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

To acquire an article idea submittal form for CCAP's *Pennsylvania County News* please email John Buffone at jbuffone@pacounties.org.

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Workforce Development

Like many others, counties are facing critical workforce shortages that impact their ability to provide services to their residents. Recruitment and retention will be a key focus for the foreseeable future.

features



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DARYL MILLER

President
County Commissioners Association of Pennsylvania

What do you do for a living?

A letter from CCAP President Daryl Miller

Admittedly this is an odd way to begin an article about county government. However, since first getting elected as Commissioner in 2011, it is a question I have been asked so many times (I find it somewhat humorous to be asked) by those who aren't quite sure of how county government effects their everyday lives. I've become accustomed to the question and depending on the circumstances and audience; my answer takes on various forms. Among all the various aspects of what county government does: manage budgets, maintain infrastructure, provide emergency response communication (911), operate correctional facilities, encourage economic development, promote tourism, and yes, now deal with pandemics.

What a difference almost two years can make. County governments faced challenges many could have hardly

imagined just two years ago. Most Hazard Mitigation Plans contain a section dedicated to "pandemic response"; however, it was difficult to fathom not just the challenges we would face, but also the route to finding solutions to those challenges.

We were tasked with closing down county government buildings while maintaining essential government functions. This included setting up "work from home" capabilities, which was especially difficult in areas with unreliable access to adequate broadband. But, when in-person operations were required, we had to do so in as safe an environment as possible.

These were but a few of the issues that became top priorities.

It seems like years ago that COVID-19 began to introduce us to a new vocabulary of everyday terms like "social distancing", "flattening the

"I think we can all agree the days of saying something isn't in our 'job description' are over."

curve," "self-quarantine," and the repetitious reminders about the difference between quarantining and isolation and "epidemic vs. pandemic." We became familiar with the difference between contagious and infectious. We have entered an age where we now must consider the "what ifs" as we learn to process circumstances we have only read about in history books; the key difference being the mobile capabilities of our current society.

Having learned so much from this ever-evolving pandemic, I am looking forward to the next year. My hope is that we can put COVID-19 and the effect it has on us, both physically and emotionally, behind us so that we may move forward as an association to address the other important issues that we as counties, as commissioners and council members face.

Participation is the key to creating a united effort of resourcefulness, resiliency, reliance and response.

What I hope you take away from this is that an association is the sum total of its membership. You get out of it what you put into it. While our counties may differ in the makeup of their population, our land mass

and our geographic location within the Commonwealth, we all have a very similar design and plan; to be the local voice of our county and our citizens.

Looking in the rearview mirror, your association rose to the occasion to help facilitate information to and from the membership from state and federal sources during an unprecedented time. I trust we can move forward using this as a steppingstone to further improve our efforts collectively for the wellbeing of all our counties in the great state of Pennsylvania.

In closing, I will revisit the title of my letter, "What do you do for a

living?". I think we can all agree the days of saying something isn't in our "job description" are over. To our constituents, we must be a dependable source of information, pointing them in the right direction to get responses to their questions. Our challenge, as an association, is to help our members be the resource our constituents look to for solutions when issues come their way.

May God grant us the wisdom to meet those challenges. 🙏

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Retention and Recruitment in the County Human Services Workforce



Lauren Young and Trent Miller

Community, Environment, and Development majors at Penn State developing a report for CCAP on retention and recruitment solutions for the county human services workforce.



ISSUES WITH RETENTION AND RECRUITMENT

Employers have been facing challenges in workforce planning and development, especially within recruitment and retention. These challenges are impacting county governments in Pennsylvania, specifically within the human services departments. County governments are facing challenges such as: recruiting qualified candidates, retaining current employees and preparing for the inevitable retirement of employees. County governments also compete with the private sector, which can tend to seem more appealing to potential candidates. The private sector can offer higher pay rates, lower stress levels, fewer regulations and more flexibility. The human services sector within counties strives to offer its services to as many people as possible, but with a limited workforce, this is not feasible.

As stated, the public sector struggles to offer the same competitive salary the private sector is often able to provide to qualified candidates. Many counties are seeing potential employees choosing to work at grocery stores, warehouses, convenience stores, etc. because these jobs can tend to be higher paying, more flexible and less stressful than jobs within the human services departments of many counties. Some counties can offer competitive benefits packages, but benefits packages are not as attractive to younger candidates compared to higher pay rates. Some rural counties are also finding it challenging to attract people to the area or retain people who might find better opportunities elsewhere.



THE IMPACT OF THE COVID-19 PANDEMIC

The issues that many counties are facing within recruitment and retention have been seen for years, but the spread of Covid-19 highlighted and accelerated many of these issues. Retirement is one aspect of retention that the pandemic has expedited. Many employees that were on the cusp of retirement before the pandemic, decided to retire early instead of returning to work or working remotely. In addition to losing an employee, a county also loses years of experience and knowledge that cannot be easily replaced each time an employee retires. The pandemic also ushered in a new, remote lifestyle that many found comfortable or eventually become dependent upon. Many parents have had issues finding daycare due to the pandemic and need the option to work from home to care for their children. However, jobs in the human services department require workers in the field and cannot offer the remote option many people have adjusted to.



SOLUTIONS FOR RETENTION AND RECRUITMENT

After interviewing local leaders in the human services department in Lawrence, Blair, Bucks, and Northumberland Counties, solutions to retain and recruit workers have been identified. The counties shared what has worked for them, what has not, and their own ideas on what could help these issues.

The most common issue that the counties expressed is the obstacle of pay. The most basic ways to address the issue of competitive pay would be to raise hourly wages and offer sign-on and referral bonuses. Offering a strong benefits package with raised pay, health insurance, holiday and vacation time, flex scheduling or gym memberships are all suggestions to attract employees as well. However, these solutions are not possible or sustainable in the long run for every county. Therefore, an alternative would be assistance from the state. A better statewide compensation plan could reduce the competitive pay issue that counties are facing. The state could provide tax write-offs or money for a sign-on that would go directly to the workers. Another possibility would be to group social workers with teachers in the recent plan to increase teacher salaries to \$45,000 per year.

Another solution to retain and recruit workers would be to provide tuition assistance or reimbursement. Multiple counties have expressed their success participating in the Child Welfare Education for Leadership (CWEL) program where workers can get their masters with a paid year off and benefits, as long as they commit to a certain number of years of work. One county also mentioned their children and youth department will pay tuition assistance in the last year of a worker's schooling as long as it is in a related field. Tuition assistance not only entices workers but benefits the county by providing more trained and qualified employees.

Multiple counties also mentioned the benefit of an internship program with colleges and high schools. Lawrence, Blair and Bucks Counties all provide internship opportunities with nearby community colleges and universities that help with recruitment. This benefits the counties because they can hire out of the program while knowing the workers are already trained with experience in the field. Other counties in Pennsylvania could benefit from implementing such programs with nearby community colleges, universities or with seniors in high school. Not only does such a program provide counties with interns in the workforce, but it also is a way to recruit future employees.

SUMMARY

Although many counties are facing issues with retaining and recruiting workers in the human services department, there are possible solutions that can be implemented at the county or state level. Pay is the biggest concern that needs to be addressed, however, there are many ways to do so. If directly increasing pay is an issue for the county, offering other benefits and programs will entice workers to stay while attracting new hires. Creative solutions such as unpaid internship programs may also be a strong solution to increase the workforce and recruit workers at no cost to the county. While these issues are prevalent in many Pennsylvania counties, these solutions can help counties take a step towards successfully retaining and recruiting workers in the human services department. 🍷



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Now more than ever, recruiting and retaining your workforce is a critical for a functioning county government. Lack of a stable and competent workforce not only impacts your budget but can also impact the quality of your services. Within Child Welfare, this can lead to adverse outcomes for children and families (*Children's Research Center, 2009; de Guzman, Carver-Roberts, Leake, & Rienks, 2019; Glisson & Green, 2011*). As these challenges continue to arise, counties can install strategies for recruiting and retaining a quality workforce.



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First, the best way to avoid recruitment challenges is to be committed to retaining your existing staff. While some factors adversely impacting retention may seem out of your control (i.e., market forces, budget challenges), many factors can be impacted at the county and agency level. Here are some strategies to retain your workforce.

RETENTION STRATEGIES

1 Talk to your staff. Find out why they stay and what makes them consider leaving. Based on your specific findings, test strategies that build on their “stay” reasons and address their “leave” concerns. If employees feel their employers genuinely care about their well-being, they are less likely to experience burnout and more likely to experience job satisfaction (Paul, 2020). Consider these frequent drivers (positive and negative) of retention:

- a. Workload
- b. Stress
- c. Job satisfaction
- d. Organizational support
- e. Salary

2 Invest in your staff. There are many ways to provide staff with meaningful opportunities to grow and develop. Consider the following:

- a. Career pathways and ladders. Develop opportunities for staff interested in pathways (Ex. specialization) and ladders (Ex. supervisor, manager). In addition, provide robust training and professional development opportunities, which can help turn a job into a career.
- b. Support and encourage staff pursuit of additional/advanced education.

Both BSW and MSW degrees are shown to improve assessment and decision-making skills, permanency planning, readiness for the job’s complexity and key competencies (National Child Welfare Workforce Institute, 2021).

3 Supervision matters. A competent, effective and supportive supervisor can impact a staff’s feelings about the organization and the level of job satisfaction (Mor Barak, Travis, Pyun & Xie, 2009; Radey & Stanley, 2018).

Strategies include:

- a. Develop an intentional and gradual onboarding of new supervisors.
- b. Establish mentoring opportunities for new supervisors to learn from experienced peers.
- c. Institute manageable supervisor-to-staff ratios.

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RECRUITMENT AND SELECTION STRATEGIES

1 Identify candidates whose values align with your agency's mission. For example, child welfare agencies should be looking for candidates expressly interested in child welfare's mission of ensuring the safety, permanency and well-being of children, youth and families. In child welfare, candidates with strong alignment to the agency's mission have higher retention rates. (Uggerslev, Fassina, & Kraichy, 2012).

2 Conduct a position analysis to ensure the job description accurately reflects essential knowledge, skills and abilities. It's important for candidates to have an accurate understanding of the work and for the employer to be looking for the right knowledge, skills and abilities.

3 Look for opportunities to diversify your workforce so that your staff better reflects the population they serve (Barbee & Antle, 2021).

4 Work to establish relationships with local universities and trade schools to establish a pipeline of candidates. Attend job fairs and include existing staff to attend and share their insights into what it takes to succeed.

CHILD WELFARE EDUCATION PROGRAM HIGHLIGHT

The University of Pittsburgh has provided long-standing support for Pennsylvania's Child Welfare workforce through its Child Welfare Education for Baccalaureates (CWEB) and Child Welfare Education for Leadership (CWEL) programs. The Child Welfare Education and Research Programs provide a continuum of professional development programs designed to prepare, strengthen, and enhance the child welfare workforce. Our degree education programs, CWEB and CWEL, provide support for child-and family-focused undergraduate and graduate social work education across 17 universities.


The intent of the CWEB and CWEL initiatives is to make undergraduate and graduate social work education available to qualified, prospective public child welfare workers and current county child welfare agency employees throughout Pennsylvania. Thus, these programs address both the recruitment and retention challenges that currently exist, and prepare prospective and current caseworkers, supervisors and administrators for work in Pennsylvania's public child welfare agencies consistent with best practice models. 🍷

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Tapping into Talent

Partnering with Local Workforce Development



Carrie Amann
Executive Director
PA Workforce Development
Association

Ami Gatts
Director
Southwest Corner Workforce
Development Board

Pat Bokovitz
Director of Human Services
Chester County

“Where are all the workers?”

It’s a re-occurring question that employers are asking, a question that county human resource officers are not immune to and one that Pennsylvania’s local workforce development system has at its forefront.



THE GREAT RESIGNATION: STATE OF PENNSYLVANIA'S WORKFORCE

Impacts on the workforce resulting from the pandemic are different than anything we've dealt with in the past. We know that many workers are reconsidering their careers for a variety of reasons. In August of 2021 alone, the US Department of Labor reported that 4.3 million Americans left their jobs – the highest number on record.

COVID-19 also raised concerns around work conditions; given the customer-facing nature of the service sector workforce, which increased vacancy and turnover rates in the public, non-profit and private sectors.

The Great Resignation has elevated the discussion around the world of work, the workforce and the workplace; yet it is not the explanation for the totality of what we are facing. The fact is, there has been a steady decline in the number of Pennsylvanians working or actively seeking work over many years. This is combined with the mass exodus resulting from baby boomer retirements and the decreasing birth rate. There is at the same time a concerning and long-term trend of prime-aged working men dropping out of the labor force.

All these factors create the urgent need to rethink workforce development and talent management in their entirety. We can no longer rely on having more than enough bodies to fill the jobs demand. The exercise of worker agency in their own employment is impacting traditional recruitment practices inclusive of and beyond "What is the right wage?" and expands into worker attraction for job quality, benefit factors and livelihood. This has elevated the need for all employers to concretely define and align hiring practices with actual employment requirements. Doing this is crucial while still engaging with workforce and education systems to clearly define acceptable skills and abilities that are appropriate in the workplace. This allows for the development of retention strategies that will combat high turnover and vacancy rates.

NAVIGATING THE PUBLIC WORKFORCE SYSTEM

The PA Workforce Development Association (PWDA) is the go-to resource on workforce development, representing the workforce development organizations and professionals across PA that directly engage thousands of Pennsylvania jobseekers, workers and employers.

Pennsylvania's public workforce system is a network that consists of key stakeholders across all geographies:

- county commissioners (local elected officials)
- the local workforce development board (a private sector led board, with representatives from labor, education, training, community organizations and others)
- the local workforce development board staff
- the PA CareerLink® service delivery system, and
- a variety of system partners, providers and professionals.

WHO TO CONTACT

Pennsylvania's 22 local workforce development boards and their executives serve as critical partners to county commissioners, as well as the county human resource officers, and other county staff involved in the recruitment, hiring and retention of talent. Local workforce development boards (LWDB) are responsible for oversight of the PA CareerLink and serve as conveners for system partners and stakeholders to identify the strategies and investments needed to satisfy the demands of their respective local economies.

NEW WAYS TO THINK ABOUT COLLABORATION

Pennsylvania's public workforce development system are stewards of (predominantly) federal funding and are governed by its requirements. While restrictions exist on the use of federal workforce funds to subsidize public service employment, there are a number of ways county staff can engage and tap into local workforce system expertise and resources:

- Connect with your Local Workforce Development Board staff!
- PA CareerLink® offers employment services to all employers, jobseekers and workers – that do not require eligibility – ask your local for more information
- Participate in local and regional workforce planning
- Attract and leverage alternative funding sources together with your LWDB
- Need to assess your local labor force or regional economy? Tap into the Labor Market Information and Data available from LWDBs
- Strengthen your talent pipeline: participate in career fairs, offer internships and work experiences to youth and jobseekers
- Explore opportunities to leverage industry partnership consortiums
- Learn how to build and incorporate work-based learning initiatives
- Market your job posting using PA CareerLink®

Meeting the talent needs of Pennsylvania communities and those of its public sector employers will take a new kind of collaboration and an embrace of nuance. Pennsylvania's local workforce system is a key resource for county government to tap into. 🍷

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Newsworthy

WINTER 2022

Please join CCAP in welcoming our new Associate members.

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CGL Companies

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CGL is recognized for its expertise in planning, design, maintenance and operations of justice facilities. Dating back to 1974, CGL has since grown into the largest, most comprehensive criminal justice consulting firm.

Hillendale Associates, Inc.

www.hillendalepa.com • Employee Benefits, Insurance

Hillendale is a U.S. Employee Benefits Services Group partner, specializing in group coverage for employers such as school districts, businesses, hospitals and municipalities in Pennsylvania.

Kessler Topaz Meltzer & Check, LLP

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

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GLIMPSE Risk Management Training

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

The platform in which we conduct these educational sessions is being reviewed. Stay tuned for a copy of the 2022 Spring Glimpse Training Catalog!



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

GET TO KNOW THE NEW CCAP PRESIDENT

Daryl Miller



CCAP President and Bradford County commissioner Daryl Miller



Bradford county commissioner Daryl Miller became CCAP President at the start of 2022. Let's learn a little bit about Commissioner Miller from the man himself.



What inspired you to become a county commissioner?

What inspired me to become a county commissioner is an interesting question. I wouldn't quite say it was at the prompting of inspiration, I would say it had more to do with a deep concern for the county I've called home all my life and being in a position to give back to our county. After selling our manufacturing company in 2005, many in our community encouraged me to get involved in local politics and run for office. I had a deep interest in helping to ensure that the county and community that had been so good to me would continue to be a great place to live, work and raise a family. Low and behold; here I am. It's not from any inspirational event, but rather a deep and abiding concern for our friends and neighbors in the county we call home.

Tell us a little about your county.

Our county is the second largest (in land mass) county in the Commonwealth. We're a very rural county with several boroughs of varying sizes. Our county is still very agriculturally oriented, and we are home to several large manufacturing facilities that provide employment to several thousand people. We also we have a large health care facility, which is one of the largest employers in our county. In the last dozen years, Bradford County has become very busy with natural gas exploration and development through the advent of new exploration techniques such as "horizontal" drilling in the Marcellus Shale Geological Formation. Natural Gas development has added new opportunities to our economic base with new business and job growth in our county and region of the Commonwealth.

What issues have been the most important to you during your time as commissioner?

There are a number of issues that have and continue to be important to me since being first elected Commissioner in 2011.

These include:

- Continued economic growth and job opportunity
- Preservation of the character and completion (natural beauty) of our county
- Wisely using county financial resources to support needed services to our constituents while also investing in critical county infrastructure improvements without incurring debt or raising taxes
- Continue to help find ways to leverage our opportunities with the Marcellus Natural Gas development through value added opportunities
- Help facilitate access to quality broadband throughout our rural county

Overall, what are the most important issues PA counties are facing right now?

Counties throughout the Commonwealth are facing many challenges. Depending where in the Commonwealth a county is located, the challenges may differ.

However, some of the common challenges are:

- Promoting confidence in our elections and election processes,
- Access to adequate high speed, reliable, broadband
- County correctional facilities that house inmates with mental health issues, but do not have adequate resources to help them properly
- Substance abuse prevalence within the communities

Why did you get involved with CCAP?

I became involved in CCAP for a couple of very simple reasons. Having been involved in my previous career with various trade associations, I understood the value of being able to address common issues with a common voice that can resonate louder than each individual attempting to get attention on their own. Associations also give opportunity for education on relevant topics and offer updates on issues important to members.

Are you involved in any other local government groups or organizations?

I am currently the Vice Chair of the Bradford County Conservation District Board of Directors, a board member of the Northern Tier Regional Planning and Development Commission and a board member of the Bradford Area Friends of the NRA.



What do you hope to accomplish as CCAP President?

My goal for the coming year is to try to expand participation in our association by reaching out to areas of our membership who may not be aware of all the benefits and opportunities available to them through active participation in CCAP.



What message do you want to send to CCAP members?

The message I would like to send to CCAP members is simply this; this association is your association. CCAP is the sum total of its membership. It gets its direction from participating members. Involvement and participation is the lifeblood of any organization and CCAP is no exception. ♥

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COUNTY COMMISSIONERS
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THE **VOICE** OF PENNSYLVANIA COUNTIES

2022 County Government **PRIORITIES**

COMMITTED TO THE CORE RESPONSIBILITIES OF COUNTY GOVERNMENT – AND ULTIMATELY TO THE PEOPLE AND COMMUNITIES OF PENNSYLVANIA.



Touching the Lives of Every Pennsylvanian

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



2022 County Government PRIORITIES

Without an adequate funding and workforce to provide county services, some of Pennsylvania's most vulnerable citizens and communities may be left behind.



Appropriate Funding to Support the Crumbling Mental Health System

The commonwealth must effectively collaborate with its county partners to fully support the needs of our most vulnerable citizens who are affected by mental health issues, especially

in the wake of the COVID-19 pandemic. Counties deliver critical mental health services on behalf of the state, which must be properly funded to ensure that the residents are able to access the care that they need.

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

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

COUNTIES SUPPORT

- Advocating for a \$28 million investment to rebuild and strengthen community crisis services, residential mental health programs and other locally-provided care that will stabilize mental health services and assist hospitals with capacity concerns.
- Making annually increased investments in the mental health community base to help counties ensure that the existing safety net of services is fortified and sustainable, prior to adding additional programs and services.
- Preserving programs such as the Behavioral HealthChoices program, so that counties can continue to provide local mental health services in an effective way.



Human Services Workforce Crisis

Counties are responsible for providing critical services to support the needs of our citizens and our communities that are impacted by drug abuse, mental illness, developmental disabilities and child abuse and neglect.

Without an adequate workforce to provide these services, some of Pennsylvania’s most vulnerable citizens and communities may be left behind.

While counties have continued to advocate for increased funding to support services that protect our most vulnerable citizens for years, the recent workforce crisis has only compounded an already dire situation, threatening counties’ abilities to adequately meet increased service demands and fulfill community needs.

While all industries are suffering workforce shortages, human services are unique, as they rely entirely on people to deliver those services. These roles cannot be performed by computers or other machines. Without our human services employees, we are unable to investigate child abuse, help someone find housing, or provide mental health supports and substance abuse treatment. As some of the most important services counties offer to their constituents, it is critical to ensure this workforce is adequate and sustainable now and into the future. From recruitment to retention, we owe it to our employees and those we serve to continue finding innovative ways and best practices to bolster and support this special workforce area for years to come.

COUNTIES SUPPORT

- Development of programs and partnerships to streamline human services recruitment efforts and create county employment pipelines.
- Permitting professionals to operate within their scope of practice and expertise, regardless of regulatory or degree requirements, to aid in service provision and delivery.
- Further reduction or elimination of regulatory barriers to ease burdens on county human services staff.



911 Funding and Reauthorization

Counties are proud to provide one of the key functions in public safety—the operation of the 911 call-taking and dispatch system. As technologies continue to evolve and funding streams

become out of line with current realities, counties need reliable, sustainable funding to provide 911 response services that meet the growing demands of Pennsylvania residents and visitors.

As technologies and the way people access 911 continue to evolve, funding and regulations need to account for upgrades to the system to ensure that standard of service is maintained and adequately funded, including the transition to Next Gen 911 (NG 911). Comprehensive, strategic planning and reexamination of the 911 system that will set Pennsylvania up for a sustainable future must begin now to ensure counties have the resources they need well ahead of the January 31, 2024 sunset of current funding formula.

Counties are actively working with Pennsylvania Emergency Management Agency (PEMA), legislative committees, emergency management professionals, the communications industry and other interests on system reform. Center to this effort is forward movement and investment in NG 911, which includes accommodation of current and future communications devices, improvements in system efficiency through shared broadband backbones for 911 public safety answering points, shared network switching, accurate GIS information and data and better regional system redundancy. Outcomes will encompass all current communication technologies, including social networking platforms, ability to anticipate future technologies, consolidation of some system elements, and improvement in and consolidation of funding streams.

COUNTIES SUPPORT

- Development of a funding formula, well ahead of the 2024 sunset, that adequately supports current county needs and also ensures that funding sources and distribution support needs into the future.
- Continued strategic planning and investment for evolving technologies and GIS data to ensure NG 911 is properly supported and maintained.
- Opportunities for system and funding consolidation, including regional resource sharing and collaboration to ensure system and service continuity.



2022 County Government PRIORITIES

Counties and the state must work together as new laws are developed to clarify policy and to provide appropriate support for any new requirements.



Appropriate Funding and Reform for the Children and Youth System

Counties have the critical responsibility of assuring child welfare in the commonwealth through investigating allegations of child abuse and providing other services to the children

and families in their communities. To effectively address the growing number of caseloads throughout the commonwealth and staffing shortages facing many human services agencies, the county children and youth system must receive adequate funding to keep pace with demand.

Counties continue to advocate for increased state funding to maintain the children and youth services they provide on behalf of the state. However, despite the critical importance of this work, counties continue to face staffing shortages and caseload increases that we are struggling to find the capacity to handle effectively. Exacerbated by the stress and isolation of the pandemic, counties saw a rise in caseloads and the severity of injuries children sustained, as less frequent exposure to school and other mandated reporters often left abuse and mental health issues unnoticed. Combined with more complex cases of abuse that also involve mental health, substance abuse or other needs for services, the children and youth system requires better cross-system collaboration and training, as well as strengthened partnerships with law enforcement to appropriately serve the children and families within the commonwealth.

COUNTIES SUPPORT

- Securing adequate funding from the state to enable hiring necessary caseworkers to address increasing caseloads.
- Reducing or removing regulatory barriers that would ease burdens on county children and youth staff, increase training and collaboration with law enforcement and work to eliminate cross-systems barriers.
- Taking steps to encourage the state to play a more active role supporting counties by implementing a statewide program and resources to assist counties in addressing the most complex cases that require specialized programs and treatment options.



Promote Election Integrity

Counties take their responsibility for the fair, efficient and accurate administration of Pennsylvania's elections very seriously, and need clear rules that enable consistent implementation across the commonwealth. Reforms to Pennsylvania's Election Code are needed

to resolve ambiguities and help counties continue to promote the integrity of our elections.

Since the enactment of Act 77 of 2019, it has become clear that additional adjustments to the Election Code are critical to assist counties in providing smooth election administration and efficient results. Counties continue to pursue changes and clarifications recommended in CCAP's January 2021 elections reform report, including clarifications to ambiguous provisions, expanded pre-canvassing time and moving back the deadline for mail-in ballot application. Addressing these issues would significantly improve the voter experience, as well as the likelihood that results could be provided in a more timely manner.

Overall, counties must have clear rules to help restore the public's confidence in the integrity of our elections and must be at the table with the General Assembly and administration to help develop solutions that can be implemented clearly and consistently, and to assure appropriate resources are available to do so.

COUNTIES SUPPORT

- Promoting election integrity by clarifying elements of Act 77 recommended by counties, including drop boxes, permanent voter lists, ballot signatures and other fatal flaws.
- Extending the pre-canvassing period for mail-in and absentee ballots to allow ample time for counties to prepare ballots for tabulation so that accurate results can be provided as soon as possible.
- Moving back the deadline for absentee and mail-in ballot applications to 15 days prior to an election to allow sufficient time for the county to process the application and for the ballot to be mailed from county to voter and back again.
- Ensuring that counties are involved in the development of any election law reforms to create positive, meaningful and effective election policy clarifications moving forward.



Funding and Resources for Elections

Changes to elections administration in Pennsylvania from Act 77 of 2019 have resulted in significant increases in the costs and resources needed for counties to administer successful elections. The state and counties must

work together to provide appropriate support for our elections, and anticipate the potential costs to counties related to any future Election Code reforms.

The implementation of mail-in ballots for all Pennsylvanians was a significant change to election administration, causing a significant increase to county budgets for elections-related costs in 2020 and 2021. To properly administer the elections, counties needed additional supplies and staffing and overtime needs grew to address workload requirements, which were further compounded by the significant loss of election directors and staff due to the stress of the job during a pandemic and highly contentious presidential election. These impacts fell squarely on county shoulders, as they are solely responsible for administration of elections at the local level, without any new resources to offset these new requirements.

We must learn from this lesson as the General Assembly and administration continue to consider additional Election Code amendments. Counties and the state must work together as new laws and policies are developed to assure any increased costs and resource needs are provided to support counties in their critical task of administering elections.

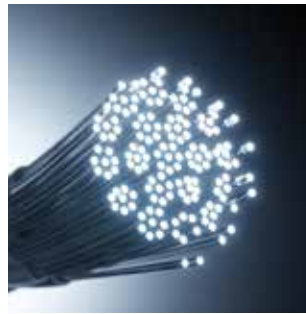
COUNTIES SUPPORT

- Ensuring that appropriate financial resources are allocated from the state to counties to support any new changes in election procedures, requirements or equipment.
- Allocating sufficient time, in consultation with counties, to implement any new requirements, training or procedures for elections administration.
- Supporting efforts to recruit and retain county elections staff, including establishing reasonable workload expectations with new laws and policies, to continue efficient and effective elections operations across the commonwealth.



2022 County Government PRIORITIES

For more information about any of the 2022 County Government Priorities, please visit www.pacounties.org and click on Priorities under the Advocacy tab or email PACountiesGR@pacounties.org.



Broadband Expansion

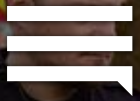
The collective future of Pennsylvanians hinges on addressing the challenges to broadband expansion that are preventing access to opportunities and information to many of our residents.

Although the need for internet access continues to increase across the nation – as the backbone of business, and as a tool for education, health care, emergency services, economic and business development and other key parts of our everyday lives – broadband access continues to be recognized at all levels of government as one of the biggest hurdles of the 21st century. Even before the pandemic, counties have been leaders on expanding access, including investing in projects and identifying local solutions. The pandemic has only further exposed the lack of availability and the need of Pennsylvanians for high speed and reliable internet access.

Counties can share their best practices and innovative ideas, such as regional cooperative models, that have seen success in Pennsylvania and throughout the country, to create and build meaningful collaborative partnerships. With the promise of billions of dollars in federal investment under the Infrastructure Investment and Jobs Act and the development of the statewide Pennsylvania Broadband Development Authority, we have come a long way in addressing the digital divide, but these steps are just the beginning of implementing strategic, thoughtful approaches to move all Pennsylvanians forward together.

COUNTIES SUPPORT

- Working together with federal, state, local and private stakeholders to develop strategies for successful broadband expansion that maximizes resources and minimizes overbuild.
- Identifying successful approaches and sharing best practices that can be replicated with other comparable communities.
- Partnering with higher education and research entities to leverage data, develop needed informational resources and build on technological innovations that aid in advancement of broadband infrastructure deployment and service provision.
- Identifying funding resources and partnering with stakeholders to ensure deployment of resources are responsibly allocated to best fit the areas of greatest need.



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Human Services Q&A

with Dauphin County Commissioner
George Hartwick

Across the Commonwealth, counties are facing a number of challenges in human services. Dauphin County Commissioner George Hartwick is the oversight commissioner of Dauphin County Human Services and chair of CCAP's Human Services Committee. He offered some details on the state of human services in his county and counties across Pennsylvania.

What is the current state of the human services workforce in Dauphin County?

We are facing the same challenges as other counties across the country: recruitment and retention. Dauphin County has nearly 100 openings in human services agencies. If state support of county-level departments and programs would be bolstered, we could offer more to staff and potential candidates. Hard-working caseworkers are often recruited by state agencies and private healthcare systems, which are more appealing long-term options for the employee.

Currently, what is the biggest challenge in hiring and retaining employees in human services?

Finding and retaining candidates while competing with other employment options – retail, food service, labor jobs – that offer more pay and do not require minimum education and training. Additionally, we are bound by union contracts and attached delays for benefits for new hires. We have altered our hiring practices to a county-based merit system, but barriers remain.

What are some possible solutions for these challenges that Dauphin County is considering?

We must completely reinvent salary structure, incentives and bonuses, eliminate wait time for benefits, and present a more competitive complete package for new hires. We are investing in strategic public relations tactics to present human services work as personally rewarding in its impact on communities. This multi-platform marketing campaign involves finding a target audience and attracting them to Dauphin County for employment. Staff have been underpaid for far too long and the public has awareness of that, so it is time to work with state partners and raise salaries, so they align with the immense job responsibilities and demands.

Do you feel this is a crisis for all counties in Pennsylvania?

Absolutely. This is a life and death crisis, when you consider this work involves protecting seniors and our most vulnerable children; reaching residents in crisis with mental health supports; and serving those with addiction issues that could result in death. This is Pennsylvania's pinnacle crisis.

Are you confident Dauphin County and the rest of PA counties can turn the tide on this problem?

I believe county government creates solutions derived from grass roots contributions. This requires true collaboration: a collective effort to find innovative ways to address this critical staffing and resource gap. The county commissioners have authority and ability to take on these comprehensive initiatives and fix problems; we look forward to playing a primary role in developing and implementing solutions. 🍷



New Research Suggests 911 Call Centers Lack Resources to Handle Behavioral Health Crises

Training, emergency response options, and data reporting are key areas for improvement, says Pew study.





Every year, millions of 911 calls involve a person experiencing an emergency related to a mental health or substance use disorder—situations often referred to as behavioral health crises.¹ How these calls are handled can determine whether the incident ends safely, the person in crisis is arrested, or the person is connected to appropriate care.

The call-takers and dispatchers answering these emergency calls make critical assessments of the health and safety of those involved in each call, decide whether help is needed, and, if it is, determine whether it should be led by law enforcement officers, emergency medical services, or more specialized field responses (if available).

The important role 911 plays in behavioral health emergencies has drawn increased national attention in recent years, with new ideas emerging on how call centers and

emergency responses can be more effective.² But there is a relative lack of information about how call centers manage these emergencies, including how calls are assessed, what dispatch options are available, and how data on calls and outcomes is collected and shared. Those unknowns are fueled by the disjointed nature of the system, comprising more than 5,000 separate 911 call centers, each with its own standards for training staff, call-handling and dispatch protocols, and data management and reporting systems.³

911 or 988?

National Mental Health Crisis Hotline Coming Soon.

In July 2020, the Federal Communications Commission approved 988 as the national three-digit number designated for mental health crisis services. The change will take effect July 16, 2022 for 988 to accept all calls and text. The plan transitions 988 to The National Suicide Prevention Lifeline, a national network of crisis call centers providing 24/7, free, and confidential support to people who are having suicidal thoughts or are in emotional distress.

The 988 designation may require operational changes within county-operated emergency call and dispatch centers. Since each county has their own protocol in addressing mental health crisis calls, the 988 implementation impact will vary depending on the relationship the county has with current hotlines. The Substance Abuse and Mental Health Services Administration (SAMHSA) is supporting this effort through grants. Pennsylvania has received a crisis service development grant, and counties that have received grant funding are just beginning to implement their approved plan(s).



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To better understand how behavioral health crisis calls are currently handled by 911, The Pew Charitable Trusts sent a questionnaire to 233 call centers across the country. The results reflect the responding 37 agencies and their jurisdictions and cannot be considered nationally representative. However, key insights emerged from this analysis that provide a rare look into behavioral health crisis system resources for 911 call centers in diverse communities across 27 states in the U.S. Those themes include:

1 Few responding call centers have staff with behavioral health crisis training to inform how they navigate 911 calls and dispatch responses. Experts have recommended that call-takers and dispatchers—collectively known as telecommunicators—should receive specialized training to handle behavioral health crisis calls.⁴ Some call centers have started to enlist behavioral health clinicians, either on staff or on call, to whom telecommunicators can transfer calls or whom they can ask for their guidance. Yet, while many law enforcement agencies have taken steps to improve officer responses to mental health emergencies, most responding call centers indicated their telecommunicators have not received specialized behavioral health crisis training. And few respondents used behavioral health clinicians to aid in addressing incoming crisis calls.

2 Respondents indicated they had limited options to dispatch specialized responses to crisis calls. Most responding 911 call centers had crisis intervention trained law enforcement officers available to dispatch to at least some calls. But less than half said more comprehensive mobile crisis response teams (MCTs)—which include police officers, clinicians, social workers, and other field responders—were available in their area. Most respondents also did not know whether their emergency medical technicians (EMTs) or fire personnel were trained in crisis intervention, even though these responders frequently must handle mental health and substance use-related emergencies.⁵

3 Some respondents did not indicate that their 911 call center and service area had any specialized resources to address mental health or substance use-related emergencies. Seven of the 37 responding centers said they didn't have or weren't aware of having access to behavioral health clinicians; crisis-trained 911 telecommunicators, law enforcement, fire personnel, or EMTs; or specialized response options such as MCTs. This suggests that how 911 responds to a behavioral health crisis depends on where it is occurring. Most of these responding call centers without specialized resources served primarily rural areas, meaning that disparities may be greater in these types of communities.

4 While most respondents record calls as mental health and/or substance use-related in their electronic data management system, few reported on these statistics internally or publicly. How this data is entered and updated varies by call center, and software can limit usability of the data. The lack of consistent coding and data sharing suggests many administrators and policymakers do not have the information necessary to understand the scope of behavioral health crises in their communities, how they are being addressed, potential disparities based on race or location, and where opportunities might exist for improvements and needed investment. It also highlights the difficulty in painting a national picture of the scope of emergency calls related to mental health and substance use.

5 Many respondents recognized the need to improve 911's responses to behavioral health emergencies, and either are working to improve their systems or expressed a desire to do so. Several respondents mentioned wanting to strengthen their behavioral health responses, but also pointed to various impediments to improvement, including budget constraints, access to training, availability of appropriate health services and transportation to those facilities, and staffing shortages and turnover.

To develop best practices for these emergencies—including possible alternatives to arrest or other criminal justice responses—it is crucial to identify, understand, and address crisis response system deficits.⁶ While Pew’s research presents only a snapshot of 911 crisis services in a small number of communities across the country, the findings suggest a need to better understand the challenges call centers face in addressing mental health and substance use-related emergencies, and to develop policy solutions tailored to the unique circumstances of each call center and its service area.

Currently, a number of reform efforts are in progress to transform behavioral health crisis responses. These include federal legislation to support the creation of a national crisis-specific call number (988), state funding to expand community crisis response options, and development of model frameworks for community crisis response systems.⁷ Integrating the perspectives of 911 center employees into these discussions would provide valuable input into recommended improvements and be critical to their successful implementation.

ABOUT THE RESEARCH

Pew collaborated with the National Emergency Number Association (NENA)—a professional organization with more than 16,000 members focused on improving 911 policy, technology, operations, and education—to develop and distribute an online questionnaire to 911 call centers.⁸ Researchers asked center representatives to provide information on the multiple steps of handling behavioral health crisis emergencies; considering these stages of call-handling and dispatch, researchers collected information about how call centers identify, respond to, and track and report on these crisis contacts.⁹ (See Figure 1.)

FIGURE 1

Handling Behavioral Health Crisis Calls is a Multistep, Multiagency Process

Stages of responding to a 911 crisis call



Source: S.R. Neusteter et al., "Understanding Police Enforcement: A Multicity 911 Analysis" (2020), <https://www.vera.org/downloads/publications/understanding-police-enforcement-911-analysis.pdf>

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CRISIS-SPECIFIC RESOURCES FOR 911 CALL CENTERS

Most 911 centers in the study don't use standardized tools to identify calls related to a person in behavioral health crisis

There is no national standard protocol for emergency call-taking; instead, there are several different proprietary systems in use around the country, as well as locally developed methods of identifying whether a caller is in behavioral health crisis.¹⁰

Centers responding to the questionnaire varied in their methods of identifying whether a call is related to behavioral health. Slightly less than half (17 respondents) said they used scripts from the International Academy of Emergency Dispatch or another emergency medical dispatch protocol.

However, several respondents indicated they do not have a script to identify behavioral health crises. A respondent from an urbanized cluster service area explained, "We do not follow a script or questionnaire. [These calls are determined] by listening to the caller and identifying their needs." Urban and urbanized cluster areas were more likely to use a specific question set related to behavioral health (57%; 12 of 21 respondents) when compared with rural localities (31%; five of 16 respondents).

Despite these inconsistencies, representatives from centers with and without scripts acknowledged in their open-ended answers the importance of training and/or experience in identifying these types of

calls. "Recognizing a mental health crisis comes with experience," explained one supervisor in an urban cluster area that recently began using a scripted protocol, while a 911 director from a rural area without a script noted "there are general key questions, and the call-taker asks questions based off of training."

Current high rates of turnover among telecommunicators may mean that in 911 call centers that rely on the experience of call-takers and dispatchers, lack of access to clinicians and standardized protocols may be particularly challenging.¹¹

Most 911 telecommunicators in the sample have not received specialized crisis training

The past three decades have seen an increase in education and training programs to improve law enforcement's interaction with people who have mental health and substance use disorders.¹² Crisis intervention team (CIT) training is one of the best known and most utilized programs. Launched in 1988 following the death of a man with mental illness during a police encounter in Memphis, Tennessee, CIT training has since been associated with reduced use of emergency services, arrests, and instances of police use of force in some jurisdictions, and the training has been adopted by many law enforcement agencies across the U.S.

A version for other groups of field responders, including 911 call center employees, has been recommended as a way to provide them with key information about behavioral health crises.¹³



Among those who indicated a desire for 911 center staff to be trained in CIT or other behavioral health crisis response, barriers included:

Staffing

"Access to training is difficult with high staff turnover."

Time

"The 40-hour course is a lot of time to dedicate to this type of training along with our other requirements."

Funding

"Budgetary restraints keep us from going to trainings that require extensive travel."

Awareness

"[I] honestly did not know there is a training geared to [center] personnel."

Researchers asked respondents if their call-takers and dispatchers had taken CIT training specifically, as well as whether they had received other training related to mental health or substance use-related crises. Roughly two-thirds of respondents indicated their call-takers and dispatchers had not received specialized behavioral health crisis training (25 out of 37).¹⁴ Of the 12 localities with training, all indicated they were CIT-trained; in two of these, telecommunicators also received additional unspecified behavioral health training.

Roughly the same share of rural respondents (five of 16) and those in urban or urbanized clusters (seven of 21) indicated they had crisis-trained telecommunicators. And even where the training was offered to call-takers and dispatchers, not all have been able to participate; some respondents noted problems with staff turnover and a limited availability of training, which may contribute to inconsistent practices. Eleven of 28 centers serving predominantly White regions had crisis-trained telecommunicators, compared with one of the nine centers serving populations that were not predominantly White.

Most responding centers do not have access to behavioral health clinicians to assist with crisis calls

Recently, some 911 centers have begun utilizing clinicians to guide call assessment, work with the caller to try to stabilize the situation, and help make connections to care and treatment alternatives

that could reduce the likelihood of people entering the criminal legal system.¹⁵

Among the respondents, 14 reported having access to behavioral health clinicians in the community or on staff, compared with 23 indicating they did not. (See Figure 4.) Among centers serving rural areas, less than one-third (five of 16) indicated clinician access, compared with almost half (nine of 21) of respondents in regions considered urban clusters and urbanized. In terms of access by racial demographics, this was roughly proportionate: 11 of 28 centers with predominantly White service areas had access to a behavioral health clinician (39%), compared with three of nine of those in areas not predominantly White (33%). There was variability in terms of the type of clinical access, ranging from an embedded clinician, to round-the-clock availability through a crisis line, to only during a clinic's regular hours. Several respondents indicated that a clinician could be made available after dispatch, but not to help with triaging calls. Having this type of support could also benefit 911 center employees, as research indicates this work exposes individuals to stress and trauma that can lead to mental health challenges, including post-traumatic stress disorder.¹⁶

About half of respondents (18 of 37) said that they did not have telecommunicators with behavioral health crisis training and also did not have access to a clinician, indicating a lack of individuals with specialized training to handle calls involving people in crisis.

BEHAVIORAL HEALTH CRISIS RESPONSE CHALLENGES AND OPPORTUNITIES

While there is growing evidence of the benefits of specialized training and staffing to handle mental health and substance use-related emergencies, a lack of resources has been identified as a barrier to successful outcomes in some jurisdictions.¹⁷ Several responses to open-ended answers in the questionnaire described similar challenges in addressing behavioral health crisis calls, including limited field response options, staffing shortages and turnover, and a lack of training. One respondent described the conflict in even securing transportation for those in crisis:

“There is always a struggle between who is responsible for transport of MH [individuals experiencing a mental health emergency]. EMS [Emergency Medical Services] does not feel it is their responsibility to provide transport when the patient is capable of being transported without an ambulance. Almost all of the ambulances here are volunteer personnel, this means they are leaving work to run a call and when they can't provide anything except transport, they feel like the system is being abused. Law enforcement, although paid, isn't keen on providing transport either as it removes them from their patrol area, for anywhere from 2-5 or more hours.”

Despite these complex challenges, multiple respondents also indicated a personal and/or organizational desire for improvement. Some

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expressed an eagerness for more training, while others described new protocols and response options recently instituted or in development in their service area.

CONCLUSION

Despite the limited scope of Pew's questionnaire, the 37 respondents in this study highlighted several key themes regarding behavioral health crisis calls to 911, including disparities in availability of specially trained staff, lack of available resources to respond to calls, and inconsistent data collection and limited reporting.

Respondents discussed difficulties with making response decisions on crisis calls because of a lack of access to trained mental health clinicians in call centers and non-law enforcement crisis response options, particularly in rural areas. Several respondents also noted a lack of access to training for dispatchers.

More research is needed with additional 911 call centers to gain additional insights into these challenges and develop solutions that improve 911 efficiency, expand services for those in crisis, and improve outcomes. Emergency call center employees, with their specific expertise, should be involved in local, state, and federal efforts to develop and sustain long-term system reforms and the development of improved responses to behavioral health crisis calls. 🍷

This article was edited for length. To read the full text of the article, see the survey questions, and view additional charts, visit <https://www.pewtrusts.org/en/research-and-analysis/issue-briefs/2021/10/new-research-suggests-911-call-centers-lack-resources-to-handle-behavioral-health-crises>.

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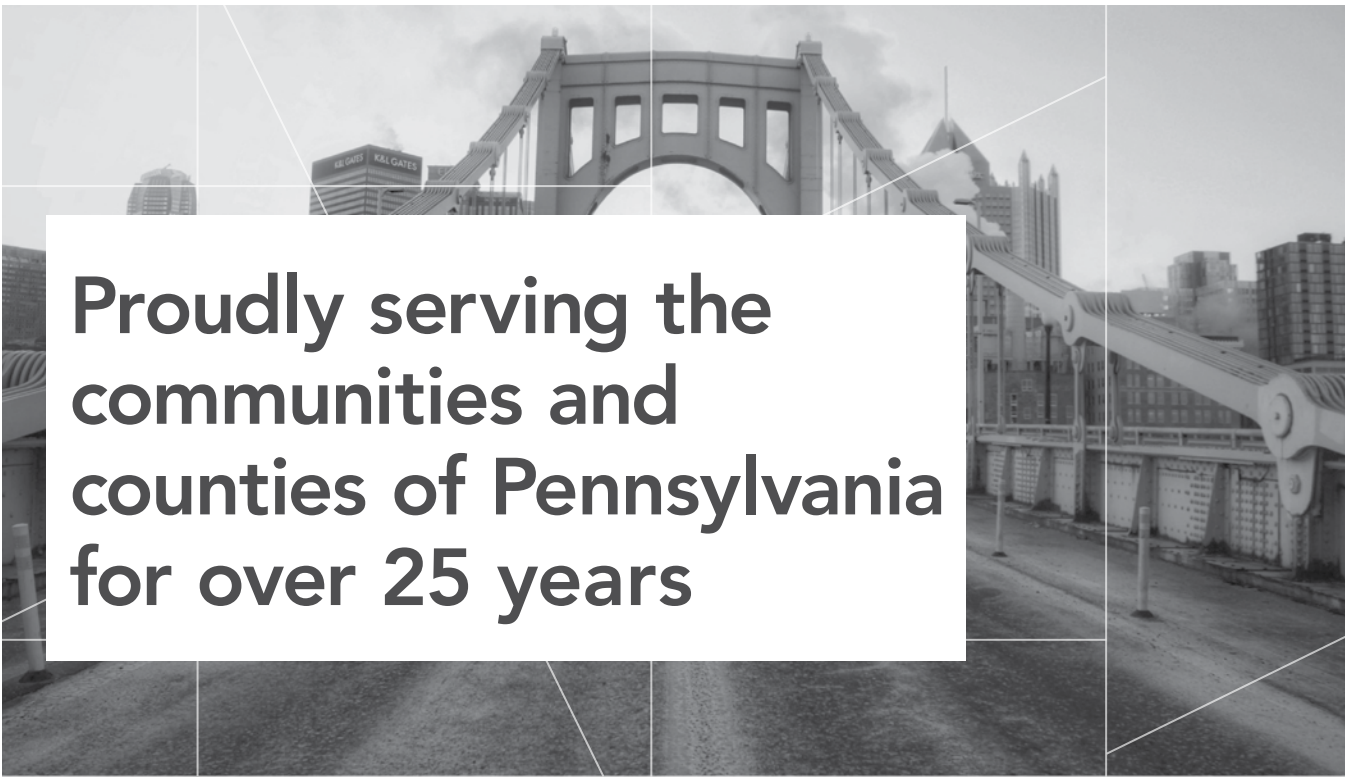
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Agencies are permitted to establish rules to oversee public comment by, for example, limiting the time for each commenter. The OOR encourages agencies to take care when imposing time limits on

public comment. Three minutes is a common limit and may be more than enough at most public meetings. However, it may not be adequate at certain meetings, such as when a complex draft budget is being discussed. It can be a good practice to allow for flexibility in any policy imposing time limits on public comment, ensuring that the agency does not show partiality to some commenters over others.

Agencies are also permitted to limit comment to residents and taxpayers of the area served by the agency.

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The CCAP Board and policy committees kicked off the conference on Sunday with meetings before setting priorities during the Committee of the Whole session. It was at this important general session we heard the chairs announce each committee's priorities. Members then voted on their top priorities and the 2022 CCAP priorities were announced by President Kevin Boozel at Tuesday's closing session.

Between Sunday's priority setting activities and the closing general session on Tuesday, there were several educational breakout sessions that touched on currently issues and challenges that counties are facing. The Center for Excellence in County Leadership (CEL) also sponsored an alumni reception late Monday afternoon, and PCoRP held its delegates meeting Monday evening.



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- zyzcountypa[.]gov
- Exceptions can be requested on a case-by-case basis.

Website and web application redirects from the old domain to the Dot Gov domain

- You'll want to establish a timeframe for the redirects. In some cases, these may be in place for 1 – 2 years.
- When establishing the timeframe consider county materials that have the old domain listed.

Updating your email to match the web domain for the county.

- Setting up auto forwards to the new domain.
- Establishing a timeframe for the redirects. In some cases, these may be in place for 1 – 2 years.
- When establishing the timeframe consider county materials that have the old domain listed.

Updating county branded materials and documents.

- Forms that contain the county website address or email address.
- Document headers and footers
- Printed letter head
- County marketing materials, brochures, signs, etc.
- Email signatures
- Business cards

You'll want to send advance notification to partners and providers.

- Giving notice to partners to update communications, information, connections, etc. to help ensure a smooth transition.
- Updating information on search sites like Google.
- Public announcements for citizen and business awareness

What to do with your old domain.

- Some organizations will want to continue to own their old domain for redirect purposes, but also so no one else will buy it up and misrepresent the county

Information on the Dot Gov domain can be found on the CISA web site.

- <https://home.dotgov.gov/>

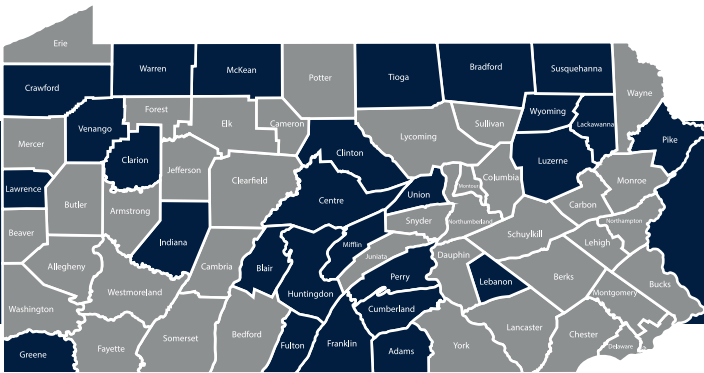
Some CISA points of contact.

- dotgov@cisa.dhs.gov
- Franco.Cappa@cisa.dhs.gov
- cameron.dixon@cisa.dhs.gov ▼



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2022

CONFERENCES & EDUCATIONAL OPPORTUNITIES

March 20-22 • Hilton Harrisburg
CCAP Spring Conference

May 20 • CCAP Office, Harrisburg
CCAP Solicitors' Conference

June 1-2 • The Penn Stater Hotel and Conference Center
CCAP County Administration Conference

June 13-15 • The Penn Stater Hotel and Conference Center
PA GIS Conference

June 15-17 • CCAP Office, Harrisburg
Center for Excellence in County Leadership (CEL) Program

August 7-10 • Lancaster Marriott and Lancaster County Convention Center
CCAP Annual Conference and Trade Show

November 20-22 • The Hotel Hershey
CCAP Fall Conference



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