



COUNTY COMMISSIONERS
Association of Pennsylvania

2020

ANNUAL REPORT

commitment to

SERVICE

EXECUTIVE DIRECTOR'S REPORT



Most of us would rather leave 2020 in the review mirror. Being forced to suddenly confront an entirely new way of life, both personally and professionally,

left us all exhausted and stressed as we tried to make the best decisions for the health and safety of families, our employees and our residents. And we had to do so with little to no information, and constantly changing information when we did have it.

But as counterintuitive as it might sound, looking back at 2020 shows that we, both as counties and we as CCAP, actually have much to celebrate and be proud of. Even as we scrambled to create new policies and respond to the crisis at hand, the Association's staff and members, remained laser focused on our core mission - to strengthen Pennsylvania counties' ability to govern our own affairs and improve the well-being and quality of life of our constituents.

When the Association's operations transitioned to all telework within a matter of days, our talented and dedicated staff maintained the

high quality of service and responsiveness our members have come to expect. We identified training and education needs, connected counties to key state resources, and helped members work through a seemingly endless number of questions related to human resources, insurance, policy and technology matters. Our vision to be the source counties turn to first for information, education, resources and services truly became a reality.

Despite the economic and financial impacts caused by COVID-19, CCAP's financial position also remained strong. We expected some impact on the 2020 budget due to the pandemic, as restrictions on indoor gatherings led to the cancellation of the in-person CCAP Spring, Annual and Fall Conferences, County Administrators Conference, GIS Conference, and educational seminars resulting in lower revenue for the Association. However, CCAP staff negotiated with the hotels for no penalty charges for cancellation, resulting in reduced expenses to offset revenue losses, and we were grateful for the continued support of our sponsors for the virtual conferences. At the end of the year, the overall impact of the COVID-19 outbreak on the Association's financial position was minimal, and we were

fortunate to finish 2020 close to our projected budget, leaving the Association with a firm foundation to move forward. A more detailed financial report will be provided to the membership after the completion of the 2020 audit this spring.

In the meantime, we hope you'll enjoy this refreshed annual report format, with its renewed focus on the work we are doing across the Association to serve our members, as you reflect on our individual and joint successes over the past year. We have come far together moving forward with our shared vision for counties and our communities.

When we established the theme for our 2020 Annual Conference – Commitment to Service – we had no way of knowing how truly reflective it would be not just for the days of our conference, but of our entire year. While we don't know yet what the future holds, 2020 showed us that we are well prepared to deal with challenges and take advantage of new opportunities.

Lisa Schaefer
Executive Director
County Commissioners
Association of Pennsylvania

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.

CCAP IS
GOVERNMENT
RELATIONS,
COMMUNICATIONS,
EDUCATION,
INNOVATION,
INSURANCE
PROGRAMS
AND SERVICES,
ADVOCACY,
TECHNOLOGY,
CONNECTIONS,
LEGISLATION,
RESPONSIVENESS,
COMMITTEE
INVOLVEMENT,
AWARENESS,
MEDIA RELATIONS,
SOLUTIONS,
CONFERENCES,
REPRESENTATION,
PUBLICATIONS,
SAVINGS, RISK
MANAGEMENT,
INFORMATION,
VENDOR
RELATIONS,
FEEDBACK,
AFFILIATES,
LEADERSHIP,
RELEVANCE.

2020 ACCOMPLISHMENTS OVERVIEW

In the face of so many new challenges in 2020, CCAP's strong foundation enabled us to remain a nimble and responsive organization that continually focused on meeting the needs of our counties. While it's easy to focus on how much we missed out on last year, CCAP and its members have much to celebrate, and much to look forward to.

Expanding Member Connections

Even though one-third of our members were newly elected in 2020, it's safe to say that everyone faced new situations last year that could not have been previously imagined. For many of our counties, the value of CCAP comes from being able to connect with peers and share experiences, questions and information. We were well positioned with all of our Listservs, each serving a specific segment of our counties, to keep the exchange of information flowing as new issues popped up almost daily. In addition, we quickly learned to leverage the virtual space to create meeting and conference experiences that made it seem like we were still together. Digital platforms also created deeper and more engaging experiences for members on our newly established weekly membership calls.

Becoming the Go-To Resource for Counties

One of the most challenging aspects of the pandemic was what seemed at times an utter void of information to address new challenges, and at others an overwhelming wave of information from which it was difficult to ascertain what was useful and what was not. Recognizing this, CCAP strove to identify and act proactively to meet counties' questions head on, quickly establishing an eight-week educational series around some of the most pressing issues, such as moving to telework operations, continuity planning and implementation of CARES funding. The Association also committed to a daily membership email seeking to cut through the clutter and highlight those items of most interest to counties.

Standing Out as The Voice of County Government in Policy Matters

Counties faced no shortage of critical issues in Harrisburg in 2020. CCAP provided a constant, consistent and experienced voice throughout one of the most contentious elections in our history, relentlessly pursuing changes to state law to assure the smooth implementation of mail-in ballots. While those changes ultimately were not moved forward, we heard often that it was only because of the advocacy of counties that the issue still remained on the table. Even as CCAP had to seek new ways to maintain connections on the Hill as the Capitol building itself shutdown, our long-standing relationships with the legislature at the Association and the local level made the difference to our ability to continue to effect positive change on behalf of counties.

Connecting Counties to Thought Leaders

Responding to a pandemic requires a high level of interaction from the local level up through the state and federal levels, as well as across communities. CCAP was able to leverage its existing intergovernmental partnerships to ensure members had direct access to interface with key government leaders, from Gov. Wolf to DOH Secretary Levine and PEMA Director Padfield. We were also able to welcome the White House Office of Intergovernmental Affairs to our virtual Annual Conference, and to create opportunities to interact with our Congressional delegation. The development of our state/county response team, which brings state and county leaders together on a weekly basis, continues to provide a valuable communication channel. And we would be remiss if we did not note the many nongovernmental partners who provided their expertise during our educational series and assisted us with finding the answers our counties needed to continue to deliver critical services.

Providing Flexibility, Adaptability and Stability in Critical Times

Deliver WOW service. Imagine and reimagine how we do what we do. Seek and share knowledge. Find the positives. In "normal" times, it's not hard to find a reflection of these CCAP values threading through all of our programs, services and staff. The true sign of an enduring organization, though, is its unflinching commitment to those values in some of the toughest times imaginable. We're proud of the flexibility and adaptability of our staff as we transitioned to a telework operation on a moment's notice, delivering services to our members without interruption while we worked to develop policies that would assure the health and wellbeing of staff no matter what location they now call their office. COVID also forced us to explore different ways to get things done, streamlining both internal and external processes, identifying the needs of our members in real time, and finding other ways to keep the business of CCAP going, such as online voting on priorities and officer elections. This will benefit CCAP not just during the current crisis, but also as we move CCAP into the workplace of the future.



CHARTING NEW PATHS AND OPPORTUNITIES FOR CCAP – EXTERNAL

With 83 newly elected county officials taking office in January 2020, and a new executive director leading the Association, we had many opportunities to renew and build connections between CCAP and our county members throughout the year. And in the midst of the COVID-19 pandemic, CCAP found new ways to transform and deliver valuable opportunities and educational resources for maximum engagement with and for our members as well as our vendor partners.

- Converted the Annual and Fall Conferences to virtual formats, providing nearly all educational sessions on-demand for those who could not attend the live sessions
 - Created CCAP's first, one-day Technology Virtual Conference to replace the canceled in-person County Administration Conference
 - Held our first Virtual Cybersecurity Summit, in partnership with Harrisburg University and the commonwealth
 - Transitioned vendor opportunities and engagement to virtual formats, allowing sponsors new opportunities to be recognized and to participate in events
 - Recognized NACo and their sponsorship programs, including Live Healthy and NRS, as annual sponsors with related benefits and year-round exposure to members
- Established a new partnership with NACo to market the Three+One program; look for more information in 2021
 - Represented Pennsylvania counties through participation on the NACo Telecommunications and Technology Committee, the IT Standing Committee and the GIS Subcommittee



York County leaders and CCAP staff meet. Left to right: Ron Smith, commissioner; John Sallade, CCAP insurance programs managing director; Lisa Schaefer, CCAP executive director; and Doug Hoke, commissioner.



McKean County was one of many visited by CCAP staff.

41 counties

visited in-person or virtually

THANK YOU TO OUR 5 CCAP ANNUAL SPONSORS

- ◆ CS McKee
- ◆ Dominion Voting Systems
- ◆ AT&T
- ◆ Pennsylvania Counties Health Insurance Purchasing Cooperative (PCHIPC)
- ◆ 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

◆ Sapphire Sponsor ◆ Diamond Sponsor

25
members

REPRESENTING

21
counties

ACROSS

8
NACo policy steering committees

NATIONAL ASSOCIATION OF COUNTIES **NACo**

17 NACo Legislative Conference attendees

13 NACo Annual Conference attendees

NUMBER OF SAPPHIRE/DIAMOND/OTHER LEVEL SPONSORS

150 CCAP associate members

75 conference sponsorships

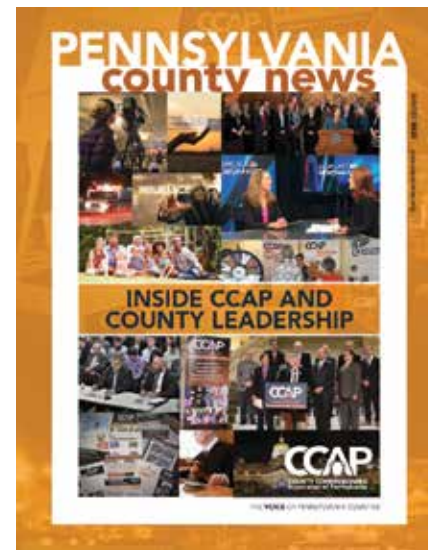
41 business members

18 vendor partners

CHARTING NEW PATHS AND OPPORTUNITIES FOR CCAP – INTERNAL

CCAP is committed to delivering top-notch programs and services to our members. Internally, we work collaboratively amongst our policy, insurance, technology, education and media teams to showcase and support CCAP-wide initiatives and infrastructures to enhance member experiences.

- Leveraged CCAP’s existing business continuity plan during the pandemic to respond quickly and continue to recalibrate office and meeting policies while maintaining a high quality of membership service
- Worked together to move into the virtual space as an association to assure a consistent experience for all members
- Enhanced cross-team internal communications and scheduling of events to deliver seamless and valuable member experiences
- Created a special *Pennsylvania County News* magazine edition on CCAP services and county leadership insights
- Collaborated to educate counties on CCAP service offerings to strengthen cybersecurity posture and to provide information on grant opportunities
- Implemented additional cybersecurity solutions to ensure availability of CCAP’s network and services
- Created personalized county membership documents outlining the programs in which each county participates
- Recalibrated meeting and event strategies to align with virtual meetings and educational opportunities



CCAP’s quarterly magazine.



Jeff Snyder, 2020 CCAP president and Clinton County commissioner, and Lisa Schaefer, CCAP executive director, conduct the Virtual Fall Conference.



Gov. Tom Wolf speaks at the CCAP Annual Conference.

STRENGTHENING THE INTERGOVERNMENTAL PARTNERSHIP

Intergovernmental partnerships are a vital part of CCAP's commitment to service. Collaboration with state, national and federal partners helps us help counties enhance the services provided within their county and increase citizen engagement.

- Assisted in disseminating information for numerous programs, including the census, America250, PA Unites Against COVID, PA Able and PHFA Cares
- Collaborated with the Department of Labor and Industry, Department of Corrections and Department of Human Services to execute the delivery of critical services for counties and their citizens
- Created a state/county response team to maintain a bridge between counties and the Governor's office, the Department of Health and the Pennsylvania Emergency Management Agency on COVID-19-related matters
- Communicated and met with 15 agency secretaries and their staffs to establish an intergovernmental approach to pandemic response and mitigation
- Hosted virtual meetings for counties to interact with state agency leaders and federal policymakers
- Partnered with the Commonwealth Office of Administration and Department of State to provide cybersecurity services to the counties, including the commonwealth funded Albert Sensors and election security collaboration
- Participated in several risk management organizations and a national NACo-created reinsurance pool for county risk pools, allowing us to keep our members informed and educated on the latest trends, issues and concerns in risk management
- Educated newly elected officials and legislators on grassroots efforts, how county government works, issues impacting counties and how CCAP is a thought leader and resource for Pennsylvania counties



Lisa Schaefer, CCAP executive director, and Jeff Snyder, 2020 CCAP president and Clinton County commissioner, participated in a meeting at the White House with state association presidents and executive directors from throughout the nation.



83
newly elected county officials



CCAP members and staff met with legislators at the Capitol during the NACo Legislative Conference.

17


virtual meetings with state agency leaders and federal policymakers

28
Albert Sensor deployments



Ed Bustin, former Bradford County commissioner, speaks at the NACo Legislative Conference.



Tara Zrinski, Northampton County council member, offers a resolution at the NACo Legislative Conference.



Valerie Arkoosh, Montgomery County commissioner, speaks at a mental health hearing.



Wayne Nothstein, Carbon County commissioner, and Pat Fabian, Armstrong County commissioner, speak with CCAP legislative alumna Rep. Donna Oberlander about CCAP priorities.



7
CCAP members

testified to the General Assembly on behalf of CCAP

5

5 LEGISLATIVE ALUMNI TOUCHPOINTS

STRENGTHENING THE COUNTY/MUNICIPAL PARTNERSHIP

To support our communities and their residents, especially in the midst of the pandemic, local relationships among county and municipal partners are more important than ever.

- Maintained discussions with other local government associations on how we could work together to alleviate COVID-19 issues, even while the pandemic reduced focus on many other issues where county and municipal cooperation could be enhanced
- Worked with other local government associations to get eight pieces of legislation signed into law that benefited counties and our municipal partners
- Incorporated municipal partners into the CCAP EMS Task Force to achieve the goal of jointly seeking solutions to the ongoing EMS crisis
- Explored a joint meeting of the leadership of statewide local government associations, which had to be delayed during COVID



67

COUNTIES

56 cities

93 first class townships

1454 second class townships

1 town

956 boroughs



LEADING ON ISSUES IMPORTANT TO COUNTIES AND THOSE WE SERVE

The key to CCAP's policy development is the input and engagement of our members. Through our policy committees and task forces, every county voice is critical to influencing legislation and policy at the state and federal level.

- Engaged members to provide policy perspectives from a variety of county demographics
- Communicated and collaborated with counties through a variety of media and virtual platforms on key issues such as COVID-19, CARES Act funding, elections and voting, county jails, county budgets, mental health reform, the census and emergency management services
- Performed more than 150 media interviews with the majority focused on elections and voting issues
- Testified and submitted comments for 16 legislative hearings, covering policy issues such as assessment and property taxes, elections, human services, criminal justice, technology, stormwater and more
- Implemented Election Buddy to facilitate online voting during the CCAP Annual and Fall Conferences
- Convened our Policy Structure Task Force to review policy committee scope and ensure each member has an opportunity to have a voice in policy and strategy, with a final report and recommendations expected in March 2021



Jeff Snyder, 2020 CCAP president and Clinton County commissioner, speaks aside other county leaders at CCAP's legislative priorities news conference at Pennsylvania's State Capitol.

POLICY COMMITTEES

107
CCAP members
ACROSS
9
policy committees
REPRESENTING
58
counties



Lisa Schaefer, CCAP executive director, performs a series of elections interviews on CBS21.

TASKFORCES

43
members
ACROSS
2
taskforces
REPRESENTING
29
counties



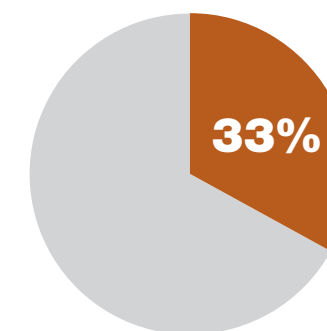
Lisa Schaefer, CCAP executive director, and Daryl Miller, Bradford County commissioner and 2020 CCAP second vice president, speak on WITF Smart Talk.



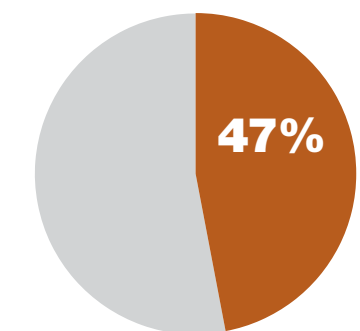
Jack Matson, Jefferson County commissioner, speaks at a Medical Assistance Transportation Program hearing.

INSURANCE COMMITTEES

50
counties
REPRESENTING
7
insurance committees



112
eligible electors voted on the CCAP platform, representing 58 of the 67 counties



60
of 128 participants voted on CCAP 2021 legislative priorities

SPEAKING WITH A STRONG, UNIFIED VOICE

CCAP is the voice of Pennsylvania counties, promoting public awareness of the vital role of county governments. Through multiple communications channels, we provide important information to our counties and key stakeholders so county leaders can continue to support and advocate for what matters most to their citizens.

- Implemented an enhanced and modernized CCAP Listserv solution to collaborate with county members on legislation, policy, human resources, elections, and technology and cybersecurity initiatives
- Leveraged a variety of virtual platforms to connect, communicate and work together with counties as well as with state, national and federal partners
- Partnered with the commonwealth to hold a series of election cybersecurity meetings with the counties, focusing on state and federal threat intelligence, prevention and collaboration
- Held a series of COVID-19 meetings with members and IT directors to discuss and strategize business continuity during the pandemic
- Created two educational videos for members, media representatives and the public: What You Need to Know About Voting by Mail in Pennsylvania and How to Vote by Mail in Pennsylvania
- Presented a Zoom training on crisis communications for elections, in conjunction with Ceisler Media and Issue Advocacy



CCAP members participate in a Senate State Government hearing.



Mark Hamilton, Tioga County commissioner, speaks on the Medical Assistance Transportation Program.



Lisa Schaefer, CCAP executive director, and Forrest Lehman, Lycoming County elections director, join PCN's On The Issues host to discuss voting.



Kathy Dahlkemper, Erie County commissioner, and Mark Higgins, Centre County commissioner, participate in a NACo policy steering committee meeting.

Counties also stopped or fixed several bills that would have had negative impacts on services and taxpayers, including unfunded mandates to counties and major cuts to county lines in tough state budgets, as well as mitigated COVID-19 responsibility legislation, encouraging the state to bring counties to the table in response conversations.



5

PRIMARY PUBLICATIONS

53

supplemental publications from CCAP and its affiliates

Through the work of counties and the CCAP EMS Task Force, counties are consistently recognized as stakeholders in EMS legislative issues and solutions, including the introduction of SB 1274, which would allow for the creation of countywide or multi-municipal authorities for public safety purposes, including fire protection services and emergency medical services.

ENHANCING EFFECTIVE COUNTY GOVERNANCE

CCAP welcomed new county officials to CCAP and NACo membership, providing ongoing support, training and educational offerings. Networking and development of peer relationships help counties learn from the experiences of one another, improving service delivery across the commonwealth.

- Graduated eight county leaders from CCAP's Center for Excellence in County Leadership program
- Utilized CCAP's Academy Program to promote virtual educational education sessions and offerings
- Held CCAP's first education series, an eight-week webinar series focused on counties' response to COVID-19
- In conjunction with CCAP, the Assessors' Association of Pennsylvania developed and recorded for online accessibility, the Board of Assessment Appeals Training, originally scheduled for April in two locations, but then transformed into a three-day virtual event in early June
- Developed and deployed quality insurance, risk management, human resources, public policy and technology educational resources and provided training on communications and media interaction
- Facilitated administrators' meetings, educational conferences and webinars, medical and legislative trainings as well as fiscal and data training
- Provided various platforms to allow counties to collaborate to address the challenges faced in 2020, including the pandemic, creating a remote workforce and elections
- Partnered with several vendors and organizations to offer counties tools, resources and educational sessions as it relates to the changing technology and cybersecurity initiatives and needs of county government during the pandemic
- Implemented a mobile membership directory solution that allows members to access their colleagues contact information and to support member networking and collaborations

With Board, member and staff support, CCAP delivered two successful major conferences in the second half of 2020. The CCAP Virtual Annual Conference (VAC) and the CCAP Virtual Fall Conference (VFC) both offered two days of robust general sessions, followed by a virtual Education Series which served as conference breakout sessions. The VAC's theme was "Commitment to Service," where we highlighted successful stories of county employees or agencies providing excellent service to county residents. The VFC represented one full year since we met our newly elected officials, and we celebrated the CCAP Annual Award winners in a virtual ceremony.

67
every county
participated in at least one CCAP program



2,800
insurance claims processed

\$3.6 million
returned from insurance programs through dividends and grants

23,000
enrolled in LocalGovU



The 2020 Center for Excellence in County Leadership program graduates. Left to right: Michèlle Pokrifka, York County solicitor; C. David Pedri, Luzerne County manager; Dan Vogler, Lawrence County commissioner; Daryl Miller, Bradford County commissioner; Benjamin Kafferlin, Warren County commissioner; Jim Martin, Adams County commissioner; Dave Kovach, Columbia County commissioner; and Lori Vargo Heffner, Northampton County council member.

TRANSFORMING CCAP TECHNOLOGY PROGRAMS

The transformation of CCAP technology programs helps strengthen our relationships with our members and the citizens they serve. With optimized technology, CCAP is able to deliver the business value resources our counties need when they need it most. Even amid the challenges of 2020, our commitment to execute technology and cybersecurity platforms, solutions and services to our counties was stronger than ever.

- Advanced and updated legacy infrastructure, and we continue to migrate to modernized services, solutions and platforms that include the web hosting program and county justice solutions
- Optimized and expanded existing collaboration tools and resources, meeting platforms and other technology solutions to stay fully secure while connected and engaged with county members
- Delivered a wide-range of Unified Case Management special requests to supply detailed information about inmate populations and statistics related to COVID-19, including the ability for counties to send mass notifications or cancellations to court participants and caseloads
- Partnered with the commonwealth to offer counties the Cofense solution, which allowed counties to conduct phishing exercises and provide on-line cybersecurity training through a learning management system
- Expanded our network of vendor and aggregate partners so counties have opportunities to leverage industry-leading technology and cybersecurity services and solutions at discounted rates
- Streamlined the government relations webpages to offer easier access to important information, advocacy efforts and legislative updates
- Deployed additional coverage in the PCoRP program to now include cybersecurity

61 counties

participated in at least one Cofense phishing exercise



11 of 27 counties

that participate in the Unified Case Management Program were upgraded to the D365 platform

OUR VISION

CCAP and its member counties are committed to excellence in county government.

CCAP will provide a strong, unified voice for counties in the commonwealth.

CCAP will advocate for and provide leadership on those issues that will enhance and strengthen the ability of county commissioners 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.



CCAP 2020 BOARD OF DIRECTORS

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Clinton County Commissioner

Kevin Boozel

First Vice President
Butler County Commissioner

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Technology Committee Chair
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Christian Leinbach

Past President
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Berks County Commissioner

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Daryl Miller

County Governance Committee Chair
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Lycoming County Commissioner

Wayne Nothstein

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Carbon County Commissioner

Rob Postal

Community and Economic Development
Committee Chair
Mifflin County Commissioner

Matthew Quesenberry

Energy, Environment and Land Use Committee
Chair
Elk County Commissioner

Vincent Vicites

Courts and Corrections Committee Chair
Fayette County Commissioner

Non-Voting Ex Officio Members

Kay L. Achenbach

PACHSA President
Lehigh County Human Services

Cheryl Andrews

PACDAA President
Washington Drug and Alcohol Commission, Inc.

Kevin Barnhardt

Comprehensive Behavioral Health Task
Force Chair
Berks County Commissioner

William D'Amico

PACAH President
Fair Acres Geriatric Center Administrator

Dan Eisenhauer

PACA MH/DS Representative
Dauphin County MH/ID Program Administrator

Rich Gordon

PPJS President
Shuman Detention Center

Sherene Hess

Elections Reform Committee Co-chair
Indiana County Commissioner

Joseph Kantz

Elections Reform Committee Co-chair
Snyder County Commissioner

Mark Kellerman

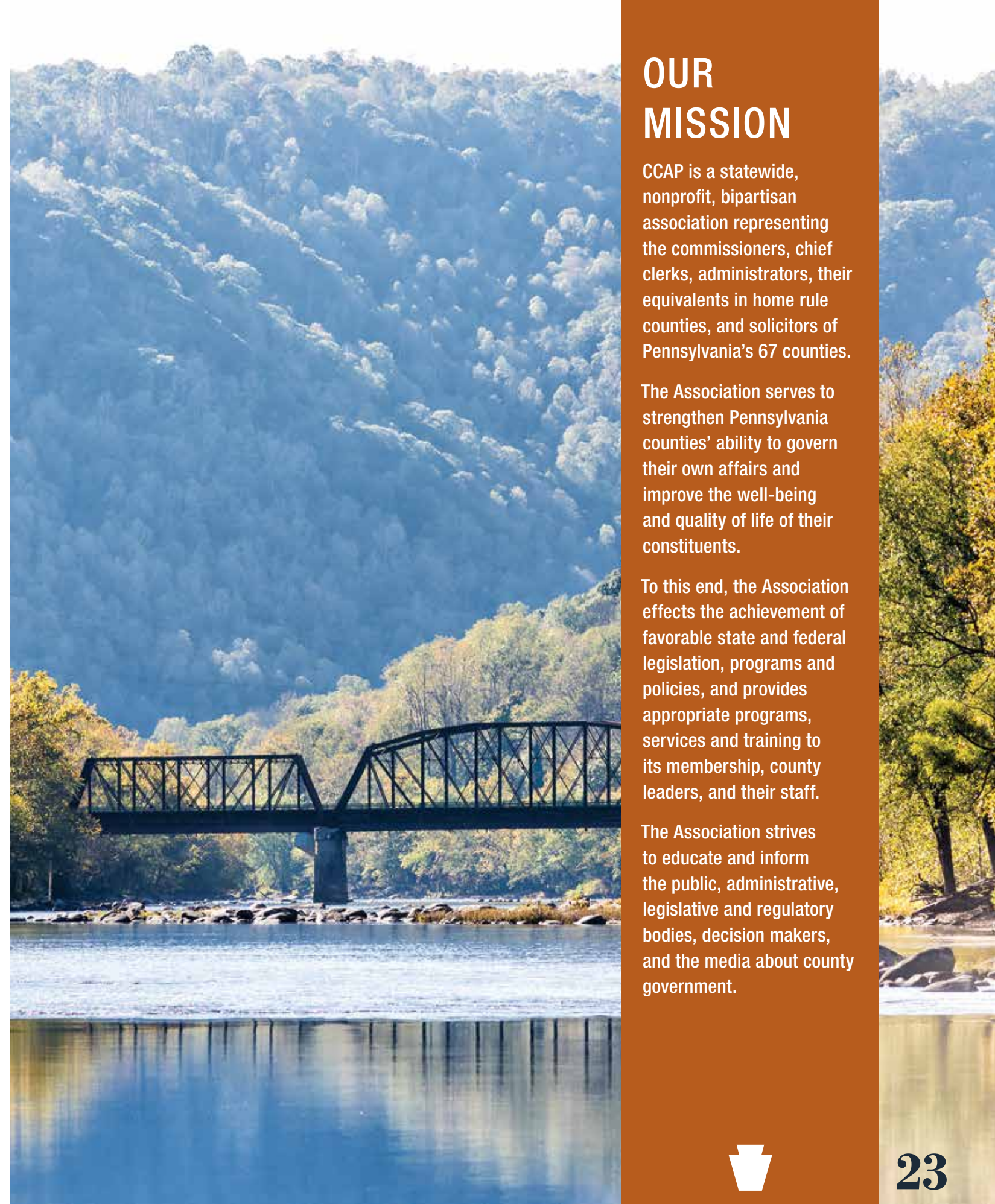
AAP Representative
Centre County Assessment Office

Janine Quigley

Committee on Criminal Justice System Best
Practices for the 21st Century Chair
Berks County Warden

Shara Saveikis

PCYA Representative
Westmoreland County Children's Bureau



OUR MISSION

CCAP 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.





THE **VOICE** OF PENNSYLVANIA COUNTIES

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