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INSIDE CCAP AND COUNTY LEADERSHIP



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COUNTY COMMISSIONERS Association of Pennsylvania

The County Commissioners Association of Pennsylvania (CCAP) is the voice of county government; a statewide nonprofit, nonpartisan association representing all 67 counties in Pennsylvania. CCAP members include county commissioners, council members, county executives, administrators, chief clerks and solicitors. CCAP strengthens the counties' abilities to govern their own affairs and improve the well-being and quality of life for every Pennsylvania resident. It advocates for favorable state and federal legislation, programs and policies on behalf of counties. CCAP is committed to service excellence through education, information, insurance, technology and other programs that support effective county government. Founded in 1886, CCAP is a partner with the National Association of Counties.

To acquire an article idea submittal form for CCAP's *Pennsylvania County News* please email Ken Kroski at kkroski@pacounties.org.

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winter
2020

PENNSYLVANIA county news

INSIDE CCAP AND COUNTY LEADERSHIP

Learn more about how CCAP serves you, and helps to enhance your skills and your county's ability to serve its constituents.

ALSO IN THIS ISSUE:

2020 PRIORITIES, chosen by counties, will help to drive our legislative agenda and impact the quality of life for all Pennsylvanians.

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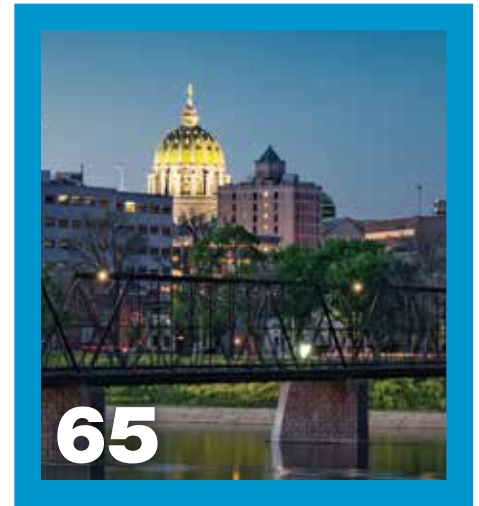
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So, You've Been Elected a
County Commissioner...



CCAP Serves



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JEFF SNYDER

President, County Commissioners Association of Pennsylvania
Clinton County Commissioner

CCAP Continues a Remarkable Legacy into Its 134th Year

I would like to thank all of you that have supported me and the team of officers that will lead CCAP forward in 2020. I am anxious to serve with Kevin Boozel, first vice-president and Butler County commissioner; Daryl Miller, second vice-president and Bradford County commissioner; and Leslie Osche, treasurer and Butler County commissioner. I would also like to thank Kathi Cozzone for her service as our past president.

I am looking forward to the many opportunities and changes that we will see in 2020 at CCAP. Doug Hill has retired as our executive director after serving CCAP for almost 36 years and Lisa Schaefer was selected our new executive director. Lisa is no stranger to CCAP. She has served us for nearly nine years as CCAP's director of government relations. Lisa officially began her role as CCAP's executive director on December 1, marking the next chapter of leadership for the commonwealth's 67 counties.

CCAP represents us with strong legislative leadership and provides services that touch the lives of residents throughout the state.

The Association benefits from a remarkable history of experience and success across its leadership team, which will continue the legacy as one of the country's premiere associations.

That team includes Deputy Executive Director Brinda Penyak, who brings 17 years of CCAP service and extensive experience in the legislative and policy realms as well as a reputation for building relationships and programs that positively impact the many complicated issues counties manage on a daily basis.

Lisa and Brinda are joined on senior staff by experienced leaders including Managing Director of Insurance Programs John Sallade who has served CCAP for 32 years. In this role John creates and oversees insurance, risk management, employee benefit and other programs which aid county operations, and which annually provide millions of dollars of savings, grants and dividends to member counties.

Director of Meetings and Education Karen Sweigard, with 27 years of CCAP service, oversees numerous major conferences, meetings, and

educational opportunities aimed at developing informed and responsible county officials and a professional culture in county government, while enhancing their service to residents.

Chief Financial Officer Pamela Szajnok has served counties with 20 years at CCAP. She is responsible for all aspects of the financial/accounting operations for the Association, insurance programs and affiliates, as well as accounting control systems, internal audits, financial reports, and day to day support for all programs and activities.

Chief Information Officer Michael Sage is new to CCAP but has more than 15 years of government technology experience. He oversees programs that focus on technology solutions and support for counties through the delivery of transparent, timely, reliable, secure and cost-effective services.

With Lisa's departure from CCAP's government relations team, the Association will be led in this area by Ashley White, who began her role as director of government relations on December 9 and brings several years of previous experience with

local government issues. Ashley joins Melissa Anese, who has been CCAP's government relations associate since May 2018.

Nearly 90 other talented CCAP staff members constitute a team that continues to provide legislative, education, information, insurance, technology, communications and other programs that enhance the quality of life throughout the state.

The knowledge and dedication of the CCAP staff is second to none. It does not matter if you are from a rural, urban or suburban county. It does not matter what party you are affiliated with, or what your gender is. It is about all of us working in partnership with each other to support the ideas that become the solutions.

It is my greatest hope and wish that all new commissioners will attend CCAP conferences and become involved in at least one or more of the committees that will enable you to be part of finding the solutions to the problems that affect all of our communities.

We will engage in many, many issues, but please review our member-



selected priorities later in this magazine, share them with your constituents and legislators, and enjoy learning more about the issues, CCAP, and your county as the year progresses. Those top five priorities are behavioral health funding, EMS legislation/Task Force, property tax reform, rural broadband, and adult probation funding.

I am very excited about working with all of you as we take on the everyday challenges of county government. We must always remember who and why we serve and thank those through our actions that gave us the opportunity. 🍷

CCAP senior staff includes: (top row) Chief Information Officer Michael Sage; Managing Director, Insurance Programs John Sallade; Director of Meetings and Education Karen Sweigard; (bottom row) Executive Director Lisa Schaefer; Deputy Executive Director Brinda Penyak; and Chief Financial Officer Pamela Szajnuk.

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CCAP is pleased to offer a variety of opportunities to vendors who wish to do business with Pennsylvania counties including participation in the associate vendor membership program, TechNet membership program, Conference attendance and sponsorship, advertising in *Pennsylvania County News* magazine, and more. There is also an opportunity to participate in a bundled package which includes a variety of year-round benefits for firms looking to increase their exposure among Pennsylvania county officials. CCAP is pleased to welcome the following vendors who have signed on as 2020 participants in the bundled sponsorship packages. We thank them for their support of CCAP and Pennsylvania's counties.

For more information about our vendor opportunities, please contact Mandi Glantz, director of member and vendor relations, at (717) 736-4739 or mglantz@pacounties.org.

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Contact: Kimberly Hall

The National Association of Counties (NACo) unites America's 3,069 county governments. Founded in 1935, NACo brings county officials together to advocate with a collective voice on national policy, exchange ideas and build new leadership skills, pursue transformational county solutions, enrich the public's understanding of county government and exercise exemplary leadership in public service. NACo's Programs and Services offer counties unique opportunities to help your residents, your employees and your county meet the needs of the future. CCAP has a long standing relationship with NACo and their sponsoring programs. As a CCAP member you have the opportunity to participate in the following endorsed programs: NACo Live Healthy-Dental and Health Discount Program (www.naco.org/health) and NACo 457 Deferred Compensation administered by Nationwide Retirement Solutions (www.nationwide.com).

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www.benecon.com

Contact: Fred Bean

The Pennsylvania Counties Health Insurance Purchasing Cooperative (PCHIPC) was launched in October 2005 with three counties. Today there are 22 counties that represent 9,094 county employees.

Membership is open to any Pennsylvania county as well as any county agency created under the Intergovernmental Cooperation Act. It is governed by a Board of Directors made up of a representative from each of the member counties. Each member has a vote in governing PCHIPC.

The program has been successful due to total transparency of claim data and surplus returns that have generated cost savings to member counties.



So, You've Been Elected a County Commissioner...

James Gagliano, Jr.
Former Lawrence County
Administrator



Congratulations! You now belong to a select group that bears the responsibility to provide a wide range of services to your residents—probably more than you ever realized—from conducting elections to prison issues; from providing human service assistance programs (Children and Youth, Mental Health/Intellectual Disabilities, Drug and Alcohol) to public safety (911, Emergency Management); from fixing bridges to dealing with the opioid crisis; from providing for the demolition of blighted structures to providing cybersecurity for your various computer networks ... and quite a bit more!

Where do you go from here? Where do you get answers to the questions swirling in your head? What departments are most important? How do we generate more revenue? Do we need a new jail? There are several options when developing your strategy.

OPTION ONE

Making changes that you deem necessary, immediately upon your swearing-in.

In my experience, this option does not provide positive outcomes for your constituents—the residents. It may provide for some quick personal satisfaction in being able to “do things my way,” however the long-term effect can be detrimental—especially when dealing with staffing changes. As a former commissioner once told me, “Once you are elected, the politicking is over—now you have to begin governing.”

County government is a very complex process with a myriad of responsibilities, each with specific rules and procedures to which you must adhere. Typically, making a change for the sake of change, without an understanding of the specific roles and regulations, will not have a positive outcome.

With the beginning of each new term, county residents and employees will be looking for your leadership in establishing your Board’s “platform.” It is imperative that you take the time to learn of the resources available to assist you in achieving the goals you have set forth.



OPTION TWO

Having an agenda to implement in the short-term.

Every commissioner running for office has an “agenda,” a platform from which he/she bases their actions to achieve the desired outcome(s). This option, in and of itself, is not necessarily detrimental—depending on the specific situation and the timing. As noted earlier, the disruption of the “continuity” in any department could have less than positive results. Another commissioner quote that comes to mind when implementing *your* agenda: “It takes two votes.”

Again, it is important for newly elected officials to become familiar with their overall responsibilities and the functions of the various offices prior to endorsing major changes, whether in staff or services.

OPTION THREE: THE OPTION YOU WANT TO USE!

Implementing your agenda after becoming familiar with your role as a commissioner, your fellow board members and with the procedures and the responsibilities of the various programs.

How do you become familiar with the role of a county commissioner in all of the programs and services for which you are responsible? There are many, many resources available to assist you in gaining an understanding of your new position.

The first, and foremost resource, is the County Commissioners Association of Pennsylvania (CCAP).

For you “first-timers,” the government system in the Commonwealth of Pennsylvania provides most regulatory authority to the “local level”—the cities, boroughs, and first and second class townships (and the single “village”). The counties receive additional statutory powers, while the commonwealth oversees all. The commonwealth authorizes all county duties and powers through legislation and executive orders.

How do you learn about county structure and the roles of all elected officials? Again, the answer is CCAP! Luckily, you have one of the premier state-wide organizations in the nation to provide you with award-winning educational opportunities and a variety of training programs to help you learn the responsibilities of being a county commissioner in the Commonwealth of Pennsylvania.

LEARNING

If you haven’t already, you should become familiar with CCAP’s website: www.pacounties.org. This website will become one of your most visited sites, keeping you up to date on the issues facing counties; providing information on proposed lawmaking actions that will affect counties; along with identifying training opportunities to improve your understanding of the myriad of programs/services for which you are responsible.

In perusing CCAP’s website, you will discover that it is built around your needs—providing up to date information on current events as well as learning resources—resources that include a variety of continuing education and certification

programs, including the Academy for Excellence in County Government (Academy) and the Center for Excellence in County Leadership (CEL), which you'll read more about later in this magazine.

As a graduate of both programs, I strongly recommend them for newly-elected/first-time commissioners to gain an understanding of your roles and responsibilities in running a county. In fact, both of these programs are also beneficial for the experienced commissioners, providing practices and policies to address current issues. A brief chat with any of the graduates will provide positive support of the benefits of the program.

INFORMATION AND RESOURCES

Another area which CCAP serves its members is through the provision of programs that provide coverage and training for the insurance needs of counties. These programs include unemployment compensation, worker's compensation, liability, health care, and more, all aimed at the particular needs of counties.

And CCAP's IT staff is a valuable resource for many facets of technology.

CCAP also produces and distributes many extremely useful publications. Two of the most important are the quarterly *Pennsylvania County News* magazine which provides articles and

information on timely issues, and the bi-weekly *Legislative Bulletin*, which provides information on all current actions affecting counties.

When all other CCAP resources have been exhausted, there is always the staff—and maybe, I should have started here. The staff at the CCAP offices is friendly, reliable, and most of all, knowledgeable. More likely than not, they have dealt with the issue you are calling about in other counties and will be able to address your question on the spot. If not, they know who to contact to get the answer. The telephone number of the CCAP staff (available under the members only section at www.pacounties.org) for your important county question(s) should be on your speed dial.



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

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Another important source for information and guidance is the National Association of Counties (NACo), which serves almost 40,000 county elected officials, with a mission to “Strengthen America’s Counties.” NACo’s performance priorities include engaging members to advance excellence in county government by expanding knowledge and nurturing leadership skills; enhancing county and taxpayer resources through cost-saving programs; promoting county policies and programs that enrich the public’s lifestyles; and advocating the counties priorities at the federal policy-making level. In Pennsylvania, 55 of the commonwealth’s 67 counties are members ... you may want to consider joining-in if your county is not a member.

COUNTY STAFF AND THE COMMONWEALTH

Another source to guide you in understanding the various departmental procedures is your county’s existing staff. In most instances, the department heads and their staff have been in place for more than a few years and are quite

familiar with the procedures necessary to provide the specific services for their department and dealing with the programmatic changes that the commonwealth sends down the pipeline. Get to know each department. *This will not be a quick process.* Take your time. If you are not familiar with the specific function of that office, ask questions. Remember, they work for you.

A final source of information to help you adjust to your new role is the commonwealth, itself. Most of the programs for which you now have the responsibility of overseeing come from the legislature, with various commonwealth departments involved with the county’s administration of issues, e.g. Department of Human Services (DHS); Department of Community and Economic Development (DCED); Department of Environmental Protection (DEP); Department of State (DoS); Department of Conservation and Natural Resources (DCNR); Pennsylvania Department of Transportation (PennDOT); Pennsylvania Emergency Management Agency (PEMA), and many more.

These agencies have a direct impact in the services you provide—it is important that you become familiar with those programs—use the staff, both yours and the commonwealth’s.

PARTING SUGGESTIONS

- **Listen**—take the time to meet with all the departments and county-related agencies to discuss programs, procedures and your “part” in the administration.
- **Attend**—attend as many meetings and county-related functions as you can—understanding each will help you to implement your agenda quicker, with less chance of disruption.
- **Read**—the County Code; everything from CCAP; annual reports; legislative newsletters; newspapers; etc.
- **Call CCAP**—with any question you may have. If they don’t know the answer, they will know who to call to get it.

Good Luck! 🍀

Advice for Incoming County Leaders

My first piece of advice, ironically, is to be skeptical of advice because everyone is so eager to give it! Never lose sight of who you are and what put you in office, and don't let the advice-givers get you down. Anticipate and then avoid the CAVE—Citizens Against Virtually Everything. Only you and other county commissioners have walked in your shoes, so accept their "wisdom" accordingly.

To help you walk in the shoes of other county workers, work in every department for a day, like I did. You don't know what you don't know until you fight on the front lines.

Make it a priority to work with your fellow commissioners, because governance is not a solo act; it's a team sport. Remember your team is not only your courthouse crew; it is the universe of elected officials and private, nonprofit and public sectors.

Work hours are 24-7-365.

Despite the "fake news" backlash, endeavor to work with the media. Return calls and emails, and always be honest.

Surround yourself with staff members who are not only hard-working and bright, but loyal. Then work twice as hard as them. You set the pace. And make sure the loyalty flows both ways.

Meet with the directors of your departments you oversee weekly. Be hands-on and open-door. You can't wait for things to happen. You have to make them happen.

Take care of your faith and your family. When rough days come, they will be your saving grace, and they will sweeten every victory.

Finally, this is some of the best life advice I ever received: You can't control other people, but you can control your reactions to them. And I'll take a page from Ellen Degeneres—"BE KIND TO ONE ANOTHER," and from "Frozen"—"Let it go."

George Hartwick, Dauphin County commissioner

1. Be an active member of CCAP, you will learn much and undoubtedly have much to offer.
2. Don't try to do it all! Make time for yourself and your family.
3. Meet with department heads and staff to introduce yourself and learn.
4. There will be good days and bad days—enjoy the good, put the bad behind you and forge ahead.
5. You will make mistakes—learn from them.
6. Do your best—you don't have to be perfect.

Kathi Cozzone, past CCAP president and former Chester County commissioner

Visit www.pacounties.org to sign up for a committee, learn more about issues, take action through our Legislative Action Center, attend conferences, get information on insurance programs and IT services, find help with localizing advocacy efforts and communications, review publications and reports, connect with CCAP affiliates and vendors, and much more.

Get Involved ▶

Remember we are all individuals with our own opinions and thoughts. Don't ever feel ashamed or upset when you decide to vote a different way than your colleagues. Just trust your gut. For ten years, I had the privilege to serve as a commissioner with someone I considered a very good friend. We didn't always vote the same way even though we were the same political party. We never knew how the other was going to vote until the vote was called. Remember to garner as many facts as possible on the issue at hand, study it and make sure you feel confident in your vote because you will most likely need to defend it someday. Also, government doesn't have to move slowly, but sometimes, if you're like me, you have to remind yourself to slow down and make sure you understand the issue. Prayer doesn't hurt either.

Joe Kantz, Snyder County commissioner

If you enjoy helping people, being a commissioner will be a very rewarding experience. Since William Penn, assigned commissioner duties are to protect children, serve families, secure justice, manage emergencies, and safeguard elections. Of course, the state has assigned more duties, like garbage, since that time, but the basic tenants are a big part of our budgets. Take it one day at a time. Rely upon tested and seasoned personnel to assist you. Ask questions, especially of your peers at CCAP. Chances are, they've experienced something similar, and can provide perspective on most issues. Make time for family and yourself. Exercise, and eat healthy. We want you around for a while.

Jo Ellen Litz, Lebanon County commissioner

Learn to work together on a cooperative basis. You can disagree strongly on policy, issues, actions, and county direction, but at the end of the day you must still be on good terms with your colleagues and staff. Working together is the most valuable statement you can make to your constituents to demonstrate good government.

Dennis Stuckey, past CCAP president and former Lancaster County commissioner



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The County Commissioners Association of Pennsylvania (CCAP), founded in 1886, is a statewide, nonprofit, bipartisan association representing county commissioners, their equivalents in home rule counties, council members, county executives, administrators, chief clerks and solicitors of Pennsylvania's 67 counties.

CCAP is the voice of county government in Pennsylvania. It is our brand, the role we have proudly played since the first group of commissioners formally convened in 1886. While 19th century county government was vastly different from that of the 21st century, the underlying purpose resonates through to today: Counties, in their crucial role in delivery of local government services, must have a means to air problems, share solutions, develop policy and collaborate on advocacy.

In its early years, in a historical setting of limited services and of a part-time legislature, the Association met for a yearly conference, and then sent a delegation to the Legislature's biennial sessions to communicate the county viewpoint. Many topics of the early conference agendas would ring

true today – budget appropriations, management of the county home, records management, bridges, jails and sheriff powers.

But the role of CCAP changed markedly in the latter half of the 20th century, corresponding to the growth in county government and its increasingly diverse needs. At the dawn of that century, counties were exclusively the agents of the state, maintaining court records, funding and housing the lower judiciary, operating jails, conducting elections, and possessing nominal infrastructure. Beginning with the Great Depression and escalating through the Great Society of the 1960s, counties' human services role grew exponentially. What had originally been a threshold indigent support system of the county home and the county poor farm expanded to include wide-ranging programs for mental health, children and youth, intellectual disabilities, services for older adults, behavioral health, and related services, coupled with commensurate growth in budgets and governmental structure.

By coincidence, at the same time, Pennsylvania's 1968 constitutional convention generated sweeping changes in the functions of the

judiciary, the legislature and local government. Association leadership at the time (until a 1990's bylaws change, it was the Pennsylvania State Association of County Commissioners) correctly foresaw the combined effect of the changing relationships and the much-higher fiscal and administrative stakes, and so in 1969 hired its first part-time staff in order to maintain a year-round presence in Harrisburg.

Still, expansion of traditional Association services proved insufficient to meet counties' needs, a point made emphatically with the collapse of the insurance markets in the 1980s and the fast-paced evolution of technology in the 1990s. Those dynamics marked the most fundamental and significant change CCAP leadership brought to the Association's mission, expanding it to encompass, quite simply, anything the Association could undertake to support counties in meeting all of their responsibilities to their constituents.

The result is today's CCAP, which is uniquely positioned to give Pennsylvania county governments the tools and support necessary to be the leaders in 21st century service delivery.



CCAP REPRESENTS

CCAP represents its member counties with a strong, unified and representative voice for county government. CCAP keeps its members connected and benefits county governments by providing timely and accurate information about legislative matters, actively engaging grass roots lobbying efforts and advocating for policy decisions in the state legislature and agencies that will positively impact county residents.

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. CCAP's legislative and regulatory policies promote flexibility and autonomy for county government. To this end, the Association effects the achievement of favorable state and federal legislation, programs and policies, and provides



county leaders with information and guidance that help create and maintain crucial services for residents throughout the state. The Association strives to educate and inform the public, administrative, legislative and regulatory bodies, decision makers, and the media about county government.

Each year, the CCAP policy committees consider a wide variety of issues related to the responsibilities of county government. Association legislative and regulatory policy is based on resolutions adopted by the membership each year and expressed in the Pennsylvania County Platform. The Platform and legislative priorities established by the Association provide

direction to CCAP's professional legislative staff as they educate and lobby Administration, General Assembly and Congressional leaders.

Administrative and program objectives are based on a strategic action plan. Responsibilities for developing and pursuing strategies for their implementation falls to the Board of Directors, member 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.





CCAP SAVES

CCAP helps counties make the most of their limited revenue and resources to serve citizens more effectively. CCAP offers opportunities to save counties money by providing access to information and resources to operate more efficiently, to pool resources, and to participate in national and state programs. CCAP also provides contact with vendors who want to do business with Pennsylvania counties. Many of these vendors graciously provide annual support to CCAP through membership and sponsorship dollars that are used to keep costs down for educational events.



CCAP's Insurance Programs were created by counties, for counties. Starting in 1980 with the CCAP UC Trust, counties directed CCAP staff to provide services, coverage and training which the traditional market no longer offered. Tailored to the specific needs and risks of

Pennsylvania counties, all of CCAP's programs are owned and governed by the members they insure and include a wide variety of insurance solutions, such as:

Workers' Compensation (PComp) provides workers' compensation coverage for employees of counties and county-related entities which includes risk control, claims services and training.

Property and Liability Insurance (PCoRP) provides property, liability, automobile and other related insurance coverages, loss control, claims services and training to Pennsylvania counties and county-related entities.

Behavioral Health Stop Loss (COMCARE PRO) is a reciprocal risk retention group, which offers stop loss insurance for those counties implementing the behavioral managed healthcare program, HealthChoices.

Health, Dental, Vision, Life and Disability (CCAP Health Alliance) is a partnership of CCAP and the Delaware Valley Health Trust (DVHT) designed to offer an alternative to the

commercial health insurance market which provides Pennsylvania counties with upfront savings, enhanced benefits and long-term cost stability.

Nursing Home Liability and Professional Coverages (PELICAN) is a reciprocal risk retention group, which provides Professional Liability and General Liability Insurance coverage.

Unemployment Compensation (UC Trust) provides unemployment compensation insurance for county employees. This program also offers an employee assistance program for all member counties and their employees.

Tax Collector Bonds is a surety bond program for counties to purchase bonds (as required by law) for tax collectors.

Nursing Home Patient Trust Fund Bonds (PACAH Bonds) is a group bond program for patient trust fund bonds for county-owned and affiliated nursing homes.

Volunteers Coverage is for county volunteers injured while volunteering for the county or county-related

entity. It also can cover work release inmates, alternatively sentenced inmates, nursing home volunteers and juvenile tobacco enforcement participants.

CCAP also endorses a select group of organizations to provide financial solutions to counties.

Prison Inmate Medical Cost

Containment (PIMCC) is a consulting service to help counties save money on the provision of medical services (including a group drug purchasing program) for county prisons.

Pennsylvania Local Government

Investment Trust (PLGIT) is a money market investment fund for counties, schools and municipalities. It also provides other investment and borrowing options.

NACo/Nationwide Retirement

Solutions helps ensure the financial security of county employees with a competitive deferred compensation program and allows county employees many options for tax deferred supplemental retirement savings.

NACo Live Healthy Dental and

Health 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.

OMNIA Partners is a leading national government purchasing cooperative that reduces the costs of goods and services by aggregating the purchasing power of public agencies nationwide.



Technology Services cost-saving services and solutions include the following:

CORE Technology Program provides the PA CyberSafe and IT Quarterly Meetings, the technology document and template library, quarterly technology newsletters, website assessments, onsite IT assessments, IT security assessments, technology trainings and webinars, and cybersecurity awareness services to counties enrolled in this program for a yearly membership fee.

Enterprise Agreements are statewide agreements that meet the needs of the counties and their affiliated local government entities provide discounted pricing models, including Microsoft, VMware, Splunk and Adobe.

Unified Case Management System (UCM) provides state-of-the art technology services and solutions that unite criminal justice databases and agencies with the objectives of improving data management, creating efficiency and reducing costs. Programs include adult probation, adult probation kiosk, district attorney, public defender, jail and correctional facilities, pretrial module, offender

web portal, and court appearance notifications. The UCM solution delivers counties a secure, fully managed solution, which supports a mobile workforce and includes help desk services.

Web Design and Hosting Solutions

provide website consulting and assessments as well as design, hosting and support services to both Pennsylvania counties and municipalities. CCAP provides a managed platform for counties and municipalities to host their website. The platform affords counties and municipalities a stable and secure solution to leverage, as well as the ability to manage their own web content. Website reviews include an assessment of counties' external/public-facing websites and covers areas such as ADA compliance, mobile responsiveness, overall design and content management.

Vendor Partnership Program

connects and engages industry leading technology vendors with Pennsylvania county government. It provides opportunities for technology vendors to share, present and collaborate with county officials on cybersecurity, technology initiatives and current trends and to provide products, services and cost-saving programs and solutions for the technological support, advancement and betterment of all counties.



CCAP EDUCATES

CCAP educates members through best practices and idea exchanges that are at the core of CCAP's educational experiences. CCAP provides such opportunities through conferences, workshops, certificate training programs, leadership programs and vendor events. CCAP hosts large and small events and collaborates with other CCAP and affiliate partners to offer programming in an affordable environment conducive to learning.

CCAP hosts more than 500 meetings per year. CCAP also distributes information and resources to new members and contributes articles for industry and national publications.

Major CCAP conference events include the Spring Conference, Solicitors' Conference, GIS Conference, County Administration Conference, Annual Conference and Trade Show, and Fall Conference.



The Academy for Excellence in County Government is a certificate training program for the CCAP core members. CCAP and the Academy are committed to training informed and

responsible public officials to give Pennsylvania counties the leadership needed to deal with the challenges of today's county government.



The Center for Excellence in County Leadership (CEL) program is offered to help county officials develop a professional culture for county government. The annual program is focused on improving participants' communication, management and leadership skills and is open to the CCAP core members.

Risk management workshops are available during the spring and fall of each year. Topics include defensive driving, workers' compensation, human resources, communication, safety, KEYS (Keep Educating Your Staff) and much more. The workshops are offered at little or no cost to counties.

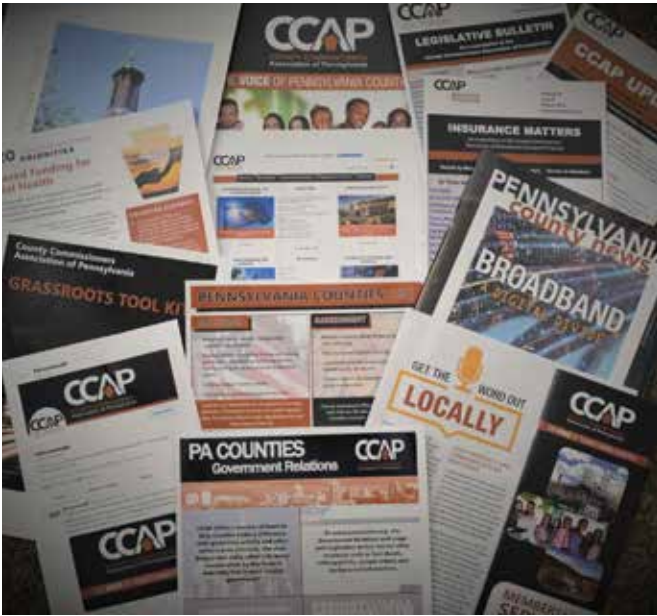
Online training also is a part of CCAP's offerings. CCAP's Insurance Programs have partnered with LocalGovU to offer quality employee training online. Topics include risk management, corrections, health and wellness, human resources, law enforcement, safety and management.

Unemployment compensation training is offered by Corporate Cost Control through the UC Trust membership. This training is designed to help county employees understand topics of discipline, discharge, proper documentation and hearing preparation, which are imperative to reducing claims costs.

CCAP also provides a **free risk management video lending library**. Members are encouraged to borrow these videos for viewing and training purposes.

Technology Services hosts an annual Cybersecurity Summit to discuss strategies for cyber incident prevention and response, and staff also collaborates with GIS professionals and hosts an annual GIS Conference.

Other educational programs are offered through technology services events, affiliate conferences, online training opportunities, webinars, the PA Local Government Training Partnership and the National Association of Counties, among others.



CCAP INFORMS

CCAP informs members by keeping them up-to-date on key issues and practices through resources such as its *Pennsylvania County News* magazine, *Legislative Bulletin* and *CCAP Update* e-newsletters, legislative priorities fact sheets and direct emails.

CCAP's website, www.pacounties.org, features enhanced content, easy navigation and up-to-date information. Primary areas of interest relate to legislation, education, risk management, technology, insurance and media. Also included are the CCAP calendar of events, job postings, county website links, CCAP staff listings, vendor information and much more. The special Members Only section gives members access to numerous resources, reports and directories, as well as the magazine. In addition, CCAP represents counties to legislators, media and the public by posting timely information on its Twitter feed @PACountiesGR.

Conference calls, reports on important issues and other timely communications allow members to gain first-hand knowledge of urgent issues. CCAP even produces a *Directory of County Officials* to help members connect with each other, a *Legislative Toolkit* to assist with grassroots efforts, a *Newly Elected Officials Toolkit*, a *PA Counties Are* toolkit, and other helpful resources.

CCAP's insurance programs provide regular information to members through a variety of communications vehicles: *Insurance Matters*, *Safety Essentials*, *PIMCC News*, *PIMCC Prison Directory*, *Glimpse*, *Safety Resources* and the *PA County Guide to Pension Plan Best Practices*.

Technology Services informs counties of new technology and policy as well as any information on ways to prevent or mitigate security risks. Through quarterly meetings and email newsletters, county IT departments are updated on the latest cybersecurity and IT topics from outside state and national resources.

CCAP AFFILIATES

- Assessors' Association of Pennsylvania (AAP)
- County Planning Directors Association of Pennsylvania (CPDAP)
- Pennsylvania Association of County Administrators of Mental Health and Developmental Services (PACA MH/DS)
- Pennsylvania Association of County Drug and Alcohol Administrators (PACDAA)
- Pennsylvania Association of County Human Services Administrators (PACHSA)
- Pennsylvania Children and Youth Administrators (PCYA)
- Pennsylvania Coalition of Affiliated Healthcare and Living Communities (PACAH)
- Pennsylvania Partnership for Juvenile Services (PPJS)
- The Society of County Human Resource Professionals of Pennsylvania (SCHRPP)



CCAP PROMOTES

CCAP promotes counties by integrating strategic communications efforts and working with members, the National Association of Counties and numerous audiences to raise public awareness of the roles and responsibilities of county governments, as well as the issues that affect services to constituents.

CCAP uses its website, direct contact with legislators, extensive media relations (including regular appearances on TV and radio talk shows, media interviews, news releases and editorials), social

media, videos aired on PCNTV and personal contact with associated agencies to engage and enhance the understanding of our goals and the needs of our county residents.

Legislative and media-related templates and talking points are prepared to assist members with localized advocacy and public awareness. Direct grassroots outreach by CCAP staff on bills before a county's legislative delegation also assists counties with timely and personalized outreach.

CCAP ENGAGES

CCAP engages members in development of programming and policy as participants in the CCAP Board of Directors, CCAP's numerous standing committees, ad hoc committees and special task forces, or as part of the district caucuses. Many CCAP county members participate in committees that work on enhancing intergovernmental partnerships.

CCAP staff actively participates with numerous industry and professional organizations, as well as area charities. Many staff and members sit on



committees at the national, state and local levels. CCAP partners with many other state associations and policy partners including those related to townships, boroughs and cities. Of course, CCAP works closely with the National Association of Counties, the National Council of County Association Executives, National Association of County Human Services Administrators, and the National Association of County Information Officers.

Other partners include the Pennsylvania State Association of Elected County Officials, County Reinsurance Limited, WillisTowersWatson North American Client Advisory Council, Association of Governmental Risk Pools, Pennsylvania Society of Association Executives, CSC's RISKMASTER Advisory Board, and the Public Risk Management Association.

CCAP also partners with a wide array of federal, national, state and local governments and non-profit organizations, including almost every state cabinet-level department, as well as the Administrative Offices of Pennsylvania Courts, Pennsylvania Commission on Crime

and Delinquency, Justice Network, Pennsylvania Board of Probation and Parole, U.S. Department of Homeland Security and U.S. Department of Human Services.

CCAP's Technology Services partners with Pennsylvania county IT professionals, the commonwealth, and outside vendors through the Technology Vendor Partnership Program to provide technology resources and solutions for the counties. This includes a quarterly Department of State Elections Workgroup that is hosted jointly by CCAP Technology Services and the commonwealth.

CCAP Technology Services engages with the MS-ISAC (Multi-State Information Sharing and Analysis Center) and the EI-ISAC (Election Information - Information Sharing and Analysis Center) to improve the overall cybersecurity efforts in Pennsylvania counties. This is a free service to the counties, providing security alerts and messages that can help save the county from the risk of real cybersecurity threats.

CCAP's associate membership program provides vendors interested



in doing business with Pennsylvania counties an opportunity to market their products and services to address the special needs of county government. The annual trade show affords a forum for additional exchange of ideas and information showcasing products that can make county government more efficient. CCAP also partners with several vendor firms termed Enterprise Partners who work with CCAP on one or more CCAP endorsed services or programs.

Technology Services works very closely with the commonwealth to align information technology initiatives with the needs and capabilities of the counties, providing resources to all the counties for critical projects.

CCAP AWARDS

CCAP provides annual awards programs to highlight county accomplishments and honor best practices.

Some of our regular awards include:

- Special Presidential Award
- Outstanding County Commissioner or Council Member
- Outstanding Solicitor
- Outstanding Chief Clerk or County Administrator
- Outstanding Affiliate Member of the Year
- Friend of County Government
- Excellence in Website Award
- PHIA Road and Bridge Safety Award
- Terry Barham Claims Experience Award
- Claims Reporting Award
- Loss Control Award
- Risk Management Award
- Risk Management Training Award
- Brady Koch PCoRP Award
- Sherm Doebler PCoRP Award
- PCoRP Willis Pooling Best Experience Award
- Loss Experience Award
- Loss Control Award
- Loss Prevention Award
- Ron Shearer PCoRP Award
- PELICAN Amy McElroy Memorial Claims Award
- PELICAN Risk Control Award
- County Criminal Justice Advisory Boards (CJAB) Best Practices
- Criminal Justice System for the 21st Century Jail Best Practices Award
- 21st Century Committee Criminal Justice Partners Award
- Juvenile Alternative Program Best Practices Award
- Juvenile Detention Best Practices Award

CCAP COMMITTEES

- Academy for Excellence in County Government
- Agriculture Committee
- Assessment and Taxation Committee
- CCAP Deferred Compensation Advisory Committee
- CCAP Health Alliance Board of Directors
- COMCARE Board of Directors
- COMCARE PRO Subscribers Advisory Committee (SAC)
- Committee on County Criminal Justice System Best Practices for the 21st Century
- Community and Economic Development Committee
- County Governance Committee
- Courts and Corrections Committee
- Elections Reform Committee
- Energy, Environment and Land Use Committee
- Finance Committee
- Human Services Committee
- Military and Veterans Affairs Committee
- PComp Board of Directors
- PCoRP Board of Directors
- PELICAN SAC (Nursing Home Liability Insurance Company)
- Personnel Committee
- Prison Inmate Medical Cost Containment Board of Directors (PIMCC)
- Resolutions Committee
- Strategic Planning Committee
- Technology Committee
- UC Trust Board of Trustees ▼



ASSESSORS' ASSOCIATION OF PENNSYLVANIA (AAP)



The Assessors' Association of Pennsylvania's (AAP) was founded in 1948 by a group of county assessors with the intent of promoting more education and professionalism in their field. The objectives of AAP are to improve assessment practices, inform members of legislation intended to improve assessment functions, cooperate with other interested agencies in the promotion of the objectives of the Association and encourage a fair and just distribution of the tax burden.

The AAP is governed by the AAP Board of Governors which is comprised of elected officers, committee chairs and two representatives from each of the AAP's six chapters. Each chapter has its own governing body which meets quarterly and also provides educational classes for recertification credit.

THE MAIN MISSION

AAP's main mission is providing education for county assessment officials and others in the assessment profession. For most assessors, the association serves as the primary education provider for compliance with the Assessors Certification Act, which requires all persons responsible for the valuation of real property for ad valorem taxation purposes be certified a Certified Pennsylvania

Evaluator (CPE) by the State Board of Certified Real Estate Appraisers (SBCREA).

AAP regularly holds the initial classes for CPE certification at CCAP's Harrisburg office. These four intensive weeks of training by AAP instructors include classroom instruction, individualized attention and culminate in an exam for each class. Students must pass all four exams and then may apply to take the CPE test with the State Board of Certified Real Estate Appraisers (SBCREA).

Once certified, assessors must be recertified every two years to maintain their CPE license. To become re-certified, they must accumulate 28 hours of continuing professional education credits. The AAP is an SBCREA-approved education provider for those continuing education courses. Under the guidance of the association's Education and Conference Planning Committees, AAP offers a wide variety of basic, intermediate and advanced classes on the assessment issues of interest to members for recertification credits.

As a member service, the Association tracks all AAP-sponsored education classes completed by each member and provided class transcripts for each member.

AAP holds two conferences each year plus other standalone opportunities for recertification credits. Additionally, all six AAP chapters hold local education programs for recertification credit.

RELATIONSHIP WITH CCAP

AAP became an affiliate of the County Commissioners Association of Pennsylvania (CCAP) in 1999 when the AAP board determined that that CCAP's goals and interests, particularly legislatively, were closely aligned with those of the AAP.

As part of AAP's affiliate relationship with CCAP, the CCAP Government Relations staff lobbies on behalf of the AAP and its members on all assessment issues. The AAP holds a non-voting seat on CCAP's Assessment and Taxation Committee, providing the professional's perspective on assessment-related issues, and an AAP representative regularly attends CCAP Agriculture Committee meetings.

AAP members are also frequently called upon to serve on state agencies and committees as advisors on assessment issues as well as to provide testimony before members of the Pennsylvania General Assembly on various proposed pieces of assessment legislation.

PROJECTS AND COMMUNICATION

Over the last several years, AAP members have been busy working with the Property Assessment Reform Task Force of the Local Government Commission (LGC), on producing several guides and other documents

related to county property assessment and best practices. The following documents were produced at the end of 2018 by the LGC with extensive input from the AAP: *Data Collector Standards*, *Model RFP and Contracting Guidelines for County Reassessment Services*, and *Pennsylvania Property Assessment: A Self Evaluation Guide for County Officials*. Both the AAP and CCAP boards endorsed these documents as best practices for counties. All three documents are available on the LGC, CCAP and AAP websites.

In 2019 AAP members worked closely with CCAP to implement the provisions of Act 155 of 2018 which amends the Consolidated County Assessment Law (CCAL) to mandate training for assessment appeal

board members. The passage of this act brought to fruition the AAP's long-awaited reform to Boards of Assessment Appeals and Revisions. The act differentiates between the "main" appeal/revision board and the auxiliary appeal/revision boards.

Prior to hearing appeals, the "main" board will be required to attend three three-hour sessions on topics including the assessment and valuation process (three hours), exemption qualifications (three hours), and state statutes and court cases (three hours), while auxiliary boards will be required to attend two three-hour sessions—assessment and the valuation process, and state law and court cases. This training requirement extends to public/appointed members as well as county commissioners

acting as the Board of Assessment Appeals. The act took effect January 2020. The three education sessions will be offered through live meetings, webinars and on a remote learning platform beginning in April 2020.

The *AAP Journal*, the Association's quarterly newsletter, covers assessment issues, legislative updates, member news and education opportunities. Additionally, the AAP website provides up to date information and resources for our members. 🍷

For more information about AAP visit www.paassessors.org or contact Terry Cochran tcochran@pacounties.org.



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COUNTY PLANNING DIRECTORS ASSOCIATION OF PENNSYLVANIA (CPDAP)



The County Planning Directors Association of Pennsylvania (CPDAP) is a statewide association made up of the county planning directors from across the state. They have been meeting since the 1990s and have relied largely on support from the County Commissioners Association of Pennsylvania (CCAP) and the Pennsylvania Department of Community and Economic Development (DCED). In 2012, CPDAP became legally incorporated and in 2013 they submitted an application to the IRS for approval as a non-profit organization. They are also a CCAP affiliated association.

Officers for 2020 are Ethan Imhoff, president and Cambria County planning director; Amy McKinney, vice-president and Lawrence County planning director; Dan Glotz, treasurer and Warren County planning director and, Shannon Rossman, secretary and Lycoming County planning director. Four at-large Board members include Brian Lawrence, Westmoreland County planning director; Greg Molter, Montour County planning director; Zachary Norwood, Crawford County planning director and, Mark Colussy, Huntingdon County planning director.

The mission of the association is to improve planning practices in the commonwealth of Pennsylvania

by providing for the collection, distribution, and exchange of information relating to planning at the county level among its members; improving public relations; informing members about legislation intended to modify planning functions; providing information and guidance to CCAP and the Pennsylvania Chapter of the American Planning Association (PA-APA), and other kindred organizations on legislative, regulatory, and policy matters; and cooperating with other interested agencies in the promotion of the objectives of the CPDAP.

VALUES AND PRIORITIES

It is the vision of the CPDAP to effectively represent community planning as a means of improving the quality of life for all citizens of the commonwealth of Pennsylvania. The Association provides opportunities for statewide county-to-county networking and for enhancing the visibility and effectiveness of county planning during their quarterly membership meetings held in State College.

The association's strategic plan includes five core values that reflect the membership's view of the organization and how it carries out its mission and vision on a day-to-day basis. Those five core values are integrity to the public interest, professionalism, moral courage, excellence, and comprehensiveness in approach/interrelationships as a primary strength and asset from which to cultivate and build.

CDPAP has members throughout the commonwealth who are actively involved in county planning and raising awareness on land use issues. Currently, there are 52 members of the 64 staffed planning agencies in Pennsylvania. Two agencies serve two counties each. Lehigh Valley Planning Commission serves Lehigh and Northampton counties. Tri-County Regional Planning Commission serves as planning staff for Dauphin and Perry counties.

CPDAP has five organizational priorities including: develop and communicate policy positions; increase communications with other organizations; use technology for more county participation; promote training opportunities; and establish standing committees.

Recently the members have chosen several areas of focus: municipal capacity; rural planning; floodplain management; water planning; coordinating planning and economic development; consistency in administration of county development regulations; natural gas and Act 13; and all modes of transportation.

MEETINGS AND CHECKLISTS

CPDAP hosts quarterly membership meetings in State College to network with other professionals across the state. We provide a forum for county planning directors to disseminate information on the characteristics of the county planning function and

provide input on CCAP policies and priorities that address county planning issues.

During quarterly meetings, members discuss and share information of interest and concern to other county planners. Meeting topics over the last year have included topics such as community engagement, stormwater authorities and the future of municipal planning, DCNR Outdoor Recreation Plan, creating future planners, revitalization efforts across PA, rural broadband, eLibrary, and affordable housing.

CPDAP has a very active One Water Task Force that has created a checklist for municipal planning agencies to help better integrate water resources considerations and implications into


all comprehensive and local land use planning, land use decisions and development plan reviews and approvals through those efforts to assist local communities to achieve optimal decision-making and more cost-effective utilization, protection, restoration and management of water resources.

The resources included in the checklist provide benefits, and risks, to the landowners and communities within their vicinities; however, the water resources are also vulnerable to the impacts of all activities on the landscape that drains to or infiltrates into them. With the evolution of GIS and digital technologies, the ability now exists to more comprehensively integrate water resources considerations into land use

planning and decision making. The checklist provides suggestions of what components should be considered within the planning process. The checklist contains both a basic and an advanced data set.


The task force has a multi-stage approach and hopes to collaborate with DEP and DCNR on the implementation. The task force meets via conference call on a monthly basis. 🍷

For more information about CPDAP visit www.cpdap.org or contact Lori Dabbondanza at ldabbon@pacounties.org.



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A photograph of two women, one with curly blonde hair and one with dark hair, looking at a tablet together. They are in a professional setting, possibly a meeting or a presentation. The woman on the left is smiling and looking at the tablet, while the woman on the right is looking at the tablet with a focused expression. The background is a blurred indoor space with warm lighting.

Building Better Outcomes – Securely

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PENNSYLVANIA ASSOCIATION OF COUNTY DRUG AND ALCOHOL ADMINISTRATORS (PACDAA)



The Pennsylvania Association of County Drug and Alcohol Administrators (PACDAA), an affiliate of the County Commissioners Association of Pennsylvania, is a professional association representing the Single County Authorities (SCAs) across the commonwealth.

In 1972, the Commonwealth of Pennsylvania established a Single State Agency and system of SCAs to implement substance abuse prevention, intervention and treatment services through county-based planning and management. Act 63, the Pennsylvania Drug and Alcohol Abuse Control Act, requires the Department of Drug and Alcohol Programs (DDAP) to develop a state plan for the control,

prevention, intervention, treatment, rehabilitation, research, and education and training aspects of substance abuse programs. SCAs are charged with carrying out the state plan and developing a local plan that encompasses a full continuum of recovery supports and services.

SCAs receive state and federal dollars through contracts with the DDAP to plan, coordinate, and programmatically and fiscally manage and implement the delivery of drug and alcohol prevention, intervention, and treatment services to respond to needs at the local level. SCAs also receive funding for treatment services from the Pennsylvania Department of Human Services (DHS), Office of Mental Health and Substance Abuse Services (OMHSAS). Services funded through DHS are primarily targeted to individuals in non-hospital residential care who are eligible for medical assistance.

THE VOICES FOR THOSE IN NEED

SCAs are the links to care and assistance for individuals and families. They work to link overdose survivors and families to medical care and substance abuse treatment services. SCAs are the voice for individuals and families that are in need of our services and other community supports.

The opioid epidemic presents one of the greatest challenges ever faced by our communities. Medicaid expansion has presented an opportunity to respond to individuals and families who face addiction and improve outcomes for long term recovery. This environment has challenged SCAs to examine their role in the local community and the collective role of SCAs as statewide leaders.

SCAs support a coordinated network of community-based services and supports that is person-centered and builds on the strengths and resiliencies of individuals, families, and communities to achieve recovery and improved health, wellness, and quality of life for those with or at risk of substance use disorder. SAMHSA, the Substance Abuse and Mental Health Services Administration, describes this philosophy in its Recovery-Oriented Systems of Care (ROSC) Resource Guide.

The central focus of ROSC is to build an infrastructure within local communities that expands from

The Pennsylvania Association of County Drug and Alcohol Administrators (PACDAA), an affiliate of the County Commissioners Association of Pennsylvania, is a professional association representing the Single County Authorities (SCAs) across the commonwealth.

SCA's are the links to care and assistance for individuals and families. They work to link overdose survivors and families to medical care and substance abuse treatment services. SCA's are the voice for individuals and families who are in need of our services and other community supports.

prevention, pre-engagement, intervention, treatment and early and long-term recovery. The fundamental value of a ROSC relies on people with lived experience and their families in a community that is organized to support recovery and eliminate stigma.

THE LOCAL CONDUITS

The SCAs role is to support the partnerships with community members who help assess the given needs within the continuum; build capacity through the community partnerships; assists with the planning and implementation of resources; and provide monitoring to ensure the quality of services within the structure.

SCAs are the local conduits to a system of care to address substance use disorder and are critical to the local community networks through activities related to public and private funding, comprehensive community needs assessment and prevention programming, coordination of public service and community education,

building on partnerships with DDAP and other state level leadership, and coordinating care and case management issues.

They build partnerships and system capacity as critical partners in Treatment and Specialty Courts, and support and encourage the development and delivery of evidence-based services. SCAs provide leadership in DUI programs/issues, are equal partners in behavioral health managed care (HealthChoices), collaborate with physical health care providers and managed care organizations, work with partners in other county delivered service systems – Children and Youth, MH/ID, and build partnerships with faith based and other non-traditional groups to improve early engagement.

SCAs ensure maximum use of resources and reduction of duplication. In a broader sense, the SCA can put in place a system of fluid, flexible funding that is transparent as individuals move from one level of care to another.

SCAs also support the coordination of evidence-based treatment and recovery services including Health Homes and "Spoke and HUB models." They oversee the clinical assessment and case management process and facilitate referrals between levels of care.

But the value doesn't end there. The SCAs in Pennsylvania provide leadership in the following areas: eliminating stigma within the community, changes in federal drug policies, advocating for capacity of full range of services, warm hand-offs, Medication Assisted Treatment, ensuring appropriate monitoring and quality assurance, expanding capacity for treating co-occurring SUD/MH, workforce development that is critical to system improvement, and increasing effective services for problem gambling and tobacco prevention and cessation.

PACDAA and the SCAs believe that addiction is a primary disease which, if left untreated, may result in physical and mental deterioration, incarceration and/or death. Untreated addiction leads to the destruction of the individual, the family, and the community. If substance use disorder is treated with clinical integrity, individuals can return to being productive members of their community. ▼

For more information about PACDAA visit www.pacdaa.org or contact Michele Denk at mdenk@pacounties.org.

PENNSYLVANIA COALITION OF AFFILIATED HEALTHCARE AND LIVING COMMUNITIES (PACAH)



The Pennsylvania Coalition of Affiliated Healthcare and Living Communities (PACAH) was formed in 1951 to represent county nursing facilities, but now represents county, for-profit, non-profit, and state veterans' homes. PACAH strives to be the leading voice for Pennsylvania's diverse healthcare and living communities, dedicated to advancing excellence and improving the quality of care and life through legislative and regulatory advocacy, innovation, education and professional networking provided in a close-knit and affordable setting.

PACAH currently represents the interests of more than 150 long term care entities. This includes 89 skilled nursing facilities who are full-voting members. Of those, 20 are county facilities, 7 are veterans' homes, and the remainder are non-profit and for-profit nursing facilities. Membership is extended to all administrative staff of the facility including the nursing home administrator, CEO, fiscal officer, and director of nursing.

The Association also has 67 business members, who are non-voting members and include entities with an interest in the long-term care field including management companies, pharmacies, therapy companies, consultants, etc.

PACAH's membership also has a third level of membership for assisted living and personal care entities. This membership allows them to participate at a discounted rate in our educational opportunities and our Listserve, as well as receive email updates including our newsletter. We plan to offer more educational opportunities for these facilities.

ADAPTING AND ADVOCATING

As nursing facilities continue to privatize, and as state and national policy begins to favor the increase of home and community based services, there is a need to adapt membership in order to continue to grow and remain relevant.

PACAH advocates and provide support on any policy, legislative, or regulatory issue that impacts our membership. Currently, some of the most pressing issues facing skilled nursing facilities include Medicaid funding for services and the implementation of managed care, or Community HealthChoices (CHC). Nursing facilities are reimbursed at Medicaid rates that fall far below the cost of providing care. County homes, in particular, continue to suffer as they were carved out of the private pay system ten years ago and have not seen rates increase to cover the rising cost of providing care.

We were successful in implementing a new funding mechanism three years ago (the Intergovernmental

Transfer) that nets our county homes approximately an additional \$54 million per year, and had legislation pass that eliminated the county share that will also allow the county homes to see additional funding. However, county homes are still struggling to provide for their high Medicaid populations.

The implementation of CHC which began in the southwest region in 2018 is also a big focus for PACAH. We are trying to help members prepare by reviewing contracts, assisting them with understanding payments, negotiating payment mechanisms with the MCOs, etc. Every nursing facility eligible individual will be receiving services through CHC, so this is an expansive system change for nursing facilities and other long-term care providers. We also continue to monitor and work on other issues including staffing levels, Department of Health regulatory changes and issues, the changes to CMS' Requirements of Participation, life safety issues, etc.

TRAINING

PACAH has two conferences each year, one in the fall and one in the spring. We open the conference to all nursing homes and long-term care entities in the state of Pa., and offer a variety of credits including NHA, CPA, dietary, personal care, nursing, and RCAL (assisted living). We also have two vendor shows at each conference, and currently have about 50 vendors

at each show. Our conference attendance is typically around 200 individuals, and the conference lasts four days. Currently, we average around \$30,000 in sponsorships at each conference and continue to grow.

PACAH also offers regular webinars for our members where they can obtain credits, as well as quarterly fiscal officer meetings where they have a chance to hear from and network with the Office of Long Term Living. We also offer topic specific trainings including life safety. We have quarterly board meetings and calls as necessary, and have just begun to implement quarterly membership calls. We have a very active Listserv, and also offer members one-free call to legal counsel of their choice as well and have recently implemented a wage survey. The Association also has a monthly newsletter and weekly news clips, as well as regular email blasts on issues of importance. We also have eight active committees who meet regularly.

PACAH's board consists of 12 members, seven of which must be from county facilities and five from non-county facilities. Our executive officers include president, president-elect, 1st vice president, 2nd vice president, secretary, treasurer, and immediate past-president. The board is elected by the members, serving two year terms (with the exception of the president, past-president, and president-elect), and the board chooses the officers. Board members have no term limits.

Last year, our president-elect, William D'Amico, administrator, Fair Acres (Delaware County) was selected as CCAP's Affiliate of the Year for his advocacy work which was instrumental in having the county share eliminated as well as implementing the IGT. Staff consists of one executive director and a meeting and marketing manager. 🍷

For more information about PACAH visit www.pacahpa.org or contact Brinda Penyak at bpenyak@pacounties.org.

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THE PENNSYLVANIA ASSOCIATION OF COUNTY ADMINISTRATORS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES (PACA MH/DS)



The Pennsylvania Association of County Administrators of Mental Health and Developmental Services (PACA MH/DS) was originally formed as the Mental Health/Mental Retardation Program Administrators Association of Pennsylvania after the passage of the Mental Health/Intellectual Disability Act of 1966. In 2011, the association adopted its new name which reflects the broader responsibilities vested at the county level.

PACA MH/DS represents the county mental health/intellectual disability program administrators for all 48 counties/joinders, as well as behavioral HealthChoices oversight entities and both county and private supports coordination organizations for intellectual disability services. The county role has expanded from overseeing state and county funded programs regarding intellectual disability and behavioral health to include administering Medical Assistance Waivers. In addition, our members coordinate community services for early intervention (birth to three) and beginning July 1, 2017 autism spectrum disorder.

STRATEGIC SUPPORT

The core of the association's mission remains to strategically engage with state officials to promote a vibrant and effective county service delivery

The core of the association's mission remains to strategically engage with state officials to promote a vibrant and effective county service delivery system.

system. The overarching goal of which is to meet the needs of individuals with behavioral or developmental disability within in their community where they may take advantage of natural supports.

Members engage with administrative, legislative and policy officials through our committee structure which includes: 1) mental health; 2) developmental disability; 3) fiscal and data; 4) HealthChoices; 5) supports coordination; and the County Administrators Advisory Committee which is comprised of our board members and ODP and OMHSAS deputies and their executive staffs. In addition, ad hoc work groups also contribute to the association through review and negotiation of various proposed state policies and regulations.

PACA MH/DS has a very active board which is comprised of our executive committee, the co-chairs for each of the committees as well as six regional representatives. Several board members currently hold more than one position such as a committee co-chair and regional representative.

ORGANIZATIONAL PRIORITIES

- Promote County Right of First Opportunity for Behavioral Health Services and active participation in the establishment of system reform for community developmental disability services to promote county authority in the administration and management of local systems.
- Monitor and recommend improvements to Mental Health Procedures Act and court ordered outpatient treatment. In line with this priority the PACA Board adopted a white paper which outlines the organization's position regarding Pennsylvania's involuntary outpatient commitment process.
- Increase and preserve base funds.
- Support the expansion of the Home and Community Base Services Waiver for intellectual disability to include services for Autism Spectrum Disorder.
- Resolution of barriers to innovation and integration (Behavioral Health/ Physical Health)

- Continue to strengthen relationships with Department of Corrections (DOC) and county jails and other stakeholders, (in order to better serve individuals with mental illness and intellectual disabilities, co-occurring and dual diagnosed (MH/ID upon release).

CRITICAL STATE BUDGET LINES

- Mental Health Base Funding – State and county matching funds to provide an array of behavioral health services to individuals or services that are not eligible for Medical Assistance
- Behavioral Health Funding – State funds to assist with targeted population of which a major portion is for drug and alcohol services

- ID Community Base Funding – State and county matching fund to provide an array of services to individuals that are not eligible and enrolled in the Medical Assistance funded waivers
- ID Community Waiver Funding – State and federal funds that provide an array of community services to individuals enrolled in the Medical Assistance funded waivers
- Early Intervention Funding – State, federal and county matching funds to provide services to children birth to three who are in need to services to ameliorate a disability
- Intellectual Disability – Intermediate Care Facilities- State and local matching funds to provide for congregate facility-based services not under the authority of the county program

- The Medical Assistance funds for Behavioral Health Managed Care is not discernable as a discrete state budget lines.

ONGOING ASSOCIATION ACTIVITIES

PACA MH/DS provides many other services, including a monthly newsletter, spring and fall conferences and membership meetings, committee participation, representation on numerous statewide advisory and special topic groups and work groups, and monitoring relevant legislation. ▽

For more information about PACA MH/DS visit www.mhdspa.org or contact Lucy Mullis Kitner at lkitner@pacounties.org.

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THE PENNSYLVANIA ASSOCIATION OF COUNTY HUMAN SERVICES ADMINISTRATORS (PACHSA)



The Pennsylvania Association of County Human Services Administrators (PACHSA) is a membership organization for county human services administrators and their staff. County human services administrators are dedicated to the integration of human services delivery, although our members serve many divergent roles. Some administrators oversee the entire county human services delivery structure. Others oversee some programs like medical assistance transportation and shared ride, programs for aging residents, and the human services development fund. Others report to county human services personnel who oversee specific categorical programs, such as mental health or drug and alcohol.

To be eligible for full membership in PACHSA, an agency must be designated by their board of commissioners or county executive. Each full membership provides the appointed human services administrator and their staff the opportunity to receive PACHSA information on a variety of human services administration, fiscal, legislative, policy and program topics.

PACHSA also offers an associate membership opportunity to organizations that support county human services through various relationships. To be eligible for an

associate membership an agency or individual must be approved by their county's designated full member. Each associate membership provides the appointed human services administrator or contact person the opportunity to receive PACHSA information on a variety of human services administration, fiscal, legislative, policy and program topics. Associate members may participate in some discussions but are not eligible to vote or hold a leadership position.

A COMMITMENT

PACHSA was formed in 1976 as the Pennsylvania Services Integration Consortium (PSIC) with a commitment to improving human services delivery throughout Pennsylvania. In 1987, PSIC affiliated with the Pennsylvania State Association of County Commissioners and acquired staff and lobbying services. In 1991, to accommodate the needs of its increasing county membership PSIC became the PA Association of County Human Services Administrators – PACHSA – to better match the mission and the profile of its members.

Each year more than three million Pennsylvanians and their families turn to counties to meet their human service's needs. With the current economic challenges, counties are facing increasing requests to assist their residents with the most basic safety needs such as food, shelter and utilities. Across Pennsylvania

With the current economic challenges, counties are facing increasing requests to assist their residents with the most basic safety needs such as food, shelter and utilities.

today, human services account for up to 60 percent of county budgets. Decisions affecting funding, administration, planning and delivery of human services are a critical component of county government. The organization's mission to improve human services through locally determined coordinated approaches has served to increase support for the association.

ADVOCACY AND INFORMATION

PACHSA members receive advocacy services through staff activities in lobbying state government and state agencies. Members also receive support with grass roots activities to allow them to speak effectively and strategically in support of the

integrated county human services model. Association members receive details and updates on the commonwealth budget, the federal budget as it impacts human services, and legislative matters that are relevant to the delivery of human services programs. Members are notified of important breaking news and receive regular newsletters to keep them abreast of key policy matters.

Members receive training to improve their ability to serve their counties and their residents through three membership conferences held each year that include intensive training agendas as well as options for networking. PACHSA conferences generally feature presentations from the secretaries of key state agencies, including the Department of Human Services, the Department of Drug and Alcohol Programs, and the Department of Aging. The staff from these agencies also are regular participants in CCAP trainings and events.

PACHSA members meet monthly via conference call to hear updates and to provide staff with direction of policy and association matters. The PACHSA board meets monthly via conference call or in person and conducts an annual strategic planning retreat.

In addition to a once weekly electronically published newsletter that covers policy and regulatory matters, the association publishes an annual report that covers the full year of accomplishments and activities. PACHSA also features the work of county members to showcase the benefits of integrated service delivery and how it offers effective support to clients.

POLICY PLATFORM

PACHSA policy is driven by a platform developed by its members. The strategic plan and action plan provide staff with direction on the priorities of members, and regular updates by members keep those policies current.

PACHSA members are focused on the human services lines within the state budget, including the Human Services Development Fund, funds for aging waiver services, home delivered meals, housing and homeless assistance funding, medical assistance transportation and shared ride funding, mental health base funds, substance abuse treatment resources, and many others.

PACHSA members served a key role in the development and the operation of the human services block grant, a program that permits counties the option to flex funding across important line items to better address the local needs and circumstances. Recent areas of focus include expansion of the block grant to any willing and capable county. Participating in the DHS MATP legislation analysis workgroup, and information sharing and future policy development around DHS social determinants: hunger, as well as housing and transportation.

COLLABORATION

PACHSA members work closely with state government in many areas. Included are DHS with housing initiatives, reform on issues facing vulnerable populations, medical assistance transportation, behavioral health justice coordination, and aging. PACHSA also works with the Department of Community and Economic Development on housing

initiatives that wrap around human services consumers.

PACHSA seeks to work collaboratively with all other CCAP Human Services Affiliates in furtherance of its approach to integrated service delivery, and PACHSA officers sit on the CCAP Affiliate Boards Collaborative to keep a focus on shared information and strategies that strengthen our ability to deliver human services at the county level.

The face of human services delivery is changing, and as political leaders continue to devalue the importance of these programs for their constituents, the need for advocacy will continue to grow. PACHSA will remain at the forefront of those activities, providing technical and topic area support and advice to CCAP through its Human Services Committee. The PACHSA president serves as a non-voting member of the committee and participates in CCAP Board meetings. In these capacities, PACHSA continues to be a principal driver and a key player in forming, reimagining and supporting the principals of integrated human service delivery to the benefit of every client we serve across the commonwealth. ▀

For more information about PACHSA visit www.pachsa.org or contact Karen Bennett at kbennett@pacounties.org.

PENNSYLVANIA CHILDREN AND YOUTH ADMINISTRATORS



The Pennsylvania Children and Youth Administrators (PCYA) was incorporated in 1979 as an affiliate of the County Commissioners Association of Pennsylvania (CCAP). PCYA represents the 67 county children and youth services agencies' administrators. The mission of PCYA is to enhance the quality of service delivery for children, youth and their families by providing its members a forum for the exchange of information, assistance in educating the general public and its constituencies, and an environment of support for the Association membership.

The formation of PCYA reflected recognition of the need for better communication and joint planning between public county children and youth agencies and the the Commonwealth of Pennsylvania, and also between the county children and youth agencies and CCAP, all of whom are responsible for meeting the diverse needs of children and youth in the commonwealth. The formation of PCYA also reflected recognition of the need of county children and youth administrators to share with each other solutions to the problems facing Pennsylvania's youth.

PCYA organizationally consists of an executive director and an affiliate management associate. The executive

director answers to the PCYA Board of Directors, consisting of a president, vice and second vice president, treasurer/secretary, and two representatives from each of the state's four regions. Past Presidents often continue participating in an ex officio status.

WHAT PCYA DOES

The Association offers four conferences per year that consist of speakers covering topics beneficial to child welfare, a presentation by the Office of Children, Youth, and Families, who licenses county agencies, a leadership development training program, a training track for solicitors representing county agencies, and a track for fiscal officers. Additionally, PCYA offers a mentorship program, connecting new administrators, solicitors, and fiscal staff with more experienced peers. Other specialized trainings are sponsored or hosted by PCYA throughout the year to offer additional pertinent information to the membership.

There is a weekly newsletter that provides regular updates on the happenings within the field and PCYA maintains a website with various resources, including a legislative tracking database, a bulletin database, and numerous resources counties can access. PCYA maintains Listservs for the administrators, solicitors, fiscal staff, and CAPS counties (a commonly used case management system). Additionally, PCYA recently began contracting with the CCAP IT department to provide

assistance to the CAPS counties in contract management and upgrade issues surrounding the CAPS system.

CURRENT ISSUES AND ADVOCACY EFFORTS

The current issues PCYA has been focusing on for advocacy include increasing the state participation rate in the funding for caseworkers from 80% to 100%, reducing paperwork and case-loads to a manageable level, working to improve the image of the field, and improve retention rates for caseworkers. PCYA drafts and submits a proclamation to the Governor each year recognizing county children and youth caseworkers for their crucial work in protecting Pennsylvania's children.

While the provision of child protection services within a county has always been a struggle, the 2014 changes to the Child Protective Services Law in the wake of the Sandusky child abuse case have dramatically increased the strain on this system. Additionally, numerous new mandates at the federal level have been passed down to the states, which are in turn passed down to the counties. Some of these have included educational stability provisions, requiring counties to coordinate transportation to home school districts for kids in care, establishing safe plans of care for all children born exposed to substances, and assessments, reporting requirements, and the provision of specialized services for youth who may have been a victim of human trafficking.

The cumulative effect of these changes to the laws and the additional provisions, almost certainly coupled with generational differences in the workforce, have led to some dramatic challenges in the ability to attract and retain quality caseworkers. The turnover rate for caseworkers statewide is a challenge for most counties which has forced a discussion at the local and state level regarding what can be done to address this problem.

Most recently, DHS has announced the intention to move the state to a single, statewide case management system. There have been substantial efforts toward identifying a platform and the timeline for implementation is extremely ambitious. Additionally, the Family First Prevention Services Act was passed and this will dramatically change the way child welfare is funded nationally. For the first time ever, IV-E funds can be spent on prevention services, at least in some categories, but there will be a substantial loss in federal funding for congregate care placements. Pennsylvania will implement in October 2020 and is currently in the planning stages.

PCYA and its membership participate in the PA Child Welfare Council, a group through DHS that is intended

to guide child welfare and provide a more cohesive approach to initiatives and practices. PCYA participates in numerous workgroups formed to develop policy and practice for the state. The PCYA director has testified several times before various House and Senate committee on issues and challenges faced by child welfare. Additionally, several PCYA members have testified, as well. PCYA regularly provides information to media outlets to help them better understand the processes and challenges of the system.

As an organization, PCYA is always looking for opportunities to better serve its membership both directly, by providing information, training, and support, and indirectly through advocacy on behalf of the membership. The administrators and staff of the county child welfare agencies have one of the most difficult jobs in the state and the stakes are extremely high. PCYA is proud to have the opportunity to work with such committed and caring individuals and counties should be proud of their agencies. 🍷

For more information about PYCA visit www.pyca.org or contact Brian Bornman at bbornman@pacounties.org.

PCYA enhances the quality of service delivery for children, youth and their families by providing its members a forum for the exchange of information, assistance in educating the general public and its constituencies, and an environment of support for the Association membership.

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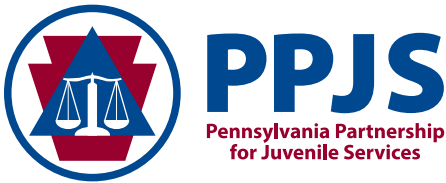
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PENNSYLVANIA PARTNERSHIP FOR JUVENILE SERVICES (PPJS)



Pennsylvania Partnership for Juvenile Services (PPJS) is a professional nonprofit organization that was incorporated in 1978 under the name of Juvenile Detention Centers Association of Pennsylvania (JDCAP) and has been an affiliate of the County Commissioners Association of Pennsylvania (CCAP) since 1997. PPJS is an organization dedicated to serving youth by engaging members to improve youth outcomes. PPJS offers opportunities for professional networking, quality training, advocating to improve member value, and promoting innovative practice.

In the 1970s, the juvenile detention center administrators across Pennsylvania came together to share and address concerns, problem solving strategies, training resources and technical expertise. In the 1980s and 1990s JDCAP was able to access funding through the Pennsylvania Commission on Crime and Delinquency (PCCD) to write standards for juvenile detention, initiate a training program, and implement a data automation project.

Since 2005, detention utilization began a steady decline (experienced both nationally and locally). As a result of this decline, detention centers began to repurpose their facilities and staffing to offer non-secure shelter, residential treatment services,

and weekend/evening reporting centers. In other instances, detention centers closed altogether. Today, the 15 remaining detention centers in Pennsylvania operate primarily as county-based entities with the exception of four facilities operated by private for-profit entities. This number decreased from 23 in 1980.

Over the past 10 years JDCAP training, technical assistance and advocacy efforts have been accessed by the broader field of juvenile justice professionals. In 2014, acknowledging the need for support across the field, from diversion to aftercare, JDCAP underwent an organizational change to be better positioned as an association representing the needs of the field as a whole. Members agreed to maintain the JDCAP acronym due to its name recognition, however the association's name changed to Juvenile Detention Centers and Alternative Programs. However, as provider agencies continued to see the association as primarily representative of secure detention, in 2019, the membership voted to assume a new brand (PPJS) with a vision "To inspire positive youth outcomes through system innovation."

A MORE CRITICAL ROLE

PPJS is now positioned to play a more critical role within the juvenile justice system for children, youth, families and communities in the commonwealth. Members receive support in their efforts to balance the needs and welfare of the child, respect the experiences of the victim and

The Association advocates for justice-involved youth to be served in the least restrictive environment balancing community safety and successful community re-engagement.

preserve the safety of the community. The Association advocates for justice-involved youth to be served in the least restrictive environment balancing community safety and successful community re-engagement.

PPJS continues to support its members by:

- Recommending and promoting sound policies and practices.
- Educating and communicating information on juvenile justice policy and practice to professionals in the field.
- Conducting and promoting research, training, and education.
- Creating effective relationships with government and professional organizations.

Our new communications plan includes the following key talking points:

- Members advocate for youth and strive to improve the outcomes of youth in care through networking, system reform and advocacy.
- Families, referring agencies, oversight entities and community resources that support positive outcomes for youth will all be engaged as partners.
- Our focus is on juveniles (a term of the trade for children involved in the court system).
- Our members value our existing affiliations with CCAP and the National Partnership for Juvenile Services (NPJS) and strive to build more opportunities for partnership that lead to improved youth outcomes.

The Association continues to be recognized as a leader in identifying and creating solutions in response to the needs of juvenile justice service providers.

Our most recent endeavors include:

- Developing an affordable web-based case management system for juvenile justice agencies which will improve data collection and analysis, while also saving valuable staff time on data entry and research.
- Developing a Child Protective Services Law classroom curriculum.
- Engaging our NPJS and allowing access to state-wide training and technical support.
- Advocating on behalf of members in response to implications arising from new interpretations by the Department of Human Services

on issues impacting licensing, investigations, staffing and access to resources.

- Providing cost-effective training and technical assistance to members.
- Engaging key vendors, sponsors, and resource providers to bolster member value.
- Providing member registration rates for regional and national training sessions/conferences.
- Offering a State Juvenile Justice Conference with presenters addressing the top priorities faced by the field.

CURRENT CONCERNS AND UPDATES

The membership has identified the following priorities for 2020:

Long-term sustainability:

PPJS supports a long-term funding solution for contracted juvenile justice services to create an acuity-based reimbursement system that ties state funding support to the identified risks and needs of the individual.

Mental health issues with justice-involved youth:

PPJS is advocating to enhance the work of CCAP's Comprehensive Behavioral Health Task Force by including more focused attention to the needs of Juvenile Justice Service providers.

PPJS is advocating for DHS to establish a stable, state-level funding source for the development and ongoing administration of a comprehensive training program to address the mandates and needs facing juvenile justice service providers.

Balancing Community Protection/Competency Development/Victim Restoration:

PPJS members will utilize CCAP legislative support staff to educate legislators about the recently redefined demographics of justice involved youth entering residential and community-based care. This condensed "high-risk" population requires an unprecedented level of increasingly intensive and individualized response.

PPJS is advocating for quality year-round academic engagement and pro-social development programming for youth in the juvenile justice system and the provision of remedial educational support not otherwise available through basic education programs reimbursable through the Needs-Based Budget process.

Workforce Development:

PPJS will work with CCAP policy staff to introduce legislation to include juvenile justice facility staff as a protected class.

Data Collection:

PPJS will pursue funding to support efforts to ensure members have resources to measure and report positive service delivery outcomes. 📌

For more information about PPJS visit www.pp-js.org or contact Wayne Bear at wbear@pacounties.org.

THE SOCIETY OF COUNTY HUMAN RESOURCE PROFESSIONALS OF PENNSYLVANIA (SCHRPP)



The Society of County Human Resource Professionals of Pennsylvania.
An Affiliate of the County Commissioners' Association of Pennsylvania

The Society of County Human Resource Professionals of Pennsylvania (SCHRPP) was formed in 2010 for the purpose of advancing the profession of human resources in Pennsylvania counties, improving the professional development of county human resource personnel and enhancing the services available to them.

Today SCHRPP has grown into the leading organization for counties and county related entities to access educational resources and training specifically designed to meet their needs. SCHRPP's membership includes more than 160 individuals from 55 Pennsylvania counties and six county related entities.

BEING UNIQUE

Operating human resources in local government is quite different from the private sector. Collective bargaining agreements, elected officials and 24/7 work environments are just a sampling of the unique areas in county government where human resource professionals need specific training. Additionally, human resource professionals have an added focus on employee morale and engagement

and are spending countless hours on prevention of burnout caused by heavier workloads and reduced staffing. Pertinent education and training opportunities are essential to meeting these challenges. SCHRPP delivers by offering a network of peers, solutions, services and ideas to benefit county human resource professionals.

WHY JOIN SCHRPP?

SCHRPP offers its members the following services and benefits:

- Free registration for the SCHRPP Annual Conference, held in September of each year. This conference spans two days and covers pertinent legal and non-legal topics relevant to county HR professionals
- Free access to six webinars covering hot legal topics, which are presented by SCHRPP's sponsoring legal firms
- Three Regional Discussion Forums, offered in Eastern, Western and Central Pennsylvania to accommodate all members' locations
- The Primary SCHRPP Member receives paid membership in the Society for Human Resource Management (SHRM)
- One free call per month to any of the three sponsoring legal firms for quick legal and labor consultation

services. For matters that extend beyond a quick call, members receive up to a 35% discount on the firm's hourly billing rate

- All-inclusive website for access to industry related resources, sample county policies, news and information, survey data, networking tools, a webinar repository and much more
- Mentorship and resources for new county human resource professionals
- Voice at CCAP and at the county level as issues arise that could affect county human resources

BECOMING A MEMBER

SCHRPP membership is exclusive to Pennsylvania county human resource professionals, county related entities, chief clerks and other personnel in counties without a designated human resource staff. Additionally, vendor memberships are available to businesses whose services pertain to the human resources field. ▼

For more information about SCHRPP visit www.schrpp.org or contact Desiree J. Nguyen at dnguyen@pacounties.org.

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2020

FOR MORE INFORMATION, PLEASE CONTACT:

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Please join CCAP in welcoming the following new Associate members.



GLIMPSE Risk Management Training

Did you know that every spring and fall CCAP's Insurance Programs mails out a FREE publication called the GLIMPSE? The GLIMPSE catalog provides a detailed listing of workshop topics being offered that season. CCAP's Insurance Programs offer a full schedule of workshops statewide. These workshops include risk management and professional development opportunities for county officials and county employees. Workshops are offered at little or no cost to your county and are FREE to attend if your county is a member of the sponsoring insurance program.

Stay tuned for a copy of the 2020 Spring Glimpse Training Catalog!
We hope to see you this spring!



To learn more about our workshops or to receive a copy of the Glimpse Training Catalog contact Linda Rosito at (717) 736-4728 or lrosito@pacounties.org.

Kessler Topaz Meltzer & Check LLP

www.ktmc.com

Kessler Topaz Meltzer & Check LLP is one of the world's foremost advocates in protecting the public against corporate fraud and other wrongdoing. Our lawyers regularly take on the foremost defense attorneys—and win—in class actions, shareholder derivative suits, antitrust litigation and other complex litigation around the globe. We are proud to have recovered billions of dollars for our clients.

Statewide Tax Recovery LLC

www.statewidetaxrecovery.com

Statewide Tax Recovery LLC provides delinquent tax collection services for the counties, municipalities and school districts of Pennsylvania.

TEN, Inc.

TEN, Inc. is a well-capitalized ESCO that is experienced in delivering guaranteed energy savings contracts. Headquartered in Pittsburgh, TEN's team has completed over \$1 billion in projects over the past 20 plus years for a wide array of customer types. TEN is owned by Duquesne Light Holdings, the parent of Duquesne Light Company. Under the ownership of DLH, TEN has the full financial, operational, and technical support of a recognized and trusted energy industry leader.



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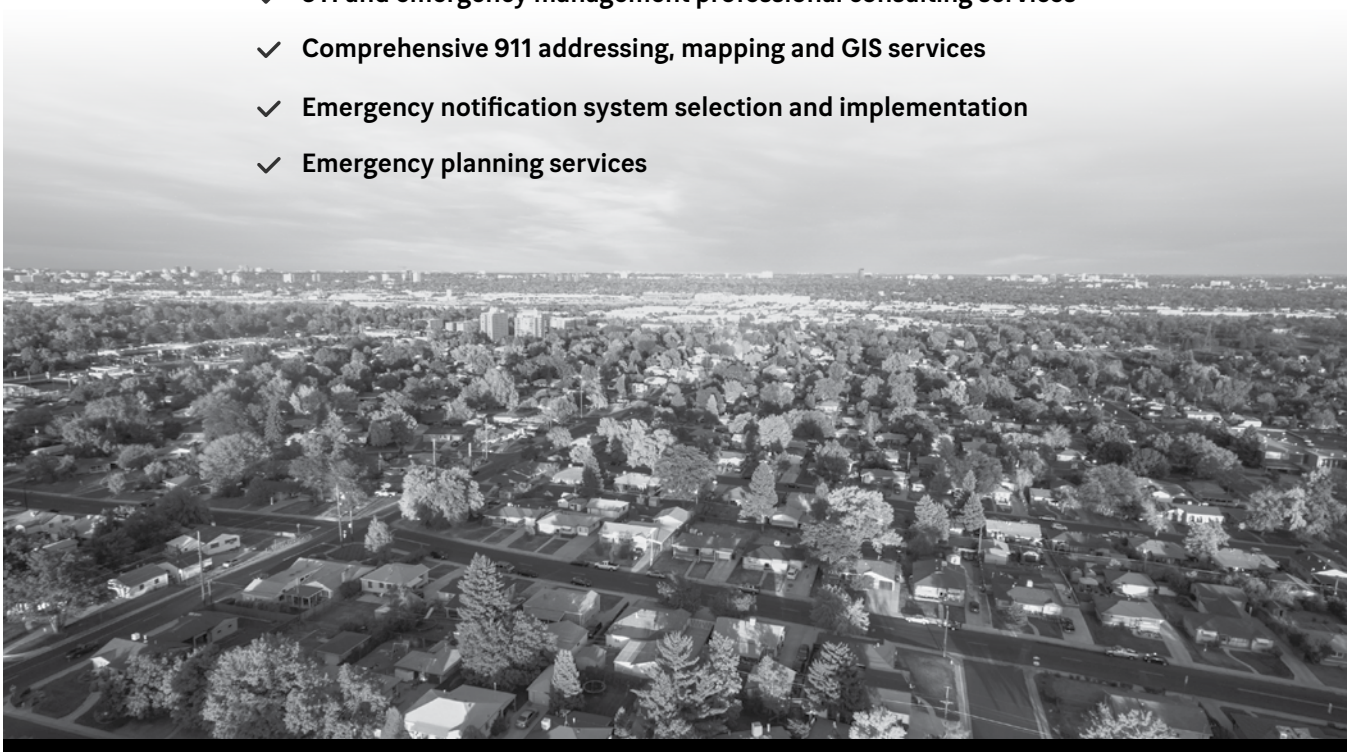
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In this unpredictable world, we can't always prevent disasters from occurring, but we can focus on ensuring the best possible outcomes for our communities, with advanced planning, preparedness and response.

MCM™ IS DEDICATED TO COMMUNITY SAFETY

We help counties provide the latest technology, training, and planning for the safety of our neighbors, our friends, our families, and our first responders. Our services include:

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- ✓ Comprehensive 911 addressing, mapping and GIS services
- ✓ Emergency notification system selection and implementation
- ✓ Emergency planning services



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"Cyber Security Done Right"

Pension Technology Group protects its business against advanced cyber threats with Rackspace



As a leader in the web-based pension administration software marketplace, Pension Technology Group (PTG) knew that it needed to partner with a leader in online security to protect its clients' data with around-the-clock threat detection and response.

As a leading Managed Security Services Provider (MSSP), Rackspace not only offers threat monitoring and data protection services but around-the-clock rapid response and remediation services. Backed by the Rackspace Customer Security Operations Center (CSOC), Rackspace actively hunts for threats and responds to them immediately, freeing PTG staff to focus on the initiatives that drive their business forward, all at a significant cost savings of internally developed security solutions.

The Rackspace Difference

Rackspace provides PTG with deep security knowledge, leading technology and advanced threat intelligence tailored to its business needs. Rackspace uses advanced analytics to detect unknown (zero-day) threats through behavioral patterns and anomaly detection, across the world's leading clouds.

"PTG's strong partnership with Rackspace is vital to the high level of services that PTG provides to its clients. Rackspace's commitment to data security and business continuity has helped differentiate the PTG solution from its competitors."

John R. Reidy :: Co-Founder & President, Pension Technology Group

Benefits and Features

- **Dramatically reduce the risk of data loss by minimizing the breach window:** An active security approach is designed to minimize a threat's most precious resource — time in your environment.
- **Meet security goals while lowering total cost of ownership (TCO):** The advanced security protection of Rackspace Managed Security can significantly lower TCO over internally developed security operations centers and comparable managed security service offerings.
- **Host-based protection:** Experience real-time visibility into adversary activity on every endpoint as Rackspace analyzes billions of endpoint events, spotting and correlating anomalies to alert you when an attack is underway.
- **Net-based protection:** Intrusion detection increases network security by monitoring traffic and inspecting and scanning packets for suspicious data.
- **Security analytics:** Advanced technologies are augmented by behavioral analytics which enable the CSOC to aggregate, correlate, analyze and respond to security threats in the environment.



"Cyber Security Done Right"

Rackspace helps Pension Technology Group architect, deploy and manage its virtualization environment



As a leader in the web-based pension administration software marketplace, Pension Technology Group (PTG) needed to partner with a leader in server virtualization. By choosing to work with Rackspace, the internal IT team at PTG can now focus on delivering applications and running their business without the need to deal with the underpinnings of virtualization and its infrastructure.

The Rackspace Difference

Rackspace was the perfect fit to provide the benefits of virtualization without staffing up or retraining existing resources. As a VMware Cloud Verified Partner and with over a decade of expertise deploying VMware® solutions, Rackspace provides management services built on industry-leading best practices and service level agreements.

"PTG's strong partnership with Rackspace is vital to the high level of services that PTG provides to its clients. Rackspace's commitment to data security and business continuity has helped differentiate the PTG solution from its competitors."

John R. Reidy :: Co-Founder & President, Pension Technology Group



For further information, please contact Stephan Georgacopoulos at 617-977-8408 X15 | Stephan@ptgma.com

Benefits and Features

- **Anytime, anywhere access to vital statistics:** PTG manages their virtual environment from the MyRackspace® portal, and use the provided statistics to see their available CPU, disk and memory capacity.
- **Systems that grow with you:** Rackspace can handle PTG's most performance-hungry workloads. With flexible virtual CPU and RAM options and the ability to break applications up into component parts and place them in a hybrid architecture, Rackspace allows PTG to scale out into the Rackspace public cloud when demand suddenly peaks.
- **Built-in resiliency:** Rackspace lets PTG take snapshots before making changes to VMs so they can safely commit changes or roll back updates if needed. They also have a broad range of resiliency options to help protect their environments in the event of disaster or unexpected downtime.
- **Secure, predictable, trusted:** Dedicated hardware resources translate into consistent performance with no tenancy-related performance compromises and no "noisy-neighbor" effect. PTG also gets the enhanced security of a single-tenant environment with physically isolated network, compute and storage layers.



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ADVOCACY IN ACTION

Ashley Lenker White
Director of Government Relations

Melissa Anese
Government Relations Associate

Pennsylvania's counties are part of a complex intergovernmental system involving federal, state and local government. Many times, it can seem like this is a "top down" system—federal and state government adopt laws and regulations for the local governments to figure out how to implement and fund on a day-to-day basis. But in reality, all levels of government are interdependent, and counties have a significant role to play in shaping the system from the "bottom up" as well.

Local advocacy can make a major impact and produce results to assure that county government can continue to operate effectively, efficiently and with the best interests of its constituents in mind.

Chances are, your county already is engaged in advocacy, because at its most basic, advocacy is simply about relationships. Consistently maintained relationships make the difference between being a "name" rather than being a "number" to a legislator.

Many CCAP members already have established relationships with

legislators and are very good at communicating knowledgeably on particular issues.

Having a relationship before you need something builds trust, emphasizes your shared constituencies, establishes you as a credible resource and demonstrates that you are both working to improve your communities, all of which will give you an edge when you need something.

Even better, legislators who know that you are a source for information will begin to come to you for answers before they vote on an issue or ask if they can introduce a bill that could alleviate a concern you have discussed.

But once those relationships are established, where can counties find out what issues they should be advocating, what bills are the hot topics, or how to explain the latest amendment? How do they know which legislators or agency officials might benefit from a phone call in the next hour, or perhaps an email by the following week, or a tour of a local program or facility?

ADVOCACY IN ACTION: The Local Connection Matters

The CCAP government relations team engages legislators and agency officials in Harrisburg, representing the interests of all 67 counties to advance legislation and policy that improves county operations and ultimately assists county officials in serving the needs of their constituents effectively and efficiently.

While our team has daily contact with members and staff of the General Assembly, we are lobbying the policies and positions that are set by our members. Often, we are asked how a particular bill will impact the legislator's home county, as they are primarily concerned with local impact. The relationships county officials build with their legislative delegation provide a basis for educating legislators with local information that reinforces the CCAP position. Legislators may not be familiar with county government and CCAP priorities, so when they know that an issue matters "back home," that is often what it takes to persuade a legislator.

Ongoing outreach efforts by counties can help advance CCAP objectives in the big picture, but ultimately can affect your day-to-day operations and the services and programs you provide to your residents.

ADVOCACY IN ACTION: Tools and Resources to Help You Advocate

To assist counties with advocacy efforts, CCAP provides a variety of tools and information sources, many of which are available on the CCAP website by clicking on Government Relations.

These tools include:

- A Grassroots Toolkit, which offers pointers for communicating effectively with legislators and suggestions for setting up a successful site visit or event to showcase the services offered by the county
- The Legislative Action Center, where talking points and other resources about timely legislative issues and links to legislative contact information are posted
- The county platform and legislative priorities
- Analysis of proposed and final state budgets
- Copies of testimony offered before committees by staff and county officials
- Updated lists of legislative acts
- Links to contact information for House and Senate members

Once introductions are made, CCAP has many other tools to help keep counties up-to-date on the day-to-day activities of the General Assembly, such as anticipated bill movements, committee meetings and floor votes taking place. In the event of an imminent action that requires immediate

Together, CCAP members and CCAP lobbyists can provide a strong, unified voice for excellence in county government and leadership on those issues that will strengthen the ability of county officials to better serve their citizens.

attention, CCAP also may issue a Call to Action directly to counties asking them to contact their legislators to ask them to vote a particular way on a specific bill. These memos will include background on the legislation, talking points and contact information for legislators. This makes it easy for counties to incorporate specific local impact into the big picture when they pick up the phone or copy and paste information into a quick email to a Senator or Representative.

CCAP's bi-weekly *Legislative Bulletin*, available in print and via email, provides counties and legislators with an in-depth look at key bills, meetings and actions, and the impact counties can expect as a result.

These insights, even more than simple yes or no votes, can show counties where clarifications and follow ups might be needed, or perhaps just a simple thank you for a legislator's support.

ADVOCACY IN ACTION: Sharing Information

While CCAP offers these resources to assist counties with consistent and timely messaging of CCAP positions, county feedback regarding their conversations with legislators is an invaluable resource to our lobbyists in Harrisburg as well.

For instance, if you let us know that a legislator has indicated his support of a bill to a county official, we can take a

moment to thank him for his support when we see him walking the halls of the Capitol. If there is confusion or a request for information, CCAP staff can follow up with any clarifications or perhaps do some research or draft an amendment that might address a concern. Counties can directly contact any CCAP lobbyist via phone at (717) 526-1010 or email at PACountiesGR@pacounties.org.

All of these resources by themselves, though, are just words on pages or computer screens without the active participation of CCAP members' in relationship building and grassroots advocacy. The time is now for county officials to get to know their legislators, to understand what issues are important to them and what the best way is to communicate with them.

Similar to many other associations representing various interests before the state legislature, grassroots lobbying is an important part of CCAP's policy efforts on behalf of counties. Together, CCAP members and CCAP lobbyists can provide a strong, unified voice for excellence in county government and leadership on those issues that will strengthen the ability of county officials to better serve their citizens. ▀

For more information about CCAP's government relations program contact Ashley Lenker White at awhite@pacounties.org or Melissa Anese at manese@pacounties.org.

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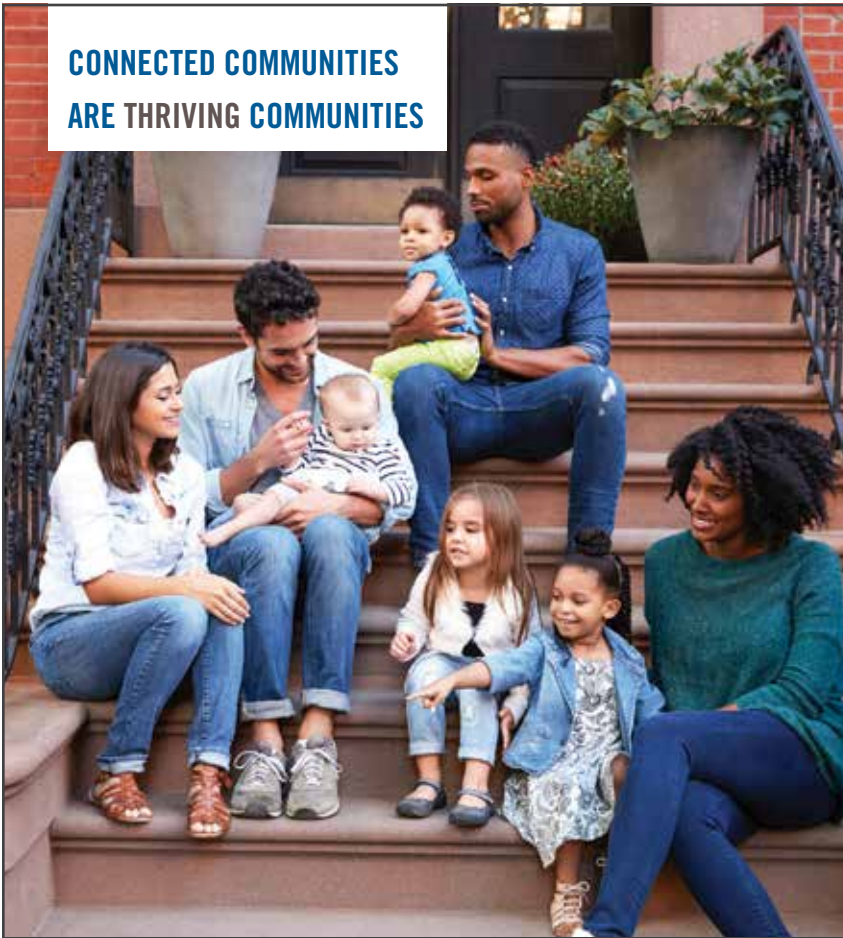
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LEARNING AND NETWORKING HELP YOU ACHIEVE SUCCESS

Karen A. Sweigard
Director, Meetings and Education
County Commissioners Association of Pennsylvania

Education is one of CCAP’s original missions, along with lobbying. The Meetings and Education Department staff manages the association’s major conferences, business meetings, educational programs, CCAP’s inhouse meetings, the Academy for Excellence in County Government training program, the Center for Excellence in County Leadership (CEL) program, and CCAP’s member and vendor relations programs. One of our team members also manages administration and meeting functions of a CCAP affiliate, the Assessors’ Association of Pennsylvania (AAP).

CONNECTIONS

We manage five major conferences every year. CCAP’s Spring Conference in Harrisburg focuses on the legislature—encouraging our attendees to visit the Capitol and their legislators. We also include a legislative reception in the conference schedule. Legislators are invited to

attend and meet county leaders. The PA GIS Conference provides GIS professionals and vendors to network and share experiences in a community atmosphere. The County Administration Conference focuses on hot topics in county administration, human resources, finance and technology. The Annual Conference and Trade Show, CCAP’s premier event, provides opportunities for education, association business, and Exhibit Hall interactions. And, finally, the Fall Conference, includes discussion and voting by members on by the association’s priorities for the next year.

These events vary in length and location, but they all provide unique member and vendor education and networking opportunities. In addition, we collaborate with other CCAP department and programs on stand-alone workshops, on an as-needed basis, focusing on hot topics, new policies or new legislation.



ACADEMY

The Academy for Excellence in County Government is our voluntary certificate training program for core members. Each participant must complete each of the eight required courses plus obtain 18 elective credits to qualify for graduation. The curriculum includes diverse topics covering various areas of county government. Enrollment is always open, and participants can complete the program at their own pace, most fulfilling their obligations in two to four years time.

To celebrate their accomplishments, a graduation ceremony is held every four years. Last year, we instituted

the Academy Achievement Award, sponsored by CCAP's PComp and PCoRP insurance programs. The award is presented to any participant in the program who fulfills the requirements of graduation within a four-year period from time of initial enrollment, providing financial assistance to all participants.



CEL

The Center for Excellence in County Leadership (CEL) is our formal leadership program, held in June at the CCAP headquarters, designed to help county officials develop a professional culture for county government. This is an annual three-day intensive educational experience focusing on all aspects of leadership, including communication, management, problem-solving, and leadership skills. Interested members apply for the opportunity to join the program.

Together with the CCAP Academy for Excellence in County Government, this training program also works to strengthen ties between colleagues, allow participants to share best practices from across the commonwealth, and to bolster personal and professional growth.

Our affiliates offer their own conferences and special events, and when needed we assist with hotel selection, contracts, registration or onsite meeting management. We also

assist with CCAP committee meetings when they are scheduled apart from our major conferences.

AT CCAP

CCAP has inhouse meeting rooms and we manage the space for the entire association. This results in significant cost savings for CCAP, its affiliates, and other programs. We have multiple rooms of varying sizes to accommodate meetings up to 125 people. Our inhouse meeting manager works directly with each meeting holder to gather pertinent information and to determine other needs for the meeting. She then coordinates room setup, overnight rooms, catering, audio/visual—just like in a hotel or training facility—with CCAP maintenance staff, local hotels and caterers.

The Assessors' Association of Pennsylvania (AAP) is one of CCAP's affiliates, and our senior meeting planner is currently their executive director. She coordinates their educational efforts such as certification classes, stand alone trainings, two conferences, board and committee meeting. She also manages the AAP budget, works directly with the AAP officers and board members, and produces their quarterly newsletter, the *AAP Journal*.

MEMBERS AND VENDORS

Our department also handles member relations and vendor relations activities. All 67 counties are members of CCAP. New members receive information about the association, its website, county government in general, and other important resources which they'll use frequently. This includes a membership directory

distributed in both print, electronic and mobile formats and access to our members only website.

We have a robust vendor relations program, which provides exposure and connections to interested organizations through various avenues and levels of participation including single event opportunities and bundled annual packages.

One of our biggest vendor groups is our associate members. Associate members are companies who do business with counties and who join CCAP for a fee. In turn, they receive various benefits, discounts and resources. Vendors who are not yet associate members can also participate in CCAP events and programs, but without the direct benefits. All of our vendors are encouraged to take advantage of conference-related opportunities to get their name in front of county officials: they can be a conference sponsor, they can host a conference hospitality suite, or they can be an exhibitor at our Annual Conference. Beyond those opportunities, vendors can also reach out to members through articles or advertisements in CCAP's quarterly *Pennsylvania County News* magazine.

We invite everyone to learn more about CCAP's Conferences, educational programming, and member and vendor relations under the "Education" tab and the "Vendors" tab on the CCAP website. 📌

For more information about CCAP's meetings and education programs, please contact Karen Sweigard at ksweigard@pacounties.org.

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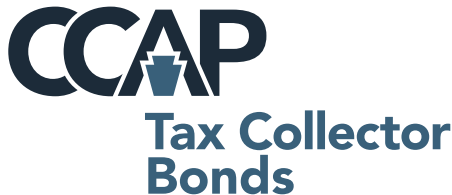


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INSURING OPERATIONS RISKS

John R. Sallade, CRM

Managing Director, Insurance Programs
County Commissioners Association of Pennsylvania

Through the County Commissioners Association of Pennsylvania (CCAP), counties and county-related entities have access to unique, full service insurance and group programs designed specifically for the special risks and exposures of their operations.

Members of our programs discover how much easier CCAP's insurance programs make their staff's work life, by including all the essentials in one place! It's a significant difference from traditional insurance.

Examples of CCAP's programs' differences are:

- Programs created just for counties and county related entities
- Owned and governed by the program members
- Non-profit programs—no costs built in for profit—all surplus monies belong to the members of the program
- Extensive risk management training, most of it free
- Risk control and prevention for all, regardless of the size of the member

- Resource for answering risk management, safety and insurance questions
- Personalized claims service—you know who will be handling your claims
- Defense counsel panels selected for their knowledge of county issues
- Elevator inspections at no cost for liability insureds
- Risk control incentives to earn savings on premium
- One stop shopping—all lines, all services available
- Front door service—we visit you to review claims
- Members experience more stable rates than the commercial market
- County Risk Managers Council—networking/information for county risk managers
- Staff that work on your accounts are easily accessible, including attendance at CCAP conferences and events
- Members choose their local insurance producer for certain programs

- Program information is transparent
- Rates are provided in advance to assist with the county budget process
- Property appraisals provided at no cost (for those in our property insurance program)
- Our programs have been in place for many years and we offer grants and dividends which return benefits and monies back to the members.

An important benefit of CCAP's insurance programs is a variety of enhanced services tailored for our members and typically not available through the commercial insurance market. The pool boards of directors and the staff are constantly looking at ways to expand on the services provided to the members to meet the ever-changing needs of those we serve.

CLAIMS ADMINISTRATION

Claims administration for most of our pools is handled in-house by CCAP staff, providing members with more involvement in resolving their claims. Our full-time staff of dedicated,

experienced and professional claims representatives has been specifically trained to handle public entity property, liability, workers' compensation and other claims.

CCAP's online claims reporting system helps members report claims quickly, and CCAP works with the member to ensure claims are accurately investigated and appropriately resolved. Claims of questionable liability are vigorously resisted and defended. Should litigation arise, the appropriate defense counsel is assigned from each pool's defense counsel panel, and they work with the member to secure the most favorable result, going to trial if necessary. This enables those claims having merit to be closed in a timely and proper manner. It also prevents the pool from expending a significant dollar amount for unfounded claims, which results in a savings for the pool members and their taxpayers.

GRANT AND INCENTIVE PROGRAMS

CCAP's Insurance Programs have grant programs offered to participating members of the following programs; PComp, PCoRP, PELICAN and UC Trust. The four insurance boards have set aside funds for the grants to provide their members with financial support to fund risk prevention projects for their county or county related entity.

STAYING IN TOUCH

Our insurance programs provide regular information to their members in a variety of ways. Each month the *Insurance Matters* email newsletter contains updates on program operations, governance and finances, as well as claims and risk control

updates and reminders of upcoming meetings and workshops. In the spring and fall, the *Glimpse* training catalog is sent to all members, providing a detailed listing of workshop topics, speakers and locations for that season. Some pools have specific newsletters, such as *Safety Essentials*. Periodic risk control alerts are sent to the members when an important issue or new claims concern arises.

RISK CONTROL TRAINING

Among the value-added services provided by CCAP's pools are formal educational opportunities where members can learn timely and relevant methods for improving risk management techniques, averting potential liability areas and generally enhancing their day-to-day operations. More than 40 programs are conducted annually at convenient times and locations across the state to optimize participation. Additionally, a variety of on-line courses are offered to members through several providers and through the CCAP website, for members of certain pools.

RISK CONTROL WELLNESS

CCAP Risk Control Wellness understands that prevention and early detection are necessary to reduce the risk of consequences of chronic conditions. Because employee health and wellness impacts workers' compensation, the Risk Control Wellness Nurse works to bridge the two. Services include education that encourages a healthy lifestyle, assistance with wellness events, and in-house claims review that focuses on treatment and return to work.

RISK MANAGEMENT

Risk management is an integral part of our insurance pools. Consulting services are provided by our risk control staff to assist members with the development of their safety and loss control programs. Services may include: providing "model" safety programs, assisting with the development of return to work programs, offering innovative, evidence-based wellness program ideas to members, participating in safety committee meetings, evaluations utilizing slip, sound and light meters, identifying hazards through on-site inspections, providing training and consulting with our member's staff regarding specific safety and risk control issues.

RISK PREVENTION

Our pools provide an aggressive risk prevention program designed to assist members in proactively identifying potential safety risks. Our risk control staff schedule regular visits to the members, assist safety committees and provide recommendations on ways to reduce risk and potential liabilities. The risk control staff also provides various training sessions on-site, as well as personalized assistance for specific or unique requests that may be made by a member.

RISK CONTROL INCENTIVE PROGRAMS SAVE MONEY

Several of CCAP's insurance pools encourage risk-control activities by offering discounts on annual contributions or premiums based on the member's risk control activities. Members are advised annually which activities can earn credits, and at

renewal, a credit or credits is applied to the coming year's renewal pricing. Two pools provide credits if the member employs a full-time or part-time risk manager. Most of the pools provide a credit for certain levels of attendance at risk control training events.

WHAT IS PUBLIC ENTITY POOLING?

Pooling is a concept and practice that has been in place for many years. Like-minded officials join together for the common advantage of the participants. Nationally, intergovernmental pooling began in the early 1970s to meet a need for risk financing in the public sector. In response, CCAP worked diligently to establish insurance programs for counties and county related entities.

Pooling is rather simple. Instead of transferring risks by purchasing commercial insurance coverages only, counties pool their risks and self-insure. The pool retains a portion

of that collective risk, becoming responsible for claims up to an established dollar amount. Excess and/or reinsurance is then purchased to cover claims exceeding that amount and to protect the pool and its members from catastrophic losses.

Members of the pool pay an annual contribution (premium) to the pool and in return receive insurance coverage, risk management, claims management, education and more! While commercial insurance companies are in the business to make money for their stockholders, CCAP's pools are non-profit. Any excess pool funds not needed to pay claims, administer the program and not needed as reserves, can be returned to the members in dividends or new services.

Among the many advantages of being a member of CCAP's insurance pools are:

- Broad coverages tailored to the needs of county government

- Stable rates and contribution levels
- Shared investment income
- Member involvement in how claims are handled and resolved
- Advanced services to reduce risks and exposures
- Being part of a program with focus on counties and county-related entities

The long-term success of every pool requires a strong membership commitment to the benefits of sharing risks and self-funding the program. CCAP's pool members subscribe to that commitment.

Every Pennsylvania county participates in at least one of CCAP's insurance programs, and the composition of the membership has remained steady. 🍷

For more information about CCAP's insurance programs contact John Sallade at jsallade@pacounties.org.

INSURANCE AND RISK MANAGEMENT PROGRAMS FOR CCAP MEMBERS

CCAP Health Alliance

Health insurance and other employee benefit insurances for counties and county related entities.

CCAP UC Trust

Unemployment compensation insurance for counties and county related entities.

COMCARE PRO

A Vermont based insurance company which provides state required HealthChoices stop loss insurance for inpatient MH and DA care.

PACAH Bonds

Nursing home bond coverage to meet federal patient trust fund requirements.

PELICAN

A Vermont based insurance company started by PACAH and CCAP with a state grant, insures county owned and non-profit nursing homes for general and professional (malpractice) liability, in PA and in Maryland.

PCoRP

The Pennsylvania Counties Risk Pool—property, liability, auto, cyber and crime coverage.

PComp

The Pennsylvania Counties Workers' Compensation Trust—workers' compensation insurance pool, regulated by the PA Department of Labor and Industry.

PIMCC

The Prison Inmate Medical Cost Control program—inmate medical cost consulting program, and also administration of the Act 22 service.

Tax Collector Bonds

Surety bond coverage for tax collectors as required by state law.

Volunteer Insurance

Coverage for medical expenses for county volunteers, work release and court alternative sentenced individuals.

Weaving **Risk Management** INTO YOUR THOUGHT PROCESS



John R. Sallade, CRM

Managing Director, Insurance Programs
County Commissioners Association of Pennsylvania

In this issue of *Pennsylvania County News* we welcome many new commissioners and their home rule counterparts to county government. As you enter this new role, I am certain that issues such as insurance and risk control are not the highest matters on your “to do” list. However, it is crucial that from the very start of your term in office you consider the risk management implications of every action you take.

Risk management is broader than just insurance and risk control. It includes safety, contracts, personnel decisions, email and other communications, and much more. Risk management concerns weave through everything your county does, from jail operations, hiring, firing and all other personnel decisions, maintenance and construction of county buildings, county vehicles, cash management and controls, accident investigations, safety committees, and more.

Risk management is really a thought process, intended to help entities think about whether or not a decision has safety, legal, financial, personnel, or other impacts which could cause the county risk. Determining the impact from a risk management perspective **before** making the decision is essential, because of the need to assess how to finance the risk resulting from the decision.

In summary, here’s the process you should use:

1. Potential decision is under consideration.
2. Determine potential impact on the county from a risk standpoint.
3. Determine how and if the risk can be financed (including insured).
4. Determine if the risk financing is cost effective and worth the assumption of the risk.
5. Make the decision.

A few examples may be helpful (the names have been changed to protect the counties involved):

SIGNING THE CONTRACT

A county contacted CCAP’s property and liability insurance pool, PCoRP, prior to signing a construction contract for a new prison. The county wanted to make sure the insurance clauses in the contract were okay and

coverage could be provided by PCoRP. They were surprised to learn that the contract placed all of the Builder’s Risk liability on them and none on the contractors.

Thoroughly reviewing a contract before you sign it, any contract, is always a good idea. Your insurer should be able to tell you if the risk you are assuming by signing the contract is covered by your current policy, and whether any additional premium will be charged. If the risk is not covered, ask if it is possible to add the coverage, and what that would cost.

Sometimes a separate insurance policy needs to be purchased (as was the case with Builder’s Risk above). You need to give your insurer about two or three weeks to get the answer as they may need to check with their reinsurers if the request is an unusual one. Work with your local insurance producer (formerly called brokers or agents).

THE MDJ'S OFFICE

A county was considering purchasing a building for a Magisterial District Justice office. The location was very good, and the property had been appraised as required by the County Code. The title was checked and was clear. Right before the decision was made, someone overheard a discussion about the property, and mentioned "Oh you mean the former gas station?" Somehow the county had missed checking prior uses of the land, and it turned out there were underground gas storage tanks on the site which had been paved over but never properly sealed. Had the county bought the property it could have been liable for all the cleanup costs for the tanks, and the environmental liability from the leakage.

This is as much a cautionary tale about the purchasing process as it is about risk management. When the county examined the potential risk of buying the property without the tanks being removed, suddenly the deal did not look as good. The county eventually required the seller to remove the tanks and clean up the site before the county purchased the property.

WHEN CONTRACTS AND INSURANCE DON'T MESH

The single worst thing that can happen when a county is sued is to discover the county has assumed a liability but has no insurance coverage for the lawsuit. This is likely to happen when the county signs a contract and does not review the contractual insurance requirements with its insurer. For example, the county might

enter into a contract with a company and in the contract the county agrees to accept general liability and environmental liability for its actions. If a claim arises and the county is named in the suit alleging environmental damage from the construction, the county does not want to find out at that point that they do not have an environmental liability policy. Most counties probably do not have this coverage. It is a separate policy and will rarely be included in other liability coverage the county purchases.

What happens when the county discovers they don't have insurance needed to provide coverage for something in the contract? The county remains liable for the defense of the claim, as the contract does not waive the liability just because the county didn't purchase insurance for the



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All facts and figures are as of December 31, 2018.

exposure. So, the county, through an oversight, now is self-insured for that particular claim.

TRANSIT SYSTEM CHANGES

A county's transportation department decided it no longer wanted to be a department of the county. For many reasons the transportation manager wanted to convert to a for profit entity, with a local board of directors, while still getting some funding from the county. The county commissioners did not see any drawbacks to this, and in fact favored "privatization" of the transit system. However, when the county contacted PCoRP about continuing coverage through PCoRP, they learned that the for-profit entity would lose its governmental immunity if the conversion took place. This would make the new entity ineligible for membership in PCoRP. This was not a major concern, until the county went out and sought insurance bids for the new entity and discovered the cost for a stand-alone transit operation without the governmental connection was much more expensive than the county had been paying.

The county was fortunate they had time to digest all this information before deciding what to do. They were able to weigh the decision of whether or not the increase in insurance costs would be worth the switch to for profit status. The county decided not to proceed with the change.

MANAGING RISK

County decision makers should require their department heads to report on the risks inherent in any decision when the matter is being reviewed and before a decision is made. If your county has a risk

manager (full or part time), the risk manager should be involved in assessing the potential risk to the county. Then the commissioners should be able to not only assess how much a new initiative, contract or project is going to cost, but also what the county has done to make sure the inherent risks are considered and financed.

WHAT YOU DO AND HOW YOU DO IT

Many claims filed against counties arise because of the style used when an action is taken, not necessarily because of what the county has done. I have seen counties fire an employee because of poor performance, but do it in a way which appears to be a firing for some other reason (such as the person being from the wrong political party). When the lawsuit shows up, the county discovered it could not prove the person was fired for poor performance, even though everyone knew of the problems the person had created, because there was no documentation in the personnel file. In fact, the fired employee's job evaluations were all quite complimentary. Without good documentation showing problems over time, most judges and juries will believe the allegations of firing for other reasons. In addition, the back pay and front pay the employee may be awarded is not covered by insurance!

CHANGE CAN BE GOOD, CHANGE CAN BRING RISKS

In your new role, it may be tempting to view many of the decisions made by prior elected officials as erroneous. I am sure there are many things you want to change or have the county do

differently. It is essential every change be evaluated from a risk management standpoint. Consult your county risk manager. If you do not have one, that might be a good change!

Review the decisions and why they are being made. Make sure documentation exists to support the decision. Remember the lawsuit might show up two years later, so documentation is very helpful as your memory may be faulty by then. Make sure the county solicitor has reviewed the matter. Check with your insurance carrier and local insurance producer for advice. Then you can proceed with confidence.

In the more than 30 years I have worked with counties I can honestly say two things remain certain:

1. Decisions made with full consideration of the risk management implications rarely come back to "bite" the county, and 2. suits filed against the county more often than not are the result of actions or decisions made quickly, unilaterally, and without full consideration of the risk management implications. 🍷

Note: This article is not intended to be legal advice, and the author is not an attorney. Counties are encouraged to review the matters included in this article with their solicitors and the county's local insurance producer.



ENGAGE AND EMPOWER WITH TECHNOLOGY

Michael Sage
Chief Information Officer
County Commissioners Association of Pennsylvania

In the ever-changing landscape of technology and cybersecurity, it is crucially important for counties and their staffs to stay abreast on current initiatives. It's often difficult to sift through the mounds of information, best practices, resources and cyber threats thrown your way on any given day. To assist - technology has the ability to engage, connect and empower! Technology helps counties operate efficiently and effectively, increase productivity, optimize investments, reduce costs, promote collaboration across county teams and departments, and creates a heightened level of security.

COMMITTED PARTNERSHIPS

With the influx and evolution of new technologies and the vulnerabilities of cyber threats daily, it's sometimes difficult to navigate and understand what's best for each individual county and their respective departments. This is where CCAP Technology Services is committed to partnering with all 67 Pennsylvania counties to deliver a valuable and dynamic experience

that evaluates and understands the unique technology and cybersecurity needs of each county as well as offers a wealth of cost-saving products, programs and responsive solutions. Our team is highly dedicated to each counties' successes and technological advancements through the value and offerings of the following programs, services and solutions:

- Technology CORE Program
- Managed Enterprise Agreements
- Unified Case Management System
- Court Appearance Notifications
- Technology Vendor Partnership Program
- Web Design and Hosting Services

How can we partner with your county to evolve your technology and cybersecurity initiatives? How can we help connect and unify your criminal justice agencies and reduce your costs? How can we help give your county a voice to tell its story and deliver value to your constituents? And, how can we help protect your county from a cyber-attack?

RESPONSIVE SUPPORT

The mission of CCAP Technology Services is to provide responsive, high-quality, innovative and cost-effective technology services through leadership, collaboration, and innovation. We also support Pennsylvania counties and constituents by providing education, purchasing, collaborative and shared technology services. ▀

For more information about CCAP's Technology Services contact **Michael Sage, Chief Information Officer, msage@pacounties.org.**



COUNTY COMMISSIONERS
Association of Pennsylvania

THE VOICE OF PENNSYLVANIA COUNTIES

2020 **County Government PRIORITIES**

Committed to the core responsibilities of county government—and ultimately to the people and communities of Pennsylvania.

Increased Funding for Mental Health Services

The commonwealth and its county partners must work together to fully support the needs of our citizens and our communities that are impacted by drug abuse, mental illness and developmental disabilities.

Community-based mental health services—such as community residential programs, family-based support, outpatient care and crisis intervention—are critical to the well-being of our constituents and communities. Funding levels for county mental health services have direct impacts on whether these important community and family supports will be available. This includes increasing mental health base funds for expanded services, beds and diversions, as well as abandoning efforts to dismantle Behavioral HealthChoices, which has provided important behavioral health services to some of Pennsylvania’s most vulnerable community members.

Counties have been able to coordinate and invest in those programs and services that meet local needs and challenges, and clients and their families have been highly satisfied with these local services.

COUNTIES SUPPORT:

- Commitment of full and sustainable state and federal funding for behavioral health services at a level that responds to societal and economy-driven increases in caseloads.
- Prioritizing the state-county partnership in service delivery to continue efforts to integrate services.
- Preserving the Behavioral HealthChoices program so counties can continue providing local mental health services in the most effective way possible.

For more information on **increased funding for mental health services**, contact **Brinda Penyak** at (717) 736-4737 or bpenyak@pacounties.org.

Solutions to the Emergency Medical Services Crisis

Our municipalities wrestle with a decline or outright lack of emergency services in many communities. Counties and the commonwealth are uniquely positioned to work together with our municipal partners to develop and implement EMS policy solutions that include securing sustainable resources and supporting systemic capacity building to meet the needs of our citizens.

Emergency medical services (EMS) in Pennsylvania are in crisis, affirmed by findings of multiple studies and most prominently in the 2004 SR 60 report, and reaffirmed in the report of the legislature's SR 6 Commission, released in 2018. CCAP membership expressed a need to develop the CCAP EMS Task force to explore whether counties could help address the issues raised in these reports. The Task Force developed a set of recommendations for each topic area, identified the related policy considerations, and noted opportunities for counties to contribute to the solution, including retention and recruitment, reimbursement rates, funding, coverage, service models, risk reduction, EMS Act and regulations, technology support and training requirements. Legislatively, the Task Force, working with CCAP's County Governance Committee, will seek to be an active partner with state policy makers in seeking policy and funding solutions to assist with this crisis in the coming year.

The full EMS Task Force report can be found at www.pacounties.org by clicking Resources and Reports under the Government Relations tab.

COUNTIES SUPPORT:

- Statutory authorization for county or multi-municipal authorities that would be capable of county-wide or regional EMS service delivery, including paid staffing, optimization of service deployment and service areas, and dedicated funding sources.
- Collaboration among state and federal agencies, the legislature and stakeholders to provide technology tools to municipalities, counties and EMS providers that enable them to better assess current strengths and vulnerabilities, improve dispatch efficiencies, and plan for current and future needs.
- Addressing system funding needs that support the variety of service models in operation in the commonwealth and provide sufficient resources to address community needs.

For more information on **solutions to the emergency medical services crisis**, contact **Ashley Lenker White** at (717) 736-4755 or awhite@pacounties.org.

County Property Tax Reform

If policymakers want to talk about real, comprehensive property tax reform, they must bring counties to the table as part of a conversation about the entire local tax system.

Demands on county services continue to grow, and counties face new and expanded mandates, while state and federal funding often fail to keep pace. This only puts more and more pressure on county property taxpayers, because counties have no other source of locally generated tax revenue. While counties must work with our state and federal partners to assure an appropriate balance of financial responsibility for programs and services, they also need a modernized tax base. And importantly, policy makers must understand that property tax reform is not just about schools. Counties seek additional taxing options, such as sales or income taxes, so that they can reduce their reliance on property taxes and decide locally what revenue sources work best for their communities.

See estimates of county optional tax yields at www.pacounties.org by clicking Government Relations, then Resources and Reports, under the Assessment and Taxation heading.

COUNTIES SUPPORT:

- Options for counties to levy a county sales, personal income or earned income tax of up to one percent to allow counties to reduce their reliance on the real property tax.

For more information on **county property tax reform**, contact **Lisa Schaefer** at (717) 736-4748 or lschaefer@pacounties.org.

Rural Broadband Expansion

The collective future of Pennsylvania hinges on addressing the challenges to rural broadband expansion that are preventing access to opportunities and information to many of our residents.

Counties have chosen rural broadband expansion as a priority for the second year in a row, to build on the partnerships developed in 2019 that can help deploy the resources and data needed to make meaningful progress on broadband expansion. For instance, state legislation was introduced and federal grants awarded, while counties also participated in hearings and began to look at creative local solutions. But there is still no comprehensive solution or strategy to help expand broadband services throughout the commonwealth. Counties will continue to explore ways to work together with public and private partners to address the critical need for internet access—as a tool for education, health care, emergency services and other key parts of our everyday lives. The health and future viability of our rural communities has an impact on the strength of our entire commonwealth, and broadband expansion will be a critical tool to move all of Pennsylvania forward together.

COUNTIES SUPPORT:

- Working together with federal, state, local and private stakeholders to develop strategies for successful rural broadband expansion.
- Identifying successful approaches and sharing best practices that can be replicated with other comparable communities.
- Partnering with higher education and other research entities to leverage data and other resources.

For more information on **rural broadband expansion**, contact **Melissa Anese** at (717) 736-4718 or manese@pacounties.org.

Adult Probation Funding

State funding for county adult probation services has been stagnant for many years, even while the expectations of the county probation system are increasing, limiting how effectively counties can use these programs as part of a comprehensive criminal justice system.

Nearly all of Pennsylvania's counties provide adult probation services, which support community supervision options for non-violent offenders and assist counties in making smart decisions about the use of jail and reducing recidivism. State funding provides adult probation grant-in-aid that helps offset county costs to train personnel and maintain and improve services, but has remained stagnant after years of decreases even as needs increase and shifts in focus to pre-trial supervision are further stressing already tight resources. Implementation of the second phase of the Justice Reinvestment Initiative is a critical first step in reexamining how the state and counties approach the judicial system and providing funding support. Without the less expensive and more effective option for community-based supervision, more non-violent offenders are likely to be diverted to more costly jail sentences. Increased and improved coordination of funding will allow the appropriate use of limited resources for increased public safety options.

COUNTIES SUPPORT:

- Increased state funding support for county adult probation services that correspond with growing need.
- Implementation of the Justice Reinvestment Initiative 2.
- Options for improved coordination of funds for supervision fees at the local level.

For more information on **adult probation funding**, contact **Brinda Penyak** at (717) 736-4737 or bpenyak@pacounties.org.



Touching the Lives of Every Pennsylvanian

County governments are responsible for a wide variety of critical services, including provision of human services (mental health, intellectual disabilities, juvenile justice, children and youth, long-term care, drug and alcohol services, housing) to people in need in our communities. In addition, counties are responsible for emergency management and 911 services, administration of the courts and corrections system, elections, maintenance of county bridges, and the county property assessment rolls, and also are involved in environmental and land use planning, protection of open space and community and economic development.

The County Commissioners Association of Pennsylvania (CCAP) is the voice of county government; a statewide nonprofit, nonpartisan association representing all 67 counties in Pennsylvania. CCAP members include county commissioners, council members, county executives, administrators, chief clerks and solicitors. CCAP strengthens the counties' abilities to govern their own affairs and improve the well-being and quality of life for every Pennsylvania resident. It advocates for favorable state and federal legislation, programs and policies on behalf of counties. CCAP is committed to service excellence through education, information, insurance, technology and other programs that support effective county government. Founded in 1886, CCAP is an affiliate of the National Association of Counties (NACo).

For more information about any of the 2020 County Government Priorities, please visit www.pacounties.org and click on Priorities under the Government Relations tab or email PACountiesGR@pacounties.org.



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**FULLY INVESTED IN OUR CLIENTS' BEST
INTERESTS**

What Does County Government Actually Do?



Kathi Cozzone

Past CCAP President and
Former Chester County Commissioner

After nearly 12 years as a Chester County commissioner I still received confusing looks at times when I told people what a county commissioner does, how the government that I was elected to oversee serves them and how it definitely impacts their lives.

It was enough to drive this former commissioner to distraction, and I'm sure commissioners across all 67 counties completely relate or soon will as your term begins. But I smiled and carried on. What is it they say ... people only truly understanding things when they have reached a point of readiness? And if that's the case, why is the point of readiness so elusive and infrequent when it comes to local government understanding?

We all know that we can explain things over and over ... provide the most eye-catching well-written literature and even point people in the direction of the county website that explains exactly what each county department does. Chester County makes efforts to explain in detail the programs and services provided. The county has reached out through On the Road evening commissioner meetings, through six-week free School of Government classes, and even informal Coffee with the Commissioners events (and in the summer, Ice Cream with the Commissioners—yum!). And in this social media-driven world, county staff does their best every day to highlight examples of what Chester County government actually does. All of these

efforts help, but really only reach a small percentage of citizens, and usually those who want to learn more because they are already engaged in their local community.

ENGAGEMENT

Speaking of engaged citizens—I love them. And in Chester County we are lucky to have so many who support their local community: who volunteer, who support senior centers and non-profits, who look after our parks and trails, who serve on authorities, boards and commissions, who are volunteer firefighters and EMT's, and who stand up for what they believe to be right.

More recently, the latter group—those who stand up for what they believe to be right—has increased. Not just in

Chester County, but across the state and the nation. This is a good thing, as long as there is an understanding of which level of government they should be addressing to voice their thoughts, their rights and their requests. It is your role as a county commissioner to respond to and help direct all engaged citizens in their efforts to find answers, to help their neighbors and possibly even to seek elected office positions themselves.

Although let's face it, sometimes we can all relate to dear Leslie Knope of TV's Parks and Recreation, who said, "These people are members of the community that care about where they live. So, what I hear when I'm being yelled at is people caring loudly at me."

Which brings me back to communicating what it is Chester County (and every other Pennsylvania county) government does; how programs and services impact our citizens' lives. CCAP's resources can help a lot with this, and Chester County will be the first to say that we have taken CCAP's good ideas ... its template leaflets, articles, letters and press releases ... and tailored them for the Chester County audiences. But three consecutive terms as a commissioner—attending public meetings, speaking engagements, tours of county government funded organizations and non-profits, check presentations, ribbon cuttings—and of course chicken dinners—helped me to come up with another approach to summarize for our citizens what county government does (and doesn't do) in Pennsylvania.

In true David Letterman fashion, I have summarized it as a Top 10 list.

TOP 10

"What county government actually does (and by inference doesn't do), and how it impacts you."

10

Property Assessment

or "We set the rate, and you pay us a bit of your overall property tax, but don't blame us for your total property tax bill."

The Assessment Office maintains the assessment rolls that are the basis of property taxation for counties—but also for your own municipality and your school district. Staff maintains property values to assure fairness, equity and uniformity; they oversee the process of determining property values and update county tax records; and they hear assessment appeals when you think your property is reported to be worth more than you believe to be true.

Oh, and property taxes don't cover every county government program and service. A big portion of revenue comes from federal and state monies.

9

Voter Services

or "On Election Day we run the show, count the votes and post and verify the results. And every other day we do a lot too!"

Voter Services is responsible for all aspects of running elections under the state's election code in Pennsylvania, the federal National Voter Registration Act and the Help America Vote Act. Counties accept and verify new and changed voter registration applications, find and train poll workers for election days, process absentee ballots, find polling places throughout the county and verify and report election results. Voter Services also purchases and maintains all election equipment, and pay for all primary, general and special elections.

8

Courts and Corrections

or “Everything you see on ‘Law and Order’ including detectives, prosecutors, judges, courtrooms and the county prison. But we don’t have the catchy ‘doink doink’ sound track.

County government operates the Court of Common Pleas, district courts and all of the services related to both—probation, parole and pretrial services, juvenile probation, domestic relations, jury service, court reporters, court administration, and three areas that require full explanations in themselves(!) - the Clerk of Courts, the Prothonotary’s Office and the Register of Wills/Orphans Court. (That is another Top 10 list on its own!)

We also operate specialty courts and community corrections including Veteran’s Court, Drug Court, Mental Health Court and Recovery Court. The county also has responsibility for the District Attorney’s Office, the Public Defender’s Office and the county detectives.

Then there’s the Sheriff’s Office, which is responsible for the safety and security of all county buildings and courts, prisoner transportation, Sheriff’s sales of real estate property, serving warrants and a comprehensive K-9 unit.

7

Transportation

or “Chester County does not own any roads.” We have 95 bridges, but no roads. Period.”

All roads in Chester County are either owned by the state or by local municipalities—so one thing we don’t do is fix potholes; but the county can identify whether a road is either state or locally-owned so you can know where to go to report a pothole! Although the county does not own any roads, it does own 95 of the bridges in the county and have a bridge crew and work with PennDOT to maintain or replace those bridges.

Through the Planning Commission, Chester County works alongside PennDOT and its planning organizations, to ensure that transportation infrastructure meets the needs of our citizens and businesses, now and especially in the future. The county also funds paratransit and medical assistance transportation services, and offers input on public transportation services.

Did I mention, we don’t own roads?

6

Planning and Land Use

or “We’re the fastest growing county in Pennsylvania. We have no choice but to plan, and we’re good at it too!”

Chester County’s Planning Commission addresses issues such as where we should grow, housing needs and environmental protection, while helping to account for future demand for services.

One key word—Landscapes³. The county’s Comprehensive Plans, Landscapes and Landscapes², were so good, it adopted a third one! In everything that Chester County commissioners do, they plan. There is no better example of this than the Landscapes series that has helped the county to manage tremendous growth, and to set Chester County up for a predicted 30% growth in the next three decades.

So yes, Chester County prepares comprehensive use plans—including transportation and environment planning. The county also reviews the planning, zoning and subdivision proposals of all of our municipalities, and provides advice (we cannot enforce) to make sure there is consistency in land planning throughout the county.

It also uses really cool Geographic Information Systems to analyze spatial information (look up spatial) and databases.

5

Open Space Preservation, Parks and Trails

or “Green Acres is the place to be—and Chester County’s 30-year investment in them is paying dividends.”

Open space preservation programs provide county park and recreation opportunities, preserve significant natural and historic areas and encourage revitalization and development of urban areas. Thirty years ago, Chester County was the first in the region to formally set aside funds for rigorous open space preservation, and today, nearly 30% of Chester County is permanently preserved including over 500 farms, public parks, homeowners’ associations and nature preserves. Chester County’s investment in open space has also leveraged millions more dollars in funding from private landowners, conservancies, the state and municipalities.

Chester County manages six county parks that hold annual events like Sheep and Wool Day and the Old Fiddlers’ Picnic, as well as educational programs and community activities. The county has built and maintains more than 21 miles of open regional trails with more miles to come.

The great news is that a recent Return on Environment report evaluating the true benefits of open space preservation in Chester County confirmed a significant increase in the value of homes located close to preserved green spaces as well as savings in flood control, air and water pollution mitigation and health benefits.

4

Environmental Services

or “We love our natural resources and have some great (some would even say geeky) experts who make sure they are protected.”

It is the county’s responsibility to work with local municipalities, state and federal governments and agencies to protect and restore critical natural resources. Chester County does this through its Water Resources Authority and its Conservation District.

Staff in the Water Resources Authority ensure Chester County provides flood protection, reservoir water supplies, storm water management and water science, information and planning. So, when it rains a lot—or doesn’t rain a lot—our water resources people are called by the media to explain why(?) and what it means for everyone who lives here.

The Conservation District staff promote sustainable use of natural resources including soil conservation. They assist builders, contractors, developers, farmers and others in developing conservation programs—bringing together local, state and federal agencies to design creative solutions to many conservation and pollution issues.

3

Emergency Services

or “9-1-1, what is your emergency?”

When you call 9-1-1, you are contacting the emergency call center run by the county. The 9-1-1 call takers—formally known as telecommunicators—then dispatch the relevant first responder service located across the county. So, they take your 9-1-1 call, then immediately contact the local police, fire or emergency medical service organization located close to you.

But the Department of Emergency Services is responsible for so much more. It prepares and rehearses all-hazards emergency response plans in coordination with federal, state and local agencies. It leads local and regional homeland security planning and it supports the volunteer recruitment and retention efforts of our first responders.

The county also has built and operates a state-of-the-art Public Safety Training Campus that helps all of our 5,000 first responders train separately and together to prepare for every emergency situation that could come our way.

TOP 10

2

Health and Human Services

or “Meeting the most critical service needs that protect the most vulnerable citizens in Chester County.”

The biggest portion of Chester County’s \$500+ million budget comes from federal and state grants that help to provide programs and services that the county must provide. Programs and services that help our children and young people including fostering and adoption; those suffering from drug and alcohol addiction; individuals with intellectual disabilities or who suffer from mental health issues; our seniors and elderly citizens; and those experiencing homelessness.

Chester County also has a long-term healthcare facility, Pocopson Home, that offers medical and nursing services, and a Youth Center that provides special programs for youth who are receiving services from the County’s Juvenile Probation Department and the Department of Children Youth and Families.

The county’s Veterans Affairs Department offers benefit information and application services to all veterans and their families.

And Chester County’s Health Department is nationally accredited to provide public health clinics, environment health services, public health education, and wellness programs for Chester County businesses.

And, if you want your well or sewer inspected, Chester County government does that, too. It also inspects all restaurants and eating establishments. But it does not do both restaurants and sewers in the same visit! Eww.

1

Everything Else

that isn’t a township, borough, city, state or federal government responsibility!

OK—so limiting all of county government’s responsibilities into a Top 10 means that the final point becomes a catch-all listing of services.

You want to get married? Contact our Register of Wills Office for your marriage license (makes sense, right?).

Need a dog license? ... a hunting license? ... a fishing license? ... a small-games of chance or bingo license? Contact our Treasurer’s Office.

Selling or buying a house and need to record the deed? Contact our Recorder of Deeds Office (that one makes sense, too!).

Want help with your passport application? Have your photo taken at Chester County’s Sheriff’s Office then walk down the hall to the Prothonotary’s Office to complete and send off the application.

Want to research your Chester County family ancestors or find out about Chester County’s 337-year history, visit the Archives and Records Office (they are definitely history geeks and you will love them).

And, there you have it. One former county commissioner’s attempt to explain what county government actually does, and indeed, how the roles and responsibilities of county government really do impact the residents and businesses of the county. There is SO MUCH MORE that counties do, but hey, this is a start. Have it on hand when you come across anyone who is actually at that elusive point of readiness.

Feel free to beg, borrow or steal any of the Top 10 and tailor it for your own use, for your public meetings, your social media posts and to hand out at your chicken dinner events. Who knows, maybe even one day, when you explain that you are a county commissioner, someone may come back at you to say they actually know what county government does!

Then again ... 🍷



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CONNECTING



Ken Kroski
Director of Media and Public Relations
County Commissioners Association of Pennsylvania

with the Media and Your Audiences



As a leader, communications skills affect everything you do. Planning and delivering successful media interviews incorporates the broad strokes and fine lines of many types of communication and includes lessons that can be used in large group settings, one on one discussions and everyday interactions. The true, positive impact of those communications comes when you truly connect with your audiences.

Most media interviews are relatively simple and straightforward. Others rely on a headline worthy quote or angle that can sell the story. The key is trying to make that work to your advantage through strategic messaging—knowing what needs to be said and when it needs to be said—the big picture and the details.

Now, granted, a ten-minute media interview might net you ten words in the news report, but it also is a potential opportunity to tell your story, educate the reporter and get the correct facts to your constituents.

THE MEDIA NEEDS YOU AND YOU NEED THE MEDIA

The media cycle is 24 hours a day, and media interactions come in many forms at any time: a recorded phone call; an on-camera interview; a studio talk show with distracting lights and sound checks; a social media post; a sit-down interview at a radio station where you may get the chance to expand and inform; or public speeches and testimony. Everything you say is about passing the headline test. Will it represent you, your county and your residents effectively?

The key is understanding that you are being seen as the expert or a viable source at any moment in time. Tragedy, conflict and failure are scintillating, but most of the time you are responding to complex public health, budget and safety issues, or advocating legislative action. At first contact from a reporter, clarify as much as possible about the reporter's needs and their deadline so that you effectively can prepare. If the

media can get the story and you can get your message across it helps everyone involved. And remember, the media representative may only know what he or she has seen in other media reports. That information may be correct or incorrect, so this is your time to teach the reporter, something that may come in very handy down the line. If you are seen as the go-to person by media representatives, they will return. It's up to you whether they return for the right reasons.

STRATEGIC MESSAGING

The shotgun approach to messaging usually produces a scattered result—not necessarily a bad thing—but it may not lead to the best results. A strategic approach—the right message at the right time by the right person—usually makes better use of limited resources and time, as well as produces a concentrated effect. In the absence of information, people tend to make up their own, but timing is a call that can only be made by you and your fellow leaders.

Knowing your audiences while you are preparing the messaging is critical. You may be speaking to a media representative, but you are communicating with residents, legislators, employees, business partners and others. Many understand the issue, many do not. Getting to the ones who do not necessitates providing them with information in a way they can understand. Ask yourself, "Why is this important to the person with whom you are trying to connect?" Make people think about what they are not thinking about.

You also may be speaking with more than one voice; your official capacity in your county and/or your role as a member of the County Commissioners Association of Pennsylvania (CCAP). At times, they will require the same messaging; other times, something a little different. Keeping those voices clear goes a long way to accomplishing your goal and being perceived as reliable.

PREPARATION AND PERFORMANCE

If you don't have a media philosophy in your organization, it's time to clarify one. What could possibly be considered news? Should the subject matter expert speak with the media or is it someone else? Who does what, when and how? Know your process because you may not have much time to respond to a critical issue. Having a template of prepared responses to typical or important issues also helps, especially for emergency situations. However, nothing beats a word by word analysis of the sound bites, particularly since the most difficult task you face may be explaining extremely complicated issues in short sentences.

Whatever the message, try to use positive words in your sound bites; words such as actively, balanced, common sense approach, comprehensive, cooperative, effective, innovative, meaningful, reasonable, responsible, solutions, vigilant and working. Build your responses by using carefully thought out analogies and percentages that your audiences will understand. You must communicate in their language and give them context that can be understood. Express empathy and concern in a genuine manner. Sometimes, people don't care what you know, until they know that you care. Concern for their families and the future is why we do what we do, so say it, while you're getting the facts out. And, by all means, explain the positive actions, so your audiences know that you are working for them.

Control is the key. Control your methods. Control your messaging. Control your performance. You want to be credible, clear, concise and calm, so being prepared by understanding the past, present and future of the issues, knowing the red flags, and focusing on what's best for counties and their residents are crucial. That's where being informed, whether it be from CCAP communications or those with whom you work in your county, is crucial to you feeling comfortable while presenting the issue. The comfort and the credibility created from preparation will come across to your audiences, even in small ways. And, research existing media reports on the issue. As mentioned, that may be what the reporter is doing, so it will help focus on imparting the correct information.

It also may help to have someone on your team with you at the interview. They may be able to catch things you miss, spot trouble and gently interrupt, or offer advice for the next interview.

SCRUTINIZE YOURSELF

If you're new to the scrutiny of media interviews or even if you're not—practice, practice, practice. Learn how to control the nervous energy that sometimes accompanies these rather unnatural situations. Perform in front of a mirror, a trusted ally or mentor, or anyone who will give you an honest assessment. Have someone play devil's advocate. If the issue is big, perform a mock interview with negative questions. It may be uncomfortable, but it will help you with all aspects of your job.

Video the practice so you can see your facial expressions, hear your voice inflection and watch your body language. If you're on TV, people will first listen with their eyes. On radio, people not only hear your words, but also your commitment and professionalism. They listen between the lines. Seeing and hearing yourself helps to ensure that you are perceived as knowledgeable and genuine.

And don't forget to ask yourself questions. What are my strengths and weaknesses? Am I the best person for this particular response? Do I need an outline to review before I perform? Am I ready to sound natural and informative? Am I prepared for a friendly interview and a confrontational interview? Have I truly taken the time to anticipate the reporter's questions?

TELL YOUR STORY

Reach Out to the Media

Cultivating relationships with your local media representatives—the conduits to many audiences—is crucial to accurately tell your story and the story of your residents. Engage reporters via emails, face-to-face meetings, phone calls, news releases and social media. Send them newsletter, reports and website links. Invite reporters to commissioners' meetings, tours and events. Get to know their work and how they want to receive information. That will help to target which reporter may be interested in a specific story. Be their go-to person.

INFORM, ENGAGE, INFLUENCE, MOTIVATE

Know your strategic purpose for the outreach. Is it to share new information, give informed reactions to events, change perceptions, educate, correct misinformation, create partnerships, encourage legislation or market events? Pitch stories succinctly. Focus on why the reporter or the public should care, how the issue affects the community and the lives of your residents. Make it timely and relevant. Involve other voices, if needed, to explain complicated messages or build consensus.

You can't be seen if you're not visible. You can't be heard if you're not talking. You can't connect if you're not telling your story.

SAY ONLY WHAT YOU WANT TO BE HEARD

Let me repeat that—say only what you want to be heard! Know when to stop talking. There may be many facts that you need to emphasize but prioritize your three main points—three positive sound bites—and keep making them. It significantly increases the chance that they will be in the published report. Keep the reporter on track. Say the headline. Get your message across, not the reporter's message.

If you're taken off track, bridge back to your message by saying:

- The facts are ...
- Another way to look at this is ...
- The thing that everyone really needs to know is ...
- I can clarify this issue by ...
- Allow me to put this in perspective ...
- Our residents will benefit from ...

If a question begins with "Tell us what went wrong," don't start the answer with "Well, what went wrong was" It's a good time to bridge back to reason, facts and the primary sound bites. Practice explaining the negatives without sounding negative.

Part of knowing when to stop talking includes realizing it in mid-sentence. If you don't like where your sentence is heading, stop and start over. It will give you three seconds to gather your thoughts and say the right thing. The person who edits the interview probably wants a clean sound bite, too. If it is a live interview, it's also OK to start over. It makes you sound thoughtful and can avoid continuing a thought that may be interpreted negatively.

And remember, you always are on. Consider the recording device active, at all times, even before or after the actual interview. If you have a

microphone attached to you for the interview, remove it immediately afterwards and turn it off.

Speaking in sound bites is difficult, especially with complex issues. But, the more concise you are—the better the chance that you will not be misquoted. If an issue is complicated, as is usually the case, consider giving the reporter background information or a fact sheet in writing prior to the interview, so they have time to process it. It can take a lot of pressure off of you and help you to avoid saying too much. Just as with others in your daily life, you may interact with reporters who are difficult for various reasons. Be sure to clarify all aspects of the interview, issue and deadlines. Try to reach an agreement on the parameters of your communication. In some instances, a written reply may be best.

MEDIA INTERVIEW TIPS

- Be credible, clear, concise and calm
- Know your subject matter and the red flags
- Know your audiences—use examples that mean something to them
- Make your primary points first and keep repeating them
- Speak in sound bites
- Say only what you want to be heard; AKA: know when to stop talking
- Give the same answer over and over, even if the question is posed differently
- Use positive words and explain positive actions
- Do not repeat negatives
- Bridge to positive sound bites ... “County residents will benefit ...” “The facts are ...” “Another way to look at this is ...” “Allow me to put this in perspective for you ...”
- Do not speculate
- Say “I’ll have to clarify that issue and get back to you”
- Correct and educate the reporter
- Take a physical and mental breath
- Stop and start a sentence over if needed
- Pass the headline test!



DO NOT GO THERE!

The do nots are sometimes more important than the dos. You may be asked the same question in different ways in order to elicit a different response. Do not take the bait. Keep repeating the answer the same way over and over, if necessary. And, by all means, be prepared to correct any mistakes the reporter may have made in a question or comments. It's important to actively listen to the reporter even though ten other things are going through your head. At the same time, be prepared to speak through interruptions by saying, “I’ll be glad to answer that, but please allow me to complete my previous point.”

If you are not sure or don't feel comfortable answering a question, it's OK, even advisable, to say “I’ll check on that.” Get back to the reporter in time for him or her to complete their report. Showing the reporter that you want to give the best information helps to be viewed as credible. Speculating can lead to a negative headline but sticking to the facts and the positive message helps to get to the aforementioned big picture and details while accurately informing your audiences.

Do not surprise your associates. Nothing should be said that will come as brand new to others on your

team. Do not lie. Do not introduce red flags. Do not say “No comment.” There is no such thing as “off the record.” Avoid using jargon. Watch for saying “uh” as a placeholder. Do not allow the interview to run past the allotted time. Do not go beyond agreed upon topics. Avoid direct, negative sentences such as “We did nothing wrong,” “Our residents have to understand this,” or “This is someone else's fault.” Do not debate the reporter. And, do not get funny or risqué; that can backfire in a hurry.

PRONUNCIATION, ENUNCIATION AND BREATHING

No one is perfect, but the way you use words and pronounce them is important to being viewed as professional. How many times have you heard asterik for asterisk, especially for especially, fizical for fiscal, jewlery for jewelry, library for library, nuculer for nuclear, or pitcher for picture? It's part of being aware of your strengths and weaknesses.

One last thought—this may sound odd—but remember to breathe. And by that I mean a physical and mental breath to prepare or compose yourself. Shallow breathing can distort your thoughts and throw off your timing. Steady breathing helps to keep your focus on the conversation, your eye contact with the reporter, and your overall balance to get the job done. Remember, your goal is to be credible, clear, concise ... and calm ... but with energy. With preparation and practice your insights and experience can help accomplish your county's goals and inform your audiences about the value of our services and our commitment to our constituents. 🍷



GET THE WORD OUT

LOCALLY

The National Association of Counties (NACo) and the County Commissioners Association of Pennsylvania (CCAP) work year-round to provide information and influence at all levels of government, as well as with the media, the public and other constituents. We cover a wide range of audiences by making thousands of connections and hundreds of media hits but nothing beats your audiences getting information from local sources in your county—in other words—you.

In addition to your media, legislative, publications, public meetings, website and various other methods of reaching your audiences, there are numerous NACo and CCAP materials that make it easier for you to get the word out. Much of it is ready to publish or copy and paste along with your local messaging.

CCAP ADVOCACY AND COMMUNICATIONS RESOURCES

County officials and their staffs have important roles to play in advocating for policy changes at the state level and informing the public of important programs and services. CCAP's Government Relations website tab at www.pacounties.org has resources that allow counties to quickly contact their legislators and constituents regarding key issues before the General Assembly.

Among these resources are information about counties' priorities, talking points and sample resolutions on important issues. And, Pennsylvania Counties Are and Pennsylvania County Human Services Are fact sheets offer a quick and easy way to teach audiences about how counties touch the lives of their residents every day. The fact sheets give succinct and valuable summaries on services related to elections, assessments, human services, courts and corrections, planning and land use, emergency services and transportation.

Also on CCAP's Legislative Action Center under the Government Relations tab, you'll find articles on

engaging legislators, working with media representatives, developing influential messaging and speaking skills, and other materials for your use.

NACo RESOURCES

At www.naco.org, NACo's Counties Matter campaign includes data to help you explain the county role in key areas of everyday life, including infrastructure, justice and public safety, health, human services, public lands and other functions like elections, parks and record-keeping. NACo also has launched an enhanced version of its online interactive County Explorer tool, which includes hundreds of data points and printable profiles on every county, parish and borough in America. It's also been upgraded to navigate and use on tablets and mobile devices.

Also, check out NACo's iCivics and Counties Work materials, as well as NACo's Media Relations: A Guide for Counties booklet. And, the National County Government Month's toolkit will help you plan for the annual recognition each April. It also includes prepared materials for use as proclamations and media releases. 🗳️

CONGRATULATIONS!

YOU'VE WON!



**Now Coach Your Way
to Success**

Now that the election is over and you have won your contest, it's time to move into the role of leading and managing a workforce that can range from hundreds to thousands of employees. The budget can range from millions to billions of dollars, depending on the size of the county. This can look like a daunting task, but with a little insight from experience, you can make the transition with as few bumps as possible and increase your chances for success. Here are some things to consider:

COUNTY GOVERNMENT IS NOT A BUSINESS

Many newly elected officials come from a business background. Because of this, they may view county government through that lens, believing that you can run it like a business. While there may be opportunities to increase efficiency and effectiveness, county work is often dictated by state and federal laws and mandates. And these things usually come without adequate, or sometimes any, funding. And where does the actual funding come from? Well, mostly—taxes, and then grants and fees. This presents challenges when we are all looking for fiscal restraint. Going in, we need to know what we have to provide in the way of services, and what we want to. This can help us make better decisions on where to spend our precious resources.

SO, WHERE CAN WE HAVE A SIGNIFICANT IMPACT ON COSTS AND SPENDING

One of the most capital-intensive areas of the county budget is staff salary and benefits. While staffing complements may be juggled for lean operation, understaffing and poor benefits can have disastrous results. Mistakes in this area can result in departmental understaffing or leave the county unable to attract and keep good, professional employees. Employee turnover can have a huge financial impact. Replacing even one employee can cost the county up to half their salary in recruiting, hiring and retraining costs.

Reducing this financial burden on the county is something we can address, and our leadership style will go a long way toward helping retain our best employees while attracting excellent

new hires. Here are some issues that will impact that process.

First of all, here's a little secret: *Most employees don't leave their jobs, they leave their bosses.*

It's not necessarily the pay that drives out good employees. It is the way they are treated by their leaders, supervisors and managers. What we need are strategies to keep them invested in the mission of county government and the services it provides to constituents. In order to craft effective leadership strategies, we need to know what our employees' value. From there we can create a leadership style and culture that nurtures these goals.

And today's employees are looking for a coach, not an old school boss. Each generation of employees looks for different things from their leaders. The old ways don't work so well these days. Top down, linear management styles are fine for military and similarly

structured work environments, such as police and prison staff. But everywhere else, employees want a leader who can provide clear vision and direction, appreciates and defends them and their work, while providing the tools and encouragement that help them become their best at what they do.

So how do we accomplish this? Relationships are very important. You need to make an investment of time and intention to get to know your employees. Find out who they are, what makes them tick, what they value at work and in life.

Many employees want feedback almost continuously. A lot of employees, especially the younger generation, are looking for feedback on a regular basis about their performance. This is not necessarily egocentric. Most of them grew up working and playing on teams. They had coaches they trusted and believed in. Coaches don't teach and direct only once a year—they work with their team members on an ongoing basis. This is what many of your employees are looking for.

How does this look in action? Well, your employee has a problem. What is your response?

The boss's response:

- I'll take care of this.
- Let me call them up and get this straightened out.

The coach's response:

- Tell me what you've done so far.
- What are you thinking of doing next?
- Is this something you've done before in this situation, or a new approach?
- If this doesn't work, what "Plan B" might you try?

Good coaches are responsible for team and department results, but they engage employees as valued individuals.



THE COACHING APPROACH

The best leaders and managers use a coaching style: they work with their staff members to establish performance plans; guide, discuss, encourage, impart wisdom, and generally help them to achieve as part of the team; correct them, head off inappropriate behavior, deliver constructive criticism, and encourage better approaches when they are needed.

Coaching is a style of supervision and it needs to be done within the performance review system. A good/coach/supervisor refers to the performance plan as the document that sets expectations that the employee is trying to achieve and that the coach is trying to foster. Scheduled performance reviews should focus on topics already familiar to both the manager and employee

because of their interactions during the year.

A coaching approach will not work for everyone; but, with customization, it should work for most supervisors. The role is different from that of a mentor, who is more of an informal "guide at the side" who shows the employee the ropes, serves as a role model, and helps smooth out the rough spots. It is different, too, from the traditional notion of a boss.

Good coaches are responsible for team and department results, but they engage employees as valued individuals. They understand, and capitalize on, people's motivations for working other than the obvious incentive of salary: the desire to accomplish something concrete personally; the feeling of value through contributing to a larger cause; the satisfaction of working as part of a team; and the opportunity to learn and grow over time.

FOCUS AREAS

Areas to focus on include developing, supporting and encouraging employee growth.

Assess the employee's strengths and weaknesses. Rather than focus too much on improving areas of weakness, put employees in a position where they can take advantage of their strengths. These can be cognitive or relational.

Foster productive working relationships. Reduce the need to "cover your butt" or avoid accepting responsibility for work issues and progress.

Provide guidance and counseling on an ongoing basis. Ask the employees for their input on issues and take their ideas seriously.

Encourage team members. Never hesitate to celebrate accomplishments, whether operationally or fiscally.

Today's workers want engagement, feedback, flexibility, to be part of something significant, to be heard, appreciated, valued, to be treated with and work in an environment that promotes fairness, opportunities for growth and development, continuous learning, and very importantly—time for family and life outside work.

Coaches understand people's motivations for working: the desire to accomplish something concrete personally; the feeling of value through contributing to a larger cause; the satisfaction of working as part of a team; and the opportunity to learn and grow over time.

THE NEED TO MODEL BEHAVIOR

It is unrealistic to expect our employees to act as professionals and treat our constituents (or coworkers) with dignity and respect if we don't demonstrate that to them. Our example sends a powerful message.

In families we call this approach "trans-generational patterning." At work it is called "mirroring" or "modeling." Treat the staff the way you want to be treated.

Does your behavior at work encourage employee growth and success or just give you control and power?

Specific things you can do:

- Listen carefully.
- Convey appreciation.
- Identify and diagnose performance problems.
- Observe and analyze behavior problems.
- Provide regular feedback.
- Help employees prepare for new responsibilities.
- Improve retention through a coaching approach.
- Improve performance and morale by getting by-in to your vision and goals for county operations and service delivery.
- Make/take time to coach employees/direct reports.
- Emphasize and acknowledge the positive things employees do. Don't only look for what's wrong.
- Focus on behavior and performance, not personality.
- Express confidence in your ideas, your vision and your staff.

INTEGRITY AND SUPPORT

Employees are looking for their leader to be someone with high integrity, who is supportive, someone who gives real praise and credit, who genuinely listens to their ideas and concerns, someone who challenges them, who cares about them, and someone who is easygoing, flexible, and responsive. Someone who understands that you may not know the thousands of time-consuming details the employee must handle to effectively perform their tasks. Someone who makes promises and follows through.

The qualities employees do not appreciate include someone who is unavailable, who micro-manages everything and everyone, someone who asks for the unreasonable, is self-serving, a poor communicator, judgmental, clueless, secretive, controlling, insensitive, negative, temperamental, irresponsible, opinionated, demanding, untrustworthy, indecisive, blaming, dishonest and/or demeaning.

By implementing a coaching approach in your leadership style, you can keep the good talent and attract more when the need arises. The resulting positive impact on workplace culture will follow through to better customer service.

And though the taxpayers don't necessarily like paying taxes, that pill is easier to swallow when the services they receive are delivered professionally, with respect and an attitude of caring about them individually. When we pay attention to taking care of our employees and building a culture based upon professionalism and respect, everyone wins. 🍷



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PENNSYLVANIA DEPARTMENT OF ECONOMIC DEVELOPMENT

GOVERNOR'S CENTER

FOR LOCAL GOVERNMENT SERVICES

Sean Sanderson

Policy Specialist

PA Department of Community & Economic Development

Governor's Center for Local Government Services



LOCAL GOVERNMENT IN PA



E-FILING FORMS



PLANNING & TRAINING
RESOURCES



FINANCIAL RECOVERY PROGRAM

The mission of the Pennsylvania Department of Community and Economic Development, Governor's Center for Local Government Services (the Center) is to provide a full range of vital programs, training, and services to resolve issues at the local level. The Center provides a wide range of both technical and financial assistance for revitalization, recovery, planning, and more. To initiate the services below, submit a letter of intent to the Center.

Regional Police Services

Through a network of peer consultants—former police chiefs—the Center plays an active role assisting municipalities interested in regionalizing police services and assessing the management of their organizations.

Regional Fire and Emergency Services

The Center provides technical and financial assistance to support regionalization efforts and continually recognizes successful ventures.

Community Planning and Land Use

As the designated state entity responsible for land use assistance and monitoring, the Center offers technical and financial assistance to facilitate the understanding of planning activities and best practices. It also provides tools to support wise decision-making related to land use, revitalization, preservation, and infrastructure in all of Pennsylvania's urban, suburban, and rural communities.

Municipal Assistance Program (MAP)

Through the Municipal Assistance Program (MAP), municipalities and counties may apply for grant funding to cover up to 50% of eligible costs related to: community planning, floodplain management, and shared services.

Act 47: Municipalities Financial Recovery Act

The Center provides professional financial management and public administration technical assistance, as well as financial assistance through the Distressed Municipalities Revolving Fund, to aid in the recovery process for Pennsylvania municipalities that are experiencing severe financial difficulties.

Strategic Management Planning Program (STMP)

The Strategic Management Planning Program (STMP) provides guidance for municipalities interested in an improved fiscal position. The goal of the STMP is to promote best management practices and ultimately avert fiscal distress.

Local Government Capital Project Loan Program (LGCPLP)

Through the Local Government Capital Projects Loan Program (LGCPLP), eligible municipalities have greater purchasing power and access to equipment and facility loans at a fixed, low-interest rate of 2%.

Handbooks, Reference Manuals and Guides

The Center has more than 50 downloadable online publications containing useful information relating to all aspects of local government administration, including planning, fiscal management, local taxes, municipal codes and regulations.

PA Training Hub (PATH)

PATH offers in-classroom learning opportunities and online video training modules focusing on topics such as budgeting, planning, and emergency services to help keep municipal employees up-to-date on statutory requirements and best management practices. PAtraininghub.org

Local Property Tax Collector Qualification Program

The qualification program for local property tax collectors enables tax collectors to meet their mandatory requirements to qualify as tax collectors.

Municipal Statistics Office

The Municipal Statistics Office maintains data collected from each of Pennsylvania's 2,560 municipalities. An e-filing system is available to facilitate the submission of the following required Municipal Statistics forms:

- Annual Audit & Financial Report
- Survey of Financial Condition Form
- Report of Elected and Appointed Officials
- Tax Information Form
- Annual Report of Municipal Authorities

To file online or access data and reports, visit dced.pa.gov/municipalstats.



PA Construction Codes Academy (PCCA)

The PA Construction Codes Academy (PCCA) provides training and certification opportunities for construction code officials, design professionals, contractors, and other individuals involved with the implementation and enforcement of the Uniform Construction Code (UCC) in Pennsylvania.

PAconstructioncodesacademy.org

PA Municipal Administration Training Center (PA MATC)

The PA MATC provides advanced training opportunities for municipal officials. Courses focus on topics such as:

- Ethics
- Performance management
- Data-driven decision making
- Public policy development
- Technical material facilitated by subject matter specialists

Visit pamatc.org for more information.

Tax Equalization Division (TED)/ State Tax Equalization Board (STEB)

The Tax Equalization Division (TED) determines the aggregate market values of taxable real estate property in each political subdivision and school district while establishing a Common Level Ratio (CLR) of assessed value for each county, which is approved and certified by the State Tax Equalization Board (STEB). These market values are used by the PA Department of Education as a factor in the legislative formula for state subsidies distribution to each school district and in the process of appealing tax assessed property values.

Uniform Construction Code (UcCC) Reporting

Building Code Officials (BCOs) throughout Pennsylvania are required to submit quarterly filings and payments to the Center associated with building permit issuances. BCOs or delegated municipal employees can file quarterly reports online at dced.pa.gov/ucc. 📄

PA DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT

The PA Department of Community and Economic Development (DCED)'s regional offices are the first point of contact for local agencies and municipalities regarding economic development programs and are invested in enhancing quality of life for all Pennsylvanians through city and borough revitalization. Contact an office near you to get started.

Commonwealth Keystone Building 400 North Street, 4th Floor
Harrisburg, PA 17120-0225
(888) 223-6837
Email: ra-dcedclgs@pa.gov

Southeast Regional Office
110 North 8th Street, Suite 505
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