absentee ballots, poll worker training, and voter confusion at the polls.

An equally frustrating issue is the delays throughout the absentee balloting process occasioned by the regional hub delivery system adopted by the Postal Service. A resolution is pending at the Annual Conference to give our committee more direction, and we have already reached out to the USPS, DOS, and NACo on the issue.

We were pleased that CCAP was invited to a special meeting with Governor Wolf this spring to discuss these and other election issues. The give-and-take was comprehensive and wide-ranging, and builds on a strong relationship we already have with DOS that includes quarterly meetings to discuss election and registration issues with them and stakeholder groups.

A long-range goal recognizes that a full rewrite of the Election Code is long overdue. It has been tweaked from time to time to address emerging issues, and has had significant amendments to achieve compliance with the National Voter Registration Act and the Help America Vote Act. Still, there are many changes we identified in our 2014 report, others that have emerged in the intervening years, and still others such as early voting, automatic registration, voter turnout, and election director
certification and training that require further study.

An issue increasing in importance is the rapidly approaching need to replace our election equipment, brought into most counties in 2006 in compliance with, and largely funded under, the Help America Vote Act. In addition to facing the obsolescence of our current equipment, we have to wrestle with questions of emerging next generation technology, capacity for state and federal equipment certification, and efforts at the margin for alternative methods such as internet balloting. And of course chief among our concerns is the lack of financial resources, which for statewide replacement is likely to be well over $200 million.

We continue to work closely with our election directors and DOS on development of shared knowledge and best practices. Election directors are enthusiastic participants in a list serve we set up some time ago to allow them to share questions and develop common understanding of statutory and process requirements, as well as new issues arising from DOS or the courts.

Last, we continue our work on outreach to the House and Senate State Government Committees, which have primary jurisdiction over election issues. Our objective is to build with them the notion that they need to include counties, from a practical and technical perspective, when any election or registration issue is considered.

We are proud of the role counties play in this foundational activity of our democracy, and hope our efforts contribute to public understanding and participation.

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**ELECTIONS REFORM COMMITTEE**

Joseph Kantz, Co-Chair  
Commissioner, Snyder County

Michael Pipe, Co-Chair  
Commissioner, Centre County

Ed Allison  
Director of Elections, Lawrence County

Charles Anderson  
Commissioner, Westmoreland County

Tim Benyo  
Elections Director, Carbon County

Monica Dutko  
Director of Elections and Voter Registration, Adams County

Kelly Green  
Director of Elections, Montgomery County

Jeff Greenburg  
Director of Registration and Elections, Mercer County

Sherene Hess  
Commissioner, Indiana County

Douglas Smith  
County Clerk, Erie County

Robert Thomas  
Commissioner, Franklin County

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Commissioner, Bureau of Commissions, Elections and Legislation, Pennsylvania Department of State

**STAFF LIAISON**

Douglas Hill  
Executive Director

Brinda Carroll Penyak  
Deputy Director
There are many critical issues facing our committee in 2016, including the shale gas impact fee, electronics recycling, integrated water management and several others.

As in 2015, the EELU Committee’s top priority for this year is to assure maintenance of the shale gas impact fee distribution structure to local governments regardless of any severance tax proposals. Gov. Wolf has again included a severance tax as part of his FY 2016-2017 budget proposal, but unlike his first proposal it did not include a cap on the amount of impact fee revenues that would come back to local governments. As of this writing it remains to be seen whether a severance tax may be included in the FY 2016-2017 fiscal year.

In the meantime, CCAP has been sharing the story about benefits the impact fee has both for those counties with spud wells as well as all 67 counties throughout the commonwealth. The March/April edition of the County News included an article highlighting some of the ways locally impacted counties are using their funding and how the flexibility makes it possible to prioritize funds for their unique needs. In the May/June edition, counties shared the unique and innovating ways they are using their at-risk bridge and open space/recreation funds from the Legacy Fund. The Center for Rural Pennsylvania was expected to release its report on uses of the shale gas impact fee, for which CCAP’s Natural Gas Task Force provided significant input, in June, and CCAP is also assisting the state Auditor General’s office with an upcoming audit of the uses of the fees.

Counties have been doing important work in other areas of oil and gas development as well. Chester County commissioner Kathi Cozzone was appointed to the Governor’s Pipeline Infrastructure Task Force, chairing its County Government work group. That work group further included Washington County commissioner Harlan Shoher and Sullivan County commissioner Donna Iannone, along with Roy Livergood, York County Planning Commission, and CCAP staff. The final Task Force report included 12 recommendations from the work group, spanning counties’ interest in promoting open and transparent communication between industry and landowners, and the need for mapping and planning related to pipelines.

Another priority for the EELU Committee this year is working with the County Planning Directors Association on its integrated water resources management proposal. Representatives of their organization have shared their white paper and a presentation briefing us on their ideas, and we look forward to continuing to work with them on water-related issues in the future.

In similar issues, our committee along with the Agriculture Committee have been concerned about the state’s new plan to “reboot” the Chesapeake Bay cleanup. Although we wholeheartedly believe that improving and maintaining water quality is important for all of the waterways in the commonwealth, the new role for the conservation districts for inspections and enforcement of nutrient management plans on farms could have significant implications for their relationships with landowners.

Electronics recycling, and the challenges associated with the current state law, have further captured our attention. Although many counties are doing their best to maintain programs where possible, many more have closed their doors due to lack of funding, and with other programs such as those offered by Best Buy doing the same, Pennsylvania citizens are quickly losing options to properly dispose of their electronics. CCAP has engaged
with county recycling coordinators and other members of the Professional Recyclers of Pennsylvania, and has been involved in discussions with the Recycling Markets Center and the law’s original sponsor to try to achieve an effective solution.

We also continue to monitor issues on the federal level. While the Waters of the U.S. regulation promulgated by the Environmental Protection Agency and the Army Corps of Engineers was finalized in summer 2015, it has since become subject to several legal challenges across the state. NACo continues to call for the rule to be withdrawn so it can be written with greater clarity and in collaboration with local governments. The reauthorization of the National Flood Insurance Program is set to occur in the fall of 2017, and NACo, along with CCAP, are already opening dialogues on this issue. In addition, in March, Dauphin County Commissioner George Hartwick participated in a stakeholder discussion at the U.S. Department of Treasury with Treasury’s Federal Insurance Office and the Federal Emergency Management Association (FEMA) on distribution channels for flood insurance products.

We have much to accomplish throughout the remainder of 2016, and will continue to offer our input on the wide variety of environmental programs here in the commonwealth.

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State Program Leader, Economic and Community Development, Penn State Cooperative Extension and Professor, Agricultural Economics

Kelly Megonnel
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Cherie Prentice-Brown
GIS Manager, City of Lebanon Authority and GIS Representative

Denny Puko
Planning Program Manager, Governor’s Center for Local Government Services

Daniel Vilello
Local Government Liaison, PA Department of Environmental Protection

STAFF LIAISON

Lisa Schaefer
Director of Government Relations
The CCAP Human Services Committee has a vast area of focus, and numerous issues led to another very busy year in 2016. A state budget impasse that continued for six months challenged counties to keep programs operating without the needed cash flow. Many counties were forced to borrow or take funds from reserves to avoid services being cut off, and the potential for providers forced into closure. A survey was conducted to demonstrate the true impacts for counties and shared with the media and the general assembly as part of the committee strategy to avoid a similar impact in the future.

Counties continue working hard at restoration of funding cuts and stagnant allocation levels which have plagued county programs for more than a decade. Cuts to seven key line items were made in 2012, and the committee continues to lead efforts to get those dollars restored. A priority of a three year restoration was included in the Governor’s budget request for 2015-2016 but was not in the final budget. For 2016-2017, the committee has supported the Governor’s call for restoration again, which would lead to more than 6 percent of that cut restored in the 2017-2017 fiscal year.

County Child Welfare staff continue to see increasing burdens as call volume and case loads increase as a result of numerous law changes resulting from the Jerry Sandusky child abuse scandal. Lawmakers quickly implemented nearly 30 new laws with increased responsibility for counties yet provided none of the requested options for re-opening budgets to add needed staff. When a state audit revealed that calls to the state’s ChildLine had gone unanswered, counties used the opportunity to remind the public and policy makers that the calls are referred to counties who are experiencing call volume increases of over 30 percent to as much as 100 percent in some counties. The committee continues to work to establish an effective staffing level for these service areas using a time study that will be used for policy direction in the future. Concerns are even further
exacerbated by the inclusion of a “rebalancing” initiative in the Commonwealth budget for 2016-2017 which shifts the fourth quarter child welfare payment into the next fiscal year. Concerns about the impact of this provision during an impasse led to significant lobbying by the counties. The committee continues to work to reverse this provision in future budgets.

The opioid and prescription drug overdose crisis continues to be a major area of concern for the committee as the crisis grows. Now exceeding auto accidents as a leading cause of death among certain age groups, the committee has monitored and participated in numerous efforts designed to provide both support and awareness for counties. State and national resources will hopefully increase as more policy makers join the effort to find solutions. Training programs and assistance to localities in the deployment of effective approaches will continue to be a major area of focus for the committee into the future.

The committee has monitored the plans by Wolf Administration to transition to a managed care model for long term care. The Community Health Choices plan includes long term care and support services in a managed care model that will be implemented across the state beginning in 2017. With many unanswered questions, the committee continues to work in assuring the administration takes into account all potential consequences. Implementation has been delayed several times, and the committee will continue to stress future delays while questions on impacts remain.

The committee met a major goal in 2016 with agreement to eliminate the 10 percent county share for Medicaid residents in county nursing homes. The county portion was covered by other funds for several years while the committee worked to eliminate this provision. Counties may be more likely to retain county control of nursing homes with a more stable financial picture. Other concerns for our aging residents came about due to changes in the level of need assessment and the waiver program for residents who are in need of nursing home care but prefer to receive care in the community. A single contract for each of those services was arranged by the Department of Human Services. Counties have been responding to numerous citizen complaints about unanswered calls by the contract agency when they are seeking waiver assistance. The impacts of a single contract for level of need assessment are as yet unknown, although county area agencies on aging will have a direct role going forward. The committee will closely monitor the ongoing implementation concerns and with work with state agencies on solutions.

The committee is a large part of the effort on comprehensive behavioral health under the leadership of the joint task force, sharing responsibility with the courts and corrections committee for studying the issues and presenting a report of findings and recommendations. The task force worked for six months in an intense series of meetings to fully understand the problem and solutions. This issue is expected to remain a top priority for the coming year, as counties use the findings to plan for local options.

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The committee continues to monitor efforts to reform the State Civil Service System. Most PA Counties are still in civil service, and report significant problems with hiring staff.

Legislation to reform several elements of the system is moving through the legislature, and while its impacts are not extensive, the outcome will be a step in the right direction for making the system more effective for counties.

Additionally, many counties have developed their own merit hire programs as alternatives, allowing them to escape many of the challenges experienced by counties in the civil service system. The Human Services Block Grant remains an effective tool for counties challenged by long term cuts in funding for key human services programs. The flexibility offered by the block grant is still available to only 30 counties, and the committee supports efforts at expansion to any willing and capable county. A training webinar was held recently for counties to understand any changes in planning and reporting that are being implemented in 2016. A separate meeting of the CCAP Block Grant subcommittee was held in July to address what appear to be changes in the manner in which non-block grant funding allocations are administered within the block grant.

The Human Services committee is never short of tasks and responsibilities, and while we look forward to positive changes that will impact how counties deliver service, we are always on the lookout for the unintended consequences that arise when state and federal changes are implemented without the full understanding of how counties deliver service.

HUMAN SERVICES COMMITTEE

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Adelaide Grace, PCYA President
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Judith Rosser, PACDAA President
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Susan Claytor
Deputy Director of Administrative Services, York County Juvenile Probation and PA Council of Chief Juvenile Probation Officers

Drew Fredericks, JDCAP
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Director, Lancaster County Youth Intervention Center

Rebecca May-Cole
Executive Director, PA Association of AAA (PAAAA) and PA Area Agencies on Aging Representative

Susan Moore
CEO, Community Action Association of Pennsylvania

William Rossnock
Chief Juvenile Probation Officer, Northumberland County Probation and Pennsylvania Chief Juvenile Probation Officers Association Representative

STAFF LIAISON

Brinda Carroll Penyak
Deputy Director
The primary task for the CCAP Military and Veterans Affairs Committee is to help our counties provide and coordinate quality services for those who served and are serving on our country’s behalf. We accomplish this not only through policy advocacy, but also through active liaison with the state Department of Military and Veterans Affairs (DMVA) and with county directors of veterans affairs, through education and collection of best practices, and through dissemination of public awareness programs.

At the top of our 2016 agenda is working with CCAP’s Human Services and Courts and Corrections committees as they wrestle with the Association priority of improving delivery of behavioral health services, something that touches families, the community, our human services system, and with unfortunate frequency our criminal justice system. Our voice is to address the sometimes-unique needs of veterans, which are often specialized in nature whether through our MH/ID agencies or through specialty courts. The Administrative Office of Pennsylvania Courts continues to maintain the latter priority as well, and has been supportive of local efforts. PA Supreme Court Justice Debra McCloskey Todd will be addressing the delegates to our 2016 Annual Conference on this matter.

We have proposed, for the members’ consideration, an amendment to the Pennsylvania County Platform to clarify and expand the property tax exemption available to qualified disabled veterans and surviving spouses. We propose to extend it to spouses of military killed in action, and to remove payments received under federal veterans programs from the needs test. We are also recommending against granting a proportionate tax exemption to veterans with partial disabilities.

We continue to work on educating the public and veterans about fraud relating to veterans. This takes two directions – fraudulent collection of donations ostensibly intended to provide services to veterans, and fraudulent practices in providing services to veterans, including collection of fees for services (or acting as a go-between to obtain services) that are in fact free to veterans. We are working with staff in the state Attorney General’s office on this initiative. We were successful last year in getting the National Association of Counties to incorporate this issue as a part of its national advocacy program.

We continue to monitor the applicability and utility of the Veterans Choice Card. The Choice Card is distributed to all veterans enrolled for care at VA facilities, and is intended for back-up care if a veteran cannot be seen by the VA within 30 days or if the VA’s closest medical facility is challenging to access. In situations like this, veterans may be eligible to receive care outside the VA system. County directors continue to comment that, while the cards are distributed to all veterans, veterans have to get approval before they can use it and, based on the set of rules for eligibility, it helps some individuals but not all.

We continue to work with counties on having their directors of veterans’ affairs achieve the accreditation required under Act 5 of 2013. The ability of the veterans’
affairs director to help veterans maximize access to benefits is greatly enhanced if they have achieved federal Department of Veterans Affairs accreditation, which is obtained through training established and provided by the DMVA or one of several nationally accredited veterans’ organizations. Relatively, we have supported the DMVA development of the PA Veterans Registry, which also facilitates identification of veterans and enabling access to services.

There are a number of other elements on our work plan as well, including support for the Educational Center at the Wall (a facility under development at the Vietnam Memorial in Washington, to provide context on the Vietnam War), finishing work on technical amendments to the County Code provisions on services to veterans, monitoring reports from the DMVA on director training, on benefits distribution, and on administration of the Veterans Trust Fund, and monitoring a project now underway by the Joint State Government Commission to catalog all services available to veterans.

We are pleased with our long-standing and active working relationship with the DMVA. Staff from the Division of Veterans Services and Programs are regular attendees and active participants on the Committee, and often Adjutant General Jerry Beck attends as well. We will be holding our regular in-depth meeting with General Beck during the September veterans’ directors training meetings in Mechanicsburg.

The county veterans directors group also attends our meetings, giving us invaluable local, on-the-street perspective when we develop resolutions and recommendations regarding support of our veterans.

We continue our related tasks of suggesting veterans’ issues sessions for the CCAP conferences, knowing that education of those responsible for funding and program decisions is as important as education of the general public. We remain interested in specialized programming counties have undertaken on veterans’ behalf, and encourage the CCAP membership to communicate with us on programs, questions, and needs that help us all improve our services to veterans.
The image that most people have of CCAP is as the organization that provides the legislative and regulatory voice for Pennsylvania counties in Harrisburg and Washington. The thread that develops, unifies and prioritizes that voice is the resolutions and policy process. Its validity is measured by the quality of, and members’ access to, that process. It has been my pleasure to once again chair the Resolutions Committee this year, and to present this report to you.

Our primary expression of policy is the Pennsylvania County Platform, the compilation of all resolutions adopted and reaffirmed over time. To assure its currency, our committee, the membership, and our policy committees review each plank in the Platform on a cyclical basis to assure that it accurately reflects current circumstances and our membership’s current viewpoint. At the same time, it reminds the membership of the scope of issues we are dealing with and thereby brings awareness and consistency to our grassroots efforts to advocate these issues.

For our new members, it is important to be aware of the unique process by which we deliberate resolutions at the conference and then submit them to an electronic vote by the full membership. This process has both preserved the face-to-face give-and-take on content and added a dimension of broader membership participation in the outcome. The process has been successful; somewhere between a quarter and a third of the electronic votes cast in each of the ballots we have conducted have come from members who were not able to attend the conference. A more complete explanation of the process is available in the Government Relations section of the CCAP website.

Ours is a living, breathing policy process. While most of the resolutions work is at the Annual Conference, we also have the ability to do resolutions at the Spring and Fall Conferences and the CCAP Board is permitted to take up interim resolutions subject to subsequent member ratification, so we are able to respond strategically to issues as they arise. And the real-time currency of our process means that we see our members debating proposals in the hallways and of the conference, and read the post-conference emails that advocate differing ballot positions. The result is that our positions and priorities are a true reflection of our members’ views.

The resolutions under consideration at this year’s Annual Conference originated with members, affiliates, and our policy committees. Each of the policy committees reviewed those under its jurisdiction, and then all were reviewed by Resolutions in early July. We sent them out to the membership well in advance of the Conference, and we provide a breakout session at the Conference to review the proposals received, to give the delegates
The opportunity to comment, and to provide one last opportunity to deal with new issues that may have surfaced. While the Resolutions Committee is required to attach a recommendation to each resolution based on our review and our policy committees’ review, the only resolutions that we do not forward to the delegates for final action are those that are either not germane to the Association mission or are already elements of the Platform. Importantly, adoption of the resolutions does not end the process. At the Fall Conference our Board and policy committees develop policy work plans for the coming year based on the Platform, and then meet as a committee-of-the-whole to prepare the County Government Priority Statement, which represents the top issues the Association intends to pursue for the coming year.

The priority statement is the vehicle used by the Association leadership, staff, and membership to bring a focused and cohesive county message to Harrisburg, Washington, the media, and the public. We typically release it at a media event in January or February, and then make it our focus throughout the session, but this year we are giving consideration to changing the timing of the release – stay tuned for more on that topic. I will also note parenthetically the availability of the Priorities Status Report is noted in your materials at each CCAP conference.

Last, the Committee is also responsible for reviewing and making recommendations on bylaws changes coming from the CCAP Board of Directors. As this report goes to print, no bylaws changes have been proposed for consideration at the Annual Conference.

I hope you will contact me, any member of the Committee, the CCAP Board, or staff if you have questions about the process or content of our policy deliberations. I thank all of you for your participation, not only in establishing our policy but also in carrying it out, through your active involvement in our policy committees and our grassroots efforts. Your commitment has made CCAP a voice that is heard clearly and emphatically in the halls of Harrisburg and Washington.
The Technology Committee began as an ad hoc committee in the early 2000’s and became a CCAP standing committee in 2011. Over the past sixteen years, the committee has overseen the growth of CCAP technology programs, including the creation of a new case management system for county criminal justice systems. This year is no different and contains a full plate of expanding and new programs. Each program that is added must follow a rigid process for approval and be in line with both the Technology Business plan as well as the Technology Committee’s mission, which is “… to strengthen the county’s ability to provide technology that will enable counties to be more cost effective and efficient with the delivery of technology support for county staff and their citizens.”

There has been a significant amount of growth in CCAP and in technology programs available to counties. As a result and unique to this year, an outside vendor was engaged this past spring to perform a “Rapid Assessment” of CCAP’s IT function. A high-level assessment of the CCAP IT organization, applications, program offerings and infrastructure has been delivered as a final report. This will ultimately provide CCAP with a long-term roadmap to assist with projects and future investments, and will enable CCAP IT to more efficiently and effectively support the management structure.

Moving on, below is a recap of goals for 2016 that cover security offerings, criminal justice applications, website hosting and design, GIS services, infrastructure services, and a strengthening of the state and federal relationships.

**CYBER SECURITY**

Cyber-attacks continue to rise across the nation. There have been a significant number of recorded incidents to Pennsylvania’s counties, especially in regards to Ransomware and CryptoLocker, two types of malicious viruses that encrypt and lock files on your computer (or server) and then demand payment to unlock them. Most counties have not paid the ransom, but the recovery and restoration for county business in some cases has taken weeks. I share these details to highlight the important work that the county PA CyberSafe is doing. They meet on a quarterly basis and this past year focused on sharing standard security policies and templates for security incidents.

The committee also supported CCAP’s partnership with the Chester County IT Department security officer to help develop a security toolkit that will help counties to improve their technology security posture based on national best practices. This toolkit will be tested by two pilot counties and then made available in the fall.

The other initiative that the committee is supporting is the delivery of the first ever CCAP PA Cyber Security Forum. Scheduled for October 17, 2016, during cyber awareness month, this forum will raise awareness, educate and engage key county stakeholders in short and long-term strategies for cyber prevention. This event will provide opportunities for county teams consisting of leadership from the commissioners’ office, 911, human services and technology to strengthen their cyber security posture that will in turn improve protection of citizen data for which we are responsible.

**PROGRAMS FOR CRIMINAL JUSTICE**

Rollouts of the Criminal Justice Unified Case Management system (CJ-UCM) continue with a total of 30 counties having implemented the system in some fashion. Five district attorney offices along with two jails are now live on the system with another five jails scheduled before the end of 2016. Additional interfaces have been developed, including the victim witness notification interface. New risk assessment modules are now being added to support the statewide evidenced based practice initiative.

The JUV-UCM solution, modeled off of CJ-UCM, has been deployed to four Juvenile Detention Centers, and is also being repurposed for a private provider of detention youth services as well as a county INS center.

The state project to extend the JUV-UCM case management system for the Bureau of Juvenile Justice is now operational with well over 600 state employees utilizing the new solution to manage juveniles that have been placed in YDC’s. New functionality has been
added to address performance based standards, which is
designed to improve overall service delivery to juveniles
in detention.

The replication of the CJ-UCM for public defenders has
also started. Two public defender offices are now live
and for the first time, Public Defenders are receiving
automated data from the state AOPC system. Five more
offices will go live by the end of 2016.

CCAP is looking to the future and the long-term
sustainability of UCM for counties. This strategy includes
the exploration of possible partnerships, as well as the
upgrade of the software platform to the newest version.

WEBSITES
While a great deal of effort is going into criminal justice,
we have seen a significant increase in counties this past
year desiring to improve their websites. A number of
counties have engaged CCAP to update their current
website to be more responsive on mobile devices. And
CCAP itself has just completed an entire site overhaul
with a new branded look and a mobile responsive design.
The process itself, while on face value may seem an easy
endeavor, involves countless hours of commitment by
both county and CCAP staff. Many factors needed to be
considered, including navigation, citizen requests for
more online services and accessibility needs (ADA).

SOFTWARE AGREEMENTS
This year marked the fourteenth year for CCAP to hold
the statewide master agreement for Microsoft products.
Enrollment remains stable, and numerous free technical
trainings were offered for county staff as a result of this
agreement. The benefits have been far reaching and
as one county said, "...we have found it to be valuable
over the last 10 years. It has simplified licensing and
compliance requirements. It also has provided flexibility in
delivering new Microsoft products that have become part
of the Enterprise services..."

CCAP staff are continuing to look to other product
lines to see if a similar aggregate agreement would
benefit counties. Negotiations are currently underway to
create a state-wide enterprise agreement for VMWare,
a virtualization software used by almost every county
that helps reduce the overall number of physical servers
needed to run county applications. Once finalized this
agreement will bring up to 50 percent savings off of list
pricing for counties.

GIS
Geospatial service offerings continue to grow. This past
June marked six years that CCAP has hosted the PA GIS
Conference. Attendance has been stable with more than
250 attending the conference. With the rapid pace of
technology development, innovative sessions focused on
new technologies including the use of drones (or UAS) for
geospatial needs.

The exciting news in the GIS arena is that the statewide
Geospatial Coordinating Board has begun meeting.
Counties are well represented by Chester and Tioga
County commissioners, Kathy Cazzone and Erik Coolidge,
as well as Barry Hutchins from Lycoming County serving
on behalf of the GIS Pros. Three task forces have also
been formed that will focus on governance, data
programs and service delivery. While Act 178, which

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The PA GIS pros continue to lead the way with setting priorities for the geospatial coordinating board. After ten years of existence, a second planning retreat was held where the following priorities were identified for 2016: raise awareness of functional boundaries, raise awareness of GIS data sharing, specifically with respect to NG911, and increase awareness of the importance of statewide imagery capture.

COUNTY IT ASSESSMENTS
This past year another three counties went through the Technology IT assessment process. This is an intensive all-day event of interviews starting with the commissioners and then concluding with the IT department. Five county selected departments are interviewed for insights into opportunities to improve the delivery of technology services, applications and programs for county staff. We continue to make improvements to the process, including the addition of new questions around cyber security. As one county commissioner recently stated, “...if a county hasn’t gone through the IT Assessment process, they should!”

STATE AND OTHER RELATIONSHIPS
Beyond the Technology Business plan, the CCAP Technology Committee also has a goal to continue growing the CIO relationship with state agencies. To this end stronger relationships have been formed with the state Chief Information Security Officer to provide coordination of cyber security initiatives and with AOPC to improve the delivery and support of technology between the courts and the county. These interactions are strengthening the relationships with County CIO’s, especially in understanding and providing input to the state direction on technology projects.

At the national level, CCAP and the chair of this committee continue to represent Pennsylvania at the National Association of Counties through membership on the Telecommunications and Technology Committee, as well as the Technology and GIS committees. This is especially important with critical initiatives right now in the area of next generation 911 technologies and FirstNet, The First Responder Network Authority, which was established to create a nationwide interoperable wireless broadband network for first responders.

On the educational front, we have strengthened the working relationship with Harrisburg University, who is a strong partner with the state on technology education. They are now a regular participant in various technology quarterly meetings and are providing a number of program opportunities that are helping county technology staff to improve their skills and technology service delivery.

FOR THE FUTURE
While all of the above will continue well into the future, the committees’ goal will be to regularly assess the rapidly changing technology environment and adjust the committee’s goals as needed. This will ensure that we stay relevant in guiding counties on the direction they should be going in relation to technology to better serve their citizens.

TECHNOLOGY COMMITTEE

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Kevin Boozel
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Chief Information Officer, Washington County

Karl Demi
Director, Information Services, Lycoming County

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Laura Simonetti
Director of GIS, Mifflin County

Maggie Weidinger
Director, Information Technology and Budget Services, Lancaster County

STAFF LIAISON

Rita Reynolds, CGCIO
Chief Information Officer
CCAP's insurance and member services programs continue to not only provide great coverage and customer service to counties and county related entities, but are returning the benefits of ownership to program members. Since last August counties and county related entities have received $10.8 million from the UC Trust, PCoRP, PComp and PELICAN. This includes $7.5 million in dividends, $1.5 million in grants and credits and a new electronic prison documentation project for PCoRP members which will cost $1.8 million.

These excess funds, returned to the members of the insurance programs, would have been the profits made by commercial insurance carriers and would not have been returned to their customers.

Every Pennsylvania county participates in at least one of CCAP’s programs and several participate in nine or ten. CCAP’s menu of member services protect your county’s assets. They provide coverages and services you cannot find elsewhere. And they are more than that – they are an investment. As noted above, the financial success of CCAP’s programs returns funds to member counties in the form of dividends, risk prevention grants, rate reductions and expanded services. Our vision is to provide long term benefits to CCAP members, and your investment as a member in one or more of our programs will bring you valuable returns. Pooling together makes resources available that would not be available to an individual county.

Our thanks to the more than 90 representatives from the membership who participate on the insurance and member service program governing boards. Their investment of time helps ensure the success of CCAP’s programs.

Here is a report on the member service programs your association makes available to assist your county, in order of when the program began operations.
was another excellent year for the CCAP UC Trust. Benefits charges continued to decrease as the job market and overall economy continued to recover from the downturn in 2008. The financial improvement resulted in a strong surplus position for the Trust, which led the board to declare a $2.5 million dividend at its May 2016 meeting. This is the third straight year with a dividend, totaling $5,395,000. The dividend was sent to all members in mid-June, along with a copy of the Trust’s annual financial audit.

The Trust has 45 members, 42 counties and 3 county related entities. Equifax provides claims services and representation at UC hearings.

The Trust also provides its members Employee Assistance Program (EAP) services through Mazzitti and Sullivan. In the past year this very popular program assisted more than 1,350 employees and their families with marital/family, emotional, substance abuse, financial, vocational and other concerns. The EAP also provided more than 110 hours of training at member locations and UC Trust sponsored events.

**CCAP UC TRUST BOARD OF TRUSTEES**

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Controller, Centre County

**STAFF LIAISON**

Desiree Nguyen
Deputy Director, Insurance Pool Operations
PCoRP is currently in the midst of an amazing period of financial strength, with the members’ risk management activities paying off with good claims experience. As a result, the membership is seeing unprecedented returns of funds from PCoRP. In the last six years PCoRP has returned $13.5 million to the members in dividends and grants!

In 2015-16 PCoRP once again was able to return funds to the members of the property/liability pool. The board distributed a fifth consecutive dividend to the members, for $3 million. In addition the board continued the Loss Prevention Grant Program, which provides funds up to $15,000 per member for projects and equipment to improve the safety and security of county buildings and programs. This was all part of a June 1 renewal which saw overall costs to the members averaging the same costs as the prior year!

The board also announced a new electronic prison documentation system through Guardian RFID, with installation to be paid for with $1.8 million of PCoRP’s reserves.

PCoRP has 53 members: 49 counties and four county related entities.
PComp

CCAP’s workers’ compensation insurance pool, continued its strong financial condition during the last year. PComp’s membership is 35 counties and 13 county related entities, for a total of 48 members.

PComp’s members have worked diligently to reduce the number and costs of workers’ compensation claims, and it has paid off. For the third year in a row PComp was able to return a dividend to the members, distributing $2 million in 2015. In the last three years PComp has returned more than $5.5 million to the members in dividends and Safety Improvement Grants.

PComp staff has been working closely with the members on strengthening return to work programs (RTW). Sample policies have been provided, as well as assistance with update provider panel listings. PComp’s wellness nurse has assisted with RTW by working with claimants and county staff to transition injured workers back to their jobs. This saves members on claims payments, thus reducing the price of their workers’ compensation insurance coverage from PComp.

Started in 1993 when counties asked for another option for workers’ compensation insurance in a tight market, PComp is a self insured group fund regulated by the Department of Labor and Industry (L&I).
PIMCC enters its 22nd year of operations with continued savings for members. Member counties have saved over $40,000,000 by being part of the PIMCC program!

The Prison Inmate Medical Cost Containment program (PIMCC), is an innovative way to help control the expense of providing necessary inmate medical services, while still delivering quality care. Inmate medical costs are often driven by changes in health care delivery and cost shifting. PIMCC gives counties the option of purchasing a money saving consulting service tailored to their changing needs.

Education is a PIMCC priority, and Cost Management Plus, Inc. works with prison doctors and nurses to standardize documentation and procedures. This assists counties to meet their Department of Correction health care requirements. PIMCC annually sponsors a correctional care nurses’ seminar that provides continuing education credits and strengthens county training options.

PIMCC’s email newsletter, PIMCC News, is published bimonthly and includes updates on Act 22, the COMPASS application process, news on the ACA, state inspections, medications, state and national events and more.

Since the implementation of Act 22 of 2011, PIMCC has served as the liaison to the Department of Corrections and the Department of Public Welfare to manage the hospital inpatient medical cost reimbursements for all counties. In this capacity, PIMCC has developed an even stronger relationship with hospitals statewide as well as lending support to providers new to the system. The addition of the Act 22 service has also increased the use of PIMCC’s outpatient bill auditing and case management to Associate Members on an as needed basis.

The overall goal of PIMCC is to train, educate and provide a quality managed care program that allows each county member to develop medical cost savings that fit into their unique inmate health care situation. PIMCC works with county prisons providing case management, medical bill auditing and contract negotiation. As the program administrator, Cost Management Plus, Inc., a certified WBE, provides these managed care services to PIMCC.

### PIMCC BOARD OF DIRECTORS

- **David Kovach**, Chair Commissioner, Columbia County
- **Kevin Kodish**, Vice Chair Commissioner, Mifflin County
- **Michelle Shedden**, Secretary/Treasurer Chief Clerk, Bradford County
- **Eloise Ahner**, County Administrator/Chief Clerk, Carbon County
- **Terry Browning**, Warden, Tioga County Prison
- **Kevin DeParlos**, Warden, Lycoming County Prison
- **Dominick DeRose**, Warden, Dauphin County Prison

### STAFF LIAISON

- **Desiree Nguyen**, Deputy Director, Insurance Pool Operations
- **Bruce Herdman**, Chief of Medical Operations, Philadelphia Curran-Fromhold Correctional Facility
- **Jeff Hornberger**, Warden, Clarion County Prison
COMCARE (County Managed Care Resource) assists counties in the administration of managed behavioral health care, specifically HealthChoices, Pennsylvania’s Medicaid managed care program. Focused primarily on behavioral health training, COMCARE provides members with multiple education opportunities each year, including a scholarship program that covers all related costs of attending national conferences.

The COMCARE Board held a retreat in February and re-affirmed the organization’s commitment to behavioral health training but added the organizational goal of developing initiatives to assist Physical Health and Behavioral Health care providers move towards a successful integration of care model believing that a “whole person” approach is the most beneficial.

COMCARE also holds an annual training events focused on current hot topics. This year the organization has contracted with OPEN MINDS, a market intelligence and management support firm that specializes in the sectors of the health and human services field serving consumers with complex needs, to produce a series of four educational webinars. Two of the sessions have occurred and have been archived and are available for online training 24/7. The remaining sessions are scheduled for 8/8/2016 and 10/31/2016.

We are currently researching a half day in-person educational session for members. Watch for more information on this later in 2016!

Membership in COMCARE is free! All that is required is a membership application that is updated annually.
PELICAN Insurance is a sponsored program of PACAH (Pennsylvania Coalition of Affiliated Healthcare and Living Communities), administered by CCAP. Begun in 2003, PELICAN is entering its fourteenth year of operation. While initially created specifically for PACAH full voting members and associate members who were county owned or non-profit nursing homes, the number of counties selling their nursing homes forced PELICAN to make some changes a few years ago.

The PELICAN Subscribers Advisory Committee (SAC) created four classes of membership:

- Class A membership is for “voting members” of PACAH, under criteria established by PACAH.
- Class B membership is for a non-profit entity with its principal place of business being in Pennsylvania.
- Class C membership is for for-profit members with their principal place of business being in Pennsylvania.
- Class D membership is for non-profit entity with its principal place of business being outside of Pennsylvania.

In January of 2016, the PELICAN SAC was pleased to once again return a $500,000 dividend to its members, as well as also providing renewal rates identical to the prior year. PELICAN has now been able to provide a dividend for seven straight years totaling over $5,000,000!

PELICAN currently has 19 subscribers located across the state. PELICAN’s premium as of March 1, 2016 is approximately $1.7 million.

PELICAN continues to aggressively market its product. In addition to going through a logo and branding change last year, PELICAN has raised its self-insured retention (SIR) as well as formed a partnership with a new reinsurer. Starting on March 1, PELICAN raised its SIR from $250,000 per claim to $500,000. PELICAN also entered into a partnership with MedPro, a Berkshire-Hathaway company, to provide excess insurance as well as coverage General Liability (GL) coverage above the $500,000 SIR. These changes mean PELICAN is assuming more risk, and saving money on reinsurance costs.

PELICAN provides primary and excess nursing home professional liability (medical malpractice) and general liability insurance on a claims-made basis. PELICAN Insurance is a Vermont domiciled Reciprocal Risk Retention Group (RRG) formed under federal law and is owned by the participating nursing facilities.

PELICAN SAC

Kelly Andrisano, President
Executive Director, PACAH

Marlin Peck, Vice President
Administrator, Pleasant Acres Nursing and Rehab Center

Jamie Aurand, Administrator
Susque-View Home Nursing & Rehabilitation Center

Terence Brennan, Administrator
Berks Heim Nursing and Rehabilitation

Diane Cleary, Vermont Representative
Vermont Resident Director

Molly Hess, Administrator
Fairmount Long Term Care/Philadelphia Nursing Home

Andrew Naugle, Administrator
Saxony Health Center

Edna Youngster, QA/Investigative Nurse
Gracedale Nursing Home

NON-VOTING EX OFFICIO MEMBERS

John Sallade, CRM, Secretary/Treasurer
Managing Director, Insurance Programs

STAFF LIAISON

Dave Harman
Deputy Director, Insurance Member Services
COMCARE PRO is a Reciprocal Risk Retention Group (RRG) formed under Vermont law. It provides stop-loss liability insurance to Pennsylvania counties which administer the behavioral health side of HealthChoices, Pennsylvania’s Medicaid managed health care program. COMCARE PRO is approved to provide coverage by the Pennsylvania Department of Insurance. PRO is owned by its members and is governed by an advisory committee, all in compliance with Vermont laws.

COMCARE PRO has ten subscribers covering a total of 26 counties. Membership in PRO is open to members of COMCARE, the County Managed Care Resource.
The CCAP Deferred Compensation Advisory Committee continues to meet on an annual basis to review the effectiveness of the NACo 457 Deferred Compensation Program, discuss marketing strategies and receive program updates from both NACo and Nationwide Retirement Solutions (NRS). The committee works with NRS regional program director, Emanuel Mahand, who is responsible for customer service for the program in Pennsylvania.

The NACo Deferred Compensation Program offers county employees a way to augment retirement savings while postponing the payment of federal, and in many cases, state income taxes. The Program allows county employees the opportunity to voluntarily contribute a portion of their wages to a special account and to direct these contributions to one or more investment options. Thus, the Program offers county employees a valuable savings alternative that can be used to supplement their retirement income and also provides county governments an additional benefit option to offer to their employees.

47 Pennsylvania counties and four county related entities currently participate in the NACo Deferred Compensation Program representing a combined total of more than 6,300 employee participants.

DEFERRED COMPENSATION COMMITTEE

Dennis Stuckey, Chair
Commissioner, Lancaster County

Roger Bunn
Commissioner, Tioga County

Kevin Kodish
Commissioner, Mifflin County

Charles Martin
HR Generalist, Franklin County

Daryl Miller
Commissioner, Bradford County

Mark Scott
Commissioner, Berks County
The CCAP Health Alliance continued its growth in 2015, and now has seven members – five counties and two county related entities. Members continue to report excellent customer service, costs savings and most importantly, employees who are pleased with their county provided health insurance program.

In an effort to assist all counties and local governments with implementation of the Affordable Care Act requirements, the Delaware Valley Health Trust (administrator for the CCAP Health Alliance) conducted regional workshops focusing on the Cadillac Tax, new reporting requirements, and other recent updates and ACA hot topics.

Rates for Health Alliance members continue to be lower than available from commercial insurers and other regional health insurance providers. DVHT’s low administration costs allow return of rate credits to the Health Alliance members, which can be used to further reduce any rate increases.

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<th>HEALTH ALLIANCE BOARD OF DIRECTORS</th>
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Erick Coolidge Chair
Commissioner, Tioga County
CCAP has established several insurance programs to assist counties with some “niche” risk exposures not covered elsewhere:

**TAX COLLECTORS**
The CCAP Tax Collector Bond Program provides the required bond coverage for all tax collectors in each participating county. Fifty-two counties participate in the program, which covers approximately 1,800 individual tax collectors with over $3 billion in bond limits. The Bond Program is written on a four year term. The current program runs for the January 1, 2014 to January 1, 2018 coverage term. As always, all business for the Tax Collector program is conducted through each individual county's local insurance producer.

**VOLUNTEERS**
This program provides $25,000 medical reimbursement and $2,500 Accidental Death & Dismemberment insurance for community volunteers (including nursing home and conservation district volunteers), court referred alternative sentencing (probation), work release inmates, and juvenile tobacco enforcement program youth volunteers. This coverage is excess over any other collectible insurance. There are currently 40 counties and nine county related entities purchasing this coverage. Members of this program renew their coverage at various times throughout the year.

**PACAH BONDS**
PACAH member nursing homes are offered the opportunity to purchase patient trust fund bonds to meet federal law requirements. The bond program, run in conjunction with CCAP, was instituted April 1, 1997 and currently covers 28 homes through the Traveler’s Casualty and Surety Company. The program provides more than $15 million in surety bond limits.

**ENDORSED PROGRAMS**
CCAP endorses these programs which were developed by the National Association of Counties (NACo) or other sponsoring entities:

**NACo 457 Deferred Compensation Program**
CCAP staff actively works with the teams at NACo and Nationwide Retirement Solutions (NRS) to acquire and retain Pennsylvania counties in the NACo Deferred Compensation Program. Through a marketing agreement with NACo, CCAP includes regular newsletter articles and advertisements in both the CCAP County News and Insurance Matters, and provides NRS with exhibit space at each CCAP conference. Additionally, CCAP has created a Deferred Compensation Advisory Committee which meets on an annual basis to review the effectiveness of the program (see the Deferred Compensation Advisory Committee report above).

The NACo Deferred Compensation Program offers county employees a way to augment retirement savings while postponing the payment of federal, and in many cases, state income taxes. The NACo Deferred Compensation Program allows county employees the opportunity to voluntarily contribute a portion of their wages to a special account and to direct these contributions to one or more investment options. Thus, the Program offers county employees a valuable savings alternative that can be used to supplement their retirement income. The Program also provides county governments an additional benefit option to offer to their employees.

47 Pennsylvania counties and four county related entities currently participate in the NACo Deferred Compensation Program.

**NACo Prescription Discount Card Program**
The NACo Prescription - Health - Dental Discount Program provides relief to uninsured and underinsured Americans who face high prescription, health and dental costs. The program is free to NACo member counties and it has been offering real savings to county residents.
across the country since 2004. The program, which is administered by CVS Caremark, includes discounts on prescriptions, vision care, LASIK & PRK vision procedures, hearing aids & screenings, prepaid lab work, prepaid diagnostic imaging, diabetic supplies and dental care.

The prescription portion of the program continues to grow, providing average savings of 24 percent on thousands of medications. The savings range from 15 to 75 percent, and the free discount card is accepted at more than 68,000 pharmacies nationwide. Adding the dental discount program enables residents to save on all health services through one program. This program helps residents of NACo member counties save 15 to 50 percent on dental care and is honored by more than 110,000 participating providers nationwide. The dental discounts help people who are uninsured, but can also complement health insurance plans or work with health savings accounts and flexible spending accounts. The program is FREE for member counties and inexpensive for residents.

Much like the NACo Deferred Compensation Program, CCAP has contracted with NACo to provide marketing services for this program to include promotion through advertisements and article publication and conference exposure.

**U.S. Communities**

The U.S. Communities Government Purchasing Alliance is a government purchasing cooperative that reduces the cost of goods and services by aggregating the purchasing power of public agencies nationwide. U.S. Communities provides world class procurement resources and solutions to local and state government agencies, school districts (K-12), higher education, and nonprofits. State and local governments have access to a broad line of competitively solicited contracts with best in class national suppliers.

Over 70 state associations of counties, cities, schools and purchasing groups endorse or sponsor the U.S. Communities program at the state level. This overwhelming sponsorship by professional government associations strengthens the value of the program and assures significant oversight for program participants. 59 of Pennsylvania’s 67 counties are currently using the U.S. Communities program.

**Pennsylvania Local Government Investment Trust (PLGIT)**

PLGIT was created in 1981 to meet the short-term investment needs of local governments, school districts, municipal authorities, and other types of governments in the Commonwealth of Pennsylvania. PLGIT now serves more than 2,900 public entity investors across the Commonwealth. 47 Pennsylvania counties currently participate with PGLIT. PLGIT offers a wide array of investment options and cash management services to its investors, to include: no minimum investment or balance requirements for PLGIT-Class shares; fixed-rate, fixed-term investment options, including FDIC-insured CDs; unlimited number of accounts; unlimited checking; unlimited next-day transfers; up to two same-day transfers each month at no cost; direct deposit of subsidy payments and other revenues; online account access, transactions, and online statements; and quick, knowledgeable phone support.

**OTHER SERVICES**

CCAP provides other services to counties as part of the insurance programs mentioned in this report:

**Risk Control**

Risk Control is a risk management technique that seeks to reduce the possibility that a loss will occur and/or reduce the severity of those that do occur. CCAP’s risk control services provide a team of qualified, experienced safety professionals that have years of experience, expertise in workers’ compensation and liability insurance, and are familiar with counties’ and county-related entities’ risk control needs.

CCAP’s PCoRP, PComp, and PELICAN insurance programs all now offer grant programs to their members to enhance and improve safety programs and correct safety hazards.

Since its inception five years ago the PCoRP Loss Prevention Grant Program has awarded over $1.7 in grants. Last year the grant amount per member was increased to $15,000 per member to fund loss prevention and safety projects.

The PComp Safety Improvement Program grant is a relatively new program that started on January 1, 2015. The PComp board set aside $517,000 in funds for the safety improvement program grants to provide PComp members with financial support to fund loss prevention projects that will result in reducing workplace accident frequency and severity. Members can apply for a grant up to $11,000 during each policy year. **continued on page 50**
ANCILLARY INSURANCE PROGRAMS

The PComp Safety Improvement Program grants are obtainable outright grants that require no matching funds necessary.

The PELICAN Loss Prevention Grant Program is also a relatively new program, started in May, 2015. The loss prevention grant program provides an opportunity for PELICAN members to fund loss prevention projects for their nursing facility. The grants are designed to support the safety committee and the administration by awarding grants to offset the costs of enhancing a nursing facility’s safety or risk management, and maintenance programs. A nursing facility can apply for a grant up to $5,000 during the policy year.

The PComp Risk Management Assistance Program (RMAP) is an assistance program started in 2008 for members whose experience modification factor is 1.00 or higher. It is a program to assist members who have a high experience modifications (mods) to implement plans to lower their mods by developing and implementing plans and procedures, or providing financial assistance for the purchase of identified safety equipment that will reduce accident frequency and severity, and over time lower their experience modification factor.

The PComp and the PCoRP programs offer their members a risk manager’s credit. Both boards offer a credit of five percent to members who have a full time risk manager and a two and a half percent risk manager’s credit to members who have a half time risk manager. Currently there are 24 county risk managers, 10 full time risk managers and 14 half time risk managers.

PCoRP, PComp and PELICAN provide members with a Risk Control Incentive Program. This program is an incentive program for the members to implement and meet certain identified safety criteria. Members partake in risk control activities in order to lessen the chances of loss, and also to reduce the costs of losses when they do occur. PCoRP members can earn a 3.5 percent credit, PComp members can earn a five percent credit, and PELICAN members can earn a three percent credit by meeting the requirements.

CCAP is dedicated to providing its pool members with the professional services required to identify potentials for loss and control them in a cost-effective manner. This is accomplished by providing the following types of loss control services available to members of PComp, PCoRP and PELICAN:

- Comprehensive risk evaluations
- Hazard surveys
- Property appraisal services
- Ergonomic risk evaluation
- Safety committee audits and reviews.
- Boiler Inspections
- Elevator Inspections
- Fraud Hotline
- Loss Analysis
- Loss Control Wellness Services
- Risk Managers Council
- Training and Educational Services

All value-added risk control services are available to members of PComp, PCoRP and PELICAN insurance programs at no additional expense. Risk control expertise is obtainable by telephoning (800) 895-9039 and requesting risk control services.

Risk Management Training Programs
More than 1,400 officials and employees of Pennsylvania’s counties and county-related entities attended trainings provided by CCAP’s risk management programs in 2015. More than 40 workshops, on a variety of topics, were offered in multiple locations around the state throughout the year.

PCoRP, PComp, PELICAN, and the UC Trust insurance programs continue to sponsor the risk management training programs. The members of the sponsoring programs continue to be able to attend the workshops at no cost. Members also receive a discounted rate for the CCAP County Administration Conference.

Insurance Matters
All participants in one or more of the CCAP insurance programs receive a monthly email newsletter, Insurance Matters. The newsletter contains information about the operation and governance of the insurance programs, as well as tips and suggestions for risk control and loss prevention. If you aren’t receiving Insurance Matters and want to be added to the list, send your email address and contact information to Cassie Troup at CCAP. About 3,000 county officials, staff and others are currently subscribed to the newsletter.

Archived issues of Insurance Matters are available online. Visit www.pacounties.org and click on Program and Services, then Insurance and look for Essential Links at the bottom right corner – and choose Publications. You can also sign up for Insurance Matters there.