



## **CORPORATE MISSION STATEMENT**

The Association's Corporate Mission Statement guides the officers and staff in the performance of their duties. It includes the vision statement adopted by the membership, sets forth the overall purposes of the Association in the mission statement, outlines core functions and delineates the types of activities to be undertaken under each of these core functions in furtherance of the mission. It serves as a framework for the development of each year's Action Plan, the Association's primary administrative planning document. It is reviewed annually, and updated as necessary based on member needs and Association resources.

### **VISION**

*The County Commissioners Association of Pennsylvania and its member counties are committed to excellence in county government. CCAP will provide a strong, unified voice for the Commonwealth's 67 counties. CCAP will advocate for and provide leadership on those issues that will enhance and strengthen the ability of county commissioners and their home rule counterparts to better serve their citizens and govern more effectively and efficiently. CCAP will be the source counties turn to first for information, education, resources, and services.*

### **MISSION STATEMENT**

The County Commissioners Association of Pennsylvania is a statewide, nonprofit, bipartisan association representing the commissioners, chief clerks, administrators, their equivalents in home rule counties, and solicitors of Pennsylvania's 67 counties.

The Association serves to strengthen Pennsylvania counties' ability to govern their own affairs and improve the well-being and quality of life of their constituents. To this end, the Association effects the achievement of favorable state and federal legislation, programs and policies, and provides appropriate programs, services and training to its membership, county leaders, and their staff.

The Association strives to educate and inform the public, administrative, legislative and regulatory bodies, decision makers, and the media about county government.

## **CORE FUNCTIONS**

1. To strengthen the role of county government in Pennsylvania by maintaining a comprehensive and robust advocacy role in the state and federal legislative, administrative and regulatory process.
2. To enhance management of county government by providing quality member services for all Pennsylvania counties.
3. To provide programming, services, information and education that support members in meeting public expectations for comprehensive, effective and efficient service delivery.
4. To promote public awareness of the vital role of county government.
5. To promote cohesiveness among the counties, and to facilitate and promote interaction among internal and external groups who have interests or programs that impact on county government.
6. To ensure professionalism and sound business practices in the management of the Association.

## **CORE FUNCTIONS AND RELATED ACTIVITIES**

**Core Function 1:** To strengthen the role of county government in Pennsylvania by maintaining a comprehensive and robust advocacy role in the state and federal legislative, administrative and regulatory process.

### ***Related Activities:***

- A. Assure CCAP visibility with the legislature, administration, regulatory agencies and the public, including:
  1. A year-round legislative strategy on key issues, and particularly on the Commonwealth budget;
  2. Professional media focus on developing free media, earned media, and paid media opportunities to promote public and Capitol awareness of legislative priorities;
  3. Regional strategies on select Association legislative priorities;
  4. Recognition programs for legislative allies;
  5. Board of Directors meetings with cabinet officials and legislative leaders;
  6. Legislative receptions with Association membership;
  7. Retention of a private lobbying service firm;
  8. Complimentary legislative, administration, and media subscriptions to CCAP publications; and

9. Regular meetings of the "county alumni" in the General Assembly.
- B. Incorporate into legislative advocacy a grassroots strategy that includes:
1. Strong member participation in development of, and understanding of, the County Platform, priorities, and policy statements;
  2. Member training on effective legislative communications;
  3. Clear and regular communication to members, including both periodic publications and special communications, on legislators' views and actions on county legislative priorities;
  4. Regular member discussions with legislators while in Harrisburg and while in the home district;
  5. Regional meetings with legislators and media;
  6. Involvement of district representatives on the CCAP Board and policy committees as the key coordinators and contacts for grassroots efforts;
  7. CCAP assistance in coordinating county visits to Harrisburg;
  8. Educating members on legislative resources available on the internet; and
  9. Providing core data and other substantive information on the CCAP website to facilitate communications with legislators.
- C. Educate and inform CCAP members about the CCAP legislative and regulatory lobbying process, including:
1. Seminars on the legislative and regulatory grassroots process;
  2. A legislative focus to the Spring Conference;
  3. A clearly defined legislative work plan coupled with a focused set of legislative priorities;
  4. Talking points and other background information on legislative issues;
  5. Regular reports to the membership on legislative progress; and
  6. Provision of legislative and congressional directories and other resources to members to facilitate their participation in the legislative process.
- D. Maintain an active federal lobbying presence, including relationships with the Pennsylvania Congressional delegation and National Association of Counties (NACo), and coordination with regional groups of counties.
- E. Promote CCAP member attendance at the NACo Legislative Conference.
- F. Develop relationships with public and private sector groups that can provide additional perspective and advocacy on county issues.
- G. Encourage CCAP policy committee members to be active liaisons in their regions on legislative matters.

- H. At the beginning of each new legislative session, introduce the Association, its priorities, its leadership, and its government relations staff to new legislators and to majority and minority leadership and committee chairs.
- I. In conjunction with gubernatorial election cycles, develop and present to candidates, and later to the governor-elect as part of his or her transition process, a statement on behalf of counties stating key positions on matters of policy and on principles, practicality, and philosophy of interaction between counties and the newly elected administration on service delivery and other elements of the state/local relationship.

**Core Function 2:** To enhance management of county government by providing quality member services to all Pennsylvania counties.

***Related Activities:***

- A. Recognize that the strength of the Association derives from the strength of the members' participation, and to that end:
  - 1. Value the diversity of the membership;
  - 2. Appreciate the contributions and service of its members; and
  - 3. Make personal outreach to reinforce participation by active members and to encourage less active members to participate.
- B. Provide opportunities for members to develop as leaders of the Association, by encouraging committee service, furnishing a descriptive outline of typical duties and time commitments attached to each CCAP office, and furnishing resource lists of current and former officers who may be contacted confidentially to discuss the opportunities and requirements of service.
- C. Require CCAP senior staff members, and encourage CCAP officers, annually to visit individual counties or regional meetings of counties, for the purpose of interacting with the membership and to familiarize counties with the Association and to familiarize staff with county needs.
- D. Encourage district representatives to promote regional meetings of counties, including periodic district meeting times at CCAP annual, spring, and fall meetings as appropriate, to hear reports from CCAP district representatives and policy committees and discuss regional issues.
- E. Develop and operate quality member services programs, in response to expressed member needs, that create, promote, or provide value in, markets for insurance and comparable programs in support of county operations.
- F. Market and promote NACo, PLGIT, and other non-insurance programs endorsed by CCAP.

- G. Assist counties in developing their abilities to research and obtain grant resources.

**Core Function 3:** To provide programming, services, information and education that support members in meeting public expectations for comprehensive, effective and efficient service delivery.

***Related Activities:***

- A. Promote the Academy for Excellence to new and incumbent members, and provide continuing education for alumni.
- B. Explore and promote opportunities to increase counties' use of technology, including:
  - 1. Provide and coordinate best practices for usage of Internet opportunities;
  - 2. Provide training and cost sharing opportunities for website design and hosting;
  - 3. Provide information on county technology and technology access, technology funding opportunities, and related legislation;
  - 4. Assist counties in accessing the most affordable and reliable computer hardware, software, on-line training, and technical support contracts;
  - 5. Promote sound administrative practices for all aspects of technology deployment and management;
  - 6. Promote efficient and consolidated use of hardware, software, and connectivity among data systems, both between counties and the state as well as across program lines;
  - 7. Participate in NACo's technology projects;
  - 8. Maintain Association demographic and statistical capabilities, including development and review of current databases and creation of relevant databases; and
  - 9. Support unified case management systems which consolidate county information and further data sharing within and among counties and the state.
- C. Develop papers and other publications on management standards, guidelines, and best practices, including discussion of legal issues, administrative issues, and governance options.
- D. Promote peer training and information sharing.
- E. In commissioner and council election and transition years, including the alternate year home rule county elections, and whenever there is a new Association member by virtue of new appointment, be the primary source of assistance to newly elected or appointed commissioners, councilmembers, executives, chief clerks, and solicitors including:
  - 1. Comprehensive post-election training;
  - 2. Basic information, in a comprehensive and accessible format, that includes manuals, directories, and other useful resources;
  - 3. Peer assistance, particularly for boards with all new commissioners;

4. Year-long conference program content geared to newly elected commissioners;
  5. Information on opportunities to become active in the Association; and
  6. Follow-up training and member needs assessment.
- F. Arrange for staff and officer field visits to every county within the first year of each new term, including the alternate year of home rule county elections, to acquaint new members and reacquaint returning members with county issues and Association services.

**Core Function 4:** To promote public awareness of the vital role of county government.

***Related Activities:***

- A. Educate the public on the role and issues of county government, including incorporation of and coordination with public education programs developed by NACo.
- B. Coordinate public relations program with legislative priorities and strategies.
- C. Promote CCAP brand recognition by the members, public, media, and legislative, administration, and regulatory officials.
- D. Provide quality, reliable, timely and accessible communications between CCAP and its various audiences.
- E. Maintain brochures, video, and internet content, and other media describing Pennsylvania county government for use or distribution by the membership.
- F. Promote public understanding and support of county government by showcasing unique and innovative county programs in the media and among the membership.
- G. Encourage the Governor and General Assembly to provide visible recognition of counties and local government and provide assistance to counties in developing comparable local efforts.

**Core Function 5:** To promote cohesiveness among the counties, and to facilitate and promote interaction among internal and external groups, including particularly other local government groups, who have interests or programs that impact on county government.

***Related Activities:***

- A. Maintain a vital and valid policy and administrative committee structure including:

1. Clearly stated committee job descriptions, including the roles and responsibilities of committee members in achieving the committee's objectives and an annual work plan; and
  2. A retreat of all Association policy committees prior to the beginning of the year for the purposes of reviewing the Association policy statement, refining policy objectives, developing implementation strategies, promoting close working relationships, and establishing a concise list of legislative and regulatory priorities.
- B. Convene periodic meetings among the governance and policy leadership of the CCAP and the associations representing other units of local government.
- C. Link CCAP staff and liaisons appointed with input by the Association to serve on state agencies, boards, and commissions with relevant CCAP policy committees.
- D. Provide support to affiliated associations of county professionals.

**Core Function 6:** To ensure professionalism and sound business practices in the management of the Association.

***Related Activities:***

- A. Maintain currency of the Association's bylaws, to assure that the structure and conduct of governance and administration provides for, recognizes and responds to members' needs.
- B. Annually prepare and implement an action plan that lists measurable objectives that further the core functions of the Association.
- C. Maintain a long range fiscal plan that:
1. Ensures that Association services, priorities, and growth are based on member needs as expressed in the Corporate Mission Statement and Action Plan or by the Board of Directors;
  2. Ensures that dues adequately link the level of member commitment to the Association's core missions, while being sensitive to counties' short and long term fiscal capacity;
  3. Provides a mechanism to review and address near term and long term member needs and the development of fiscal resources necessary to respond to those needs;
  4. Reviews and strikes an appropriate balance in each of the Association's revenue and cost centers;
  5. Provides for a diversification of revenue sources; and
  6. Allows the Association to maintain a cash reserve equivalent to six months' anticipated expenditures.
- D. During times of county fiscal hardship adopt short term measures suspending to the extent possible dues and fee increases, while concurrently developing revisions to the long

range fiscal plan that will allow orderly recovery of fiscal position following economic recovery.

- E. Ensure that CCAP promotion, hiring, and employment practices are procedurally correct and consistently applied.
- F. Develop a workplace culture that values employees, provides them with career fulfillment and personal growth, and recognizes their contributions to the success of the Association and its membership.
- G. Maintain a comprehensive training program for CCAP staff that includes for all employees:
  1. General knowledge of county governance and services;
  2. Additional information and issues to enable staff to respond to the needs of the CCAP membership;
  3. Rights and responsibilities as a CCAP employee under state and federal law and CCAP personnel policies;
  4. Supervisor training as warranted;
  5. Sexual harassment training;
  6. Privacy and security training; and
  7. Use of Association technological resources.