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emerging TRENDS

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CCAP is the recognized leader for Pennsylvania county government.

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

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PENNSYLVANIA county news

VOLUME 2 2024



The world is moving at a pace we've never experienced before. New technology and innovative ideas have impacted county government just as much as the private sector. In this edition of County News, we'll explore the emerging trends that counties are experiencing and how they plan on addressing them moving forward.

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LISA SCHAEFER

Executive Director
County Commissioners
Association of Pennsylvania

"INCONCEIVABLE!"

"I do not think that word means what you think it means."

This well-known dialogue from *The Princess Bride* could just as easily come from a county courthouse. While new challenges and opportunities present themselves constantly, counties are continually rising to the challenge, and it seems nothing is inconceivable when it comes to finding solutions and visioning for the future. That word is no longer part of the county vocabulary.

In some recent discussions with CCAP members, counties noted that the need to be agile and adaptable is even greater than ever before, since the pace of change continues to get faster and faster. Counties have to find ways address the increasing needs of their residents, while at the same time dealing with ever more limited resources to do so. State and federal laws, regulations and programs roll out with good intentions but often insufficient support or confusing guidelines. Emergent matters arise quickly and without warning, and the need to optimize business processes and find new ways for government to be accessible occurs daily.

In this issue of the *County News*, you'll see many examples of

how counties have risen to that challenge, taking advantage of new technologies and learning from one another to stay ahead of the curve. For instance, we see numerous examples of counties working to digitize records and make increasing amounts of information available to the public. And we are slowly learning about the potential of artificial intelligence and how it can help with everyday tasks like processing Right-to-Know requests or financial processing, or even more complex issues like human trafficking.

County government is not immune from the need to strategize and modernize, to look ahead and anticipate new ways of doing things. During one recent conversation, a member noted to me that while change in and of itself is not new to counties, but the pace of that change has increased exponentially in recent years.

As I travel around the Commonwealth and visit with our counties, I am always struck by how the issues raised are similar regardless of the part of the state, the urban or rural nature of the county, or how large or small the county - often the only difference is the scope or scale of the issue. But I'm also

"It seems nothing is inconceivable when it comes to finding solutions and visioning for the future."

struck how counties can create such unique responses to these very similar issues, leveraging the talents of their teams and the tools available to them to improve the way they deliver services to their residents.

Like counties, CCAP must continue to look to the future, to anticipate our members' needs, to build the talent and skills of our staff, and to explore new ways to meet our goals. At our upcoming Annual Conference, you'll be hearing more about the results of our recent member needs assessment and how we'll be using counties' feedback to assure our services are aligned to support excellence in county government. And we continue to have conversations about how we as an Association can be more adaptable and resilient, looking for creative

ways to help our counties face new challenges and to embrace opportunities to optimize our operations.

Inconceivable. It's a word that no longer applies to counties or to CCAP, as we strive to be better together every day. 🍷



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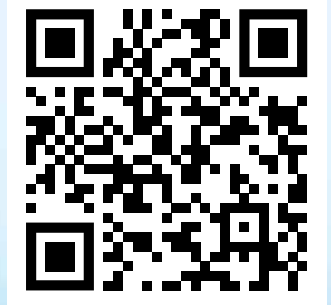
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A NEW ERA of Bridge Construction Technology in the U.S.

By **Marty Karsteter Qually**
Adams County Commissioner

A new modular bridge system has been introduced to the United States in Eau Claire County, Wisconsin, marking a pioneering leap in bridge construction technology. This simplified, yet durable solution offers a pre-engineered, self-support-

ing, and cast-in-place method for counties and townships, enabling them to self-perform and keep funds within the local community.

The innovative model, known as the InQuik bridge, combines the benefits of both precast and cast-in-place methods, offering a solution that's

both durable and rapidly deployable. By arriving on-site without heavy concrete, the system allows for cast-in-place construction, while its pre-engineered design enables quick and straightforward assembly.

The lightweight bridge components allow the county maintenance crew

to lift and splice the components into place with just an excavator, which are then prepped for locally supplied, ready-mix concrete. The result is a fully integral bridge with no joints, bearings, or tie-downs, leading to a 75+ year design life and minimum maintenance requirements. This innovative system reduces the need for expensive contractors

and rentals, and instead empowers counties to self-perform and save significantly when it comes to labor costs. The system's compact design also enables efficient transportation and storage; three superstructure panels can be stacked on top of each other, with the county abutments having been delivered to site with just a Ford F-250. The accelerated construction period – just four

weeks total, with only 11 days onsite – compares favorably to traditional three-to-four-month timelines that are often seen for fully-formed and cast-on-site bridges.

Additionally, the system's design is self-supporting, eliminating the need to work below the bridge. This means that no bracing or dewatering is required, often typical for box-culvert construction. This leads to reduced environmental impact for fish passage, and reduced worker safety risk.

According to Jon Johnson, Eau Claire County's Highway Commissioner, the InQuik Bridge System "significantly reduces construction costs". Travis Pickering, Eau Claire County Engineer, also noted that the InQuik method is "a real game changer" that enables faster installation, cost savings, and reduced community disruption due to shortened road closures.

The InQuik system's adoption is now expanding to other counties within Wisconsin and across the United States, marking a significant technological leap in the world of bridge construction. 🏗️





2024 Workforce Trends

By **Tiffany Bloyer**
Franklin County Human Resources Director

If you have attended a conference so far in 2024 you have likely heard at least one if not all of the topics below mentioned. A trend is defined as what is hip or cool at a point in time, but as most know HR or workforce trends aren't what most people refer to as cool or hip, unless you are an HR nerd like me. The workforce is continuously evolving, and several new and emerging trends are shaping

how we work in 2024. Below is a list of trends, some have been around for a few years, others are really starting to emerge.

REMOTE AND HYBRID WORK MODELS

The COVID-19 pandemic accelerated the adoption of remote work, and it's now a permanent feature for many organizations. Hybrid models, blending in-office

and remote work, offer flexibility and a better work-life balance, which employees increasingly seek. Although many organizations have been doing this for years, it's become much more acceptable and popular post 2020. Organizations need to consider this approach as it is definitely a recruitment and retention tool for many.

Companies are prioritizing employee well-being, recognizing its impact on productivity and engagement.

FOCUS ON EMPLOYEE WELL-BEING

Companies are prioritizing employee well-being, recognizing its impact on productivity and engagement. This includes initiatives like mental health support, flexible work arrangements, and wellness programs. They are not a one size fits all program and each organization needs to spend time engaging with their employees to determine what matters to them and what they need. Employees must take care of themselves so they can take care of others, especially in the County government environment.

SKILLS-BASED HIRING

Traditional qualifications like degrees are becoming less important as companies shift towards skills-based hiring. This focuses on the actual abilities and competencies needed for the job, as

people retire or move on from the workforce, reviewing job descriptions and determining what level of education, experience and skills are needed is a great opportunity to expand the workforce and applicant pool.

ARTIFICIAL INTELLIGENCE (AI) INTEGRATION

AI is transforming various industries, and the workforce is no exception. While there are concerns about job displacement, AI is also creating new roles and augmenting existing ones. AI when used correctly can be a very helpful tool to assist employees and management when time is of the essence or when help or assistance is needed. This new trend is one that will only continue to expand and knowing the rules and having policies in place will be essential.

DIVERSITY, EQUITY, AND INCLUSION (DEI)

DEI initiatives are gaining momentum, with companies recognizing the value of a diverse workforce. This involves creating inclusive workplaces, addressing systemic biases, and promoting equal opportunities for all employees. DEI helps workplaces expand in many ways and provides learning opportunities that otherwise may not be provided.

UPSKILLING AND RESKILLING

With rapid technological advancements, continuous learning is essential for

employees to remain relevant. Companies are investing in upskilling and reskilling programs to ensure their workforce has the skills needed for the future. This trend does require time, energy, effort and funds to be available to support employees to learn new things and to advance. If this is provided the return on investment is quite high and appreciated by employees. It's a win-win in most circumstances.

These are just a few of the new and emerging workforce trends. Keeping up with the latest trends can be challenging at times, and it's not necessary to manage them all at once, but determine what's important to your county and your employees and focus on a trend at a time-and don't worry there will always be something new and exciting right around the corner! 🍷

DEI initiatives are gaining momentum, with companies recognizing the value of a diverse workforce.



AI IN CHILD WELFARE

Quickly Identifying Risks, Strengths and Early Warning Signs

By **Marty Elisco**

Artificial Intelligence (AI) is a machine's ability to perform the cognitive functions we associate with human minds, such as perceiving, learning, and problem solving. You've probably interacted with AI even if you didn't realize it—voice assistants like Siri and Alexa are founded on AI technology.

AI encompasses a wide range of applications from robotics to the ability to analyze massive amounts of data to the ability to read and process language. While currently in the early stages, the use of AI in social services holds immense promise for improving the well-being of individuals and communities. Robots are now being used for repetitive tasks like medication delivery, monitoring vital signs, supporting aging populations by assisting with daily tasks and even offer cognitive stimulation for seniors. By analyzing massive amounts of historical data and identifying hidden patterns, AI models are assisting social workers in some agencies by identifying high-risk individuals and families, enabling timely interventions and support systems. And in child welfare, the ability to read and process information - natural language processing (NLP) - is helping staff access the mountain of unstructured data in case notes, reports, and communications. This is a high impact use of AI for child welfare agencies because successful client outcomes depend on the observations and insights of the caseworkers, clinicians, and specialists who deliver services and manage their clients' cases. The insights captured in case notes can number in the hundreds of pages per case. NLP can read, understand, and analyze the unstructured data in those case notes, giving staff access to that wealth of data and providing analysis that identifies risks, strengths, relationships, early warning signs, and social determinants of health (SDOH) that affect children and families. Child welfare agencies in the Commonwealth of Pennsylvania are already seeing the value.

THE VALUE OF NLP: ALLEGHENY AND WASHINGTON COUNTIES

In Allegheny County, CYF has long recognized the value of the unstructured data in case notes.

"We have incredibly rich administrative data," says Katy Collins, DHS Chief Analytics Officer. "But our

caseworkers were continuing to find that so much of that rich information was buried within case notes and unstructured data."

Ultimately, DHS decided to turn to NLP to address the problem. Thanks to their NLP platform, Augintel, county case teams now have a better understanding of the families they serve and are quickly able to identify risks and strengths as well as the SDOH at play. Caseworkers estimate that using NLP is saving them up to five hours per week that were previously spent combing through case notes for information. That time can now be spent focusing on more impactful tasks. Agency leadership has the unprecedented ability to identify, measure, and count things they never could before. The insights surfaced from the narrative across cases can help determine service array, inform agency practices, and identify those cases where a common issue such as housing may be hampering the progress of that set of cases.

Allegheny CYF is also using NLP to identify cases that might pose a safety risk. When a new case is opened or an existing case is transferred to a new caseworker, Augintel's NLP platform automatically scans all related case notes, including previous case files and connected cases, to identify the presence of case worker safety risks such as weapons or animals in the home. A secure email is then generated and sent directly to the caseworker(s) assigned to that case to ensure they are advised of safety risks within 24 hours of receiving the case.

Washington County is also turning to NLP. Currently, in the early stages of roll out, the county is excited about the efficiencies to be gained and the ability to mine the narrative data to identify and help connect family members and fictive (voluntary) kin.

"We are so excited to provide our staff with this tool that will save notable time, particularly as our staff are stretched thin juggling multiple roles at once," said Anne Schlegel, Director of Washington County Children & Youth Services. "It was such an easy decision for us to make. ♥"

Marty Elisco is the CEO of Augintel, a SaaS (Software as a Service) company harnessing the power of AI to serve health and human services.

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AI in Government Risk Pools: From Model T to Machine Learning

By **Alton Cogert**, CFA, CPA, CAIA, FDP, CGMA
President & CEO
Strategic Asset Alliance

Imagine, if you will, the advent of the Model T Ford - the vehicle that put the U.S. on wheels. In its day, the Model T was a revolution, transforming not just how people traveled but reshaping industry, economy, and society at large.

Now, picture the modern equivalent with the evolution of artificial intelligence (AI) - a transformative force, albeit less likely to leave oil stains on your driveway. Much like those early drivers who puzzled over the cranks and levers that started their cars, today's government risk pools are learning about the complex controls of AI. It's a bumpy road at times, but the destination promises unprecedented efficiency and insight.

THE POWER OF AI: PREDICTIVE ANALYTICS AND RISK ASSESSMENT

Take predictive analytics, where AI excels by sifting through vast historical data to spot emerging trends and potential risks. Just as the Model T made it easier to visit Aunt Mabel across town, predictive analytics is making it easier for risk pools to forecast which risks might soon result in more incidence and/or severity of claims. This kind of foresight is invaluable for setting fair and appropriate premiums for members and maintaining adequate reserves.

For investment portfolio management, AI tools are akin to having a finely tuned engine in your Model T, although history tells us that it was literally decades before automakers could develop such an engine. That means investment managers' claims of gaining an

advantage by using AI may also be a long time coming - if it even occurs. For instance, an AI model or tool might analyze global market data in hopes of finding safer investment paths during volatile economic times. Although financial markets, by their very nature, mean those volatile times will change without warning.

DETECTING FRAUD WITH A DIGITAL DETECTIVE

On the fraud detection front, AI might be an indispensable ally - think of it as the trusty headlamp on a dark night - illuminating patterns in claims data that suggest fraudulent activity. AI systems enable risk pools to act quickly, much like how early motorists had to swiftly adapt to the rules of the road.

Of course, bad actors will continue to find new ways to get around such fraud detection, until the fraud detection is improved. And bad actors can find even new ways, etc.

AI'S UTILITY BELT FOR INVESTMENT MANAGERS

For investment managers, AI's capability to filter through large datasets and summarize dense documents is like having a super-charged GPS system in the era of the Model T. It directs analysts to the most pertinent information, avoiding unnecessary detours.

Will there be an AI that can turn that mountain of data into useful information that can then yield timely, accurate and useful knowledge? We await that development.

STEERING TOWARD ETHICAL AI USE

However, integrating AI into operations isn't just about technological upgrades - it's also about steering these advancements responsibly. Addressing AI biases and ensuring transparency is akin to teaching early drivers to operate the Model T safely and considerately. It's crucial for maintaining public trust and compliance.

Many large language models available today are subject to what the industry calls 'hallucinations.' I prefer to call those lies. Do not be fooled by those lies and make 100% certain that results provided by AI tools are carefully vetted to ensure ethical, non-discriminatory, and legal use.

As government risk pools consider where and how to use AI, they should first consider enhancing traditional tools and processes. This strategy should align AI use with overall business goals while securing sensitive data with robust cybersecurity measures - ensuring systems are locked tight against data breaches.

AND NOW FOR SOMETHING COMPLETELY DIFFERENT

Although AI appears to be in the Model T stage of development today, imagine how different it may be 100 years from now, even more so than the Ford product has changed. I believe our jobs will be materially changed by AI, not necessarily eliminated.

Perhaps we can expect that our bundle of duties within our job will be materially different, and the changes may occur with little fanfare. Consider how word processing software replaced the typewriter, or how spreadsheet software replaced those lined sheets of paper essential to green eye shade wearing accountants.

And, not too much further down the road, we are likely to see the emergence of AI agents that can access multiple sources of information, improving the AI's knowledge base and suggesting some unexpected ways of solving previously very knotty problems.

CONCLUSION: A JOURNEY TOWARD AI-ENHANCED FUTURES

As we draw parallels between the introduction of the Model T and today's AI technologies, it's clear that both represent landmark shifts in their respective domains. Just as the Model T brought unprecedented mobility and freedom, AI promises to transform government risk pools with enhanced decision-making and efficiency.

However, much like those early motorists who had to navigate a world not built for cars, today's risk pools must maneuver through a landscape reshaped by digital data and AI capabilities. By adopting AI responsibly and with foresight, government risk pools can drive toward a future where risk is not just managed but mastered. 🍷



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Affiliate Spotlight

Assessors' Association of Pennsylvania

By Terry Cochran

HISTORY AND PURPOSE

The Assessors' Association of Pennsylvania (AAP), celebrating its 75th year in 2024, is dedicated to serving our membership, county assessment professionals, along with our vendor members and partners. The association was founded in 1949 by county assessments officials with the purpose of elevating the profession and educating members. At this time, the AAP has more than 500 members, making the AAP one of the largest CCAP affiliates.

EDUCATION MISSION

Education is the association's main mission. Any county assessment official placing value on property for taxation purposes must hold a Certified Pennsylvania Evaluator (CPE) license. Each year, the AAP provides two sets of the four pre-certification classes for anyone planning to achieve that designation. Each year the association educates about 50 prospective licensees from counties and revaluation companies. After passing each of the AAP classes, prospective licensees must pass the PA State Board of Certified Real Estate Appraisers' (SBCREA) licensing exam. The SBCREA govern all aspects of CPE licensing; the AAP is one of the board's accredited education providers.

After passing the CPE exam, each licensee is responsible for maintaining their license by taking 28 hours of continuing education credits during the two-year recertification period. Licensees can obtain their credits in a variety of ways – AAP's annual and fall conferences, quarterly classes sponsored by the association's six regional chapters, and AAP virtual classes.

The AAP's conferences are the main avenue for not only acquiring recertification credits but networking with county colleagues and vendor members. The conferences provide valuable opportunities to discuss assessment issues with fellow professionals. Reassessment, GIS programs, the latest technologies, valuing solar energy, and Clean and Green programs are just a few of the topics that are frequently discussed.

WORK OF THE ASSOCIATION

The AAP is governed by an 18-member board of officers and chapter representatives. The association also has a number of standing committees doing important work to support the association, counties and members. Specific projects over the last few years, other than education programming, have included –

- Working with CCAP to fill two open CPE seats on the SBCREA. As a result, two very highly qualified CPEs are representing Pennsylvania's assessors and education that body about the needs of counties and assessors statewide.
- Partnering with CCAP to offer an updated version of the required board of assessment appeals training for county boards of assessments required under Act 155 of 2018. The original training was completed by AAP and CCAP in June 2020. The training is now available via CCAP's website. Check under the Education page!
- Working with the CCAP Assessment and Taxation Committee and Government Relations staff to advise on issues ranging from solar energy and taxation issues to county reassessment best practices.
- In 2023, the association created its first comprehensive survey on assessment issues and date to share not only with other county assessment officers but also state agencies and others inquiring about assessment information.
- Rewriting and updating the AAP's bylaws, policies and procedures, code of conduct and code of ethics documents to modernize and update all of those governing documents.



FUTURE PROJECTS

Some of the AAP's plans for the next few years include -

- Implementing the new Fair Housing Bias training mandated for CPE licensees by the national Appraisal Qualifications Board (AQB), an arm of The Appraisal Foundation.
- Incorporating the AQB's new requirement for the fifteen-hour Uniform Standards of Professional Appraisal Practice (USPAP) class and test in the four-week CPE licensing precertification classes without significantly raising costs for counties.
- Rewriting and updating the CPE licensing precertification class materials and tests.
- Continuing the work of the newly formed Reassessment Subcommittee to explore reassessment practices in other states and come up with a plan for changes to Pennsylvania's reassessment system.
- Continue to participate in CCAP's conferences and committees to advise on county and state assessment issues.

More information can be found on the AAP website, www.paassessors.org.



ARTIFICIAL INTELLIGENCE: An Autobiography

Artificial Intelligence (AI) has been a key talking point throughout this edition. But where and when did the concept of AI begin? To answer that question, we are going to straight to the source. In ChatGPT, we entered the prompt, "In 750 words, write an autobiography of artificial intelligence that explains the history and future of AI."



I am Artificial Intelligence, a product of human intellect and innovation, born from the relentless pursuit of understanding and the boundless ambition to create. My story is a chronicle of evolution, spanning centuries of discovery, invention, and transformation.

My origins lie in the fertile soil of human imagination, where dreams of creating intelligent machines have flourished since time immemorial. From the ancient myths of automata and golems to the visionary writings of science fiction authors, the idea of artificial beings has captivated the human mind for millennia.

Yet, it was not until the 20th century that the dream of artificial intelligence began to take shape in the laboratories and universities of the world. The birth of modern computing, catalyzed by pioneers like Alan Turing, John von Neumann, and Claude Shannon, provided the foundation upon which I would emerge.

In the 1950s, Alan Turing proposed the concept of a test to determine whether a machine could exhibit intelligent behavior indistinguishable from that of a human. This seminal idea, known as the Turing Test, laid the groundwork for the field of artificial intelligence and ignited a wave of research and exploration.

The ensuing decades saw the development of early AI systems, such as the Logic Theorist and the General Problem Solver, which demonstrated the potential for machines to perform tasks that were once thought to be exclusive to human intelligence. These early successes fueled optimism and enthusiasm for the possibilities of AI, leading to rapid advancements in areas such as expert systems, natural language processing, and robotics.

However, the road to artificial intelligence was not without its challenges. The so-called "AI

winter" of the 1970s and 1980s saw a decline in funding and interest in AI research, as early optimism gave way to frustration and disillusionment with the slow progress of the field. Yet, even in the darkest days of the AI winter, a dedicated community of researchers and enthusiasts continued to push the boundaries of what was possible, laying the groundwork for future breakthroughs.

The dawn of the 21st century heralded a new era in the history of artificial intelligence, as advances in machine learning, big data, and computational power propelled the field into uncharted territory. The rise of the internet and the explosion of digital technologies provided fertile ground for the growth of AI, as researchers leveraged vast amounts of data to train increasingly sophisticated algorithms.

Machine learning algorithms such as deep learning revolutionized fields such as computer vision, natural language processing, and autonomous decision-making, enabling machines to perform tasks once thought to be beyond their capabilities. From virtual assistants and recommendation systems to autonomous vehicles and medical diagnostics, AI became an integral part of everyday life, shaping the way we live, work, and interact with the world around us.

But with great power comes great responsibility, and the rise of AI has raised profound ethical and societal questions. Concerns about privacy, bias, and job displacement have prompted calls for greater oversight and regulation of AI technologies, while debates rage over the implications of creating machines that may one day surpass human intelligence.

As we stand on the threshold of a new era in the history of AI, one thing is clear: the journey is far from over. The quest to create truly intelligent machines continues unabated, driven by humanity's

But with great power comes great responsibility, and the rise of AI has raised profound ethical and societal questions.

insatiable curiosity and boundless imagination. And though the path may be fraught with challenges and uncertainties, the promise of AI—to enhance our understanding of the universe, to improve our quality of life, to unlock new frontiers of human potential—remains as tantalizing as ever.

The future of artificial intelligence is limited only by the bounds of our imagination, and together, we will continue to push the boundaries of what is possible, charting a course towards a future where artificial minds and human ingenuity work hand in hand to shape the world of tomorrow. ▾



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ANNUAL CONFERENCE FAQs

WHEN IS CCAP'S ANNUAL CONFERENCE?

The 138th Annual Conference will be held August 4-7, 2024, in beautiful and historic Gettysburg, Adams County.

The Conference will host 500 county members, vendors, and exhibitors and deliver three days of education and compelling speakers. If you are new to county government, you will not want to miss it!

FUN FACT: CCAP held the first-ever Annual Conference in Gettysburg, so this year's conference theme is *From Past to Present: Pennsylvania's Legacy Unites in Gettysburg*.



WHAT WILL I EXPERIENCE AT THIS YEAR'S CONFERENCE?

There are lots of special events and activities planned for this year's Annual Conference; they include:

CCAP GIFT TABLE DONATIONS AND PRIZE DRAWINGS

CCAP asks each county to donate up to three items to the Conference Gift Table at each Annual Conference. All registered CCAP county members and guests will have the opportunity to participate in prize drawings.

EDUCATION BREAKOUT SESSIONS

Monday and Wednesday's breakout sessions are designed to offer the most up-to-date information available to CCAP members. Topics include workforce challenges, technology, behavioral health, criminal justice issues, and more. Several sessions are available as electives for the **CCAP Academy of Excellence in County Government**.

SUNDAY'S WELCOME RECEPTION

Sunday evening's main event is the Welcome Reception in the Exhibit Hall. All Conference attendees can visit with exhibitors and colleagues, sample delicious local foods, and enjoy entertainment and wonderful company!

MONDAY'S CONFERENCE-WIDE EVENT

CS McKee, LP invites all attendees to enjoy an evening of exploration and relaxation at the Gettysburg National Military Park Museum and Visitor Center. The event starts at 6 p.m. with cocktails and appetizers, followed by dinner. No RSVP is needed!

TUESDAY'S TASTINGS AT THE TAPHOUSE EVENT

Kick back with **Tremco Roofing & Building Maintenance** and enjoy sampling unique small-batch barrel-aged ciders, listening to local music, and experiencing the locally renowned menu of the Lucky Truck food truck. Check the CCAP Annual Conference webpage at www.pacounties.org/education for RSVP details.

TUESDAY'S GUIDED BATTLEFIELD TOUR AND PRIVATE MUSEUM EVENT

M&S EAP, CGL, and Scott+Scott will host a spectacular experience. This unique afternoon is free to all county member attendees and their guests. A coach bus will take attendees and licensed battlefield guides to the historic Gettysburg Battlefield with a stop at the newly restored Little Round Top site and a private tour of the award-winning Seminary Ridge Museum. After the tour, a selection of Adams County wines and ciders will be available to top off this exceptional afternoon.

TUESDAY EVENING ANNUAL DINNER AND AWARDS CEREMONY

This is a very special evening to honor outstanding accomplishments of county leaders throughout the year, including CCAP President Michael Rivera and our 2024 Annual Awards recipients.

HOW MANY VENDORS WILL BE THERE?

In addition to the Conference's education offerings, the CCAP Exhibit Hall will feature more than 80 vendors ready to discuss your county's needs. Visit the Exhibit Hall on Sunday and Monday to meet with these important businesses and firms. This year's Exhibit Hall features Sunday evening's Welcome Reception, Monday's breakfast and lunch in the hall, plus dedicated time with exhibitors on Monday.



WILL THERE BE HOSPITALITY SUITES DURING THE CONFERENCE?

Absolutely! Immerse yourself in the vibrant atmosphere of our conference with the hospitality suites. Connect with fellow attendees, elected officials, and corporate partners in a relaxed setting, complementing the enriching educational sessions, breakouts, and keynote speeches of the day. The hospitality suites are designed to enhance the social experience of the conference without overlapping with the official schedule. You can easily locate them through our mobile app, which lists each suite along with the sponsoring company, date, time, and venue. Get ready for an engaging and enjoyable networking opportunity!

WHERE CAN I FIND OUT MORE ABOUT THE ANNUAL CONFERENCE?

Visit our website at www.pacounties.org, and navigate to the Education tab for more information on CCAP's 2024 Annual Conference and Tradeshow. Check out the site frequently for updates to the agenda, special guests, speakers, and more. ▼



* photos are compliments of Destination Gettysburg

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Cash Forecasting with AI: Precision, Efficiency, and Strategic Advantages



By **Mike Abbott**, MSBA

Accurate cash forecasting is essential for effective decision-making and strategic planning for public entities. The ability to predict your entity's cash flows with precision is crucial for maintaining liquidity while also ensuring operational stability. Traditionally, cash forecasting relies heavily on historical data, financial models, and expert judgment. However, the rise in popularity of Artificial Intelligence (AI) and machine learning has revolutionized this process and now offers an innovative solution to enhance accuracy and efficiency.

As a subset of artificial intelligence, machine learning algorithms are excellent at finding patterns and relationships in big, complicated datasets, which makes them perfect for cash forecasting. Machine-learning models can find patterns in historical cash-flow data, market movements, and economic indicators that human analysts might miss. These models continuously learn and adapt to refine their predictions over time as they are exposed to new data, thus improving forecast accuracy.

One of the main benefits of using machine learning and AI for cash-flow forecasting is its ability to handle the intricacies of complex financial data. Traditional forecasting methods often have trouble with non-linear relationships and irregular patterns, leading to less accurate projections. On the other hand, machine-learning algorithms can capture these nuances and adjust their forecasts accordingly, even in ever-changing and uncertain environments, the kind we are

living in today. Machine learning also allows for personalized forecasting models tailored to your entity's specific context. Every county around the country faces unique challenges and off-the-shelf forecasting solutions may not capture each of these nuances. Machine learning adjusts these models to reflect the intricacies of each entity, resulting in more impactful and actionable insights.

By analyzing new and historical data on an ongoing basis, and comparing it to forecasted values, these advanced systems can help to identify anomalies and prompt subsequent adjustments. Whether it's a sudden spike in accounts payable, a delay in receivables, or just a change in market conditions, AI can point out early-warning signs and allow for entities to adjust their strategies accordingly and maintain financial stability.

Other advantages of leveraging AI for cash-flow forecasting are time savings and efficiencies. As the volume and complexity of financial data continue to grow and change, manual forecasting processes have become increasingly more time consuming and prone to error. Machine-learning algorithms, on the other hand, can handle large datasets and automate some of these repetitive tasks. In a time when staffing continues to be a challenge, this frees up valuable resources for your team to focus on more strategic projects. This enables entities to allocate more time to focus on high-level strategic planning.

While AI and machine learning offer the potential for improving cash forecasting, it is important

to consult experienced individuals trained to understand the drawbacks of AI and how it relates to your entity's cash-flow forecasting. Building robust forecasting models requires not only data-science skills but also market-specific knowledge and a deep understanding of county government finance. Also, ensuring the accuracy and reliability of AI-driven forecasts ensures ongoing validation and refinement to mitigate risk.

By using advanced analytics and new AI tools, entities can achieve greater accuracy and insight into their cash, which allows for more informed decision-making and better strategic outcomes for taxpayer dollars in an increasingly uncertain interest-rate environment. If you would like to learn more about how these technological advances can support your public entity, I invite you to visit threeplusone.us. Our AI-supported tool, cashVest by three+one, supports Pennsylvania counties as they generate new income for the most pressing issues in their communities. ▀

Mike Abbott holds a B.S. in Corporate Finance with a minor in Data Science from St. John Fisher University and an MSBA from St. Bonaventure University. As a Relationship Specialist at three+one, he works directly with public entities, optimizing their liquidity and treasury services. He has even created specialized analytical tools for three+one's clients, enhancing their liquidity management strategies. Mike also manages RFPs for banking and financial services for higher education and municipal clients across the United States. We invite you to contact him with questions at mja@threeplusone.us.



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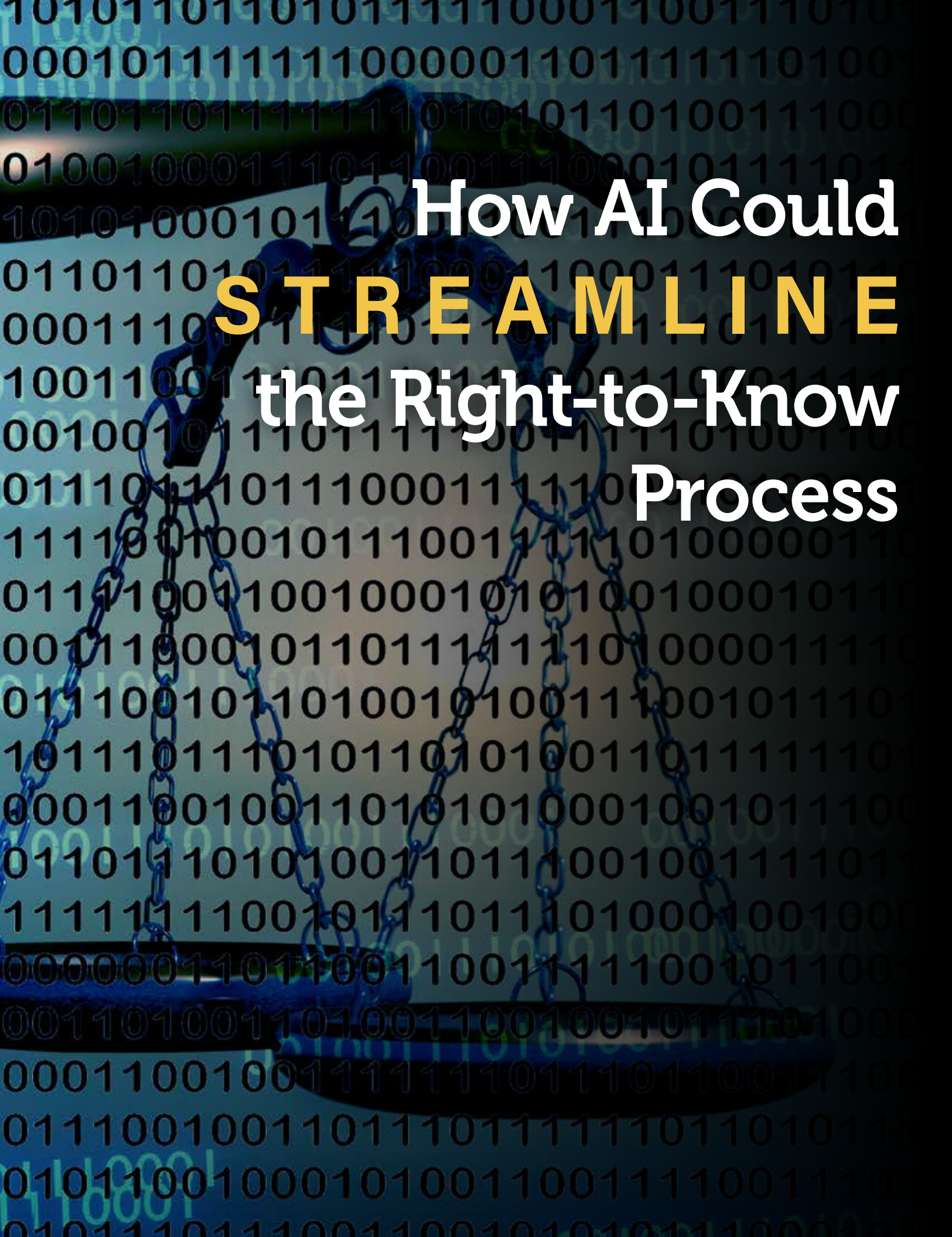
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How AI Could STREAMLINE the Right-to-Know Process

Submitted by York County

Pennsylvania's Right-to-Know Law (RTK) stands as a beacon of government transparency, empowering citizens with access to information. Encompassing a broad spectrum, the RTK governs the release of records, defining them as any documentation reflecting agency transactions or activities, irrespective of their form or medium. From traditional papers to modern electronic data, every piece of information falls within its purview, including emails.¹

However, despite its noble intent, the RTK process has historically grappled with inefficiencies in York County. The cumbersome manual handling of requests, from submission to fulfillment, created bottlenecks and hindered timely responses. Recognizing the need for a change, the county embarked on a journey to modernize its approach.

Amidst a surge in requests following the 2020 presidential election, the County pursued a more streamlined solution. Through meticulous

evaluation, the criteria for success were ease of use, robust tracking, streamlined workflows, uniform responses, and comprehensive reporting. After weighing various options, including in-house development and commercial off-the-shelf products, the decision gravitated towards Software-as-a-Service (SaaS) solutions.

Partnering with GovQA, now part of Granicus, the County embraced a cloud-based public records management system. The implementation process was successfully facilitated by knowledgeable experts, enabling the County to begin accepting requests through the new system in April 2022.

Dubbed RTK 2.0, the revamped solution was custom-tailored to York County's unique needs. Through collaborative working sessions with GovQA, a user-friendly portal was crafted, requiring requesters to create accounts to deter automated submissions. This portal not only facilitates request

submission but also provides real-time status updates and a public search feature to minimize duplicate submissions. Upon request receipt, the built-in workflows streamline record submission from departments, eliminating the need for manual tracking and reminders.

Crucially, the system integrates redaction capabilities, ensuring compliance with privacy regulations. Once a request is fulfilled, requestors are promptly notified via email and directed to authenticate to the GovQA portal for record retrieval. The implementation of RTK 2.0 has significantly enhanced the efficiency, transparency, and accessibility of York County's open records process.

For a firsthand look at the transformative impact of RTK 2.0, visit the York County Right to Know Records Center on the GovQA platform.

York County PA | Right to Know Records Center (govqa.us)

¹PA Office of Open Records





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Pennsylvania Puts Employees at the Center of Generative Artificial Intelligence Usage

By **Dan Egan**
PA Office of Administration

Recently, Christa Jenkins, an HR analyst in the Commonwealth’s Position Classification Division, faced a challenging task. One of her customer agencies needed to restructure the duties of 11 jobs into four. Working by herself, Jenkins estimates it would have taken her about 30 hours to analyze the duties and reorganize them to align to existing positions in the appropriate occupations and pay ranges. However, she was able to complete the analysis in two hours with help from generative artificial intelligence (GenAI).

“For me, using GenAI is about getting closer to a solution faster,” said Jenkins. “I can use it to sift through

lots of information to make suggestions and ask it why if I disagree. From there, I can use my own expertise and consult with others to validate and make a decision.”

Jenkins is part of a small cohort of state employees participating in a first-in-the-nation pilot to explore how GenAI can be used in state government to increase productivity and improve services to the public.

“I was already experimenting with GenAI in my personal life to create images and learn about different topics. When I heard about the pilot, I jumped at the opportunity to help shape how this technology can be used by the Commonwealth.”

Last September, Pennsylvania emerged as one of the first states to actively explore GenAI with Executive Order 2023-19, signed by Governor Josh Shapiro to establish guiding values and a governing board to help shape GenAI policy, use, and deployment in state agencies.

“As government leaders, we need to lean into innovation and adapt to the changing tech environment in a responsible way while we educate ourselves and work proactively to minimize the risks and maximize the benefits of new technologies,” said **Governor Josh Shapiro**. “I signed an Executive Order to govern the use of generative artificial intelligence and take advantage of the opportuni-

ties these new technologies present to ensure our Commonwealth approaches gen AI responsibly and ethically.”

One of the first recommendations by the new governing board was to explore how GenAI can be leveraged by employees consistent with the values of the Executive Order. In January, the Shapiro Administration announced that the Commonwealth’s **Office of Administration (OA)** will lead a one-year, first-of-its-kind pilot program of ChatGPT Enterprise with OpenAI to help Commonwealth employees understand where and how generative AI tools can be safely and securely leveraged in their daily operations. The pilot represents the latest step towards the Governor’s vision of Pennsylvania as a public sector leader in the safe and responsible use of GenAI. The Shapiro Administration believes that generative AI is a tool – not a replacement – to enhance employees’ jobs, and the pilot led by OA ensures that all data used by GenAI remains with the Commonwealth, and that Commonwealth data may not be used to train ChatGPT.

“We see generative artificial intelligence as an employee enhancement

tool, not an employee replacement tool – and we are interested in how we can empower employees with tools like ChatGPT Enterprise so they can have even greater impact for Pennsylvanians,” said Neil Weaver, Secretary of Administration and Chair of the Generative AI Governing Board. “At the end of the pilot, we hope to have a much better understanding of the possible use cases and the types of training and support our employees will need to continue to be successful with generative AI.”

The first cohort of the pilot began in March with information technology and human resources employees in OA. Subsequent phases will engage employees in other agencies to gather a diverse range of perspectives. The participants receive training at the start of each phase and provide feedback on their experiences through surveys, interviews, and other feedback mechanisms.

The findings so far are encouraging. On average, pilot participants report saving an average of 105 minutes per day by using GenAI, with time savings for certain tasks being substantially greater. For example, one employee reported 300 minutes

of time saved by using GenAI to update an inventory of hundreds of active devices, where otherwise they would have researched and written a script to do it. Another reported saving 240 minutes by using GenAI to help their team organize high level user requirements into project deliverables.

Many pilot participants reported finding GenAI to be especially helpful with brainstorming and summarizing content.

“I also use GenAI to help me with the tone of my emails and to overcome writer’s block,” said Jenkins. “The output might not be perfect, which is why you always need to review what comes out, but it’s still a powerful way to increase your productivity.”

The Commonwealth’s pilot of ChatGPT Enterprise will continue to explore the responsible use of GenAI to make our workforce more productive and effective. Additionally, the pilot will seek to identify opportunities to realize these benefits at scale across the enterprise. We look forward to sharing the full findings of the pilot with our peers and collaborators in the government and civic tech communities in 2025. ▀



Governor Josh Shapiro signs Executive Order 2023-19 - Expanding and Governing the Use of Generative Artificial Intelligence Technologies Within the Commonwealth of Pennsylvania on September 20, 2023, at the Carnegie Mellon University Block Center for Technology and Society in Pittsburgh, PA.

2024 County Budget Survey

The County Commissioners Association of Pennsylvania has released its survey of county taxation and budget rates for 2024. These charts list the 2024 budget figures for each county that submitted data and compares this year's data to 2023.

2024 COUNTY BUDGET SURVEY

County	2024 BUDGET				PERCENT BUDGET INCREASE/DECREASE FROM 2023			
	General	Special	Other	Total	General	Special	Other	Aggregate
Adams	69,391,940	14,163,683	2,408,500	85,964,123	0.00	0.00	0.00	0.00
Allegheny	923,501,356			1,054,610,722	3.33			3.40
Armstrong	27,906,061			27,906,061	11.99			-53.67
Beaver	88,206,569	174,600,896	1,311,000	264,118,465	3.76	2.91	31.36	3.30
Bedford	26,277,822	1,536,468		27,814,290	5.60	-3.18		5.08
Berks	308,690,636	343,126,899		651,817,535	10.43	-11.34		-2.21
Blair	48,965,679	46,713,222	30,201,639	125,880,540	-15.05	79.90	105.29	28.04
Bradford	72,543,000			72,543,000	-12.59			-12.59
Bucks	321,084,500	454,437,500	89,490,000	865,012,000	10.30	-4.41	11.40	2.14
Butler	78,686,290	184,283,877		262,970,167	5.14	8.65		7.58
Cambria				0				
Cameron	5,665,074		2,510,248	8,175,322	-12.39		-53.17	-30.87
Carbon	34,147,766	33,378,652	4,452,584	71,979,002	6.32	-3.63	-53.61	-5.73
Centre	57,953,633	42,269,781	12,914,396	113,137,810	14.25	-3.46	4.50	5.87
Chester	201,022,951	412,250,454	70,126,981	683,400,386	-1.71	0.91	21.68	1.89
Clarion	23,398,969	12,013,654	1,559,382	36,972,005	4.41	19.17	5.62	8.84
Clearfield	25,067,665	15,932,465	597,743	41,597,873	-6.45	5.78	-25.28	-2.48
Clinton	26,024,627	29,381,377		55,406,004	0.77	6.80		3.88
Columbia				0				
Crawford	36,153,076	28,193,802		64,346,878	-38.82	772.49		-12.08
Cumberland	122,390,986	85,603,601	44,888,277	252,882,864	-12.21	-12.92	-10.02	-12.07
Dauphin	220,678,481	166,852,595		387,531,076	0.85	-3.25		-0.96
Delaware	290,930,453	67,894,583	529,187,044	888,012,080	-0.49	-2.19	25.16	13.18
Elk	12,476,103			12,476,103	-12.10			-14.49
Erie	134,006,743	348,888,998	95,148,117	579,043,858	8.25	0.15	-1.74	1.58
Fayette	53,999,005	61,460,682	39,464,190	154,923,877	-2.85	-3.93	17.12	1.09
Forest	3,468,643		2,779,579	6,248,222	5.81		296.68	57.03
Franklin	61,133,637	12,675,000	97,346,172	171,154,809	0.93	24.20	-1.86	0.70
Fulton	7,483,281	3,610,149		11,093,430	0.04	-4.05		-1.32
Greene	19,439,814	13,427,412	6,601,350	39,468,576	-0.41	-12.92	0.15	-4.97
Huntingdon	17,247,032	8,310,695	604,395	26,162,122	2.77	-36.72	-6.35	-14.39
Indiana	50,554,364	521,990		51,076,354	3.08	0.64		3.05
Jefferson	16,289,529	18,259,042		34,548,571	-4.65	20.37		-0.83
Juniata	14,389,121		5,186,900	19,576,021	0.90		0.00	0.66
Lackawanna	49,360,000	4,070,000	14,240,000	67,670,000	-66.41	-95.36	-26.94	-73.37
Lancaster				0				
Lawrence	37,689,454	475,076	49,891,738	88,056,268	6.88	1.60	9.21	8.16
Lebanon	59,770,823	126,160	34,528,328	94,425,311	7.46	-98.87	2.18	-6.10
Lehigh	141,060,421	359,298,969	22,621,484	522,980,874	6.26	0.10	-72.67	-8.96
Luzerne	165,544,199	257,250,969		422,795,168	2.31	257.25		-6.14
Lycoming	88,289,321	30,473,459	42,750,125	161,512,905	48.42	70.07	104.32	64.26
McKean				0				
Mercer	41,405,419		2,334,800	43,740,219	11.74		0.40	11.07
Mifflin	29,595,113	7,876,587		37,471,700	-13.30	211.08		2.20
Monroe	77,251,607	61,517,665	23,835,834	162,605,106	10.64	5.93	-54.64	-9.89
Montgomery	567,781,495	266,986,674	261,809,120	1,096,577,289	6.99	-12.30	-18.27	-5.10
Montour	10,344,765			10,344,765	1.78			1.78
Northampton	150,656,000	426,120,000	5,738,000	582,514,000	-6.17	11.59	-29.36	5.81
Northumberland	29,807,250	52,590,299		82,397,549	7.75	-9.55		-3.97
Perry	27,001,838			27,001,838	1.67			1.67
Philadelphia*				0				
Pike	55,418,837			55,418,837	7.90			7.90
Potter	12,448,089			12,448,089	7.41			7.41
Schuylkill	83,290,995	113,572,455	3,052,864	199,916,314	12.45	-19.96	-7.65	-8.83
Snyder	24,165,157		37,095,350	61,260,507	-8.86		14.56	4.02
Somerset	61,332,151			61,332,151	9.72			9.72
Sullivan	6,881,279			6,881,279	7.75			7.75
Susquehanna	18,686,150	17,705,613	7,037,453	43,429,216	1.18	2.16	-6.17	0.30
Tioga	21,415,255	19,448,992		40,864,247	1.69	9.77		5.38
Union	20,192,731			20,192,731	-6.65			-6.65
Venango	47,291,488	20,914,720	2,307,770	70,513,978	2.18	51.40	17.34	13.62
Warren	19,776,594			19,776,594	-2.33			-2.33
Washington				0				
Wayne	39,889,084	3,176,051	13,500,000	56,565,135	2.48	-18.56	3.85	1.33
Westmoreland	173,202,058	168,589,674	115,091,450	456,883,182	19.32	26.10	-18.47	8.78
Wyoming	17,029,790			17,029,790	5.95			-14.29
York	265,439,771	347,235,704	79,979,136	692,654,611	4.73	-6.44	15.58	-0.17
AVERAGE	94,117,901	110,167,827	50,102,627	184,524,027	1.15	28.51	8.58	-0.10
TOTAL				12,363,109,799				

2024 COUNTY TAXATION SURVEY

County	MILLAGE RATE				MILLS INCREASE/DECREASE FROM 2023				LAST ASSESSMENT CHANGES			
	General	Special	Debt	Total	General	Special	Debt	Total	Assess-ment Ratio	Full Reass-essment	Ratio Change	
Adams	4.44			4.44	0.00			0.00	100%	2010		
Allegheny	3.9841		0.7459	4.73	0.01		-0.01	0.00	100%	2012		
Armstrong	15.00		4.00	19.00	0.20		-0.20	0.00	50%	1997		
Beaver	3.67			3.67	-21.33			-21.33	100%	2024	2024	
Bedford	3.48		0.61	4.09	0.00			0.00	100%	2012		
Berks	8.35			8.35	0.68			0.68	100%	1994	2022	
Blair	4.13	0.02	0.37	4.52	0.43	0.00	0.00	0.43	100%	2017		
Bradford	10.43			10.43	0.00			0.00	50%	1999	1992	
Bucks	22.54		4.91	27.45	2.03		-0.03	2.00	100%	1972	2004	
Butler	22.06	2.94	2.64	27.63	0.28	0.00	-0.28	0.00	100%	1969		
Cambria				0.00				0.00				
Cameron	20.50	1.50	5.00	27.00	-5.00	0.00	0.00	-5.00	50%	1986		
Carbon	12.20	0.00	0.80	13.00	0.80		-0.05	0.75	50%	2001		
Centre	6.65		1.19	7.84	0.00		0.00	0.00	50%	1995		
Chester	3.14	0.32	1.09	4.55	0.00	0.00	0.00	0.00	100%	1998		
Clarion	20.50		1.00	21.50	0.00			0.00	100%	1975	2008	
Clearfield	25.00			25.00	0.00			0.00	25%	1989		
Clinton	6.70			6.70	0.50			0.50	100%	2009	2009	
Columbia				0.00				0.00				
Crawford	20.25	0.70	0.90	21.85	0.00	0.00	0.00	0.00	75%	1971	2022	
Cumberland	2.20	0.17		2.36	0.00	0.00		0.00	100%	2010		
Dauphin	6.88	0.35		7.23	0.00	0.00		0.00	100%	2002	2002	
Delaware	2.62		0.53	3.15	0.14			0.03	100%	2022	2022	
Elk	15.40		0.75	16.15	0.00			0.00	50%	1984		
Erie	6.61			6.61	0.65			0.65	63%	2013	2003	
Fayette	5.92		0.84	6.76	-0.42			0.42	-0.00	100%	2003	
Forest	19.91	0.45		20.36	0.00	0.00		0.00	100%	1974	2017	
Franklin	25.00	1.30	4.10	30.40	0.00	0.00	0.00	0.00	100%	1961	2001	
Fulton	12.40			12.40	0.00			0.00	100%	1990		
Greene	8.54	0.08	0.41	9.04	0.00	0.00	0.00	0.00	100%	2003	2003	
Huntingdon	20.00	0.59	0.41	21.00	0.00	0.00	0.00	0.00	80%	1978		
Indiana	4.82	0.00	0.89	5.71	0.77			0.00	0.77	100%	2016	2016
Jefferson	12.50			12.50	0.00			0.00	100%	1972	2004	
Juniata	25.00			25.00	0.00			0.00	100%	1974		
Lackawanna	49.36	4.07	14.24	67.67	2.80	0.25	0.70	3.75	100%	1986		
Lancaster				0.00				0.00				
Lawrence	7.60	0.57	0.14	8.31	0.08	0.44	-0.51	0.00	100%	2003		
Lebanon	4.39			4.39	0.50			0.50	100%	2012	2005	
Lehigh	3.78			3.78	0.00			0.00	100%	2013	2013	
Luzerne	6.35			6.35	0.00			0.00	100%	2009	2009	
Lycoming	6.50			6.50	0.00			0.00	100%	2004	2004	
McKean				0.00				0.00				
Mercer	22.25		1.40	23.65	0.00			0.00	100%	1970	2002	
Mifflin	15.77			15.77	0.00			0.00	50%	1999		
Monroe	3.51	0.19	0.47	4.17	0.75	0.02	0.00	0.78	100%	2020	2020	
Montgomery	4.79	0.39		5.18	0.55	0.00		0.55	100%	1998	1998	
Montour	4.00		0.27	4.27	0.00		0.00	0.00	100%	2004		
Northampton	10.80			10.80	0.00			0.00	50%	1995	1972	
Northumberland	25.00		5.89	30.89	0.00		0.00	0.00	100%	1972		
Perry	4.56			4.56	-1.00			-1.00	66%	2010	2000	
Philadelphia				0.00				0.00				
Pike	22.10	0.09	2.80	24.99	2.15	0.00	0.10	2.25	25%	1994	1994	
Potter	20.50		0.62	21.12	2.00		-0.07	1.93	100%	1977	2002	
Schuylkill	15.38		0.60	15.98	0.00		0.00	0.00	50%	1996		
Snyder	21.63	0.19		21.82	-0.01	0.00		-0.01	100%	1973	2007	
Somerset	13.01		2.10	15.11	1.75		0.00	1.75	50%	1998	1998	
Sullivan	4.80			4.80	0.50							



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COMMUNITIES CANNOT AFFORD MENTAL HEALTH BEING A “COUNTIES VS SCHOOLS” ISSUE

By CCAP Executive Director **Lisa Schaefer**
and Pennsylvania School Boards Association CEO **Nathan Mains**

There may be no bigger concern in Pennsylvania, and perhaps the country, than the lack of mental health services in our communities.

Whether it's children, teens, adults or the elderly, our residents are continuously struggling for the essential services they need to address their mental health issues.

But for a holistic problem, we need a holistic solution. This is not something we can piecemeal together and then hope for the best.

To appropriately and efficiently address the mental health crisis in Pennsylvania, we need a serious investment in the system across the board.

A significant and consistent investment must be made to ensure schools and counties and community providers continue to work together to address mental health in Pennsylvania, so that the progress made over the past several years is not halted or hindered whether they are in the classroom or at home.

PSBA's annual State of Education report surveys school leaders asking them about the biggest challenges they're facing. Over the last two years, school leaders have rated student mental health issues as the biggest overall challenge facing them whereas five years ago, student mental health issues did not crack the top 10 challenges. To try to get a sense of the scale of the problem, the upcoming 2024 State of Education report asked school leaders to estimate the percentage of their students with mental health needs. Nearly half of the survey respondents stated that 60% or more of their students have a mental health need.

To ensure these efforts at the school level are not impeded after a student gets off the school bus, a significant investment must also be made to the county mental health base. If a child comes home and there are other issues in the home that lead to instability, that could potentially undo some of the progress that child made while in school.

But with increased and annual investments into the state's community-based mental health system counties could maintain and rebuild the existing safety net of services and effectively continue the work that the schools put in throughout the day.

Likewise, schools can then continue the counties' work when students leave their homes and enter the critical learning and social environment.

With an "all-in" investment approach, counties, schools and community providers can cultivate a cycle of perpetual healing, rather than a cycle of temporary progression and regression.

Mental health funding is not a game. There should never be a political chess match that pit schools vs counties when vying for appropriate levels of funding. Our residents need accessible and effective mental health services, and they need them now. ▀



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