CCAP
COUNTY COMMISSIONERS
Association of Pennsylvania

MISSION ACCEPTED

2022
ANNUAL REPORT

2022 ANNUAL REPORT

CCAP is built on a more than 135-year tradition of excellence, success and achievement. Together, we have created an Association that provides support for county officials and county staff, adapting and changing as the commonwealth, our nation and our world continue to evolve.

In keeping with these principles, CCAP set ambitious goals for 2022, seeking to chart a path forward that would embrace the ways that people now expect service from their county government, the changes in the types of service that they need, and in turn, the ways that county officials now expect support from CCAP. Education and collaboration opportunities have never been more necessary as we emerge from the COVID pandemic and staffing needs become ever more acute. Finding the most effective ways to communicate remains of top importance, trying to meet members, legislators, the media and the public with the right information at the right time.

In order to achieve these goals, we have to be even more agile and efficient as an organization than ever before, and remain laser focused on providing value to Pennsylvania's counties. But with so many issues grabbing our attention, how do we make decisions to make sure the programs and services

CCAP provides offer the best return on our members' investment.

One of the Association's key accomplishments for 2022 was to step back and really consider who we are as an organization, and who we want to be in the future. In the face of so much change in our world, it was critical for CCAP to focus in our "why" to make sure that our resources, time and energy are devoted to the services that are most important to helping counties serve their residents. We wanted a simple statement that reflected on our purpose, the reason why we do what we do, and that would be something in which all the different parts of CCAP could see themselves.

At its June 2022 meeting, the CCAP Board adopted the following new mission statement for the Association:

CCAP advocates as the unifying voice of all Pennsylvania counties and provides leadership and support for excellence in county government.

This mission statement re-emphasizes CCAP's commitment to its members and narrows our focus to what really matters to us. Whether our staff advocate for county policies, support the financial

administration of the Association, provide leadership for an affiliate, implement quality programs or services or execute a successful conference, we all know that our work has meaning to CCAP.

Our mission statement tells us who CCAP is and why CCAP is here. But it doesn't tell us who CCAP wants to be in the future. And so to that end, the Board also adopted a new vision for the Association:

CCAP is the recognized leader for Pennsylvania county government.

This vision represents our big goal, so that when we share it, everyone sees the same marker in the distance that we are working toward. It establishes the culture, tone and pace of the organization, and sets the direction for the priorities in our action plan and the objectives we set annually within each of those priorities.

We've already taken steps to move toward that vision. Working together, we can take bold steps on the path to excellence, creating a preeminent organization that helps to advance county government in the service of all Pennsylvanians.

Mission accepted.

The County Commissioners Association of Pennsylvania (CCAP) is the voice of Pennsylvania counties. CCAP provides county leaders with information and guidance related to legislation, education, media, insurance, technology and many other issues that help create and maintain crucial services for residents throughout the state.

CCAP supports county leadership that is responsive to the needs and circumstances of citizens. CCAP stands firmly against state and federal actions that limit fiscal, administrative or programmatic authority over those developed locally.

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

Sapphire Level

CSMcKee

INVESTMENT MANAGERS

NATIONAL ASSOCIATION of COUNTIES NACo

Live Healthy U.S. Counties

PRESCRIPTION, DENTAL AND HEALTH DISCOUNT PROGRAMS FOR RESIDENTS

Nationwide is on your side

three one

TREMCO
Roofing and Building Maintenance

wti

Diamond Level

AT&T

Pennsylvania Counties Health Insurance Purchasing Cooperative
(PCHIPC)

REIMAGINE CCAP COMMUNICATIONS

What does it take to establish CCAP as the number one source for members for the right information at the right time? It takes a willingness to understand how the CCAP membership is changing and the opportunities we have to explore new tools and means of conveying critical resources to meet those needs. In 2022, CCAP adopted a more analytical approach to media, using advanced metrics to identify regions, topics and platforms where CCAP was a strong source, while also showing areas that need improvement.

- Began a new partnership with PCN to produce County Connections, a half hour TV show that aims to tell the story of county government and how it impacts everyday life.

- Started CCAP's first YouTube channel, CCAP Media, which houses County Connections as well as individual segments available for counties to share with their own audiences

- Held a member needs forum at the Fall Conference

Montgomery County commissioner Ken Lawrence, York County commissioner Julie Wheeler and Lycoming County elections director Forrest Lehman joined CCAP executive director Lisa Schaefer for the first taping of County Connections, promoting the integrity of county election operations.

CCAP was mentioned in local, statewide, nationwide and even international stories that reached a total estimated audience of **377 million** readers/viewers in 2022 across broadcast, print and online mediums.

CCAP
@PACountiesGR

Thanks to everyone for another great Fall CCAP Conference!

12:44 PM · Nov 22, 2022 from The Hotel Hershey

From CCAP's official Twitter page, @PACountiesGR

1,416
Twitter Followers

In a three-month "soft launch" period, the CCAP YouTube channel produced approximately 800 views across social media platforms, including CCAP's **1,416** followers on Twitter.

YOUR LOCAL NEWS SOURCE
GEORGE HARTWICK
DAUPHIN COUNTY COMMISSIONER

abc **27**
6:04 48°

Dauphin County Commissioner George Hartwick on ABC NewsLive Prime

Top topics of interest included **election integrity**, **mental health funding** and **broadband expansion**.

INCREASE AND IMPROVE OPPORTUNITIES FOR COMPREHENSIVE POLICY ENGAGEMENT

With a mission of serving as the unifying voice of all Pennsylvania counties, it is critical that all Pennsylvania counties are able to participate in the development of the Association's policies. In 2022, CCAP leveraged technology to make this a reality, while continuing to work with its Policy Structure Task Force to review the bylaws and procedures that provide the foundation for the Association's legislative positions and advocacy.

- Held CCAP's first hybrid business meeting at the CCAP Annual Conference, allowing all members the ability to engage in discussion and voting on resolutions and other matters in real time

- Held CCAP's first hybrid Fall Conference priorities setting meeting, assuring counties across the state have the opportunity to vote on legislative priorities for the coming year, not just those attending the conference

- Convened a regional meeting in Williamsport for 12 counties, an initiative by CCAP President Daryl Miller to facilitate more networking opportunities

- Expanded the Resolutions Committee to the Resolutions and Policy Committee to help review and coordinate resolutions and priorities from CCAP's 10 policy committees for presentation to the full membership

Policy Committees

1. County Governance
2. Assessment and Taxation
3. Agriculture
4. Courts and Corrections
5. Community and Economic Development
6. Emergency Management and Veterans Affairs
7. Human Services
8. Technology
9. Elections Reform
10. Energy, Environment and Land Use

CCAP UPDATE

June 23, 2022
www.pacounties.org
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COUNTY COMMISSIONERS ASSOCIATION OF PENNSYLVANIA
THE **VOICE** OF PENNSYLVANIA COUNTIES

2022 GIS Conference Recap

The 29th Annual PA GIS Conference was held at The Penn Stater Hotel and Conference Center June 13 – 15. This event brings together GIS professionals and enthusiasts from all levels of government, plus academia and the private sector. CCAP has hosted this Conference since 2012. The conference hosted 250 attendees this year from the Commonwealth and beyond. This was the first in-person PA GIS Conference since 2019.

111 members participated in the Fall Conference priorities voting process, with **52** counties represented

190 members (**57%**)

representing

63 counties

Record participation in CCAP's resolutions policy process:
190 members (**57%**) voting on resolutions at the Annual Conference, with **63** counties represented

OPTIMIZE OPPORTUNITIES TO SEEK AND SHARE KNOWLEDGE WITH AND AMONG MEMBERS

One of the most valued aspects of CCAP membership is the immediate network of colleagues across the state with whom to share questions and seek solutions. The chances are good that if one county has found a challenge or opportunity, others have had a similar experience. With so many changes coming so rapidly in recent years, the platforms and resources that CCAP offers to connect county officials and county staff through CCAP and its affiliates are one more tool in the toolbox to help provide quick and agile responses to new situations.
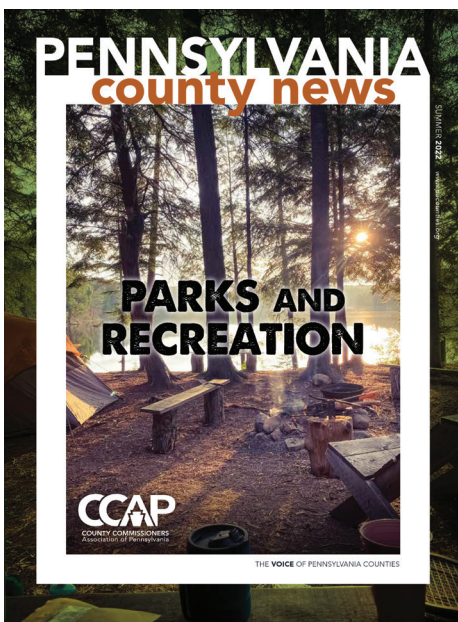
- Conducted a poster session on county broadband efforts at the Spring Conference, giving counties a chance to showcase their projects and ask questions

- Held the first-ever "Office Hours" session at the Spring Conference, inviting state agencies to share information and build relationships with counties

- Continued to hold biweekly membership calls to share updates and allow time for counties to interact

- Brought counties together for a special Sunday session on the opioid settlement funding at the Fall Conference

- Enhanced the district representative position on the CCAP Board, focusing on strengthening the relationship between the CCAP Board and the membership, as well as offering additional opportunities for regional networking. District meetings are now being held at all conferences and each district is encouraged to meet at least once locally throughout the year as well.

- Broadened the scope of the Academy for Excellence Committee to an Education Committee to oversee the Association's key educational programs.

14 **educational webinars** provided by CCAP Technology Servcies (through November)
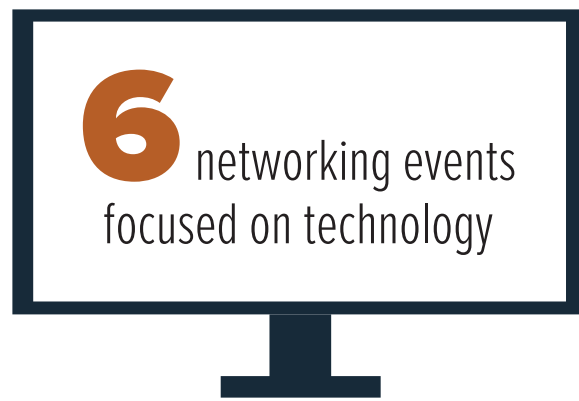
6 networking events focused on technology

2 **regional** technology meetings (Northeast and Southeast)

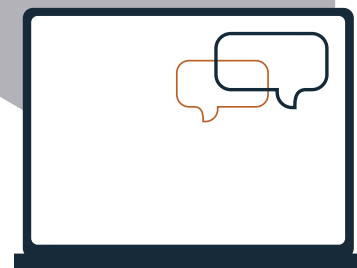**25** risk management training classes provided (in person and virtual formats), with **1,077** attendees.

23,923 **online risk management classes** completed by member of CCAP's Insurance Programs through LocalGovU, a 70% increase from 2021

4 IT Quarterly meetings, with **26** educational presentations during our quarterly meetings

ACHIEVE COUNTY LEGISLATIVE PRIORITIES AND OTHER LONG-TERM POLICY INITIATIVES

Navigating the policy-making arena continues to be challenging, but CCAP and its member counties have strong relationships with the General Assembly that allow them to have a seat at the table on matters that affect county operations. CCAP was also able to leverage its relationships with agency staff under the Wolf administration to assure continuity and points of contact during the transition to the Shapiro administration. The Association further worked collaboratively with other state associations of local governments on mutual policy initiatives such as emergency medical services, legal advertising, amendments to the Sunshine Law, broadband expansion, cybersecurity, local taxing options, local planning and zoning and storm water management.

CCAP Board members announce the 2022 county priorities in a virtual press conference at the CCAP offices.

- Created a Broadband Task Force to allow CCAP to respond quickly and comprehensively with county input as the state's broadband plan was being developed and FCC maps reviewed.

- Secured CCAP and county representation on and before key committees, including the Behavioral Health Commission for adult mental health, the Pennsylvania Broadband Development Authority's subcommittee on data and mapping, the State and Local Cybersecurity Grant Committee, and Governor-elect Shapiro's transition teams.

- CCAP also joined other local government associations in an Amici Curiae brief in support of SEPTA in Freilich v SEPTA, challenging the constitutionality of liability caps, and assisted PSATS in drafting an Amici Curiae brief addressing concerns regarding a land use approval case challenging the Rule of Necessity.as it relates to conflict of interest.

- Hosted both gubernatorial candidates at the CCAP Annual Conference to offer a forum for their thoughts on the state/county partnership.

- Facilitated opportunities for CCAP Board members to meet with gubernatorial candidates for deeper discussion on county priorities.

- In 2022, 6 cases were filed challenging the state reapportionment before the Pennsylvania Supreme Court. CCAP filed an Amicus Curiae brief in the 6 cases, urging the Supreme Court to expedite its decision due to the preparation necessary to conduct the May 2022 primary.

Tracked and monitored more than **1,222** pieces of legislation for impact to counties in the 2021-2022 legislative session – **26%** of the total number introduced

6

calls to action related to budget, mental health, heart and lung expansion

Counties and CCAP testified 18 times across 13 legislative and policy committees:

- Centralized Tax Lien Filing (CCAP)
- Rural Broadband (Rob Postal)
- Public Sector Safety Data (CCAP)
- Predictable Recorder of Deeds Fee (CCAP)
- RTKL Impacts to Counties (CCAP)
- Juvenile Justice Reforms (CCAP)
- Election Administration – General (CCAP)
- Open Primaries (CCAP)
- Election Administration – Primary (CCAP)
- Drop Boxes (CCAP)
- Election Code Reforms (Daryl Miller, Sherene Hess)
- EMS Crisis (Mark Hamilton)
- Stream Maintenance (Daryl Miller)
- Behavioral Health Commission Report Recommendations (CCAP)
- Long-term care workforce (PACAH)
- Provider Liability Insurance (PCYA)
- Recovery Funding (PACDAA)

37

memos on 37 different pieces of legislation to 16 policy committees, as well as the full House and Senate

46

acts affecting county government

2022 COUNTY PRIORITIES

Appropriate funding to support the crumbling mental health system

Human services workforce crisis

Broadband expansion

Appropriate funding and reform for the children and youth system

Promote election integrity

911 funding and reauthorization

Funding and resources for elections

MAXIMIZE MEMBERSHIP VALUE OF PROGRAMS AND SERVICES

Programs that CCAP has delivered may need modification to remain relevant and valuable for counties, or new services and information may be needed to address changes in county government.

2022 graduates of the CCAP Academy for Excellence in County Government.

- Graduated 17 from the Academy for Excellence in County Government as the Academy celebrated its 25th anniversary. (see photo) The Academy has graduated more than 160 county officials since the program began in 1996.

- PCoRP continued to receive excellent customer service scores from its members in 2022, with a 4.88 overall rating (out of 5) for the program – its highest ever.

- Restructured the Technology Core program for 2023 to move the program, previously a separate add-on program, under the core benefits and offerings of the Association, meaning that all counties will be able to take advantage of the Technology CORE offerings starting in 2023.

$4.5 million – the largest dividend ever distributed to PComp members

56 Insurance Board and committee meetings, meetings with reinsurers, and training for defense counsels and local insurance producers.

173 county technology services provided, including:

- 99 General consulting and advisory services, mostly provided via email and phone
- 9 Cybersecurity tabletop exercises
- 3 IT/Cybersecurity assessments
- 9 Policy development and reviews
- 4 Technology strategic plan development and discussions
- 49 Technology CORE county IT leadership meetings

In an average year, the insurance programs receive 700 claims filed by program participants, including ongoing claims from prior year. At any given time, CCAP is managing approximately 1,500 claims.

County visits in 2022
13 general and technology-related county visits – Adams, Beaver, Bucks, Clarion, Huntingdon, Lancaster, Monroe, Montour, Somerset, Susquehanna, Tioga, Washington, Wayne

170 risk control visits to counties, in person and virtually

More than $3 million in total grant funds for risk management projects distributed by CCAP's insurance programs - $1.4 million to PComp members, $1.6 million to PCoRP members, and $94,000 to PELICAN members

The insurance boards and committees that oversee the operation of the programs are composed of 81 CCAP members from 43 different counties.

"Being part of the Technology CORE program delivers great benefits to Clarion County, such as the library to see policies, etc., the IT quarterlies, the collaboration we have, as well as the IT dinners when we get to collaborate more on a personal level. One of the biggest benefits is the cybersecurity tabletop CCAP did for us in 2022, and the Cyber Security Awareness Training."

Chad Johnston, MIS Director, Clarion County

"We are very pleased with our membership in the PComp workers' compensation program.

Lawrence County's relationship with the PComp staff could not be better! They are one of the best group of professionals with whom we have ever dealt."

Dan Vogler, Lawrence County Commissioner and chair of the PComp Board of Directors

ALIGN VENDOR PARTNERSHIPS TO MAXIMIZE VALUE TO MEMBERS AND VENDORS

CCAP's vendor relationships provide critical support to the Association and its members, connecting counties with the services they need to support county programs and operations These partnerships also optimize CCAP's ability to provide quality opportunities to members, while assuring that vendors have important exposure to county officials at events and programs. In 2022, CCAP realigned its Technology Partnership program, as well as CCAP's endorsed programs and enterprise partners, under CCAP's Leadership and Engagement team to maximize potential for synergy with CCAP's Vendor Partnership programs.

135 Associate members and 14 Technology Vendor Partners in 2022

Welcome to our 19 new Associate members in 2022

Quandel Energy Solutions
Kessler Topaz Meltzer & Check, LLP
Kinetic by Windstream
Phoenix Graphics, Inc.
Upward Broadband
Marsh McLennan Agency, LLC
Premier Therapy
VMWare
Pierson
Government Software Services, Inc.
Primepoint HRMS & Payroll
Zscaler
InnoVative Capital, LLC
SALVO Strategies
Stewart Capital Advisors
SitelogIQ
Orion Strategies
Integrity Health
Thomson Reuters

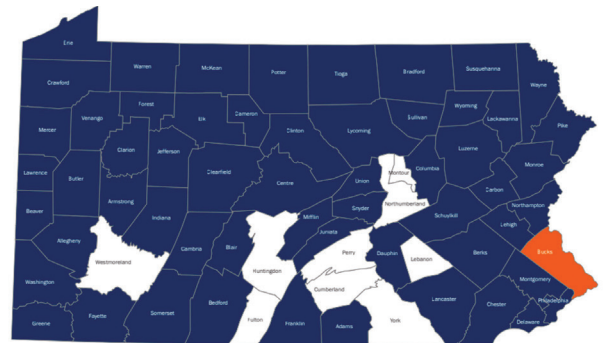## NATIONAL ASSOCIATION OF COUNTIES
PENNSYLVANIA MEMBER COUNTIES

58 of 67 counties are NACo members • **87%**

- member
- nonmember
- new members

Welcome New Members!
Bucks joined this year.

NATIONAL ASSOCIATION of COUNTIES NACo.

Live Healthy
41
participating counties
$2,217,063.79
in **savings** for county residents in 2022 (through November)

Three+One
7
participating counties

Nationwide Retirement Solutions
61
participating counties and county-related entities

LEAD AN AGILE, MOBILE, EFFICIENT AND SUSTAINABLE ORGANIZATION

In order to keep pace with the ever-increasing rate of change, CCAP needs to create a foundation that allows it to respond quickly to environmental factors, and to look ahead on the horizon to be prepared for challenges and opportunities. This includes building a strong physical and financial infrastructure that can support CCAP's daily operations over the long term, and allows programs and services to be delivered quickly, effectively and from almost anywhere with no impact to the quality customer service counties expect.

- All of CCAP's programs and affiliates received unmodified opinions from the auditors for their 2021 audits (completed in calendar year 2022), indicating that our financial statements were prepared in all material respect and compliance with accounting standards being used and the applicable regulations. In addition to the unmodified opinion, in accordance with government auditing standards there were no findings regarding internal controls.

- Implemented a new purchasing module (P2P) for all office supplies in SAGE, CCAP's accounting software

- Continued to review utilization of the CCAP office building in the hybrid work and meeting environment to optimize use of the physical plant

- Upgraded CCAP's telephone system in September 2022

- Implemented a secondary ISP connection to provide redundant internet service to the CCAP office building

- Migrated 35 websites to the new CCAP Web Hosting platform (Kentico)

- Developed and implemented a new Association policy for technology procurement

ALIGN TALENT FOR FUTURE GROWTH

Just as important as physical infrastructure is the intellectual infrastructure needed to support today's CCAP, as well as to build toward our vision. Every position is important, and every position is critical. Therefore, we must constantly evaluate the skills and talents CCAP needs to succeed, and cultivate organization-wide learning to enhance our future capacity.

- Building an ongoing culture of goal development and review against the CCAP action plan

- Held supervisor forums to develop the foundation of management and leadership.

- Began piloting policies for investment in professional development, with a goal of encouraging talent and skill building across the organization

Administration	Leadership & Engagement	Finance	Technology	Policy	Insurance
6%	7%	9%	20%	18%	40%
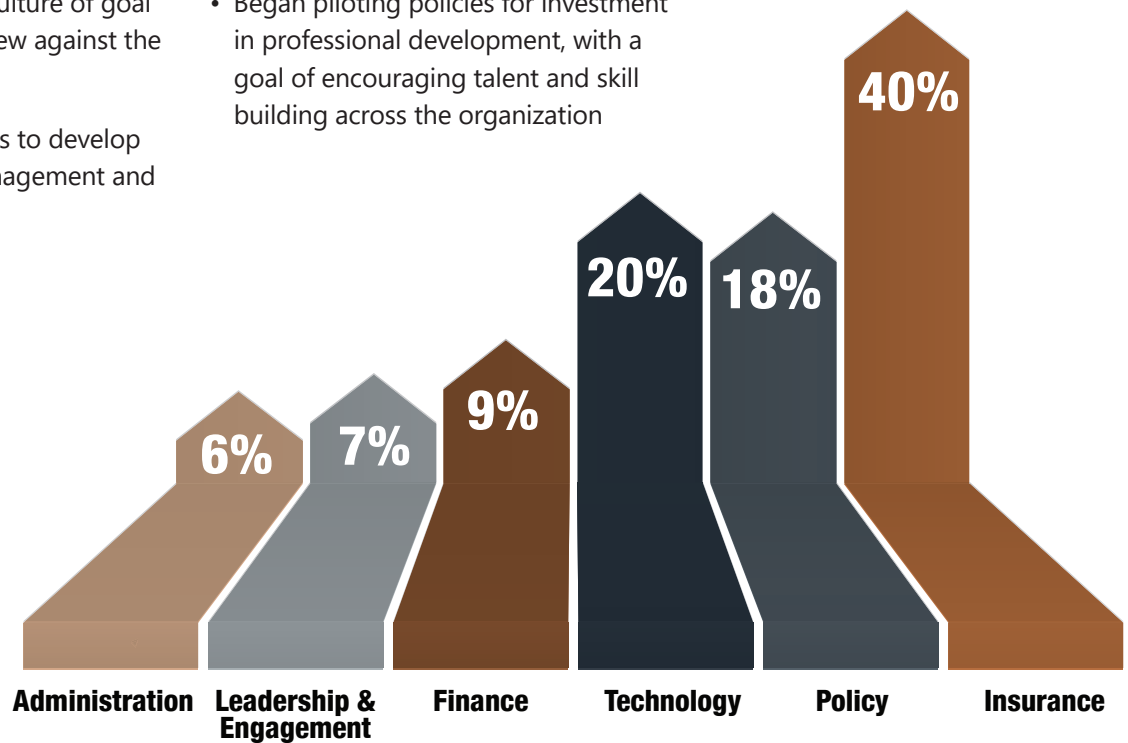
CCAP's full staff complement included **85 individuals across six teams** in 2022

ADVANCE A CULTURE OF DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY

CCAP is committed to creating and maintaining a workplace that encourages its staff to be authentically themselves, and celebrates our values to be open, honest and respectful with one another. We seek to welcome the different backgrounds, perspectives and attitudes each of us brings to the table, knowing they will offer opportunities for ideas and input we may not have thought of, transforming and elevating our work to better serve our members.

- Created a staff committee on Diversity, Equity, Inclusion and Accessibility (DEIA) to foster a deeper understanding of diversity, equity and inclusion and incorporate these principles into our culture and practices

- Held the first DEIA book club opportunity, discussing Anthony Greenwald and Mahzarin Banaji's book Blind Spot: Hidden Biases of Good People

- Incorporated other efforts to raise DEIA awareness and spark conversations, including lunch and learns and trivia contests

- Hosted educational sessions at CCAP conferences on Pennsylvania's changing demographic profile, building diversity and inclusion in workplace culture, and impacts of an inclusive culture on employee retention

ENHANCE CCAP BOARD GOVERNANCE

Membership organizations benefit from the strong leadership of the Board of Directors in governing the Association through its strategic planning, decision making and oversight responsibilities. In 2022, the CCAP Board embraced opportunities to reflect on its leadership and give thoughtful consideration to the direction of the Association in the short and long term.

- Developed new mission and vision statements through intentional and guided reflection on who CCAP is and who we want to be for our members

- Reviewed the district map to assure appropriate geographic representation on the CCAP Board, realigning Somerset County from District 3 to District 2

- Refreshed the annual executive committee training to focus on core elements of representing the Association.

fayette

greene

clarion

clinton

york

westmoreland

CCAP 2022 BOARD OF DIRECTORS

Daryl Miller
President
Bradford County Commissioner

Chip Abramovic
First Vice President
Venango County Commissioner

Michael Rivera
Second Vice President
Berks County Commissioner

Leslie Osche
Treasurer
Butler County Commissioner

Kevin Boozel
Board Chair
Butler County Commissioner

Basil Huffman
District 1 Representative
Forest County Commissioner

Daniel Vogler
District 2 Representative
Lawrence County Commissioner

Randy Phiel
District 3 Representative
Adams County Commissioner

Preston Boop
District 4 Representative
Union County Commissioner

Ken Lawrence
District 5 Representative Montgomery
County Commissioner

Ray D'Agostino
District 6 Representative
Lancaster County Commissioner

Brian Smith
District 7 Representative
Wayne County Commissioner

Christian Leinbach
Past President
NACo Representative
Berks County Commissioner

Jo Ellen Litz
Past President
Lebanon County Commissioner

Pat Fabian
Academy for Excellence in County
Government Chair
Armstrong County Commissioner

Erick Coolidge
Past President
Agriculture Committee Chair
Tioga County Commissioner

Jeff Thomas
Assessment and Taxation Committee Chair
Huntingdon County Commissioner

Rob Postal
Community and Economic Development
Committee Chair
Mifflin County Commissioner

Kim Geyer
County Governance Committee Chair
Butler County Commissioner

Jeff Snyder
Past President
Courts and Corrections Committee Chair
Clinton County Commissioner

Sherene Hess
Elections Reform Committee Chair
Indiana County Commissioner

Scott Walls
Energy, Environment and Land Use
Committee Chair
Huntingdon County Commissioner

George Hartwick
Human Services Committee Chair
NACo Representative
Dauphin County Commissioner

Mark Hamilton
Past President
Emergency Management and Veterans
Affairs Committee Co-Chair
Tioga County Commissioner

Wayne Nothstein
Emergency Management and Veterans
Affairs Committee Co-Chair
Carbon County Commissioner

Joseph Kantz
Resolutions and Policy Committee Chair
Snyder County Commissioner

Clifford Lane
Technology Committee Chair
McKean County Commissioner

Non-Voting Ex Officio Members

Kevin Barnhardt
Comprehensive Behavioral Health Task
Force Chair
Berks County Commissioner

Crystal A. Natan
PCYA President
Lancaster County Children and Youth
Agency

Andrew Naugle
PACAH President
Berks Heim Nursing & Rehabilitation

Kay L. Achenbach
PACHSA President
Lehigh County Human Services

Tina Clymer
PACA MH/DS Representative
Carbon-Monroe-Pike MH/DS

Susan Miller
AAP President
Adams County Assessment Office

Judy Rosser
PACDAA President
Blair Drug & Alcohol Partnerships

CCAP

COUNTY COMMISSIONERS
Association of Pennsylvania

THE **VOICE** OF PENNSYLVANIA COUNTIES

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