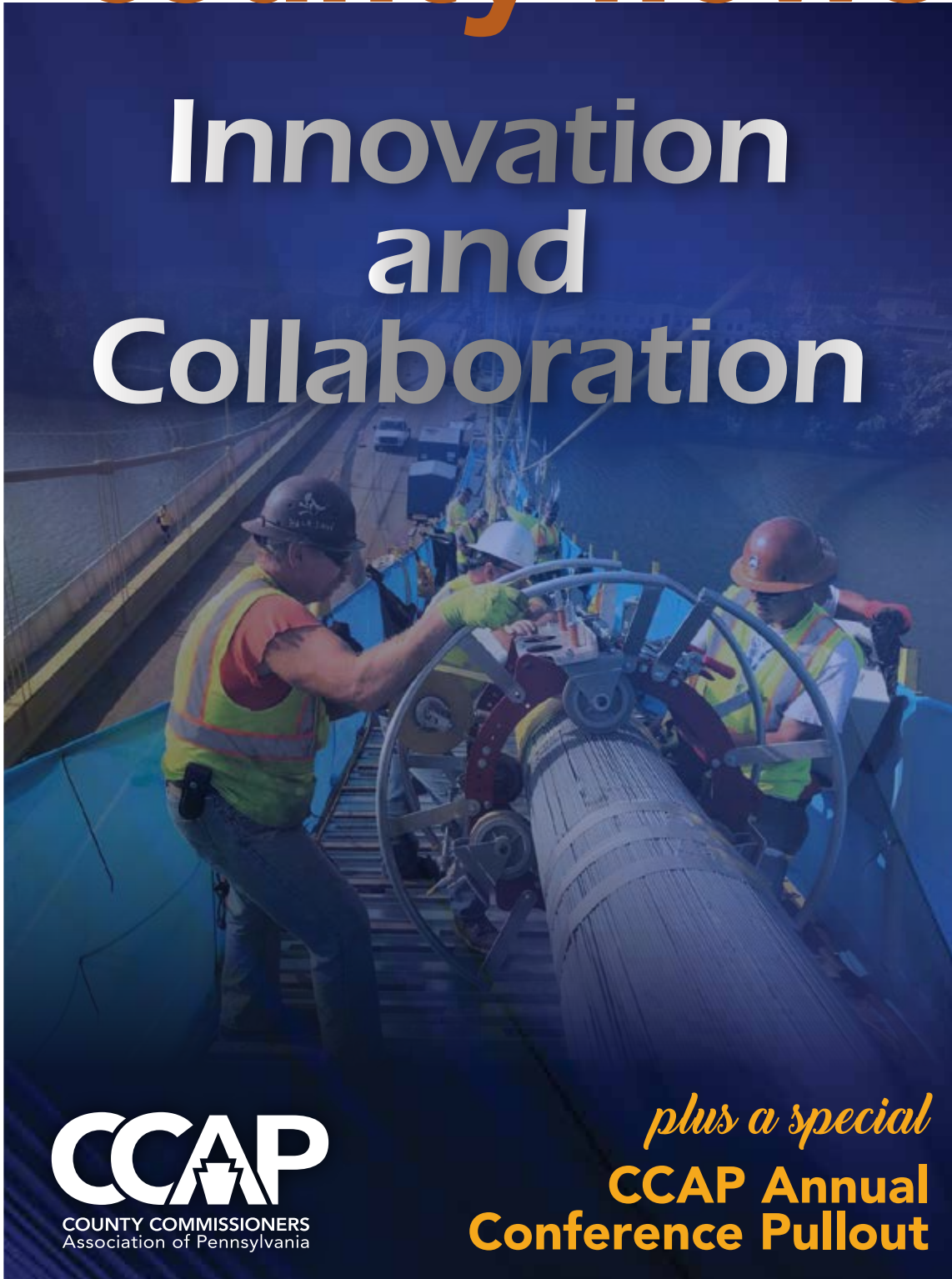


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To acquire an article idea submittal form for CCAP's *Pennsylvania County News* please email Ken Kroski at kkroski@pacounties.org.

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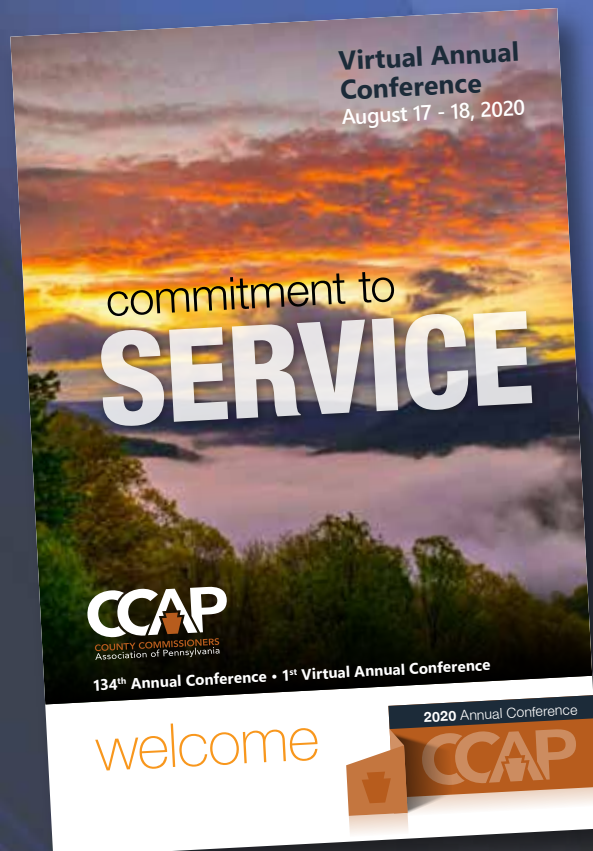
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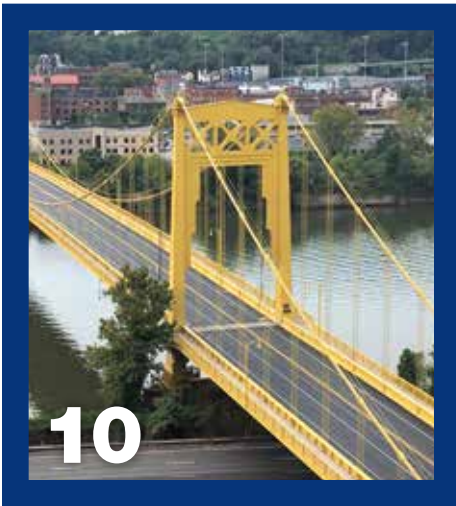
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PENNSYLVANIA county news

In this issue, we cover many topics because counties do so many things to enhance the quality of life for our residents; things that require innovation and collaboration. And, enjoy the special pullout review of our highly successful Virtual Annual Conference.



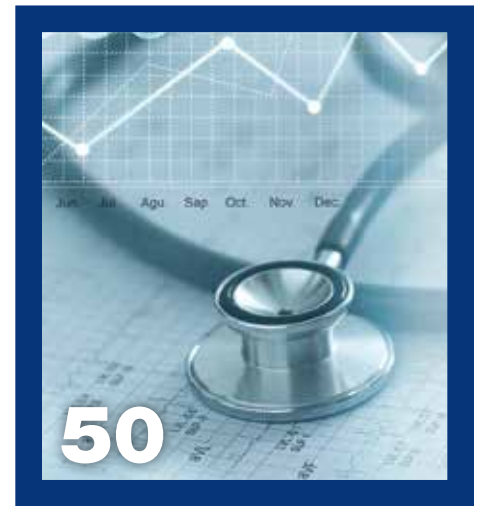
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LISA SCHAEFER

Executive Director
County Commissioners Association of Pennsylvania

An Uplifting Experience through Virtual Excellence

Wow.

I hope you enjoyed our virtual Annual Conference as much as I did. To be sure, I would have much preferred to see you in person, and I know you felt the same. But like everything else in 2020, we adapted, and we made the best of it, literally.

What an extraordinary couple of days. We enjoyed a warm welcome from our friends in Somerset County, the original hosts of the conference, and in turn welcomed several distinguished guests, including NACo president Gary Moore, Gov. Tom Wolf, Health Secretary Dr. Rachel Levine, PEMA Director Randy Padfield, and William Crozer from the White House Office of Intergovernmental Affairs.

Reflections on our history set the stage for looking forward to our country's semiquincentennial celebration, while legislative updates prepared us for this fall's session. Plus, new fun touches like the county watch parties (although we understand some of the goodies

might not have made it all the way to the conference!) and of course, the piece de resistance, the CCAP prize wheel, ensured that being together in front of a computer could be just as much fun as being together in person. The insert in this *Pennsylvania County News* contains just a few highlights.

I would be remiss if I didn't acknowledge that our sponsors and their partnership make experiences like this possible, and we appreciate their ongoing support even in these most challenging of times. Working together to find solutions at all levels has been and will continue to be critical to moving forward during and after the pandemic.

And none of this could have happened without the extraordinary staff we have here at CCAP. With just about ten weeks to do so, they created and organized a conference—in a completely new and different format, entirely from scratch. Yet we were able not only to imagine, but fully execute, an experience that easily rivaled being

in person together. For our newly elected members who have not yet had the chance to be with us at a conference, as well as our longtime friends, I hope you had a chance to see why CCAP is such an amazing resource for you and the value of your membership with the Association.

By the time you receive this magazine, you'll have heard that the CCAP Board has also decided to take our final event of the year, the CCAP Fall Conference, virtual as well. This was not an easy decision, as we had hoped we'd be able to salvage even one in-person experience in 2020. But at the same time, it was also clear that it was the right decision—no one knows what the next few months might still bring, so to be able to bring you the best possible experience, and to do our part to protect public health and safety, going virtual was the only viable option.

Now, we know we set the bar pretty high with the virtual annual conference and you're all waiting to

see what we can come up with November—and to that we say, challenge accepted. Plans are already well underway, and we hope you'll join us at our virtual Fall Conference to find out what we have in store for you, including excellent content and speakers and setting our legislative priorities for 2021.

We still have a few months to make the best out of 2020, but it's also time for us to start looking forward to 2021. We've learned a lot from the pandemic and had a lot of new and different experiences as counties and as an organization. Those experiences will shape how we serve our members in the future. It's a chance to imagine, and re-imagine, what we do to meet the changing and evolving needs of our counties, while staying focused on our vision of excellence in county government.

Stay well, friends. 🍷

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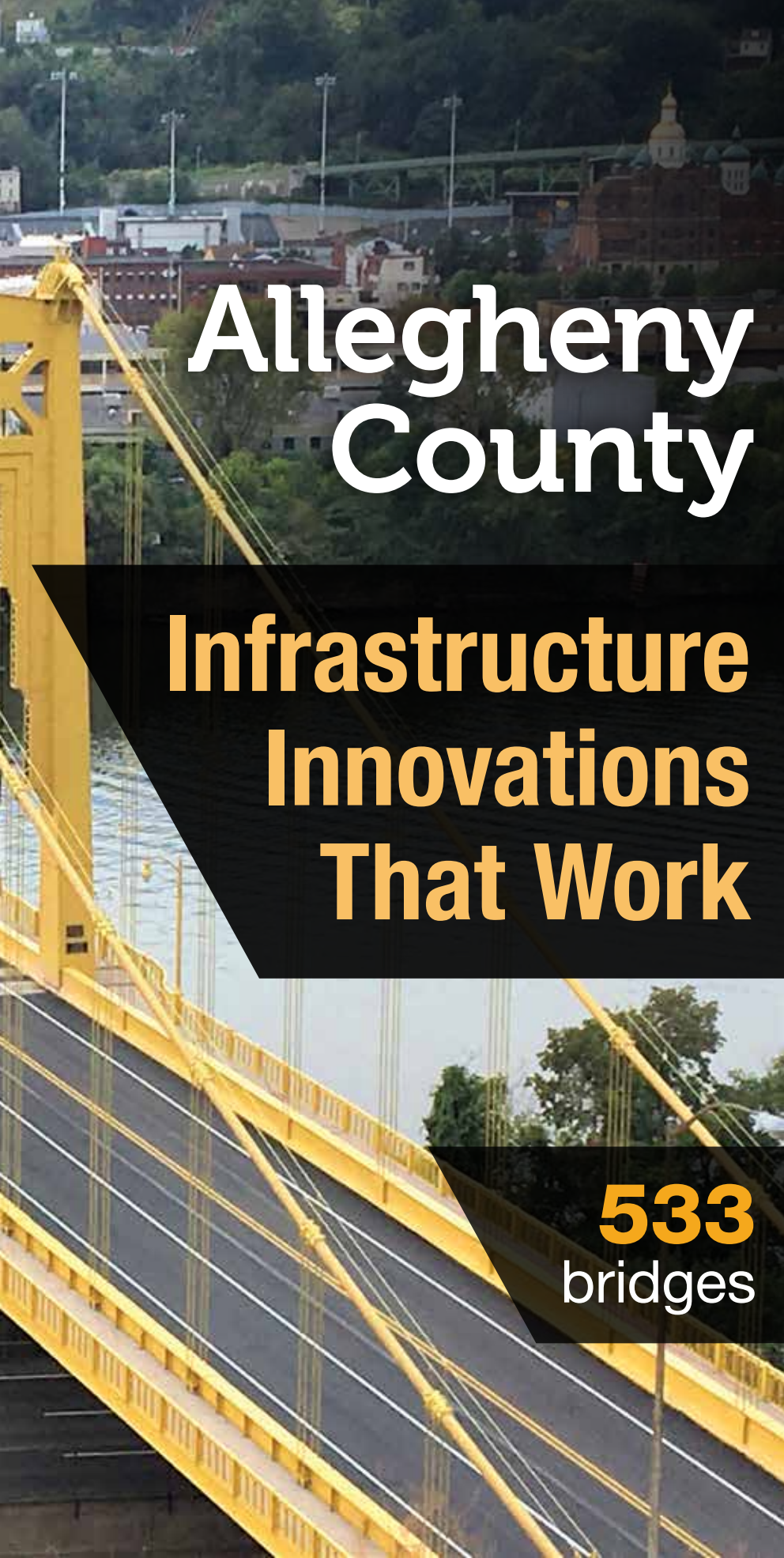
The Pennsylvania Counties Health Insurance Purchasing Cooperative (PCHIPC) was launched in October 2005 with three counties. Today there are 22 counties that represent 9,094 county employees.

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.



The Philip Murray Bridge. Credit Allegheny County.



Allegheny County

Infrastructure Innovations That Work

533
bridges

Brent Wasko
Public Information Officer
Allegheny County Department
of Public Works

Throughout its history, Allegheny County has always been known as a home of innovation, and that includes advances in infrastructure.

The county owns 533 bridges and culverts and more than 408 miles of roadway, and its Department of Public Works is always trying to find new ways to extend the life of those structures. Recently, it has achieved that goal by taking an innovative approach. Instead of focusing solely on traditional rehabilitation or replacement projects, it is emphasizing preservation work.

408
miles of
roadway

Rehabilitation of a road or bridge involves restoring structural integrity and correcting major safety defects, while replacement involves constructing a whole new structure. Both types of work are often quite expensive. Preservation work, on the other hand, slows deterioration and addresses maintenance needs so that the expensive future work is not needed – or at least delayed. Valuable funding can then be channeled to other pressing needs.

“We are fortunate to have a great team in Public Works,” said County Executive Rich Fitzgerald. “Their extensive knowledge of engineering and construction and their ability to find new ways to maximize taxpayer money and strategically invest in our infrastructure is such an asset to our community. Minimizing disruptions to our transportation network is vital to our economy and quality of life.”

Rehabilitation: restores structural integrity and corrects major safety defects.

Replacement: constructing a whole new structure.

CONQUERING CORROSION

A prime example of Allegheny County’s recent preservation efforts was the installation of a cutting-edge cable dehumidification system on the Philip Murray (South Tenth Street) Bridge in Pittsburgh. The 1,275-foot suspension bridge, one of only three bridges of its type in Pennsylvania, opened in 1933. It is a key part of the City of Pittsburgh’s transportation network, connecting downtown to the bustling South Side neighborhood and carrying more than 18,000 vehicles daily.

Maintenance or preservation of the bridge’s cables is critical, as they are the primary load-carrying element of the structure. The bridge is supported by 4,864 steel cables – each approximately the size of a No. 2 pencil – and they are banded together to ensure stability.

The main enemy of bridges of its type is cable corrosion caused by water – typically from humidity. When there is severe corrosion, the cables lose their strength and might even break. That could make a bridge unsafe and unusable, and replacing the cables could cause significant disruption to travel in a community and cost hundreds of millions of dollars.

The new dehumidification system on the Philip Murray Bridge is expected to almost completely halt corrosion of the cables. It works by drawing in outside air, removing the moisture to a targeted relative humidity, and storing the dry air in a plant room near the bridge. A fan then injects the dry air along

Preservation: slows deterioration and addresses maintenance needs to prevent or delay expensive future work.

pipework to ports located on the cables. The dry air permeates between the voids in the cable wires, collects moisture, and exhausts the now-moisture-laden air out of the cables. A set of controls stationed in a plant room allows for monitoring and adjusting the system’s relative humidity, air pressure, and flow to ensure optimum efficiency and effectiveness.

The targeted relative humidity for the bridge is set for 40% or below, which is the level in which studies indicate corrosion practically stops. If the system performs as expected over the next 40 years, Allegheny County anticipates saving between \$4 million to \$5 million in cable maintenance costs while also avoiding having to spend future capital dollars on rehabilitating the cables.

The traditional methods of protecting suspension bridge cables were wrapping them, caulking and painting them, and/or coating them with oil. Those methods had drawbacks, however, including that they were costly and generally proved to be ineffective over time. In the case of the Philip Murray Bridge, the cables were originally protected with wrapping wire and paint, and in the 1990s, that was removed and replaced with a neoprene wrap.



Workers on The Philip Murray Bridge. Credit Allegheny County.

CABLE DEHUMIDIFICATION

About a decade ago, county engineers determined that the bridge needed to be rehabilitated – work that is usually required every 20 to 40 years. While designing that project, Public Works engineers explored ways to not just rehabilitate the bridge but also preserve the structure to possibly extend the amount of time between rehabilitation projects. An engineering consultant, AECOM, suggested installation of a cable dehumidification system. After thoroughly studying the option, federal, state, and county engineers agreed that it was the right way to meet the county's preservation goals.

"We evaluated multiple options for reducing cable corrosion," said Public Works Director Steve Shan-

ley, P.E. "After seeing the effectiveness of other cable humidification systems around the world and being shown how much money it would save us over time, the choice was obvious."

The use of dehumidification to mitigate corrosion originated from research conducted in the 1920s and '30s. However, the idea of using it to protect suspension bridge cables dates back only about 20 years. It was first used on the Akashi Kaikyō Bridge in Japan before the technology was tried in other parts of Asia and in western Europe. In 2015, the first cable dehumidification system in North America was installed on the William Preston Lane Jr. (Chesapeake Bay) Bridge in Maryland, followed by the Delaware Memorial Bridge. The Philip Murray Bridge is now the third bridge in the United

States to use a cable dehumidification system.

In addition to installation of a cable dehumidification system, the more than two-year, \$21.1 million Philip Murray Bridge project also included structural steel repairs, replacement of the asphalt deck, waterproofing, new anchorage vault ceilings, and more. That work was done by the American Bridge Company with funding from the Federal Highway Administration and the Commonwealth of Pennsylvania.

Since its completion last October, the project has earned numerous accolades from prestigious local and national engineering organizations. The American Council of Engineering (ACEC) honored it with a National Recognition Award. The state chapter of the ACEC, ACEC/PA, named it as a Diamond Award winner. The Pittsburgh Chapter of the Pennsylvania Society of Engineers (PSPE) gave it an Outstanding Engineering Achievement Award. And it received the Association for Bridge Construction and Design's Outstanding Rehabilitated Bridge Award. The project's ingenuity, technical complexity, sustainability, aesthetics, and social benefits were the most cited reasons for the awards.

"We were very pleased with how this complex project came together and are appreciative of the recognition we have received," Shanley said. "It would not have been possible without the hard work and help of our many partners, including elected officials and staff at the federal, state, and local levels, as well as our talented engineers,

consultant, and contractors. We are extremely grateful for their efforts to preserve this historic structure.”

PREVENTIVE MEASURES

While Allegheny County’s innovative approach to the Philip Murray Bridge project understandably grabbed a lot of attention, some of the county’s other recent preservation work might have just as much of a lasting impact on the region’s transportation network.

The David McCullough (Sixteenth Street) Bridge in Pittsburgh, the Homestead Grays Bridge in Pittsburgh and Homestead Borough, the Fleming Park Bridge in Neville Township and Stowe Township, and the Brownsville Bridge in Baldwin Borough and Whitehall Borough all received preservation-type repairs during the past two years. That work included some combination of structural steel repairs, pouring of a deck overlay, concrete sealing, expansion dam replacement, downspout and scupper replacement, blast cleaning, painting, paving, and more. The projects are expected to prevent future maintenance expenses and extend the time before the bridges will need to be rehabilitated.

In addition to its bridges, Allegheny County also is committed to preserving its roadways. Its pavement preservation work typically involves chip sealing as well as partial-depth paving and repairs. Thanks to the recent purchase of a new milling machine, county in-house crews can extend the life of its roadways by addressing smaller problematic areas. That can some-



The Fleming Park Bridge receives work. Credit Allegheny County.

times help the county avoid spending money on costly capital projects that typically involve longer stretches of road.

The county also created a crack-sealing program to better preserve its pavement. Crack sealing is a method in which hot sealant is applied to roadway cracks to very effectively prevent intrusion from water or debris. By sealing the cracks, water and debris is diverted to the berm, keeping the size and severity of the cracks from increasing over time. Last year alone, the county crack sealed on 42.17 miles of roadway.

With budgets often tighter than usual because of the COVID-19 pandemic, finding cost-effective approaches to necessary infrastructure work is a must. That is why the Allegheny County Department of Public Works is proud to be at the forefront of the latest technol-

ogy and methods used to protect valuable public assets. By taking a forward-thinking approach to infrastructure projects and maintenance, the county is ensuring the usefulness of its bridges and roadways for generations to come.

“Addressing the needs of aging infrastructure is always a challenge, but we are up to the task,” Fitzgerald said. “We take very seriously the responsibility of not just making sure that our roads and bridges are accessible and useable, but also that we meet or exceed the latest safety and performance standards. Accomplishing that with prudent planning and sound financial decisions is a huge advantage, as we are able to put additional resources into landslide remediations, structure upgrades, and other important work that keeps our residents moving.” ▾

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Limekiln Alley

York County's first green alley!

Emily Neideigh

Watershed Specialist
York County Conservation District

In the fall of 2019, construction finished on York County's first green alley. Located in Wrightsville Borough between North 5th and 4th Streets, Limekiln Alley had significant drainage problems. Properties bordering the alley would often see minor flooding during significant rain events.

Wrightsville's roadmaster became trained and certified in Environmental Sensitive Maintenance through Penn State University's Center for Dirt and Gravel Road Studies. After becoming certified, the borough applied to the York County Conservation District for grant funding through the state Conservation Commission's Low Volume Road (LVR) program. Using a combination of LVR funding, in-kind construction labor and other local funding, Wrightsville was able to construct an alley that solves its drainage issues.

THREE PRIORITY INITIATIVES

York County is the second highest sediment- and nutrient-loading county in Pennsylvania's Chesapeake Bay Watershed. Tasked with reducing four million pounds of nitrogen by 2025, York County has identified three priority initiatives to meet this goal: agriculture, stormwater and other watershed programs. Storm events are the number one way for nutrients and sediment to enter waterways, resulting in in-

creased runoff that causes flooding as well as water quality and habitat degradation. Pollutants enter the waterways two ways: overland runoff or leaching into groundwater.

A green alley allows rainwater to infiltrate into subsurface soils, thus reducing surface runoff of stormwater and nutrients. On a typical road in Wrightsville Borough, surface runoff is collected in a storm drain and conveyed directly to the Susquehanna River. Rainwater now landing on Limekiln Alley, however, is allowed to seep down through porous brick pavers and fine gravel where it can either infiltrate into the subsurface soil or become stored in the gravel. Any excess water drains to the local sewer system.

The borough excavated all existing blacktop and road base at Limekiln Alley to a 12-inch depth. Then they excavated a center trench for the drain field, where they placed a perforated pipe and covered with stone. Pervious brick pavers were installed over the drainpipe and the voids were filled with fines. They also installed approximately 670 feet of concrete wheel pads for the traffic that the alley sees. These improvements allow roof runoff that goes into the alley to infiltrate to the subsurface within a few feet, instead of reaching the storm drain.



Limekiln Alley before.



Limekiln Alley after.

Resource Challenge

The homes downslope of Limekiln Alley would continually get flooded during heavy rains.

Project Summary and Results

The purpose of the project was to allow rain water to infiltrate into the subsurface and become groundwater, thus reducing surface runoff, municipal infrastructure, maintenance, and costs.

Total Project Value: \$85,287.05; Grant Amount: \$65,606.94; In-Kind Contributions: \$19,680.11

Key Project Partners

Wrightsville Borough and C. S. Davidson, Inc. Funding to complete the project was provided by the State Conservation Commission through its Low Volume Roads funding program. The grant was administered by YCCD.

AGGRESSIVELY UPDATING

The project reduced municipal infrastructure and costs. Streets and alleys present problems in older boroughs that are already stressed by a lack of manpower and resources. Problems like building encroachments, utilities and stormwater runoff create more issues for municipalities attempting to complete road projects. Wrightsville has been aggressively upgrading its stormwater management system through a series of grant programs to manage stormwater before it enters the Susquehanna River.

“Without the funding of this type, it’s unlikely the borough would have been able to reconstruct this alley anytime in the near future,” said Wrightsville Borough Council President Eric White. “We simply do not have money in our small streets budget to spend on an alley of this size. The only way we can complete these types of projects is through the various grant programs at state and local levels. By combining these, we can do our part to control the stormwater entering the Susquehanna.”

Low-volume (low-traffic) roads frequently cut across natural drainage patterns to intercept overland and subsurface water flows. They typically convey runoff directly to nearby streams, resulting in sediment and nutrient pollution, an increase in flood flows and a decrease in groundwater recharge through infiltration.

The Dirt, Gravel, and Low Volume Road Program is available to eligible public road maintenance entities providing both financial and technical assistance. Better roads, better streams, better communities! Act 89 of 2013 defines low-volume roads as “sealed or paved with an average daily traffic count of 500 vehicles or less.”

ENVIRONMENTAL IMPROVEMENTS

The low-volume road portion of the program focuses on the same environmental improvements as the dirt and gravel road portion, not just paving and repaving roads. The traditional practice in road maintenance has been to convey water along roads and deposit it into streams

by the quickest means possible. This practice results in increased flood flow in streams and transports sediment and a host of other pollutants into local waterways. Many of the Environmentally Sensitive Maintenance (ESM) Practices advocated by the Center for Dirt & Gravel Road Studies at Penn State University are designed to disconnect stormwater systems from streams, encouraging infiltration and reducing sediment pollution and long-term maintenance costs.

Local, county, and state entities that maintain dirt, gravel and low-volume roads are eligible to receive funding. Upon successful completion of a required two-day ESM training, entities are eligible to apply to their county conservation district for maintenance funds to address identified, priority pollution problems using environmentally sound practices. Eligible entities, with the assistance of their county conservation district, submit a one-page application and work plan to address a specific verified worksite. Environmentally sound maintenance practices and approved

products are used to correct pollution problems related to roadways. Grants awarded to successful applicants provide advance payments to aid with project cash flow and complete project work on a timely basis. The program emphasizes local decision-making based on locally defined goals.

The purpose of the Limekiln Alley project in Wrightsville was to allow rainwater to infiltrate into the subsurface and become groundwater, thus reducing surface runoff, municipal infrastructure, maintenance and costs. Additionally, a project such as this helps York County meet its four-million-pound nitrogen goal. The total project value was \$85,287.05; \$65,606.94 in LVR grant requested funds and \$19,680.11 in in-kind contribution. Key project partners included Wrightsville Borough, C.S. Davidson, Inc. for the design, the state Conservation Commission through the funding provided by the LVR program, and the York County Conservation District for administering the grant. ▾

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Dauphin County IT Tech Talks

Simple Idea—Big Payoff

Elizabeth Zeigler Parry
IT Director
Dauphin County

When I took the job of IT Director at Dauphin County in August of 2019, I knew there would be many things to learn about county government, but I was also eager to bring my ideas to the table. I quickly realized there was an issue that is common in most organizations, government, and non-government alike: technology and IT services that make everyday tasks easier were not being utilized by end-users.

Something as simple as organizing a meeting for multiple people was

being done through email with multiple “reply to all” from participants. Emails were being sent to large groups with the sender having to type each person in the “To” field. Users were saving files to multiple locations instead of one easy-to-access source; all of which are time consuming and inefficient.

When I inquired within my own department, I was met with the response, “It’s just the way we have always done it.” It soon became apparent that many of the time saving solutions that are available were unknown to the user, and if

they were known, the question was then “How do we get started?” This was not a lack- of-technology or willingness-to-use-it problem. This was a communication problem!



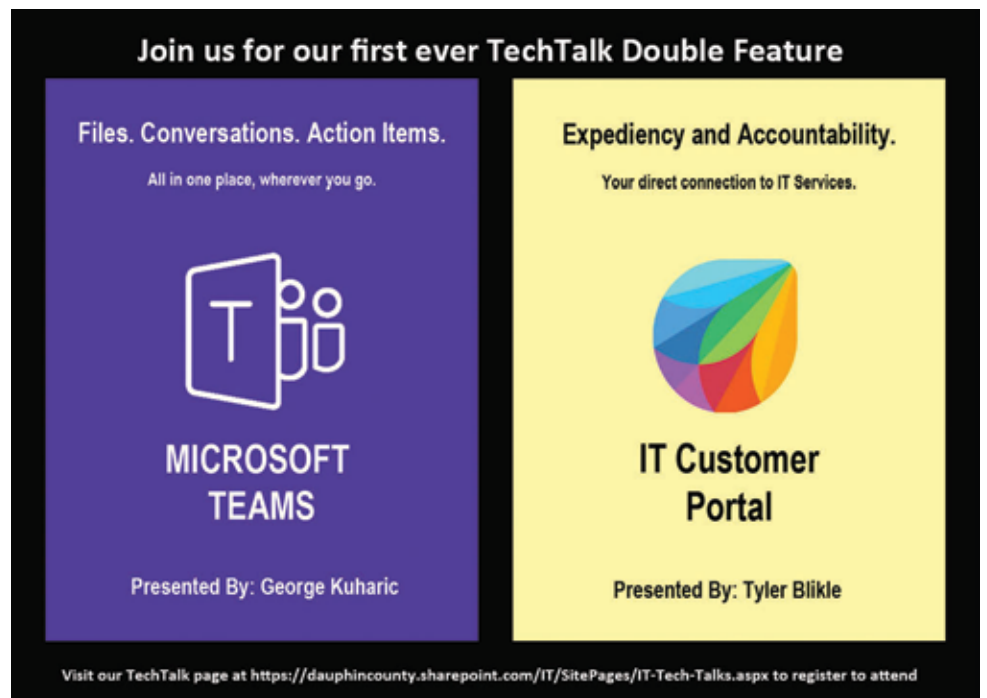
AN IDEA IS BORN

So how does IT get end-users excited about technology? When I sat down with my team to ask that exact question, the answer turned out to be quite simple: Tell the end-users what is out there and how to use it in a way they understand. Thus, "Dauphin County IT Tech Talks" were born.

The idea of an IT Tech Talk was to go out and meet with the people and create a presentation of technology or services available, show users step-by-step procedures on how to use the technology or service, and provide them with the tools to successfully implement within their daily activities.

The goals were simple:

1. Pick topics based on current trends and questions IT is receiving from end-users.
2. Make the information digestible in one hour. Our end-users still have jobs to do.
3. Get users away from "self-made" solutions and start establishing IT standards.
4. Schedule multiple sessions in one week for scheduling flexibility and best chances for participation.
5. Develop instructions for each topic that can then be posted on the internal website, naturally creating a knowledge base for future use.
6. Schedule Tech Talks for a regular cadence so end-users can count on regular contact with IT.



TOPICS AND PROMOTION

After much discussion amongst the newly formed Tech Talk Committee, the topic of Outlook was chosen for the first presentation. The team decided to focus on the following tools:

- FindTime
- Contact Groups
- Out of Office/ Automatic Replies
- Scheduling Assistant
- Focused Inbox
- Email Online Archive

The committee took the month prior to the first Tech Talk to advertise and drum up excitement. A movie poster was created and posted on the website and in buildings around the county. Separate "how to" documents for each feature covered were also devel-

oped. An internal website specifically for Tech Talks was created to house registration, the presentation, and the step-by-step guides so users could easily refer to what was presented. I also took every opportunity, just shy of wearing a sandwich board around the county, to remind users about the upcoming series.

SUPPORT AND FEEDBACK

The very first IT Tech Talk was held in March 2020 and was well attended with about 10% of employees participating. After the first Tech Talk, IT also saw a spike in registrations for upcoming dates as word-of-mouth started to take root. I also received emails from department heads asking their staff that had not already signed up or attended, could they do so. The support for this initiative was overwhelming.

The feedback from a survey was also very positive with county employees sending comments such as:

“Overall- job well done! Thank you!”

“Thank you for having these sessions. I appreciated that it was limited to an hour or less.”

“I enjoyed the information and it will be beneficial. Thank you for setting these up.”

“I set up group contacts shortly after the meeting and plan to use FindTime. Thank you.”

In every effort, there is something to be learned, and this initiative was no different. One that stood out was the irony that the first Tech Talk was based on Outlook, but IT forgot to include a meet-

ing invite with the registration to remind users to attend! You can only get better by learning from your mistakes. One of the most prominent things we learned was that IT Tech Talks would be a great way to roll out new services to the county, and we did just that when the county moved to a new video conferencing service.

GROWING INTEREST

While the first week after our Outlook Tech Talk saw an uptick in Help Desk calls, it was encouraging because the calls were users inquiring about the new features they heard about from someone who attended. The number of meetings being scheduled through FindTime has risen exponentially.

All these things are indicators of success, but none of them resonated as much as the number of requests IT has been receiving for future Tech Talks. The users are getting engaged and providing their suggestions on what matters to them and what they want to know, and the IT department is listening. The gap between IT and the end-users seems to have found a bridge and I fully intend to take every advantage of this. Not a week goes by that someone does not say in a meeting, “Maybe this would be a good Tech Talk topic.” They do not have to be complicated topics, and sometimes it is the simple things that end-users appreciate the most. 🍷

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County Commissioners 2021

Members of the County Commissioners Association of Pennsylvania elected the Association's 2021 leaders during the recent 134th Annual Conference, with Kevin Boozel, Butler County commissioner, as incoming president. ▾

2021 CCAP Officers



Jeff Snyder, Clinton County commissioner and 2021 CCAP board chair.



Kevin Boozel, Butler County commissioner and 2021 CCAP president.



Daryl Miller, Bradford County commissioner and 2021 CCAP first vice president.



Albert "Chip" Abramovic, Venango County commissioner and 2021 CCAP second vice president.



Leslie Osche, Butler County commissioner and 2021 CCAP treasurer.

Association of Pennsylvania Announces Leaders

2021 District Representatives



Basil Huffman, Forest County commissioner and 2021 District 1 representative.



Dan Vogler, Lawrence County commissioner and 2021 District 2 representative.



Randy Phiel, Adams County commissioner and 2021 District 3 representative.



Preston Boop, Union County commissioner and 2021 District 4 representative.



Ken Lawrence, Montgomery County commissioner and 2021 District 5 representative.



John Cusick, Northampton County council member and 2021 District 6 representative.



Brian Smith, Wayne County commissioner and 2021 District 7 representative.

2021 NACo Representatives



Christian Leinbach, Berks County commissioner.



George Hartwick, Dauphin County commissioner.



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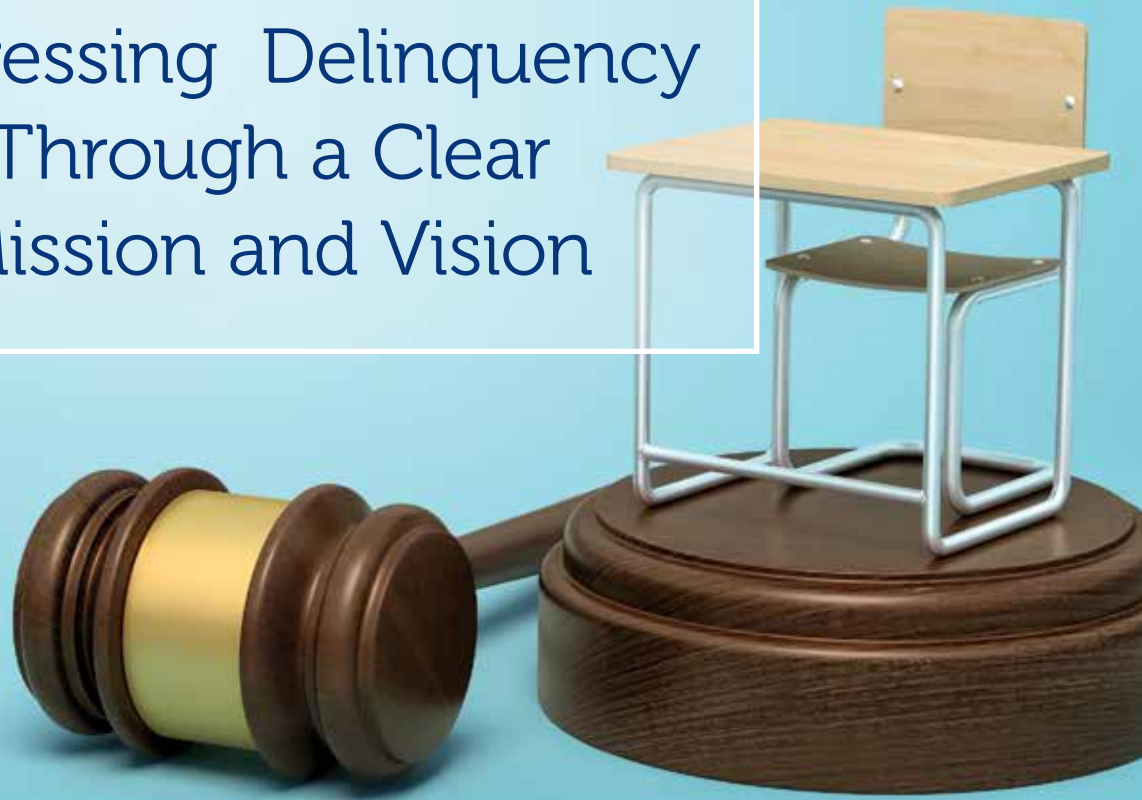


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PENNSYLVANIA JUVENILE JUSTICE:

Addressing Delinquency Through a Clear Mission and Vision



Leo J. Lutz

Director of Policy and Program Development
Pennsylvania Juvenile Court Judges' Commission

Pennsylvania has long been regarded as a bellwether state in juvenile justice policy and practice. This respected status is due, in large part, to the way Pennsylvania's juvenile justice system is structured. In comparison with most other states, Pennsylvania has a decentralized juvenile justice system, characterized by a large amount of local control and a diverse mix of private delinquency service providers to supplement its public services network. There are states in which a single Department of Juvenile Justice, answerable to

the governor, is responsible for all juvenile justice matters. Pennsylvania isn't one of them. Here, the state provides leadership, but the local juvenile courts administer the probation departments. Even youth that are placed outside the home remain subject to local court custody and supervision.

Pennsylvania has a solid track record of leveraging the strengths of this diversified approach in order to test strategies aimed at continuous system improvement. This positive reform climate has allowed the state to serve

as a model across the nation and throughout the world. The following article provides an explanation of the basic elements of Pennsylvania's juvenile justice system, followed by a description of several Pennsylvania reform initiatives, including the current comprehensive reform effort known as the Juvenile Justice System Enhancement Strategy. Collectively, these reform initiatives provide clarity to the state's juvenile justice mission and vision, and the structure to measure the system's performance and outcomes.

BASIC ELEMENTS OF THE SYSTEM

The basic elements of the Pennsylvania juvenile justice system are the following:

Juvenile Courts

The Pennsylvania Constitution gives the Courts of Common Pleas in each of the state's 67 counties "unlimited original jurisdiction in all cases except as may otherwise be provided by law." This general grant of authority extends to juvenile delinquency matters, among many others. Some counties have established permanent "juvenile divisions" of their Courts of Common Pleas, while others merely hold regularly scheduled "juvenile days." By custom, however, whenever a Court of Common Pleas is hearing a juvenile matter, it is referred to as a "juvenile court."

Court Administration

In most counties, the administrative direction of the juvenile court is entrusted to an administrative judge designated by the president judge of the county. (In Philadelphia and Allegheny Counties, however, the administrative judge of the Family Court is appointed by the Supreme Court.) In several jurisdictions, the president judge functions as the administrative judge of the juvenile court. A chief juvenile probation officer is appointed by the court to oversee the county's juvenile probation department. In some counties, a single chief oversees both juvenile and adult probation departments.

Juvenile Probation

County juvenile probation officers in Pennsylvania serve as the primary points of contact with court-involved youth from intake

through case termination. They are responsible for initial screening, predisposition investigation, probation supervision, and "aftercare" or post-commitment supervision. In some counties, they play a role in victim services as well. Juvenile probation officers in Pennsylvania tend to be experienced, educated, and well-trained. To be hired, a juvenile probation officer must have a bachelor's degree with at least 18 credits in the social sciences.

Currently, about a quarter of all juvenile probation officers statewide hold graduate degrees. The Juvenile Court Judges' Commission (JCJC) mandates 40 hours of continuing training annually. The JCJC also underwrites tuition for probation officers who complete a two-year weekend master's program at Shippensburg University developed especially for juvenile probation officers.

Detention

There are 16 secure juvenile detention facilities in operation in Pennsylvania - five private facilities and 11 that are owned and operated by individual or groups of counties—providing temporary secure custody of juveniles awaiting adjudication, disposition or placement. Some house only youth from their own counties, while others serve multiple counties or regions. Due to the safe use of both detention screening tools and community-based alternatives to detention, as well as downward trends in overall referrals to juvenile courts, 10

secure juvenile centers in the state ceased operations between 2006 and 2017.

State-Operated Facilities

The Bureau of Juvenile Justice Services (BJJS) within the Department of Human Services, Office of Children, Youth and Families (OCYF) administers and manages a network of Youth Development Centers and Youth Forestry Camps. There are five such state-operated facilities, with an overall capacity of 292 beds (196 secure and 96 non-secure, including a 48-bed facility for females). Specialized programs serve sex offenders, substance abusers, emotionally disturbed youth, developmentally delayed youth, and dually diagnosed youth. As with the secure juvenile detention centers, the number and bed capacity of state-operated facilities has decreased significantly in the past decade.

Private Providers

Pennsylvania's array of private sector delinquency service providers is arguably the most diverse in the nation. There are many specialized programs for delinquent youth in Pennsylvania, including secure placement programs, group homes, day treatment programs, alternative schools, wilderness programs, shelter and foster care programs, and specialized mental health, drug and alcohol, and sex offender treatment programs, all privately run but licensed and approved by the Department of Human Services.

STATE LEADERSHIP ORGANIZATIONS

Key state agencies and organizations with juvenile justice responsibilities in Pennsylvania include the following:

The Juvenile Court Judges' Commission

JCJC is a statutorily created body that is mandated to advise juvenile court judges on all matters relating to the proper care of both dependent and delinquent children. The JCJC also collects and disseminates Pennsylvania juvenile court statistics, establishes administrative and procedural standards for juvenile courts, and sets personnel practices and employment standards for juvenile probation departments. Local juvenile probation departments benefit from JCJC grants intended to improve probation practice and promote the use of best practices. Juvenile probation departments also receive training, continuing education, and graduate education through the JCJC's Center for Juvenile Justice Training and Research at Shippensburg University. The JCJC's nine judge members are nominated by the Chief Justice of the Pennsylvania Supreme Court and appointed by the Governor for three-year terms. The Commission is served

by a permanent staff in Harrisburg, and at its Center for Juvenile Justice Training and Research at Shippensburg University.

Department of Human Services

DHS through its Office of Children, Youth and Families, operates the state's delinquency institutions, and approves and licenses many local and private institutions for juveniles. The DHS also approves each county's Needs-Based Plan and Budget for purpose of state reimbursement of county-purchased services for juveniles and administers the state's "placement maintenance" program for juveniles placed outside their homes.

The Pennsylvania Commission on Crime and Delinquency

PCCD is the agency responsible for statewide criminal and juvenile justice system planning, coordination and policy analysis. PCCD provides data analysis, research and legislative recommendations to the Governor's Office and the General

Assembly and administers and supports a number of important juvenile justice grant funding initiatives that benefit local governments. The state's Victim/Witness Assistance Program and its Crime Victims' Compensation Fund are overseen by PCCD as well. PCCD's expenditure of federal and state juvenile justice funds is guided by a formal advisory group of service providers and other professionals recognized as the Juvenile Justice and Delinquency Prevention Committee.

The Pennsylvania Council of Chief Juvenile Probation Officers

The "Chiefs' Council" is a highly regarded membership organization of chief juvenile probation officers, deputy chiefs, supervisors, and probation staff that works closely with the Juvenile Court Judges' Commission on probation-related training, education, system planning, and legislative issues. The Council also works closely with all other juvenile justice system stakeholders and has been critically important to system reform work.

CONTACTS AND RESOURCES

For more information on Pennsylvania's juvenile justice system, visit the following resources and links.

- The Pennsylvania Juvenile Court Judges' Commission
www.jcjc.pa.gov
- Pennsylvania Commission on Crime and Delinquency
www.pccd.pa.gov
- Pennsylvania Council of Chief Juvenile Probation Officers
www.pachiefprobationofficers.org
- Pennsylvania Partnership for Juvenile Services
www.pp-js.org

KEY REFORM INITIATIVES IN PENNSYLVANIA JUVENILE JUSTICE

Balanced and Restorative Justice

As a result of rising crime rates in the early 1990s, nearly every state in the nation enacted harsh measures against juvenile offenders. Specifically, states curtailed juvenile court jurisdiction over serious crimes, and dismantled confidentiality and other protections traditionally afforded to young people in trouble with the law.

Pennsylvania approached the problem differently. Act 33, enacted in Special Session No. 1 of 1995, placed several violent felonies committed by juveniles age 15 and older within the original jurisdiction of the criminal courts. However, Act 33 made a more fundamental and thoughtful change—reorienting the juvenile justice system itself, expanding the circle of clients whose interests it serves, and broadening its stated purposes to include more comprehensive goals. Specifically, Act 33 rewrote the purpose clause of Pennsylvania’s Juvenile Act to state that: “Consistent with the protection of the public interest, to provide for children committing delinquent acts programs of supervision, care and rehabilitation which provide balanced attention to the protection of the community, the imposition of accountability for offenses committed and the development of competencies to enable children to become responsible and productive members of the community.”

This reformed purpose clause is rooted in a philosophical

model known as balanced and restorative justice (BARJ), which gives priority to repairing the harm done to crime victims and communities, and which defines offender accountability in terms of assuming responsibility and taking action to repair harm. Also, at the foundation of this mandate is the concept that crime victims and the community, as well as juvenile offenders, should receive balanced attention and gain tangible benefits from their interactions with Pennsylvania’s juvenile justice system.

At its core, the BARJ model embraces three principles: the protection of Pennsylvania communities; accountability for the harm to crime victims and communities; and the development of competencies that enable juvenile offenders to become productive community members. Furthermore, all the services designed and implemented to achieve this purpose and all hearings and decisions under the Juvenile Act—indeed all aspects of the juvenile justice system—must be provided in a fair and unbiased manner.

This legislated purpose assigned active roles and responsibilities to all system stakeholders and continues to be the philosophical foundation upon which Pennsylvania’s juvenile justice system reform efforts are based.

Models for Change

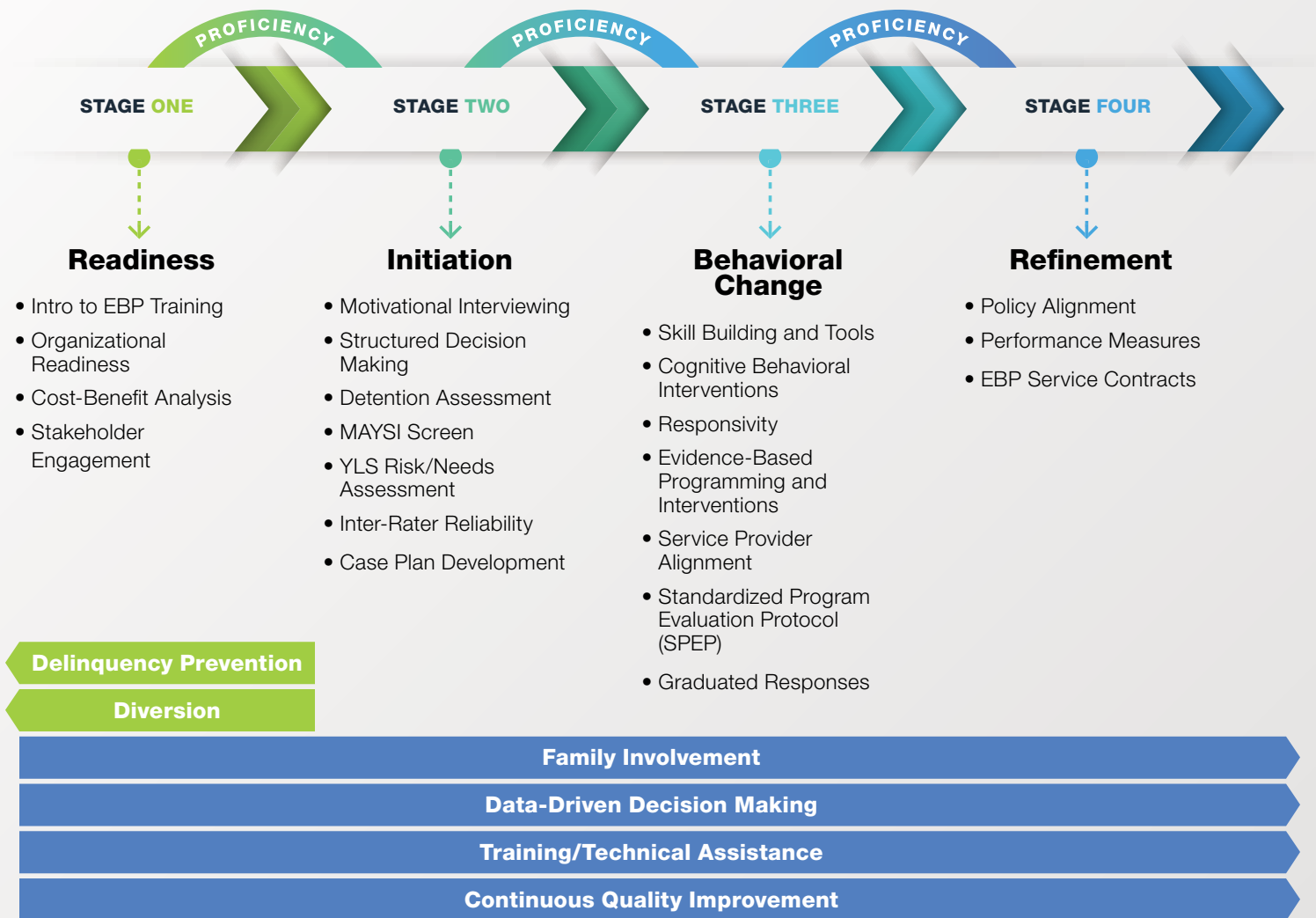
In 2004, The John D. and Catherine T. MacArthur Foundation selected Pennsylvania as the first state to participate in its Models

for Change juvenile justice reform initiative. According to the MacArthur Foundation, “Pennsylvania was chosen because it is considered a ‘bellwether’ state in juvenile justice, it has a favorable reform climate, and it seems poised to become an exemplary system.”

Pennsylvania’s five-year Models for Change partnership with the MacArthur Foundation focused on three targeted areas of improvement: (1) the system of aftercare services and supports, (2) the coordination of mental health services for juvenile justice-involved youth, and (3) the reduction of disproportionate minority contact within the juvenile justice system. Models for Change accelerated the pace of Pennsylvania’s efforts at reform at both the state and local levels, and supported a series of evidence-based practices, including the introduction of screening and assessment instruments and targeted evidence-based interventions.

Pennsylvania’s Juvenile Justice System Enhancement Strategy

In June 2010, with the commonwealth’s Models for Change initiative drawing to a close, the executive committee of the Pennsylvania Council of Chief Juvenile Probation Officers and Juvenile Court Judges’ Commission concluded that it was essential to develop a strategy to consolidate the various Models for Change-related initiatives “under one roof,” and to sustain and enhance the gains of the previous five years.



The framework depicts and summarizes the stages of JJSES implementation (Readiness, Initiation, Behavioral Change and Refinement) and underlying principles and practices that are essential elements of an evidence-based juvenile justice system. The publication commonly known as the JJSES Monograph contains a detailed explanation of the JJSES, including the activities and practices that comprise the stages of the framework.

Following an intensive review of the impact of and the many lessons learned through this partnership, it was agreed that the JCJC and Pennsylvania Council of Chief Juvenile Probation Officers would work together with PCCD and other system partners to develop and implement a comprehensive Juvenile Justice System Enhancement Strategy (JJSES) as the means to achieve this goal. Soon thereafter, the following Statement of Purpose was developed as the foundation for the JJSES: We

dedicate ourselves to working in partnership to enhance the capacity of Pennsylvania’s juvenile justice system to achieve its balanced and restorative justice mission by: employing evidence-based practices, with fidelity, at every stage of the juvenile justice process; collecting and analyzing the data necessary to measure the results of these efforts; and, with this knowledge; and striving to continuously improve the quality of our decisions, services and programs.

The JJSES Statement of Purpose has been widely endorsed throughout the juvenile justice system. The JJSES leadership team, comprised of key leaders from JCJC, the Pennsylvania Council of Chief Juvenile Probation Officers, and PCCD’s Office of Juvenile Justice and Delinquency Prevention, coordinates the implementation of the JJSES. The recognition that change is a long-term process requiring strategic and careful planning is the foundation of the JJSES Framework. (See graphic above)



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EVIDENCE-BASED PRACTICES IN JUVENILE JUSTICE

Essential to the philosophy of the JJSES is the concept that juvenile justice interventions and programs are considered effective when they reduce a juvenile's risk to reoffend and that the application of evidence-based practices will enhance public safety. As explained in the JJSES Monograph, "'evidence-based practice' simply means applying what we know in terms of research to what we do in our work with youth, their families, and the communities in which we live. It is the progressive, organizational use of direct, current scientific evidence to guide and inform efficient and effective services."

The JJSES promotes the utilization of actuarial assessments to identify criminogenic needs (dynamic risk factors) which, when addressed through evidence-based juvenile justice practices, reduce recidivism. Pennsylvania selected the Youth Level of Service/Case Management Inventory (YLS/CMI) risk/needs assessment to identify these criminogenic needs and pinpoint the skill areas requiring development.

The principles of risk, need, and responsivity are identified through the administration of the YLS/CMI and form the foundation of evidenced-based juvenile justice practices. The risk principle helps identify who should receive juvenile justice interventions and treatment. The need principle focuses on what about the young

person must be addressed. The responsivity principle underscores the importance of how interventions should be delivered, with behavioral and cognitive behavioral skill-building techniques being the most effective.

From a criminogenic risk perspective, the evidence is clear that minimal intervention should be directed toward low-risk juveniles. Furthermore, interventions and services should focus specifically on moderate and high-risk juveniles. Levels of risk can be reduced by applying supervision and interventions that are appropriately matched to these youths' risk levels.

From a criminogenic need perspective, traits that contribute to delinquency and are changeable should be targeted for intervention. Attention to non-criminogenic needs will not yield positive recidivism results and may even do harm.

From a responsivity perspective, interventions should be closely matched to each individual's unique qualities and attempts should be made to increase the youth's intrinsic motivation to engage in behavior change.

The emergence of evidence-based practices has created a shift in the role of a juvenile probation officer. Traditionally, juvenile probation officers spent significant time in the surveillance of juvenile offenders and monitoring compliance with conditions of probation. In contrast, evidence-based practices involve juvenile

probation officers as agents of behavioral change. Through the implementation of the JJSES, juvenile probation officers receive ongoing training and education on the skills necessary to effectively lead juvenile offenders through the change process. For example, probation officers train to become proficient in creating collaborative relationships with offenders, goal setting, and structured skill building; additionally, they gain a deeper understanding of the appropriate use of authority, reinforcement, and disapproval. Clearly, the use of evidence-based practices has raised the level of sophistication and professionalism in the field of juvenile justice.

STEADFAST COMMITMENT

The decentralized structure of Pennsylvania's juvenile justice system, together with its steadfast commitment to reform has solidified its status as a leader in juvenile justice policy and practice. The system enjoys a clear and statutorily mandated balanced and restorative purpose, and it has embraced the best scientific knowledge available to the field to enhance its capacity to effectively address delinquency. Furthermore, juvenile justice in Pennsylvania owes much of its achievement to its strong partnerships at both the state and local level. The result is a unique institution that strives for safe communities, as well as the care, protection, and wholesome development of youth and families coming within its provisions. ▀

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Continue to Redefine Civil Service Hiring

Dan Egan

Communications Director
Pennsylvania Office of Administration

Each month, Miranda Martin and Jenine Hartman of the state's Office of Administration (OA) host a conference call with county human resources professionals, hiring managers and executives from across the state.

"We took part in a call last summer organized by CCAP and decided we wanted to keep the lines of communication open," said Reid Walsh, Deputy Secretary for Human Resources and Management for the state. "It's helped us to be more accessible to counties and make sure they have the tools they need to be successful."

The monthly calls are an ongoing dialogue about what is working, what is not working and opportunities to improve. Fifty-six counties contract with the Office of Administration for all or part of their civil service hiring.

"The calls have been highly beneficial for us," says Jennifer Napp-Evans, Administrator for Snyder County Children and Youth Services. "They are keying into our challenges in a way we haven't experienced in the past." With just 13 caseworkers to serve over 200 children and over 100 families, every hiring decision represents a significant investment of time and effort.

Evans says her office began to use regional lists of candidates as a result of the monthly calls. Combined with the flexibility to interview candidates beyond the top three scores, Snyder County is filling more caseworker vacancies on the first try, rather than having to repost job openings. "A new

caseworker undergoes months of training before they can see a client," explains Evans. "Child welfare work is not for everyone, which makes finding—and keeping—high quality candidates vital to serving our residents."

MODERNIZING

Efforts to modernize civil service hiring began in 2015, when Governor Wolf's administration began to look more closely at recruitment and retention across state government. As Baby Boomers continued to age out of the workforce, departments were struggling to attract and retain the next



generation of public service employees. While Millennials represented approximately 33% of the workforce in Pennsylvania at the time, they were just 17% of employees in state government.

To better understand the root causes behind this trend, the state conducted focus groups with college students, convened internal workgroups of new employees, interviewed leaders and hiring managers, and researched the best practices of other public and private sector employers. The picture that emerged was a system of hiring that had not kept pace with the expectations of applicants and the needs of state and county agencies.

"The manner in which civil service positions were filled in Pennsylvania had remained largely unchanged for decades," said Walsh. "We realized that we needed to do things differently if we wanted to be competitive in today's job market."

LEGISLATIVE CHANGES

What followed was the most sweeping modernization of civil service hiring in generations. With support from CCAP, state agencies, advocates for the disabled, and other stakeholders, the Wolf administration and the General Assembly passed three bills—all with unanimous support—to bring the hiring process into the 21st century.

Two bills gave counties and state agencies greater control over the hiring process, including the

flexibility to choose how many candidates they want to interview and whether the civil service exam is conducted online or at a test center. Other changes included the ability to post specific job vacancies and moving the application process for civil and non-civil service jobs onto a single technology platform. A third bill, which took effect in March 2019, transferred civil service recruitment and hiring responsibilities to the Office of Administration.

Along with the legislative changes, the administration pursued additional improvements, including a redesign of the state's jobs website, *Employment.pa.gov*, and a months-long effort to convert exams for testing centers to be completed online.

POSITIVE IMPRESSIONS

As the Human Resources Director for Bedford-Somerset, Pam Humbert is responsible for maintaining a staff of nearly 60 caseworkers to support residents with behavioral health issues and intellectual disabilities. "The closest testing center to us is Johnstown," said Humbert. "Being able to tell applicants they can take the examination online is a big plus. Over the past twelve months, we have had anywhere from six to 13 caseworker vacancies that we needed to fill at any given time. The website has been a great marketing tool for us to promote our jobs. It is similar to other recruitment websites like Indeed and has made a more positive impression on job seekers."

While Humbert credits OA for bringing much-needed changes to the hiring process, she says staying engaged with prospective candidates remains key to successful recruiting. "It is really important to maintain that human touch and to keep us in the front of their minds. We keep track of previous applicants so we can let them know when new vacancies are posted. Even if they weren't selected previously or turned us down before, they may be willing to take another look at what we can offer."

With the major legislative changes now in place, the state is focused on tweaking and refining the services that it offers. Based on input from county customers, the bureau has created online tutorials to apply to caseworker vacancies, began to assist counties with email campaigns and events for recruitment and launched an internal site for counties to access online examinations used by other counties.

"We've seen counties taking greater advantage of our services since the calls began and the regular feedback helps us to know we're on the right path," said Walsh.

"The OA staff are responsive, supportive and professional," said Evans. "It's been a very positive experience." 🍷

To learn more about services available to counties from the state Bureau of Talent Acquisition, please contact ra-countyprograms@pa.gov.



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SUCCESSION PLANNING

Developing a
Pool of Talent



Jennifer A. Caruso, M.Ed.

University of Pittsburgh School of Social Work
Pennsylvania Child Welfare Resource Center

County employees provide key services and supports to residents throughout Pennsylvania. Vacancies negatively impact those services and turnover is costly for everyone involved. How much is a county budget impacted by turnover? Have you ever been in a situation where an individual you consider a key to your organization's future leadership resigns? Do you try to identify someone to shadow them during a short period before they leave? Do you wait until the employee leaves and start training someone new from scratch?

Planning for a replacement when a retirement is announced, or a top producing employee reveals their intention to move on means that you do not have time to properly develop the talent within your organization to fill that role. These scenarios have a domino effect on the organization creating capacity and performance gaps at multiple levels. Many professionals think of succession planning as developing a blueprint to replace key members of the leadership team within an organization when, in fact, the best succession planning processes focus on growing capacity throughout the organization. Focusing on the development of only a few key people at the leadership level creates a vacuum of talent which may take an organization several years to recover from.

CAPACITY FOR LEADERSHIP

Succession planning and leadership development should be linked. The goal is to build the overall capacity for leadership regardless of what position an employee holds (Day, D. 2007). Building bench strength requires an ongoing, purposeful process that is both systemic and systematic. Like the organizational effectiveness work facilitated by staff at The Child Welfare Resource Center (CWRC), this two-pronged approach evaluates the system at the macro level while concurrently focusing on the details to build a plan for continuous quality improvement.

A systemic process focuses on the big picture, in the case of suc-

cession planning, wide-ranging leadership skills. Effective organizations define in measurable and behavioral terms what it looks like when that organization is performing at a high level. Successful organizations have a pool of talent with complementary skills sets. It is critical to be able to identify what success looks like and connect that success back to the mission of the organization.

This big picture analysis informs the systematic level evaluation and planning. Consideration is given to the key pieces of an organization to develop a blueprint that identifies the skills, competencies and attitudes that are key to an organization's success. Job descriptions and roles must be examined to determine if they reflect the skills



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and competencies necessary to build a foundation that supports the optimal health of an organization (Hagemann, B., n.d.). What skills will be needed to implement new innovations in an ever-changing landscape?

ASSESSING TALENT

While looking at the big picture simultaneous plans should be developed for systematically assessing talent. This includes a step-by-step process to review the needs of the organization, assess potential among staff to fill those gaps and develop a plan to recruit, support and develop leaders. This is most effectively accomplished with a carefully chosen group of individuals that include the person who currently holds the position in question and a facilitator. It is important to review not only what is written in the official job description, but how the employee spends a large portion of their time. This will help an organization assess the key skills and knowledge required to grow leaders in that area.

Individualized professional development is key to assessing staff members' readiness to take on new challenges, identify strengths that can be leveraged and provide opportunities for growth and development. There should never be only one person who understands the how, what, and why of any function within an organization. If that is the case, leaders must take a step back and begin this process by focusing on the technical aspects of the key functions that allow the organization to successfully fulfill its mission.

MAPPING PERFORMANCE

Technical succession planning identifies employees who are functioning in their roles at a high level across the entire organization from the mailroom to the chief operating officer. Work is done with those individuals to develop a map of how they perform their work, what specialized knowledge or skills they possess that supports work at such a high level and, lastly, determine how they garnered that knowledge and pass it on to others to support continuity in operations. This exercise is important "because it acknowledges that what people carry around in their heads—their so-called tacit knowledge" (Rothman, W. and Poduch, D., 2004). Context for how and why things occur as they do is important information in helping a group evaluate current operations and to make plans for the future.

Organizational culture is tied to an organization's history as well as its future. If leaders do not pay attention to how the key processes are learned, implemented, and passed on there is danger in losing critical pieces of information that will allow for swift adaptations to changing circumstances and continued success.

Assessing talent begins at recruitment. Again, if the organization has done the groundwork in succession planning, there is a keen awareness of the knowledge, skills and attitudes needed at each level of the organization to ensure success. When hiring a new employee, the assessment is of a candidate's potential. Later, it will be important to assess both potential and performance that can inform individualized staff development plans.



While looking at the big picture simultaneous plans should be developed for systematically assessing talent. This includes a step-by-step process to:

1. Review the needs of the organization.
2. Assess potential among staff to fill those gaps.
3. Develop a plan to recruit, support and develop leaders.

COMMITMENT

Effective succession planning means that throughout the organization there is a commitment to staff development through accountability to progress in professional growth. The best staff development plans are experiential, combining both the acquisition of new knowledge and the ability to

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apply that knowledge in real-world situations. For example, entry level child welfare staff who have participated in the Child Welfare Education for Baccalaureates (CWEB) program study social work at an accredited university and spend significant time in the child welfare field throughout their education to practice their skills. These candidates are uniquely prepared for entering the workforce with insight into the skills and requirements needed to do the job well and their employer can expect them to understand the agency's mission and the steps necessary to realize those goals.

When evaluating talent of tenured employees, David V. Day in his publication *Developing Leadership Talent* (2007) suggests that we look at both performance and potential. Not every candidate who has the potential to move up in the organization has the motivation to do so. After careful evaluation and discussion, it is important to determine what crucial roles that person can play to contribute to the success of the organization. If such an individual has no desire for advancement and consistently meets performance expectations, the goal should be to motivate and focus them so that the group continues to benefit from their talents.

In other words, if an employee clearly expresses no desire to fill different roles within the organization find opportunities for them to stay connected with other departments. They can share tips and tricks with others, continue to contribute to the organization and avoid complacency, apathy, and

burnout. If this county employee is someone who consistently exceeds performance expectations, perhaps their value is in developing others. Consider ways they can be used as a mentor or coach.

STAFF DEVELOPMENT PLANS

As previously mentioned, building the leadership development framework begins by clearly defining the ideal conditions under which an organization operates and stepping out roles of each position within the organization that has a part in achieving that optimal state. But what are the activities associated with the sometimes-elusive staff development plans? The following are recommendations for concrete steps that can be taken to develop talent:

Opportunities for engagement. Plan engagement opportunities for staff at various levels of the organization to participate in workgroups. This allows individuals to gain a broader understanding of the various roles and points of view within the company that must come together to make decisions and continually evolve agency practice to meet the needs of its customers. Participation in larger workgroups outside of the organization can support a big-picture understanding of collaboration and industry-wide knowledge.

Mentoring and coaching. Planned opportunities to work with others can also serve as a way for staff to gain the big-picture perspective of an organization. Job shadowing must be purposeful and expose employees to areas where they have room to grow. Before assign-



Recommendations for steps to develop talent:

1. Opportunities for engagement.
2. Mentoring and coaching.
3. Job shadowing and cross training.
4. Professional development.

ing someone to a coach or mentor outline what both parties are responsible for learning and doing.

Job shadowing and cross training. Consider the prospect of having an employee fill in for someone in another department or at a higher-level position while someone is on vacation or when a short-term absence occurs. Different job duties can be another opportunity to learn the work of other departments critical to the organization's success or serve as an opportunity for a greater level of responsibility. This strategy should not occur in a vacuum. It is important to provide support during the temporary assignment as well as process after the assignment is complete. Help the employee outline what they learned from the experience and what they can do to understand more.

Professional development. Every employee can benefit from ongoing opportunities for training and further education. Training is the most commonly thought of method for staff development. While the information is in itself valuable, more valuable is how that information will be applied in current or future work. Employees must be encouraged to think about how training can be applied to their projects. Higher education opportunities are a good incentive for recruitment and retention. For example, the Child Welfare Education and Leadership (CWEL) program administered by the University of Pittsburgh School of Social Work has been proven to improve the retention of seasoned and valuable child welfare staff. Many CWEL graduates go on to

take leadership positions within the child welfare agencies that supported the pursuit of higher education.

TIPS FOR SUCCESSFUL SUCCESSION

Make it a priority. Succession planning must be part of the agency's culture and way of doing business. Set a timeline. Those at the top of the organization should lead the charge and make succession planning part of regular business processes.

Regularly review talent. A formal review process should be in place for everyone in the organization minimally once a year. Assessments must be followed professional development plans that are monitored and adjusted to reflect progress and additional opportunities for growth. Provide lateral and promotional opportunities so that employees understand the breadth and depth of roles and responsibilities throughout the organization.

Standardize the assessment. Every candidate should be evaluated using the same criteria. Consider strengths, areas for growth, relevant experience, and special skills. Place candidates on a grid related to readiness level and develop plans accordingly.

Remain open to possibilities. While the primary purpose of succession planning is to build bench strength, the talents and skills required to meet the evolving needs of your organization may not be available internally. As the needs of the customers change the ability of the staff may need to change as well.

The goal of succession planning is to develop and implement organizational and individual continuous improvement processes that become a way of doing business. Succession planning serves as both a recruitment and retention tool. Experientially based opportunities for growth keep burnout at bay and support exciting opportunities for employees at the operational, managerial and leadership levels.

Learning organizations are more successful because there is a balance of trust and accountability to realizing organizational outputs and outcomes as well as individual potential. The cost of turnover is astounding. All organizations, but especially those charged with serving the commonwealth's most vulnerable populations, cannot afford to ignore the need for a formal, sustained process of succession planning that can support the recruitment and retention of qualified, motivated and capable professionals. ▼

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from CCAP's Center for Excellence in County Leadership (CEL) Program



Front Row (l to r): Michèle Pokrifka, York County solicitor; Dan Vogler, Lawrence County commissioner; Jim Martin, Adams County commissioner; Lori Vargo Heffner, Northampton County council member. **Back Row (l to r):** C. David Pedri, Luzerne County manager; Daryl Miller, Bradford County commissioner; Benjamin Kafferlin, Warren County commissioner; Dave Kovach, Columbia County commissioner.

Mandi E. Glantz, CAE

Director of Member and Vendor Relations
County Commissioners Association of Pennsylvania

During these unprecedented times, solid leadership remains a critical component of county government. For two and a half days in July, eight county leaders gathered, with socially distanced protocols in place, and participated in intense, high-level training by a team of experts during CCAP's Center for Excellence in County Leadership (CEL) program. At the end of those long and often thought-provoking days, those eight county officials became the program's sixth set of graduates.

CEL training focuses on fostering individual growth through interactive and high-level classroom training aimed at enhancing participants' communication, management and leadership skills. CEL includes intense classes in styles of leadership, managerial versatility, interpersonal dynamics; crisis communication, media management; daily communication problem solving, decision making and other areas.

Participation is available to one eligible person per county per year, with a maximum of 12 participants. An application is required for admittance to the program, with final selection being made by a standing CCAP committee. Eligible participants are the CCAP voting members in each county: county commissioners, council members, chief clerks, county administrators and solicitors. Key county leaders and department heads also may be eligible with a written letter of support from their county official. The 2021 CEL program will be held June 16 -18 at the CCAP Office in Harrisburg. Visit the CCAP website at www.pacounties.org/ME/Pages/CELProgram.aspx for more information.

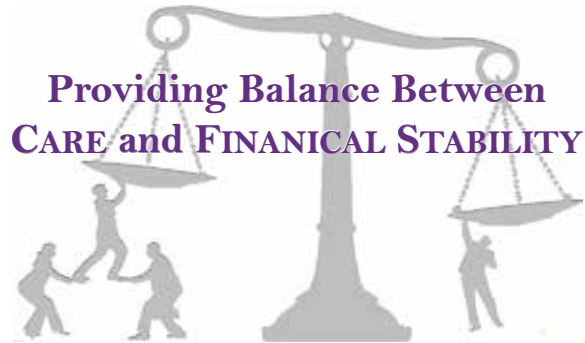
The 2020 program was produced by The Professional Edge, Inc. (www.theprofessionaledgeinc.com). Program sponsors included the Pennsylvania Counties Risk Pool (PCoRP), the Pennsylvania Counties Workers' Compensation Trust (PComp), the Unemployment Compensation Trust (UC Trust), Cafardi Ferguson Wyrick Weis + Gabriel llc (CFWW+G), and Campbell Durrant, P.C. ▼



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AN OPPORTUNITY TO IMPROVE INMATE HEALTHCARE DATA EXCHANGE

Dave Usery

Director of Integration Services and Solutions
Mission Critical Partners

A need clearly exists for the corrections and healthcare communities to share such data. Here's how to achieve it.

The Coronavirus Aid, Relief and Economic Security (CARES) Act, which was signed into law in March 2020, provided \$2.2 trillion in economic-stimulus funding. Perhaps the best-known aspect of the law was the \$1,200 provided to adults whose income was less than \$99,000, and lesser amounts to higher-salaried workers.

The law also provided financial assistance to small businesses via

a paycheck-protection program designed to keep Americans working through the pandemic; to employers of all sizes in the form of employee-retention tax credits and payroll-tax deferrals; and to state, local and tribal governments to help cover approved, public-health expenditures related to the coronavirus.

A lesser-known aspect of the CARES Act is Coronavirus Emergency Supplemental Funding



(CESF), through which \$850 million is being provided to state, county and municipal governments nationwide to support the law-enforcement community's response to the coronavirus. The money is being distributed based on a formula developed for the Edward Byrne Justice Assistance Grant (JAG) program. Administered by the U.S. Department of Justice, Bureau of Justice Assistance, the JAG program is the primary provider of federal criminal justice funding to state and local governments.

The Pennsylvania Commission on Crime and Delinquency (PCCD) is managing the distribution of CESF funds to the 67 counties in the commonwealth. Pennsylvania already has received \$8 million, and will receive an additional \$9 million, perhaps in the fourth quarter of this year, but more likely in the

first quarter of 2021. To receive the funding, each county's criminal justice advisory council must submit a proposal to PCCD that describes how the money will be used. This is in part to ensure that CESF funding cannot be diverted to other purposes.

The amount each county receives depends on the Justice Assistance Grant program formula. In addition, the counties have access to money allocated to the commonwealth dependent on acceptance of proposals. The commonwealth can provide the supplemental funding at its discretion in cooperation with the County Criminal Justice Advisory Boards (CJABs).

The first phase of the funding has been allocated, so now is the time to contemplate proposals for the second phase. A glaring need

One of the biggest challenges for jail and prison officials concerns providing adequate healthcare to inmates. This challenge is exacerbated by difficulties in collecting accurate health-related information from inmates and then sharing that data within the corrections system. Also lacking is data sharing between corrections entities and the mainstream healthcare community, which has far-reaching implications for inmates who have been released and for the general population.

that could be met with this funding concerns enhancing inmate healthcare data sharing between the criminal justice/corrections and mainstream healthcare communities, specifically as it relates to the coronavirus.

IT'S NOT WHO YOU KNOW, IT'S WHAT YOU KNOW

The English author and philosopher Sir Francis Bacon observed more than five centuries ago that "knowledge is power." Indeed, knowledge and its first cousin, information, arguably are the world's most valuable commodities. In Pennsylvania, like most other states, not enough information related to inmate healthcare

is flowing between jails, between jails and prisons and between the criminal justice/corrections and mainstream healthcare communities. This is particularly troubling given the COVID-19 pandemic.

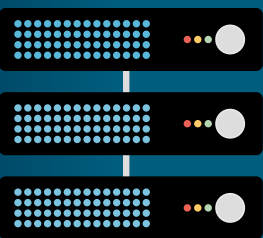
One of the biggest challenges for jail and prison officials concerns providing adequate healthcare to inmates. This challenge is exacerbated by difficulties in collecting accurate health-related information from inmates and then sharing that data within the corrections system. Also lacking is data sharing between corrections entities and the mainstream healthcare community, which has far-reaching implications for inmates who have been released and for the general population.

Jails and prisons are disease incubators, because a large number of people are confined in close proximity. An infectious-disease outbreak is problematic by itself, but when such events occur, inmates tend to become edgier, leading to more fights and attacks, which together make it more difficult for officials to manage the population. When inmates are released into the general population, with mainstream healthcare officials having no knowledge of their healthcare history, disease can spread quickly to a large population swath.

Such a scenario would be devastating in the context of the coronavirus, which already is proving difficult to constrain. According to the Marshall Project, a nonprofit news organization focused on the U.S. criminal-justice community, 95,398 prisoners have been infected with the coronavirus nationwide as of the writing of this article in mid-August 2020. Pennsylvania generally has fared well thus far, with only 277 reported cases amongst prisoners, a ratio of 66 cases per 10,000 prisoners. However, neighboring Ohio has not fared nearly as well, with 5,401 reported cases of coronavirus in its prisoner population, a ratio of 1,169 per 10,000 cases. It is reasonable to think that some of the Ohio inmates will find their way into Pennsylvania upon release.

Consequently, the ability to share timely and accurate inmate health-related data, both inside and outside the corrections system, is vitally important.

THE EXCHANGES ARE AS FOLLOWS:



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- *ClinicalConnect HIE*
- *HealthShare Exchange*
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HOW TO DO IT

Automated information-sharing would prevent cases, patients and related healthcare information from slipping between the cracks. In the corrections community, information-sharing is supported by the National Information Exchange Model. In the healthcare community, the U.S. Department of Health and Human Services supports standards and protocols for sharing electronic health records within the healthcare-provider community.

At a high level, solving this problem is a matter of how to bridge the two domains—corrections and healthcare/public health. In Pennsylvania, the idea would be to interconnect the five health-information exchanges (HIEs) that exist to the relevant Department of Corrections' information networks.

The exchanges are as follows:

- Central Pennsylvania Connect HIE
- ClinicalConnect HIE
- HealthShare Exchange
- KeyHIE
- Mount Nittany Exchange

These interconnections would enable inmate healthcare data sharing within and between the criminal justice/corrections and mainstream healthcare/public health communities. Clearly such a project meets the PCCD's criterion regarding expenses related to "medical needs of inmates in state and local prisons, jails and detention centers."

The bridge(s) would transmit data bidirectionally and automatically per established statutes, governance and polices, such as the Health Information Portability and Accountability Act (HIPAA). Such a solution addresses the following needs:

- The need for correctional facilities to obtain basic healthcare information on incoming inmates, at the time of booking
- The need to enhance continuity of care as individuals cycle into and out of the corrections system—especially those whose healthcare is underserved
- The need to close the gaps in the data that the public-health community is using to track, evaluate and respond to infectious disease outbreaks and other threats

- The need to prevent the inmate population from taxing the public healthcare system, primarily due to emergency-room visits after release from incarceration, which are driven by a lack of health insurance and/or access to healthcare providers

The solution addresses these needs by institutionalizing information-sharing, ensuring that cases and individuals will not slip through the cracks. Also, reducing delays in information-sharing between the corrections and public-health/healthcare communities would improve the effectiveness of contact tracing and public-health surveillance. Finally, reporting inmate healthcare information in a timely manner is key to ensuring a safe transition upon inmate release to the community. 📌





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- Founded in 2006, PTG and its software technologists have maintained a 100% success rate in implementing PensionPro. Implementations have been on time, within budget, and within 8 - 14 months.
- PTG is the leading provider of web-based pension administration software systems serving the public employee retirement community.
- PTG PensionPro is currently being utilized by over 100 public employee pension funds to assist in serving the needs of their membership.

WHAT IS THE PTG PENSION PRO?

- Fully functional web based pension administration software suite.
- Easily configurable to meet all pension fund requirements such as DROP and Share Plans.
- PensionPro is hosted by Rackspace Inc., the #1 managed cloud provider. Rackspace monitors all data and web traffic against foreign and domestic intrusions as well as providing collocation redundancy.

The PTG team is looking forward to becoming a trusted technology partner to the Pennsylvania community.

For more information or to request a demonstration of the PTG PensionPro, please contact: Stephan Georgacopoulos at Stephan@PTGMA.com or 617-977-8408 x15



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Work with People from Where They Are

Tim Rahschulte, Ph.D.
Chief Executive Officer
Professional Development Academy

Do you remember the relationship between Mr. Miyagi and Daniel in the movie “The Karate Kid?” Daniel is being bullied and needs to face his rival, Johnny Lawrence from the Cobra Kai Dojo, in a local karate tournament. He looks to Mr. Miyagi, the maintenance man for the apartment complex where Daniel and his mom live, to train him. Instead of training Daniel based on “best practices” or the technique of the modern day, Mr. Miyagi orients his process around Daniel. He seeks first to know him and then to determine the methods that will work best given what he finds. Daniel ends up learning as much about life as he does about karate.

The best coaches can have that kind of effect. They consider the individual capacity of their team before determining specific approaches for development. They coach at an individual level, knowing that each person is unique.

We all work to accomplish things. In doing so, we work with and rely on others. This means we have expectations of them. Often, however, these expectations are grounded in our own perspective, rather than in the abilities and motivations of those on our team.

Think about your team for a moment. It’s a team composed of people who want to do great work. They want to be part of a great team. And they’re very likely doing their absolute best based on what’s available to them. Do you believe that? You either do or you don’t. In either case, continual improvement is necessary and therefore personal and team development are necessary.

We can learn a lot about team development from the politician Henry Boyle. He said, “The most important trip you may take in life is meeting people halfway.” Perhaps more accurately, you must be willing to meet people where they are. For some, that may be halfway.

For others, it may be a lot farther than you'd like to travel. But make the trip anyway; if you don't, that person or those people will never live up to your expectations of them.

As a leader, it's certainly right for you to have expectations. But those expectations shouldn't be based unilaterally on a bias of our personal motivations and abilities; rather, you should determine them through individualized considerations of the abilities of those on our teams. Individualized consideration is one of the main principles of transformational leadership theory. Whether you're familiar with leadership theories or not, you probably know the value of treating people uniquely—as individuals.

Don't work with people from where you are or where you wish they would be. Rather, work with people from where they are. Take the time to know the members of your team. Know their strengths, weaknesses, challenges and aspirations. Know if they're doing their absolute best based on what's available to them. Then show individualized consideration. Leverage their strengths to enable their success. Doing so will also improve the success of the team and your success as a leader. Work with people from where they are, not where you want them to be.

I regularly explain this rule and concept to leaders when they come to me for guidance, often frustrated from failed attempts at "training" their team. Have you ever had déjà vu moments regarding training sessions, conversations and what you thought were lessons learned? Maybe it happened during a project or moving a product to market or onboarding a new employee. It's a moment when you think or even say aloud, "How many times do I need to say it?" Or it might be, "How many times do I have to show him?" or "How many times do I have to explain the same thing to her?" I get it. It can be frustrating. But who's at fault?

We don't always learn things or change our behavior the first time we're told something, the first time we read something or the first time we're shown something. In other words, the lessons being taught may not necessarily be learned at the time of the lesson—or even shortly thereafter. In some cases, the lesson

may need to be taught or experienced several times before the learning and the associated behavioral change actually occurs.

This is an important awareness to have: Lessons and learning may not be closely associated with time. So, aim for immediate learning from all lessons, but don't expect that from any lesson. Manage your frustrations of this reality by realizing that learning is a process and unique to each individual person. Everyone learns at varying rates, and for some, learning will be closely associated with time relative to the lesson; for others, it won't be closely associated with time. It's for this reason that we need to work with people from where they are, not where we'd like them to be. 🍷

Reprinted from the National Association of Counties' *County News*. Tim Rahschulte is the chief architect of the NACo High Performance Leadership Program (www.naco.org/skills).

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Pennsylvania Treasury Department's Programs

Empower Residents to Save

The Pennsylvania Treasury



The Pennsylvania State Treasury Department works to empower Pennsylvanians in every corner of the state to save. Treasury's savings programs include PA ABLE which offers savings opportunities to individuals with disabilities, and education savings opportunities with Keystone Scholars, the PA Savings Pledge and PA 529 plans.

Connecting with leaders at the county level is a meaningful way for Treasury to increase awareness

of these programs and help more individuals and families save their own hard-earned money.

External outreach to local communities is incredibly important to help educate and inform more Pennsylvanians about these tools. County government can also promote Treasury's programs internally by sharing information with their employees. Saving with Treasury programs is easily accessible through payroll deductions.

PENNSYLVANIANS WITH DISABILITIES ARE ABLE TO SAVE

The PA ABLE Saving Program offers Pennsylvanians with disabilities and their families a way to save for future expenses while maintaining important benefits they rely on—including needs-based programs like Medicaid and SSI (up to \$100,000). "Before PA ABLE, Pennsylvanians with disabilities risked losing important benefits if they

tried to save their own hard-earned money,” said State Treasurer Joe Torsella. “PA ABLÉ is a life-changing tool and provides a path to more independent living and the ability to build real wealth, things that once seemed impossible.”

Funds saved in PA ABLÉ accounts can be used for a large variety of qualified expenses, including, but not limited to healthcare, education, housing and specialized equipment. Right now, more than 3,700 account owners have saved \$33 million since PA ABLÉ became available in 2017.

“Raising a child with special needs is expensive in a lot of ways. At times my son has needed expensive therapies, special food and clothing and medical equipment,” said a PA ABLÉ account owner. “By paying for these items through my son’s PA ABLÉ account last year I received a tax refund. I appreciate that!”

PA ABLÉ offers seven different investment options— six asset allocation plans with varying blends of stocks, bonds and cash and an interest-bearing checking account with a corresponding debit card. PA ABLÉ has significant tax advantages including no federal or PA state income tax on savings growth and qualified withdrawals. Accounts are exempt from PA inheritance tax. Friends and family members can contribute accounts, and account owners can directly contribute SSI or SSDI payments.

To be eligible to open a PA ABLÉ account, the person’s disability must have been onset prior to their 26th birthday. Pennsylvania’s U.S. Senator Bob Casey has introduced the ABLÉ Age Adjustment Act that, if passed, would extend the age to 46, allowing more access to ABLÉ accounts.

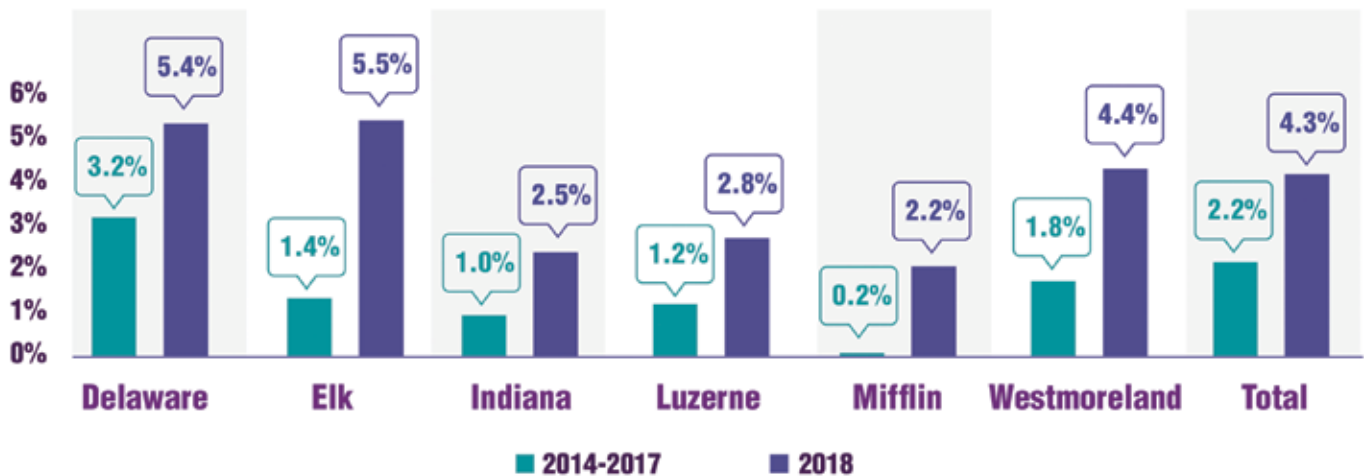
For more information about eligibility requirements and account options visit paable.gov.

SAVING FOR POSTSECONDARY EDUCATION GOALS

One of Treasury’s newest initiatives is the PA Savings Pledge. The Pledge encourages families to save, even a small amount, regularly for their child’s postsecondary education. Through a partnership with Fund My Future, the Pledge offers drawings with more than \$8,000 in prizes up for grabs each month. Families register once by taking the Pledge and must simply show proof of saving to claim their prize.

When families take the Pledge, they will be guided to Treasury’s Keystone Scholars program to see if they qualify for the free \$100 starter deposit in a PA 529 account.

Percentage of Families Opening a PA 529 Account in First Year of Child’s Life, by County as of June 30, 2019



The Keystone Scholars pilot program doubled the likelihood of PA 529 College and Career Savings Program Account openings in the first year of life.



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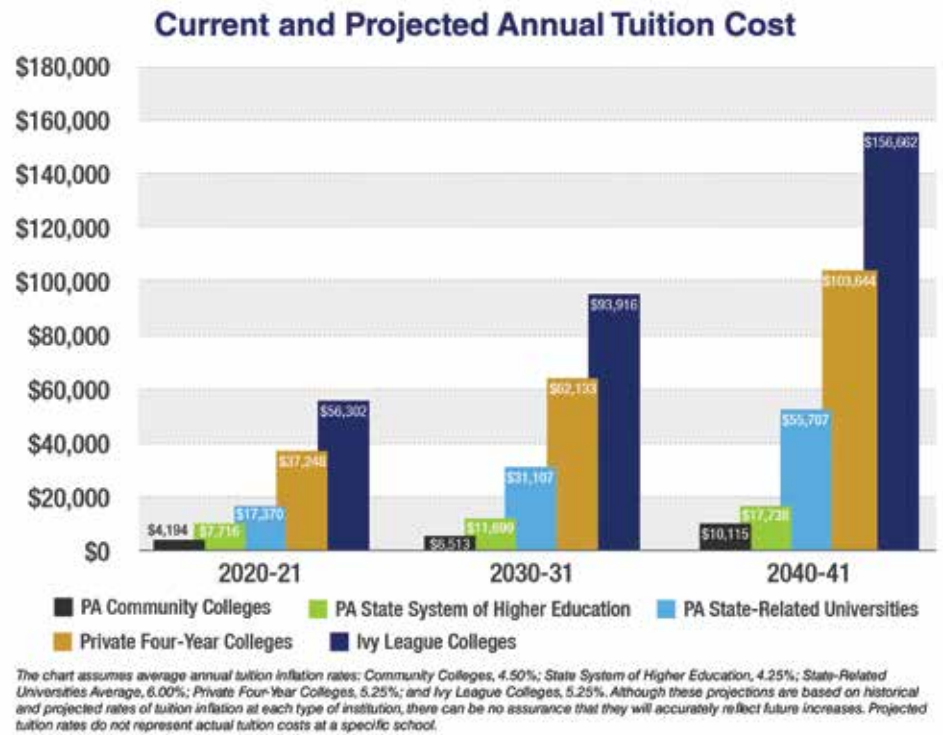
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Keystone Scholars is the first legislatively mandated universal opt-out at-birth children’s savings program in the country and gets families saving early. The deposits are available to every baby born to a Pennsylvania family starting in 2019, including babies born after December 31, 2018 who are subsequently adopted by a Pennsylvania family. Families have until the child’s 29th birthday to use Keystone Scholars funds for higher education expenses.

During 2018, Treasury piloted Keystone Scholars in Delaware, Elk, Indiana, Luzerne, Mifflin and Westmoreland counties with full support from county officials. Results of the pilot revealed that Keystone Scholars doubled the chances of a family opening a PA 529 during their child’s first year of life. This was true across all demographics. “Keystone Scholars is meant to help families take their first step towards saving for future postsecondary education costs, no matter what path their child takes,” said State Treasurer Joe Torsella. “The data shows that families are using this jump start to open their own account and start saving early when it can make the most difference.” In order to access Keystone Scholars funds, the child must be the beneficiary of a separate PA 529 account.

“It makes sense for counties to partner with Treasury on this program,” said Mifflin County Commissioner Robert P. Postal. “In Mifflin County we reach out to new parents through posters and our Human Services Department and others, to start with the



Keystone Scholars Program and to think long term and importantly, keep the goal of future education in mind. When I was growing up, my parents always said that I was to go college. There was no discussion for what; that would be worked out eventually. But there was always the thought of future education and that is what we ask people to keep in mind. Keystone Scholars sends a bold message to children and families in every Pennsylvania county: “We are invested in your future and we believe in you.”

If families save just \$25 per month from birth in a PA 529 they could have about \$10,000 when the child turns 18. The PA 529 College and Career Savings program has been helping families save for education goals for more than 25 years.

PA 529s are available to families with children of any age who want to start saving for higher education costs. New accounts can be started with as little as \$10, and contributions can be made at any time.

The PA 529 program offers two different options—the Investment Plan (IP) and the Guaranteed Savings Plan (GSP). The IP has 17 different index-style investment plans to choose from to accommodate the amount of risk a family is most comfortable with. The GSP is a lower-risk prepaid plan. IP account earnings are based on market performance, while GSP accounts are tied to tuition rates. GSP account owners select the tuition level they wish to save for ranging from community college up to the Ivy League. For example, families who save for a semester at today’s

PENNSYLVANIA TREASURY DEPARTMENT'S PROGRAMS

PA ABLE

The Pennsylvania ABLE Savings Program is administered by the Pennsylvania Treasury Department. Before investing, please carefully read the disclosure statement (available at PAABLE.gov or by calling (855) 529-2253) to learn more about the program, including its effect on federal and state benefits, investment objectives, risks, fees and tax implications.

PA 529

The Pennsylvania 529 College and Career Savings Program sponsors three plans—the PA 529 Guaranteed Savings Plan (GSP), the PA 529 Investment Plan (IP), and Keystone Scholars. The guarantee of the PA 529 Guaranteed Savings Plan is an obligation of the GSP Fund, not the Commonwealth of Pennsylvania or any state agency. Before investing in either PA 529 plan, please carefully read that plan's disclosure statement (available at www.pa529.com or by calling 1 (800) 440-4000) to learn more about that plan, including investment objectives, risks, fees and tax implications. Before you invest, consider whether you or the beneficiary's home state offers any state tax or other state benefits such as financial aid, scholarship funds and protection from creditors that are only available for investments in that state's qualified tuition program.

Fund My Future

Fund My Future (FMF), a program administered by Propel Schools Foundation, offers reminders as well as financial and other incentives designed to encourage families to open a savings account in their child's name and save for their future education. Employees of the Pennsylvania Treasury Department and their immediate families (parents, siblings, children and spouse) and household members of each, whether related or not, are not eligible to participate.

Participation in FMF is optional and separate from the Pennsylvania 529 College and Career Savings Program and Keystone Scholars and is not affiliated with the Commonwealth of Pennsylvania or the Pennsylvania Treasury Department. If you agree to receive emails and text messages when registering for FMF, message and data rates may apply. Please visit fundmyfuturepa.org and read the PA 529 GSP/IP Disclosure Statements at pa529.com for more information.

Keystone Scholars

Keystone Scholars is open to Pennsylvania residents born after December 31, 2018 and children born after December 31, 2018 who are subsequently adopted by a Pennsylvania resident. The child must be a Pennsylvania resident at birth or adoption and at the time the Keystone Scholars funds are used. The child must also be the Beneficiary of a PA 529 account other than the Keystone Scholars Account at the time Keystone Scholars funds are used. If not used by the beneficiary's 29th birthday, the funds will be returned to the Pennsylvania Treasury Department (Treasury). Funds in a Keystone Scholars Account will be invested in a PA 529 GSP account and will remain under the sole custody of Treasury until they are used for the purposes of paying for qualified higher education expenses at an institution of higher education. A list of qualified higher education expenses may be found at www.pa529.com. No additional funds may be contributed to a Keystone Scholars Account. However, families are encouraged to save in their own PA 529 account.





Treasurer Joe Torsella and Mifflin County Commissioners Kevin Kodish, Robert P. Postal and former Commissioner Stephen Dunkle kicked off the Keystone Scholars pilot program at Geisinger Lewistown Hospital in 2018.

HOW CAN YOUR COUNTY HELP?

Treasury's consumer programs team is available to meet with staff and residents upon request, including virtually. Treasury can also offer counties and partners training plus flyers, brochures and posters for program promotion. County events, expos and webinars are perfect opportunities to showcase Treasury's programs. Community newsletters and visible displays at county administration offices, courthouses and partner agencies also help increase awareness. 📌



For Keystone Scholars, counties and agencies can find resources directly at www.pa529.com/keystone/resources.

For more information and to request resources, presentations or trainings about Treasury's savings programs please contact Treasury staff at pa529@patreasury.gov or info@paable.gov.

You can find news and updates about Treasury programs at www.patreasury.gov and on social media channels.

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