



**VISIONARY.  
INNOVATIVE.  
TRANSFORMATIVE.**

**2021**  
ANNUAL REPORT



## EXECUTIVE DIRECTOR'S REPORT

### **Innovative. Transformative. Visionary.**

CCAP has always been a leader in looking for better and more efficient ways to meet our mission of helping counties run their operations and serve their constituents. But in the past two years, we have been called to even greater levels of flexibility and creativity, and to be even more nimble in how we respond to challenges and opportunities.

Certainly, much of this has been because of the ongoing pandemic, as the early part of 2021 saw counties looking for ways to work with their local partners to improve vaccine distribution in their communities. As COVID loosened its grip over the summer, CCAP worked to bring members our first in-person conference experience in almost two years. And yet as we ended the year, the surge in COVID cases reminded us that while we have come a long way in addressing the pandemic, the unpredictable nature of the virus means we are still seeking ways to meet member needs in the safest ways possible.

We'd have preferred not to have dealt with COVID over the past several years, of course, and we're all growing weary of its ever-changing

presence in our lives. But if there's a silver lining at all, it's that we have been able to turn these challenges into opportunities, spurring us to examine the way we do things and finding more ways to bring members together than ever before.

For instance, being apart physically has shown us just how important networking and engagement are to our counties. The simple solution has been to offer more virtual opportunities, such as through our regular membership calls. But we've been able to look beyond that to think about how to make all interactions as meaningful as possible for members in all formats, resulting in the introduction of roundtable discussions at our conferences to deliberately create opportunities for dialogue and learning. Our Policy Structure Task Force has also developed a set of recommendations to better leverage all of the tools at our disposal to increase member participation and provide greater capacity for all members to be able to actively offer input that will ensure the Association's policy positions remain truly representative of our membership.

We've also sought innovative ways to advocate, educate and tell the county story, particularly related to

our administration of elections. We continue to incorporate virtual connections that will bring even greater value to counties and our partners, and we are willing to test different means of streamlining operations and improving customer service. We transformed how we build relationships, leveraging virtual meetings as a way to more quickly bring together diverse stakeholders and continue to provide valued connections between CCAP and our vendor partners.

We're proud of what our counties do every day, and we are proud to be able to work together with all of you to make our commonwealth the best place it can be for our residents. Regardless of COVID, CCAP will continue to challenge "the way we've always done things" and continually assess how we can respond to our members' needs. In doing so, we can take this energy and this momentum and build from here even when we don't have a pandemic pushing us to do so – to be transformative, innovative and visionary not just for today, but for our future.

Lisa Schaefer  
Executive Director  
County Commissioners  
Association of Pennsylvania



The County Commissioners Association of Pennsylvania (CCAP) is the voice of Pennsylvania counties. CCAP provides county leaders with information and guidance related to legislation, education, media, insurance, technology and many other issues that help create and maintain crucial services for residents throughout the state.

CCAP supports county leadership that is responsive to the needs and circumstances of citizens. CCAP stands firmly against state and federal actions that limit fiscal, administrative or programmatic authority over those developed locally.

Founded in 1886, CCAP is an affiliate of the National Association of Counties.

# 2021 ACCOMPLISHMENTS OVERVIEW

CCAP continues to review the lessons we've learned from the pandemic and how we can use those lessons to expand and adapt the CCAP member experience. While flexibility and creativity were made necessary by extraordinary circumstances over the past two years, 2021 has shown how CCAP can use the momentum we have built toward ongoing growth and change that is innovative, transformative and visionary.

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## Innovative

Counties continue to look for new and creative ways to deliver services to meet the evolving needs of their constituents, and CCAP has met these expectations with additional educational offerings, expanded programs and services and more targeted ways to quickly get the right information into counties' hands. This means re-imagining the way CCAP approaches its operations, even as we return to the "old way" of doing things. In particular, a return to in-person meetings required rethinking how spaces were set and what safe face-to-face interaction meant leveraging technology through online conference platforms and mobile options and being prepared to adapt. Our Policy Structure Task Force has also been looking at our committee structures and meeting schedules with a fresh set of eyes, setting in motion new opportunities for counties to participate and engage in CCAP's policy development process. Working together, we have created bigger ideas and challenged each other to think outside the box to set ourselves up for future success.

## Transformative

CCAP's focus on customer service has required flexibility and adaptability over the past year, as information changes even more rapidly and answers and solutions are often needed before it is even clear what the questions and problems are. We have been able to create important and lasting changes in the way we meet these challenges, working to identify the needs of members in real time and to be agile in recognizing where old ways of doing things are no longer effective and new opportunities can be embraced in their place. Virtual options have expanded our tools and resources, enabling us to quickly bring together counties with legislative and administrative leaders for more direct and personalized interactions. Additional networking opportunities in the addition of roundtable discussions to our conference agendas and regular virtual membership meetings are helping counties to "build the plane while it's flying" on a number of never-before experienced issues, including American Rescue Plan funds, COVID and elections. Personalizing the CCAP experience through a high level of information exchange will continue to be at the forefront of our member services.

## Visionary

The pandemic pushed CCAP and its member counties to innovation and transformation in program and service delivery. But, we must continue to anticipate the challenges and opportunities that will face counties, and our Association, over the next year, five years, ten years and beyond not only operationally but also as leaders in our communities. We are committed to continuous scanning of our external and internal environments so that we can get in front of, and stay in front of, whatever the future may hold for us. For instance, talent management at the county and at the CCAP level remains critical in the face of changing workforce demands, and we must be ready to be adaptable and flexible while upholding our high standards of service. Our world demands deeper conversations on diversity and inclusion more than ever before to create a culture and a community that respects and values the skills, talents and differences each individual brings to the table. We continue to fulfill our vision for moving CCAP through the pandemic, and to look forward to how we can keep improving every day.

## 2021 CCAP Annual Sponsors

### Sapphire Level



INVESTMENT  
MANAGERS



### Diamond Level

AT&T

Pennsylvania Counties Health Insurance Purchasing  
Cooperative (PCHIPC)

## THANK YOU TO OUR PARTNERS

CCAP extends its heartfelt gratitude to all of its partners for the support you bring to our Association and our counties. Even while facing their own challenges during the pandemic, we continued to stand together to provide the highest level of service to counties and create new ways of solving problems. The willingness of hotels and meeting venues to work with us to find solutions to ever-changing conditions meant that we could continue to offer premiere member experiences in the safest way possible. And, record-setting sponsorships for CCAP events in 2021 showed the level of commitment and support of our vendor partners, and CCAP and its members greatly value these relationships across the commonwealth.

## OPTIMIZE OPPORTUNITIES TO SEEK AND SHARE KNOWLEDGE WITH AND AMONG MEMBERS

One of the most valuable ways CCAP supports its members is by providing a forum for counties to come together to learn from one another by sharing information and best practices. As the issues facing counties continually change and with so many ways to stay connected, both in person and virtually, CCAP continues to transform and deliver valuable opportunities and resources to stay connected.

- Returned to in-person conferences with formats and sessions redesigned to maximize education and engagement, including the addition of roundtable discussions to foster discussion opportunities on key issues
- Continued to leverage a variety of in-person and virtual conferences, meetings and educational sessions to optimize real-time engagement and collaboration
- Graduated 11 county leaders from CCAP's three-day intensive leadership training program - the Center for Excellence in County Leadership (CEL)
- Conducted an eight-week webinar series focused on the workforce challenges unique to county operations
- Facilitated member networking opportunities for County Information Technology Leaders
- Published several reports for counties related to election reforms, criminal justice re-entry and diversion, human services workforce issues and broadband.
- Worked with the Pennsylvania Economy League to survey members and create a comprehensive picture of the impacts of COVID-19 on county governments



*2021 Center for Excellence in County Leadership (CEL) graduates*

**145** county  
visits in-person or virtually

**3,025**  
unique views  
across 166 educational  
on-demand videos

**8** claims  
reviews

**14,141**  
LocalGovU  
online courses  
completed

**4,691**  
attendees across



**113**  
conferences,  
trainings and  
educational sessions

**3**  
unique county  
IT Leader networking  
and collaboration events

## INCREASE AND IMPROVE OPPORTUNITIES FOR COMPREHENSIVE POLICY ENGAGEMENT

In 2021, CCAP's Policy Structure Task Force concluded its review of the Association's policy committees and whether they continue to meet the needs of members and governance of the organization. Implementation of the recommendations, which focus on maximizing the role and reach of county voices in the policy process, began immediately and will continue in the coming year.

- Amended the CCAP bylaws to allow members to vote electronically on policy resolutions during a conference business meeting in real time, both in person and virtually
- Amended the CCAP bylaws to clarify the roles of the Human Services and Community and Economic Development committees related to aging, workforce and housing issues
- Emphasized the ongoing importance of EMS issues by combining the EMS Task Force and Military and Veterans Affairs Committee into a new Emergency Management and Veterans Affairs Committee
- Developed a committee chair and vice chair job description to create a standard of leadership
- Amended the CCAP Bylaws to enforce attendance requirements for committee members, with removal after three unexcused absences in a calendar year
- Created personalized county membership documents outlining the programs in which each county participates
- Re-calibrated meeting and event strategies to align with virtual meetings and educational opportunities



*Attorney General Josh Shapiro and Dauphin County Commissioner George Hartwick*

**9** policy committees

**104** members representing

**57** counties



members voted on the 2021 policy resolutions

representing

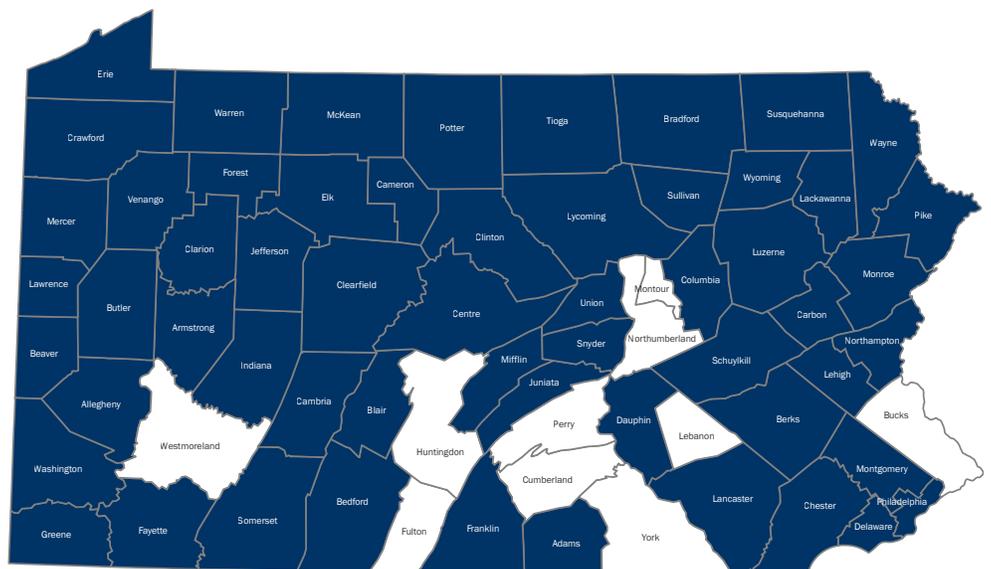


# NATIONAL ASSOCIATION OF COUNTIES

## PENNSYLVANIA MEMBER COUNTIES

**57** of 67 counties are NACo members • 85%

- member
- nonmember



## ACHIEVE COUNTY LEGISLATIVE PRIORITIES AND OTHER LONG-TERM POLICY INITIATIVES

From elections and mental health to EMS and broadband, the priorities selected by counties for 2021 represent the breadth of critical issues facing our communities every day. Through creative ways of engaging legislators and the media in virtual formats, CCAP has continued to successfully advocate for those policies that counties need to run effective and efficient governments.

- Established monthly meetings between the CCAP officers and the Governor's Office of Intergovernmental Affairs to facilitate communication with the administration, and maintained a bi-weekly call with Governor Wolf.
- For the first time, leveraged virtual opportunities for announcing and promoting the 2021 CCAP priorities
- Conducted virtual meetings with nearly all of the 34 newly elected legislators and all of the 33 legislative committee chairs that oversee county issues
- Tracked and monitored more than 900 pieces of legislation for impact to counties
- In early January, published the Elections Reform Committee report reviewing the county experience with the 2020 elections and highlighting Election Code amendments and other recommendations to improve county operations and administration
- Engaged members of the Elections Reform Committee on a regular basis with the House and Senate in the development of Election Code amendments
- Built partnerships on CCAP's EMS priority with the Ambulance Association of Pennsylvania, the Pennsylvania Emergency Health Services Council and local EMS agencies
- Worked collaboratively with other state associations of local governments on mutual policy initiatives such as emergency medical services, legal advertising, amendments to the Sunshine Law, broadband expansion, cybersecurity, local taxing options, local planning and zoning and storm water management
- Completed a county broadband survey, working with CCAP-Extension Fellow Cristy Schmidt



*Junia County Courthouse.*

# 34

newly elected legislators in the 2021-2022 legislative session.



Tioga County Courthouse

Counties provided important input on how legislative issues impacted their operations and communities throughout 2021:

- EMS crisis solutions – Fayette County commissioner Scott Dunn and Butler County commissioner Kevin Boozel
- Sunshine Law/legal advertising requirements – Bradford County commissioner Daryl Miller
- Election reforms – Indiana County commissioner Sherene Hess
- Impacts of COVID-19 on Right-to-Know requests – Erie County solicitor Richard Perhacs

# 33

legislative policy committees with jurisdiction over county issues . . . . .

# 6

touchpoints with former CCAP members (“alumni”) in the legislature, including four virtual forums

# 22

member calls to action related to election reforms, electronic advertising, EMS, Heart and Lung expansion and mental health funding

## REIMAGINE CCAP COMMUNICATIONS – ESTABLISH CCAP AS THE NUMBER ONE SOURCE FOR MEMBERS FOR THE RIGHT INFORMATION AT THE RIGHT TIME

Public messaging took even greater emphasis in 2021, seeking to explain complex matters such as elections, American Rescue Plan funding and COVID response as simply and effectively as possible. CCAP and counties continued to integrate communications tools sought by diverse audiences throughout the state.

- Held a virtual press conference announcing the 2021 CCAP priorities, attended by 11 media outlets and resulting in about 20 media pickups throughout the state
- Leveraged the Pennsylvania County News to tell the story of Pennsylvania's courthouses, offering perspective of the rich history and services provided to county residents, and to offer insights on county budgeting, risk management and EMS priorities
- Modernized and moved to a new website platform, Kentico, designed to enhance communications and deliver exceptional member experience



CCAP Board Retreat

# 1,300+

Twitter Followers



From CCAP's official Twitter page @PACountiesGR

2021 Annual Conference Exhibit pictures

- o National media interviews include the Washington Post, AP, CNN, Reuters and ABC News
- o Two appearances on PCN TV's "On The Issues"
- o Joined WITF's "SmartTalk" three times, discussing CCAP priorities, the EMS crisis and poll worker recruitment and retention
- o Five primary publications and 53 supplemental publications from CCAP and its affiliates



CCAP Executive Director Lisa Schaefer on ABC NewsLive Prime

# 300+

local and national media mentions on issues ranging from elections to EMS to COVID-19 to the American Rescue Plan

## MAXIMIZE MEMBERSHIP VALUE OF PROGRAMS AND SERVICES

In order to remain a highly relevant organization for its members, CCAP continually measures the health and alignment of its programs and services. As counties meet new challenges and opportunities, so CCAP must assure we are adapting, optimizing and modernizing our offerings to meet member needs.

- Welcomed more than a dozen new associate member vendors in 2021
- Received record high sponsorships for CCAP events
- Evaluated conference formats and platforms to align with members' educational and networking needs
- Conducted a SWOT analysis of CCAP's Associate Member Program, Technology Vendor Partnership Program, and Enterprise Partnerships
- Added three+one as a CCAP enterprise partner, and renewed our relationship with NACo's Nationwide and Live Healthy partnerships
- Added the Adobe LGA to the Technology Program's portfolio, which offers counties the opportunity to reduce costs and maximize savings
- Restructured the Unified Case Management Help Desk to the Justice Solutions Help Desk to be more inclusive of all services CCAP supports, including the Unified Case Management Program, Health and Human Services and Educational Facilities for Juvenile Justice
- Upgraded 26 counties participating in the Unified Case Management Program to D365 version 9.1
- Published an updated directory of associate member vendors, as a resource for counties looking for products and services, particularly those working through the RFP/purchasing process



*Pennsylvania delegates at the NACo 2021 Annual Conference*



12

Enterprise Vendor Partners

145

Associate Vendor Members

Including more than a DOZEN new Associate Vendor Members

15 additional **Albert Sensor** deployments, for a total of **43** counties now leveraging this critical network security tool



2,622

claims filed

3,242

claims closed

\$15,452,020.56

claims paid

52

Counties represented on 7 Insurance Programs' Boards

\$1,642,831.46

in **grants** to insurance program members

Several new members joined CCAP programs in 2021. Welcome to:

- Cameron County – Health Alliance
- Pike County Economic Development Authority – PComp
- Venango County – PCoRP
- Markley Rehab and Healthcare Center, Springfield Rehab and Health Care Center, and Riverton Operator, LLC – PELICAN
- Clearfield County – PIMCC's Associate Program
- Warren County – PIMCC's Full Program and Volunteers Special Risk Accident Insurance

# CCAP GOAL 6

## LEAD AN AGILE, MOBILE AND EFFICIENT ORGANIZATION

- Began a COVID-19 after-action review, looking at how CCAP responded to the pandemic and how infrastructure, systems, processes and continuity planning can be improved based on Association and county experiences
- Established a Mission Critical Applications list for CCAP as part of our efforts to modernize the associations disaster recovery capabilities
- Expanded internal virtual collaboration efforts through the use of Microsoft Teams and OneDrive for business continuity during the pandemic
- Developed a framework for the documentation and ongoing efforts of the CCAP technology strategic roadmap
- Performing ongoing environmental scans to better understand how the CCAP office and meeting space will be used for both in-person and virtual activities, and therefore how to maximize the value of our physical plant

# CCAP GOAL 7



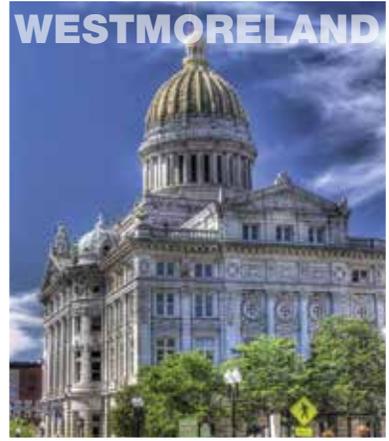
## ALIGN TALENT FOR FUTURE GROWTH

CCAP staff are the backbone of the organization, bringing their creativity, innovation and desire to serve Pennsylvania's counties to their efforts every day. By leveraging the skills and talents of our human resources, the Association can continue to look toward a bright future.

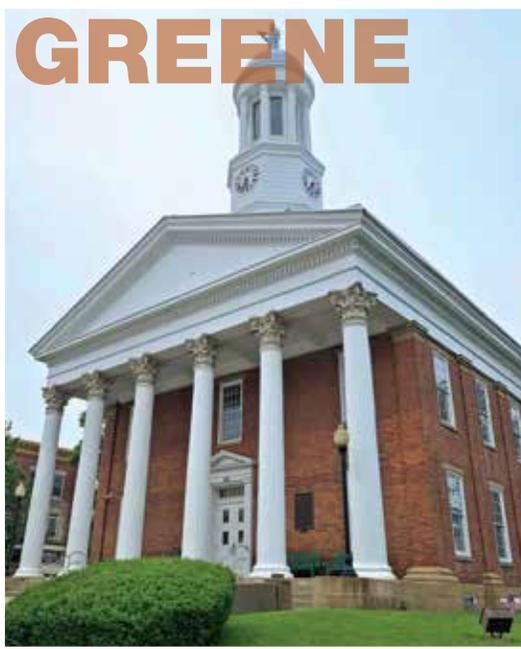
- Realigned CCAP's work environment to more fully embrace flexible and remote options that better reflect the needs of today's workforce
- Implemented a process to review each position for growth opportunities and appropriate backup support for short and long-term continuity
- Reset the staff goal setting process to better align with the CCAP Action Plan, assuring each member of the CCAP team understands how they fit within organizational goals and objectives
- Completed a study of CCAP benefit offerings



**CLINTON**



**WESTMORELAND**



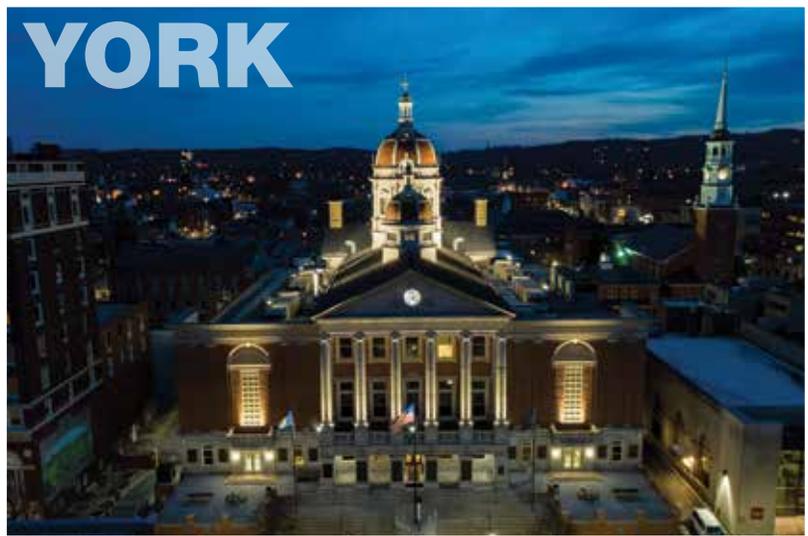
**GREENE**



**FAYETTE**



**CLARION**



**YORK**

# CCAP 2021 BOARD OF DIRECTORS

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Butler County Commissioner

**Daryl Miller**

First Vice President  
Bradford County Commissioner

**Chip Abramovic**

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Force Chair  
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Lancaster County Children and Youth Agency

**Andrew Naugle**

PACAH President  
Berks Heim Nursing & Rehabilitation

**Kay L. Achenbach**

PACHSA President  
Lehigh County Human Services

**Tina Clymer**

PACA MH/DS Representative  
Carbon-Monroe-Pike MH/DS

**Mark Kellerman**

AAP President  
Centre County Assessment Office

**Judy Rosser**

Blair Drug & Alcohol Partnerships  
PACDAA President



# OUR MISSION

CCAP 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.



THE **VOICE** OF PENNSYLVANIA COUNTIES

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