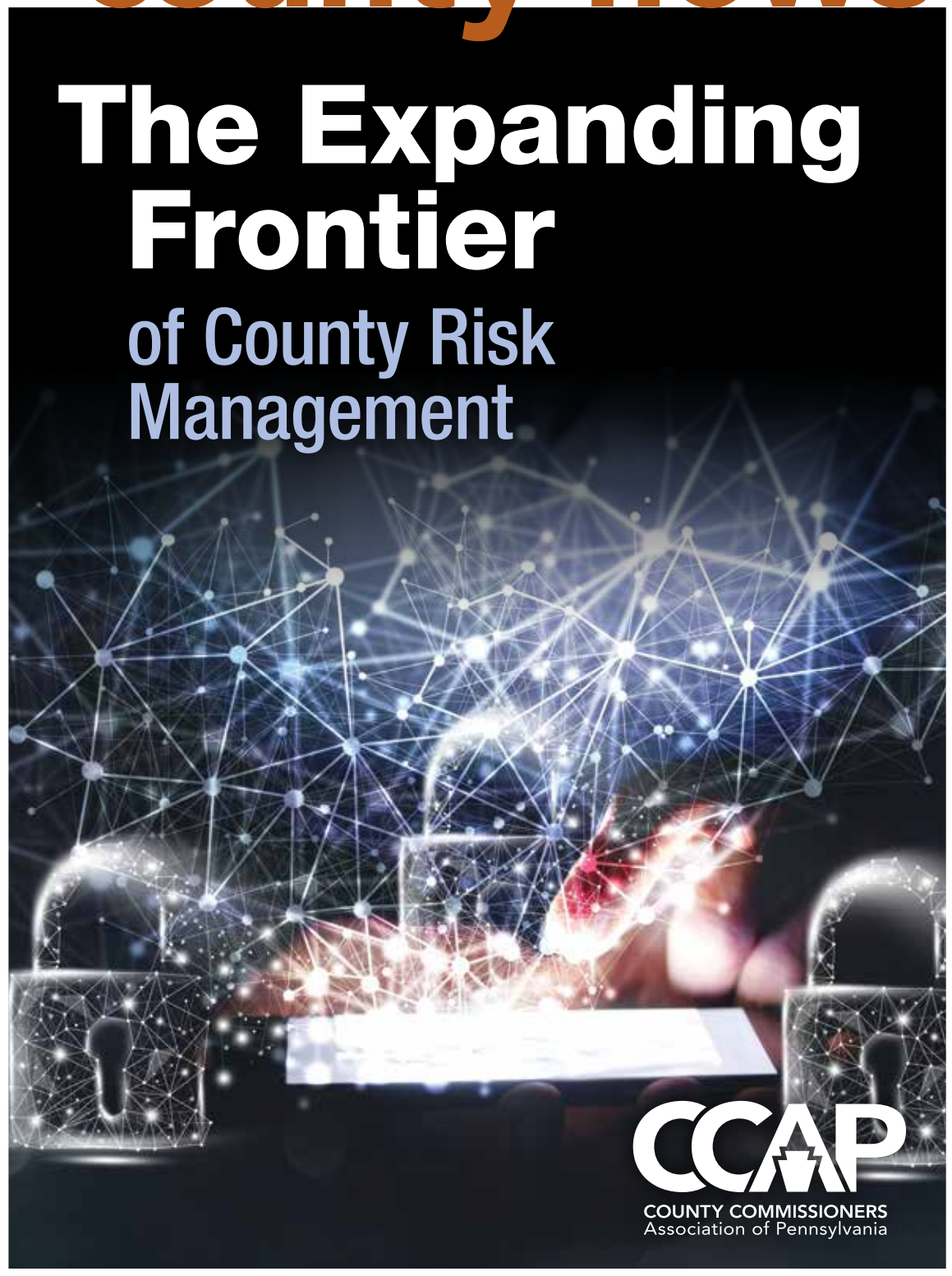


PENNSYLVANIA county news

The Expanding Frontier of County Risk Management



CCAP
COUNTY COMMISSIONERS
Association of Pennsylvania

WINTER 2021 www.pacounties.org

THE VOICE OF PENNSYLVANIA COUNTIES



INVESTMENT
MANAGERS

*Managing equity,
fixed income and
balanced portfolios
for institutional
investors*

C. S. McKee, L.P.
One Gateway Center
Pittsburgh, PA 15222

www.csmckee.com - 412.566.1234

PENNSYLVANIA county news

Publisher

Lisa Schaefer, Executive Director

Editor

Ken Kroski, Director of Media
and Public Relations

Design & Advertising Sales
Graphtech

2021 EXECUTIVE COMMITTEE

President

Kevin Boozel, Butler County

First Vice President

Daryl Miller, Bradford County

Second Vice President

Albert "Chip" Abramovic, Venango County

Treasurer

Leslie Osche, Butler County

BOD Chair

Jeff Snyder, Clinton County

2021 EDITORIAL BOARD

Executive Secretary • Lori Dabbondanza

Executive Director, PACDAA • Michele Denk

Insurance Programs Services Coordinator • Tona Faust

Insurance Programs Controller • Ginger Galliher

Director of Member and Vendor Relations • Mandi Glantz, CAE

Executive Director • Lisa Schaefer

Executive Director, PACA MH/DS • Lucy Kitner

Director of Media and Public Relations • Ken Kroski

Deputy Executive Director • Brinda Penyak

Risk Management Training Director • Linda Rosito

Managing Director Insurance Programs • John Sallade, CRM

Director of Meetings and Education • Karen Sweigard

FOR ADVERTISING

Jen Smith (717) 238-5751 x124
jen@thinkgraphtech.com

CCAP OFFICE

PO Box 60769
Harrisburg, PA 17106-0769
(717) 526-1010



COUNTY COMMISSIONERS Association of Pennsylvania

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

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

DISCLAIMER

Pennsylvania County News magazine is published four times a year by the County Commissioners Association of Pennsylvania (CCAP). Editorial Offices: PO Box 60769, Harrisburg, Pennsylvania 17106-0769. The information provided in this publication is not intended to take the place of professional advice. Readers are encouraged to consult with competent legal, financial or other appropriate professionals. Statements of facts and opinions expressed in this publication, by authors other than Association staff and officers, are the sole responsibility of the authors and do not necessarily represent an opinion or philosophy of the officers, members and staff of the County Commissioners Association of Pennsylvania (CCAP).

No endorsement of advertised products or services is implied by CCAP unless those products or services are expressly endorsed, or are owned or managed by the Association programs, or its affiliates. Materials may not be reproduced or translated in part or in whole without express permission.

winter
2021

PENNSYLVANIA county news

Risk management is critical for counties as our frontier full of possibilities and concerns expands. Learn more, in this issue, about the many facets of protecting your resources.



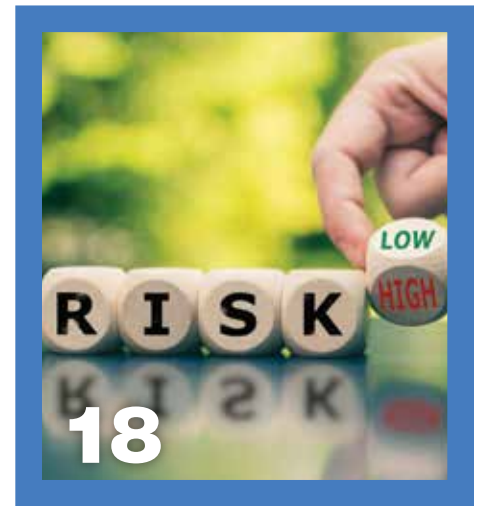
features



CCAP's Commitment to Member Owned Programs



The Role of the County Risk Manager



How CCAP Can Assist with Your Risk Management Program

- 22** Covid-19's Impact on County Risks
- 27** Teleworking: Risk Management in County Government
- 31** 2021 County Government Priorities
- 37** The Little Conference That Could
- 43** CCAP 2020 Annual Awards
- 50** Employee Feedback Benefits Your County's Risk Management
- 54** Learning from County Cyber Claims
- 57** Tax Collector Bonds Frequently Asked Questions
- 58** Long Term, Low Cost, High Risk
- 63** Counties See Rise in Prison Liability Claims
- 66** The Impact of Social Movements on Litigation
- 71** The Cybersecurity Risk of "New Normal" Budgets
- 75** CCAP's Insurance Program Partners
- 79** CCAP Insurance Program Staff

in every issue

- 6** Commentary
- 8** Annual Sponsors
- 48** Newsworthy



KEVIN BOOZE

President, County Commissioners Association of Pennsylvania
Butler County Commissioner

TRANSFORMATION AND LEADERSHIP

What a Difference a Day Makes

As I ponder wrapping up an unprecedented 2020 where change was rapid and events sometimes surreal, I know that the commissioners, council members, executives and county staffs across Pennsylvania have done what we always do, succeed.

Failure is never an option for local government tasked to serve the people. We are a solidified group of doers or perhaps transformational leaders. We, the county and CCAP leaders who have consistently provided encouragement, set clear goals, and supported our staffs - are the model of integrity and inspire others to achieve their goals.

In analyzing 2020, we could easily overwhelm ourselves, but it's worth this quick review. CCAP seamlessly transitioned from Doug Hill's leadership to the trusted experience of Lisa Schaefer. Simultaneously, we welcomed 36% or 83 newly elected commissioners and council members into the fold. As the normal day to day work continued and new members were beginning to get their footing, the other shoe dropped, and we were consumed by the effects of the pandemic. Then, elections!

New county leaders were not fully introduced into CCAP as we were unable to meet in person for that peer to peer mentoring, thus the institutional knowledge that was bestowed on the returning county leaders was not afforded to our newer colleagues. But there was no time to dwell on the hits or the missed opportunities. We had to look for the new opportunities and efficiencies and continually move toward improved services to those we humbly serve - a new day and a new way of doing the things.

As CCAP leadership, committees and task forces are ramping up for their 2021 year of service we are unsure of where this year will take us. Perhaps the lessons learned in 2020 will serve us all well as we have adapted to the rapidly changing environment, including technology that found its way throughout our county organizations - the efficiency of "Zoom" meetings, remote workers and touchless everything. I know, I know ... if you're like me, I would prefer to have 2019 back in a heartbeat, but as the leaders of our communities, we must continue to incorporate the past into the future, build upon our successes,

learn from our challenges and lead, perhaps as never before.

Looking forward, our communities continue to collectively capitalize on multiple resources such as science and technology. Pennsylvania is known for its strong blue-collar work ethic, family tenacity and business strength. As we all continue to work through the difficult times, we, the voice of the people, will need to stay strong both with our constituents as well as with our legislators. And, we are stronger together, as we continue to share our unified voices through our strong organization.

"The whole is greater than the sum of its parts," – Aristotle's version of synergy. Synergy is something, I believe, our counties have found through CCAP. I have watched my predecessors exhibit this synergy and I am very thankful to Commissioner Jeff Snyder for his service, dedication and leadership throughout 2020.

It is the privilege of a lifetime to serve you, and I promise to continue serving until I am asked of service no more. Working together, we can help our families, businesses and communities rebuild and thrive again! ▀

TOGETHER

Building a New Way of Life



For the past 25 years, we have worked with our clients to empower them to build a better life. We help them change their thinking and behaviors in an effort to maintain their sobriety. We can leverage our expertise to assist you with developing programs and services that meet the needs and budget of your county.

**For more information, please contact us at
(570) 601-0877, ext. 2003 or info@firetree.com**

- Detoxification and inpatient Substance Use Disorder treatment
- Medication Assisted Treatment
- Two Halfway House locations
- Reentry housing and treatment assistance
- Inpatient Substance Use Disorder treatment for individuals with co-occurring concerns
- Specialized programming in Day Reporting, Domestic Relations and Reentry Services



Firetree Ltd.

At Nationwide,[®]
participant priorities
are our priorities.

From enrollment through retirement, our people, tools and education support participants so they can confidently make smart decisions.



To find out more, call:

Steve Schmittauer
937-284-1212
schmits3@nationwide.com
nrsforu.com

Martin Burch
610-248-2932
burchm9@nationwide.com
nrsforu.com



Nationwide, through its affiliated retirement plan service and product providers, has endorsement relationships with the National Association of Counties and the International Association of Fire Fighters-Financial Corporation. More information about the endorsement relationships may be found online at www.nrsforu.com. Nationwide, its agents and representatives, and its employees are prohibited by law and do not offer investment, legal or tax advice. Please consult with your tax or legal advisor before making any decisions about plan matters. Retirement Specialists are registered representatives of Nationwide Investment Services Corporation, member FINRA, Columbus, Ohio. Nationwide and the Nationwide N and Eagle are service marks of Nationwide Mutual Insurance Company. © 2019 Nationwide

NRM-12870AO.3 (03/19)

The Pennsylvania
County News
 gets seen by
1500+ readers
 every quarter.

For more information,
 and to learn about our
 2021 editorial calendar,
 along with opportunities
 to advertise in our Annual
 Conference Program, visit
www.pacounties.org.



2021
**Annual
 Sponsors**

Advertisers Index

Affinity Health Services, Inc.	17
AT&T FirstNet	30
Campbell Durrant, P.C.	61
Carroll Engineering Corporation	61
CCAP Glimpse	17
CCAP Insurance Programs	13
CCAP Health Alliance	69
C.S. McKee, L.P.	Inside Front Cover
DEVNET, Inc.	62
Dominion Voting Systems	74
Firetree Ltd.	7
Gibson-Thomas Engineering Co., Inc.	36
Herbert, Rowland & Grubic, Inc.	73
Kessler Topaz Meltzer Check LLP	53
Korn Ferry Hay Group	36
Maher Duessel CPAs	78
Marquette Associates	62
MCM Consulting Group, Inc.	21
Motorola	70
NACo Live Healthy	77
Nationwide Retirement Solutions	7
PA Department of General Services	47
PCHIPC	56
Pension Technology Group (PTG)	40-41
PLGIT	73
PrimeCare Medical, Inc.	26
Sedgwick Group	42
The EADS Group	29
Tremco Roofing	49
Tyler Technologies, Inc.	26
Vision Government Solutions	36
Zelenkofske Axelrod LLC	69

To reserve your space, contact Jen Smith.
 (717) 238-5751 x 124 • jen@thinkgraphtech.com

CCAP is pleased to offer a variety of opportunities to vendors who wish to do business with Pennsylvania counties including participation in the associate member vendor program, technology vendor partnership program, conference attendance and sponsorship, advertising in the *Pennsylvania County News* magazine, and more. There also is an opportunity to participate in a bundled package which includes a variety of year-round benefits for firms looking to increase their exposure among Pennsylvania county officials. CCAP is pleased to welcome the following vendors who have signed on as 2021 participants in the bundled sponsorship packages. We thank them for their support of CCAP and counties in Pennsylvania.

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.

SAPPHIRE LEVEL



INVESTMENT MANAGERS

C.S. McKee, L.P.

420 Fort Duquesne Boulevard, One Gateway Center, Suite 800
 Pittsburgh, PA, 15222-1435
 (412) 566-1234 • www.csmckee.com

Contact: Mark Gensheimer

Founded in 1931, C.S. McKee, L.P. is an employee-owned institutional investment advisor. Managing money is our only business. We manage equity, fixed income and balanced portfolios for public entities, corporations, endowments, foundations, hospitals, schools, unions and religious organizations. Assets under management are approximately \$10 billion, large enough to attract investment professionals of the highest caliber, yet small enough to be responsive to individual client objectives. Our client portfolios represent over 35 states plus the District of Columbia and Canada and range in size from several million dollars to more than \$1 billion. Our ongoing objective is to serve a limited and select group of clients.

SAPPHIRE LEVEL



National Association of Counties (NACo) and their sponsoring programs: NACo Live Healthy-Prescription, Dental and Health Discount Program for Residents and NACo 457 Deferred Compensation administered by Nationwide Retirement Solutions

660 North Capitol Street NW, Suite 400
Washington DC 20001-1450
(202) 942-4221 • www.naco.org

Contact: Kimberly Hall

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

SAPPHIRE LEVEL

DOMINION VOTING



Dominion Voting Systems

1201 18th Street, Suite 210
Denver, CO 80202
(866) 654-8683

www.dominionvoting.com

Contact: John Hastings

Headquartered in Denver, Colorado, Dominion Voting Systems is one of the largest and most trusted providers of elections technology solutions. Founded in 2003, Dominion has over 250 employees consisting of a mix of election veterans who understand technology and engineering experts who understand elections. Dominion is committed to producing the highest quality election solutions and delivering the best support services to over 1,200 customers across North America. Various initiatives, such as continuous innovation driven by customer partnerships, on-going certification efforts, and commitment to customer satisfaction, are helping Dominion reach its goal of being the clear partner of choice for election officials.

DIAMOND LEVEL

AT&T

2550 Interstate Dr.
Harrisburg, PA 17110
(717) 269-5872

www.att.com

Contact: David Kerr

AT&T is a global telecommunications company with strong roots in Pennsylvania's communities. AT&T helps millions around the globe connect with leading entertainment, mobile, high speed Internet and voice services. With the acquisition of DirecTV, AT&T is the world's largest provider of pay TV with customers in the U.S. and eleven Latin American countries. AT&T's wireless network offers the nation's strongest LTE signal and the most reliable 4G LTE network. AT&T offers the best global wireless coverage and helps businesses and governments in Pennsylvania and throughout the world serve their customers with fiber, mobility and secure cloud solutions.

DIAMOND LEVEL

Pennsylvania Counties Health Insurance Purchasing Cooperative—PCHIPC

PO Box 5406
Lancaster, PA 17606
(717) 723-4600

www.benecon.com

Contact: Fred Bean

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

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

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



CCAP's Commitment to Member Owned Programs

John Sallade

Managing Director, Insurance Programs
County Commissioners Association of Pennsylvania

It was 1980, and PSACC's Executive Committee had a decision to make. I cannot say if they knew how significant the decision would become, but looking it back, it was certainly a sea change. For in 1980, the Pennsylvania State Association of County Commissioners (PSACC), later to become CCAP, provided only government relations and education services to its members.

At that time the state law regarding the financing of unemployment compensation claims changed to allow nonprofit organizations, schools and local governments to opt out of the state system which assigned a rate to each entity. The impetus for the change was to save nonprofits and governmental entities money and allow them to "pay as you go" by reimbursing the state for UC claims they incurred.

All of the Harrisburg based associations closely reviewed this change and each considered if they should start group programs to pool this new risk. The PSACC governing board decided they would proceed, and in 1981 the PSACC UC Trust started operations with 42 counties joining. The Trust's governing board was the PSACC Board of Directors.

By 1988 when I joined the staff the Trust was doing well but needed more expertise. We reorganized things, hired an actuarial firm, and the program moved forward with great success and expanded services.

I had joined the PSACC staff to complete the startup of the Pennsylvania Counties Risk Pool (PCoRP), for which the PSACC board had formed a study committee. The association hired me as a consultant to determine if and how PCoRP should be created.

GOVERNANCE MATTERS

At the core of CCAP's commitment to providing member services to Pennsylvania counties is the philosophy that the members of the programs should be responsible for the governance of each program. The PSACC Executive Committee made themselves the governing board for the UC Trust because the program did not yet have members. When PCoRP started, the members of the Study Committee continued their involvement by joining the new PCoRP Board of Directors, and they chose officials from other counties who had indicated they would be joining PCoRP.

From the start it was clear the boards were not going to be rubber stamps. They asked questions, made decisions, and met with service providers and made sure the program's members were getting good coverage and service. The UC Trust bylaws were changed and a board elected by the program's membership was created, removing the responsibility from the PSACC Executive Committee.

And as the only insurance staff member, I helped create the commitment we made to these

programs—that governing boards would receive every piece of information they would need to make decisions, understand the program and ensure the members were being treated openly, honestly and fairly.

COMMITMENT

Once the UC Trust and PCoRP programs matured, and as we added more group programs, the fundamental commitment to the membership expanded. The programs joined national risk management associations (PRIMA—Public Risk Management Association) and helped create a new national association for public entity pools (AGRiP—Association of Governmental Risk Pools). This helped the board and staff learn what pools were accomplishing in other states, and how they were doing it. Board members knew that joining CCAP's insurance boards meant learning about how this relatively new industry worked. Because we worked with and represented public entities, we could freely exchange information, data and experiences with other pools and share best practices. This commitment to better the programs remains a core tenet of CCAP's insurance programs.

CONNECTION TO CCAP

The insurance programs' connection to CCAP continue to be an essential part of our success. CCAP's Board of Directors has the overall responsibility for admin-

istration of the association, and CCAP contracts directly with each program to provide staff services to the programs. We grew from a department of one (just me!) in 1988 to 30 staff in 2020. Growth came by looking at how services were provided to each program, and whether it made economic and service quality sense to employ service firms, or to bring services in house. In each case, the decision was made first by the board of directors for the program(s) paying for the services, and then by the CCAP Board of Directors who would then be responsible for the staff providing the services.

When we started each program, CCAP's president appointed a majority of the members of the governing boards, and the members elected the rest. CCAP's president also selected the board chair for many of the programs. Except for when it might not be possible (mainly when each program was starting operations), each person on the board was required to be from a county that was a member of the program. This has not changed. However, this year we updated all the bylaws for the insurance programs, changing the board compositions so that a majority of the board is elected by the membership, and the boards also select their own board chair. Through the elections and nomination process over the next year we will be transitioning to the new bylaws.

OPPORTUNITIES FOR FEEDBACK

Each of our insurance programs is structured to not only allow, but to seek feedback from the members. For example, the CCAP website includes a listing of all those serving on the various boards of directors, so members can easily see who is making decisions about the program - and can contact them if they have questions or concerns. Likewise, all the CCAP staff who provide services to the programs are listed on the CCAP website.

Other opportunities for feedback are also provided. Some of the programs send an annual evaluation survey to the membership, and these results are provided unedited to the governing boards. PCoRP, PComp and PELICAN members have an annual meeting as part of the CCAP and PACAH conferences, where information about the program is provided and board elections are held.

Of course, the fact that everyone on the board represents a member which is using the program is of itself a means for feedback. We also continue to work to seek diversity of members of the boards, which now includes not only commissioners but also solicitors, chief clerks, risk managers, nursing home administrators, HR directors and finance directors.

MEMBERS ARE STILL THE FOCUS

Now in 2020, CCAP continues to support the membership with programs designed specifically for them. Although much has changed, the commitment to the members remains the highest priority for both the board members and staff.

One final note—these programs and CCAP's strong commitment to governance by and for the members would not have been possible without the strong support and guidance of CCAP's long time Executive Director, Doug Hill. I also would like to thank CCAP's Insurance Program Services Coordinator, Tona Faust, for her contributions to this article. 🍷



Insurance Programs

More Than Just Insurance





The Role of the County Risk Manager

Aubrey King

Insurance Marketing Director
County Commissioners Association
of Pennsylvania

Keith Wentz, ARM, ARM-P

Risk Management and
Underwriting Manager
County Commissioners Association
of Pennsylvania

Let's face it—the role of a county risk manager is often misunderstood. Every organization faces risk and county government is no different. Ultimately, the daily goal of a county risk manager is for all staff to begin and end their workday in the same physical condition, and to protect the public who visit county facilities.

So, what is risk management and the role of the risk manager? In general terms, the managing of risk involves the following activities:

- Identifying hazards and risks
- Minimizing exposure to hazards and risks

- Analyzing exposures to employees or the general public
- Analyzing potential financial loss
- Informing key county staff
- Reviewing and implementing safety policies and procedures
- Monitoring and evaluating losses
- Maintaining critical documentation
- Participating in the safety committee meetings

This list is a good overview, not an exhaustive list. The risk manager acts as the single point of contact for all county safety related matters by performing the above processes (and more) to reduce the probability of harm or loss.

THE REPOSITORY OF INFORMATION

Managing county risk is a dynamic process as the practice of risk management is constantly evolving, growing and maturing. The risk manager should understand county government within each department to better address current and emerging risks using methods that are beneficial, economically feasible, flexible and sensible to county government.

The risk management department should be positioned within county operations to be the repository of information that must be analyzed and communicated to all key staff. As with any management position within county operations, the risk manager must communicate and educate their role throughout the organization.

Krista Davis, Centre County's risk manager believes communication at all levels is critical and states, "The importance of staff informing me of potential issues is important, specifically those that are safety related, emergency situations and when we are investigating incidents which could lead to a claim."

RANGE OF FOCUS

The need to identify inherent risks (risk identification), implement preventive measures to control/mitigate risks (risk control) and understand losses that will occur, help determine the best way to finance those losses (risk financing).

So how do risk managers implement these activities? The areas risk managers must focus on range from those items that have legal

One constant is that risk managers will tell you each day's work and issues are never the same.

implications (potential liability involving constituents), property and building issues, to those which are people-oriented focusing on safety (employee safety).

"My day starts out reviewing emails and incident reports to see what had happened overnight and if anything new has occurred, checking with staff to see if anything requires my immediate attention. Then answering various messages or questions pertaining to different requests to issues that may need to be addressed by training. Then I can move on to any number of ongoing projects or plan reviews," says Phil Lucas, risk manager for Mifflin County.

It is important that the risk manager understands and keep up to date on the county's organizational objectives, organizational structure, financial management system, managerial/employee accountability systems and also the political environment.

THE ONLY CONSTANT IS CHANGE

One constant is that risk managers will tell you each day's work and issues are never the same. As stated by Loretta McClure, risk manager for Franklin County, "In a typical day, there may be legal

contracts or policies/protocols requiring review. Or liability, property damage, or regulatory compliance issues which need to be managed. Or the need to ensure building access or security system concerns. Add to that ensuring emergency preparedness, COVID supplies requests, workforce safety or employee health concerns, and education/program development."

The role of the risk manager is to implement and manage the county's risk management program through risk identification, analysis, control, financing and administration in order to ensure the assets and finances are protected, keeping in mind that public administration differs from general management of a typical business. There is a need to balance providing essential government functions which the county constituents require, while meeting special legal requirements.

The typical responsibilities of an effective risk manager include, but are not limited to:

- Developing risk management policies and procedures
- Working with claims and litigation personnel to manage various types of claims
- Financing of risk through risk transfer or retention

- Reviewing contracts and leases
- Oversight of safety training and risk control programs including accident investigations
- Crisis management including the development of business continuity plans
- Ensuring compliance with regulations, both federal and state

Phil Barcafer, risk manager for Monroe County, describes his normal activity, "Weekly, I give a safety orientation to new hires, help make determinations on quarantine time and heart and lung coverage, maintain a data base on all employees either out or on modified duty as a result of a workers' compensation injury, handle claims that fall under the PCoRP deductibles. I also check purchasing and contract agendas to determine if we need any special or additional coverages. Prior to COVID, we had regular safety committee meetings and I also attend the prison safety committee meetings."

SPECIAL SKILLS

Given this background, let's explore what skills an effective risk manager must possess. First, it is understood that risk managers may be challenged by others about

the risk management concepts they are introducing as part of the daily operations. Therefore, in order to enjoy success, the risk manager must possess technical, leadership and managerial skills and the strong ability to work with others. An effective risk manager is knowledgeable, has access to tools and expertise and has been empowered to make decisions.

The value of an effective risk manager can be quantified and, in some circumstances, qualitative in nature. Specifically, the risk manager must work with leadership to develop a proactive support of the risk management program's objectives. The risk manager is also an advocate, helping to illustrate to county decision makers and county staff the value risk management brings to the county, while reinforcing the positive outcomes associated with an effective risk management program.

Risk managers must consider a range of factors when assessing the risk and effects of loss for each type of property or county activity.

Michelle Caldwell, risk manager for the Kane Centers in Allegheny County states, "I enjoy learning the legal side in working with the attorneys, and the freedom to

choose relevant training and development HR topics, especially those that include employment law for department heads when chairing the safety committee meetings."

The risk manager must help ensure that any risk the county is about to assume assists in the achievement of county objectives, positively impacts the planning and budgeting of county operations and ultimately reduces the frequency and severity of incidents, accidents, losses and claims. And often most important, to ensure that the risk being assumed is financed—that there is insurance or some other mechanism in place to deal with how losses related to the new risk are paid for. A successful risk manager will impact financial results by reducing claims management and legal costs, protecting the county's cash flow, and protecting its assets and financial position.

The risk manager must show planning, organizational, leadership and evaluation skills. They must be able to determine those actions which will assist in the successful implementation of county policies. This also requires the need to organize the allocation of resources and responsibilities including the involvement of activities with external and internal members. The risk manager must motivate people by acting and leading them in a direction to meet operational goals. They must promote teamwork, cooperation, assist in the removal of obstacles and be a positive role model. Finally, the risk manager must measure the success and achievement against those objectives and operational goals.



A successful risk manager will impact financial results by reducing claims management and legal costs, protecting the county's cash flow, and protecting its assets and financial position.

ESTABLISHING A NETWORK

An effective risk manager must understand their role and involvement throughout the county and staff resulting in the establishment of a network of staff and experts to assist in the success of the county's risk management program. They must focus on the big picture while assisting departments meet their daily obligations.

Tom Furman, risk manager for Chester County, details the importance stating, "From worker's compensation to other insurance related matters, dealing with safety and risk prevention efforts with departments to addressing fleet related matters. My days as a risk manager are never boring. I really enjoy


working with human resources and various employee related issues."

An effective risk management program involves more than just the risk manager. Support from the county commissioners, county executive, county council and county managers is essential. Access to outside resources and experts are sometimes required for the risk manager to be effective. The most successful risk managers build a network of support and expertise both internal and external. A risk manager should use the knowledge and services of others to assist in the achievement of risk management objectives.

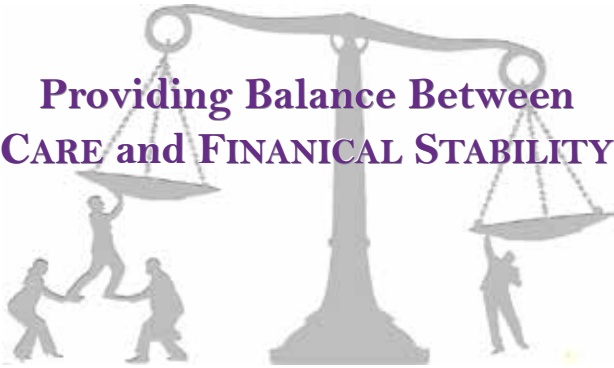
In conclusion, the risk manager must ensure the objectives of the risk management program align

with the needs of the county. They must be an active participant with the county's leadership team and have the ability to create adaptable, continually improving processes and approaches to emerging risks. The risk manager must continue to seek continual education and professional development through education and training. Finally, they need to understand those best practices which exist, and which will best fit the county's ability to meet its obligations.

An effective risk manager, using their knowledge and understanding, will ensure the risk management program is effectively implemented, monitored and continually improved; thus, benefitting the county and its constituents. ▼



Affinity
Health Services
Senior Community Management
and Consulting Advisors



**Providing Balance Between
CARE and FINANCIAL STABILITY**

Operational Assessment ♦ Clinical Review ♦ Compliance
Directed In-Services ♦ Financial Management
Reimbursement ♦ Marketing ♦ Referral Development

A Results Driven Organization

942 Philadelphia Street ♦ Indiana, PA 15701
Toll-Free 877-311-0110
www.AffinityHealthServices.net

GLIMPSE Risk Management Training

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

Stay tuned for a copy of the 2021 Spring Glimpse Training Catalog! We are planning on having in person trainings for the spring and will be following all safety precautions.



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



How CCAP Can Assist with Your RISK MANAGEMENT PROGRAM

Aubrey King

Insurance Marketing Director
County Commissioners Association of Pennsylvania

Keith Wentz, ARM, ARM-P

Risk Management and Underwriting Manager
County Commissioners Association of Pennsylvania

Counties and other organizations are potentially exposed to property, liability, automobile, key personnel and net income losses. Pennsylvania counties provide services that require special attention, which is why risk management is vital. A well-organized risk management program is designed to address the diverse functions of county employees while focusing on greater attention to safety and health. CCAP's Insurance Programs can help you achieve goal this by offering CCAP members value added risk management services specifically focused to address these challenges—and we offer a wide variety of safety resources to members of CCAP's Insurance Programs at **no additional cost**.

RISK CONTROL SOLUTIONS

CCAP provides members not only with risk control services but also risk control solutions. Each program member is given individual attention and is provided specific risk control services based upon their needs. Providing value added services is at the forefront of everything we do. Consulting services are provided by our risk control staff to assist members with the development of their risk management and loss control programs. This may include providing "model" safety programs, assisting with the development of return to work programs, offering innovative, evidence-based wellness program ideas, participating in safety committee meetings, evaluations utilizing slip, sound and light meters, identifying potential workplace hazards, providing trainings through LocalGovU and consulting with our members regarding specific safety and risk control issues.

CCAP's Insurance Programs strive to offer valuable trainings in the areas of loss control and risk management for officials and employees of Pennsylvania's counties and county-related entities. Each program offers many training opportunities throughout the state which are free to members and open to nonmembers for a fee.

ONLINE TRAINING

Our online training from LocalGovU features an extensive, diverse online library for local government and public entities, with courses and videos used

to strengthen existing skill sets and drive successful professional development. Members can choose from trainings relevant to county government such as management skills, safety and compliance, and customer service. Or, the member can select courses from specialized academies.

County leaders have a responsibility to provide training to ensure your organization runs effectively and efficiently, as well as to assist your employees to increase their professional development skills. An effective training program helps your staff face all kinds of challenges and by effectively handling these challenges, lessens the county's liability exposure.

Program members can access these LocalGovU subject areas free of charge:

- Corrections
- Customer Service
- Grant Writing Assistance
- Health and Wellness
- Human Resources
- Law Enforcement
- Productivity
- Roadway and Highway
- Safety and Environmental
- Water/Waste Management

RISK CONTROL SERVICES

CCAP's risk control specialists have compiled several useful safety websites to be referenced. They contain information relating to building maintenance, ergonomics, healthcare and even disaster recovery. In addition, CCAP has several videos available for use.

Specific topics include:

- General Safety
- Risk Management
- Government Operations
- Healthcare
- Office Safety

In addition, CCAP also offers in-person Defensive Driving training. Defensive Driving Safety training has proven to be an effective solution to:

- Control liability costs associated with work-related vehicle crashes
- Reduce insurance costs and fleet repair bills
- Reduce motor vehicle incident rates
- Decrease workers' compensation claims
- Improving productivity by keeping employees safe, on and off the job

The Defensive Driving training is held in a classroom setting with no more than 40 individuals in each workshop to ensure personal attention to each attendee.

SAFETY GRANT PROGRAMS

Three of CCAP's Insurance Programs continue to offer grant programs to current members of the following programs: the Pennsylvania Counties Workers' Compensation Trust (PComp), the Pennsylvania Counties Risk Pool (PCoRP) and PELICAN (nursing home liability insurance). The insurance boards of each program have allocated funds for the grants to provide their members with financial support to fund loss prevention projects for their county or county-related entity.

For 2021, the annual maximum grants for each program participant are:

PComp	\$35,000
PCoRP	\$20,000
PELICAN	\$5,000

For more information about these grants, contact Keith Wentz at CCAP, kwentz@pacouties.org or (717) 736-4724.

WELLNESS NURSE

CCAP has a wellness nurse on staff as part of the PComp workers' compensation program. The wellness nurse is available to assist PComp members with training and education, management of outside nurse case managers, construction of provider panel lists, development and revision of return to work programs, and conducting medical reviews of injured employees. The wellness nurse can also assist in promoting of wellness initiatives and programs for county employees. Working directly with the CCAP risk control specialists and claims representative, the wellness nurse assists in identifying potential exposures to losses and recommending steps to mitigate and prevent in order to reduce the member's potential liability.

STOPit

PCoRP and PComp offer their members a new employee confidential feedback program called STOPit. This program allows for employees to discreetly report the knowledge or suspicion of workers' compensation fraud, embezzlement, theft or any other crime that occurs in their county or county-related entity, when they are not

comfortable reporting directly to management. For more information about STOPit, contact Andrew Smith at asmith@pacounties.org or (717) 736-4769.

RISK CONTROL LISTSERV

The CCAP Risk Control Listserv is a communication tool used for the purpose of distributing messages to members by an electronic mailing list. The Listserv was established to manage the multitude of messages sent between members and to organize those messages for future review. To be added to this Listserv contact Andrew Smith at asmith@pacounties.org or (717) 736-4769.

VALUE ADDED SERVICES

The following services are provided free of charge to PComp, PCoRP and PELICAN eligible members:

- Elevator inspections performed by National Elevator Inspection Services (NEIS)
- Property and boiler inspections conducted by Hartford Steam and Boiler
- Appraisals of buildings, property and fine arts completed by Industrial Appraisals
- The PCoRP eRiskHub® is a cyber risk management portal to help counties control cyber and privacy related losses. The portal provides tools and resources to help understand the exposures, establish response plans and minimize the effects of data breaches.
- Prison Risk Management Review—provides wardens and commissioners with input and advice about ways to limit the

possibility of being sued, and to position the county in the best possible light in case of a suit.

- HR Risk Management Review—a review of HR handbooks/policies/practices to confirm that they are up-to-date and compliant with applicable laws.

PUBLICATIONS

CCAP offers various risk management publications that detail "hot topic" issues providing explanations and recommendations including prioritization, implementation, coordination, follow-through and communication in order to best prevent or mitigate potential liability. The monthly *Insurance Matters* newsletter goes to all program members, and the *Safety Essentials* nursing home newsletter is for PELICAN members. The biennial *GLIMPSE* catalog details the risk management and professional development workshops for the spring and fall. We also have a Safety Resource Manual which contains many suggestions for helpful resources.

And don't forget to check out the "Programs and Services" tab on the CCAP website, www.pacounties.org. Choose the "Insurance" link and you will find not only information about CCAP's Insurance Programs, but also information about our staff, a link to report claims, and various risk management publications.

As you can see, CCAP offers many valuable tools and resources for your risk management program. We are always here to help, in whatever way we can, and our staff is committed to serving you. 🍷

MCM™

Solutions for an unsafe world.

Rest assured.

In this unpredictable world, we can't always prevent disasters from occurring, but MCM™ offers risk management solutions that prepare for the worst while ensuring the best possible outcomes for the safety of our communities.

911

Next Generation 911 services consulting

Needs assessment and strategic planning

Project management services

Regionalization and consolidation of services and technology consulting

911 center design and technology consulting services

EMERGENCY MANAGEMENT

Emergency plan review and development services

Emergency operation center planning, training and exercising

Hazard mitigation plan development and update services

Hazard mitigation plan annual report services

Emergency operations design and technology consulting services

COOP, COG and disaster recovery plans, training, and exercises

GIS

Mapping services

Needs assessment & strategic planning

Data analysis

Data visualization

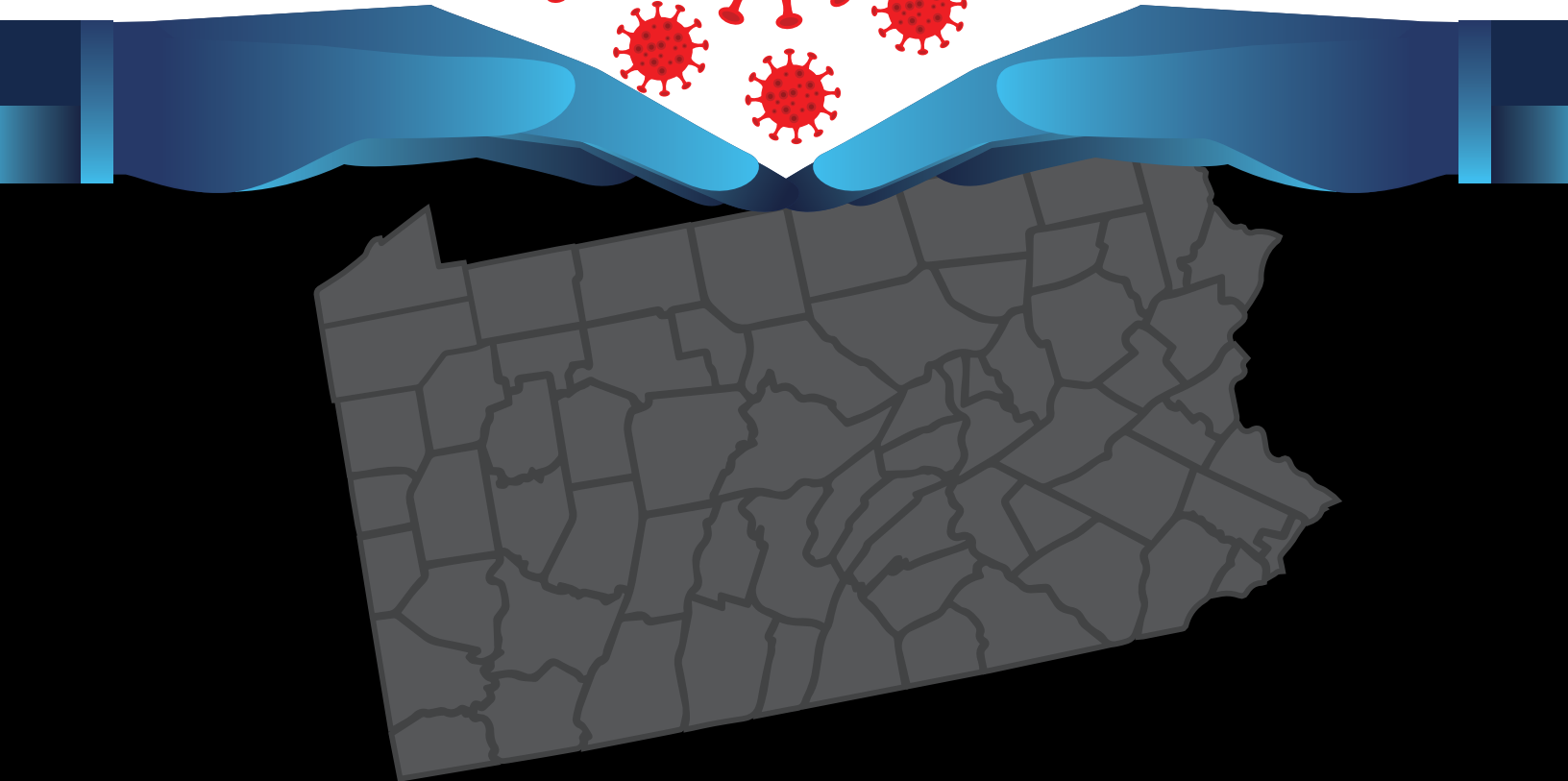
Data generation & maintenance



LEARN MORE call **412.580.7632** email Info@MCMConsultingGrp.com visit MCMConsultingGrp.com



COVID-19's Impact on County Risks



Jean Henry, RN

Risk Control Wellness Nurse
County Commissioners Association of Pennsylvania

Keith Wentz, ARM, ARM-P

Risk Management and Underwriting Manager
County Commissioners Association of Pennsylvania

As CCAP's insurance programs navigate through the COVID-19 pandemic, we continue to work closely with our members as events unfold. There is no doubt the pandemic has changed the way counties' staffs operates. Despite the disruptions of COVID-19, CCAP's programs and services continue to provide our members the tools and resources to ensure their facility and telework workplaces are safe for employees and the public.

BEST PRACTICES

Best practices recommended by the Center for Disease Control (CDC) and the Pennsylvania Department of Health (DOH) focus on prevention and mitigation of COVID-19 risks for employees and visitors. Recommendations include topics such as good hygiene, the development of procedures related to cleaning and sanitizing of work areas, the development of social distancing protocols for staff and the public using various forms of communications, while strongly urging the development of telework policies which also involved the investment of taxpayer dollars for work arrangements for staff.

CONTINUITY OF SERVICES

The need to provide county services to the public is paramount. This requires each county to review their current operations to determine how to best do so without putting employees at risk. A focus on employee wellness including their mental health and physical wellbeing is critically important. Counties have done a great job of assisting their staffs but the continually monitoring workplace safety and health is needed.

As counties continue to grapple with the idea of how their services may change given the unknowns of the pandemic, CCAP staff will offer insights on how to best assist in keeping operations flowing smoothly and the worksite safe. We will offer risk prevention recommendations but always do so after seeking input from our members. Given the geographic differences and the impact of the pandemic on those areas, this is not a one size fits all approach.

IMPACT ON WORKERS' COMPENSATION

One of the main issues to be cognizant of are those employees who telework and potential workers' compensation issues. CCAP's PComp program has seen an overall reduction in workers' compensation claims and indemnity wage expense over the last five years. However, since the state closure mandates began in March of 2020, the biggest impact observed has been related to claims management of lost time claims. Due to delays in scheduling appointments, independent medical examinations and surgeries, these delays are prolonging the length of time injured employees are off work. And once released to return to work, counties have been reluctant to return employees to modified roles during the shutdown. This has resulted in increased indemnity wages paid over the first nine months of the 2020. PComp claims management team has remained vigilant and efficient in handling claims to keep the total claims expenses stable.

In order to positively reduce or eliminate potential workplace incidents, counties need to continue best practices recommended by the CDC and other public health organizations. As previously mentioned, cleaning and hygiene related precautions, testing procedures and ongoing communications educating staff on how to best prevent the spread of this virus in county facilities is imperative in order to protect employees and the public.

GRANT PROGRAMS CAN HELP

Through the PComp, PCoRP and PELICAN grant programs as well as the CARES Act, counties have purchased a variety of COVID-19 related items including hand sanitizers placed throughout facilities, face masks/shields, and products which have allowed staff to clean and sanitize their workstations before and after use. Other personal protective equipment specific to certain county operations was also purchased. Several counties purchased temperature kiosks which allowed for visitor temperature screenings to be taken upon entry of the facility. These self-standing units prevented direct contact with visitors reducing exposures to all parties involved. For counties in the PComp, PCoRP and PELICAN programs, grants will continue to accept applications for COVID-19 related requests.

HELPING YOUR STAFF

One of the biggest areas of concern for counties is the mental health of staff as they deal with this crisis. Helping to limit worker distress and concerns is critical.

County leadership can play a pivotal role in supporting the staff. The ability to have counselors available virtually (or on-site if possible) and offering of EAP services and help-lines continues can be critical. From an organizational standpoint, the mental well-being of staff cannot be overstated—employees are the most important asset of any county and need to be treated as such.

PROTECTING THE PUBLIC

Recommended best practices for the protection of the public is critical as well, and include the following:

- Availability of hand sanitizers throughout facilities
- Increased frequency of cleaning of common areas
- Mandatory use of face masks
- Installation of signage to educate the public on COVID-19 prevention and hygiene
- Establishment of communication channels to address the public's questions or concerns
- Installation of protective plexi-glass barriers at common areas

NURSING HOMES

The impact of COVID-19 on county affiliated nursing homes has been compelling and challenging. The homes which are insured by the PELICAN program are doing a fantastic job of protecting the most vulnerable in our society in an everchanging environment. CCAP, PACAH and PELICAN continue to offer risk control and claims services to assist nursing homes during the pandemic.

TELEWORK

For those county employees who have limited interaction with the public, the allowance of remote work decreased the opportunity to potentially contract or spread the virus. However, for county operations where interaction with the public could not be avoided, it is imperative the recommended safety protocols continue to be followed.

Given the shutdown, counties are now increasing their use of technology through Zoom, Microsoft Teams and to perform meetings and provision of services. With these advances, there are benefits but potential perils as well. Confidentiality is critical—the safe transmission of information without fear of a breach is paramount. CCAP's IT staff and your risk control staff continue to be available to assist with any questions or concerns.

THE VIEW FROM COUNTY RISK MANAGERS

In discussions with county risk managers, it is evident the pandemic has created some threats, but opportunities as well. "Every function of government has had to have been reconsidered with a new perspective. Masking, physical distancing, sanitizing has changed everything from riding with a coworker in a car, to putting forms online for a customer, to having a Zoom meeting with a client instead of a face to face, wearing more PPE at the jail, and sanitizing our buildings much more often," says Krista Davis, risk manager for Centre County.

Phil Barcafer, risk manager for Monroe County states, "It has presented some unique challenges that I had not anticipated when I took the position, which is not a bad thing. I think that the hardest is keeping people focused on the fact that there is a deadly disease out there and that they need to wear their masks properly whenever they get up from their desks."

Phil Lucas, risk manager for Mifflin County notes, "We have seen an uptick in planning for continuity of operations across various offices along with various means to continue operations in remote access settings. We have also been focusing on providing personal protective equipment to staff and the public along with matching what PPE is needed for specific roles and responsibilities. As the threat of COVID-19 rises, how to maintain essential and critical operations sometimes requires the shifting of employee's classifications when we had thought that these guidelines were already dealt with appropriately. Working with the commissioners' office, we have also increased our surveillance of staff for when they are at work and may become ill, along with a response strategy when staff may report that they have been exposed to COVID-19 or an infected person."

CONCLUSIONS

For the foreseeable future, counties will need to continue to invest in mitigation efforts to prevent the spread of the virus. One area for consideration is whether certain staff will switch to permanent telework schedules. There is no doubt that remote work eliminates



One of the biggest areas of concern for counties is the mental health of staff as they deal with this crisis. Helping to limit worker distress and concerns is critical.

staff exposure to other staff and the public. Further, as part of risk prevention and mitigation, recommended protocols for entrance screenings, continued proper workplace hygiene, when and how to open offices to the public, and creating response plans if additional risks from this pandemic emerge, should be documented and periodically reviewed.

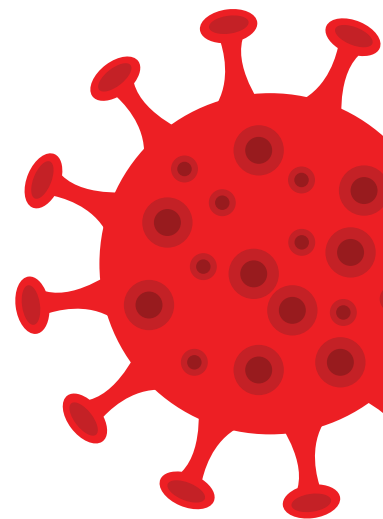
From an insurance industry perspective, there are some key issues counties will need to consider moving forward. First, counties need to develop or revise their business continuity plans in order to ensure their operations are not negatively impacted. Counties should also review how business interruption claims are to be reported to PCoRP or their insurance company, as counties may be subject to suits alleging bad faith and/or denial of services.

The pandemic has created a lot of challenges including compliance with mask mandates, physical distancing, as well as the cost of maintaining safety protocols; specifically, the cost of detailed cleaning of workplaces. Conversely, counties have been able to develop different ways of continuing to

conduct business and will continue to do so. The pandemic has significantly altered the way counties operate, and with the future unknown, their operations may continue to change as well.

The impact of COVID-19 on the regulatory environment, especially federal or state mandates which may be unfunded, may pose potential issues for counties.

CCAP is proud of our members' efforts in instituting risk control measures to protect their staff and the public. While no one can predict what happens next, please be assured that we will be available to address any member risk management concerns. 🍷



**CONNECTED COMMUNITIES
ARE THRIVING COMMUNITIES**



Modernize your operations and allow your community to thrive.

Your time and effort are valuable. As you adjust to the challenges COVID-19 presents, it is important to adapt processes to deliver the transparency and services your community deserves.

Imagine implementing tailored appraisal and tax solutions to eliminate limitations and deliver the agility and efficiency you need. With Tyler's software and services, communities are thriving.

See what's possible at tylertech.com/appraisal.



Proud Supporter of CCAP



The Choice for Quality Correctional Health Care



Largest correctional healthcare provider
to counties in the Commonwealth

42 Facilities

3940 Locust Lane, Harrisburg, PA 17109

717-545-5787

www.primecaremedical.com



TELEWORKING

RISK MANAGEMENT IN COUNTY GOVERNMENT

Kelly Krakowski

Insurance and Reinsurance Manager
County Commissioners Association
of Pennsylvania

Desiree Nguyen

Deputy Director, Insurance Pool
Operations and Executive Director,
Society of County Human Resource
Professionals of Pennsylvania

Prior to the COVID-19 pandemic, teleworking in county government was likely rarely practiced and, in some counties, not even a consideration. There may have been some counties which permitted telework, but in general, this concept was just that—a concept that was practiced mainly in the private sector and rarely came up for discussion with county leadership.

Then, the world changed—COVID-19 hit, stay-at-home orders become a reality and counties were faced with the difficult task of maintaining services for residents, while keeping both residents and employees safe. In an epic pinch, many counties made the hard and fast decision to allow telework - and guess what, teleworking worked! For many county employees, working remotely will be a once in a lifetime event, limited to the events of COVID-19; but for others, this may be the beginning of a new and perhaps more efficient, way of delivering county services.

County leaders are taking a second look at the vast array of services that have the potential to be performed from locations other than county courthouses or satellite offices. So, what does this mean for county government going forward, and what do you need to consider in determining if your county should continue telework options for your staff?

A CLEAR POLICY

One of the first steps in this process is to develop and adopt a telework policy/agreement for your employees. Teleworking policies should outline expectations, protocols and procedures. The policy should be clear that working from home is not significantly different than working in the office. Organizational rules, policies, etiquette and procedures are still in effect, as are your expectations for solid work performance. Additionally, consider building in a requirement that an employee must work onsite for at least a year (or whatever timeframe you deem fit) before they are considered for telework.

Another important consideration is to determine which positions are appropriate for telework. The reality is that not every position is suitable for a telework environment. There are still services that will require employees to be in the office full-time. The job descriptions for your employees must be clear which positions will allow telework as an option.

Related to determining which positions are suitable for telework is determining the hours of work and duration of telework. Will employees who telework have the same office hours as other employees, or will the county permit flexibility in the telework environment? Will this be a full-time arrangement or just several days a week? Whichever way these questions are answered, the hours of work and duration of telework must be clear. Additionally, it is vital to ensure that non-exempt employees track their work hours properly and accurately.

POTENTIAL LIABILITIES

It is also important to be clear about any potential liabilities stemming from teleworking, including making sure the employees' homes are a safe place from which to work. Some policies require employees to send pictures of their workspaces or require

inspections of the home and review of homeowners' policies. Just like on the job, accidents can happen at home, and employees will still have the same workers' compensation coverage.

That misplaced printer cord near their workspace at home could easily cause a trip and fall. If your employee is injured while acting within the course and scope of their work duties, the injury may be compensable under workers' compensation coverage. Therefore, making sure your employees have safe working environments at home is equally as essential as ensuring their safety in the office.

The National Safety Council offers a wide range of resources which can be utilized to help workers create spaces that are not only safe and comfortable but that also allow them to work efficiently and effectively. The Council offers a safety checklist which includes many of the typical expectations for a workspace of any kind. These include requirements for floors that are clean and clear of hazards, file drawers that are not top-heavy, adequate temperature, ventilation and lighting, electrical outlets that are grounded and the utilization of surge protectors. A work area that is reasonably quiet and free of distractions is also recommended.

A segment which might be more easily overlooked, though, is that of fire safety. Some important checklist items here include working smoke detectors in the designated workspace, charged and accessible fire extinguishers, more than one exit from the work area, and radiators and portable heaters located away from flammable items.

ERGONOMICS

When creating the workspace, ergonomics must also be considered. Workers and employers should ensure proper equipment is made available and used properly. Desks should be a minimum of 29 inches high, chairs should be sturdy and adjustable with a backrest and casters appropriate for the floor surface. The user's feet should reach the floor when seated or should be fully supported by a footrest. Computer monitors should be situated 20–24 inches from the eyes and the top of the screen should rest slightly below eye level. Finally, the space should have adequate lighting without creating a noticeable glare for computer screens.

Another crucial element to telework is ensuring the proper technological equipment, connections and safeguards are in place. The same equipment and security protocols implemented in the office must extend to your employees who telework, including but not limited to, IT access to remote worker sites and activities, guarding against cyber incidents and/or breaches, VPN access, password management and more. Plus, it must be made very clear to your employees that their work laptops and equipment are for work related matters, and that their home equipment is for personal use and should not be used for work-related matters. The two should never be interchanged, and the work equipment should only be used by the employee and not his or her family members.

EMPLOYEE ENGAGEMENT

With policy matters, workplace safety and equipment in order, it is also vital to think about supervision and employee engagement in a telework environment. The day-to-day flow of operations and informal chatter that occurs in the office are different in a telework environment. There are likely less conversations and emails occurring, so supervisors should make a concerted effort to stay in touch with their employees. Scheduling regular virtual meetings to touch base, explain expectations or projects and maintain a pulse on work performance is essential in this environment.

Another facet to employee engagement is coaching employees to telework properly and happily. Reminders about performance expectations can be used, but so can positive and motivational messages. Some employees may need to be reminded to take lunch breaks in a space separate from their work area, or reminded to move from their desks and stretch, just as they would in an office setting. Employees can also be encouraged to set clear expectations and boundaries with their family members regarding their availability during work hours.

WELLNESS

Counties can use some creativity to continue offering wellness activities in the virtual setting. These activities allow employees to connect with co-workers on some level and not feel isolated. One of the best ways an employer can ensure employees are managing their time well and feeling content is to check in with them. They can ask for feedback to discover if adequate resources are being provided, whether employees feel they are working effectively, and to generally gauge morale and job satisfaction. The overarching message is to maintain contact with your employees—keep them accountable, engaged, positive and on task.

While the pandemic caused a whirlwind of change in a short amount of time, it also provided an opportunity for a new look at conducting business virtually. If you are considering ongoing or future telework in your county, remember the CCAP Risk Management Team is here to walk you through the pros, cons, challenges, risks and rewards. Remember, the CCAP Insurance Programs ... more than just insurance! 🍷



**DESIGNING
FOR THE
FUTURE...**

Planning • Architecture • Site Development
Surveying • GIS & Mapping
Construction Inspection • Drone UAV Services
Water/Wastewater • Highways & Bridges

When quality matters, call on us.

www.eadsgroup.com
800.626.0904

**THE
EADS
GROUP**
Engineering, Architecture & Design Services

Altoona • Clarion • Johnstown • Lewistown • Beaver
North Huntingdon • Somerset • Cumberland • Morgantown



FirstNet is here.

A network built for managing the unexpected

Day-in and day-out, you support the community – sometimes in the face of natural disasters, critical emergencies, and communication challenges. Here's why more than 14,000 agencies, accounting for over 1.7 million devices receiving First Priority[®], have already joined FirstNet:

- Priority and Preemption always-on for first responders
- Interoperability when you need it most
- Increased Coverage in rural areas
- Dedicated customer support
- No Throttling anywhere in the U.S.



Learn more at [FirstNet.com](https://www.FirstNet.com)

Election Reforms: Pre-canvassing and Mail-in Ballot Deadlines

As the entities that run the elections, Pennsylvania counties seek meaningful Election Code reforms that will significantly reduce the challenges counties faced in 2020, while still maintaining a secure and effective election process.



Counties anticipated that the new mail-in ballot option, created under Act 77 of 2019, would be popular in 2020, but they became significantly more popular than predicted, as voters exercised their civic duty during a global pandemic. While the first two elections using mail-in ballots were successfully completed, counties are reviewing their experiences and lessons learned to call for additional changes to the Election Code that will streamline administrative requirements and provide clarity and consistency across the commonwealth. Based on their experience, a significant portion of the challenges counties saw could be resolved by allowing counties additional time to pre-canvass, and by moving the deadline for mail-in ballot applications back to 15 days to coincide with the voter registration deadline.

For several months prior to the General Election, counties asked for legislation that would allow them to begin pre-canvassing—opening and preparing the mail-in and absentee ballots—prior to Election Day so that results could be available on election night or shortly thereafter. But with counties only able to begin pre-canvassing on Election Day, it took several days for the millions of mail-in ballots to be counted, delaying election results and causing confusion despite counties' best efforts. Permitting pre-canvassing to begin prior to Election Day would allow counties to focus on administering an in-person election on Election Day, improving workload management and allowing results to be available much more efficiently.

In addition, voters who waited until the current deadline of seven days before an election to apply for a mail-in ballot faced uncertainty about whether the county would receive their ballot in time. This led many voters to come to their polling place to vote by provisional ballot, just "to be on the safe side," undermining the flexibility and convenience mail-in ballots should provide. Shifting this deadline to 15 days before an election will benefit voters by providing more time for the ballot to be able to get from the county to the voter and back again through the mail, creating less uncertainty over whether ballots were received by 8 p.m. election night.

There are many other issues that need to be resolved and counties 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:

- 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 for sufficient time for the county to process the application and for the ballot to be mailed from county to voter and back again.
- Convening the Election Law Advisory Board and ensuring that counties are at the table to develop meaningful election law reforms that create positive, effective election policy clarifications moving forward.

For more information on **election reforms**, contact **Lisa Schaefer** at (717) 736-4748 or lschaefer@pacounties.org.



THE VOICE OF PENNSYLVANIA COUNTIES

2021 County Government Priorities

Broadband Expansion

The collective future of Pennsylvania 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 and other key parts of our everyday lives—the Federal Communications Commission estimates about 800,000 Pennsylvanians still do not have reliable internet service.

Broadband continues to be echoed at all levels of government as one of the biggest hurdles of the 21st century. COVID-19 has further exposed the lack of availability and the need of Pennsylvanians for high speed and reliable internet access for key parts of our everyday lives, especially as schools and businesses must constantly adapt to changing pandemic conditions and we begin to shift into the “new normal.” Even in places with access to broadband, we are using the technology more than before, creating capacity issues even in urban areas. Counties have been at the forefront of broadband expansion in the commonwealth and are continuing to develop partnerships and creative solutions that work to provide internet connectivity for their residents, especially in rural areas and better bandwidth capacity statewide.

But high speed and reliable internet access has become a necessity, and our communities cannot continue to wait for infrastructure that is critical to our economic vitality and our personal quality of life. Even agricultural work has become increasingly dependent on connectivity as technology is added to traditional farm equipment and new tools such as drones help improve productivity. Without broadband, a significant number of Pennsylvanians are missing access to opportunities, while rural areas in particular find it harder and harder to attract and retain residents and encourage business development.

The commonwealth must develop partnerships among federal, state and local government, as well as the private sector, that can help to deploy the resources and data needed to make meaningful progress on broadband expansion to all areas of the commonwealth, rural and urban. Counties can also learn from the best practices and innovative ideas, such as regional cooperative models, that have seen success in Pennsylvania and throughout the country, to be leaders in this area going forward.

The health and future viability of our communities has an impact on the strength of our entire commonwealth. Broadband expansion will be a critical tool to move all of Pennsylvania forward together, particularly in the changing post-COVID world.



COUNTIES SUPPORT:

- Working together with federal, state, local and private stakeholders to develop strategies for successful broadband expansion.
- 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 and other resources.
- Identifying funding resources and opportunities to aid in development and deployment of infrastructure.

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



THE VOICE OF PENNSYLVANIA COUNTIES

Emergency Medical Services Crisis Solutions

Pennsylvania's communities are wrestling with a decline or outright lack of emergency services. Counties and the commonwealth are uniquely positioned to work together with their municipal partners to develop and implement EMS policy solutions that include securing sustainable resources and support systemic capacity building to meet the needs of our citizens.



Emergency medical services (EMS) in Pennsylvania are in crisis, affirmed by findings of multiple studies and most prominently in the 2004 SR 60 report, and reaffirmed in the report of the legislature's SR 6 Commission, released in 2018. CCAP membership has been engaged in discussions on ways that counties can help address the issues raised in these reports, including the lack of emergency services in many Pennsylvania communities. As such, CCAP launched its EMS Task Force in 2019 to determine what role counties are positioned to play in assuring reliable provision of this vital public service.

The EMS Task Force developed a set of recommendations, related policy considerations and identified opportunities for counties to contribute to solutions, including retention and recruitment, reimbursement rates, funding, coverage, service models, risk reduction, EMS Act and regulations, technology support and training requirements.

The EMS Task Force will continue its work through 2021 with a focus on developing and implementing policy related to the recommendations presented in its November 2019 report. Legislatively, CCAP members seek statutory changes that would allow counties and municipalities to work together on regional service delivery and sustainable funding solutions to assist with this crisis in the coming year. The EMS Task Force is also committed to developing a toolbox that can assist each county in bringing together local stakeholders to review coverage needs, potentially including surveys, planning ideas, educational tools and data sources.

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

COUNTIES SUPPORT:

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



THE VOICE OF PENNSYLVANIA COUNTIES

Protect Funding for County Human Services

From housing needs to substance abuse and children and youth services, Pennsylvania county human services are a diverse collection of resources provided by counties to ensure the health and well-being of their residents. These critical services help to maintain a better quality of life for all individuals across the commonwealth, assuring Pennsylvania's most vulnerable citizens and their families have the protection and care they need.



Pennsylvania counties deliver crucial human services on behalf of the state and federal government—services that protect our most vulnerable citizens, among them children suffering from abuse, those fighting substance abuse addictions, individuals with mental illness and developmental disabilities, and seniors in need of long-term care.

However, even though mandates and caseloads continue to increase, state funding support has been unable to keep up with demand. Counties continue to deal with the daily challenge of serving the ever-growing needs of their residents, such as the significant increases in workloads to county human service agencies, the toll of the opioid epidemic on families and their children, and the lasting, unknown impacts of the COVID-19 pandemic on Pennsylvania's residents and communities. Yet counties must also face the reality of ever-stagnant state funds to support those needs.

Each year, counties find themselves advocating to prevent state funding for human services from being cut, much less achieving the increases that are so critically needed just to catch up from years of underfunding. The state-county partnership in service delivery must again be prioritized—including a commitment to additional and sustainable funding for all of our human services programs and assurances of continued funding to essential services in the event of any future state budget delay—before the safety net becomes so frayed it can no longer support those who need it most.

But it is not just funding. The General Assembly and administration must bring counties to the table earlier in the decision-making process when seeking to alter the traditional partnership between the state and counties for service delivery. Failure to do so often has unintended consequences, as recently experienced with changes to the medical assistance transportation program. Counties also seek a partnership with the state on program reform, including efforts for better planning and integration of services. Experience tells us there are many more statutory and regulatory opportunities to deliver services more efficiently.

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

COUNTIES SUPPORT:

- Commitment of full state and federal funding for human services at a level that responds to societal and economy-driven increases in caseloads.
- Assurances of ongoing funding availability for essential services in the event of any future budget delay.
- Collaborative review of the scope, objectives and administration of human services programs to better reflect the state-county partnership.



THE VOICE OF PENNSYLVANIA COUNTIES

Increased Funding for Community-based Mental Health Services

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



Maintaining mental health is a crucial part of wellbeing and county-based community mental health programs play a vital role in supporting a healthy society. Counties are required to provide certain services including crisis intervention, support for individuals leaving state facilities, treatment, community consultation and education, day services and prevention.

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 our communities. Funding levels for county mental health services have direct impacts on whether these important community and family supports will be available. Yet for too many years, state funding for mental health services has lagged far behind needs, as counties must often advocate to simply protect funding, much less achieve the increases needed to catch up from years of underfunding.

While need has exceeded funding for years, the unique set of stressors brought on by the COVID-19 public health emergency deeply exacerbated the existing problem, including isolation, economic and physical health concerns, and more. The pandemic will certainly impact the already-strained web of human services programming that makes up the fabric of our community safety net.

Furthermore, there is a recurring threat to eliminate the successful Behavioral HealthChoices program, which would disrupt care and treatment for tens of thousands of Pennsylvanians and increase the cost of services. For the past 20 years, Behavioral HealthChoices has allowed each county the flexibility to deliver mental health and drug and alcohol services to individuals enrolled in Medicaid. Counties have been able to coordinate and invest in programs and services that meet local needs, and clients have been highly satisfied with these local services.

Close collaboration between the legislature, administration and counties is critical to addressing the entire mental health system. 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.

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

COUNTIES SUPPORT:

- Commitment to full and sustainable state and federal funding for behavioral health services at a level that responds to societal and economy-driven increases in caseloads.
- Prioritizing the state-county partnership in service delivery to continue efforts to integrate services.
- Long-term investment in the mental health base to help counties ensure that the existing safety net of services is strong and sustainable, prior to adding additional programs and services.
- Preserving the Behavioral HealthChoices program so counties can continue providing local mental health services in the most effective way possible.



THE VOICE OF PENNSYLVANIA COUNTIES



Counties have trusted us for more than 70 years to provide retirement plan services that meet their unique objectives while complying with changing laws.

Also count on us for:

- Retirement plan cost studies.
- Retirement calculation software.
- Government compliance.
- Cost containment through benefits program design.
- Analysis and design of organizations and jobs.
- Talent, compensation and performance management.

Contact kristopher.seets@kornferry.com or david.reichert@kornferry.com to learn more.

kornferry.com



1004 LIGONIER STREET | PO BOX 853 | LATROBE, PA 15650
CORPORATE OFFICE: 724-539-8562



WATER & WASTEWATER MANAGEMENT
GENERAL CIVIL ENGINEERING
HIGHWAY & TRAFFIC ENGINEERING
BRIDGE ENGINEERING & NBIS INSPECTION
SURVEYING & LAND DEVELOPMENT
PLANNING & ASSET MANAGEMENT



Committed to QUALITY and Client SATISFACTION Since 1916

www.gibson-thomas.com

VISION
GOVERNMENT SOLUTIONS

Unrivaled
Service

Unparalleled
CAMA System

Unmatched
Appraisal Expertise

For More Information:

(800) 628-1013 ext. 2

sales@vgysi.com

www.vgysi.com

The Little Conference That Could

Karen Sweigard

Director of Meetings and Education
County Commissioners Association of Pennsylvania

The CCAP Fall Conference is always a busy event, stacked with education, association business, and networking opportunities. Plus, after focused committee reports, our members intently select the associations' priorities for the coming year. It is also our "tunnel" to the holidays, as The Hotel Hershey is decked-out in its holiday glory – you can even see Hershey's "Sweet Lights" from the hotel's veranda. But the 2020 CCAP Fall Conference was, well, different. When we made the difficult decision to take the 2020 CCAP Fall Conference virtual, once again we knew we would miss the in-person comradery, along with the hotel's festive spirit, we all had hoped for.

CREATIVE SCHEDULING

In addition to the long list of things we would miss, we also had a handful of important things we needed to accomplish which were postponed from earlier in the year: president's report, president's awards, CCAP annual awards ceremony, and solicitors' sessions. It would take some creative scheduling and good imaginations to include all of these items in an already-bulging agenda of com-

mittee meetings, education, and CCAP priority setting activities! With patience and creativity, the 2020 CCAP Virtual Fall Conference schedule was developed.

The original Fall Conference dates, November 23 and 24, were retained as the main dates of the Virtual Fall Conference schedule, thinking most people probably already had those dates "held" on their calendars. With those dates as our foundation, activities were added to the weeks before and after these conference dates ... and soon the full conference experience spanned an entire month! Committee meetings were held from November 9 through the 16, with the emphasis on each committee to discuss and prepare their priorities for the full membership to discuss. The CCAP Board of Directors met on November 18, a few days ahead of their usual Sunday meeting during a typical Fall Conference. November 20 was "dress rehearsal" day, as we did a run-through of the two general session days with our production company and our inhouse production staff. The 2020 CCAP Virtual Fall Conference, and all its moving parts, was ready!

PRIORITIES, AWARDS AND SPEAKERS

The Business Meeting, on November 23, began with important priorities presentations, discussion and voting, followed by President Jeff Snyder's annual president's report and his two president's awards. His awards were wonderful surprises for the well-deserving recipients, CCAP Executive Director Lisa Schaefer and Tioga County Commissioner Erick Coolidge. This was the perfect lead-in to the CCAP Annual Awards presentations, which were postponed from the CCAP Annual Conference in August. Though the awards were presented to the winners prior to the November 23 announcements, the official ceremony highlighted the tremendous work this year's recipients performed on behalf of counties and constituents. (See the article on the CCAP Annual Awards later in this issue.)

At the Closing General Session on November 24, the CCAP Government Relations Team provided a legislative wrap-up, followed by President Snyder's announcement of the 2021 CCAP priorities, voted on the day before by the conference attendees. This session also



CCAP President Jeff Snyder and Executive Director Lisa Schaefer were at the center of the 2020 Virtual Fall Conference production at the CCAP office.

included presentations by guest speakers Geoff Moulton, court administrator of the Administrative Office of Pennsylvania Courts; Matt Chase, NACo executive director; Lisa Schaefer, CCAP executive director; and Chris Lakatos, principal and senior consultant with Cornerstone Advisors Asset Management. The two days of general sessions were full and informative, and kept the door open for the conference breakout sessions to come.

QUALITY TIME

With the success of two separate Education Series', one in May/June and the other in August, we turned the usual Fall Conference breakout sessions into 10 separate sessions. After the Thanksgiving holiday, we offered these sessions on four dates in early December. We

also made up for not holding our Solicitors' Conference this year by including two Solicitors' Sessions to round out the Education Series.

We had incredible support from our conference sponsors this entire year, including the Virtual Fall Conference. As we reconfigured our sponsor benefits to accommodate virtual events, they responded by continuing to participate in our conferences in record numbers. Please join us in thanking all of our generous sponsors who remained valuable partners at our 2020 Virtual Fall Conference. (See our sponsors on the next page.)

When the dust settled, the small but mighty 2020 CCAP Virtual Fall Conference successfully delivered everything we asked of it. Approximately 200 people participated in each of the two days of the Virtual

Fall Conference in late November, and our Education Series' had about 30 attendees at each of the ten sessions in early December. We might not have been in the same rooms, but we were still connected through committee meetings, general sessions, priority discussions and voting, presidential remarks, awards, and educational breakout sessions.

As we said time and time again, everyone wanted to be together more than anything, especially after waiting and hoping for the best since March. But until we can do that safely, we are extremely grateful for the opportunity to be safe in our own offices or homes, spending quality time together during the 2020 CCAP Virtual Fall Conference and Education Series. 🍂



COUNTY COMMISSIONERS
Association of Pennsylvania

2020 CCAP Virtual Fall Conference

Blue Ribbon Conference Sponsors



Red Ribbon Conference Sponsor



White Ribbon Conference Sponsors



Zelenkofske Axelrod LLC
CERTIFIED PUBLIC ACCOUNTANTS
EXPERIENCE | EXPERTISE | ACCOUNTABILITY



Patron Conference Sponsors

AT&T

Campbell Durrant, P.C.

Cornerston Advisors Asset Management, LLC

Korn Ferry

MCM Consulting Group, Inc.

Municipal Finance Partners, Inc.

Pennoni

Pennsylvania Counties Health Insurance Purchasing Cooperative - PCHIPC

PLGIT

The Voice of Pennsylvania Counties

www.pacounties.org



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

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

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

The Rackspace Difference

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

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

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

Benefits and Features

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





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

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

The Rackspace Difference

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

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

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



Benefits and Features

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

For more information or to request a demonstration, please contact:

Stephan Georgacopoulos, Director of Northeast Markets

(617) 977-8408 x15 | stephan@ptgma.com



Needed for every election from now on!

BALLOT RETURN BOXES

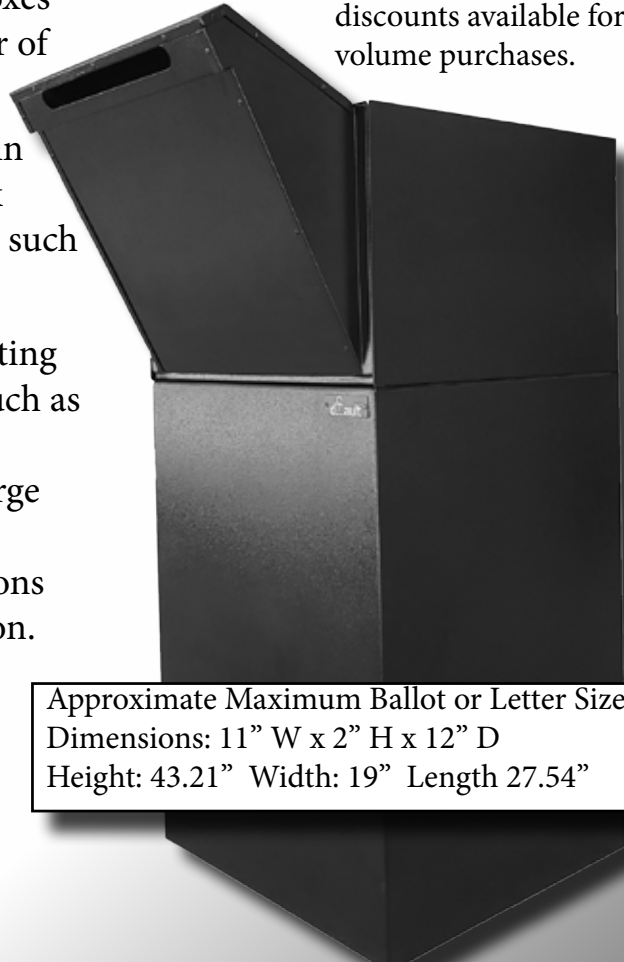
Subsidized for purchase at \$749

These are standard DVCS0019 Vault boxes from US Mail Supply, a leading supplier of secure mail collection equipment.

These can be used for ballot collection in elections and/or contactless bill and tax payment or to collect other paperwork, such as permit applications.

- Safe and secure receptacle for collecting ballots or other letter-sized items, such as bill and tax payments.
- Large capacity unit safely stores a large number of ballots. This is an ideal unit to conduct tamper-proof elections and/or provide contact-less collection.
- Made of 16-gauge galvanized steel; commercial grade.
- Powder coat finish resists rust
- Rear locking access door for convenient retrieval.
- Secure post lock on access door resists pry attacks.
- Sturdy, full welds for strength. Freestanding installation. Unit can be bolted to the ground for theft and vandalism deterrence. False bottom is included to cover the bolts inside the vault.
- Custom wrappers are available to designate use.

Plus shipping; additional discounts available for volume purchases.



Approximate Maximum Ballot or Letter Size
Dimensions: 11" W x 2" H x 12" D
Height: 43.21" Width: 19" Length 27.54"

To order, please contact:
Joan Sweeney, Account Exec, US Mail Supply
joan@usmailsupply.com or 1-800-571-0147
Reference PA Project or CCAP for discount



Brought to you by:

Disclaimer: Sedgwick Group receives no proceeds from the sale of ballot vaults

The Sedgwick Group is a mission driven consulting firm and a woman owned small business. Our mission is to provide strategic program planning and implementation, problem solving, information and analysis and goal-based recommendation services for organizations, community leaders, associations and businesses who need strategic support and capacity. For additional information Susan Gobreski at sgobreski@sedgwick-group.com.



2020

Annual Awards

Late last year, at the County Commissioners Association of Pennsylvania's Virtual Fall Conference, the Association announced its 2020 awards for Pennsylvania county leaders and organizations that have enhanced the well-being of counties and residents.

**COMMISSIONER OF THE YEAR
ED BUSTIN, BRADFORD COUNTY**



CCAP's Outstanding County Commissioner/Council Member of the Year Award was presented posthumously to **Bradford County's Ed Bustin**. The award recognizes that through local service and Association participation, Commissioner Bustin contributed to the advancement of county government. Commissioner Bustin was an advocate for the vulnerable population and the recovering community and was a member of the Local Government Advisory Board for the Chesapeake Bay Commission, as well a member of the National Association of Counties' Justice and Public Safety Steering Committee and numerous CCAP committees and community boards. He recognized how the lack of housing impacted the criminal justice system, the mental health system and the drug and alcohol system, and testified before the Pennsylvania House Human Services Committee on the need for the state to increase mental health funding. He also understood the importance of addressing social determinants of

health as a key factor in addressing poverty. Commissioner Bustin excelled at building relationships with the public, private and nonprofit sectors. His legacy will impact the lives of his constituents well into the future. Ed's wife, Terry Bustin, received the award in his honor. Pictured in the front row are Susquehanna County Commissioner Betsy Arnold; Terry Bustin; and Sullivan County Commissioner Donna Iannone. In the upper row are former CCAP Executive Director Doug Hill; Lancaster County Commissioner Craig Lehman, Bradford County Commissioner Daryl Miller, Bradford County Commissioner John Sullivan, Bradford County Commissioner Doug McLinko, Sullivan County Commissioner Brian Hoffman, and CCAP Executive Director Lisa Schaefer.

**OUTSTANDING CHIEF CLERK/ADMINISTRATOR
HOPE VERELST, SULLIVAN COUNTY**



CCAP's Outstanding Chief Clerk/Administrator Award was presented to **Sullivan County Deputy Chief Clerk and Elections Director Hope Verelst**. Verelst was honored for voting and elections issues management, as well as assistance with compliance adjustments to the county's personnel system and their related communications needs. Pictured are Sullivan County Commissioner Brian Hoffman, Commissioner Donna Iannone, Hope Verelst, Chief Clerk Francine Doyle, Commissioner Darlene Fenton and Solicitor Kenneth Levitzky.

OUTSTANDING SOLICITOR
GAREN FEDELES, BEAVER COUNTY



The **2020 Outstanding Solicitor** was given to **Beaver County's Garen Fedeles**, who was honored for his professionalism and work ethic to go above and beyond for the best resolution for all involved. He also became the voice of reason behind issues resulting from COVID-19 and its effect on the health and well-being of the residents, the operations of government, and businesses throughout the county. Garen received his award alongside Beaver County Commissioners Daniel C. Camp, III, Tony Amadio and Jack Manning.

FRIEND OF COUNTY GOVERNMENT
BOB ESCH, MCKEAN COUNTY



A **2020 Friend of County Government Award**, the highest honor CCAP bestows on a non-member, was presented to **McKean County's Bob Esch**. The award is presented to an individual or organization who has demonstrated a continued commitment to the improvement of county government by assisting CCAP and its members while maintaining the highest ethical and moral standards. Bob received the award alongside Commissioners Clifford Lane, Tom Kreiner and Carol Duffy.

AFFILIATE OF THE YEAR
**ASSOCIATION OF EASTERN PENNSYLVANIA
COUNTY ELECTION PERSONNEL
AND WESTERN PENNSYLVANIA ELECTION
PERSONNEL ASSOCIATION**



CCAP's **Affiliate of the Year Award** was presented to election officials across the state, through the **Association of Eastern Pennsylvania County Election Personnel** and the **Western Pennsylvania Election Personnel Association**, for administering particularly challenging elections issues—from the most sweeping changes to the Election Code in decades to managing the voter registration process to finding and training poll workers to deploying voting machines—and all the way through counting and certifying elections results. Tim Benyo, Lehigh County's Chief Clerk, Registration and Elections, received the award for elections officials statewide.

PRESIDENT'S AWARDS
**ERICK COOLIDGE, TIOGA COUNTY
AND LISA SCHAEFER, CCAP**



President's Awards were bestowed by **CCAP President and Clinton County Commissioner Jeff Snyder** to **Tioga County Commissioner Erick Coolidge** and **CCAP Executive Director Lisa Schaefer**. The awards were presented to honor commitment to CCAP's president and outstanding contributions leading to enhanced service to county residents. CCAP President and Clinton County Commissioner Jeff Snyder presented the awards to Erick and Lisa.

CCAP also awarded the **2020 Criminal Justice System for the 21st Century Best Practices Awards**. CCAP salutes everyone involved in these efforts for being innovative pioneers in meeting the challenges facing all county jails and juvenile justice providers.

BEST PRACTICES—LARGE JAIL CHESTER COUNTY PRISON



Chester County Prison received **Best Practices Award in the large county jail category** for their Cognitive Behavioral Equine Enhancement Program created in collaboration with Chester County Adult Probation and community non-profit organizations. Chester County contracted with Gateway HorseWork's Stable Pathways equine-assisted psychotherapy (EAP) program, a nonprofit organization, which has an evidence-based, trauma-informed approach to complement and enhance the teaching of Cognitive Behavioral Treatment Programs such as Thinking for a Change (T4C), the S.E.L.F Trauma-Informed Psycho-educational Group Curriculum, and the Moving On Program for At Risk Women. Pictured are Chester County Commissioner Michelle Kichline, Probation, Parole and Pretrial Services' Christopher Murphy, Commissioner Marian Maskowitz and Commissioner Josh Maxwell.

BEST PRACTICES—SMALL JAIL PIKE COUNTY CORRECTIONAL FACILITY



The Pike County Correctional Facility (PCCF) received the **2020 Best Practices Award in the small jail category** for their Model Recidivism Reduction Programs. PCCF proactively developed and implemented a unique suite of offender programs, which have been successfully providing tools for personal betterment, preparation for release and rehabilitation. Offenders currently have access to the skills and expertise of approximately 100 volunteers who assist in offering more than 90 programs. The correctional facility's core Recidivism Reduction Programs include: A.R.R.O.W. (Actively Reducing Recidivism Opens Windows); C.O.R.E (Correctional Offenders Reintegrating Effectively); H.O.P.E (Helping Offenders Promote Excellence); and M.O.R.E. (Motivating Offenders to Reintegrate Effectively). Receiving the award were, front row, PCCF Counselor Susan Kenthack, Warden Craig Lowe, Classification Coordinator Elissa Wenzel, and back row, recently retired Assistant Warden Robert McLaughlin and Assistant Warden Jonathan Romance.

CRIMINAL JUSTICE ADVISORY BOARD AWARD
MONTGOMERY COUNTY CJAB



The **Criminal Justice Advisory Board (CJAB) Award** was presented to the **Montgomery County CJAB** for multi-layered, collaborative, innovative solutions and committed leadership to address the issues that mire all county criminal justice systems. Montgomery County's CJAB has a robust and successful drug treatment court structure that includes its Restrictive Intermediate Punishment Program and Veterans Court and mentoring program, as well as its Targeted Opioid Phase Program. The Montgomery County CJAB provides compassionate judicial support and encouragement for success in turning lives around. Pictured are

PENNSYLVANIA HIGHWAY INFORMATION
ASSOCIATION AND PENNDOT ROAD
AND BRIDGE SAFETY AWARD
BRADFORD COUNTY



And, this year's **Pennsylvania Highway Information Association and PennDOT Road and Bridge Safety Award** recipient is **Bradford County**, for their Bridge Bundle Project. Eight bridges were

replaced throughout Bradford County and the county's bridge inventory was assessed.

Prepare now for melting snow and ice!

All your stormwater
management needs
are available on
the **COSTARS-41**
Stormwater
Management Products
and Services contract.

Everything from
drain debris filters
and guards, pipe
and pipe socks to
line inspection, and
consulting services.



Contact Us

Tel: 1-866-768-7827

Email: GS-PACostars@pa.gov

www.dgs.pa.gov/COSTARS

Newsworthy

WINTER 2021

CCAP Managing Director of Insurance Programs **John Sallade** was selected for a Central Penn Business Journal Icon Award, on the nomination of his coworkers. The Icon Honors awards recognize business leaders over the age of 60 who have left an indelible mark in their fields, and whose integrity, vision and selfless service have lifted up the Central PA community. Under John's direction, CCAP's insurance programs offers its members quality services to counties and county-related entities in the area of risk management, insurance, employee benefits, bonding and related areas.

CCAP Insurance Boards Legal Counsel **Barb Zemlock** has been elected to serve on the 2021 AGRIP Board of Directors (National Association of Governmental Risk Pools).

CCAP Director of Member and Vendor Relations, **Mandi Glantz**, CAE, has been elected to a two-year term as an association member director to the Board of the Pennsylvania Society for Association Excellence (PASAE).



Please join CCAP in welcoming our new Associate members.

enkompas Technology Solutions, www.enkompas.com, includes human services, technology and business intelligence.

Hopstick LLC, www.petermelan.com, is a boutique firm that specializes in local government consulting with a unique blend of services designed to help your organization through any aspect of management, data analytics, policy analysis, strategic planning and budget analysis. A broad range of expertise allows for any sized organization to utilize services.

NaphCare, www.NaphCare.com, partners with local, state and federal government agencies to provide innovative healthcare, technology and administrative solutions for complex problems within the correctional and justice systems. NaphCare is committed to advancing correctional health through our Proactive Care Model, corrections-specific electronic health record and operating system, TechCare®, and revolutionary programs that address the mental health and substance abuse epidemics impacting jails.



INTRODUCING



TREMCO ROOFING

CRITICALCARE

When your roofs can't wait for capital funding

**Your roofs don't care about a budget crisis.
But we do.**

Developed to provide fast and affordable solutions to help you protect and manage your roofing inventory when capital budgets are severely constrained, **Tremco Roofing CriticalCare** offers just what you need, when you need it.

Professional inspections, diagnostics, maintenance, repair and restoration solutions are customized to meet **what you need right now**. Warranty renewals and extensions for all types of roofs and manufacturers are covered too.

We know it's not business-as-usual for managers of public buildings, but it is business-as-usual when it comes to our commitment to helping our customers meet their needs during good times and bad. We invite you to learn how we can help.



To learn more or request an appointment with a field advisor near you, please contact:



jdmler@tremcoinc.com



412.225.6007



YourRoofExperts.com



Cooperative Contracts

TRUST IN EXPERIENCE. STRENGTH IN NUMBERS.

Employee Feedback Benefits Your County's Risk Management



How is your county optimizing employee engagement and what are you doing with the feedback?



Andrew C. Smith

Risk Control Specialist
County Commissioners Association of Pennsylvania

I've had the opportunity to work with and travel to many counties in Pennsylvania and I have learned there is no perfect one-way solution to engage employees in risk management. Employee engagement isn't just the responsibility of the human resources department, it is a multifaceted issue that requires attention from all departments, especially senior leadership. How is your county optimizing engagement and what are you doing with the feedback?

This may sound simple, the crucial first step in optimizing feedback is trust and communication between supervisors and employees. Supervisors must do more than trust employees - they need to show it. There are several ways supervisors can signal they trust their employees:

UNDERSTAND THE RISKS AND VULNERABILITIES

Earn trust by understanding the risks and vulnerabilities they face in their county position. As one county risk manager stated, "Praise the good and don't criticize. Simply state the corrections factually. Inform employees in a timely manner and allow them to mitigate the issue. Show them respect and let the employee know you are there to help."

This is important. Employees want to feel supported and when feeling support are more likely to engage in honest feedback. More feedback means a better picture of risk and vulnerabilities. The more ways counties can solicit feedback on an ongoing basis, the more comprehensive view of overall risk, and a higher chance that feedback will prevent a loss or losses.

MAKE FEEDBACK EASY

The framework for risk management feedback must include the following elements:

- A simple way for employees and county residents to provide information
- A process for departments and senior leadership to review information
- A step for implementing changes
- A process for communication back to the employee about the action or inaction taken
- Data to ensure the process is being used efficiently

A CONNECTED WORKPLACE CULTURE

Make it easy for employees to help report and mitigate risks. Have a procedure in place for reporting. The important part is to make sure all employees are aware of the procedure. This can be as simple as a physical suggestion box, employee survey or a smart phone application like STOPit, an anonymous reporting system that empowers employees to recognize and report safety issues, workplace misconduct and compliance concerns before they escalate into a crisis or legal matter.

STOPit is a program provided free of charge to PCoRP and PComp program members. Employees can choose to remain anonymous or not. Anonymity can help counties uncover weaknesses in operations without jeopardizing relationships, while self-identification can lead to ownership and acknowledgement. The goal is to create a more connected workplace culture where employees look out for one another, and over time resulting in fewer safety, misconduct and compliance concerns.

Set up an email address specifically for employee feedback and designate senior leadership to monitor it daily. For example, an "@safetycommittee" email address is a great way for employees to report but an even better way for committee members to be aware of incoming information. The procedure keeps all safety committee members apprised, allows for vital committee discussion and if appro-

priate, immediate action. Include a safety committee update to daily or monthly staff meeting agendas. When information is received and acted upon, full transparency to all staff is a major next step.

WHAT TO DO WITH FEEDBACK

First of all, and most importantly, the county senior leadership must respond quickly when feedback or a report is received and investigate it completely. All feedback must be taken seriously and investigated to completion as this will show employees they are supported in their work environment.

Implementing feedback and making changes can be the most difficult and most time-consuming part. Change takes time so have a procedure in place to make it work efficiently. The county safety committee can be used as a platform to explain policies, procedures, protocols and how to report incidents. A policy and procedure committee is an efficient platform to facilitate research, writing, communication and implementation. For example, if your county recently started teleworking due to the pandemic, creating a telework committee to discuss employee concerns, purpose, eligibility, requirements, cyber and physical risks is a great way to encourage feedback and implement change.

Take an inventory of policies and procedures. Are employees risk tolerant? Were they provided the context for how the policies and procedures were adopted? Em-

ployees want to be kept informed. This is another example of trust and support from leadership. Inform employees about the discussion and decisions that led to the outcome of their feedback. This will reinforce their responsibility to assist in creating a safe workplace.

THE HIDDEN POWER

Metrics turn policy implementation and employee feedback from useful to effective and allows supervisors to make changes that will benefit the entire county. Analytics allow counties to identify loss and risk trends that have the potential to become issues and gives feedback on how implementation is proceeding. Check with PCoRP, PComp or whoever provides insurance coverage for your county. How are your losses trending? Senior leadership will be able to hold departments accountable for exceeding or struggling to meet goals. Data allows the county to understand its growth and performance when feedback is received, and changes are executed.

Without employee feedback, it is difficult for risk managers, senior leadership and departments to learn from the past or prepare for the future. Engage county employees to improve the efficiency and effectiveness of their workplace. In fact, these conversations are not all about data but about dialogue. That is the hidden power that makes employees feel valued. 🍷

FULLY ENGAGED

means **EXPERIENCE** across cultures, currencies and courtrooms

Kessler Topaz is one of the world's largest and most successful plaintiffs contingency law firms. Our lawyers regularly take on the foremost defense attorneys — and win — in class actions, shareholder derivative suits, direct shareholder litigation, antitrust litigation, and other complex litigation around the globe. We are proud to have recovered billions of dollars for our clients.

**RECOGNIZED AS LEADERS
IN THE SHAREHOLDER
LITIGATION FIELD**

BENCHMARK LITIGATION

**2020 CLASS ACTION
LITIGATION DEPARTMENT
OF THE YEAR**

THE LEGAL INTELLIGENCER



LEARNING FROM

County Cyber Claims

It is essential that county leaders ensure prompt reporting of incidents, getting expert analysis right away, and that everyone in the county takes potential claims very seriously.

Cyber insurance is a relatively new line of coverage, and as such it is constantly changing. It started as a part of general liability policies and has now become so complex that it is a separate policy with many different kinds of coverage. CCAP's Pennsylvania Counties Risk Pool (PCoRP) began offering this coverage to the members in 2014, ahead of when most governments and businesses were buying what was then a brand new product.

John Sallade

Managing Director, Insurance Programs
County Commissioners Association
of Pennsylvania

CYBER COVERAGE—NOT TYPICAL INSURANCE COVERAGE

The coverage is very different from traditional insurance—there are some “bricks and mortar” components to the coverage, from the standpoint of the physical equipment the county owns and operates. But almost all of the coverage focuses on incidents that happen, and investigatory work to determine what, if anything, really happened. Then the next steps are working to prevent a reoccurrence of the incident and providing notices to anyone whose personal information was exposed due to the incident.

What the insurance industry calls the coverage has also changed over time. PCoRP's terminology is Privacy and Security Liability, but other terms such as Cyber Security Insurance, Cyber Risk Insurance, Data Breach/Loss Insurance, Information Security Insurance, Network Security Insurance, E-Commerce Insurance and E-Business Insurance are being used.

No matter the terminology, the coverage also differs from traditional insurance coverage. It is not solely about the impact or loss to the county; it also focuses on quickly aligning with the right partners to handle everything about the incident appropriately. This includes legal obligations, figuring out what really happened, and what notices need to be provided

to those whose personally identifiable information may have been compromised.

THE COVERAGE YOUR COUNTY NEEDS

Counties should review these recommended coverages:

- **Third-party coverage:** Covers the county's liability to third parties arising from a data breach or cyber attack.
- **First-party coverage:** Covers losses to the county's own data, lost income, and other harm to the county. Coverage is often called "Privacy Response Expenses."
- **Regulatory Proceedings or Penalties:** Covers regulatory penalties occurring as a result of a regulatory proceeding resulting from a breach.
- **Litigation:** Covers defense and damages for claims brought by a third party based upon or arising out of a breach of personally identifiable information of others.

HANDLING A POTENTIAL CYBER CLAIM

Cyber claims almost always start with the county IT department because that's who discovers the issue or is brought in when something is noticed that seems to be outside the norm. Many times, the IT department has not been involved with any type of liability claim before and may not even be aware what coverage the county has, or how to report a claim. Additionally,

the IT department may understandably want to contain information about what may have happened. It is crucial to understand that the county's cyber coverage, especially if a PCoRP member, is there to assist and guide you through the process. Your coverage includes access to service firms to help determine the exact cause of the incident, and what information was accessed or damaged as a result. And the coverage pays for those services. If the county brings in other experts and begins work on the incident before reporting the claim, you run the risk that the costs for those services will not be covered by PCoRP or your insurer. PCoRP, or your insurer, is really there to help. Get us involved right away.

TAKE CYBER CLAIMS SERIOUSLY

The number and complexity of county cyber claims continues to increase. In 2019 Pennsylvania ranked second worst in the country for the number of cyberattacks. Much of this is due to websites being compromised, business emails being compromised and phishing attacks. In 2019 there were about 195 cyberattack victims for every 100,000 people in Pennsylvania. That's more than 24,700 attacks!

Since PCoRP started offering cyber coverage in 2014 we have had 77 claims filed from the 52 counties and five county related entity members. Costs for these claims exceeded \$620,000. But more than the

cost, are the following things that need to happen for each incident:

- Customer/Client Notifications
- Forensic Research and Data Recovery
- Credit Monitoring Subscriptions
- Credit Card Reissuance Fees
- Legal Fees
- Information Hotlines

Other costs related to an incident are less easy to quantify and include public relations activities/crisis communications, technology changes and staff training, extortion/ransom demands, damage to reputation, overtime costs for IT and other employees and disruption of county services. It is estimated the total costs per record breached are \$242.

PCoRP members also have access to a tool to help identify the county's exposures, establish a response plan and minimize the effects of an incident on your county. Called the eRiskHub, the online tool includes an incident roadmap, a news center, risk manager tools, and a learning center. For more information about the eRiskHub, contact Andrew Smith, CCAP Risk Control Specialist, at (717) 736-4769 or email him at asmith@pacounties.org.

We also provided a breakout session at the CCAP Virtual Annual Conference, and if you would like a copy of the presentation, please contact CCAP's John Sallade at jsallade@pacounties.org. 🍷



Pennsylvania Counties Health Insurance Purchasing Cooperative

Lower Costs. County Governed. Full Transparency.

**Pennsylvania's largest health
insurance cooperative
*for counties***

**Proudly serving 23 counties
across the Commonwealth**

Administered by

BENECON

www.pchipc.com | pchipc@benecon.com | 888-400-4647

Tax Collector Bonds

FREQUENTLY ASKED QUESTIONS

Tona Faust

Insurance Program Services Coordinator
County Commissioners Association
of Pennsylvania

CCAP's Tax Collector Bond Program currently provides bonds for local tax collectors in 53 Pennsylvania counties, covering \$8.3 billion in taxes collected by more than 1,800 individual tax collectors. Given the complexity of the tax collection and bonding process in Pennsylvania, we often receive questions on the Tax Collector Bond Program. Here are some of the most frequent questions received by CCAP staff.

Who is covered by the bond?

The tax collector bond involves three distinct parties:

- The Principal is the party expected to perform a duty or service. In this case, the principal is the elected or appointed tax collector.
- The Obligee is the party that is requiring the duty or service. In this case, the obligees are the taxing districts (the Commonwealth of Pennsylvania, the named county, the named municipality, and the named school district) the tax collector serves.
- The Surety is the insurance company that provides the financial support for the bond.

The bond protects the obligee from any loss by the principal. In the event of a loss, the surety would repay the obligee for any financial loss that they sustained, up to the bond limit. The principal is then expected to reimburse the surety for the loss.

Are taxes collected by a deputy covered by the bond?

A tax collector may appoint one or more deputy tax collectors. Persons so appointed must be deputized in writing. Deputy tax collectors are authorized to receive and collect taxes with the same authority as the appointing tax collector.

The tax collector's bond covers any funds collected by any deputies. However, it is important to note that the tax collector remains responsible for all taxes collected and received by any deputies appointed and would be responsible to repay any losses incurred by the deputy.

What happens when there is a change in tax collector?

When there is a change in tax collector, the new tax collector must complete an application (available from CCAP) and submit for underwriting review by the surety. If the applicant is approved by the surety, then CCAP will issue a rider adding the new tax collector to the bond schedule.

There is no charge to process a tax collector change. However, if the county adds additional tax collectors or tax totals to the bond, there may be an additional fee charged.

What happens if an elected/appointed tax collector is declined by the surety?

In the event that the tax collector does not meet the surety's underwriting standards, the collector has the option to secure bonding with another surety, outside of the program. If they are successful in obtaining a bond elsewhere, the

premium for that tax collector can be refunded for the remainder of the bond term.

If the tax collector is unable to secure a bond, that results in a vacancy in boroughs and second-class townships. In cities and first-class townships failure to obtain a bond results in a failure to qualify for office.

CCAP TAX COLLECTOR BOND RENEWAL

CCAP's Tax Collector Bond Program is a four-year coverage period. The current term started January 1, 2018 and will end on January 1, 2022. The bond will renew next on January 1, 2022, for the term January 1, 2022 through January 1, 2026. Program members will receive applications for the renewal in late 2021.

The Pennsylvania tax collection procedures can be complex and sometimes overwhelming. We receive many questions from county staff and local insurance producers regarding the process and the many details involved. As always, CCAP Insurance Programs staff members are happy to assist in getting answers to your questions, so please feel free to contact us when needed. 🍷



Long Term, Low Cost, High Risk

Kelly Kyzer and Andrew C. Smith

Risk Control Specialists

County Commissioners Association of Pennsylvania

Do this week
by week
maintenance
and avoid
unexpected
and large
cost losses

As Benjamin Franklin said, “An ounce of prevention is worth a pound of cure.” Many think this quote is about health, but Franklin was actually talking about fire safety!

In this article we will review risk management techniques and assessments that county staff can perform on a daily, weekly or monthly basis to avoid future large loss claims.

County responsibilities include many things which are done long term—they are repeated every year—and need to be maintained year after year. It costs relatively

little to do this incremental, regular risk management and this avoids potential huge costs for remediation in the future and lessens the chances for a severely expensive high-risk cost.

COUNTY OPERATIONS CALENDAR

CCAP’s Risk Control staff has seen counties have incredible success scheduling inspections, checks, rounds, etc. in a county operations calendar. County maintenance staffs perform these routine operations and then reports to the Safety Committee. This way, their

county continues to see success in mitigating risk simply by staying on top of safety hazards. It is always a good idea to have a building risk assessment/safety checklist available to remind staff of the hazards they are looking for. If you do not have this type of checklist, please contact one of CCAP's Risk Control Specialists to help create one for you to use in your county.

HOUSEKEEPING

General housekeeping in county buildings is a good place to start a risk management focus. Here's a list of some risk management tasks that should be routine:

- Have adequate trash receptacles placed throughout your buildings for both employees and the public to dispose of their trash properly.
- To prevent slips and falls, post the proper signage when there is a spill, or floors are being cleaned.
- Ensure hallways, stairwells and all other means of egress are clear and free of any clutter or obstacles.
- Properly clean and/or replace heating vents and filters.
- Make sure all handrails throughout your buildings are secure and void of any defects.
- Check stairwell treads to make sure they are not lifting and creating a trip hazard.
- Make it a habit to look at the emergency exit lights to ensure they are properly lit.

Also, scan the ceiling tiles for any stains or signs of warping - this can be as simple as condensation

dripping or something as serious as a leaking pipe or leaking roof. If the problem is caught early, it may be something easy and low cost to fix but if left untreated it could lead to more significant and costly damage and mold growth.

If you have fluorescent lighting, make sure that the ballasts are performing correctly. If there are any that are dim or blinking, have maintenance staff look into them immediately.

Watch for loose or cracked floor tiles, or carpet that is fraying, ripped, loose or wrinkled. These can present tripping hazards.

Do you have adequate walk off mats at each of the building's entrances and are they lying flat? If the edges are starting to lift it is a good time to replace them.

Look for overloaded electrical outlets - having too many things plugged into any outlet can be a fire hazard. Check that the cords of anything that is plugged in, and make sure they are not showing signs of being frayed or damaged.

Although not recommended, if you allow the use of personal

heaters make sure that they are not outdated and that they up to code. Require that they have an automatic shut off if the unit is either tipped over or becomes overheated also that they are placed far enough away from any combustible items to prevent a fire. Routinely check the cords for any sign of damage.

FIRE PREPAREDNESS

When it comes to fire preparedness, you can never be over prepared. Conducting fire drills at least twice a year will not only prepare your employees with the knowledge of exactly what to do in the event of a fire, it also allows you to test your alarm system to make sure it is functioning properly and that all areas of your buildings are able to hear the alarms. Make sure that all emergency exits that are normally locked function properly and allow occupants the ability to escape.

While walking the outside perimeter of your county buildings make sure there is the proper signage for all entrances and exits. Stairs should have anti slip treads and be free of any clutter or debris



and proper handrails should be secure. Scan the roof and siding of your buildings, if there are loose or missing shingles or siding pieces, have maintenance repair or replace them immediately to avoid further damage.

Sidewalks should be level and in good repair to avoid trip hazards. Make sure there are no tree roots growing towards the sidewalks or lifting them up. Keep all trees and landscaping around the property well maintained, have any dead limbs or branches trimmed to avoid falling and injuring someone or causing damage to any of your buildings or vehicles.

Walk through all outside areas of your properties at different times of the day to make sure there is adequate lighting in place for safety. Check to make sure that all cameras are functioning properly. Watch for uneven areas in your parking lots that could cause water to pool and freeze during the winter and create slipping hazards.

COUNTY OWNED BRIDGES

Pennsylvania has more than 25,000 bridges with the average age being over fifty years old. Some county owned covered bridges are more than 150 years old and their historical value is a representation of our state. Old bridges bring a list of hazards. Some are so old they lack traffic safety features, guard rail barriers and are simply substandard by current design and structure standards.

Counties are usually committed to maintaining and improving bridge preservation. Preservation saves money by extending the life of the bridge and limiting the need for major rehabilitation. Bridges must be inspected every two years. Inspectors must be qualified with the National Bridge Inspection Standards and their inspections include the following five tasks:

- Planning, identifying traffic restrictions, access safety equipment, inspection tools and personnel
- Preparation, procuring services in planning phase
- Inspection, performing visual and physical evaluations of bridge components and all bridge elements according to the National Bridge Inspection Standards
- Reporting, documenting methods and procedures used and findings as a result of the inspection, and
- Recommendations, preparing a list of prioritized maintenance, repair and replacement activities.

Bridge inspectors look at the condition of the bridge versus the last reported inspection. They review proper alignment of the bridge to the roadway, installation of road signs and condition of the area beneath the bridge. Inspectors look for deterioration from weather, road/salt chemicals and traffic impacts. There is an emphasis placed on the primary structure that supports the weight of the bridge and the traffic above.

Although there are mandated inspections, county owned bridges must be closely monitored by county staff and when applicable, should involve professional engineers and consultants. Their historical relevance brings another added layer of difficulty.

CELL PHONE TOWERS

Cell phone towers do not necessarily have a large potential for risk but many towers in Pennsylvania are in extremely remote areas making them easy targets for vandalism and theft. Copper wire, buss bars and tower batteries have been reported stolen. County 911 operations monitors these sites regularly, many use PCoRP and PComp grant funds to better secure these areas. Cameras, access control systems, security fencing and barbed wire will deter theft in such remote areas.

These towers are critical infrastructure and can be costly to counties. Implement procedures to grant access to technicians, create an audit trail of who entered and exited the site, install access control systems that county 911 staff can grant access simply with their cell phones and schedule onsite visits regularly. 📶



Proactive *beats* reactive.

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

CD CAMPBELL DURRANT, P.C.
PUBLIC SECTOR, LABOR AND EMPLOYMENT LAW

- Collective Bargaining & Interest Arbitration
- Personnel Counseling & Training
- Grievance Arbitration
- Labor Contract Administration
- Retirement Benefits
- EEO, PHRC & Civil Rights Litigation
- Civil Service, Police Tenure Act
- Local Agency Law Proceedings
- Appellate Representation

Pittsburgh

535 Smithfield Street, Suite 700
Pittsburgh, PA 15222
(412) 395-1280

Philadelphia

One Belmont Avenue, Suite 300
Bala Cynwyd, PA 19004
(610) 227-2591

cdblaw.com



**WATER FACILITIES ENGINEERING | WASTEWATER ENGINEERING | MUNICIPAL ENGINEERING | STRUCTURAL ENGINEERING
TRAFFIC & TRANSPORTATION ENGINEERING | CIVIL ENGINEERING | ENVIRONMENTAL ENGINEERING | PLANNING & SITE DESIGN
SURVEYING | CONSTRUCTION ADMINISTRATION AND OBSERVATION | GEOGRAPHIC INFORMATION SYSTEMS**

Corporate Office:
949 Easton Road
Warrington, PA 18976
215-343-5700

630 Freedom Business Center
Third Floor
King of Prussia, PA 19406
610-489-5100

101 Lindenwood Drive
Suite 225
Malvern, PA 19355
484-875-3075

105 Raider Boulevard
Suite 206
Hillsborough, NJ 08844
908-874-7500

www.carrollengineering.com



Envision Automated Property Tax Software



DEVNET

EDGE™

CAMAxis & ASSESSMENT ADMINISTRATION

BILLING & COLLECTION

PERMITTING & ZONING

RECORDS MANAGEMENT

EDGEMAPS™

WEDGE


WWW.DEVNETINC.COM | INFO@DEVNETINC.COM | (866) 4DEVNET

**Proudly serving the
communities and
counties of Pennsylvania
for over 25 years**



MarquetteAssociates

INDEPENDENT INVESTMENT CONSULTING



Counties See Rise in Prison Liability Claims

John Sallade

Managing Director, Insurance Programs
County Commissioners Association
of Pennsylvania

Barb Zemlock

Insurance Boards Legal Counsel
County Commissioners Association
of Pennsylvania

Cassie Troup

Claims Manager
County Commissioners Association
of Pennsylvania

CCAP's Pennsylvania Counties Risk Pool (PCoRP) has just completed a lengthy project focusing on historic claims data. The PCoRP Claims and Risk Control Committee (a committee of the PCoRP Board) asked staff to provide more information on law enforcement liability claims trends.

The Pennsylvania Counties Risk Pool was created by the CCAP as a result of the "hard market" in liability insurance in the mid-1980's. Many Pennsylvania counties could not obtain liability and other insurance coverages, and if they could find a company willing to cover the county, the cost was usually prohibitive. Counties turned to their association for assistance.

After a great deal of investigation, data collection, and a detailed formal request for proposal process, CCAP formed PCoRP in April 1987. Based on the All Lines Aggregate (ALA) insurance concept, the program is a unique combination of self-insurance, commercial insurance and loss control.

PCoRP provides property, liability, automobile and other related insurance coverages, loss control, claims services and training to Pennsylvania counties and county related entities. Now in its 33rd year of operation, fifty-seven counties and county related entities presently participate in PCoRP.

PRISON CLAIMS TRENDS

In recent years PCoRP members have seen the total costs of law enforcement liability claims creeping upwards. So, the question became, what kinds of law enforcement claims are driving costs up? CCAP staff analyzed and recoded all law enforcement claims since 2010—more than 1,500 claims—to give us better details of where severity and frequency is being driven. Given the number of members that PCoRP has, our claims data is comprehensive and provides a sound basis for assessing whether a prison claim is an outlier or part of a trend. The results were pretty eye opening.

Since the beginning of the 2011-12 coverage year, and through the end of the 2018-19 coverage year, six of the eight policy years have seen claims totals far exceed the average of prior years' costs. This is clearly not just a fluke, but what we consider to be the new trend. So, we wanted to see if there were ways to pinpoint which county operations were driving claims costs.

Our analysis shows that over the last nine coverage years PCoRP has expended \$33.2 million for claims related to county prisons. The next closest county department had claims costs of \$7.7 million over the same period of time. It is no surprise that county prisons are seeing increased lawsuit activity, but these costs are not only significant, they continue to rise each year. Looking at the data, it is also not a case of one or two members driving the costs. Twelve members have had claims of \$2 million or more, and every PCoRP member that has a prison has had claims costs.

Here are the top causes of prison claims by cost (severity):

1. Prison medical care (provided by the county)
2. Conditions of confinement
3. Excessive force by prison staff
4. Hostile acts by others
5. Suicide
6. Prison medical care (contracted)

Here are the top causes of prison claims by the number of claims (frequency):

1. Conditions of confinement
2. Excessive force by prison staff
3. Attempted suicide
4. Prison medical care (contracted) (tied)
4. Civil Rights violations (tied)
6. Hostile acts by others

We also have seen that these findings are consistent with what appears to be a national trend in these types of claims.



FOCUSED PRISON RISK MANAGEMENT

Based on our experience with prison related claims, here are some key areas you should make sure your county is addressing:

- Make certain you have appropriate policies in place concerning, among other things, suicide, the use of force and the provision of medical care.
- Employees must be trained on these prison policies.
- Appropriate contracts should be in place for the provision of medical care where third party providers are involved.
- Even if a third party medical provider is involved, the county has a duty to monitor the performance of the contract and ensure that the contracted services are being provided. For example, if a doctor is to be in the prison three days a week, four hours on those days, then a process needs to be in place to ensure that the doctor is, in fact, on site on those days for the specified times.
- Problems and bad actors cannot be ignored. If an issue arises with an employee, it must be addressed.

In addition, if you establish fair and solid hiring practices, and follow your HR policies and procedures, your chances of successfully defending claims increase significantly. Keep your labor counsel and solicitor involved.

Have an outside review of your prison. PCoRP provides one free Prison Risk Management Review for each member county. One of our experience prison liability defense counsels visits the prison, reviews policies and procedures and provides the county with advice, and any needed updates. Non-PCoRP counties should also consider this type of independent review.

Remember to keep employee training up to date, including annual sexual harassment training and continued training on the prison's policies. PCoRP members can also utilize the services of PCoRP's risk control representatives to assist with training ideas and more.

If your coverage has grant programs, as PCoRP does, consider using those funds for prison risk related purchases.



RISK MANAGEMENT ASSISTANCE FOR PCoRP MEMBERS

PCoRP has long been committed to helping counties with prison management. We offer an annual Prison Risk Management Workshop to review legal and risk issues—each year it is our highest attended workshop. Our investment also included a three year prison electronic documentation project, at a cost of more than two million dollars, to provide prisons with systems to document interactions with inmates and provide evidence to defend allegations against the prison. In addition, the PCoRP Board has continued the Loss Prevention Grant program for the 2020-2021 policy year, up to \$20,000 per member—an annual commitment of more than \$1 million.

The PCoRP Board reviewed and analyzed this prison claims data at their meeting in early July, and our next step is to share with each PCoRP member their prison related loss history. PCoRP staff will be reaching out to meet with you to review thoroughly and look for solutions on how to mitigate future loss potential. We encourage members to review their prison data and look for the best ways to reduce prison related claims costs. In the next several months your assigned PCoRP risk control representative will be in touch to discuss. 📌

THE IMPACT OF

Social Movements

ON LITIGATION



Me Too, Black Lives Matter, COVID-19 ... these hot topics in society impact daily interactions and decisions.

Organized at some level but sustained in support of a social goal, social movements like those listed above often seek the implementation or prevention of change in society's structure or values. Sociologists might identify these as more cultural and social efforts rather than political efforts, although coming out of a presidential election year, opinions on that may differ. Often, social movements attempt to impact opinion and conduct, seeking reform, revolution, redemption or changes in behavior. Whether one agrees or disagrees with a particular movement, these movements impact viewpoints on important issues.

Because these social movements affect society's feeling about issues, they can influence litigation. Juries are comprised of members of society. Jurors thought processes and values can, and in many cases, will be affected by these movements. The question then becomes how specifically will these social movements affect litigation? Will they increase the number of

lawsuits filed? Will factfinders, including judges or juries, view their roles differently because of these social movements? How much will these movements change the rules of the litigation game? The answer to these questions may differ in degree but clearly, these movements will have consequences. This article suggests some scenarios created by these movements in the world of litigation.

ME TOO

The Me Too movement, as an example, was fueled by cases involving sexual abuse and sexist behavior in the workplace, from the Hollywood setting (e.g. the Harvey Weinstein case) to the newsroom (e.g. Matt Lauer, Bill O'Reilly). While it was not always the case in claims involving harassment, given the extensive coverage afforded this movement, it seems to have had the effect of influencing a citizen's likelihood of accepting that an alleged victim is telling the truth. That effect can have both positive and negative implications in litigation. There is certainly, and appropriately, pressure for judges and jurors to ensure harassment claims are taken seriously. However, all parties in a courtroom are entitled to a "presumption of innocence" and each must still prove their case using the correct burden of proof.

Me Too evidence has existed in employment discrimination cases for years. A party alleging discrimination would try to show a pattern of discriminatory behavior by a supervisor through a pattern of conduct with other employees. Rule 404 of the Federal Rules of Evidence addresses the use of character evidence, and in the context of Me Too evidence, requires a detailed review of the timing and circumstances of the treatment of other employees to ensure the comparison is fair and relevant.

The attention given the Me Too movement has increased the ease with which this type of evidence is used, and the frequency with which it is accepted by judges and juries. Courts are still required to strictly evaluate this form of evidence and not automatically admit it. Practitioners, therefore, must aggressively address the details of the comparators. Challenging the ease with which Me Too evidence is offered, and believed, and not allowing factfinders to get caught up in this movement is critical.

BLACK LIVES MATTER

The Black Lives Matter movement and cases involving alleged police brutality have brought racial bias to the forefront. The extent to which these movements will influence jury selection and juror

viewpoints in a particular case cannot be underestimated. Legal academia is filled with courses on implicit bias, suggesting jury selection as the prime location where perceived bias must be addressed. Parties and their lawyers must realize people are more sensitized to concerns about racism and are challenged not to stereotype, which will impact how a party presents his or her position in a litigated case. Even more consideration must be given to addressing how the parties to a lawsuit will be viewed by judges and juries.

In a more nuanced point, the movement surrounding how persons of color are treated by law enforcement professionals has led to arguments that an important legal defense in cases of excessive force should be eliminated. That defense, qualified immunity, is not limited to excessive force claims. But its application in excessive force claims has led to pressure for its elimination.

Generally, qualified immunity is a defense available to certain public officials, including police officials, in cases alleging constitutional violations whereby the official is shielded from liability if that official's conduct did not violate clearly established law. Said with a little less legalese, this defense is applicable when a reasonable officer would not have known a particular action was unconstitutional. This usually occurs if a situation has never been addressed by a court before. The defense makes intuitive sense—why should an officer be held liable if he did not, and could not, have known the action was unconstitutional? The Black

Lives Matter movement suggests eliminating this defense is the only way to reform poor police behavior because all officers must know they cannot use unnecessary force, and because race must have been an improper motive. That analysis fails to consider the requirement for a detailed review of the facts to ensure the circumstances at issue were clearly known to violate rights, which is why others support maintaining this important defense.

Qualified immunity was created by United State Supreme Court case law. Overturning it would require clear legislation or a case to get to the United States Supreme Court for this doctrine to be fully vetted and possibly overturned. Either of these options will, and should, take time. While concerns about officers' violating the rights of a person of color is an understandable concern, that concern does not necessarily jibe with an officer's right to not be held financially responsible for an act he did not, and reasonably could not, have known was unconstitutional.

COVID-19

The pandemic has raised many employment law questions, and more matters involving requests for accommodations, both in a workplace and in remote work locations, are likely to be filed. All employers will have to amend, if not rewrite, employee manuals. Public employers will be challenged to manage equal treatment of employees while ensuring all essential services to the public continue to be provided.

COVID-19 certainly has influenced how litigation will play out logistically, which may influence outcomes of cases. Some courts are delaying trials. Others are imposing restrictions, such as trying cases remotely or simply requiring the wearing of masks by all in a courtroom. The inability of lawyers, judges or juries to observe parties and witnesses in person changes the dynamic of how evidence will be presented and considered in a case. Lawyers may feel less effective in cross-examining a witness who is not in front of them; juries may not be able to gauge body language of a witness who is testifying. Witnesses and juries cannot be sequestered and evidence cannot be secured in the same manner as with in-person courtroom experiences. For trials that do take place in person, the simple fear some persons might have to be physically together for a trial will likely reduce the number of available jurors overall, and otherwise distract jurors from paying attention to evidence introduced in front of them.

Social movements have consequences in many contexts. Remaining open-minded to the movements while at the same time carefully considering their impact is a dual track best followed in the context of litigation. ▀

It's never too early to start thinking about your health insurance options...



The CCAP Health Alliance offers a complete range of medical, dental and vision plans that are fully customized to meet the needs of each individual county or entity. On average, CCAP Health Alliance members save 3-6% on health insurance costs! Contact Desiree Nguyen at dnguyen@pacounties.org to learn how much you can save!



Zelenkofske Axlerod LLC

CERTIFIED PUBLIC ACCOUNTANTS

EXPERIENCE | EXPERTISE | ACCOUNTABILITY

Serving the Accounting, Auditing and Consulting Needs of the Public Sector



Jeffrey Weiss, CPA
Managing Partner

Cory Johnson, CPA
Partner

Kimberly Stank, CPA, CGMA
Partner

Michael Samson, CPA
Partner

Brian Clarsical, CPA
Partner

Patrick Kirk, CPA, CGFM, CGMA
Principal

Harrisburg Office
830 Sir Thomas Court
Suite 100
Harrisburg, PA 17109
P: 717-561-9200

Greater Philadelphia Office
2370 York Road
Suite A-5
Jamison, PA 18929
P: 215-918-2277

Pittsburgh Office
3800 McKnight East Drive
Suite 3805
Pittsburgh, PA 15237
P: 412-367-7102

Maryland Office
420 Chinquapin Round Road
Suite 2-i
Annapolis, MD 21401
P: 443-716-7991

Greensburg Office
210 Tollgate Hill Road
Greensburg, PA 15601
P: 724-834-2151

www.zallc.org

Delaware Office
34745 Burbage Road
Frankford, DE 19945
P: 302-677-1955



MOTOROLA SOLUTIONS STANDS READY TO SERVE THE COMMONWEALTH OF PENNSYLVANIA IN THIS MOMENT THAT MATTERS

COVID-19 RESPONSE TECHNOLOGY

Powerful Technologies to Address the Health and Safety of Staff and Customers

As a global company, we are with each and every one of our customers in fighting the COVID-19 pandemic. Motorola Solutions proudly manufactures and deploys sophisticated, cutting-edge communications, software, video security and analytics technologies that are used in the moments that matter most.



PREVENT

Preventing risk of contact
Leveraging **AI analytics** on **video security cameras** to identify if people are wearing face masks and practicing social distancing.



PROTECT

Protecting safety of workers
Using **body-worn cameras** on essential service workers to deter public aggression against front line workers and first responders.



RESPOND

Responding to curb the spread
Contact tracing using access control solutions to identify where individuals who are infected have been and responding accordingly. Detecting a fever at the place of work using repurposed security-grade **thermal cameras**.



Motorola Solutions, Inc. 500 West Monroe Street, Chicago, IL 60661 U.S.A. motorolasolutions.com
MOTOROLA, MOTO, MOTOROLA SOLUTIONS and the Stylized M Logo are trademarks or registered trademarks of Motorola Trademark Holdings, LLC and are used under license. All other trademarks are the property of their respective owners. © 2020 Motorola Solutions, Inc. All rights reserved. 11-2020



The Cybersecurity Risk of “New Normal” Budgets

Clifford Shier

Managing Principal and Cyber Risk Strategist
Unisys

So, “How much security is enough?” You already know that “never enough” isn’t the answer they want to hear. You’ve looked to governance-risk-compliance (GRC) platforms to help provide that answer but came up empty. You’ve looked to manually calculate risk exposure but that was too complex and subjective to wrap your head (or several heads) around, and guesswork just won’t do. You take a deep breath, sigh, and shrug your shoulders as you turn around while muttering quietly to yourself about priorities, budgets, your non-patchable legacy systems, and ransomware that hit the next county over.

In the beginning of 2020, cybersecurity and risk management was listed as the number one priority by the National Association of State Chief Information Officers (NASCIO) for the fourth year in a row.

Then came COVID-19 to throw sand into the cake batter. As a result of the pandemic, the reorientation of resources toward enablement of a more remote workforce became an immediate tactical focal point.

INTERWOVEN PRIORITIES

Strategy around cybersecurity governance and risk management remains a top concern but is now interwoven into many other priorities such as: infrastructure and process modernization, supporting and enabling hybrid workforce and work, operationalizing and managing data, and increased attention on budget and cost control.

The “new normal” we face is fraught with risk and much of that is related to cybersecurity. Gaps that were at one time pinholes are now chasms just waiting to be exploited. Strategy to counter this risk should be an

upfront consideration in all initiatives, especially now that IT budgets have tightened.

To answer the question posed at the start of this article, cyber initiatives need to be stack ranked according to the quantified risk exposure they propose to reduce. Despite this continuing need to prioritize, the technical metrics typically presented as justification of cybersecurity initiatives, to quote an old movie line, is a failure to communicate. Traditional heat maps and subjective metrics fail to provide the insight that leaders need in order to make informed decisions, including whether to accept, remediate, or transfer cyber risk. Communication isn’t just delivering a message; it needs to result in common understanding.

Unisys commissioned Forrester, an industry leading technology research firm, to investigate challeng-



es faced by companies attempting to correlate security posture with business outcomes and how they communicate these findings to their leaders. Key findings:

- Challenges were caused by subjective data, misaligned priorities, and lack of agreement on strategy.
- 80% of security teams are meeting with their leaders quarterly, but unable to convince them to allocate budget.
- 56% of respondents stated that data tying security to business outcomes improves the ability to use risk management to run the business and assign security budgets.

RISK APPETITE

When seeking to understand risk appetite in terms of business outcomes, there are costs to recover systems, but there is much more to include. In commercial entities, risk exposure needs to consider factors like revenue impact, customer or intellectual property loss, or brand damage. In the public sector, reputational loss due to a breach or interruption could have political ramifications.

Not all events against a specific asset are equal, so attempting to quantify risk based on a list of assets, systems, or databases could prove faulty unless all possible

impact scenarios are considered. Ransomware could shut down a device or every device across the organization. Recovery could be as quick as replacing a single device, or as worst case the data may never be recovered. In terms of business outcomes, interruption of health safety systems may simply delay inspections, or the delay of inspections could result in widespread illness or death across the county.

It's crucial to credibly quantify how to reduce the risk exposure that organizations face. Solutions incorporating defensible, objective, quality data tied to business outcomes are important to enable better security decision making. This will empower organizations to connect security initiatives with business strategy to fundamentally transform the conversation. Thus, an effective solution enables cybersecurity and risk management professionals to make fact-based decisions about how they manage their cybersecurity programs.

Cyber risk analytics can leverage credibly curated public and private actuarial data and algorithms for continual validation (like those used by the highly regulated insurance industry) to model any number of "what if" scenarios—such as "What is the impact if we focus an initiative on this peril vs that?," or "How will one solution functionally impact controls vs. another?" This

scenario-based modeling enables the communication of opportunities to reduce cyber risk exposure in quantified business terms that are objective, reliable, and easy to articulate.

So, getting back to how much security is enough—there are perils you can insure for, and others that you truly must resolve. The need for foundational security is a given, yet many organizations aren't even winning on that front. Fortunately, the value your security organization is providing can be quantified, especially during periods of budget pressure. In summary, here are some key points to consider:

- Evaluate an organization's controls maturity against the best possible objective data and the associated primary and secondary costs in a defensible manner.
- Prioritize risk spend through as many "what-if" scenarios as possible.
- Justify proposed security initiatives. Model the financial impact of implementing security measures with insights that are detailed, specific, and factual.
- Communicate in terms of risk exposure, a language that executives understand. This clarity helps leadership teams understand and approve budget requests because it aligns security initiatives with business strategy and outcomes. 📌

HRG

Herbert, Rowland & Grubic, Inc.
Engineering & Related Services

AN EMPLOYEE-OWNED COMPANY

SERVING COUNTIES

Across Pennsylvania

Designing Solutions that Strengthen Communities.

www.hrg-inc.com



Experienced County Bridge Engineer



Leader in Regional Watershed
Stormwater Management



Competitive yields... guided by sound investment principles.

In today's financial climate, investment choices aren't always clear. Having one stand tall above the others is a source of security. Since 1981, the fund managers at PLGIT have helped chart the way for over 3000 Pennsylvania local governments and schools. PLGIT's track record of never losing a dime of member principal while striving to deliver consistently competitive yields, is guided by the same objectives our members have; gain a competitive return while preserving principal.

Facing uncertain financial seas? Let PLGIT guide you.

Contact us today for a no obligation analysis of your cash management and investment program.

1.800.572.1472 • www.PLGIT.com • Existing Solely for Your Success

This information is for institutional investor use only, not for further distribution to retail investors, and does not represent an offer to sell or a solicitation of an offer to buy or sell any fund or other security. Investors should consider the investment objectives, risks, charges and expenses before investing in any of the Trust's portfolios. This and other information about the Trust's portfolios is available in the current Information Statement, which should be read carefully before investing. A copy of the Information Statement may be obtained by calling 1-800-572-1472 or is available on the Trust's website at www.plgit.com. While the PLGIT, PLGIT/ARM and PLGIT/PRIME portfolios seek to maintain a stable net asset value of \$1.00 per share and the PLGIT/TERM portfolio seeks to achieve a net asset value of \$1.00 per share at its stated maturity, it is possible to lose money investing in the Trust. An investment in the Trust is not insured or guaranteed by the Federal Deposit Insurance Corporation or any other government agency. Shares of the Trust's portfolios are distributed by **PFM Fund Distributors, Inc.**, member Financial Industry Regulatory Authority (FINRA) (www.finra.org) and Securities Investor Protection Corporation (SIPC) (www.sipc.org). PFM Fund Distributors, Inc. is a wholly owned subsidiary of PFM Asset Management LLC.

SMPLGIT, PLGIT-Class Shares, PLGIT/PLUS-Class Shares, PLGIT/I-Class Shares, PLGIT/TERM, PLGIT-CD, PLGIT/ARM, PLGIT/PRIME, PLGIT/SAM, and PLGIT-CAP are service marks of the Pennsylvania Local Government Investment Trust.

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

PLGIT
Pennsylvania Local Government Investment Trust

Dominion Voting would like to express our utmost gratitude and appreciation to all of our Pennsylvania Customers for your hard work, dedication and partnership. We will continue to innovate new products so that you have better tools to deliver more efficient, transparent, and secure elections.

We would also like to Congratulate all Pennsylvania Counties for delivering a successful and truly remarkable 2020 Presidential Election. In the eye of adversity, you delivered!



Visit www.dominionvoting.com to review our “Setting the Record Straight: Facts and Rumors” and more information about our commitment to transparent and accurate elections.

CCAP's Insurance Program Partners

John Sallade

Managing Director, Insurance Programs
County Commissioners Association of Pennsylvania

When I started work at CCAP in 1988, there was a lot I did not know about county insurance, risk management, reinsurance and more. Fortunately, CCAP already had some service partners in place that were able to provide me with training, and generally not get too upset with my endless questions!

CCAP's Insurance Programs are incredibly complex, have lots of moving parts, and we often have changes that need to be made each year. We rely on the following partners to help us serve the members, and to comply with all of the regulations which impact the various programs. (I'm listing these in alphabetic order, as they are all equally important.)

The various insurance boards are responsible for selecting these partner firms, and we maintain contracts with them outlining services and pricing.

ACTUARIES

Liscord, Ward and Roy—John Hanna is the actuary for the CCAP UC Trust, PCoRP and PComp. He is based in Manchester, NH. They have been working with CCAP since 1988.

Actuarial Solutions LLC—John Vataha is the actuary for COMCARE PRO. He specializes in Behavioral Health actuarial work for counties. He is based in Doylestown, PA.

Willis Towers Watson—John E. Daniels and Tinna Catney are the actuaries for PELICAN Insurance, CCAP's nursing home liability insurance program. They are based in Nashville, TN.

CLAIMS ADMINISTRATION

Corporate Cost Control (CCC)—this firm provides unemployment compensation claims management for the CCAP UC Trust, including defense of claims for members of the Trust. We work with their Mechanicsburg, PA office.

BOILER INSPECTIONS

Hartford Steam Boiler Inspection and Insurance Company provides boiler inspection services for members of the PCoRP program. This is included in the reinsurance coverage provided by CRL. We work with the Atlanta, Georgia office.

ELEVATOR INSPECTION SERVICES

National Elevator Inspection Services (NEIS) provides annual inspections for the members of the PCoRP program. The cost is included in the contributions made by PCoRP members for coverage. We work with their main office in St. Louis, Missouri.

EMPLOYEE ASSISTANCE PROGRAM (EAP)

Mazzitti & Sullivan—the counselling firm provides EAP services to the employees and their families for the 42 member counties of the CCAP Unemployment Compensation Trust. They also provide Critical Incident Management services to the UC Trust members.

HEALTH INSURANCE

Delaware Valley Health Insurance Trust (DVHIT)—this public entity risk pool based in Horsham, Pennsylvania, provides administrative services and health insurance coverage for municipalities, school districts—and for the counties in the CCAP Health Alliance. The insurers providing coverages are Aetna for medical, Delta Dental and Vision Benefits of America.

FINANCIAL AUDITORS

Johnson Lambert LLP—this firm performs the annual audits and reviews for the following CCAP insurance programs: COMCARE PRO, Health Alliance, PComp, PCoRP, PELICAN, PIMCC and the UC Trust. We work with their Burlington, Vermont office.

FRAUD AND EMPLOYEE HOTLINE

InSpirit—this New Jersey based company provides PCoRP and PComp members with the STOPit program, a system for county employees to report suspected fraud and other concerns.

INVESTMENT ADVISORS

Cornerstone Advisors Asset Management, Inc are the investment advisors for the following CCAP insurance programs: COMCARE PRO, PComp, PCoRP, PELICAN and the UC Trust. They are based in Bethlehem, Pennsylvania.

LEGAL ADVISORS

Insurance Boards Legal Counsels

Russell Young of Primmer, Piper, Eggleston & Cramer is the Vermont legal counsel for CCAP's two Vermont based Risk Retention Groups, PELICAN and COMCARE PRO. He is located in Burlington, Vermont.

Paula Sanders of Post & Schell is PELICAN's counsel for nursing home liability matters.

She is located in Harrisburg, Pennsylvania.

Barb Zemlock is the legal counsel for the CCAP Health Alliance, PComp, PCoRP, PIMCC and CCAP UC Trust boards of directors.

Defense Counsels

We have selected specialized defense counsels for the PCoRP, PComp and PELICAN programs, who have specific expertise with counties, county related entities, and Pennsylvania nursing homes. All of these firms are located in Pennsylvania.

LOCAL INSURANCE PRODUCERS

The PELICAN, PCoRP, PComp, Tax Collectors and Volunteer Insurance programs require each member of the program to select a local insurance producer to be their representative for the program. The producers assist members with coverage and administrative matters related to these programs.

PROGRAM MANAGERS

AIG Captive Management—AIG's Burlington, Vermont office manages the COMCARE PRO and PELICAN programs and is responsible for compliance with Vermont law and regulations regarding the two RRG's.

Cost Management Plus—CMP is the program administrator for CCAP's PIMCC program, and is based in Harrisburg, PA.

CCAP INSURANCE PROGRAMS ACRONYMS AND COVERAGES

COMCARE PRO—a Vermont based insurance company started by COMCARE to provide state required Health-Choices stop loss insurance for inpatient MH care.

DVHT—Delaware Valley Health Trust, the pool which administers the CCAP Health Alliance for health insurance.

CCAP Health Alliance—health insurance and other ancillary employee benefits.

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

PCoRP—a public entity pool providing property, liability, auto, crime and cyber coverages.

PComp—workers' compensation insurance pool, regulated by the Pennsylvania Department of Labor and Industry.

PIMCC—prison inmate medical cost containment consulting program, also Act 22 service.

SAC—subscribers advisory committee. Both PELICAN and COMCARE PRO have SAC's, which are the boards of directors for those programs under Vermont law.

UC Trust—unemployment compensation insurance for counties and county related entities.

PROPERTY APPRAISALS

Industrial Appraisal—provides property appraisal services to the 52 counties and five county related entity members of PCoRP. The company is based in Pittsburgh, Pennsylvania.

REINSURANCE BROKERS

Willis Pooling Re—This special unit of Willis Towers Watson provides consulting and reinsurance placement assistance to the PCoRP, PComp, PELICAN, Tax Collector and Volunteer Insurance programs. We work with their Columbus, Ohio office. This unit helped us create PCoRP in 1987 and PELICAN in 2003, and has been a part of CCAP's property and liability insurance programs since the early 1980's.

Willis Re—provides reinsurance coverage for the PELICAN program. We work with their Nashville, Tennessee office.

INSURERS/REINSURERS

CRL—County Reinsurance Limited is a national reinsurance company founded by NACo and several state associations of counties, including CCAP. Established in 1997 and located in Clemmons, North Carolina, CRL provides liability, property, cyber and workers' compensation reinsurance coverage to 27 different county public entity pools in 18 states.

Gerber Life Insurance Company—provides special risk accident insurance for the CCAP Volunteer Insurance Program. The company is based in White Plains, New York.

Travelers Casualty and Surety Company—provides coverage for the CCAP Tax Collector Bond Program, the PACAH Bond Program and also reinsurance for PCoRP's crime coverage. We work with their Mechanicsburg Office. 📍



SINCE 2004, NACo'S LIVE HEALTHY PRESCRIPTION DISCOUNT PROGRAM HAS SEEN:

**\$700 MILLION SAVED
50 MILLION PRESCRIPTIONS FILLED
OVER 1,300 COUNTIES PARTICIPATING**

Behind each of these numbers is a county resident who was helped by the Live Healthy program. Each dollar saved is money in the pocket of a county resident struggling with the high costs of prescription drugs.

Contact NACo to join the program and get free marketing resources to ensure this essential cost-saving program reaches more people in your county.



Join the Live Healthy program, to save your residents an average of 29%* off retail prescription prices.



www.naco.org/health • 1-888-407-6226



The Live Healthy discount program is NOT insurance.

*Savings may vary by drug and by pharmacy. The Prescription Discount Card is operated by CVS Caremark®. The Discount Medical Organization for NACo Health and Dental Discounts is Alliance HealthCard of Florida, Inc. All rights reserved. ©2018 CVS Caremark

Endorsed by: _____

MaherDuessel



*Pursuing the Profession While
Promoting the Public Good®*

www.md-cpas.com

Celebrating 30 Years of Service to Governments

Pittsburgh • Harrisburg • Butler • State College • Erie • Lancaster



Tim Morgus, CPA, CFE, CGFM
Partner
412.535.5502
tmorgus@md-cpas.com

Brian T. McCall, CPA, CGFM
Partner
412.535.5540
bmccall@md-cpas.com



- Governments are the Core of Maher Duessel's Practice.
- Currently Working in all Counties Across Pennsylvania with Statewide Capacity.
- Dedicated to Providing Comprehensive Auditing and Consulting Services to County Governments.
- National and State Appointments to GFOA, AICPA, and PICPA Committees Provides Unparalleled Expertise.

CCAP INSURANCE PROGRAM STAFF

Staff Member	Title	Phone	Program(s)
Carrie Brandts	Claims Representative 2	(717) 736-4767	PComp
Adrian Cole-Stephens	Claims Representative 2	(717) 736-4789	PComp
Morgan Cunningham	Claims Coordinator	(717) 736-4796	COMCARE PRO, PCoRP, PComp and PELICAN
Dennis Cutler	Senior Risk Control Specialist	(717) 736-4746	PCoRP, PComp, PELICAN
Barbara Donofrio	Claims Representative 2	(717) 736-4775	PCoRP
Marsha Elmer	Property and Casualty Underwriter	(717) 736-4738	PCoRP, PComp and PELICAN
Patty Ensminger	Senior Claims Supervisor	(717) 736-4733	PCoRP
Tona Faust	Insurance Programs Services Coordinator	(717) 736-4757	PACAH Bonds, PCoRP, PComp, PELICAN, Tax Collector Bonds
Allen Gavlak	Insurance Technology Coordinator	(717) 736-4758	PCoRP, PComp and PELICAN
Miranda Gibson	Member Services Administrative Assistant	(717) 736-4759	COMCARE PRO, PCoRP, PComp and PELICAN
Jewell Hartz	Underwriting Administrative Assistant	(717) 736-4794	PACAH Bonds, PCoRP, PComp, PELICAN and Tax Collector Bonds
Jean Henry	Risk Control Wellness Nurse	(717) 736-4782	PCoRP, PComp and PELICAN
Cathy Hoffman	Claims Administrative Assistant	(717) 736-4766	PCoRP and PComp
Danielle Horanic	Claims Representative 1	(717) 736-4745	PCoRP
Susan Horne	Insurance Operations Executive Assistant	(717) 736-4763	COMCARE PRO, Health Alliance, PIMCC, UC Trust
Aubrey King	Insurance Marketing Director	(717) 736-4723	All programs
Kelly Krakowski	Insurance and Reinsurance Manager	(717) 736-4707	PCoRP, PComp, and PELICAN
Kelly Kyzer	Risk Control Specialist	(717) 736-4795	PCoRP, PComp and PELICAN
Marian Mark	Senior Claims Representative	(717) 736-4729	PComp
Michelle Mayer	Claims Representative 2	(717) 736-4731	PCoRP
Maureen McMahon	Senior Risk Control Specialist	(717) 736-4706	PCoRP, PComp and PELICAN
Desiree Nguyen	Deputy Director, Insurance Pool Operations	(717) 736-4779	COMCARE PRO, Health Alliance, NACo Programs, PIMCC, SCHRPP, UC Trust
Ethan Nicholson	Claims Representative 2	(717) 736-4768	PCoRP, PELICAN
Lisa Roberts	Claims Representative 2	(717) 736-4730	PCoRP
Linda Rosito	Risk Management Training Director	(717) 736-4728	PCoRP, PComp, PELICAN, UC Trust
John Sallade	Managing Director, Insurance Programs	(717) 736-4709	All Programs
Andrew Smith	Risk Control Specialist/PELICAN Marketing Specialist	(717) 736-4769	PCoRP, PComp, PELICAN
Jordan Smith	Claims Representative 2	(717) 736-4754	PCoRP
Cassie Troup	Claims Manager	(717) 736-4756	COMCARE PRO, PCoRP, PComp, PELICAN
Keith Wentz	Risk Management and Underwriting Manager	(717) 736-4724	PCoRP, PComp, PELICAN
Barb Zemlock	Insurance Boards Legal Counsel	(717) 736-4762	PCoRP, PComp, PIMCC, Health Alliance, UC Trust

Pennsylvania
COUNTY NEWS
PO Box 60769
Harrisburg, PA 17106-0769

PRSR STD
U.S. POSTAGE
PAID
HARRISBURG PA
PERMIT NO. 517

CCAP IS

Information Relevance Solutions

Insurance Programs & Services
Media Relations Education
Connections Representation Awareness
Government Relations
Publications Savings Communications
Technology Affiliates Feedback
Innovation Leadership Advocacy
Vendor Relations Risk Management
Responsiveness Conferences
Legislation Committee Involvement