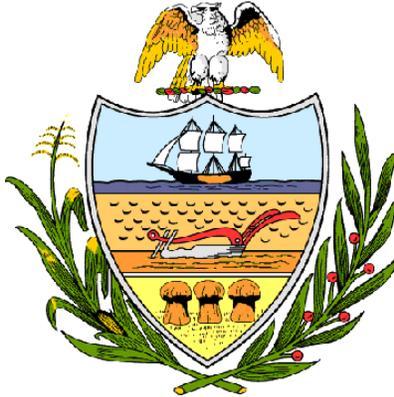


COUNTY OF ALLEGHENY



SUNSET REVIEW REPORT

PRESENTED BY THE COUNTY MANAGER

TO THE

ALLEGHENY COUNTY EXECUTIVE

AND

ALLEGHENY COUNTY COUNCIL

DECEMBER 30, 2010

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December 30, 2010

The Honorable Dan Onorato
Allegheny County Executive
101 Courthouse
436 Grant Street
Pittsburgh, PA 15219

The Honorable Members
Allegheny County Council
119 Courthouse
436 Grant Street
Pittsburgh, PA 15219

Dear County Executive Onorato and Members of County Council:

In accordance with the Sunset Review requirements of Article 6, Section 2(h), and Article VII, Section 11, of the Home Rule Charter and Article 1201 of the Administrative Code, I submit this report for each County department and agency.

The Sunset Review Report (Report) contains an overview of County government, a series of recommendations and a detailed analysis of each department and agency. The study leading up to the Report was conducted in accordance with the standards of evaluation established in Part 12, Article 1201, Sections 5-1201.02 and 5-1201.08, of the Administrative Code.

With the creation of the Department of Court Records and Department of Real Estate, as well as the earlier establishment of the Office of Medical Examiner, we have 19 direct reporting relationships to the County Manager and County Executive. That number is subject to change based on the decisions of the County Executive and Council during the annual budget process and the review of the recommendations contained in this report.

The Sunset Review requirements were designed to ensure that a review would occur and that the result would be a more efficient, competitive and performance-based government. To that end, this Report is submitted to fulfill the requirements of the Administrative Code by examining the function of each County department that reports to the County Manager and County Executive, as well as agencies defined by the Administrative Code. It should be noted that each department's functions are reviewed annually during the preparation of the Comprehensive Fiscal Plan that is submitted to County Council.

Each department and agency was examined to determine its legal mandate or necessity, essential services and core functions, effect on the public if the department or agency was eliminated, efficiency of resolving citizen inquiries and complaints, and costs related to compliance.

In the course of the review and preparation of the Report, we:

- Collected information from all County departments and agencies;
- Met with appropriate directors, executive directors and staff;
- Reviewed the various departments, agencies organization and performance according to the criteria of the Administrative Code;

- Reviewed the history of the departments and agencies;
- Reviewed budgets and financial statements;
- Reviewed external and internal audit reports;
- Reviewed consultant reports; and
- Consulted with staff.

I recommend, pursuant to Part 12, Article 1202, Sections 5-1201.05 and 5-1201.11, of the Administrative Code that Council authorize the continuation of all existing departments and agencies.

I extend my appreciation to Derek Uber, Amy Griser, Greg Casciato, Kevin Evanto, Megan Dardanell and all of the department directors for their assistance in the examination of the government and the preparation of this Report.

Sincerely,

James M. Flynn, Jr.
Allegheny County Manager

RECOMMENDATIONS

DEPARTMENT RECOMMENDATIONS

ADMINISTRATIVE SERVICES

Clustering services shared by various departments, such as information technology, telecommunications, risk management, utilities, records administration, printing, mail and property management, has proven to be an effective method to control costs and should continue. To the extent that municipal cooperation initiatives occur, it may be appropriate to consider restructuring this department.

BUDGET & FINANCE

This is a core department required by the Home Rule Charter and should be retained. No changes are recommended at this time.

COURT RECORDS

The Department of Court Records should continue to work with the local bar and judges to change Local Rules of Court to eliminate the requirement for the department to print and store documents that are electronically filed and stored. Once the Local Rules of Court are changed, substantial cost savings will result.

ECONOMIC DEVELOPMENT

The Department of Economic Development should continue its efforts to retain current businesses, attract new businesses from other states and countries, and revitalize small businesses.

EMERGENCY SERVICES

In today's environment, the need for communication, cooperation, and coordination of efforts during natural and other emergencies require that this function continue to be provided by the County. This department should continue to expand the functionality of the newly implemented Computer Aided Dispatch (CAD) system.

HEALTH

The County should explore the potential benefits of joining with other counties and health providers in Western Pennsylvania to create a regional health unit that can address common health concerns, including the threat of terrorism. This should include continuing its efforts to share data electronically across the various systems.

HUMAN RESOURCES

The need to operate a merit personnel system and the complexity of the government justify continuing this department. The department is in the process of completing the race/gender equity study that was required by County Council. The completion of this study will provide the framework for the position classification and compensation plan that will be developed during 2011.

HUMAN SERVICES

The provision of social services in Allegheny County should be coordinated through a unified department. The Department of Human Services should continue its efforts to further consolidate its functions for the provision of its services to its stakeholders.

JAIL

The department functions under the policy direction of the Jail Oversight Board, with administrative and budget responsibility to the County Executive and County Manager. The Jail provides a service crucial to the maintenance of public order. Medical, food and other services currently provided through contract should continue and be evaluated with the Jail Oversight Board to determine if they can be expanded. In addition, the Jail must continue to expand its efforts under the Jail Cooperative in order to reduce recidivism through increased inmate re-entry programming.

KANE REGIONAL CENTERS

The County's Action Plan for the Kane Regional Centers that was adopted in 2006 represents a coordinated, focused and sustainable strategy that achieves the Centers' objective of providing quality care for Allegheny County residents within the broader context of a continuum of care that includes home-based care, adult daily living services, independent living units, personal care units, dementia units, rehabilitation services and skilled nursing. The changes will enable the County to continue to respond to the changing needs of our population. The Kane Regional Centers should continue to implement the action plan.

LAW

The Solicitor is required by the Home Rule Charter and should be retained. No changes are recommended at this time.

MEDICAL EXAMINER

The Medical Examiner's Office should continue to work towards reducing or eliminating the backlog in the crime lab and the pathology division.

MINORITY/WOMEN/DISADVANTAGED BUSINESS ENTERPRISE

This function was previously performed by various departments. Having a direct reporting relationship to the County Manager and County Executive ensures the opportunity for full participation of all segments of the business community. This department should be retained.

PARKS

The Parks Department, in conjunction with the newly formed Allegheny County Parks Foundation, should work to quickly identify several high-profile, signature projects for which to engage the community and seek private contributions. In doing so, the department and the foundation will best be able to demonstrate the benefits of partnering with the County to enhance the quality of life in our region.

POLICE

The critical task of the department is to assist municipalities, particularly in the investigation of serious crimes. As such, the department should continue as a professional, nonpolitical unit of the government.

PUBLIC DEFENDER

This department is mandated by law and should be retained. This department should continue to increase its use of the functionality of the Legal Edge case management system.

PUBLIC WORKS

This department provides essential services pertaining to the County's roads, bridges, parks and facilities. Much of the work overseen by the department is directly provided through contracts with engineering and architectural firms. The department should continue to strengthen internal communication of maintenance matters related to County-owned roads and bridges through its' DPW Call Center, and external communication to the public of road/bridge closures and available detours.

REAL ESTATE

The Department of Real Estate should work towards streamlining its filing process and continue to expand its utilization of scanned deeds, maps, and other related documents.

SHUMAN CENTER

This department is mandated by the Second Class County Code. Shuman Center should continue to expand its programming in order to try to reduce recidivism among juvenile offenders.

COUNTY GOVERNMENT OVERVIEW

THE SWITCH TO HOME RULE

Allegheny County is the second largest County in Pennsylvania and the City of Pittsburgh is the most populous city in the County. Prior to January 3, 2000, the County was governed by a three-member Board of Commissioners. On January 3, 2000, the governance of the County transitioned to a Home Rule Charter and the Commission form of government was replaced with an elected County Executive, a 15-member County Council and an appointed professional County Manager.

The executive and administrative power of the County is vested in the Executive Branch, which consists of the County Executive, County Manager, Law Department and other departments and agencies established in the County's Administrative Code. The County Executive's powers and duties include, among others: the approval or veto of any ordinance or resolution adopted by County Council; the enforcement of ordinances and resolutions of the County and the provisions of the Charter; negotiating, awarding and signing, or causing to be negotiated, awarded or signed on behalf of the County, all contracts, agreements and other instruments, except as provided in the Charter; controlling and being accountable for the administration of all departments and agencies except those specifically placed under the jurisdiction of any other officer by law or by the Charter; submission of ordinances, resolutions and other related matters to the County Council; and the power to appoint the County Manager and County Solicitor, with the approval of the County Council. The County Executive also makes appointments, subject to the approval of the County Council, to most of the County's administrative bodies, but shares such appointive power, in certain cases, with other governmental units.

Under the new form of government, the County Manager serves as the chief administrative officer of the County, responsible to the County Executive for the administration of County operations placed in the County Manager's charge by ordinance, the County Executive or the Charter. The County Manager's duties also include, in part: the supervision of all Executive Branch departments and agencies except the Law Department; the preparation and administration of a personnel system, including the authority to hire, discipline and discharge personnel under the jurisdiction of the County Manager; and preparation and administration of a comprehensive fiscal plan of County finances.

The legislative power of the County is vested in the County Council which consists of two members elected at-large and 13 members elected by district. The County Council has, among others, the power and duty to: adopt, amend and repeal ordinances, resolutions and motions; make appropriations, levy taxes, fees and service charges and incur indebtedness; adopt balanced annual operating and capital budgets; adopt an Administrative Code; conduct investigations of County departments, agencies or functions; and override, by the appropriate vote, any veto by the County Executive.

The County's change to home rule under the Charter was intended to create a more efficient, effective, representative and accountable County government – one that improves the delivery of services and promotes economic development in the County.

OPERATIONAL CHANGES: JANUARY 2004-JUNE 2010

Over the past six-and-a-half years, Allegheny County government has made historic strides in streamlining government and maximizing its' resources, while continuing to deliver high-quality government services. Now, as the government enters into the sunset review process, it is challenged to build on the past successes, and to fashion an organization that reflects its top priorities: expanding the private-sector job base, maintaining public safety, and protecting the County's most vulnerable citizens.

ROW OFFICE REFORM

For more than 200 years, Allegheny County government included 10 separately elected row offices. In December 2004, the County Executive signed legislation from County Council approving a voter referendum to eliminate six of the County's 10 elected row offices, which would result in the elimination of seven elected positions. Voters overwhelmingly approved the referendum in the May 2005 Primary Election. Eliminated were the elected offices of Clerk of Courts, Jury Commissioner, Prothonotary, Register of Wills, Coroner and Recorder of Deeds.

With this referendum, Allegheny County took the next step in Home Rule and made significant progress in streamlining County government, while achieving greater operational efficiency. The reform was accomplished in two phases.

The functions of the Jury Commissioners were assumed by the Allegheny County Court of Common Pleas beginning in January 2006. The consolidation of the Jury Commissioners' Office was also consistent with Pennsylvania Supreme Court Justice Frank Montemurro's report, which stated the Jury Commissioner functions should be assumed by the courts system. At the same time, the mission of the Coroner was assumed by the executive branch of government, with the elected Coroner replaced by an appointed Medical Examiner.

The second phase of reform occurred in January 2008. The Department of Court Records combined the independent offices of the Prothonotary, Clerk of Courts and Register of Wills under the executive branch of government, while the Real Estate Department replaced the independent Recorder of Deeds. The Deed Registry and Mapping Division of the Office of Property Assessments were also merged into the new office.

County taxpayers are saving at least \$1 million annually as an end result of row office consolidation. These savings occur due to the elimination of duplicate positions and other economies of scale.

MUNICIPAL COOPERATION

The County has also embraced opportunities to merge government functions and eliminate duplicated services with other municipal entities in order to improve efficiency and save taxpayers money.

We reduced the number of 9-1-1 call centers in Allegheny County from five to one, including four suburban centers and the City of Pittsburgh's center. In addition, Allegheny County also provides 9-1-1 dispatch services for many municipalities that have discontinued their 9-1-1 dispatch functions. This consolidation of 9-1-1 dispatch services results in millions of dollars of savings annually for the City of Pittsburgh and other municipalities. The City of Pittsburgh's fingerprinting operation was collapsed into the County's, and the Pittsburgh Municipal Court was merged with the County court system. The County and City signed a joint telecommunications agreement that is resulting in \$4.5 million in savings over its three-year term. The County also provides bulk purchasing services for the City and other agencies, which is improving the efficiency of purchasing operations and resulting in significant savings for taxpayers.

The County and City have also formed an energy purchasing consortium that is open to our region's hospitals, school districts, colleges, universities, municipal authorities, non-profit organizations and private businesses. This consortium has the potential to be the largest cost-saving public/private partnership in the history of Western Pennsylvania.

Efforts to consolidate and merge government services and functions have resulted in millions of dollars in savings due to: merging five 9-1-1 centers into a unified County system; joint purchasing, including telecommunications, electricity and commodity goods; collapsing the City of Pittsburgh's fingerprinting operation into the County's; and consolidating six row offices into the County administration.

OTHER GOVERNMENT EFFICIENCY EFFORTS

Since 2004, the County has reduced the operating budget payroll by 573 employees. The reductions were made through a combination of reorganization, attrition, voluntary separation and layoffs. During 2006, employees began sharing in the cost of health care premiums by providing 1 percent of salary. In addition, employees started contributing \$3.00 per day to park in the County Garage. Also, the number of County-issued cell phones and pagers was reduced by 24 percent, and the number of take-home vehicles was reduced by 44.

In addition to the County's cost savings measures, the County issued many plans to increase efficiencies including, but not limited to, the following:

- **Active Allegheny** – a comprehensive active transportation plan that will integrate walking, biking, and other active healthy travel modes into the existing transportation system. (www.activeAllegheny.com)
- **Environmental Air Quality Task Force Report** – a review and recommendations to improve regional air quality, increase services to stakeholders, and identify operating efficiencies. (www.Alleghenycounty.us/eaqtf.aspx)
- **Allegheny Green** – a comprehensive initiative to promote sustainable practices with in County government through countywide policies, programs, and green projects with a collective goal of reducing the County's ecological footprint.

(www.Alleghenycounty.us/Alleghenygreen/index.aspx)

- **Kane Action Plan** – an action plan developed to provide Allegheny County residents with access to a continuum of care through the Kane Regional Centers that includes home-based care, adult daily living services, independent living units, personal care units, dementia units, rehabilitation services and skilled nursing. (www.Alleghenycounty.us/action/index.aspx)
- **Parks Action Plan** – an action plan that consists of a concise methodology to transform and enhance recreational opportunities at the County’s nine regional parks. (www.Alleghenycounty.us/parks/actionplan/acap.aspx)

Also, over the past several years the County completed several initiatives that will enable it to perform work functions in a more efficient manner. Examples include:

- The implementation of the Help America Vote Act (HAVA) compliant voting machines in the Department of Administrative Services;
- The opening of the newly completed state of the art Medical Examiner’s facility;
- The implementation of the Computer Aided Dispatch (CAD) system in the Department of Emergency Services;
- The implementation of the Legal Edge case management software in the Office of the Public Defender;
- The implementation of the payroll and timekeeping functions in the J.D. Edwards ERP system in all departments;
- The completion of the new biosafety level 3 (BSL-3) laboratory in the Health Department; and
- The implementation of HumanServices.net, a database of 3,000 County social services and related agencies to assist in locating services and programs.

DEPARTMENTAL ANALYSIS

The following table contains a listing of the County’s departments and the Sunset Review recommendations that are being made in this report.

DEPARTMENTS UNDER THE PURVIEW OF THE COUNTY EXECUTIVE			
	<u>Departmental Recommendations</u>		
	<u>Continue</u>	<u>Abolish</u>	<u>Reorganize</u>
County Executive	X		
County Manager	X		
Administrative Services	X		
Budget & Finance	X		
Court Records	X		
Economic Development	X		
Emergency Services	X		
Health	X		
Human Resources	X		
Human Services	X		
Jail	X		
Kane Regional Centers	X		
Law	X		
Medical Examiner	X		
Minority/Women/Disadvantaged Business Enterprise	X		
Parks	X		
Police	X		
Public Defender	X		
Public Works	X		
Real Estate	X		
Shuman Center	X		

The following criteria were used in the examination of each department.

LEGAL MANDATE

An explanation of the legal mandate or necessity for the department.

ESSENTIAL SERVICES & CORE FUNCTIONS

An explanation of the services and functions the department provides to the County government or the public at-large.

WHY COUNTY AS IMPLEMENTING ENTITY

An evaluation of whether the County is the most effective body to deliver the services and functions of the department.

ALTERNATIVE METHODS

An analysis of alternative ways the department could execute its mission.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

An evaluation of whether the absence or reduction of the department would adversely affect the public's health, safety or welfare.

PUBLIC COMPLAINT PROCESS

An explanation of how the department handles public complaints.

COST OF COMPLIANCE

A review of fees charged by the department.

DEPARTMENTS

ADMINISTRATIVE SERVICES

The Administrative Services Department oversees a variety of services to enhance daily operations in terms of computer support, mailing and printing services, purchasing and document storage. The department is also responsible for property management, utilities, telecommunications and property assessment. The department oversees the election process to ensure that all government laws and requirements are in compliance; and veterans' services, which provides services and support to veterans. In 2007, inventory control over the County's fixed assets was transferred to the Office of the County Controller. In 2008, the weights and measures function, which verifies the accuracy of measuring devices at service establishments throughout the County, was also transferred to the County Controller. The functions were reassigned because they were more closely aligned with the County Controller's statutory audit functions.

DIVISION OF COMPUTER SERVICES

The Division of Computer Services (DCS) supports all County departments, elected officials and related offices in the planning, development and application of computer technology. Recent accomplishments include upgrading County computers to Microsoft Office 2007; successful completion of JDEdwards projects including the new payroll system, time entry, and interfaces to 3rd party vendors; creation of the American Recovery and Reinvestment Act web site for reporting and tracking stimulus money; and completion of imaging projects for the Division of Elections and Division of Property Assessments.

The Department of Human Services (DHS) and the County Treasurer comprise the majority of the activity on the County's mainframe computer. With DHS projected to migrate off the mainframe in 2010, the majority of the funding for the mainframe will be gone. At that point, it will not make sense to continue to pay for maintenance. DCS plans to work with the County Treasurer and the Division of Elections to migrate them off the mainframe by the end of the current maintenance contract, which expires at the end of 2011.

Going forward, DCS will convert from the existing FileNet document management system to an OnBase product. Plans are to provide enough capacity for an enterprise system that will contain medical imaging for the Kane Regional Centers, as well as document imaging for the Medical Examiner, Department of Minority/Women/Disadvantaged Business Enterprise, Jail, Public Defender, and Shuman Juvenile Detention Center, as well as the existing Controller's Office voucher system.

The Jail and Public Defender plan to increase the use of video conferencing to provide remote visitation and arraignments resulting in increased safety, efficiency, and cost savings to the County. DHS is migrating to a new application that requires adequate Internet bandwidth to function properly. As a result, the County network will require upgrades to handle the increased traffic including automated routing, a video bridge, Internet bandwidth upgrades, and a method for prioritizing business critical traffic.

The division should continue to manage equipment lifecycles, including replacing end-of-life PCs, servers, and other computer equipment. Upgrades must be provided to system memory and disk space capacity as required. Security assessments must be on-going to ensure County data is secure and protected. Finally, JDE enhancements should continue to take advantage of capabilities available in the system.

DIVISION OF ELECTIONS

During 2006, the County entered into an agreement with Election Systems & Software (ES&S) to purchase 4,700 iVotronic touch screen voting machines, which were certified by both the federal government and the Commonwealth. The purchase was 100% funded by a federal grant.

The agreement allowed Allegheny County to meet the compliance requirements of the federal Help America Vote Act. Prior to deployment, the Elections Division held forty formal training sessions to educate the poll workers about the new machines, and 94 percent of the County's poll workers attended the courses. Technical specialists and roving troubleshooters were provided on each election day for additional assistance, ensuring that the elections ran smoothly.

The Elections Division continues to purge the County's voter rolls of names of individuals who have not voted in any of the four elections in the previous two years. This effort makes the voter rolls more accurate.

Updating practices and technology to streamline the elections process should remain a priority for this division. It should continue digitalizing voting records, and work toward realigning the total number of polling locations.

DIVISION OF FACILITIES/ENERGY MANAGEMENT

Allegheny County owns and operates approximately 240 structures: 150 closed structures ranging from the H. H. Richardson designed architectural masterpiece Courthouse to maintenance warehouses, and 90 other structures including bridges, radio towers and pump stations. This division should continue to coordinate the centralized facility maintenance functions for County properties.

OFFICE OF PROPERTY ASSESSMENTS

Over the past six years, the County sought to maintain property assessments on the base year of 2002. However, a 2007 Common Pleas Court ruling declared that the base-year system of property valuation violated the uniformity clause of the Pennsylvania Constitution because it would potentially create inequity for property owners with stagnant or falling values.

In 2009, the Pennsylvania Supreme Court ordered a new property reassessment, and asked the Common Pleas Court to set a reasonable time frame for completion. In December 2009, the Court

of Common Pleas ordered a reassessment plan for Allegheny County that would be effective for the 2012 tax year.

Moving forward, the primary duties of the Office of Property Assessments (OPA) will be to expeditiously manage the court-ordered reassessment, while continuing to place all new construction on the books.

The County has undertaken many new projects and programs to provide not only a more accurate and equitable assessment system, but one that is responsive to the needs and concerns of all property owners in Allegheny County. The OPA has upgraded its fully integrated computer assessment system to a web based version that will utilize handheld computers in the field to communicate data changes. OPA has also purchased a Pictometry package that will utilize pictures of each property taken from airplanes to enable assessors to view properties from their desktops at four different sides and angles.

DIVISION OF PURCHASING

The Purchasing Division of the Administrative Services Department is, by law, responsible for contracting for the purchase or lease of all materials, supplies, furnishings, equipment, insurance and surety and fidelity bonds or other personal property and nonprofessional services.

Recently, the division entered into a new copier/multifunctional equipment contract that will save the County approximately \$400,000 annually and \$2.0 million over the life of the agreement, while providing additional functionality to County departments.

With the goal of becoming the best local government public purchasing organization in nation, the division plans to continue working to save the County money by cutting costs on purchased goods and non professional services; fine-tuning contract forms; and improving relationships with other local governments, internal County purchasing contacts, key suppliers, supplier groups and associations.

DIVISION OF VETERANS SERVICES

The Division of Veterans Services ensures that Allegheny County Veterans and/or widows and dependants receive those entitlements and benefits authorized by Federal, State and Local regulations. The division is committed to promoting and increasing outreach and collaboration among the many generations from World War II to the present. Programs are designed to maximize networking of our strongest asset and to reach and serve Veterans and the entire community. The division continues to encourage entrepreneurship of veterans with Robert Morris University in conjunction with education and employment outreach efforts. During 2010, the division conducted a Post Traumatic Stress Disorder seminar with healthcare providers for educational enlightenment of service men and women and their families.

ADMINISTRATIVE SERVICES – DIVISION OF ADMINISTRATION

LEGAL MANDATE

The Department of Administrative Services is authorized to provide both mandated and internal support services to County government under Article XIII, Section 6(d) – Continuity, of the Home Rule Charter of Allegheny County approved May 19, 1998 (the “Charter”). Legal mandates for specific functions are noted in the relevant sections below.

The Administration functions in the Department of Administrative Services include essential and traditional support services such as printing and mailing, photography, vending, property and utility management, and other services discussed below.

Records Administration is provided per H.B. 1302 of 1991, implemented by Allegheny County Commissioners Board Action 925-93.

ESSENTIAL SERVICES & CORE FUNCTIONS

Administrative Services is responsible for the following public services:

- Overseeing elections;
- Generating and supervising assessments and valuations of all subjects of real property taxation for Allegheny County;
- Providing services to military veterans;
- Providing travel, photography, and vending services to internal county departments;
- Developing plans, initiatives and policies through utility and energy management to ensure that the county’s utility payments for electricity, natural gas, steam, water and sewage are processed accurately and expeditiously;
- Preserving historical documents, which are available to the public and stores documents for county departments, through records administration;
- Maintaining county-owned facilities in a clean manner through property management;
- Producing graphic design and printing, services to all of the county departments through the print shop; and
- Providing mail service to all county departments, Community College of Allegheny County and government departments of the city of Pittsburgh through mailing services.

WHY COUNTY AS IMPLEMENTING ENTITY

These are essential internal functions of the County that affect every department and employee.

ALTERNATIVE METHODS

The County could create a number of departments to manage these functions, individually in lieu of having one department manage all of the administrative functions. Creating a number of smaller departments would increase management expenses and cause the County to lose the efficiencies created within this larger department.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

The elimination of certain functions of this department could indirectly affect the public. Administrative Services provides a number of support functions that enable other departments to provide essential services to the public.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

ADMINISTRATIVE SERVICES – DIVISION OF COMPUTER SERVICES

LEGAL MANDATE

Article VI, Section 2(i) of the Home Rule Charter of Allegheny County empowers the County Manager to ensure the maintenance of a management information system dealing with County services and operations.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Division of Computer Services' (DCS) mission is to lead, implement and support the effective integration and use of information technology in partnership with County departments by providing the infrastructure, emerging technology and associated services in support of the County's mission. Telecommunications provides the capability for voice, data and Internet communication between the public and the County.

WHY COUNTY AS IMPLEMENTING ENTITY

DCS is an essential internal function that every department utilizes.

ALTERNATIVE METHODS

The County could contract these services to outside vendors.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

To the extent that computer systems are an integral part of a department's operations, the services provided by this division can have a great financial and operational impact on all County departments.

PUBLIC COMPLAINT PROCESS

The County Information Center directs unresolved complaints to the proper employee.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

ADMINISTRATIVE SERVICES – DIVISION OF ELECTIONS

LEGAL MANDATE

Election functions are provided for under Article X, Section 6 – Board of Elections and Article XIII, Sections 6 (a) and (d) – Continuity, of the Home Rule Charter of Allegheny County and under Article 211 of the Administrative Code of Allegheny County enacted June 20, 2000, as amended (the “Administrative Code”). Article XII of the Charter and Article 1101 of the Administrative Code necessitate the maintenance of an election function to carry out the provisions for voter referendums and charter amendments.

The Elections Division carries out its responsibilities pursuant to the Pennsylvania Election Code (25 P.S. §2600 et seq.), which sets forth the laws governing voter registration and the conduct of elections. In addition, the Federal Voting Rights Act 42 (U.S.C.S. §1971 et seq.), the National Voter Registration Act, the Federal Motor Voter Act (42 U.S.C.S. §1973(gg)), and the Help America Vote Act (includes PA Motor Voter Law) (P.L. 107-252) also mandate various election procedures.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Division of Elections maintains approximately 920,000 voter registration cards and stages at least two elections each year. In recent years, the division also held a number of special elections. The division manages voter registration, balloting and returns, absentee ballots, campaign expense account reporting and field service (maintaining equipment and staffing 1,321 polling places).

WHY COUNTY AS IMPLEMENTING ENTITY

State law mandates that the County implement these functions.

ALTERNATIVE METHODS

There are no alternative methods because State law requires the County perform all of these functions.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Voters would be denied their constitutional right to choose their elected representatives in a fair, open democratic process.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the division. Complaints are answered directly by the Elections Division, the County Law Department, or the Board of Elections.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

ADMINISTRATIVE SERVICES – OFFICE OF PROPERTY ASSESSMENTSS

LEGAL MANDATE

The Second Class County Assessment Law, 72 P.S. §§6562.1-5452.20 and, where applicable, the General County Assessment Law, 72 P.S. §§5020.101-521, mandate property assessments in Allegheny County.

The Office of Property Assessments is necessary in order to comply with Article X, Section 5 of the Charter and Articles 207, 209 and 210 of the Administrative Code, which require the County to establish and maintain an assessment system that meets accepted assessment standards, ensures access to public records regarding assessments, and provides for the appeal of assessed values. The continuation of this department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Office of Property Assessments:

- Processes and schedules all assessment appeals;
- Establishes internal policies, practices, and procedures to implement and maintain a single integrated system to handle assessments, appeals, tax billing and collections;
- Ensures that notices of changes in assessments are sent to all taxing jurisdictions;
- Serves as the county's contact with the community, individuals, and taxing bodies for information, policies and practices other than appeals;
- Maintains the current lot-and-block system;
- Establishes and maintains adequate descriptions of properties to assist in the determination of the value of those properties;
- Determines whether a property shall be exempt from real estate taxation;
- Guarantees the maintenance of official records pertaining to present valuation of all real property, including all additions and changes;
- Ensures the information contained in the report received by the recorder of deeds of every deed or conveyance of land is properly filed in the office of property assessments;
- Prepares and maintains guidelines or manuals consistent with nationally recognized standards to establish an inventory of all properties within the county;
- Ensures access to public records in accordance with Article X, §5 of the Charter;
- Administers all abatement programs, including special acts.

WHY COUNTY AS IMPLEMENTING ENTITY

State law mandates that the County implement these functions.

ALTERNATIVE METHODS

The Office of Property Assessments could be a stand-alone department within the administrative structure.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

The residents of the 130 municipalities and 43 school districts in Allegheny County depend upon the Office of Property Assessments to set property values. Without the OPA, they could not create a fair and timely assessment system in their communities.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. In addition, the Office of Property Assessments created a section dedicated specifically to answering customer inquiries and responding to complaints within its Public Information Division. All calls are tracked and monitored from the date of the complaint. A specific employee is assigned to maintain contact with the customer until resolution.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

ADMINISTRATIVE SERVICES – DIVISION OF PURCHASING

LEGAL MANDATE

The functions of the Division of Purchasing and Supplies are mandated by Article VIII – Competitive Procurement, of the Home Rule Charter of Allegheny County and by Article 901 of the Administrative Code.

Continuation of this department is authorized by Article XIII, Section 6(d) of the Charter.

ESSENTIAL SERVICES & CORE FUNCTIONS

Purchasing and Supplies provides procurement services to internal departments, takes a leadership role coordinating with other municipalities and governmental entities in various joint bids and specification development, and works closely with private companies to acquire market intelligence and improve procurement processes.

WHY COUNTY AS IMPLEMENTING ENTITY

This is an internal function of the County that affects all departments. Implementation of the department's functions is necessary to further the operational and administrative aims of the County.

ALTERNATIVE METHODS

The County departments could handle their own purchasing needs. This would be inefficient and result in higher costs. Another possibility would be to outsource the purchasing for the County as a whole.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

It is essential County departments have the capacity to purchase supplies and equipment in a timely and efficient manner. Lack of resources by the departments would result in a lower level of public service.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. Public complaints are also received in the form of "bid protests" or general letters to the County with questions about the bid or award process. These inquiries are generally answered in the form of a letter with the assistance of the Law Department.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

ADMINISTRATIVE SERVICES – DIVISION OF VETERANS SERVICES

LEGAL MANDATE

The Commonwealth of Pennsylvania, via the Second Class County Code, 16 P.S. §5123(F), requires that Allegheny County to have a Director of Veterans Services. The Division of Veterans Services is mandated and governed by the Commonwealth of Pennsylvania, coordinated with the Adjutant General of Pennsylvania and authorized to provide support and collaboration with the Veterans Administration as appropriate.

Continuation of this department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Division of Veterans Services ensures that Allegheny County veterans, widows and dependents receive those entitlements and benefits authorized by federal, state and local regulations. The Division is fully committed to promoting and increasing outreach and collaboration among the many generations of veterans from World War II to the present. Also, Veterans Services conducts programs for younger veterans and the public about veterans' impact on our nation and individual lives.

WHY COUNTY AS IMPLEMENTING ENTITY

The state has designated these activities are to be implemented at the County level.

ALTERNATIVE METHODS

There are no alternatives because the activity is mandated by the state.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

The welfare of the veterans and their widows would not be monitored as closely if this program was eliminated. The Veterans Services program was initiated because of the needs of war veterans with respect to healthcare, employment and homelessness. Elimination of this department would negatively affect service to veterans.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

BUDGET & FINANCE

The Department of Budget & Finance is responsible for two key areas of County government. Budget & Finance must prepare, analyze and administer the County's Annual Comprehensive Fiscal Plan, including the operating, grant and capital budgets. Secondly, it must issue all County debt, within legal policy and procedural limitations, in order to meet the County's needs. These responsibilities also include the development of managerial and financial strategies to assist the County Executive in fulfilling his commitments to County residents.

One of the key financial goals of Allegheny County government is to balance current year expenditures with current year revenues. Over the past six years, the County has been able to hold the line on property taxes while increasing its fund balance. In fact, during 2004, the County actually cut property taxes by \$7 million annually through an increase in the Homestead Exemption. While governments across our nation are draining their rainy day funds and raising taxes to balance their budgets, Allegheny County has been living within its means, consolidating services, and increasing efficiencies.

Since 2004, cost-cutting and consolidation efforts have resulted in tens of millions of dollars in savings for County taxpayers, including:

- Savings due to workforce reductions;
- Savings from joint purchasing, including telecommunications, electricity and commodity goods; and
- Savings from consolidating six row offices into the county administration.

The County's 2010 budget was the ninth consecutive year with no property tax increase. Allegheny County is the only county in Southwestern Pennsylvania that has not raised properties taxes in nine years. In addition, since December 2003, the County has increased its undesignated fund balance by \$3.1 million, up to \$19.5 million. This represents a 19% increase.

During 2008, Standard & Poor's Ratings Services raised Allegheny County's debt rating from A to A+, and Moody's Investors Service changed the County's outlook from stable to positive. These rating changes were the result of independent analyses of the County's financial status by the two Wall Street firms. In 2009, both companies reaffirmed their ratings of Allegheny County.

The reduction in property taxes, increase in fund balance and improvement in bond ratings are proof that this Administration's tight fiscal policies are working. However, the County will be challenged over the coming years to continue its cost containment program in order to balance its financial objectives. Perhaps the biggest challenge will be to contain the cost of health insurance premiums. The Department of Budget & Finance must play a key role in monitoring operations if the County is to meet the financial challenges ahead. New sources of revenue will need to be identified, and additional efficiencies will need to be undertaken.

BUDGET & FINANCE

LEGAL MANDATE

The Department of Budget & Finance (the “Department”) is authorized under the continuity provision of the Home Rule Charter of Allegheny County (the “Charter”), Article XIII, Section 6(d). Additionally, the Department facilitates compliance with the legal mandates of Article VII, Section 2 of the Charter regarding preparation of a Comprehensive Fiscal Plan (the “CFP”) in conjunction with the Administrative Code of Allegheny County (the “Code”), Part 8 – Fiscal Affairs.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Department prepares the annual CFP on behalf of the County Manager, as required under Article VII, Section 2.a of the Charter. The CFP includes annual budget documents covering tax-funded operations, capital projects and state/federal administered grants. In conjunction with the preparation of the annual CFP, the department conducts budget analyses of various agencies and areas of responsibility, such as tax-funded operations, capital, grants and special accounts.

The Department advises both the County Executive and County Manager in all financial matters impacting the County. The Department monitors and controls the operating, capital, grants and special project budgets; makes financial forecasts; and reports information relative to the CFP to the County Executive and Manager. In addition, the Department coordinates all debt issuances including general obligation bonds, refunding bonds, short-term anticipation notes and debt financing proposals in consultation with finance professionals. The Department oversees the transfer of funds, as described under Chapter 805 of the Code, in cooperation with relevant County agencies and the offices ensuring that adequate appropriation balances are maintained for tax-funded operations, capital projects and state/federal administered grants.

WHY COUNTY AS IMPLEMENTING ENTITY

The County is the most effective entity to implement the Budget & Finance function because the Departmental effort is directed toward supporting the Executive Branch, Row Offices and Courts.

ALTERNATIVE METHODS

The County could contract out revenue/expenditure forecasting and debt/cash management, in the process probably incurring higher cost.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

The Budget & Finance Department provides essential internal functions that enable the County to effectively deliver services to the public.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

COURT RECORDS

The Department of Court Records was consolidated through a voter referendum from the former elected Prothonotary, Clerk of Courts and Register of Wills/Clerk of Orphan's Court Offices in January 2008.

The Civil/Family Division performs the functions of the Prothonotary, and has administrative control and responsibility for keeping and maintaining all official documents and records for the Civil and Family Divisions of the Court of Common Pleas. The Civil Division includes the General Docket, Arbitration Docket and Statutory Appeals Sections, while the Family Division includes the Adult and Juvenile Sections.

The Criminal Division performs the functions of the Clerk of Courts, and handles all records related to criminal cases in Allegheny County and serves many different people: the district attorney and staff, private attorneys, public defenders, judges, tipstiffs, defendants, notaries, constables, private investigators, bail bond agents, and the public at large. Motions are filed, dockets are maintained, expungements are processed, summary appeals are filed, bail bonds are processed, case records are maintained and archived, court-ordered fines and costs are collected & court-ordered restitution is paid to victims. Other services include case intake, constable services, DUI procedures, driver's license reinstatement and prisoners' correspondence. In addition, the Criminal Division, processes private detective licenses.

The Wills/Orphans' Court Division probates wills and receives and maintains Orphans' Court documents and records. The Wills/Orphans' Court Division also issues marriage licenses and maintains marriage records as well as certain birth and death records. Additionally, the Wills/Orphans' Court Division is the agent for collection of Pennsylvania Inheritance Tax and accepts U.S. Passport applications.

All of the records maintained by the Department of Court Records are available to the public, unless they are sealed by the Court. Criminal case files for the current year and the four (4) prior years are located in Room 220 of the Courthouse. Older case files are available, but need to be ordered from a storage facility.

Since the Civil/Family Division became automated in 1995, many of the records can be viewed by use of the public access terminals throughout the various offices or over the internet. Any court proceeding that was initiated after the automation date is wholly contained in the computerized docket while the docket file is available for closer inspection if needed. The Department of Court Records is expanding the Civil/Family Division's electronic filing system to include the Wills/Orphans' Court Division in 2010.

The department plans to implement a review of records storage in 2010 in order to create greater efficiency and effective records storage within the office and at off-site storage locations. The department also plans to consolidate the location for filing summary appeals. Currently, some appeals are filed in the Criminal Division, which is in the County Courthouse, and other summary appeals are filed in the Civil/Family Division, which is located in the City-County Building. Beginning in 2010, all summary appeals will be filed in the Civil/Family Division in

the City-County Building, which is where the summary appeal hearing Courtroom is located. This change is expected to reduce confusion for those filing summary appeals and consolidate the summary appeal staff.

COURT RECORDS

LEGAL MANDATE

Pursuant to Allegheny County Ordinance 38-04-OR, a referendum was placed on the May 17th, 2005 Municipal Primary Ballot. As a result of the referendum passing, and subsequent to 38-04-OR Section 3, the Allegheny County Administrative Code was amended to reduce the number of elected row offices. On January 7, 2008, the Department of Court Records was formed by combining the formerly elected row offices of the Prothonotary, Clerk of Courts and Register of Wills.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Department of Court Records consists of three divisions: Civil/Family Division (formerly the Office of the Prothonotary); Criminal Division (formerly the Office of the Clerk of Courts); and Wills/Orphan's Court Division (formerly the Office of the Register of Wills).

Civil/Family Division

The Department of Court Records, Civil/Family Division performs the functions of the Prothonotary, and has administrative control and responsibility for keeping and maintaining all official documents and records, as well as the official Seal of the Civil and Family Divisions of the Court of Common Pleas. The Civil Division of the Department of Court Records includes the General Docket, Arbitration Docket and Statutory Appeals Sections, while the Family Division of the Department of Court Records includes the Adult and Juvenile Sections.

The Department of Court Records, Civil/Family Division accepts documents for filing, issues writs, initiates execution proceedings, takes bonds in civil cases; and processes appeals from the minor judiciary, Board of Viewers and administrative agencies to the Court of Common Pleas and from the Court of Common Pleas to the appellate courts. In addition, The Department of Court Records, Civil/Family Division has miscellaneous record keeping duties such as the recording of notary public signatures, mechanics' liens, municipal claims and tax liens.

Criminal Division

This office handles all records related to a criminal case in Allegheny County and serves many different people: the district attorney and staff, private attorneys, public defenders, judges, tipstaffs, defendants, notaries, constables, private investigators, bail bond agents, and the public at large.

Motions are filed, dockets are maintained, expungements are processed, summary appeals are filed, bail bonds are processed, case records are maintained and archived, court-ordered fines and costs are collected & court-ordered restitution is paid to victims. Other services include case intake, constable services, DUI procedures, driver's license reinstatement and prisoners' correspondence. In addition, the Department of Court Records, Criminal Division, registers and certifies notaries and processes private detective licenses.

Wills/Orphan's Court Division

In addition to Wills, Marriage Licenses, and Orphans' Court, the Department of Court Records, Wills/Orphans' Court Division, accepts U.S. passport applications.

WHY COUNTY AS IMPLEMENTING ENTITY

In May 2005, Allegheny County voters approved the consolidation of six elected row offices, including Coroner, Jury Commission, Prothonotary, Clerk of Courts, Register of Wills, and Recorder of Deeds. Subsequently, Council amended Sections 5-201.03 and 5-201.05 to reflect the will of the voters. However, the services provided by the former offices still required implementation.

ALTERNATIVE METHODS

State law requires that Allegheny County perform these services.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Public access to court filings and official records would be drastically reduced, if not completely eliminated. Likewise, the ability to file law suits, probate wills, and other legal functions would be denied the public in violation of their constitutional right.

PUBLIC COMPLAINT PROCESS

The public can contact the office of Court records directly at 412-350-4200. The County Information Center is also available to direct customer complaints to the correct office.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to President Judge of the Court of Common Plea for approval.

ECONOMIC DEVELOPMENT

The Allegheny County Department of Economic Development serves as the County's primary job creation and business attraction and retention team. The office provides streamlined assistance to businesses, developers and local municipalities. The office also manages more than 300 grant projects each year, with a budget of more than \$25 million.

To assure operational efficiency and success, the department has been organized into eight divisions, including:

DIVISION OF AUTHORITIES

Six authorities, each with a special focus such as assisting the growth of health care or higher education institutions, comprise this division. Because of their structure and specific purposes, the authorities can move nimbly and effectively.

DIVISION OF BUSINESS DEVELOPMENT

Attracting businesses to the County — and helping them grow and create jobs — are the division's top objectives. It achieves these goals through a variety of financing programs that often serve as a conduit for Federal and State funding.

DIVISION OF DEVELOPMENT

Major development projects are the purview of this division, which coordinates property acquisition, site development and redevelopment, and infrastructure development. This expertise is especially critical in the recycling of brownfields.

DIVISION OF HOUSING & HUMAN SERVICES

Through its Housing Development and Consumer Services sections, this division strives to improve the County's housing stock and strengthen its residential neighborhoods. Its chief vehicles are financing programs for individual homeowners, for developers and contractors, and for nonprofit human services agencies.

DIVISION OF MUNICIPAL DEVELOPMENT

This division works to improve the quality of life for County residents by helping municipalities upgrade their infrastructure and recreational amenities. It also promotes intergovernmental cooperation by working with and through Councils of Governments (COGs).

DIVISION OF OPERATIONS

Serves as the administrative division, which manages and monitors grant applications and disbursements. It also monitors and reports on the compliance status of all federal grant programs.

DIVISION OF PLANNING

This division acts as the County's Official Planning Agency and administers duties assigned under the PA Municipalities Planning Code. Highlights are overseeing land development approvals for 29 municipalities, and providing reviews of land developments, ordinances and plans for the remaining 100 municipalities with their own ordinances. The division reviews and approves all subdivisions in the County outside the City of Pittsburgh. Additionally, the division assists in the planning, programming, funding and coordination of highway transportation infrastructure throughout the County.

DIVISION OF SPECIAL PROJECTS & FINANCE

This division focuses on securing funding for major real estate and business development projects and administers the financing it acquires. Among its responsibilities is overseeing the use of Tax Increment Financing, one of the County's most important development tools.

In September 2004, Tropical Depression Ivan brought massive flooding to Allegheny County, and many County residents returned to their homes only to discover significant damage, while others were unable to return to their homes at all. The Department of Economic Development partnered with Hosanna Industries, a faith-based community organization, to refurbish 500 flood-damaged properties by removing debris and installing new walls, insulation and flooring. The rehabilitation efforts were largely staffed by volunteers who provided construction support, safety training, project oversight and first aid, among other services. The County contributed \$1.0 million in Affordable Housing Trust Funds toward the program. In addition to County funding, foundations, community organizations, churches, businesses and individuals donated more than \$1.6 million.

In addition, the department provided assistance by contracting with a private nonprofit housing agency to help eligible homeowners restore heat to their primary places of residence. Through the program, private certified contractors repaired or replaced furnaces in homes where the existing units were damaged or destroyed by the flood waters.

Among communities victimized by Tropical Depression Ivan, Millvale was particularly hard hit. Four years after floodwaters swept through, some sidewalks and streetlights along major business district thoroughfares still reflected flood damage. To help the borough repair sidewalks and install light poles, ADA ramps and wayfinder signs, the department conveyed \$106,000 in financing contributed by local foundations. The Hometown Streets Program of the Pennsylvania Department of Transportation provided the bulk of the funding for the project.

In 2008, a unanimous vote of County Council adopted Allegheny Places, the County's first ever countywide comprehensive plan, as the official growth plan for the next 25 years. Few counties have fashioned a development model at once so visionary and detailed, so comprehensive and inclusive. The development of this comprehensive plan, spearheaded by the Department of Economic Development, was the collective effort of thousands of citizens and organizations, both private and public, who came together to discuss, consider and ultimately agree on a vision for our County's future.

In addressing the major aspects of growth – land use, economic and housing development, transportation, infrastructure, greenways and resource preservation – Allegheny Places was guided by several fundamental principles. The first was that development must be sustainable and smart, meaning that we must preserve our pristine sites, think “green” and respect our existing natural and cultural resources. The second guiding standard was that development efforts must reinforce our commitment to equality and fairness. That is, initiatives must advance opportunity for all, and growth must be inclusive. The third key tenet was that development in Allegheny County must be collaborative and consistent. If the County and its municipalities work together on a uniform approach to growth, then businesses, organizations and residents are more likely to participate and benefit.

The plan crafted by Allegheny Places included these Guiding Principles:

- Direct development to existing urban areas;
- Encourage mixed-use and concentrated development;
- Target investments for maximum return;
- Maximize use of existing highways, transit and utilities;
- Respond quickly and appropriately to the market;
- Provide options and choices;
- Promote equitable and diverse development;
- Help all people benefit from equal access to opportunity;
- Protect environmental resources;
- Coordinate consistency with local Municipalities;
- Plan for greenway activity throughout the County;
- Optimize access to rivers;
- Enhance recreational and cultural resources;
- Preserve quality existing places, our historical legacy and community character; and
- Guide public investment to targeted areas through County development policies,

Even as the County was finalizing and publishing Allegheny Places, it was beginning to implement some of the plan's key transportation recommendations, including the “In-and-Around Oakland Automated Fixed-Guideway System” and the “Oakland-to-Downtown Rail Transit System.” The County has been evaluating the feasibility of delivering these projects through a Public Private Partnership (P3) arrangement. Under the P3 premise, the corridors have two primary components: delivery of transportation system improvements and conveyance of development rights to certain parcels along the corridors for ancillary real estate development. Activities included preparation of a prospectus to transit suppliers, equity investors, contractors, and engineering and architectural firms to gauge their interest in developing the projects in exchange for right-of-way and development

rights.

The department has also received a grant from the Southwestern Pennsylvania Commission to prepare a West Busway Area Transit-Oriented Development Plan that will feature both the busway and related economic and residential development. In addition, the County has established a fund to help municipalities and private developers initiate additional projects.

Expanding business development and job opportunities in Allegheny County remain the department's top priority. Some recent accomplishments include:

- Continued expansion of the Tech 21 Office Park in Marshall Township. Home to Medrad Inc.'s world headquarters, the 223 acres site can accommodate 16 parcels with an average building size of 80,000 square feet, and is projected to be a magnet for technology companies.
- Expansion of Eaton Corp.'s electrical group headquarters in Moon Township. The 120,000 square-foot expansion combined Eaton's technology center and corporate offices. Eaton's expansion also showcases innovation in sustainable building design as it is a Leadership in Energy and Environmental Design (LEED) certified building.
- Completion of the \$14 million extension of Cherrington Parkway to Ewing Road, a project that opens 60 acres of land for development of shovel-ready sites in the airport corridor. The new roadway will enable the development of 480,000 square feet of research and development, office and commercial space projected to generate \$34 million in private investment and an estimated 1,300 jobs.
- Completion of a flyover ramp that allows unimpeded access to RIDC's Riverplace City Center of Duquesne. The ramp crosses active railroad tracks and connects PA Route 837 to Center Avenue and a new extension of South Linden Street. The property involved, which suffered from limited access, is now available for greater development, an improvement expected to create new economic vitality in the City of Duquesne.
- Groundbreaking for a new Flabeg Solar US facility at Clinton Commerce Park, a 240-acre site in Findlay Township at the intersection of Route 60 and Clinton Road just north of Pittsburgh International Airport. Flabeg, a German-based global leader in high-tech glass and mirror applications, will use the facility to manufacture parabolic solar mirrors that are used to help generate electricity at large-scale solar power plants. It is the company's first U.S. facility of this type and created an estimated 300 new manufacturing jobs in the region.
- Purchase and site preparation of the Carrie Furnace, a 137-acre brownfield that spans portions of Braddock, Munhall, Rankin, Swissvale and Whitaker boroughs, from the Park Corporation. The Carrie Furnace site was closed by U.S. Steel in 1983 and purchased by the Park Corporation in 1988. The redevelopment will include a Steel Industry Historic Park that will provide a living monument to the steel-producing era through a 25-acre interactive industrial heritage center. The County has established a Carrie Furnace master

plan steering committee to gain community input regarding future development of the site. The resulting plan will outline a viable and marketable land use strategy that benefits the surrounding neighborhoods and celebrates the history of the steel industry in the Mon Valley. The property requires \$38.4 million for preparation, which includes environmental remediation and infrastructure development. Current activities include completion of utility extensions, grading, access improvements and storm water management.

As a result of the County's efforts to clean and reclaim brownfields and old industrial areas, and to create shovel-ready land around Pittsburgh International Airport, we now have thousands of acres of land ready for development. Allegheny County no longer has to watch as investment bypasses us for other parts of the country, because we now have the land and resources available to react quickly and compete successfully.

With passage of the 2009 American Recovery & Reinvestment Act, which provides funding for infrastructure, job training, education, health care, housing and other programs, the Department of Economic Development has additional responsibility of ARRA projects. Over \$19 million in additional funding was received in 2009, which more expected in 2010.

The \$4.3 million of Community Development Block Grant Funds were allocated to the critical repair of existing sewer segments in various communities to comply with the DEP Consent Order for elimination of sanitary sewer overflows. These funds will assist low to moderate income communities who otherwise would have difficulties in addressing the mandate.

For the Homeless Prevention and Rapid Re-Housing Program, \$6.7 million was made available. Activities such as funding for foreclosure and homeless prevention, as well as housing relocation and search services are included in this program.

Allegheny County received over \$8 million in funds through the Energy Efficiency & Conservation Block Grant. These funds are being utilized to invest in eligible energy efficiency activities that will result in substantial reductions in energy and costs, deliver immediate and sustained reductions in CO2 emissions, reduce maintenance costs, and create local green jobs. These funds will be used to continue to enhance Allegheny County's green development focus.

The Department of Economic Development should continue to program and prioritize federal money for highway transportation projects; coordinate southwest Pennsylvania regional planning issues; promote additional brownfield development; increase the number of affordable housing units; develop and maintain strategic partnerships with key economic development partners; provide technical support, site and financial assistance for real estate development and employers; and strive for equity and diversity by ensuring every contract and sub-contract with the department includes minority and women-owned companies.

ECONOMIC DEVELOPMENT

LEGAL MANDATE

The Allegheny County Economic Development Department (ACED) was created through Commissioners' Board Action No. 385-96, dated March 14, 1996, which merged the former Department of Economic Development and Planning Department. The ACED was created to serve as the official County department to receive and to administer federal CDBG funds. The continuation of the ACED is authorized under Article XIII, Section 6 of the Charter.

The ACED administers the CDBG Entitlement Program under the Urban Counties legislation that permits counties to administer funds on behalf of the opt-in communities. The mandate is a three year opt-in authorization by the municipalities of Allegheny County excluding Pittsburgh, McKeesport and Penn Hills. The planning functions performed by the ACED are delegated by the Commonwealth of Pennsylvania to local governments through the Pennsylvania Municipalities Planning Code (MPC), Act of 1968, P.L. 805. No. 247, as amended.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Department of Economic Development is responsible for five core functions:

- Funding and facilitating community development;
- Funding and advance business and economic development and job creation;
- Providing County planning services;
- Supporting regional development with a focus on the Mon Valley and airport area development; and
- Promoting equity and diversity within the County.

In carrying out these functions they provide services in:

- Infrastructure improvements,
- Job creation,
- Job retention,
- Home improvement programs,
- Affordable housing,
- County planning agency services, and
- Human services.

ACED implements these programs through the:

- Administration of federal and state funding;
- Development of strategic partnership;
- Preparation and implementation of the Allegheny County comprehensive plan;
- Oversight of the Mon Valley economic development strategy project;
- Inclusion of minority- and women-owned companies in contracts and sub-contracts; and
- Provision of financial incentives to businesses, developers, nonprofits and employers.

WHY COUNTY AS IMPLEMENTING ENTITY

Allegheny County receives more than \$26 million in federal grants which is administered and distributed at the local level. With these resources the County is the most effective entity to provide regional land use planning.

ALTERNATIVE METHODS

Federal and/or state legislation would be required to authorize another local entity to administer the federal grant programs currently administered by the Department of Economic Development. Countywide planning and economic development initiatives could be implemented by other regional organizations.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

If the services were reduced or eliminated, it would increase the fragmentation of economic development initiatives at the local level and decrease job creation and growth.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

ECONOMIC DEVELOPMENT – DIVISION OF AUTHORITIES

LEGAL MANDATE

The Allegheny County Department of Economic Development provides staff support and administration of six authorities: the Industrial Development Authority created under the Industrial Development Authority Law, 73 P.S. §371 et seq.; the Redevelopment Authority of Allegheny County created under the Urban Redevelopment Law, 35 P.S. §§1701, 1709; the Residential Finance Authority created under 16 P.S. §5201-A et seq.; and, the Hospital Development Authority, Higher Education Building Authority and the Authority for Improvements in Municipalities, all created under the Municipalities Authorities Act of 1945, 53 P.S. §301.

The department also provides support and administration for one board: the Economic Development Community Infrastructure and Tourism Board created under the Pennsylvania Non Profit Corporation Law of 1988 and by the Redevelopment Authority of Allegheny County pursuant to its powers set forth in 35 P.S. §1709.

Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Authorities Division:

- Enables eligible borrowers to finance projects through the issuance of tax-exempt or taxable notes or bonds;
- Act as a conduit on behalf of eligible borrowers so that they may access funds at a lower than conventional rate;
- Provide low-interest loans to municipalities to improve their infrastructure;
- Generate funds that allow first-time homebuyers of low- to moderate-income to purchase homes at a reduced rate; and
- Acquire property in a concentrated area for the express purpose of redeveloping it for industrial, commercial or housing;
- Issue grants and loans for economic and infrastructure development projects.

These core functions are implemented by securing local, state and federal approval, and issuing debt to ensure money is available to provide the reduced interest rate to first-time homebuyers.

WHY COUNTY AS IMPLEMENTING ENTITY

State law mandates the County implement these functions.

ALTERNATIVE METHODS

Borrowers could seek private or alternative public financing, but this could result in significant additional cost.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

The Authorities division finances a number of important entities that contribute to the health, welfare and safety of the public. For example, hospitals and institutions of higher learning could no longer finance capital improvements at a lower than conventional rate, which could result in reduced public healthcare and educational services and higher costs.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department.

COST OF COMPLIANCE

The fees charged by these Authorities are reviewed during the annual budget process. Any modifications to the fees are then proposed to the appropriate Authority Board of Directors for approval.

ECONOMIC DEVELOPMENT – DIVISION OF BUSINESS DEVELOPMENT

LEGAL MANDATE

Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Division's primary role is to facilitate the growth of Allegheny County's existing businesses and recruit new companies, both domestic and international, to the County. The Division plays a lead role in retention, attraction activities.

The Division emphasizes:

- Corporate attraction;
- Retention and relocation;
- Job creation for low- and moderate-income residents;
- Business expansion; and
- Industrial redevelopment.

WHY COUNTY AS IMPLEMENTING ENTITY

The County provides a regional approach to development without bias toward one industry sector or geographic area.

ALTERNATIVE METHODS

This Division is unique in that it assists businesses that the private sector has avoided and through the assistance creates new job opportunities in Allegheny County.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Without this division, new development opportunities, job creation and retention, and potential increases in tax base would be minimized.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

ECONOMIC DEVELOPMENT – DIVISION OF DEVELOPMENT

LEGAL MANDATE

Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Division's primary role is to facilitate the redevelopment of vacant and underutilized land within Allegheny County, thus enticing revitalization, economic development and job creation.

The Division emphasizes:

- Brownfield redevelopment;
- Environmental remediation;
- Job creation for low- and moderate-income residents;
- Business expansion;
- LEED certified industrial/commercial redevelopment;
- Increase community tax base; and
- Elimination of slum & blight.

WHY COUNTY AS IMPLEMENTING ENTITY

The County provides a regional approach to development without bias toward one industry sector or geographic area.

ALTERNATIVE METHODS

This Division is unique in that it assists both communities and developers alike to develop property avoided by the private sector.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Without this division, new development opportunities, job creation and retention, and potential increases in tax base would be minimized.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

ECONOMIC DEVELOPMENT – DIVISION OF HOUSING & HUMAN SERVICES

LEGAL MANDATE

The ACED administers annual entitlement grants under the Community Development Block Grant (CDBG), 24 CFR Part 570 et seq., 24 CFR 570.037(A) (opt-in community), Housing and Community Development Act of 1974, as amended- Consolidated Plan 24 CFR Part 91; the Home Investment Partnerships (HOME) Title II of the Crantson-Gonzales National Affordable Housing Act 24 CFR Part 92; and Emergency Shelter Grants (ESG) programs from the U. S. Department of Housing and Urban Development McKinney Vento Homeless Assistance Act 24 CFR 575.1.. The program funds are targeted to provide many forms of assistance to low and moderate income households, with affordable housing as one of the top priorities.

In addition, the Commonwealth of Pennsylvania enacted legislation in 1992 which authorizes counties to collect certain fees in order to provide a source of matching funds for affordable housing activities. Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

The core functions include:

- Provide gap financing to affordable housing developments (rental and homeownership);
- Fund human services projects; and
- Administer multiple programs available to the general public which include:
 - The Allegheny vacant property recovery program.
 - The Allegheny home improvement loan program
 - The Allegheny first time homebuyers and closing cost down payment assistance program

This division provides funding for affordable housing and human services projects. The HOME program is mandated to maintain and increase the supply of decent, safe and sanitary affordable housing. Funding for human services agencies support the following programs and individuals:

- Hunger and nutrition,
- Senior citizens,
- Disabled citizens,
- Mental health/mental retardation,
- Drug and alcohol,
- Children and families,
- Job training,
- Community centers, and
- Services for homeless persons

WHY COUNTY AS IMPLEMENTING ENTITY

The County provides local implementation of these initiatives that would be too cumbersome for

the state to administer. The County serves as a conduit for annual entitlement grants for the CDBG, HOME and ESG programs.

ALTERNATIVE METHODS

These federal human service dollars could be managed by the Department of Human Services.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Older homes would continue to deteriorate, thus depleting the supply of decent, safe and sanitary affordable housing for the County's low- and moderate-income residents. Human services programs would not receive much needed financial support for clients, and the homeless would have severely diminished support services.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. Also, the public often is given the opportunity to comment on projects at public hearings.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

ECONOMIC DEVELOPMENT – DIVISION OF MUNICIPAL DEVELOPMENT

LEGAL MANDATE

Under the Urban Counties legislation, the ACED administers CDBG Entitlement Program funds on behalf of communities that opt in under a three year opt-in authorization by the municipalities. Excluded communities are the City of Pittsburgh, McKeesport and Penn Hills. Community Development Block Grant (CDBG), 24 CFR Part 570 et seq., 24 CFR 570.037(A) (opt-in community), Housing and Community Development Act of 1974, as amended-Consolidated Plan 24 CFR Part 91. Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

This division focuses on:

- Sanitary sewers and wastewater treatment facilities;
- Potable water distribution systems and treatment facilities;
- Storm water retention facilities;
- Roads and bridges;
- Municipal recreation;
- Removal of architectural barriers;
- Human service activities; demolition; and
- Code enforcement.

WHY COUNTY AS IMPLEMENTING ENTITY

The County is able to provide centralized administrative functions that fairly and effectively serve all of the County's municipalities.

ALTERNATIVE METHODS

Federal law mandates the County to implement these programs.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Municipalities would no longer receive support services from this division, which would reduce their capacity to engage in local development initiatives.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

ECONOMIC DEVELOPMENT – DIVISION OF OPERATIONS

LEGAL MANDATE

Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

This division is responsible for the administration of all federal and state grants and provides financial oversight of six County authorities. It coordinates the applications to the Federal Department of Housing and Urban Development (HUD) for more than \$26 million dollars that are used to provide grants for projects that help the low- to moderate-income residents of Allegheny County. Federal regulations and local laws are used as a guide to contract management, monitoring, compliance and grant applications.

WHY COUNTY AS IMPLEMENTING ENTITY

Federal law mandates that the County implement and oversee the various development authorities. It is necessary for the County to have an operations/management division to assure communication and resource sharing between the authorities and their service departments.

ALTERNATIVE METHODS

The operations division could be housed separately within each authority and service department, but that would lead to inefficiency, increased costs, and lack of coordination of overlapping activities.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Low- to moderate-income residents of Allegheny County would be adversely affected due to a decrease in the development and support of safe, sanitary and housing-related services, projects and improvements.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

ECONOMIC DEVELOPMENT – DIVISION OF PLANNING

LEGAL MANDATE

The Commonwealth of Pennsylvania delegates planning responsibility to local governments through the Pennsylvania Municipalities Planning Code (MPC), Act of 1968, P.L. 805. No. 247, as amended. As provided for by the MPC, the governing body of a municipality (under the MPC, Allegheny County is considered a municipality) may confer duties and powers to a planning agency. Allegheny County Commissioner Board Actions No. 343-93 approved March 4, 1993, No. 385-96 approved March 14, 1996 and No. 248-99 approved March 4, 1999 appointed the ACED as the County planning agency. Within ACED, the Planning Division has been designated to carryout planning functions.

The Planning Division provides certain subdivision reviews and approvals as required by the MPC and certifications of blight and other findings required by numerous state statutes.

ESSENTIAL SERVICES & CORE FUNCTIONS

The core functions of this division include:

- Preparation and implementation of the Allegheny County Comprehensive Plan;
- Advisory review of land development plans and land use ordinances;
- Regional partnerships and outreach;
- Federal highway transportation programming;
- Municipal land use planning support;
- Department planning and design support; and
- Departmental Geographic Information System (GIS) coordination.

This division also reviews and approves development plans for 28 of the County's municipalities that do not have a subdivision and land development ordinance. Through the Southwestern Pennsylvania Commission (SPC), the Planning Division is responsible for programming millions of dollars in federal highway funds allocated to Allegheny County and advocating for transportation projects that support County economic development initiatives.

WHY COUNTY AS IMPLEMENTING ENTITY

Under its legal mandate to provide core planning services, the County is not limited to local municipal boundaries, allowing planning functions to occur on a broader scale. With 130 municipalities and eight Councils of Government (COGs), there is a need for regional perspective and organization. Through the land development review and approval processes, the County provides commentary to municipalities regarding planning and design issues. The division is in a unique position to facilitate inter-municipal cooperation. The division also provides an essential link to the Southwestern Pennsylvania Commission, which is a regional planning organization comprised of 10 southwestern Pennsylvania counties. SPC provides a forum to consider issues such as transportation and economic development projects at the regional level, and the County plays an essential role as a member of this organization.

ALTERNATIVE METHODS

The Planning Division provides such an essential link to state and federal funding agencies, that any alternative such as separating the division into its own department would be cost prohibitive.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Without County representation by the Planning Division in SPC, millions in federal highway money would be diverted elsewhere.

State agencies are required to give priority in approving grant and permit applications that are consistent with the County comprehensive plan. Therefore, it is imperative that the County be able to maintain its comprehensive plan and provide timely reviews of grant and permit applications.

Planning provides information and assistance about regulation of development, subdivision of property, and best planning practices to Allegheny County municipalities, many of which lack professional planning staff or expertise. If Planning Division's services were eliminated these municipalities would lose a valuable resource. In addition, public health, safety and welfare are protected and enhanced by safe and appropriate land development.

Finally, administration of the County Subdivision and Land Development Ordinance in the 28 municipalities without an ordinance helps to assure that the development process is managed legally and consistently.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

EMERGENCY SERVICES

The Department of Emergency Services provides training, investigation services and emergency management response to disasters, catastrophes and municipal needs. This is accomplished with the 9-1-1 emergency response telecommunications network, emergency response teams, fire investigation units, fire code compliance and the fire training academy.

The primary function of the department is Coordination – coordination of emergency calls to municipalities and the subsequent dispatching of responders, and coordination of multi-jurisdictional capacities to meet the needs of municipalities in crises. Department employees work within one of the five divisions: Emergency Management, 9-1-1 Communications, Office of the Fire Marshal, Emergency Medical Services or the Fire Training Academy.

DIVISION OF EMERGENCY MANAGEMENT

Emergency Management is a comprehensive program of mitigation, preparedness response and recovery for emergencies/disasters of any kind, and involves a community's first responders - police, firefighters, emergency medical and health professionals, public works, and human/social services agencies. The Division of Emergency Management, created in 1978, is the lead agency to coordinate multi-organizational community planning, response and recovery. During a disaster, response and recovery efforts are coordinated from the County Emergency Operations Center (EOC) staffed by paid and volunteer personnel and representatives from over 40 agencies involved in providing services during emergencies.

While County Emergency Management coordinates responses to disaster, that coordination is done in response to a municipal request or when the disaster spans municipal boundaries. The ultimate responsibility for emergency management always rests with the chief elected officials and governing body in any given municipality.

DIVISION OF 9-1-1 COMMUNICATIONS

The County's 9-1-1 system includes highly-trained professional employees, state of the art technology, and a quality assurance program to ensure that your calls are handled effectively and efficiently. Callers are given pre-arrival medical instructions developed by physicians, enabling callers to do basic first aid skills to save lives.

The information is provided to the police, fire or ambulance personnel, and their response will be determined by priority need for their services. Currently, the 9-1-1 Call Center provides full dispatch of police, fire and EMS for 103 municipalities in Allegheny County, partial dispatch (either fire or EMS only or both) for 11 municipalities, and ringdown status (no dispatch at all) for the remaining 16 municipalities.

OFFICE OF THE FIRE MARSHALL

Allegheny County is one of only two Pennsylvania counties required to investigate the origin

and cause of fires in the County when requested to do so by either the local police or fire department. Six individuals and one ATG certified canine are employed full-time in the office.

It is responsible for enforcing the State Combustible and Flammable Liquids Code, which regulates the storage and use of flammable and combustible liquids. The Office inspects permits and monitors underground and above ground flammable liquid storage tanks and gas stations within the County.

DIVISION OF EMERGENCY MEDICAL SERVICES (EMS)

Emergency Medical Services is the newest of the five (5) divisions in the Department of Emergency Services and works directly with over 60 licensed EMS Agencies and more than 20 certified Quick Response and Rescue Companies to ensure that the emergency medical needs of the residents and visitors of Allegheny County are met. The EMS Manager works closely with the Emergency Management Division and is actively involved with the Allegheny County EMS Council's Operational Support Team dealing with communications, multi-discipline preparation for disaster response and special event planning.

DIVISION OF FIRE TRAINING ACADEMY

The Fire Academy, located in North Park, provides instruction for fire fighters and other emergency personnel on a daily basis yearlong. Special courses, scheduled throughout the year, are very important to those career and volunteer firefighters entering into the field as well as for those needing or desiring to advance in the field.

Over the past six years, the County has consolidated all regional call centers and numerous municipal dispatching responsibilities to its' Lexington Avenue center, saving municipalities millions of dollars annually. The Commonwealth of Pennsylvania has required all 911 Centers to comply with the E911 Wireless Plan in order that the location of cellular calls can be identified. Effective March 2008, the County was fully compliant with the plan (Phase II,) and was therefore eligible for 100% reimbursement of wireless expenditures. In 2010, the department implemented a new Computer-Aided Dispatch (CAD) and GIS mapping system at the Lexington Avenue center, including installation and employee training.

The department should continue to meet with county municipalities who indicate their interest in merging their emergency dispatch operations into the County's system for financial savings, standardization and professionalism of emergency public safety dispatch services.

The terror attacks of September 11, 2001, focused the public's attention on emergency management services. Since 1998, the County's Department of Emergency Services has served as the central entity for a 13-county regional working group dedicated to increasing the level of preparedness based on elevated threatcon levels. The County's initiative put it in the unique position of being prepared to deal with the September 11th attacks on a regional level, making the Region 13 Counter-Terrorism Task force a national model for others to emulate.

The department must continue its involvement with homeland security/terrorism awareness, preparedness and response programs; continue to deliver training and work with the County's 130 municipal emergency management coordinators in updating their emergency response plans; assist in ensuring National Incident Management System (NIMS) training and compliance for all Emergency Responders throughout the County as federally/state mandated in 2007; continue training by conducting disaster drills including Haz-Mat exercises and severe weather alert drills; and continue to train Arson Unit personnel in Crime Scene Mapping and computer fire modeling.

EMERGENCY SERVICES – DIVISION OF EMERGENCY MANAGEMENT

LEGAL MANDATE

Emergency management is a mandatory program to be administered by the County under federal statutes – SARA Title III, The Emergency Planning and Community Right-to-Know Act of 1986, Title III, P.L. 99-499, 422 U.S.C. §1101 et seq. The state statute implementing the federal mandate is the Hazardous Material Emergency Planning and Response Act, 35 P.S. §6022.101 et seq.

The Regional Task Force working in coordination with the County is authorized under The Counterterrorism Planning Preparedness and Response Act, 35 P.S. §2140.101 et seq. Certain other activities undertaken by the department are governed by PA Title 35 Health and Safety (Emergency Management Services Code). The department is also authorized by the continuity provisions of Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Division of Emergency Management plans, assigns and coordinates all available resources in a comprehensive and integrated program of prevention, mitigation, preparedness, response, and recovery for emergencies or disasters.

WHY COUNTY AS IMPLEMENTING ENTITY

Federal and state laws mandate the County implement these functions. In addition, the County is able to transcend local municipal boundaries and jurisdictions, thereby effectively coordinating and delivering emergency management planning services.

ALTERNATIVE METHODS

State and federal laws permit no alternative methods.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

The Department of Emergency Services ensures that a comprehensive emergency management program is available to respond to disasters. Without a comprehensive program, the threat to the public is greatly increased.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

EMERGENCY SERVICES – DIVISION OF 9-1-1 COMMUNICATIONS

LEGAL MANDATE

The County's 9-1-1 services are authorized under the Pennsylvania Public Safety Emergency Telephone Act of 1990, 35 P.S. §7011 et seq. The County's 9-1-1 plan must be approved by the Pennsylvania Emergency Management Agency. Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

This division receives calls for emergency 9-1-1, wireless and non-emergency requests for police, fire and emergency medical services, and dispatches the appropriate public safety field units. The system utilizes a central answering point for 9-1-1 telephone calls and emergency dispatching.

WHY COUNTY AS IMPLEMENTING ENTITY

The County's implementation of the 9-1-1 system allows for the rapid sharing of information between all parties during an emergency, reducing response times and expediting communication between different entities.

ALTERNATIVE METHODS

Local municipalities individually and regionally do provide 9-1-1 service. It is the County's goal to provide a single answering and dispatch point.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Eliminating the department would mean there would be no method of communication to police. 9-1-1 services would have to be provided locally at a greater expense. This would also cause reduced coordination in response to emergencies and terrorism.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. The 9-1-1 Quality Assurance Manager is responsible for investigating all public complaints.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

EMERGENCY SERVICES – DIVISION OF THE FIRE MARSHAL

LEGAL MANDATE

The Fire Marshal's Office is mandated by the Commonwealth of Pennsylvania under Second Class County Code, 16 P.S. §6101 et seq. Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

This division assists the County's municipalities with the investigation of all fires, permits the storage of flammable and combustible liquids in above and underground tanks, and assists with burn permit inspections.

WHY COUNTY AS IMPLEMENTING ENTITY

In addition to a state mandate, the County Fire Marshal office ensures a standardized method for investigation across multiple municipal agencies.

ALTERNATIVE METHODS

Contracting with the State Fire Marshal or relegating control of arson investigations to local agencies are the only alternatives.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Failure to have an aggressive fire investigation program would result in public endangerment and property loss.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. Complaints are fully investigated, and the Fire Marshal and Chief Deputy Fire Marshal work to resolve the problem, take corrective actions, re-train staff, and/or discipline, as necessary.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

EMERGENCY SERVICES – DIVISION OF EMERGENCY MEDICAL SERVICES

LEGAL MANDATE

The Division of Emergency Medical Service (EMS) participates under federal statutes – SARA Title III, The Emergency Planning and Community Right-to-Know Act of 1986, Title III, P.L. 99-499, 422 U.S.C. §1101 et seq; the state statute implementing the federal mandate is the Hazardous Material Emergency Planning and Response Act, 35 P.S. §6022.101 et seq.; the Regional Task Force under The Counterterrorism Planning Preparedness and Response Act, 35 P.S. §2140.101 et seq.; and other activities governed by PA Title 35 of the PA Code specific to Health and Safety. Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

The EMS division is responsible to ensure for the rapid arrival of medical resources during emergency situations and to respond to the medical needs of the residents and visitors of Allegheny County.

The EMS division works directly more than 8,200 certified First Responders, EMT's, Paramedics, pre-hospital nurses and physician; 50 licensed EMS Agencies; 20 certified Quick Response and Rescue Companies that collectively respond to more than 250,000 emergency medical calls per year within the County.

The Division works with the EMS agencies and the 130 municipalities, businesses, industrial organizations and educational entities to ensure that the EMS and disaster medical needs of the community are met.

In addition to the operational responsibilities of the Division, the EMS Manager is the liaison and Chief Administrative Officer of the Allegheny County EMS Council, a not-for-profit corporation that represents the pre-hospital care community with issues of recruitment, retention, reimbursement, recognition and response.

WHY COUNTY AS IMPLEMENTING ENTITY

The County is the level of government that has the responsibility to plan and direct the responses of municipal designated EMS agencies at the direction of the municipality.

ALTERNATIVE METHODS

Local municipalities would develop their own medical disaster plans; represent themselves at county, regional and state meetings; and duplicate planning and response efforts. This process would be inefficient and the duplication would result in an increase in cost for the services and municipalities.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Elimination of the EMS Division would cause a planning and mass casualty response void within Allegheny County and region. The elimination of the Division would cause the municipalities to

duplicate the planning and response functions, causing a variety of responses and requests that may not be similar in nature when needed.

As the representative of Allegheny County, the loss of this division would potentially eliminate the Allegheny County government's active/direct representation in EMS matters within southwestern PA and the Commonwealth.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. Written complaints are investigated and reviewed Manager of the Division or the Assistant Chief of Administration for the Department.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

EMERGENCY SERVICES – DIVISION OF FIRE TRAINING ACADEMY

LEGAL MANDATE

Within Allegheny County, the Local Emergency Planning Committee (LEPC), which is a Commonwealth-mandated organization, controls the funding for hazardous materials training. The Allegheny County Fire Academy is the designated organization to administer that funding and provide equipment and training to accomplish the goal of training all of Allegheny County's response organizations to the requirements set forth in regulations as defined by CFR 1910.120 and PA Act 165, as well as the federal Hazardous Material Emergency Planning and Response Act (HMEP). Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Allegheny County Fire Training Academy provides fire, rescue and hazardous material training to the emergency service providers within the County. Training also is provided to emergency responders from neighboring counties that provide mutual aid to departments. For a fee, the Fire Academy conducts training for many of the County's private employers who are required by the federal Occupational Safety and Health Administration (OSHA) to conduct annual training for their employees. The courses include Fire Attack Training, Hazardous Material Training and Confined Space Rescue.

WHY COUNTY AS IMPLEMENTING ENTITY

The County has exclusive access to facilities and materials to conduct extensive fire, rescue, and hazardous material training and simulations. The Fire Academy has the only facility in Allegheny County permitted to conduct live structural burns.

ALTERNATIVE METHODS

Local municipalities could train their own emergency providers, though this would result in a costly duplication of efforts.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Without the Fire Academy, high quality, free training for the thousands of volunteer and paid emergency service providers within the County would not occur. As a result, emergency service providers would reduce the amount of time spent in training and/or pay for their training. This would be detrimental to the community because it lowers the skill of the citizens who respond to emergencies throughout the County. It also would increase the financial burden on municipalities that do not have the resources to pay for the training.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. Written complaints are investigated and reviewed by the Fire Advisory Board and Deputy Chief.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

HEALTH

The Health Department is responsible for protecting the health of citizens of Allegheny County by controlling communicable diseases and enforcing health and environmental regulations, and for the compilation of public health statistics as required by law. Funding for the department comes from several sources: direct County appropriations; a per capita reimbursement from the state; state and federal project grants; and fees charged for permits.

Pennsylvania State Law governs the operations and scope of services of the Health Department. Human Health Programs, including sexually transmitted diseases (STDs), tuberculosis, immunizations and infectious disease reporting, are all regulated by law and are headed by section chiefs with experience and training in those areas. As required by law, the department provides free diagnosis and treatment for STDs and Tuberculosis. The department provides childhood immunizations without charge, as well as travel immunizations with fees determined by regulation.

Maternal and Child Health Programs and Dental Programs are mandated by law and are partially subsidized by grants and direct charges for pediatric dental services. The Women, Infants and Children (WIC) Program is 100% grant funded. The Childhood Lead Poisoning Prevention Program is funded largely by grants, with some County/State operating money. Additional grant funded programs include the Chronic Disease Program, which is required by regulation, and the Injury Prevention and Traffic Safety programs.

Environmental Programs mandated by law include a program in Housing and Community Environment which regulates nursing homes, boarding homes, day care centers, bathing places including swimming pools and investigates housing complaints including rodents. Food safety is provided through the Food Protection Program. Both are funded by State/County operations and fees generated from permits are used to offset the County match required by law. Plumbing activities are self supporting by fees charged and are an essential operation although not mandated by law or regulation. The Air Quality Program, which has Environmental Protection Agency responsibilities, is 100% funded by grants and fees generated.

Additionally there are general activities required by law/regulation for administration, including epidemiology and biostatistics. A Public Information Office performs media relations for electronic and print media.

The County recently completed construction of a new Public Health Lab in Lawrenceville to replace the Health Department's existing facility in Oakland. In an effort to protect the public from the harmful effects of chemical, biological and physical hazards, the new Health Lab includes a secure, Bio-safety Level 3 facility equipped to handle exotic and deadly viruses and bacteria, such as anthrax.

It is important that a county of our size has this type of facility, as it will improve our disease surveillance capability. The new lab will give us the much-needed capability of promptly and safely testing specimens associated with bioterrorism. It will also enable the County Health Department to upgrade its routine day-to-day testing for many infectious diseases, including seasonal and avian influenza.

In 2008, the County established the Environmental Air Quality Task Force to examine the County's Air Quality Program and recommend additional steps to improve regional air quality. The Environmental Air Quality Task Force reviewed aspects of the Air Quality Program, including organization, regulations, permitting, appeals, compliance and enforcement. The task force's recommendations include:

- Adopting Pennsylvania's air quality regulations by reference, thereby ensuring that Allegheny County is always in compliance with state requirements;
- Creating a new section in the Allegheny County Code to clearly identify air quality provisions and regulations that are more stringent than state requirements;
- Adopting permitting procedures developed by the Pennsylvania Department of Environmental Protection (DEP) to promote certainty, efficiency, and transparency;
- Developing aggressive schedules to eliminate the backlog of pending operating and construction permit applications;
- Issuing 90 percent of operating and construction permits and Requests for Determination on an annual basis;
- Seeking a revision to Commonwealth law to allow the Environmental Hearing Board to hear and decide appeals for County permits;
- Integrating the County's air monitoring reporting system with DEP's system so that County data is available on a real-time basis;
- Conducting a comprehensive, independent evaluation of the County's air monitors; and
- Inspecting all major sources at least once per year and minor sources at least once every two years.

The County has also asked the Board of Health to create an ad hoc advisory committee to review air toxic guidelines, which regulate the release of hazardous chemicals and pollutants into the atmosphere. The committee will look at best practices around the country that protect residents, while also allowing manufacturing and industrial sectors to thrive and grow.

The County is working to upgrade the Air Quality Program's permit management and tracking system and to model its public information website after DEP's eFACTS (Environment, Facility, Application, Compliance Tracking System) website. The County is also working to make air quality technology and software compatible with existing state and federal technologies in order to provide seamless information sharing.

The Health Department must continue its work toward reducing the incidents of sexually transmitted diseases, tuberculosis and reportable infectious diseases among the population; continue to reduce the incidents of infant mortality through the Infant Mortality Review and Maternal and Child Health programs; examine the structure and develop a plan to assure high quality cost effective medical services for the Jail; implement H1N1 immunization and surveillance systems as recommended by the Center for Disease Control; and continue to coordinate compliance in Allegheny County communities regarding sanitary sewer overflows and combined sewer management.

HEALTH

LEGAL MANDATE

The Allegheny County Health Department is currently mandated by the Local Health Administrative Law, 16 P.S. §12001, et seq. Minimum Program Standards are promulgated under Title 28, PA Code. Certain authorities and duties under the PA Disease Prevention and Control Act, 35 P.S. §521, are also placed on the Health Department. The Local Health Administration Law provides for the dissolution of a county health department only via voter referendum, 16 P.S. §12005. Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

The core function of the Health Department is to provide year round services to promote individual and community wellness; prevent injury, illness, disability and premature death; and protect the public from the harmful effects of chemical, biological and physical hazards in the environment.

Specifically, the Health Department provides the following services:

- Emergency response to assure the delivery of essential public health services during disease outbreaks, natural and man-made disasters, hazardous materials incidents, civil disturbances and acts of terrorism;
- Infectious disease programs;
- Sexually transmitted disease program;
- Tuberculosis control program;
- Chronic disease and injury prevention programs to prevent, detect and manage heart disease, high blood pressure, lung disease, diabetes and cancer;
- Pediatric dental program serves economically disadvantaged children;
- Lead poisoning prevention services to children from birth to 6 years of age, including blood lead screening, medical case management, environmental inspections and management and informational and educational services;
- Maternal and child health programs;
- Women, infants and children program to serve income-eligible and medically or nutritionally at-risk pregnant women, breast-feeding mothers and children under age 5;
- Air quality programs to issue permits for stationary air pollution sources; inspect sources for compliance with air pollution regulations; monitor air quality; regulate open burning, asbestos removal and abrasive blasting; investigate citizen complaints about air pollution; and promote pollution prevention activities;
- Food inspection program which regulates food establishments – restaurants, caterers, institutions, retail markets, wholesalers, distributors, processors, warehouses, mobile vendors, temporary and seasonal food facilities;
- Public drinking water and waste management program;
- Plumbing inspection for new or modified residential and commercial plumbing installations to assure compliance with the plumbing code;

- Housing and community environment program to investigate complaints from landlords and tenants about unsafe or unsanitary housing conditions;
- Public health laboratory to perform microbiological and viral laboratory tests in support of surveillance activities for various diseases; and
- Medical oversight at the Jail to assure services are consistent with contractual and regulatory agency requirements.

WHY COUNTY AS IMPLEMENTING ENTITY

The Health Department is the result of the consolidation of municipal health departments throughout the County.

ALTERNATIVE METHODS

Given that surrounding counties do not have the resources to provide full health services, it may be advisable to create a regional health organization. This could be modeled after the Region 13 program.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

The Health Department protects the health of the public, through the various programs it offers. Disease surveillance, prevention, and treatment are critical to maintaining the public health of County residents. Its programs are critical to maintaining the public health and protecting County residents.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. The Health Department operates a year-round, 24-hour call system, which handles complaints. All complaints from the service center are forwarded to the respective program for follow-up.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to Board of Health and County Council for approval.

HUMAN RESOURCES

Human Resources is responsible for the administration of policies and procedures related to the County's most valuable asset – its employees. Efforts include administration of the Merit Hiring System, maintaining job classifications, performance measurement, and ensuring that the County complies with all local, state and federal employment laws and regulations. Human Resources also administers the County Wellness Program and assists departments with absentee management.

Under the Home Rule Charter, Council must adopt a personnel system “based on the principle that appointments and promotion of employees be made on the basis of merit demonstrated by a valid and reliable exam or other evidence of competence.” (Article IX - Section 1). The Charter also states “the Manager shall prepare and administer a personnel system based on merit principles for all employees of the County.” (Article IX - Section 2).

Allegheny County has four main systems under which employees are hired: the State of Pennsylvania merit system, the County Civil Service System, the Health Department Merit System and at will. In addition, many of the employees under each of these four systems are covered by 21 separate collective bargaining agreements. Practices within the same system vary considerably.

Human Resources has worked diligently to implement a merit-based personnel system consistent with the Home Rule Charter to ensure that County employees are hired and promoted based on their qualifications. The department also helped to develop a structured employee discipline system that is communicated across the organization and a dispute resolution process for employees not covered by collective bargaining.

In 2007, the personnel staff of the Kane Regional Centers was transferred to the Department of Human Resources. The transfer occurred to improve coordination in hiring and related personnel matters at the County department with the largest workforce.

The Department of Human Resources played a key role as the County implemented new time and attendance systems and improved payroll clerk procedures as part of new JDEdwards payroll module in January 2009. The fully integrated system provides real time information to the other JDEdwards modules, allowing them to be immediately updated with more comprehensive payroll information. All of these measures have modernized and professionalized the human resources function for the entire government.

The department also expanded the County's incentive-based Employee Wellness Program by developing and implementing a manual process to complete the Lifestyle Returns program. It has hired a Workforce Diversity Specialist to expand the County's recruitment efforts, and a Health Education Coordinator to educate employees on how to use their healthcare in order to improve the County's utilization.

In the coming year, the department will focus its efforts on developing and implementing a JDEdwards version of the on-line electronic personnel action system, which will incorporate JDEdwards technology to the PAA-100, Personnel Transaction Form and Requisition process. This implementation will also include hands-on training for all users, and the development of easy

reference reports for users, allowing for greater program efficiency and improved time management.

HUMAN RESOURCES

LEGAL MANDATE

The Administrative Code of Allegheny County requires that the County Executive, through the County Manager and the Human Resources Division, be accountable for the development of personnel policies, procedures, and regulations for the career service of the County. Article 1001, Section 5-1001.03.

Article VI, Section 2 (d) of the Charter mandates that the County Manager prepares and administers a merit personnel system and those responsibilities were assigned to the Department of Human Resources. Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Human Resources Department is responsible for implementing the merit personnel system mandated by the Home Rule Charter. The department administers the County's benefit program, handles employee relations and compensation-related issues for over 6,000 employees. The department is also responsible for a wide array of training on personnel policies for the County's employees, such as the general County orientation, sexual harassment and Family Medical Leave

The Human Resources Department, at the direction of the Administration, has taken aggressive steps towards improving the health and lifestyles of County employees. The Allegheny County Employee Wellness Program helps employees learn more about developing healthy eating habits and incorporating healthy choices into their lifestyles with continuing programs for employees. The goals of the Wellness Program are to improve the health of County employees and lower our health care costs. The Wellness Program is administered by the Wellness Committee, made up of employees from all areas of the County workforce. We have adopted the motto that embodies the focus of wellness and government: "Be Well, Live Well, Serve Well."

Public services provided by the Human Resources Department include the posting of job announcements, evaluation of applications, and testing for positions. These functions result in the creation of an eligibility lists used in filling vacant positions within the County.

WHY COUNTY AS IMPLEMENTING ENTITY

The Human Resources Department serves the employees of Allegheny County. The functions are an essential internal service.

ALTERNATIVE METHODS

The function of the Human Resources Department could be outsourced to professional vendors. In addition, the County could decentralize its human resources functions and implement them at the department level. This would result in increased costs and decreased coordination.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Without the Human Resources Department, Allegheny County would not be able to implement the merit personnel system mandated by the Home Rule Charter. This would eliminate the capacity to hire qualified applicants and reduce the quality of services provided by the County.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. When applicable, the Personnel Board and Allegheny County Ethics Commission handle complaints related to personnel matters.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

HUMAN SERVICES

Nearly one half of Allegheny County's \$773.5 million annual operating budget is dedicated to the delivery of social services. The Department of Human Services (DHS) is the largest department of County government, encompassing the program offices of Aging; Behavioral Health; Children, Youth and Families; Mental Retardation & Developmental Disabilities and Community Services. In addition, DHS has the following support offices: Community Relations; Information Management; Data Analysis, Research and Evaluation; and Administration.

Over the past six years, DHS has embarked upon a process to leverage more funding and fully integrate service delivery, administration, communications, and information systems functions.

To achieve this goal, the DHS established outcome-based, client centered management and programs; accelerated efforts to diversify service delivery; continued efforts to restructure and consolidate administrative functions; and built partnerships with key external constituents, such as the state and County authorities, foundations, universities and advocacy organizations in order to improve service delivery. In particular, DHS has increased the number of caseworker positions; allocated additional funds to maintain the frail elderly in their own homes; and broadened the scope and availability of child welfare program services aimed at preventing and reducing the incidence of child abuse and neglect.

The departments guiding principles are:

- High quality: Reflecting best practices in case management, counseling, and treatment;
- Readily accessible: In natural, least-restrictive settings, often community-based;
- Strengths-based: Focusing on the capabilities of individuals and families, not their deficits;
- Culturally competent: Demonstrating respect for individuals, their goals, and preferences;
- Individually tailored and empowering: By building confidence and shared decision-making as routes to independence rather than dependency;
- Holistic: Serving the comprehensive needs of families as well as individuals through tangible aid and a full continuum of services, including:
 - Information Exchange;
 - Prevention;
 - Early Intervention;
 - Case Management;
 - Crisis Intervention; and
 - After Care.

DHS/ AREA AGENCY ON AGING (AAA)

The mission of the Allegheny County Area Agency on Aging, a unit of County government and an agent of the Commonwealth, is to plan, organize, advocate, program, and fund, where possible, services to the elderly and needy residents of Allegheny County. The ACAA is responsible for adult protective services for abused seniors, channels funding to about 60 senior centers, and provides in-home services, adult foster care, services that serve as an alternative to costly nursing home care, and a host of other supportive services.

The ACAA has established links with the County Health Department and Kane Regional Centers to improve service delivery. The future of senior services requires increasing accountability for services that produce positive outcomes for senior consumers. Over the past six years, the AAA, in conjunction with community stakeholders and service partners developed Quality Standards for Care Management and Senior Community Center providers. These Quality Standards represent consumer-focused, measurable, high quality practice guidelines that embrace an organizational development model in which the pursuit of quality services is continuous. During 2007 these providers developed Quality Improvement Plans to implement their selected Quality Standards for the ultimate benefit of the consumer.

DHS/OFFICE OF CHILDREN YOUTH & FAMILIES (CYF)

The Office of Children, Youth and Families is the County's public agency mandated by state and federal law to protect children from abuse and neglect. It provides a wide range of prevention and child protective and supportive services to children and families in Allegheny County through a network of contracted agencies. CYF works with its families, the courts, other public agencies, and contractors to provide services as needed and in ways that appropriately engage each family member, promote behavioral changes in the family, enable the family to use services in the community, and empower the family.

To more effectively deliver services, CYF has improved communications at all levels specifically between CYF administration and caseworkers, caseworkers and solicitors, providers and administrators, the agency and the County Law Department and between CYF and the community regarding suspected cases of child neglect and abuse.

In order to improve working conditions for caseworkers, the County instituted timely hiring practices, established an effective performance review system, and expanded training opportunities for all levels of employees. The agency has also improved services and programs to meet the special needs of teens, sibling groups and special needs children.

In April 2005, the national news program ABC World News Tonight with Peter Jennings, highlighted the approach used by the County. The segment, Rise in Child Abuse Called National 'Epidemic,' pronounced Allegheny County a "national model" according to child advocates. ABC News shadowed a caseworker from the DHS Office of Children, Youth and Families (CYF) as she worked with the mother of an at-risk family of seven. He reported that the goal of keeping children safe and with their birth family is achieved through a diverse selection of prevention and support services. CYF will continue to dedicate itself to keeping the children of Allegheny County safe and to the ongoing task of improving permanency outcome for children in the child welfare

system.

DHS/OFFICE OF BEHAVIORAL HEALTH (OBH)

The Office of Behavioral Health is responsible for providing Allegheny County residents with a coordinated, community-focused system of high quality and cost-effective mental health and substance abuse services, including prevention, crisis intervention, treatment and community support services.

OBH continues to be dedicated to increasing housing options and expanding service options for individuals in the behavioral health system.

OFFICE OF COMMUNITY SERVICES (OCS)

The Office of Community Services now does the work formerly done by the Office of Federal Programs and Homeless and Hunger Programs. Through its four Bureaus, OCS provides employment and training and extensive safety net services, such as energy assistance, child development, food assistance, and homeless services and other supportive services to low-income and vulnerable Allegheny County residents.

OCS is committed to expanding the after-school meal program; enhancing employment and training to consumers served through all DHS offices; improving coordination with agencies serving low-income individuals; providing safety net service to vulnerable communities; and enhancing affordable housing development.

In September 2006, the County opened the Braddock Employment and Training Center (BETC), a two-story brick building with 17,000 square-feet of office and classroom space. BETC is an employment and human service resource center for people living in the Mon Valley. It serves more than 2,000 clients each year. BETC is owned by the Redevelopment Authority of Allegheny County, managed by Heritage Health Foundation, and offers DHS/OCS programming. For more than 30 years, Department of Human Services and the office of Community Services has worked in cooperation with Community College of Allegheny County to provide services to Braddock and the surrounding communities.

In January 2009, in response to the economic downturn, the County and the Community College of Allegheny County introduced their own stimulus package for Western Pennsylvania, offering free tuition for laid-off workers and transition programs for employers forced to downsize. The Career Transition Center for Dislocated Workers extended a waiver of tuition and fees to unemployed individuals when they presented a letter from their employers verifying that the unemployment was due to company layoffs and not employee choice or fault. Dislocated workers could then receive free tuition and fees in one of five high-priority, high-demand certificate and degree programs within the first year after becoming unemployed. Credit programs included Information Technology Support at the Boyce campus, Basic Electronics at the North campus and Phlebotomy at the South campus. Non-credit certificate programs included Emergency Medical Technician (EMT) training at Allegheny campus and Certified Nurse Aide training.

DHS/OFFICE OF MENTAL RETARDATION/ DEVELOPMENTAL DISABILITIES (MR/DD)

The Office of Mental Retardation/Developmental Disabilities administers state and federally funded community based mental retardation services, including residential services, supports coordination, adult developmental training, facility based and community based supportive employment, family support services, and community education/outreach through a network of provider agencies.

In order to most effectively meet the needs of citizens with mental retardation, the Office of MR/DD is dedicated to continuing under the direction of the state to implement the MR transformation project; implement the Healthcare Quality Unit; include additional individuals into the consolidated and P/FDS waiver programs; and continue educational and outreach opportunities to inform and survey residents about mental retardation services offered by the County.

HUMAN SERVICES – AREA AGENCY ON AGING (AAA)

LEGAL MANDATE

The Area Agency on Aging (AAA) was created pursuant to state law, 71 P.S. §581-1 et seq. and the Federal Older Americans Act of 1965, 42 U.S.C. §3001 et seq. The duties of area agencies on aging are set out in the Older Adults Protective Services Act 35 P.S. §10225.301. Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Area Agency on Aging (AAA) delivers critical home and community based services to individuals who are over 60 years old. Examples of services include:

- Escort and transportation,
- Personal care,
- Senior centers, and
- Counseling.

The AAA serves as the single point of entry to such services. The majority of services are delivered under community agency contracts.

WHY COUNTY AS IMPLEMENTING ENTITY

Given the agency's function of coordinating the efforts of and making referrals to service providers it is appropriate to have the County provide the services. County government also provides valuable administrative support and mandatory matching funds for key services.

ALTERNATIVE METHODS

The AAA fulfills a state requirement for a single-point-of-entry system. Each municipality could serve as a single point of entry within its jurisdiction, but this would result in wasteful duplication of efforts. Another alternative would be for the County to directly provide all services, rather than contracting out services.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

The result would be serious a decrease in the services available to older adults. The estimated impact include: more than 6,000 older consumers without social work care and in-home supports that allow dependent elders to remain in their home; 15,000 seniors denied access to socialization, education, entitlement information and assistance, etc; and 2,500 frail elders without nutritional sustenance via home-delivered meals.

PUBLIC COMPLAINT PROCESS

Persons with complaints about DHS services, staff or provider agencies may contact the Allegheny County Information Center or the DHS Director's Action Line (DAL).

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

HUMAN SERVICES – OFFICE OF CHILDREN, YOUTH, AND FAMILIES (CYF)

LEGAL MANDATE

CYF is highly regulated and operates under mandates included in the Juvenile Act (Act 333) 42 Pa. C.S.A. §6351, the Child Protective Services Act (Act 124) 23 Pa. C.S.A. §§6361, 6362, the Domestic Relations 23 Pa. C.S.A. §2102, , the Adoption and Safe Families Act of 1997 42 USCS §671, the Adoption Assistance and Child Welfare Act of 1980 42 USCS §671, the Multiethnic Placement Act of 1994, and the Foster Care Independence Act of 1999 which amended the Adoption Assistance and Child Welfare Act of 1980. Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

All counties must have a child welfare agency and the Office of Children, Youth and Families (CYF) is the designated Allegheny County agency to protect children from abuse, neglect and maltreatment, to preserve families and provide permanent stable homes for children. This agency provides child welfare and child protective services. This includes assessment of potential abuse, referral and information resources for families and the community at large, foster parenting, adoption resources and a variety of family and child support services. This agency also provides a wide array of prevention services to children and families.

WHY COUNTY AS IMPLEMENTING ENTITY

The County is mandated at both the Federal and State level to provide these services.

ALTERNATIVE METHODS

Due to the legal mandate that this office provide these services, there are no legal alternatives.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

As the central agency responsible for protecting children by investigating cases of neglect and abuse and providing support services to children and families, CYF is responsible for some of the most vulnerable members of our community. If the services were to be eliminated, the capacity to address issues of child neglect and abuse would be drastically reduced, and children's welfare would be directly and adversely impacted.

PUBLIC COMPLAINT PROCESS

Persons with complaints about DHS services, staff or provider agencies initiate the resolution process three ways. They can contact the Allegheny County Information Center which forwards the caller to the DHS Director's Action Line (DAL), contact the DAL directly, or contact the Pennsylvania Department of Public Welfare.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

HUMAN SERVICES – OFFICE OF BEHAVIORAL HEALTH (OBH)

LEGAL MANDATE

The Mental Health and Retardation Act of 1966, 50 P.S. §4101 et seq. requires that counties have programs for the mentally retarded and the mentally ill. The Office of Behavioral Health (OBH) is an essential component in the County's effort to fulfill this requirement. The OBH is also subject to a number of regulations that can be found in the PA Drug & Alcohol Abuse Act of 1972 and at 55 Pa. Code §4200.1 et seq. Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Office of Behavioral Health (OBH) is responsible for providing services related to behavioral health, mental health and substance abuse disorders including prevention, treatment and recovery. The OBH:

- Conducts outreach and education programs to professionals and community members;
- Plans, contracts for and evaluates treatment, intervention, rehabilitation, case management and support services;
- Administers and approves civil involuntary commitments;
- Administers the Behavioral Health Choices Program that ensures state-mandated behavioral health services are available to Medicaid recipients

WHY COUNTY AS IMPLEMENTING ENTITY

Regulatory requirements make it essential that the County implement these programs. However, few mental health or drug & alcohol services are administered directly through County staff; the majority of these services are provided under contract through community agencies.

ALTERNATIVE METHODS

Any alternative methods of coordinating, contracting or supplying OBH services would run contrary to State and Federal laws.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

This division plays a vital role in ensuring the delivery of publicly funded mental health and drug and alcohol services. The individuals who use these services would be negatively impacted by elimination of the OBH. An overall increase in crimes, incarceration, drug overdoses, unemployment, homelessness, etc., would certainly be expected if the OBH and the services it provides were eliminated.

PUBLIC COMPLAINT PROCESS

Persons with complaints about DHS services, staff or provider agencies initiate the resolution process in one of two ways. They can contact the Allegheny County Information Center which forwards the caller to the DHS Director's Action Line (DAL), or they can contact the DAL directly. DAL Specialists, working with the appropriate DHS offices, provides complaint resolution within three business days if possible.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

HUMAN SERVICES – OFFICE OF COMMUNITY SERVICES (OCS)

LEGAL MANDATE

The Office of Community Services (OCS) is not a mandated office, but it provides the opportunity for the County's more vulnerable populations to have access to critical services and programs.

The Office of Community Services, (OCS) is comprised of former Federal Programs to receive and administer federal grants, and the former Hunger and Homeless Program, previously under the auspices of the former Mental Health/Mental Retardation, Drug and Alcohol and Hunger/Housing (MH/MR/D&A/H&H). The Office of Community Services, while serving eligible low-income populations, collaborates and coordinates services with other DHS program offices and community-based agencies.

Continuation of the Office of Community Services is internally authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Office of Community Services (OCS) is divided into four bureaus:

- Bureau of Employment and Training,
- Bureau of Hunger and Housing,
- Bureau of Family and Community Services, and
- Bureau of Outreach and Prevention.

The Office of Community Services (OCS), through approximately 126 community-based agencies, provides contracted services designed to meet the immediate needs of low-income and vulnerable individuals and families and, utilizing the strengths of individuals and families, empower them to become more self-sufficient. OCS also provides direct service activities for summer breakfast and lunch and energy assistance.

WHY COUNTY AS IMPLEMENTING ENTITY

As part of the County's Department of Human Services, coordination of services to low-income individuals is maximized. County government also provides valuable administrative support.

ALTERNATIVE METHODS

County staff could be hired to directly provide all services, rather than relying on provider contracts.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Annually, the Office of Community Services touches the lives of approximately 150,000 persons with services ranging from basic shelter to employment to counseling and information services. Among other things, the office provides transportation to medical appointments for thousands of persons, early childhood services for low-income children, and distributes lunches during the summer. Without this support, individuals and communities would lose essential services that

help them meet their basic needs for housing, nutrition, transportation and employment.

PUBLIC COMPLAINT PROCESS

Persons with complaints about DHS services, staff or provider agencies initiate the resolution process in one of two ways. They can contact the Allegheny County Information Center which forwards the caller to the DHS Director's Action Line (DAL), or they can contact the DAL directly. DAL Specialists, working with the appropriate DHS offices, provides complaint resolution within three business days if possible.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

HUMAN SERVICES – OFFICE OF MENTAL RETARDATION (OMR)

LEGAL MANDATE

The Mental Health and Mental retardation Act of 1966, 50 P.S. §4101 et seq. requires that counties have programs for the mentally retarded and the mentally ill. The Office of Mental Retardation/Development Disabilities is an essential component of the County's effort to fulfill this federal mandate. The office is also subject to a number of regulations that can be found in the PA Drug & Alcohol Abuse Act of 1972 and at 55 Pa. Code §4200.1 et seq.

Continuation of the office is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

This office provides administrative and management oversight of services delivered to individuals with mental retardation and /or developmental disabilities. In this capacity, the office provides the following services:

- Determination of individual eligibility for support services;
- Processing and approval of provider applications;
- Development and authorization of Individual Support Plans;
- Support coordination review (SCR) – individual monitoring;
- Oversight of the PUNS processes;
- Quality control and management (IM4Q, HRP, incident management, etc.);
- Ultimate implementation of consumer choice;
- Coordination of provider monitoring;
- Review of provider billing and approval of provider payment

All support services to individuals with mental retardation and developmental disabilities are provided through contracts with community entities. Support services include:

- Home and community services;
- Adult training facilities;
- Vocational facilities;
- Specialized services (i.e., PT, OT, Speech Therapy, Behavioral Therapy);
- Transportation Services; and
- Environmental and equipment modifications/adaptations

WHY COUNTY AS IMPLEMENTING AUTHORITY

State and federal law mandates the County implement these functions. In addition the Pennsylvania Department of Public Welfare/Office of Developmental Programs (DPW/ODP) submits a state plan amendment to the Center for Medicaid and Medicare that identifies the County preferred entity to serve as the Administrative entity for the State. The County is also required to enter into a contract with DPW/ODP which outlines the requirements and functions of the Administrative Entity.

ALTERNATIVE METHODS

In lieu of contracting out services, the County could directly provide all of these services. This would be enormously cost prohibitive and inflexible.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Without this office, a forum would not exist for coordinating and approving countywide services relating to mental retardation and development disabilities. This would result in a reduction or elimination of services that are essential to individuals with mental retardation and/or development disabilities.

PUBLIC COMPLAINT PROCESS

Persons with complaints about DHS services, staff or provider agencies initiate the resolution process in one of two ways. They may contact the Allegheny County Information Center which forwards the caller to the DHS Director's Action Line (DAL), or they can contact the DAL directly. DAL specialists, working with the appropriate DHS offices, provide complaint resolution within three business days if possible.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

JAIL

The Jail's mission is to protect the citizens of from criminal offenders through a collaborative system of incarceration that securely segregates offenders from society, assures offenders of their constitutional rights, and maintains diagnostic rehabilitative treatment programs and services to enhance the success of offenders' return to productive lives in the community.

The Jail is a detention/incarceration facility for persons who are committed to it by a legal authority. It also provides "lock-up" for between 80 and 100 arrestees per day who are held, pending formal identification, for City Magistrate and District Justice Pre-Arrestment Hearings. The purpose of the hearings is to determine if there is probable cause for the arrest and to set bail. Arrestees have an opportunity to pay bail and be released or be committed to the Jail in lieu of bail.

The facility itself is of podular design, with direct supervision. There are 35 living units or Pods on eight two-level floors. The standard pod has 56 cells on two levels, surrounding a central day area where meals are served and leisure time is spent.

Policy at the Jail is governed by the Jail Oversight Board, which ensures discipline and safekeeping of prisoners, as well as proper management of the Jail. The Board consists of nine (9) members: County Executive; two judges of the Court of Common Pleas, one of whom shall be the president judge or his/her designee, and one judge appointed by the president judge; County Sheriff; County Controller; County Council President; and three citizen representatives.

During 2006, the joint City of Pittsburgh/Allegheny County Bureau of Criminal Identification fingerprinting system was wholly merged into County government. It is housed at the Jail.

The Allegheny County Jail Collaborative is a joint effort between the Jail, Department of Human Services, the Health Department, and the Allegheny County Court of Common Plea. This group has utilized screening tools to identify the needs of inmates and to develop solutions to address those needs. The collaborative has built an infrastructure specifically to provide the support and services to fill the gaps and remove the barriers that relate directly to a high rate of recidivism. It has established reintegration programs, drug and alcohol treatment programs, GED programs and a Three-Quarter Way House.

Most of the adults arrested in Allegheny County last year were parents, as were most of those who were incarcerated. As a result, many of the Jail's visitors are children of inmates. In 2006, the County completed construction of a Family Activity Center, which transformed a portion of the Jail lobby into a more child-friendly atmosphere. The new center is designed to make children's visits more comfortable and positive. The center is a collaboration of more than 100 grant-makers, organizations and individuals led by the Pittsburgh Child Guidance Foundation and Lydia's Place Inc. The center is thought to be the first in the United States where children will be able to engage in activities and caregivers will have access to needed information.

It is important that the Jail continue to manage inmate population growth, continue development of alternative incarceration programs; continue development of the Jail's information system to integrate with the Courts, Human Services and the Health Department; and continue G.E.D.

graduation programs to turn former offenders into productive members of society. The jail should also research new technologies to reduce the introduction of dangerous contraband into the institution.

JAIL

LEGAL MANDATE

The Allegheny County Jail is authorized to maintain a safe and secure detention facility under the Charter, Article XIII, Section 6 – Continuity. The County Jail Oversight Board Act, 16 P.S. §6001-A, et seq., sets out the provisions for the County Jail Oversight Board and the Pennsylvania Department of Corrections has adopted regulations which govern the operation of County correctional facilities. 37 Pa. Code §§95.220-95.240.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Allegheny County Jail provides custody and control of individuals who have been arrested. The Oversight Board sets jail policy.

The jail funds the following alternative half-way house programs:

- Renewal, Inc.,
- Program for Female Offenders,
- Allegheny County Treatment Alternative, and
- Goodwill Inc.

The jail provides:

- medical services by Allegheny Correctional Health Services, Inc., a nonprofit organization managed by a health service board, under the control of the Allegheny County Health Department;
- food services through a contract with Canteen Correctional Services, Inc., a for-profit food service organization;
- inmate program services to inmates through collaborative agreements with various service delivery organizations within Allegheny County;
- court activity services to inmates who leave and return to the jail from court appearances, as directed by court order; and
- public services, including family visitations, attorney/client interviews, telephone and computer information, and public accommodation in visiting areas.

WHY COUNTY AS IMPLEMENTING ENTITY

The County has historically been entrusted to provide this service.

ALTERNATIVE METHODS

Currently the County contracts half-way house programs, food services, and laundry services. The County could contract additional functions to make the Jail a private facility.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Without the jail, no system would be in place to safeguard the public from individuals awaiting trial or serving sentences.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. The Jail utilizes various means and organizations to address public complaints. The Health Department addresses health-related complaints; Police and the Jail Internal Affairs departments handle criminal complaints; Correctional Health Services, Inc. addresses medical-related complaints; Law Department manages legal issues; and public complaints are dealt with by the relevant division within the Jail.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to Jail Oversight Board and County Council for approval.

JOHN J. KANE REGIONAL CENTERS

The John J. Kane Regional Centers, owned and operated by Allegheny County, are four skilled nursing facilities with a total capacity of 1,124 beds. Each center provides a close-to-home experience that keeps residents active physically, mentally, emotionally and spiritually. The Centers are staffed by professional nurses, therapists and aides, as well as a team of physicians who attend to residents. Services include 24-hour skilled nursing care, specialty medical clinics, recreational activities, religious services, rehabilitation services including physical, occupational and speech therapies, in-house pharmacy and dietary services for those with special needs.

During the last decade, numerous reports, audits, and commissions, have extensively reviewed the organizational design of the Kane Regional Centers and concluded that systemic change was warranted. This conclusion was based on a variety of factors including shrinking Federal reimbursements, structural deficits, lower utilization, increasing alternatives to institutional settings, and a major restructuring of long term care policies by the Commonwealth. Despite these trends, previous administrations were reluctant to take decisive action to address these critical issues.

In October 2005, the County established a Healthcare Summit Committee to identify issues facing the John J. Kane Regional Centers. The committee focused on matters such as the current and future needs of the area's aging population, public perception of the Kane Centers, building and infrastructure requirements, operating costs, and federal and state reimbursement programs.

Based upon the committee's recommendations, the County developed an action plan that gives County residents access to a continuum of care including home-based care, adult daily living services, independent living units, personal care units, dementia units, rehabilitation services and skilled nursing. The changes to be implemented at the Kane Centers are meant to respond to the changing needs of our population, while addressing the Centers' ability to operate at break-even levels within the unique and dynamic economic environment of the health care industry.

Under the action plan, all four Kane Centers will continue to provide residential skilled-nursing care for up to 1,124 residents needing nursing home care. The Kane Centers in Glen Hazel and Ross Township will be transformed into comprehensive living centers that offer a spectrum of short- and long-term residential and non-residential services. The Kane Centers in McKeesport and Scott Township will continue to provide residential skilled-nursing care and rehabilitation services.

County residents and their families will have access to a continuum of care that provides new services to a broader range of residents. Essentially, the County will establish a therapeutic village, one that provides an updated, flexible and homelike continuum of care with traditional long-term care beds augmented by independent and assisted living components, and rehabilitative and support services.

Specifically planned were, 14 new independent living units and a 30-person personal care unit will be developed at the Kane Center in Glen Hazel, with the Center retaining capacity for 210 skilled-nursing residents. Glen Hazel will also house a training center for the Kane Centers' workforce. The Kane Center in Ross Township will retain capacity for 240 skilled-nursing residents, while two new personal care units for up to 60 individuals will be created.

The County will also develop residential housing units on two acres of land adjacent to the facility, and it will work to create a LIFE Center within the new development. The McKeesport and Scott Township Kane Centers will retain their current capacity of 314 and 360 skilled-nursing residents respectively.

In addition to operational changes, the County has implemented a marketing initiative to highlight the current and expanded services at the Kane Centers, as well as adopt “best practices” used in the health care industry. Kane’s administrators must continue to expand the educational partnership with Community College to include increased training classes for Registered Nurses, Licensed Practical Nurses, and Certified Nursing Assistants; apply for more grants; continue to expand staff recruitment and retention strategies; and expand the participation of the physicians’ delivery and standardization of services to residents.

JOHN J. KANE REGIONAL CENTERS

LEGAL MANDATE

The Kane Regional Centers are authorized by the continuity provision of the Home Rule Charter of Allegheny County, Article XIII, Section 6(d). Though not mandated by state or federal law to establish nursing homes, the County operates these facilities and is therefore subject to regulations promulgated by the Pennsylvania Department of Health and found in the Health Care Facilities Act 35 P.S. §§448.101 – 448.904b.

ESSENTIAL SERVICES & CORE FUNCTIONS

The four Kane Regional Centers (Kanes) provide comprehensive inpatient health care services for the Medicaid eligible residents of Allegheny County. The Kanes also have a transitional care unit at the Scott Regional Center and specialized dementia and behavioral units at the Glen Hazel Regional Center to address the special needs of patients with behavioral issues. The core functions of the Kanes include:

- Nursing,
- Housekeeping,
- Dietary and food service,
- Community services,
- Admissions, and
- Social services.

Additionally, in accordance with the County Executive's recent *Action Plan for the Kanes*, personal care and independent residential housing is being developed on the Kane campuses. The Kane Healthcare Committee was created by the County Executive and charged to present "a coordinated, focused and sustainable plan that achieves the Kane Centers' objective of providing quality care for Allegheny County residents, within a broader context of a continuum of care, while funding a stable operating budget within the unique and dynamic economic environment of the health care industry", the Healthcare Summit Committee engaged in a thorough analysis of Federal and State trends as they impact on the changing needs of Allegheny County so as to develop recommendations within that context. Simultaneously, the committee explored areas of community need, finances and government structure.

Upon review of the salient issues, the committee proposed the following actions:

- ***Expand the continuum of care through "right-sizing" of the facilities and provision of new services.*** This initiative is proceeding and two of the Regional Centers have significantly reduced the number of certified beds. Currently the Regional Centers are certified to serve up to 1124 residents as follows: Glen Hazel – 210, McKeesport – 360 residents, Ross – 240 residents, Scott – 314 residents.
- ***Ensure a sustainable operating budget and increase in the efficiency of service delivery by long-term organizational and facility management planning.*** Strategic planning for each Regional Center has resulted in being able to better meet the needs of the community served by the Regional Centers as a whole. A continuum of care will be

available throughout the system as transitional care, independent living, assisted living and adult day care services become available on the Kane campuses.

- ***Using “inspired leadership” and “culture change” principles, redesign operations to improve the consistency of the quality of life throughout the system.*** Culture change principles and best practices are constantly being implemented throughout the system.
- ***Implement a marketing initiative to highlight the expansion of services.*** As new services (i.e. independent living, etc.) become available, marketing efforts will complement those services. Currently, the Kanes continue to use the “Kane Cares” marketing slogan.
- ***Retool and retrain our workforce to respond to the growing need for skilled healthcare workers.*** Training is ongoing and structured to meet the needs of the healthcare services being provided in the Regional Centers.

WHY COUNTY AS IMPLEMENTING ENTITY

Residents who lack resources to access private healthcare have historically turned to Allegheny County to provide that care. These services are also provided in the private sector.

ALTERNATIVE METHODS

Currently, the following are out-sourced: pharmacy management, dietary service management, and rehabilitation services. In addition, the County could depend on the private sector to provide that service to the public in part or in full.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Lack of access to nursing homes could create an unacceptably high risk for the elderly, disabled, and terminally ill. Families would have to provide private home health care and often would be unable to do so without significant hardship.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. The Kanes maintain their own Resident Care Coordinators who continuously monitor resident care and satisfaction. Various regulating entities have extensive policies for complaint documentation, investigation and corrective action.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

LAW

The Law Department provides legal advice and representation to all County departments. Assistant County Solicitors are organized in functional areas that include CYF, BH/MR, Title IV-D, and General and Administrative. The County Solicitor is appointed by the County Executive and confirmed by County Council. All Law Department employees report to the County Solicitor.

In addition, the department negotiates and administers all of the collective bargaining agreements that cover more than 5,200 County employees. It assists County departments with problem solving through grievance and progressive discipline administration and provides information regarding rights and benefits contained in the collective bargaining agreements.

The Allegheny County Law Department, under the guidance of the County Solicitor, has implemented fundamental law office management practices, upgraded existing computer technology for case tracking and oversight. During 2009, it negotiated union contracts and participated in interest arbitration hearings for all collective bargaining units.

Beginning in 2005, the Law Department became responsible for the County's Property and Casualty Program, including safety and loss control efforts, that are designed to minimize work related injuries and property and liability claims.

The County created the position of Safety Officer to plan, direct and implement the County's safety program to ensure a safe, healthy and accident-free work environment. The Officer is responsible for implementing safety policies, procedures and programs; training of managers and employees in work site safety; inspection of County facilities for potential hazards; and assisting the workers' compensation manager with program goals.

The Law Department must continue to defend the County from lawsuits, pursue legal remedies where necessary, and continue to negotiate, monitor and administer the County's collective bargaining unit agreements.

LAW

LEGAL MANDATE

The Second Class County Code, the original state law governing the operations of Allegheny County government, provides for the appointment of a County Solicitor. See, 16 P.S. §3901. In continuity with that provision of the Second Class County Code, Article V, §§ 1 and 3 of the County's Home Rule Charter mandates the establishment of a Law Department and provides for the appointment of a County Solicitor to serve as the chief legal officer of the County and as the director of the Law Department. Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Law Department provides comprehensive legal services to the County Executive, the County Manager and to all departments and agencies in the Executive Branch of County government under the County Executive. The Law Department also provides legal services on certain occasions to County Council and to the Allegheny County Court of Common Pleas.

Section 405.03 of the Administrative Code states that the County Solicitor shall perform the following duties and responsibilities:

- Provide, requested by the County Executive, Manager or County Council, legal opinions on any legal matter or question pertaining to the County;
- Prepare and revise ordinances or resolutions as requested from time to time by the County Executive or Council; ;
- Commence and prosecute all suits brought or to be brought by the County wherein or whereby any rights, privileges, properties, claims or demands of the County are involved , as well as to defend all actions, suits, grievances, claims or potential claims brought or alleged against the County;
- With the authority of the County Executive, compromise and settle actions, suits, claims or potential claims brought by or against the County, with notification to Council, prior to or contemporaneous with the execution of the agreement;
- Prepare or cause to be prepared, as directed by the Manager, and/or approve as to from all contracts, agreements, leases, surety bonds or other legal documents on behalf of the County;
- Oversee the operations of the Allegheny County Law Library
- Perform all duties now performed by County Solicitors under the laws of the Commonwealth and to do, perform every and all professional acts, and render legal advice incident to the office of County Solicitor, which may be required under the Charter.

In fulfilling these duties and responsibilities, the County Solicitor oversees a staff of in-house attorneys and other personnel within the Law Department. The County Solicitor also oversees work of all outside legal counsel contracted for by the County to provide specialized legal services, including counsel retained for litigation, financial transactions and other special situations.

WHY COUNTY AS IMPLEMENTING ENTITY

The Home Rule Charter and the Second Class County Code legally mandate that the County have a Law Department and County Solicitor.

ALTERNATIVE METHODS

Allegheny County could enter into contracts with private attorneys or law firms to provide some or all of its law services.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

The cost of retaining private attorneys or law firms to perform the services provided by the Law Department would be significantly higher than the cost to have the same work performed in-house by a staff of professionals paid by the County. In addition to the cost savings, having legal services provided by an in-house staff of attorneys has numerous other advantages for the County and its taxpayers. An in-house staff of attorneys can more quickly serve the legal needs of County departments and agencies. It also allows for the development of expertise in particular areas of the law at a lower cost. The County Law Department has a number of attorneys who have developed expertise in many different areas of the law: juvenile law, civil rights litigation, elections, labor, purchasing and general municipal law. Hiring outside counsel in these areas would be considerably more expensive than maintaining an in-house staff of attorneys.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints that it cannot resolve to the relevant employee within the department.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

MEDICAL EXAMINER

The Office of Medical Examiner assumed the functions through voter referendum of the independent Office of the Coroner in January 2006.

During 2009, the County officially opened its' new Medical Examiner facility, which includes the County's crime lab and morgue. The 80,000-square-foot facility provides forensic, analytical and medical testing services to law enforcement agencies throughout Allegheny County. The facility is one of only 361 crime labs in the country accredited by the American Society of Crime Laboratory Directors, and the first accredited county lab in Pennsylvania.

The state-of-the-art facility includes a number of new features that will improve the Medical Examiner's efficiency and effectiveness, including a secure 24-hour evidence drop-off area, on-site vehicle processing, firing range, and unique DNA laboratory.

The forensic laboratory is the first in the nation to combine a seamless automated system with an expert data analysis system in its DNA/serology section. Extraction of DNA for analysis will become entirely automated through the use of robotics, a process that was done manually at the previous lab. The new crime lab also has an indoor firing range with a rubber lamella trap, the newest product in fire range technology. A special ballistics water tank allows the firearms section to test-fire more powerful cartridges than before. A scanning electron microscope will enable staff to identify unique particles in gunshot residue.

There is 4,300 square feet of high density storage for evidence in the new facility, compared with just 700 square feet in the old lab. The facility features separate evidence storage areas for guns, drugs and DNA. Seventy-five security cameras are located inside and outside of the building.

The facility's module lab design increases flexibility and adaptability for future growth and changes in testing methods. The facility includes a special area for the Center for Organ Recovery & Education, as well as a separate autopsy area for brain research.

Advanced, sophisticated laboratory equipment will permit the Medical Examiner's Office to provide test results more expeditiously to law enforcement agencies, healthcare professionals, families, and other individuals directly involved in various death investigations. With a new, state-of-the-art facility, the office plans to seek accreditation by the National Association of Medical Examiners.

MEDICAL EXAMINER

LEGAL MANDATE

Formerly the Office of the Coroner, the Office of the medical Examiner of Allegheny County is authorized by Bill #1760-04; Ordinance 38-04-OR; Ballot question on May 17, 2005 to amend the Allegheny County Home Rule Charter to replace the elected position of Coroner with an appointed Medical Examiner, retaining all powers enumerated in 16 Pa. Stat §§ 4232-48.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Allegheny County Medical Examiner's Office operates 24 hours a day, 7 days a week to investigate each death reported to the Medical Examiner. The Office contains Administrative, Investigative and Laboratory Divisions. The Medical Examiner must determine jurisdiction, cause and manner of death, and if necessary complete an autopsy to assist in determining cause and manner of death. If required an investigator visits scenes/hospitals/residences and transports any remains to Medical Examiner's Office. When necessary the Medical Examiner will issue a death certificate. Throughout the entire investigative process, these activities require a great deal of contact with the public and other governmental agencies.

The Administrative Division is responsible for personnel, payroll, accounting, purchasing of supplies and equipment, planning and budgeting, providing secretarial and clerical services to the staff, maintenance of records and files of the Medical Examiner's Office, compilation of statistical data, and a variety of public information services and reporting activities. The Administrative Division also works in close collaboration with the Investigative Division.

The Investigative Division conducts the initial phase of the investigation of each death reported to the Medical Examiner, and coordinates its findings with Pathology, Toxicology, throughout the entire investigative process. These activities require a great deal of contact with the public and other governmental agencies. The Division must be on duty 24 hours a day. A Medical Examiner's investigation typically begins with a telephone report of a death which falls under one of the categories of "Reportable Deaths". This call initiates a detailed inquiry into the facts and circumstances surrounding the death, including medical history, condition of the body, and other information which may be relevant to determining whether or not the case is within the Medical Examiner's jurisdiction.

The Medical Examiner's office also has a Forensic laboratory which analyzes all evidence seized in the enforcement of state and federal laws. The Forensic laboratory works closely with the District Attorney's Office, the County and City police as well as any municipal police agencies providing the necessary services to assist in the investigation of crime and the prosecution of criminals. If required the Forensic Laboratory employees testify in court as to their findings after evidence has been analyzed.

WHY COUNTY AS IMPLEMENTING AUTHORITY

This office has a long history in Allegheny County and went through significant changes in 2005. Allegheny County voters approved a referendum that eliminated the Coroner as a Row Office, returning it to its early roots as an appointed position, now called Medical Examiner. This

position is now appointed by the County Executive to a five-year term and reports to the Allegheny County Manager.

ALTERNATIVE METHODS

Allegheny County could contract with private sector to transport bodies and perform autopsies. Also, Allegheny County could contract with State Forensic Laboratory or Private Laboratory the analyzing of certain evidence.

HOW PUBLIC AFFECTED IF OFFICE ELIMINATED

The absence of the Examiner's Office will directly affect the health and welfare of the citizens of Allegheny County and potentially lead to the spread of disease if deaths are not reported and handled efficiently. The elimination would also affect the ability of the police agencies to investigate crime and the District Attorney's Office's ability to prosecute criminals.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant section/employee with the Medical Examiner's Office. All complaints made directly to the office are routed accordingly to the appropriate division.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

MINORITY/WOMEN/DISADVANTAGED BUSINESS ENTERPRISE

The Department of Minority, Women and Disadvantaged Business Enterprise (M/W/DBE) serves as the catalyst for business development by providing technical assistance, advocating M/W/DBE business concerns, and providing information on opportunities within Allegheny County, as well as other local public agencies. This department works in partnership with all County departments and the community at large, to ensure the successful integration of M/W/DBE firms within the business structure of the County.

An M/W/DBE Advisory Committee includes individuals from the Greater Pittsburgh Chamber of Commerce, NAACP Pittsburgh and suburban branches, Black Political Empowerment Project, African American Chamber of Commerce, Urban League of Pittsburgh, National Association of Pittsburgh Metropolitan Area Hispanic Chamber of Commerce, National Association of Industrial and Office Properties, Master Builders Association, various County departments and the business community.

In order to accomplish and monitor this effort, the County has established various goals for all contracts and other business activities. Overall goals of 13% for MBEs and 2% for WBEs remain in effect throughout the life of each contract.

In November 2005, the department purchased software for the purpose of tracking prime as well as sub-contracting of goods and services within County government. Interfaces with the County's accounting/financial information system were established to provide the information. During 2008, the department tracked over \$102 million in contracts, and more than \$20 million in prime and sub-contract awards were made to M/W/DBE firms. MBE participation was 18.6%, while WBE participation was 1.5%.

The department has established a Working Capital Loan Program, and in February 2009 became part of a public/private partnership "Metropolitan Loan Fund of Pittsburgh," which provides loans to small minority and women-owned businesses.

In addition, the department has begun publishing an electronic newsletter that provides information on business opportunities in County government for M/W/DBE firms.

MINORITY/WOMEN/DISADVANTAGED BUSINESS ENTERPRISE

LEGAL MANDATE

The Allegheny County Board of Commissioners created the M/W/DBE Department via ordinance on June 18, 1981. Authorization and ratification was codified in §435 of the Allegheny County Administrative Code of Ordinances. The Department was continued through the transition to Home Rule in 2000 by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

The M/W/DBE Department of Allegheny County provides opportunities for minority and women owned businesses to exercise full participation in local government contracts. M/W/DBE responsibilities include authenticating ownership, management and control of claims associated with businesses seeking DBE certification status under current federal department of transportation regulations. The department also provides entrepreneurial technical assistance and loan programs.

Allegheny County must assure access and opportunity to all businesses including minority, women and disadvantaged owned businesses in order to continue receiving federal and state government funds.

The department is advised by a 19-member M/W/DBE Advisory Committee with representatives from the Greater Pittsburgh Chamber of Commerce, NAACP Pittsburgh and suburban branches, African American Chamber of Commerce, Urban League of Pittsburgh, National Association of Minority Contractors/Black Contractors Association and five County departments as well as members of the community in Allegheny County.

WHY COUNTY AS IMPLEMENTING ENTITY

The County is large and diverse and thus appropriately plays a major role in encouraging the participation of M/W/DBE businesses.

ALTERNATIVE METHODS

The County could hire a private firm to handle the certification process.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

The M/W/DBE department plays a critical role in helping maintain the County's commitment to a policy of inclusion toward its goal of broadening economic opportunities for minority and women owned businesses.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. Federal regulations are used for guidance in the administration of the certification program, including handling complaints.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

PARKS

Allegheny County's park system is a unique asset unsurpassed in the nation in terms of its size, scope of recreational choices, balance of developed and undeveloped land, and in its potential as an asset to attract people to the region. The County's nine parks, comprising nearly 12,000 acres, range in size from 500 to 3,010 acres. Located about 15 to 30 minutes in all directions from Pittsburgh's Golden Triangle, the County parks provide active and passive recreation, solitude and educational opportunities for residents of all ages.

Visited by more than 11 million people annually, the benefits of the parks extend beyond their enormous value as recreational open space amenities. They are critical quality of life assets that help attract and retain businesses and residents.

However, time and a lack of direction had resulted in assets that were aging and showing the effects of deferred maintenance. The Parks Action Plan, which resulted from a study conducted by the American Institute for Leisure Resources during 2007, presents of a concise methodology to transform and enhance the recreational opportunities at the County's parks. The plan defines system-wide revenue recommendations as well as individual park recommendations. Priorities are to maintain the parks; to meet the increasing demands by residents for all kinds of recreational activities; and to focus on preserving or restoring the parks' significant natural, cultural and historic resources.

Key components of the plan included the creation of the Parks Foundation, a 501(c)(3) non-profit organization, to raise private funds for the regional parks, and the establishment of public / private partnerships to operate some of the parks' major amenities and attractions such as the North Park Boathouse, Hartwood Stables, South Park Fairgrounds and the Boyce Park Four Seasons Activity Center (including the skiing and tubing area.) In addition, the National Golf Foundation in Jupiter, Florida, will review the County's golf course operations, and a 452-acre parcel in Settler's Cabin Park will be used by the Horticultural Society to operate a Botanic Garden of Western Pennsylvania.

The Parks Foundation was established in 2008 and hired an Executive Director in 2009. The County provided \$1 million in start-up operating funds, and pledged \$10 million in capital funds to match, dollar for dollar, the first \$10 million raised by the foundation. In doing so, the County will quickly double the amount of funds available to address deferred maintenance, recreational improvements and facility enhancements in our parks.

Allegheny County has the potential to be recognized as the home of one of our nation's finest park systems. The Parks Action Plan offers a clear strategy for the development of a financially sustainable park system, and a long-term approach that strikes a balance between development and rehabilitation of the parks and preservation of sensitive natural and cultural resources.

The County is also fortunate to have more than 185 miles of riverfront property along the Allegheny, Monongahela, Ohio and Youghiogheny rivers, making our region the second largest inland port in the country. Allegheny County's riverfronts provide great recreation opportunities for both residents and visitors, while also helping to drive our region's industrial and commercial economies.

Communities throughout the County have the opportunity to enjoy our waterways through our trail and greenway system, as well as access points for boating and fishing. Through successful partnerships with businesses, foundations and trail groups, the County is close to completing the Great Allegheny Passage along the Monongahela River. It also working to connect communities to the Allegheny River, by establishing a coalition of seventeen municipalities, trail groups and greenway advocates to build a continuous riverfront trail that will expand recreational opportunities and economic development throughout the Allegheny Valley. Once completed, the Allegheny Valley Trail will tie into the Pittsburgh-to-Harrisburg Mainline Canal Greenway, which follows the 320-mile path of the historic Pennsylvania Mainline Canal, as well as the Erie-to-Pittsburgh Greenway.

Through these partnerships, the County is successfully linking communities and further improving the economy and quality of life in Southwestern Pennsylvania.

PARKS

LEGAL MANDATE

Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County. Division 6 of the Allegheny County Code of Ordinances regulates the Department of Parks. Ordinances 53-02 and 54-02, approved by County Council and the County Executive, reaffirmed the County's commitment to operating and improving the 12,000 acre regional park systems.

ESSENTIAL SERVICES & CORE FUNCTIONS

For eighty years, the County has provided passive and active recreation opportunities for county residents and visitors.

The Department is responsible for:

- Administering and managing the resources of the nine County park system;
- Seeking funds for parks projects;
- Planning and implementing special events; and
- Providing long-term planning for preservation, conservation, and use of the County park resources.

Friends of the Parks group have been created for each of the County's nine parks.

WHY COUNTY AS IMPLEMENTING ENTITY

The land that holds the parks was donated or purchased by Allegheny County for the specific use of parkland or recreation.

ALTERNATIVE METHODS

Alternative methods, which could enhance the flexibility and strength of the County parks department, include developing more partnerships with public agencies and private businesses, nonprofit organizations, and citizen volunteers; and privatize recreational components.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

A reduction or elimination of the Parks Department would limit the recreational opportunities of the citizens.

PUBLIC COMPLAINT PROCESS

Starting in 2007 the County Public Works Department has developed a call center through our City Works Program. Now any one that calls or comes personally to any of our 10 locations (nine parks and main office in County Office Building) can fill out a Citizen's Request for Service data sheet and their complaint is immediately communicated to the call center. This complaint is now tracked until it is resolved.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

POLICE

The Allegheny County Police Department investigates all criminal activity which occurs on County-owned property, while providing assistance to local police departments and criminal justice agencies. Uniformed officers patrol the regional parks including North and South Parks, Pittsburgh International Airport, and the County Airport, while the detective division oversees the investigation of homicides and other violent crimes throughout the County, with the exception of the City of Pittsburgh.

The terror attacks of September 11, 2001, caused the Police to play a more active role in providing security throughout the County, especially at Pittsburgh International Airport and in County-owned facilities in downtown Pittsburgh.

In 2009, the department completed a fleet update so that each patrol vehicle is outfitted with the latest mobile data terminal technology, allowing the officer to research information needed in the normal performance of their duties.

Municipalities rely heavily on the expertise of the County police to conduct investigations of homicides and other serious crimes, including sexual assault, fraud and narcotics violations. This collaboration must continue. The department must maintain its' cooperative and collaborative efforts with all local law enforcement agencies.

POLICE

LEGAL MANDATE

Pennsylvania State Law, Act 39, gives police in Second Class Counties full police powers via, 16, P.S. §4501. The department is also authorized under the continuity provisions of the Charter, Article XIII, Section 6(d).

ESSENTIAL SERVICES & CORE FUNCTIONS

As the primary law enforcement agency, the Police provide public safety and security services at the Greater Pittsburgh International Airport, the Allegheny County Airport, and Allegheny County parks as well as investigative services to all of the municipalities within Allegheny County. The investigative services include:

- Homicide and criminal assault investigations;
- Rape, child abuse, arson, burglary, theft, insurance fraud, and illegal computer usage;
- Vice-related crimes; and
- Drug trafficking.

Specialized services provided by officers of the Allegheny County Police include:

- Audio and video forensic unit
- Explosive ordnance K-9 and disposal team
- Detention services
- Narcotic detection K-9
- Special weapons and tactics team (SWAT)
- Airport drug interdiction team
- Mounted and motorcycle details
- Community awareness programs

The Police Training Academy provides Act 120 Police Officer Certification and Firearms Qualification training to individuals in Allegheny County and surrounding county agencies, including many state and federal agencies.

WHY COUNTY AS IMPLEMENTING ENTITY

The Police provide comprehensive investigative services and assistance to 130 municipalities. The investigations and assistance provided by the County Police require special equipment and training that is outside the scope and budget of the majority of municipal police departments.

ALTERNATIVE METHODS

The Pennsylvania State Police provide the functions of the County Police. This would be problematic because the State Police do not have the resources to provide the vast array of services currently provided. The intense and localized nature of the work lends itself to being provided at the County level. Another option would be to rely on individual municipalities to provide these services. This would result in an inefficient duplication of crime prevention and

investigation services, and would leave some municipalities without access to these services.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Municipal police would be burdened with additional responsibilities; they would be forced to take on investigations that were beyond their means; and there would be an undue strain on their budgets.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. Police complaints are addressed with established department rules.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

PUBLIC DEFENDER

The Office of the Public Defender is responsible for furnishing competent and effective legal counsel to any person who lacks sufficient funds to obtain legal counsel in any proceeding where representation is constitutionally required. In general, a person is entitled to legal counsel whenever that individual's personal liberty is at stake. This would include capital crimes, misdemeanor and felony offenses, summary offenses that carry a mandatory sentence of incarceration and commitment proceedings under the Mental Health Procedures Act.

In Allegheny County, eligibility for public defender services is based on federal poverty guidelines. Income, family financial responsibilities and the nature of the charges are all considered in determining qualification for legal representation by the public defender.

The Office of the Public Defender (OPD) has implemented fundamental law office management practices; cross trained attorneys to handle various types of representation; created specialty units for complex and/or specialized litigation.

In 2009, the office upgraded its computer hardware and completed office renovations.

The office is implementing a new web-based record management system to enhance case file data and processing. The use of an electronic case file will allow for improved tracking of case events and deadlines, and better note, document and evidentiary sharing between attorneys. Beyond the ease of maintaining data, there is an added benefit of interrelating legal information with the cases. Through a computerized legal library, the attorney working on a case will be able to pull case law, templates for motions, standard jury instructions and other case preparation materials.

The Public Defender must work to minimize the use of private defense counsel; continue training programs for attorneys, investigators and support staff to enhance representation consistent with training initiatives; and continue implementation of the electronic case management system to maximize accuracy and efficiency in client representation.

PUBLIC DEFENDER

LEGAL MANDATE

The legal mandates for the existence and function of the Office of the Public Defender include the Sixth Amendment to the United States Constitution, the Public Defenders Act, (16 P.S. §9960.1 et. seq.) and *Gideon v. Wainwright*, 372 U.S. 335, 83 S.Ct. 792, 9 L.Ed.2d. 9 (1963) and its progeny.

Continuation of the Office of the Public Defender through the transition of Allegheny County into Home Rule is mandated by the Home Rule Charter of Allegheny County, Article XIII, Section 6(d).

ESSENTIAL SERVICES & CORE FUNCTIONS

The Office of the Public Defender provides for the constitutionally effective representation of indigent individuals facing criminal charges in Allegheny County.

The Office of the Public Defender follows the evolution of a criminal case as it proceeds through the courts. The office treats the necessary activities associated with defending criminal cases as follows:

- Indigent defendants, including juvenile charges regardless of income;
- Critical pretrial identification procedures, preliminary hearings;
- State habeas corpus proceedings;
- State trials, including pretrial and post trial motions;
- Superior Court appeals, Pennsylvania Supreme Court appeals;
- Post conviction hearings, including proceedings at the trial and appellate levels;
- Criminal extradition proceedings;
- Probation and parole proceedings and revocation thereof;
- Any other situations where representation is constitutionally required; and
- Court-ordered commitment proceedings.

The Office of the Public Defender implements its responsibilities through four divisions: pre-trial and special hearings, trial, post-trial, and juvenile.

The Pretrial and special hearings Division handles preliminary hearings at each of the 49 District Courts within Allegheny County and the City of Pittsburgh. Attorneys employed in this division ensure constitutionally mandated due process rights are observed in probation violation proceedings and that individuals adjudicated in special courts, such as Mental Health Court, are represented.

The Trial Division offers services from pretrial conference through final disposition. This division's attorneys defend more than 10,000 cases each year.

The Appellate Division (post-trial) employs attorneys in this who are responsible for safeguarding and asserting the appeal and PCRA rights of indigent adults and all juveniles.

The Juvenile Division provides defense for juveniles charged with criminal offenses.

WHY COUNTY AS IMPLEMENTING ENTITY

State law mandates that the County implements this function.

ALTERNATIVE METHODS

There are no reasonable alternative available.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Were the Department to be eliminated, the general public would lose their 6th Amendment rights to Counsel.

PUBLIC COMPLAINT PROCESS

Public complaints are handled according to internal policy that governs both the procedures to implement the course of investigation and the timeliness and responsiveness of this office to the individual making the complaint. The general process is a referral of the complaint to their immediate supervisor. An investigation is made into the complaint and, if appropriate, remedial action is taken with regard to the employee. An attempt to remedy the complaint is made within a reasonable time period if complaint is valid. In cases in which the complaint is not resolvable or in which the complaint creates a conflict of interest with regard to continuing the representation of a particular individual, the office may be required to withdraw from representing him/her and seek the Office of Conflict Counsel on the individual's behalf. Complaints against attorneys may also be reported to the Disciplinary Board of the Supreme Court of Pennsylvania.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

PUBLIC WORKS

The Allegheny County Department of Public Works (DPW) provides safe and accessible roads, bridges, parks and buildings, and oversees the design and construction of major public assets. The County's infrastructure that includes more than 820 lane miles of roads, 522 bridges and culverts, a 12,000-acre park system, 45 major buildings and many other structures and buildings. The department is organized into five divisions and has a \$30 million dollar operating budget, as well as a \$35 million annual capital budget.

To ensure a high quality of service to the public, the department conducts a comprehensive analysis of its operations and management practices as part of its continuing strategic planning process. Previous efficiency efforts have included restructured collective bargaining agreements to allow workers to perform more duties; expanded intergovernmental cooperation agreements with PennDOT, the City of Pittsburgh and suburban municipalities; and upgraded procurement procedures. As a result of this continuous improvement program, the Department achieved accreditation by the American Public Works Association, making it the first in Pennsylvania and the 46th in North America to have earned this prestigious award.

Future plans include the implementation of an on-line Project Management system for the Engineering Division that will improve the management of documents and communication during the design and construction phases of capital projects. This will result in the avoidance of unnecessary change orders, improved schedule management, and improved tracking of payment to and performance of M/W/DBE subcontractors.

Major DPW projects over the past six years include the \$39 million renovation of the Homestead Grays Bridge; the \$47 million renovation of the Rankin Bridge and approach ramps (completion in 2010); the \$12 million construction of a flyover ramp over railroad tracks into the Duquesne RIDC Park; upgrades to approximately 145 miles of various County-owned roads; and the construction of new handicap accessible playgrounds in the County parks.

DPW also oversaw the design and construction of two major buildings: a new Medical Examiner/Labs Building and a new Public Health Lab. The Medical Examiner/Labs Building is an 80,000 square-foot building in the Strip District. It houses the Medical Examiner's crime lab, which provides forensic, analytical and medical testing services to law enforcement agencies throughout the County, as well as the County morgue. The new Public Health Lab in Lawrenceville gives the County the capability of promptly and safely test specimens associated with bioterrorism. It will also enable the County Health Department to upgrade its routine day-to-day testing for infectious diseases.

Ongoing projects include the North Park Lake Aquatic Ecosystem Restoration Project. The man-made lake has been progressively degraded by continual sediment deposition from storm water runoff due to suburban development in the surrounding watershed. The on-going sedimentation is blanketing the lake bottom and slowly reducing the amount of available open water habitat. In cooperation with U.S. Army Corps of Engineers, this project will remove accumulated sediment and restore the lake to its' original contours. In addition, structures will be added that fish can use for cover and nesting, increasing aquatic cover and wetland habitat. Exotic (non-native) aquatic plants

that can use up oxygen, choke out beneficial native plants and reduce fish habitat, will be removed.

Contractors are currently on site and have been working on preparing the laydown areas as well as the access ramps to the lake. They will also be preparing the Wildwood Disposal Site to receive sediment from the lake. .

DPW will continue to work with citizens and municipalities to identify opportunities for improvement and develop cost effective and reliable maintenance and repair solutions for roads, bridges and parks owned by the County.

FLEET MANAGEMENT

In 1998, Allegheny County outsourced fleet maintenance and entered into an agreement with First Vehicle Services. To continue improving management of its 730-vehicle and heavy equipment fleet, the County has adopted and implemented an annual vehicle replacement schedule; established a policy to charge back vehicle acquisition and related costs to departments and row offices; established a process for ensuring County employees possess valid driver's licenses; and created a specialized investigative unit to document and investigate accidents involving County vehicles.

PUBLIC WORKS

LEGAL MANDATE

The Administrative Code at Chapter 913, Public Works Contracts, assigns supervision over public works contracts to the Department of Public Works. The Allegheny County Department of Public Works is responsible for overseeing the design and construction of public works projects authorized by the County Executive and County Council. These projects include new construction of County-owned buildings, roads or bridges, or the rehabilitation and renovation of existing buildings, roads and bridges. Also, the County has constructed and is legally mandated to maintain over 800 lane miles of roads, more than 500 bridges, over one million square feet of public building space, and groves, shelters, other facilities or structures and roads located within the nine (9) County Parks, an area of 12,000 acres. The Department of Public Works is also authorized by the continuity provisions of the Charter, Article XIII, Section 6(d).

ESSENTIAL SERVICES & CORE FUNCTIONS

The Department of Public Works (DPW) provides the following services:

- County facility/asset maintenance and construction;
- County-owned building maintenance management;
- road and bridge maintenance;
- winter maintenance operations/snow removal and ice control
- engineering and design services;
- fleet management;
- park maintenance;
- public works construction management;
- Emergency Support Function 3 under the County's Emergency Operations Plan
- administration necessary to the operation of the services and functions listed above

WHY COUNTY AS IMPLEMENTING ENTITY

The roads, bridges, buildings, parks, vehicles and equipment maintained by the DPW were purchased by Allegheny County for the benefit of its citizens and the County is responsible for the upkeep of these assets to ensure the safety of the residents and viability of the community.

ALTERNATIVE METHODS

The County could contract more of these services to private vendors.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Since the DPW is responsible for maintaining and improving a large portion of the transportation infrastructure, eliminating the department or drastically reducing its resources would have an adverse impact on the safety, mobility, and economic prosperity of the citizens of Allegheny County. The DPW is also responsible for maintaining and improving the County's parks and building assets. Eliminating the department would adversely impact the health, safety and quality of life of residents and employees by creating insufficient recreational areas and inadequate facilities in which the County conducts the business of government.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the DPW Call Center. Residents can also connect directly to the Call Center, established in April 2007, which uses a GIS-based database to track all public requests and complaints. Service Requests are directed to the appropriate supervisor, who addresses the issue through investigation, documentation, corrective action when necessary and follow-up.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

REAL ESTATE

The Allegheny County Department of Real Estate was consolidated by voter referendum from the former elected Recorder of Deeds Office and the Deed Registry and Mapping Division of the Office of Property Assessments in January 2008. The merger of these two related offices has greatly improved the accuracy of land record documentation as well as the efficiency and modernization of the overall recording process.

In September 2008, Allegheny County centralized the notary process to the Department of Real Estate. A new notary no longer has to go to the Courthouse to register their signature. The Department of Real Estate now collects the Notary Register card at the same time the notary is sworn in. The Notary Register card is imaged as part of the recording process. After the recording process is complete, the Notary Register card is sent to the Department of Court Records, Civil Division.

All documents are recorded, digitally scanned, indexed and verified in one working day. The document is returned to the submitter the very next working day. All newly recorded deeds, after being verified for ownership, proper legal description, and an accurate tax billing address, are assigned a Property Identification Number (Block and Lot Number) by the Deed Registry Department the day after the deed is recorded.

The Mapping Department is responsible for all newly created subdivided lots to be plotted into the overall commercial and residential records of Allegheny County.

The Department of Real Estate records over 167 different document types including but not limited to deeds, mortgages, Power of Attorneys, Notary Commissions, Sub-divisions and Soldier Discharges.

All of the documents recorded in the Department of Real Estate must be available to the public at all times. Three types of media are used: digitized images, microfilm, and books.

The Department of Real Estate is the collection agent for Realty Transfer Tax for the Pennsylvania Department of Revenue, as well as Allegheny County municipalities and school districts. The department is also the collection agent for Affordable Housing revenue for Allegheny County.

In 2009, the department implemented a system to electronically mail monthly Realty Transfer Tax reports to all school districts, municipalities and tax collectors resulting in annual cost savings to the County. It also integrated property maps and property history cards into the department's recording system for on-line viewing and purchase. This information was previously available only by a visit to the department office.

REAL ESTATE

LEGAL MANDATE

Pursuant to Allegheny County Ordinance 38-04-OR, a referendum was placed on the May 17th, 2005 Municipal Primary Ballot. As a result of the referendum passing, and subsequent to 38-04-OR Section 3, the Allegheny County Administrative Code was amended to reduce the number of elected row offices. On January 7, 2008, the Department of Real Estate replaced the formerly elected row office of Recorder of Deeds.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Department of real Estate is the custodian of the records and indexes relating to conveyance of land or the transfer of real property in the County. These include deeds, mortgages, subdivision plans, right-of ways and easements. Additionally, the Department of Real Estate acts as a collection agent for realty transfer tax for the Pennsylvania Department of Revenue, along with all of the municipalities and school districts in Allegheny County.

WHY COUNTY AS IMPLEMENTING ENTITY

Pennsylvania law requires that for deeds to be legal and binding, they be recorded by the County in which the land sits.

ALTERNATIVE METHODS

State law requires that the County perform these functions.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

The public would have no place to record their deeds, mortgages and other records of conveyance. Likewise, the Department of Real Estate maintains over 12 million documents and provides legal mapping services.

PUBLIC COMPLAINT PROCESS

The public can contact the Office of Real Estate directly at 412-350-4226. The County Information Center is also available to direct customer complaints to the correct office.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

SHUMAN CENTER

In operation since 1974, Shuman Center is the County's juvenile detention facility that provides temporary care for alleged or adjudicated delinquent youths awaiting court dispositions. The six core function areas are administrative services, medical services, social services, food services, recreations services and support services.

Jurisdiction extends to Allegheny County youth between the ages of ten and seventeen. If the delinquent act was committed before age eighteen, jurisdiction may be extended to age twenty-one. On average, 3,500 youths are admitted to Shuman Center each year. Repeat admissions account for approximately 40% of the total.

A full-time school program is operated by the Allegheny Intermediate Unit Alternative Education Program. The program offers a range of services, both diagnostic and instructional. School is in session 180 days a year on Monday through Friday. The school is located in a separate quadrant in the center of Shuman Center, and consists of administrative and counseling offices, a diagnostic center, classrooms, arts and crafts room, home economics room, library, and gymnasium. State law requires that youth attend school while in detention. Even if the youth have graduated or have a GED they are required to attend school.

The department provides secure care for its juvenile residents and must continue to further develop programs for their health, safety and well-being. This includes expanding resident development programs with an emphasis on academic, vocational, and social skills.

In addition, the department should continue with recent renovation projects at the facility, including upgrades of the Health Services and Supervisor's office complex, the gymnasium, and the replacement of ceiling tiles throughout building.

SHUMAN CENTER

LEGAL MANDATE

Shuman Center is mandated by the Second Class County Code, 16 P.S. §§5537-5538. On July 2, 1901 Pennsylvania Law 601 established State authority to provide juvenile detention services. The most recent amendment (P.L. 723, No. 230), the Second County Code, set forth provisions for maintenance and care of children in custody awaiting trial or hearing in the courts of the County. Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Shuman Center provides secure and temporary care in a physically restricted, humane environment for alleged or adjudicated delinquent youths. This service enhances the public safety for citizens of Allegheny County by detaining youth who are accused of various offenses.

The six core functional areas are:

- Administrative services,
- Medical services,
- Social services,
- Food services,
- Recreational services
- Support services (i.e. Laundry, facilities).

WHY COUNTY AS IMPLEMENTING ENTITY

State law establishes counties as the entity to provide juvenile detention services.

ALTERNATIVE METHODS

There is no viable alternative for providing these services as mandated by State legislation. However, certain ancillary services such as: food service, recreational service and medical services, could be contracted out to private industry.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Eliminating or reducing the juvenile detention services in Allegheny County could directly harm the public's safety.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. If the complaint is related to child abuse, by law, the incident must be reported to the Department of Public Welfare's Childline, which initiates an investigation and renders a finding.

COST OF COMPLIANCE

The fees charged by this department are reviewed during the annual budget process. Any modifications to the fees are then proposed to County Council for approval.

AGENCY ANALYSIS

The Allegheny County Law Department was requested to review and determine which County agencies should be the subject of this Sunset Review report as set forth in the Allegheny County Administrative Code. If County Council action could abolish or modify a particular agency then the Law Department determined that the agency should be included in this report. The following table contains the results of the Law Department's review and the Sunset Review recommendations that are being made in this report.

AGENCIES				
		<u>Agency Recommendations</u>		
	<u>Included in Sunset Review</u>	<u>Continue</u>	<u>Abolish</u>	<u>Reorganize</u>
Accountability, Conduct & Ethics Commission	YES	X		
Agricultural Land Preservation Board	NO	N/A	N/A	N/A
Air Pollution Control Advisory Committee	YES	X		
Allegheny County Airport Authority	YES	X		
Allegheny County Board of Health	NO	N/A	N/A	N/A
Allegheny County Housing Authority	NO	N/A	N/A	N/A
Allegheny County Human Relations Commission	YES	X		
Allegheny County Jail Oversight Board	NO	N/A	N/A	N/A
Allegheny County Jail Prog. Task Force Exec. Board	YES	X		
Allegheny County Parks Foundation	YES	X		
Allegheny County Sanitary Authority	NO	N/A	N/A	N/A
Allegheny HealthChoices, Inc.	YES	X		
Allegheny Land Trust	YES	X		
Allegheny League of Municipalities Board	YES	X		
Allegheny Regional Asset District Board	NO	N/A	N/A	N/A
Area Agency on Aging Advisory Council	YES	X		
Authority for Improvements in Municipalities	YES	X		
Board of Property Assessment Appeals & Review	YES	X		
Carnegie Library Board	NO	N/A	N/A	N/A
Children, Youth and Families Advisory Committee	NO	N/A	N/A	N/A
Community College of Allegheny County	NO	N/A	N/A	N/A
Community Services Advisory Council	YES	X		
Conservation District Board	YES	X		
Cooperative Extension Board	YES	X		
Depository Board	NO	N/A	N/A	N/A
Drug and Alcohol Planning Council	NO	N/A	N/A	N/A
Elections Board	NO	N/A	N/A	N/A

Emergency Medical Service Institute Board	NO	N/A	N/A	N/A
Finance and Development Commission	YES	X		
Firemens Advisory Board	YES	X		
Higher Education Building Authority	YES	X		
Hospital Development Authority	YES	X		
Industrial Development Authority	YES	X		
Investment Board	YES	X		
Juvenile Detention Board of Advisors	NO	N/A	N/A	N/A
Kane Foundation Board	YES	X		
Local Emergency Planning Committee	YES	X		
Mental Health/Mental Retardation Advisory Board	NO	N/A	N/A	N/A
Parks & Recreation Commission	YES	X		
Personnel Board	YES	X		
Pittsburgh Allegheny County Thermal	NO	N/A	N/A	N/A
Plumbing Advisory Board	YES	X		
Police Academy Advisory Board	YES	X		
Port Authority of Allegheny County Board	NO	N/A	N/A	N/A
Professional Services Review Committee	YES	X		
Redevelopment Authority of Allegheny County	NO	N/A	N/A	N/A
Regional Trail Corporation Board	NO	N/A	N/A	N/A
Residential Finance Authority	YES	X		
Retirement Board	YES	X		
Section 202 Boards	NO	N/A	N/A	N/A
Senior Companion Program Advisory Council	NO	N/A	N/A	N/A
Soldiers & Sailors Memorial Hall Board	YES	X		
Southwestern Pennsylvania Commission	NO	N/A	N/A	N/A
Sports and Exhibition Authority	NO	N/A	N/A	N/A
Three Rivers Workforce Investment Board	NO	N/A	N/A	N/A
Vacant Property Review Committee	YES	X		
Veterans Advisory Council	NO	N/A	N/A	N/A

The following criteria were used in the examination of each agency.

LEGAL MANDATE

An explanation of the legal mandate or necessity for the agency.

ESSENTIAL SERVICES & CORE FUNCTIONS

An explanation of the services and functions the agency provides to the County government or the public at-large.

WHY AGENCY AS IMPLEMENTING ENTITY

An evaluation of whether the agency is the most effective body to deliver the services and functions of the agency.

ALTERNATIVE METHODS

An analysis of alternative ways the agency could execute its mission.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

An evaluation of whether the absence or reduction of the agency would adversely affect the public's health, safety or welfare.

PUBLIC COMPLAINT PROCESS

An explanation of how the agency handles public complaints.

COST OF COMPLIANCE

A review of fees charged by the agency.

AGENCY AUDITS

A review of financial audits conducted by independent auditors for all agencies receiving appropriations from the County's operating budget.

ACCOUNTABILITY, CONDUCT & ETHICS COMMISSION

LEGAL MANDATE

The Allegheny County Home Rule Charter required the creation of the Accountability, Conduct and Ethics Commission under Article XI Section 2. The County's Administrative Code includes an Accountability, Conduct and Ethics Code for all elected and appointed County Officers, County Officials, and all County employees and members of County Agencies. The Accountability, Conduct and Ethics Commission was established on April 17, 2001 as part of the Ordinance adopting the Ethics Code consistent with provisions of the Home Rule Charter. The make-up of the ACE Commission shall consist of three (3) members of the majority party of Council and two (2) members of the minority party of Council. Members of the Commission shall be voters of the County. No more than three (3) of the members shall have the same political party affiliation. Members of the Commission shall not be, nor for a period of four years prior to appointment have been, County Officers or employees or employed or compensated by any County contractor. No member of the Commission may make any political contribution to any Covered Person, or any candidate for County Office, while a member of the ACE Commission. All members shall be appointed for terms of five (5) years. The County Manager shall furnish to the Commission such clerical assistance and supplies as may be deemed reasonable.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Accountability, Conduct and Ethics Commission is generally empowered to receive, investigate and make findings and recommendations concerning complaints alleging violation of the County's Accountability, Conduct and Ethics Code.

Any individual who believes that an action or omission of a covered person is in violation of the Ethics Code has the right to lodge a formal complaint with the ACE Commission. All Complaints shall be in writing and filed with the Office of the Manager and the Chairperson of the ACE Commission.

Procedures are in compliance with generally accepted legal due process.

Upon receiving any findings, conclusions and recommendations from the ACE Commission for the imposition of sanctions or penalties under this provision, the County Council and Chief Executive or appropriate elected County Official shall take appropriate action. The Chief Executive or appropriate elected County Official shall notify the County Council and ACE Commission of the disposition of all recommendations within thirty (30) days of receipt.

Upon disposition of the Commission's recommendation, any aggrieved party within thirty (30) days may file an appeal to the Court of Common Pleas in accordance with applicable law.

The Commission shall report its conclusions and recommendations on all Complaints to County Council and the Chief Executive. The Chairman of the Commission shall be required to provide Council with an annual report.

WHY AGENCY AS IMPLEMENTING ENTITY

The Commission provides an objective forum for any individual who believes that an action or omission of a covered person is in violation of the County Ethics Code, and can present their concerns.

ALTERNATIVE METHODS

Complainants could address their concerns through the legal system in Common Pleas or Federal Court.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

If the Commission was eliminated and individuals went directly to the Courts in search of a remedy, it could result in increased costs to the taxpayer.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget.

AIR POLLUTION CONTROL ADVISORY COMMITTEE

LEGAL MANDATE

The Board was established July 5, 1960 under Article XIII of the Allegheny County Health Department's Rules and Regulations for Air Pollution Control. The Committee currently operates under Section 2101.07 of Article XXI of the Allegheny County Health Department. The Committee consists of nineteen (19) individuals, no more than five (5) of which shall represent industry. Members are appointed by the County Executive for a one year term or until the next appointment. Each member may identify an alternate in writing to vote in his/her stead.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Committee recommends to the Board of Health additions and changes to the rules and regulations, and advises the Department and Board of Health on matters relative to the control of air quality in Allegheny County.

WHY AGENCY AS IMPLEMENTING ENTITY

Health Department Air regulations (Article XXI) requires an Air Advisory Committee.

ALTERNATIVE METHODS

Not applicable

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

Recommendations would not be provided from industry and environmental groups on revisions to air pollution regulations.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget.

ALLEGHENY COUNTY AIRPORT AUTHORITY

LEGAL MANDATE

The Allegheny County Airport Authority (ACAA) was established in 1999 to manage and operate Pittsburgh International Airport (PIA) and the Allegheny County Airport (collectively, the Airport system). On November 15, 1999, pursuant to an Airport Operation, Management and Transfer Agreement and Lease between the County and ACAA, as amended (the Transfer Agreement), the County leased and transferred the Airport system to ACAA for a term of 25 years with two 25-year extension options exercisable at ACAA's option. The ACAA Board consists of nine members appointed by the County Executive and confirmed by County Council. Members serve 5 year terms, each of which are staggered.

ESSENTIAL SERVICES & CORE FUNCTIONS

The ACAA is charged with the responsibility of operating Pittsburgh International Airport and the Allegheny County Airport. In addition to the day to day operations, the ACAA is responsible for the expansion of flights on existing airlines and to attract new airlines to utilize the airports.

WHY AGENCY AS IMPLEMENTING ENTITY

The authority was created to improve response time to impacts from changing economic and airline/airport industry conditions resulting in increased efficiencies and travel options.

ALTERNATIVE METHODS

Airport operations could be managed as a department of County Government or could be privatized subject to the various regulatory agencies and the signatory airlines.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

Operating the Airport as a County department or through a private entity could result in higher operating costs and as a result could lead to increased fares and/or reduced flights.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. The financial audits of this agency are included as a component unit in the Allegheny County Comprehensive Annual Financial Report (CAFR). This agency did not receive an appropriation from the County's operating budget.

ALLEGHENY COUNTY HUMAN RELATIONS COMMISSION

LEGAL MANDATE

On July 1, 2009, Allegheny County Council enacted Ordinance Number 26-09-OR that established the Human Relations Commission of Allegheny County. The Human Relations Commission consists of seven (7) members appointed by the Chief Executive and confirmed by County Council. All members of the Commission shall be residents of the County at the time of appointment and throughout their service. All appointments shall be for terms of four years.

ESSENTIAL SERVICES & CORE FUNCTIONS

The mission of the Human Relations Commission is to assure that all persons regardless of race, color, religion, national origin, ancestry or place of birth, sex, gender identity or expression, sexual orientation, disability, marital status, familial status, age or use of a guide or support animal because of blindness, deafness or physical disability enjoy the full benefits of citizenship and are afforded equal opportunities for employment, housing and use of public accommodation facilities.

WHY AGENCY AS IMPLEMENTING ENTITY

The Human Relations Commission provides an objective forum where any individual can present their concerns.

ALTERNATIVE METHODS

Complainants could address their concerns through the legal system in Common Pleas or Federal Court.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

If the Commission was eliminated and individuals went directly to the Courts in search of a remedy, it could result in increased costs to the taxpayer. In addition, the complaint process could be significantly delayed.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget.

ALLEGHENY COUNTY JAIL PROGRAM TASK FORCE EXECUTIVE BOARD IN EFFECT FROM 1996 - 2000, HAS BEEN REPLACED BY THE ALLEGHENY COUNTY JAIL COLLABORATIVE.

LEGAL MANDATE

The Jail Program Task Force Executive Board, appointed by the Warden in 1996, was composed of 10 members. Each member was the chairperson of a sub-committee of the Jail Task Force, i.e., Drug & Alcohol, Education, Mental Health and so forth.

The Allegheny County Jail Collaborative, consisting of DHS, the Allegheny County Jail (ACJ), and the Allegheny County Health Department, and representatives from the Court of Common Plea was created in 2000 because County leadership observed the need and the benefits of programming that focused on the reentry of former inmates back into their communities upon their release from the County jail.

There is no legal mandate for either the Jail Task Force Executive Board or the Allegheny County Jail Collaborative.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Jail Collaborative meets to address two primary goals: increase public safety and reduce recidivism. To achieve these goals, the Collaborative joins the forces of government agencies, court officials, service providers, ex-offenders, faith-based community organizations, families and the community at large.

Throughout the 1990s, the inmate population was steadily rising at the Allegheny County Jail. By 2000, there was a particularly noticeable increase in female inmates and male inmates aged 18 to 25 years. Additionally, the high recidivism rate of 71 percent was a concern. The County lacked programming that addressed inmates returning to the community, often referred to as halfway and step-down programs.

In 2002, the Jail Collaborative was expanded when service providers from the community were invited to participate. At the same time, a jail planner was identified to coordinate the collaborative process.

Reduction in recidivism is addressed by focusing on treatment and services at the jail as well as intensive support for inmates and ex-offenders.

- Allegheny County Jail inmates who suffer from drug and alcohol addiction will participate in a full menu of services from detoxification treatment to daily AA and NA meetings.
- Allegheny County Jail inmates who do not have a high school diploma or have a limited literacy level will participate in GED and/or Adult Basic Education classes.
- Allegheny County Jail inmates will have the opportunity to participate in employment and training programs within the Jail.

- Allegheny County Jail inmates who participate in the trainings will be assisted with job placement upon release.
- Allegheny County Jail inmates who are parents will have regular opportunities to see their children and to begin to rebuild their relationships with their children and other significant family members.

In addition, Allegheny County Jail inmates, caseworkers, and service providers develop service plans for post- release services that are developed in advance of the release of the inmate. Allegheny County Jail inmates who have an approved and active Service Plan have a Community Re-integration Specialist assigned who is with the inmate as he or she is released and who works to assure services are available and accessible. The Re-integration Specialist works in concert with court officials (i.e. judges, probation/parole office, and district attorney).

WHY AGENCY AS IMPLEMENTING ENTITY

Allegheny County Jail Collaborative is comprised of three (3) County departments and the 5th Judicial Court of Common Pleas, Criminal Division. All departments operate as mandated by the County and State. Results from the University of Pittsburgh Allegheny County Jail Collaborative Evaluation study, funded by the Human Services Integration Fund, were released on January 3, 2008. The Collaborative's vision, a collaboration of many systems working together to successfully return inmates to the community was shown to be of value in reducing both recidivism and justice-related expenses.

ALTERNATIVE METHODS

None

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

The Public will be affected through reduced public safety by an increase in criminal activity. According to the Pitt study, the Jail Collaborative reduces recidivism by up to 50% when offenders utilize the programs created by this organization.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget. However, the costs of County department participation are funded through each entity's operating budget.

ALLEGHENY COUNTY PARKS FOUNDATION

LEGAL MANDATE

The Foundation was created to solicit donations to finance and manage capital improvement projects in the Parks System, to interface with the various Park System constituencies and coordinate volunteer activity, to foster a greater awareness and appreciation of County Parks through special programs and events, and to aid and assist in the preservation, restoration and maintenance of the Parks System; and

ESSENTIAL SERVICES & CORE FUNCTIONS

The Foundation's services and functions are:

- To support the Park System's mission and goals and its work will be compatible with such mission and goals, and shall be guided by the Allegheny County Parks Comprehensive Master Plan, any successor plans.
- To assist the County in the maintenance, improvement, protection, preservation, and restoration of the Parks System, facilities and to support educational and recreational activities related thereto.
- To operate as a private legal entity separate from the County of Allegheny.
- To maintain status as a tax-exempt, charitable organization under state and federal income tax laws to ensure that gifts and bequests received may qualify as deductible, charitable contributions for the donor.

The County is committed to match funds for agreed upon projects, dollar for dollar, raised by the Foundation in the amount of \$10 million. The County and Foundation consult with one another with regard to implementation of Foundation capital improvements in the Parks System and Foundation capital improvement projects will not be undertaken without prior approval by the County.

WHY AGENCY AS IMPLEMENTING ENTITY

A public/private partnership is an effective structure to operate, maintain and enhance the attractiveness of the Parks System. The Parks Foundation should ultimately lead to a County Parks Conservancy that would manage and operate all County park functions.

ALTERNATIVE METHODS

Not applicable.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

The Parks System requires a high level of maintenance and management in order to provide the residents of Allegheny County with the maximum opportunities to experience and enjoy the natural beauty of its parks, trails, waters, and recreational facilities. The ability to raise donations, and provide contributors with tax deductions on contributions, affords funding to maximize Park assets for the citizenry.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

The Parks Foundation received \$1,000,000 from the County operating budget during 2010. As of this date, the Parks Foundation has not undergone an independent financial audit.

ALLEGHENY HEALTH CHOICES INC.

LEGAL MANDATE

Allegheny Health Choices, Inc. (AHCI) was incorporated in 1998 as a private, non-profit corporation for the purpose of monitoring the County's behavioral health services of the HealthChoices Program. AHCI has been determined to be exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code as "other than a private foundation." The County provides the bulk of AHCI's funding through medical assistance capitation revenue received from the Commonwealth of Pennsylvania. The corporation membership consists of the County Executive, the President of County Council, and one person appointed by the County Executive with the consent of County Council (whose term as a Member shall be co-terminus with the term of the County Executive). The remaining membership is elected by the Corporation Members (Board of Directors). Members serve three (3) year terms and consist of: 3 Consumer Members, 2 Family Members of Consumers, 2 Business/Finance Members, 2 Behavioral Health Provider Members, 4 Behavioral Health Clinician Members, and 4 At-Large Community Members. New members' terms run from the date at which they are appointed.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Corporation is organized exclusively for the charitable purpose to do any and all lawful things to meet the medical, mental health and social service needs of the physically ill, mentally disabled and addicted citizens.

WHY AGENCY AS IMPLEMENTING ENTITY

AHCI carries out essential functions required by the County's contract with the Department of Public Welfare to implement the HealthChoices behavioral health managed care program. AHCI performs mandated oversight of Community Care Behavioral Health Organization, the County's behavioral managed care organization. These functions include fiscal oversight and monitoring. AHCI also participates in contract and rate negotiations for the program. AHCI oversees clinical activity through quality improvement reviews, and acts as the County's agent related to complaint and grievance hearings, and through administration of the contractually required ombudsman function. AHCI is responsible for maintaining data warehouses that include all County-funded service information, the development of applications for use within the behavioral health system as well as multiple web-based applications. AHCI has partnered with the County staff in system expansion and service development to increase the quality of life for the consumers served within the County. In addition, AHCI performs a variety of other functions as requested by the County, including Base-required reporting and validation of service data for mental health and D&A records and integration of all service data. AHCI constructs and maintains several databases on behalf of the County; provides information critical for decision-making in the County; conducts provider trainings to enhance the effectiveness of the system; and provides training and technical assistance in the implementation of new programs.

ALTERNATIVE METHODS

The functions that AHCI performs are contractual requirements for the County within the HealthChoices contract with the Department of Public Welfare. While these functions could be provided by another entity or the County with approval by the Department of Public Welfare, the

level of specialized expertise involved in the work conducted by AHCI is extensive.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

AHCI protects the County from financial and clinical risk associated with the HealthChoices program. By protecting the County from such risk, the public is well served.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. The financial audits of this agency are included as a component unit in the Allegheny County Comprehensive Annual Financial Report (CAFR).

ALLEGHENY LAND TRUST

LEGAL MANDATE

The Board does not require County appointments (one County representative). The trust obtained 501(c) 3 tax status in 1993 after the “Allegheny County 2001” project surveys of community members advised the creation of such an organization.

ESSENTIAL SERVICES & CORE FUNCTIONS

Allegheny Land Trust serves as the lead land trust conserving and stewarding lands that support the scenic, recreational and environmental well-being of communities in Allegheny County and its environs.

The Land Trust assists local residents in protecting land. Once ALT acquires neighborhood green space, it remains open to the public for a variety of uses that enhance the community’s overall quality of life. The ALT Board of Directors makes all appointments to its Board.

WHY AGENCY AS IMPLEMENTING ENTITY

A Land Trust structure is effective for accepting property donations.

ALTERNATIVE METHODS

Not Applicable.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

Public green space is a major selling point for any urban area. Unlike Allegheny County, many other regions do not have the ability to ensure the availability of green space because they’re already fully developed. As old industrial sites are revitalized and returned to viable economic and recreational uses, green space preservation and conservation are important developmental considerations.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County’s operating budget. This agency did not receive an appropriation from the County’s operating budget.

ALLEGHENY LEAGUE OF MUNICIPALITIES BOARD

LEGAL MANDATE

Allegheny County is Pennsylvania's second largest county. The County has 130 separate municipalities, all with a strong tradition of statutory municipal independence and self government. Thus, a voluntary intergovernmental organization was established to coordinate the needs of the area's Local Government Officials. The League emerged from the Allegheny Seminar, which began in response to a request made in the 1960's by the Board of Allegheny County Commissioners. Bylaws governing the organization were adopted in February of 1963. In May of 1968, the name of the organization became the Allegheny Council of Intergovernmental Action. In March of 1974, the organization was named the Allegheny League of Municipalities.

The Board was established by the Board of Commissioners by Resolution dated February 1, 1963. Directors are appointed as follows: three (3) by the County Executive (Council confirmation not required), three (3) by the Mayor of Pittsburgh; one (1) elected official from the cities of Duquesne and McKeesport; three (3) elected officials by the Association of Township Commissioners; three (3) elected officials by the Boroughs Association; three (3) by the Association of Township Officials; one (1) elected official by Mt. Lebanon; one (1) elected official by Penn Hills; one (1) official by the Municipal Authority of the Borough of West View ; one (1) official by ALCOSAN. Directors serve one-year terms or until a successor qualifies.

ESSENTIAL SERVICES & CORE FUNCTIONS

The League is a voluntary umbrella organization of the boroughs, cities, townships and the County. It assists local elected officials in communication, cooperation and coordination of mutual matters. The League focuses upon intergovernmental relationship and seeks to speak with one voice to the legislature on common matters.

The League assists local elected and appointed officials in the areas of communication, cooperation, and coordination on mutual matters of area-wide concern. Municipal officials participate in the League through its Board of Directors, standing and special committees, municipal workshops and county associations of boroughs and townships. Their participation supports the development of a systematic and coordinated approach relating to municipal legislation and municipal services. The League is a 501 (c) (6) non-profit organization.

WHY AGENCY AS IMPLEMENTING ENTITY

Due to the many municipalities in Allegheny County, a separate entity is required in order to enable all of the municipalities to be represented as a group. No other organization exists that can perform this function for all of the different types of municipalities that exist in Allegheny County.

ALTERNATIVE METHODS

Not applicable

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

If the Allegheny League of Municipalities did not exist, this coordination service and representation of all of the municipal governments in Allegheny County would not have a forum in which the representatives of our various local governments could be heard. If the entity were to be eliminated, this function simply would not be done.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency received appropriations from the County's operating budget.

AREA AGENCY ON AGING ADVISORY COUNCIL

LEGAL MANDATE

Established by Board of Commissioners to monitor, evaluate and comment on all plans, programs, hearings and community actions which affect older citizens and represent their interests to public officials and public and private agencies. Members consist of a maximum of nineteen (19) who shall be representatives of program participants and general public including low-income and minority older citizens. Length of term is three (3) years (staggered).

ESSENTIAL SERVICES & CORE FUNCTIONS

The Advisory Council (the Council) to the Area Agency on Aging (AAA) works as an advocate for the older adults of Allegheny County by informing and educating the public about the needs of older adults, and by monitoring and advising AAA.

The Council ensures that applicants for service have access to the AAA appeal procedures and provides guidance to the applicants. Guidance is given throughout the year on the general responsibilities of AAA and annually on the development and implementation of the Multi-Year Plan and the Annual Grant Application.

The Advisory Council is required to hold regular meetings, attended by a quorum of eight Council members and the administrator of AAA, at least once per quarter. Any member may place an item on the agenda of regularly scheduled meetings by contacting the Chair two weeks in advance. Special meetings may be held at the request of either the Council Chair or one-third of the membership, at least 10 days prior to the meeting.

WHY AGENCY AS IMPLEMENTING ENTITY

The Advisory Council provides an objective forum to assist in the needs of older adults.

ALTERNATIVE METHODS

Not applicable

HOW PUBLIC AFFECTED IF BOARD/AGENCY/COUNCIL ELIMINATED

The needs of senior citizens may suffer without the advocacy of the Council.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget.

AUTHORITY FOR IMPROVEMENTS IN MUNICIPALITIES

LEGAL MANDATE

The Authority for Improvements in Municipalities (AIM), was created by the Allegheny County Board of Commissioners in 1968—in compliance with the requirement of the Municipality Authorities Act of 1945, approved the second day of May, 1945, P.L. 382, as amended, and pursuant to a Resolution adopted by the municipal authorities of the County of Allegheny in the Commonwealth of Pennsylvania—for the purpose of assisting local municipal entities in undertaking vital and necessary Capital Needs and Improvement projects they would otherwise be unable to finance.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Authority for Improvement in Municipalities (AIM) is an important resource for municipalities and municipal authorities to upgrade and improve their public infrastructure and equipment, or to satisfy capital needs at a reasonable cost to local taxpayers.

AIM is a unique program and it represents a true partnership of County Government working hand in hand with its local municipal entities. AIM authorizes loans and grants to municipalities for construction, infrastructure improvements and equipment purchase. AIM also issues bonds on behalf of 501(c)(3) institutions to finance capital improvements.

AIM financing has allowed communities to construct waterlines, storm systems, roads, bridges and retaining walls. AIM has also financed equipment purchases such as police cruisers and snow removal trucks.

WHY AGENCY AS IMPLEMENTING ENTITY

Under the Municipalities Act of 1945 an authority must be organized by a county, city, borough, or township of the Commonwealth.

ALTERNATIVE METHODS

Borrowers could seek private or alternative public funding from other entities which might cause a significant increase in costs.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

Since its inception, AIM has assisted municipalities with the financing of acquisition, reconstruction and rehabilitation at a lower than conventional rate. AIM has also issued tax-exempt obligations on behalf of 501 (c)(3) to finance capital improvements. The elimination of AIM could cause these municipalities to reduce or eliminate these improvements which would adversely affect the citizens of Allegheny County. Further, these institutions and municipalities could seek other Authorities to finance their improvements.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget.

BOARD OF PROPERTY ASSESSMENT APPEALS & REVIEW

LEGAL MANDATE

The Allegheny County Home Rule Charter required the creation of the Board of Property Assessment, Appeals and Review (BPAAR) under Article X Section 5. The BPAAR was established on September 1, 2000 to replace the Board of Property Assessment, Appeals & Review, which was established by State Legislature effective 1st Monday of January, 1942. The Board operates pursuant to provisions of the Allegheny County Administrative Code, the Second Class County Assessment Law and the General County Assessment Law. It is composed of seven members who are all appointed for three year terms. The members meet the following special qualifications: three members shall have not less than ten years practical experience as a registered real estate broker, or real estate appraiser or assessor; one member shall have not less than ten years practical experience as a building construction engineer, civil engineer or general contractor or assessor, and one member shall have not less than ten years experience as a practicing attorney at law with residential valuation expertise. County Council is responsible for appointing four members; the County Executive is responsible for appointing three members, with confirmation from County Council. No member shall serve more than four (4) terms.

ESSENTIAL SERVICES & CORE FUNCTIONS

The purpose of this new appeal board is to oversee assessment appeals and certify assessment appeal decisions concerning: the valuations of real property used by taxing authorities within the County for the purpose of levying taxes, and whether real property is exempt from real property taxation based upon the applicable law.

Hearings of appeals are conducted by hearing officers designated by the Board. Exemption and abatement appeal hearings are conducted by the Board Solicitor and/or a member of the Board.

For value appeals, if the majority of the Board accepts the hearing officer's recommendation, then that recommendation shall be the decision of the Board and notice of such decision shall be mailed to all interested parties. If the hearing officer's recommendation is not accepted by a majority of the Board, the Board shall review any recordings, if deemed necessary, and all evidence supplied at the hearing or by post-hearing submission to reach its own determination.

For exemption and abatement appeals, the Board shall review the Solicitor's report and recommendation at a regularly scheduled Board meeting. Based upon this review, the Board will vote to either sustain or overturn the determination made by the Office of Property Assessments.

The decisions of the Board are based on valuation methodology consistent with the standards of nationally recognized assessment and appraisal industry organizations and all applicable laws.

WHY AGENCY AS IMPLEMENTING ENTITY

The Board of Property Assessment Appeals and Review provides a timely, affordable, equitable and efficient forum for resolving questions of real estate assessment valuation. This Board is independent from the Office of Property Assessments whose function is to place and assessed value on each parcel.

ALTERNATIVE METHODS

Complainants could address their concerns through the legal system in Common Pleas Court.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

Any person with a direct pecuniary interest in a property has the right to be heard. If the Board was eliminated and individuals went directly to the Courts in search of a remedy, it could result in increased costs to the taxpayer. In addition, the complaint process could be significantly delayed.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. The financial audits of this agency are included with the results of the County's Department of Administrative Services in the Allegheny County Comprehensive Annual Financial Report (CAFR). This agency received appropriations from the County's operating budget.

COMMUNITY SERVICES ADVISORY COUNCIL

LEGAL MANDATE

Established by the Board of Commissioners by Resolution dated 1966 and 1977 to advise allocation of resources, determine priorities, goals, plans, means for supporting local community action committees and other such organizations with shared and common goals. Members consist of not less than 15 and no more than 51. One third appointed by the County Executive; one third appointed by the Advisory Council as Service to the Poor Representatives; one third appointed by the Advisory Council as Community Representatives of the Poor. Members serve until removed. County appointed member's terms follow that of the County Executive.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Allegheny County Department of Human Services' Office of Community Services' Community Services Advisory Council (CSAC) was established for the purpose of implementing Public Law 88-452, as passed by the 88th Congress of the United States. This Law is also known as the Economic Opportunity Act of 1964 as amended, the Community Services Block Grant (CSBG) Act of 1981, and the Pennsylvania Community Act (P.L. 1263, Act 116).

The federally-mandated CSAC serves in an advisory capacity to the Community Services Block Grant grantee, which in Allegheny County, outside the city of Pittsburgh, is the Department of Human Services/Office of Community Services.

The composition of the CSAC is mandated by Federal Law divided equally between three groups: public officials or appointees of public officials; representatives of the poor; and providers of service to the poor. The CSAC meets quarterly: the second Monday of March, June, September, and December. The CSAC reviews proposals from organizations requesting funding from the Community Services Block Grant and makes recommendations to the Department of Human Services on which agencies and programs are worthy of funding through CSBG. The Council members serve as extensions into the community for the identification of gaps in services, etc. The Council is kept abreast of activities of the DHS Office of Community Services.

The goal is to create an accessible, culturally competent, integrated and comprehensive human services system that ensures individually tailored, seamless and holistic services to Allegheny County residents, in particular, the County's vulnerable populations.

All services will be:

- High quality—reflecting best practices in case management, counseling, and treatment.
- Readily accessible—in natural, least-restrictive settings, often community-based.
- Strengths-based—focusing on the capabilities of individuals and families, not their deficits.
- Culturally competent—demonstrating respect for individuals, their goals, and preferences.
- Individually tailored and empowering—by building confidence and shared decision-making as routes to independence rather than dependency.

- Holistic—serving the comprehensive needs of families as well as individuals through tangible aid and a full continuum of services—
 - Information Exchange
 - Prevention
 - Early Intervention
 - Case Management
 - Crisis Intervention
 - After Care

WHY AGENCY AS IMPLEMENTING ENTITY

The Council is required by laws referenced above due to the County being a CSBG grantee.

ALTERNATIVE METHODS

Not applicable.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

IF CSAC were eliminated, the County would not be in compliance with the applicable laws and the County would be in jeopardy of losing the CSBG formula grant.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget.

CONSERVATION DISTRICT BOARD

LEGAL MANDATE

The Board was established in 1946 by a Resolution of the County Commissioners, as stated in the Soil and Water Conservation District Law Act of May 14, 1945, P.L. 217. Nine (9) members appointed by the County; Eight (8) represent both rural and public interests. County Council member serves as the 9th member. Members serve a 4 year term.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Allegheny County Conservation District is an agency of State government having as its mission the conservation of the County's soil and water resources. This mission is accomplished by implementing erosion & sediment pollution control programs, working with farmers to preserve agricultural land, and helping citizens and community groups to address water pollution issues.

The Conservation District Board provides technical advice on matters such as flood prevention; erosion and sedimentation, pollution control and preservation, development and improvement of agricultural land. It also reviews plans for public and private sector construction activities throughout the County.

WHY AGENCY AS IMPLEMENTING ENTITY

This agency was established under state law to implement state programs as mandated. As a result, the Conservation District can work with all avenues to provide a better environment.

ALTERNATIVE METHODS

There are 66 conservation districts out of 67 counties in the State. County government was petitioned by County residents to authorize a conservation district be established.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

The Board represents the County and is familiar with the local problems of the area and how to address them. It represents the public at a local level and is able to formulate programs and establish solutions to address the issues. The Board gives local citizens a voice with a representative (Director) that can take action. This board is very similar to the boards of municipal government. The farming community is also represented on this Board. Without the Board the public would lose its voice in the process.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. The financial audits of this agency are included as a component unit in the Allegheny County Comprehensive Annual Financial Report (CAFR). This agency did not receive an appropriation from the County's operating budget.

COOPERATIVE EXTENSION BOARD

LEGAL MANDATE

Cooperative Extension was created through a series of acts by the federal government dating back to 1862 when the Morrill act established land-grant colleges. The Morrill act of 1890 was later added to bolster this work by adding Black colleges. The Smith-Lever act of 1914 empowered the land-grant colleges by providing public land for the establishment of at least one college per state. This system of land-grant universities was intended to provide branches of learning with no supervision from the federal government, thus creating the outreach system called Cooperative Extension available in every county throughout this Commonwealth and the nation.

The Board shall be comprised of eighteen (18) members, fifteen (15) elected by the Board and three (3) selected by the County. Prior to an August 26, 2002 by-law amendment, the three (3) county positions were filled by designated county department liaisons with no set terms. With the by-law change, the County will no longer designate department liaisons and will instead fill these positions through the regular appointment process. Any department representatives will be absorbed by or independently elected by the board to one of its fifteen (15) positions. Generally, board members shall represent a broad geographic cross section of the County. The term of a board member shall be three (3) years. Terms run through the annual meeting, which is scheduled for the last quarter of each year. Members may serve no more than two (2) consecutive terms, but may be re-elected after at least one (1) year of absence from the Board.

ESSENTIAL SERVICES & CORE FUNCTIONS

Cooperative Extension has further developed to assist with many aspects of our lives. The focus of the Extension has expanded from rural applications, such as 4-H and youth, agriculture, horticulture/gardening and natural resources, to significant programming in metropolitan communities addressing issues of adults and youth of all backgrounds. The extensive urbanization of our nation begged for expansion of the original intent of Cooperative Extension to instruct youth in non-traditional areas and to offer adult programs in nutrition, family finance, child rearing and a host of topics relevant to living in what has become a high-tech, metropolitan world.

Penn State Cooperative Extension in Allegheny County gives local residents easy access to the resources and expertise of the Pennsylvania State University. Through educational programs, publications, and events, cooperative extension agents deliver unbiased, research-based information to Allegheny County citizens. The Extension Board works in partnership with the Director and staff to facilitate effective educational programs that meet the needs of individuals, groups, and businesses of the local communities in Allegheny County.

Funding for the organization is composed of 80% State and Federal Funds, 12% Grants and 8% Allegheny County funding.

WHY AGENCY/BOARD AS IMPLEMENTING ENTITY

The Cooperative Extension model incorporates the melding of federal, state, county, competitive

grant, and contractual funding sources to deliver research based information to the residents of Allegheny County. Penn State University is the designated land-grant university in the state of Pennsylvania and the only university in the commonwealth with outreach as part of its core mission. Cooperative Extension in Allegheny County has 10 full time employees that are supported by funding from Penn State University. Trying to recreate this process through a new agency or board would greatly reduce the efficiency in the process and actually cost significantly more to operate, if at all possible.

ALTERNATIVE METHODS

Utilization of new social networking technologies such as Facebook or Twitter has been suggested as an alternative method of providing programmatic guidance. While this could possibly involve the input from a greater number of individuals, the face to face contact over a period of time that builds strong relationship with individuals and organizations in the community would be lost. These technologies are currently viewed as an enhancement rather than a replacement to the current system.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

The Cooperative Extension model relies on community based involvement to ensure that the educational programs delivered locally are relevant and meet the current needs. The Extension Board utilizes input from smaller programmatic advisory committees in the areas of horticulture, urban agriculture, health and nutrition and youth development to provide strategic direction. The elimination of the Cooperative Extension Board would reduce the feedback from the community needed to keep the programs relevant to current county and local community issues.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency received appropriations from the County's operating budget.

FINANCE & DEVELOPMENT COMMISSION

LEGAL MANDATE

The Commission was established by the Board of Commissioners by action dated January 26, 1989 to serve as the managing entity (i.e., “umbrella”) for the following Authorities: Allegheny County Industrial Development Authority (ACIDA), Allegheny County Hospital Development Authority (ACHDA), Allegheny County Higher Education Building Authority (ACHEBA), and Allegheny County Residential Finance Authority (ACRFA). This Commission consists of up to twelve (12) positions, all belonging to the above-mentioned Authorities. Usually the Commission consists of seven (7) members. Members are appointed by the County Executive and confirmed by County Council for a five (5) year term. (Note: There are no board members on the Finance & Development Commission, but members are listed here to facilitate printing of each respective Board.) Appointments to the Commission’s associated authorities are executed individually to each authority; no appointments are made to the Finance & Development Commission. Reference is made to the Commission, regarding its membership or its meetings and functions, only as a matter of convenience and having a common reference point for the Authorities.

ESSENTIAL SERVICES & CORE FUNCTIONS

Not applicable. Please see the individual member authorities.

WHY AGENCY AS IMPLEMENTING ENTITY

Not applicable. Please see the individual member authorities.

ALTERNATIVE METHODS

Not applicable. Please see the individual member authorities.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

Not applicable. Please see the individual member authorities.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County’s operating budget. This agency did not receive an appropriation from the County’s operating budget.

FIRE ADVISORY BOARD

LEGAL MANDATE

This Board does not require County appointments. The board was established by the Board of Commissioners in the 1980's as a mechanism to have information and contact with various fire and emergency service units in Allegheny County. The representative county Fire Associations appoints a member to the Fire Advisory Board on a yearly basis.

ESSENTIAL SERVICES & CORE FUNCTIONS

The main function of these members is to identify any problem area in fire protection services and to advise on curriculum and scheduling for the training courses at the Fire Academy. The Board is also used as an instrument to determine appropriate radio communication and dispatch procedures countywide. Additional areas of involvement are the Hazardous Materials Teams and associated field response units. This Board advises the County Executive of any problems arising in Fire Services. Membership is comprised of one chairman, one vice-chairman, one secretary, eight county regional fire association areas and the City of Pittsburgh. The Board is comprised of eleven voting members, County liaisons, and other interested parties. There is no set term length.

WHY AGENCY AS IMPLEMENTING ENTITY

This Board was established as the best model to accommodate a practical forum in having the key Municipal and County Fire Officials meet and discuss various related subject matter.

ALTERNATIVE METHODS

Not applicable.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

The County's fire services consist of 205 Fire Departments. There are 4 career, 6 combination, and 195 fully volunteer departments spread across Allegheny County, which represents approximately 10,000 active fire fighters. The sharing of information and coordination of best practices, knowledge, and skills is essential to the delivery of quality fire suppression, rescue, property preservation, and fire prevention. An essential responsibility of government is the provision of Public Safety. Fire Protection is a fundamental component of Public Safety.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving

appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget.

HIGHER EDUCATION BUILDING AUTHORITY

LEGAL MANDATE

This Authority falls under the umbrella organization “Finance and Development Commission.” The Allegheny County Higher Education Building Authority (the “ACHEBA”) was established under the laws of the Commonwealth of Pennsylvania pursuant to the Municipality Authorities Act of 1945, approved May 2, 1945, P.L. 382, as amended (the “Municipality Authorities Act”). The ACHEBA was approved by the Allegheny County Board of Commissioners on April 9, 1981, and its Articles of Incorporation were issued by the Commonwealth on September 8, 1981.

ESSENTIAL SERVICES & CORE FUNCTIONS

The ACHEBA was created to undertake projects for colleges, universities, or other institutions of higher learning. Financing is provided by the Authority through the issuance of tax-exempt bonds. The rate and term of financing are negotiated. The interest income on the bonds may be exempt from federal and Commonwealth income taxes which results in a reduced rate to the borrower. The borrower must comply with applicable requirements of the Code and Regulations.

WHY AGENCY AS IMPLEMENTING ENTITY

Under the Municipalities Act of 1945 an authority must be organized by a county, city, borough, or township of the Commonwealth.

ALTERNATIVE METHODS

Borrowers could seek private or alternative public funding from other entities which might cause a significant increase in costs.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

Since its inception, ACHEBA has assisted educational institutions with the financing of capital improvements at a lower than conventional rate. The elimination of ACHEBA could cause these institutions to reduce or eliminate these capital improvements which would adversely affect the citizens of Allegheny County. Further, these institutions could seek other Authorities to finance their improvements.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County’s operating budget. This agency did not receive an appropriation

from the County's operating budget.

HOSPITAL DEVELOPMENT AUTHORITY

LEGAL MANDATE

This Authority is included under the umbrella organization “Finance and Development Commission.” The Allegheny County Hospital Development Authority (the “ACHDA”) was established under the laws of the Commonwealth of Pennsylvania pursuant to the Municipality Authorities Act of 1945, approved May 2, 1945, P.L. 382, as amended (the “Municipality Authorities Act”). Formation of the ACHDA was approved by the Allegheny County Board of Commissioners on 5/27/71 and its Articles of Incorporation were issued by the Commonwealth on June 17, 1971.

ESSENTIAL SERVICES & CORE FUNCTIONS

The ACHDA was created and is authorized by law to acquire, hold, construct, finance, improve, maintain, operate, own and lease, as lessee or lessor, health centers (including but not limited to, personal care facilities and nursing homes), hospitals and facilities devoted to hospital purposes. Financing is provided by the Authority through the issuance of tax-exempt bonds. The rate and term of financing are negotiated. The interest income on the bonds may be exempt from federal and Commonwealth income taxes which results in a reduced rate to the borrower. The borrower must comply with applicable requirements of the Code and Regulations.

WHY AGENCY AS IMPLEMENTING ENTITY

Under the Municipalities Act of 1945 an authority must be organized by a county, city, borough, or township of the Commonwealth.

ALTERNATIVE METHODS

Borrowers could seek private or alternative public funding from other entities which might cause a significant increase in costs.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

Since its inception, the ACHDA has assisted healthcare institutions with the financing of capital improvements at a lower than conventional rate. The elimination of the ACHDA could cause these institutions to reduce or eliminate these capital improvements which would adversely affect the citizens of Allegheny County. Further, these institutions could seek other Authorities to finance their improvements.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget.

INDUSTRIAL DEVELOPMENT AUTHORITY

LEGAL MANDATE

This Authority is included under the umbrella organization “Finance and Development Commission.” The Allegheny County Industrial Development Authority (the “ACIDA”) was established on August 23, 1967 under and pursuant to the provisions of the Economic Development Financing Law of the Commonwealth of Pennsylvania, the Act of August 23, 1967, P.L. 251, as amended (the “IDA Act”). The ACIDA was approved by the Allegheny County Board of Commissioners on November 20, 1969, while its Articles of Incorporation were approved by the Commonwealth on December 9, 1969.

ESSENTIAL SERVICES & CORE FUNCTIONS

Obligations are issued by the ACIDA to provide for the construction, improvement, rehabilitation, revitalization and financing of industrial, specialized, commercial, manufacturing and research and development enterprises, for the public purpose of creating and maintaining employment opportunities, eliminating and preventing blight, eliminating and reducing air and water pollution, and creating and developing business opportunities within Allegheny County. The rate and term of financing is negotiated. The interest income from the bonds may be exempt from federal and Commonwealth income taxes which results in a reduced interest rate to the borrower. An interest in the project must be obtained by the ACIDA and may rest with the Authority until the debt is fully retired; equitable interest may remain with the developer. All proposals are evaluated on the basis of their compliance with local, state, and federal governments.

WHY AGENCY AS IMPLEMENTING ENTITY

Under the Economic Development Financing Law of the Commonwealth of Pennsylvania an authority must be organized by a county, city, borough, or township of the Commonwealth.

ALTERNATIVE METHODS

Borrowers could seek private or alternative public funding from other entities which might cause a significant increase in costs.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

Since its inception, the ACIDA has assisted small, mid-sized and large businesses with the financing of capital improvements at a lower than conventional rate. The elimination of the ACIDA could cause these businesses to reduce or eliminate these capital improvements which would adversely affect the citizens of Allegheny County. Further, these businesses could seek other Authorities to finance their improvements.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. The financial audits of this agency are included as a component unit in the Allegheny County Comprehensive Annual Financial Report (CAFR). This agency did not receive an appropriation from the County's operating budget.

INVESTMENT BOARD

LEGAL MANDATE

The Investment Board was established by Resolution of the Board of County Commissioners in January, 1981. The Investment Board consists of the following three (3) members: the County Executive, County Treasurer and the Controller of Allegheny County. The Investment Board is established in accordance with Section 4970 (b) of the Second Class County Code.

ESSENTIAL SERVICES & CORE FUNCTIONS

The general purpose of this Board is to establish a county-wide standard for the investment of monies in compliance with the 1964 Second Class County Code as amended by Act No. 124 of 1971.

WHY AGENCY AS IMPLEMENTING ENTITY

The three members represent the highest level of involvement in all Allegheny County financial matters, bringing the expertise needed to provide the highest investment return with the maximum security while meeting the daily cash flow demands of Allegheny County, and conforming to all Commonwealth of Pennsylvania Statutes and the Allegheny County Ordinances governing the investment of public funds.

ALTERNATIVE METHODS

Not applicable.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

County funds might be invested in less secure instruments, and substantial amounts of money could be lost in severe economic downturns.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget.

KANE FOUNDATION BOARD

LEGAL MANDATE

The Kane Foundation was created in 1981 as a separate 501(c)(3) tax exempt, non-profit corporation to support the fundraising efforts of the John J. Kane Regional Centers. There is not a legal mandate for this Foundation but the Foundation provides an essential fundraising function to support the Kane Regional Centers. The Board of Trustees is comprised of a minimum of 9 and no more than 15 members with four designated members being the County Executive of Allegheny County, the President of County Council, the County Solicitor and the Executive Director of the Regional Centers. Non-designated Trustees serve four (4) year staggered terms.

ESSENTIAL SERVICES & CORE FUNCTIONS

The purpose of the Foundation is to receive and maintain gifts of money and property and to distribute money and property to the Kane Regional Centers or for charitable, scientific and educational activities related to the Regional Centers.

The John J. Kane Foundation was created to raise private funds to help enhance the quality of life of residents of the Regional Centers and their families. A few examples of the activities and events that are made possible by the Kane Foundation are as follows:

- Adult Education Classes
- Cultural and Sporting Events
- Holiday Parties and Events
- Museums and Shows
- Pet Therapy
- The Santa Angel Fund

All donations to the Foundation are used to benefit the Kane Regional Centers and residents. Personalized gifts are also welcome, as are donations of property or personal belongings. All gifts are tax-deductible to the extent allowable by law. The United Way Donor Option Number for the Kane Foundation is 3708.

WHY AGENCY AS IMPLEMENTING ENTITY

The Foundation benefits/supplements the County owned and operated Kane Regional Centers.

ALTERNATIVE METHODS

Activities supported by Foundation fundraising could be eliminated or paid for through the County budget.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

Without the support of the Foundation, the activities supported by the Foundation would require additional support from the County budget or have to be eliminated.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget.

LOCAL EMERGENCY PLANNING COMMITTEE

LEGAL MANDATE

Allegheny County's Local Emergency Planning Committee (LEPC) for SARA Title III (Emergency Planning and Community Right-to-Know Act of 1986), was established by the Board of Commissioners in January, 1988, committing one million dollars of county funds to create, train and equip five (5) Hazardous Materials teams to respond to and mitigate the effects of toxic releases on the citizens of Allegheny County. The County Executive (traditionally the Chairman) is required by law to serve as a member. The Chairman of the LEPC is elected by the members and makes appointments to the committee according to the by-laws. The Chair and Vice Chair serve a term of two (2) years with no limit on number of terms. Any member may designate one official alternate who may vote on the behalf of the member in such member's absence. Aside from elected State officials, voting members in the Committee, including the Chair shall not exceed sixty (60) members. Membership categories are stipulated and further delineated according to the Allegheny County LEPC by-laws. Members serve until resignation or removal. Removal may occur upon recommendation of the Chair and a majority vote of the Committee.

ESSENTIAL SERVICES & CORE FUNCTIONS

Provide for facility plans for the safer storage and reporting of all chemicals used within businesses. Provide a comprehensive Hazardous Materials response program using fees collected under the law for five (5) strategically located response teams throughout Allegheny County. Provide the necessary training, medical clearances, equipment, supplies, and vehicles for the Hazardous Materials Teams. Collect and expend chemical fees as identified under the law in a legal, audited, and responsible manner to achieve the highest level of preparation and response to a chemical release.

WHY AGENCY AS IMPLEMENTING ENTITY

The LEPC is the vehicle established under Federal (SARA Title III) and PA State Law (Act 165 of 1990), and each County in the Commonwealth is mandated to have a functioning LEPC.

ALTERNATIVE METHODS

None.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

The LEPC in its mission provides for the safety of the residents and visitors of Allegheny County by having the necessary plans, response capability, and public awareness of chemical facilities and transportation networks throughout the County. Not having the LEPC would be unlawful, but more importantly public safety would suffer as the risk of having a chemical facility or transportation accident is real at anytime, and the impact could leave lives in jeopardy, significant property damage, and long term environmental issues.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget.

PARKS & RECREATION COMMISSION OF ALLEGHENY COUNTY

LEGAL MANDATE

The County Executive, working with County Council, created this commission to advise the Director of Parks and Recreation on budget issues, fees and charges, personnel recruitment and training and general operating responsibilities. The Commission is composed of seven (7) members appointed by the County Executive and confirmed by County Council. Commission members shall include, to the extent possible, representation from: the labor community; the disability community; education; environmental advocates; sports and athletics programs; landscape architecture; and historic preservation. Consideration shall also be given to geographic diversity among commission members. Member terms are four (4) years.

ESSENTIAL SERVICES & CORE FUNCTIONS

The need for the commission arose out of a restructuring of the County's parks that includes a new county department, a nonprofit organization and an advisory commission and park-specific advisory councils. The commission is intended to augment the policy-making powers of the County Executive and County Council in improving the parks, not replace them.

WHY AGENCY AS IMPLEMENTING ENTITY

This commission has been relatively inactive during the establishment of the Parks Foundation. It should be reenergized with the goal of increasing programming in our parks to compliment the work of the Parks Department and Parks Foundation.

ALTERNATIVE METHODS

This function could be performed internally in the Parks Department.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

If this commission is eliminated it may take longer to increase the programming in the County parks.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation

from the County's operating budget.

PERSONNEL BOARD

LEGAL MANDATE

Previously, a 1996 Civil Service Organization conducted hearings now held by the Board. In 2001, as part of the change to Home Rule, the Civil Service Commission was abolished, and its responsibilities, as set forth in 16 P.S. §§ 4502 through 4525 and §§ 4221.1 through 4221.16, were incorporated by reference as responsibilities of the Personnel Board.

The Chief Executive, with the consent of a majority of the seated members of County Council, shall appoint from the registered voters a Personnel Board composed of five members. Not more than three members shall be of the same political party. At least one member shall be experienced in labor. The Board meets and organizes on the first business day of January of each year.

No member of the Personnel Board shall, at the same time, be an employee of Allegheny County, an officer or agent of any bargaining agency representing employees of the County, or hold an elected or appointed office under the United States Government, the Commonwealth of Pennsylvania, or any political subdivision of the Commonwealth. In addition, no member of the Personnel Board shall hold an office in a political party, or be a family member of any official or employee of Allegheny County. Family members shall be defined as a spouse, child, brother, sister or parent.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Personnel Board:

1. May hear appeals of Career Service employees not covered by collective bargaining involving demotions, dismissals and suspensions in excess of three days. Terminations during or at conclusion of probationary period may not be appealed;
2. Shall have the opportunity to review and comment upon the rules and regulations established for the career service, and to make recommendations for changes and/or additions;
3. Shall hear complaints regarding violations of the merit principles set forth in this Administrative Code;
4. Shall monitor the faithful execution of provisions governing the career service, and report any abuses to the Manager; and
5. Shall prepare for the Chief Executive and County Council an annual report of activities and such other reports as the Executive may require or the Board considers appropriate.

The Personnel Board may sustain the charges, reduce the length of suspension or dismiss the charges. The Personnel Board shall render its decision, in writing, within 45 days of the receipt of the hearing transcript, unless this time limit is waived by all parties.

WHY AGENCY AS IMPLEMENTING ENTITY

The personnel board may hear appeals of career service employees not covered by a collective bargaining agreement regarding demotions, dismissals and suspensions in excess of three days.

The personnel board provides an objective forum where these employees can present their concerns, since no member of the personnel board or their families can be an employee of Allegheny County.

ALTERNATIVE METHODS

Appeals of this type could be heard by members of the Department of Human Resources, which may not be viewed as objective by employees; or, employees would be forced to address their concerns through the legal system in Common Pleas or Federal Court.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

If the personnel board was eliminated and employees went directly to the Courts in search of a remedy it would result in increased costs to the taxpayer.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget.

PLUMBING ADVISORY BOARD

LEGAL MANDATE

Established by Article XV, Plumbing, Rules and Regulations of the Allegheny County Health Dept. The Board consists of ten (10) members; two serve 1 year, two serve 2 years and remaining six serve 3 years. Qualifications include: Licensed Journeyman Plumber, Professional Engineer, Representative of the Home Builders Association, Bldg. Industry, member of the Allegheny League of Municipalities, Licensed Architect and Plumbing Design Engineer. Ex-Officio members include the Director of the County's Health Department and the County's Chief Plumbing Inspector.

ESSENTIAL SERVICES & CORE FUNCTIONS

This Board shall strive continually to prevent public health hazards through improper plumbing installations and promote sound plumbing practices.

WHY AGENCY AS IMPLEMENTING ENTITY

Plumbing regulations (Article XV) require a Plumbing Advisory Board.

ALTERNATIVE METHODS

None.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

The County and the public in general would not receive recommendations from plumbers and industry professionals on revisions to plumbing regulations.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget.

POLICE ACADEMY ADVISORY BOARD

LEGAL MANDATE

Established by the Board of Commissioners to advise and assist the County in matters concerning Police Training. The Board does not initiate, formulate or execute policy, procedure or other administrative function of the Academy. The appointed Police Academy Director reports to the County Executive, with whom the ultimate authority lays. Since adoption of the Home Rule Charter in 1998, members are made up of Chiefs of Police. The President of the Allegheny County Police Association is responsible for naming others to the Board. The Board must include the Allegheny County Sheriff and the County Superintendent of Police. The County itself does not appoint members to this Board.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Advisory Board meets every four (4) months with all members along with the Police Academy's Director and Deputy Director. The purpose of the meetings is for the Director to report on the academy's activities and functions to ensure that the academy is continually meeting the needs of our law enforcement community.

The Advisory Board provides the necessary and essential function of providing feedback, recommendations and ideas to accomplish this need.

WHY AGENCY AS IMPLEMENTING ENTITY

The county has been operating the police academy since its opening in 1971. There is no other police academy certified by the Municipal Police Officers' Education and Training Commission in Allegheny County that provides state-mandated and non-mandated training to municipal police officers in this area. The Pittsburgh Police Academy serves only Pittsburgh Police Officers and is not structurally adequate to handle the vast number of officers who are required to attend training. The county oversees and implements the training mandated by the state, based upon the recommendations of the Advisory Board.

ALTERNATIVE METHODS

Local municipalities could send their officers to certified academies outside of Allegheny County for training but this would entail additional expense for communities already struggling to operate within their budgets.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

The Police Academy's mission is to provide the most current and diversified, quality instruction for recruit and veteran police officers. This training is provided in a well-disciplined, para-military environment utilizing the very best diversified and professional certified law enforcement instructors who incorporate vital law enforcement experience into their mandated areas of instruction. Furthermore, the training utilizes the most modern techniques and equipment available. The desired result is to produce the best trained police officers in the country, giving graduates all the tools they need to best serve their respective communities.

If the board were eliminated, the Police Academy would be disconnected from all its communities which would severely hamper its' ability to complete its' mission.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget.

PROFESSIONAL SERVICES REVIEW COMMITTEE

LEGAL MANDATE

The Professional Services Review Committee was created by the Administrative Code, Section 905.03. The Committee is comprised of five (5) members: The County Executive or his designee, the County Manager or his designee, two (2) members appointed by the President of Council, one (1) appointed by the County Executive with the consent of Council. An additional member will be designated by the County Official and/or the President Judge of the Court of Common Pleas, if the professional service contract being acted upon was requested by the respective office or the Court. There are no term expiration dates. Member expiration dates are contingent upon their Council terms or the County Executive's term.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Committee reviews and evaluates proposals for professional services for architects, engineers, financial consultants, legal services, and medical consulting.

WHY AGENCY AS IMPLEMENTING ENTITY

This committee was established in the County's Administrative Code as a check and balance between the Executive and Legislative branches of County government for the shortlisting of professional service contracts.

ALTERNATIVE METHOD

There is no alternative method.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

There would be less transparency on the shortlisting of professional services if this committee was eliminated.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget.

RESIDENTIAL FINANCE AUTHORITY

LEGAL MANDATE

This Authority is included under the umbrella organization “Finance and Development Commission.” The Allegheny County Residential Finance Authority (the “ACRFA”) was established pursuant to the laws of the Commonwealth of Pennsylvania, particularly Article XXII-A, Section 2201-A et seq. Of the Second Class County Code, Act of July 28, 1953, P.L. 723, No. 230, as amended (the “RFA Act”). The ACRFA was approved by the Allegheny County Board of Commissioners on November 19, 1981 while its Articles of Incorporation were approved by the Commonwealth on December 4, 1981.

ESSENTIAL SERVICES & CORE FUNCTIONS

The ACRFA has the ability to issue obligations for any eligible project within the Commonwealth, provided it receives by resolution, host approval from the highest elected official of the city or county in which the project is located. The ACRFA issues obligations on behalf certain developers for the financing and/or refinancing of costs incurred for the acquisition, reconstruction, rehabilitation, renovation or improvement of a project. Eligible projects may include certain multifamily dwellings, including, but not limited to, nursing homes and personal care boarding homes. Certain tenant mix, use and income limit requirements, as prescribed in the Code and Regulations, must be met in order for the Authority to issue its obligations in assistance to the project. Prospective borrowers should consult their counsel at the time of application to determine the then current regulations which must be met.

WHY AGENCY AS IMPLEMENTING ENTITY

Under the Second Class County Code an authority must be organized by a county, city, borough, or township of the Commonwealth.

ALTERNATIVE METHODS

Borrowers could seek private or alternative public funding from other entities which might cause a significant increase in costs.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

Since its inception, ACRFA has assisted developers with the financing of acquisition, reconstruction and rehabilitation at a lower than conventional rate. The ACRFA also issues taxable or tax-exempt obligations for its first-time homebuyers program. The elimination of the ACRFA could cause these developers to reduce or eliminate these improvements and also severely impact the first-time homebuyers program which would adversely affect the citizens of Allegheny County. Further, these developers could seek other Authorities to finance their improvements.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget.

RETIREMENT BOARD

LEGAL MANDATE

The Allegheny County Home Rule Charter required the creation of the Retirement Board under Article X Section 7. The original Retirement Board was established by the Board of County Commissioners in 1915. This Board administers the provisions of the retirement statutes under State Law and the Second Class County Code. The Board consists of seven (7) members including: County Executive, County Controller, County Treasurer and two (2) members elected by the County employees and retirees, one (1) appointed by the County Executive and one (1) appointed by County Council. Members serve a 4 year term.

ESSENTIAL SERVICES & CORE FUNCTIONS

This Board invests retirement funds and looks for any benefits to grant fund members. The Board reviews retirement applications and keeps a register of all names, addresses, ages and all information as it deems necessary.

WHY AGENCY AS IMPLEMENTING ENTITY

This Board is required under the Home Rule Charter.

ALTERNATIVE METHODS

This Board is required under the Home Rule Charter. Therefore, there are no alternative methods of providing the functions of the board.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

This Board is required under the Home Rule Charter and can't be eliminated.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency did not receive an appropriation from the County's operating budget.

SOLDIERS & SAILORS MEMORIAL HALL BOARD

LEGAL MANDATE

As of January, 2000, Soldiers & Sailors Memorial Hall became exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. It is considered a Museum. The Board was established by Resolution of County Commissioners pursuant to State Legislation P.L. 140; April 12, 1905; Section 12341, Title 16 Purdon's. The Board of Managers is responsible for maintaining and operating Memorial Hall within the guidelines of state law; and for preserving renovating and enlarging the military history museum as an educational feature. Seventeen (17) member board serve four (4) year terms. Four (4) members are elected by the Veterans of Foreign Wars; four (4) are elected by the Italian American War Veterans; four (4) are elected by the American Legion; and there are five (5) ex-officio members: County Executive, County Council member, President Judge of the Court of Common Pleas and the next oldest Judge. The County itself does not appoint members to this Board.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Grand Army of the Republic conceived Soldiers & Sailors during the 1890s. It was originally built to recognize the sacrifice, valor and patriotism of the Civil War Veterans of Allegheny County. Today it honors the men and women of Pennsylvania who served the United States in its military endeavors during our country's history.

Soldiers & Sailors is the largest memorial building in the United States dedicated solely to America's fighting personnel, representing all branches of service while honoring both the career and citizen soldier. Its' mission is to preserve a lasting tribute to those men and women who unselfishly gave of themselves in serving their country during American wars.

WHY AGENCY AS IMPLEMENTING ENTITY

The 501(c)(3) nonprofit status of the Soldiers & Sailors Memorial Hall Board enables the Board to seek contributions and donations for the upkeep and operation of the museum.

ALTERNATIVE METHODS

The County could create a department to operate the Museum. However, it would lose its 501(c)(3) non-profit status.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

The efforts of the people who have defended our nation have profoundly affected the lives of countless individuals, both military and civilian. Memorial Hall's mission is to promote understanding and appreciation of the accomplishments and sacrifice of service men and women and their community. That mission would be severely weakened by the elimination of the organization.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. The financial audits of this agency are included as a component unit in the Allegheny County Comprehensive Annual Financial Report (CAFR). This agency received appropriations from the County's operating budget.

VACANT PROPERTY REVIEW COMMITTEE

LEGAL MANDATE

The Allegheny Vacant Property Recovery Program is authorized under the Urban Redevelopment Law of Pennsylvania, Act 94 of 1978, as amended (35 P.S. Section 1712.1). The County's Vacant Property Review Program was first started in 1984 in Braddock as a program of the Redevelopment Authority of Allegheny County (RAAC). The program eventually operated in the following communities with the date of initiation in parenthesis: Wilksburg (1985); Rankin (1990); North Braddock (1992; Carnegie (1992); Homestead (1995); Pitcairn (1999); and McKees Rocks (1999). In 1994, the Program was reorganized so that all participating municipalities were encompassed in the Allegheny County Vacant Property Review Committee (VPRC), instead of maintaining separate Vacant Property Review Committees for each municipality. The Program is authorized under the Urban Redevelopment Authority Law of Pennsylvania, Act 94 of 1978, as amended (35 P.S. Section 1712.1). The Program is also locally authorized via Ordinance, dated September 23, 1993 of the Board of County Commissioners. The ordinance was amended on July 5, 2000, via Legislative Action of the County Council to reflect changes in membership. Section 1 of the ordinance now requires that the members of the County's Vacant Property Review Committee shall be appointed as follows: One (1) member appointed by the Allegheny County Executive; one (1) member of County Council appointed by said body; one (1) member of the Allegheny County Department of Economic Development's Housing Division, appointed by the Director of ACDOED; one (1) member of the Allegheny County Department of Economic Development's Planning Division appointed by the Director; one (1) member appointed by the Redevelopment Authority of Allegheny County Board; one (1) member appointed by the Pennsylvania Department of Community and Economic Development; and one (1) member appointed by the Allegheny County Health Department, through its Director.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Vacant Property Review Committee has a fundamental function in the Allegheny Vacant Property Recovery Program process. The Committee meets on the third Tuesday of every month to review applications and determine blight designations for vacant and tax delinquent Allegheny County properties. The purpose of the Program is to take blighted and/or tax delinquent properties and resell them to an applicant to reuse as determined by their application. Through the Program, the Vacant Property Review Committee supports the stabilization of neighborhoods, provision of viable reuses for abandoned properties, and returning of properties to a positive, tax-generating status.

WHY AGENCY AS IMPLEMENTING ENTITY

The Allegheny Vacant Property Recovery Program is authorized under the Urban Redevelopment Law of Pennsylvania, Act 94 of 1978, as amended (35 P.S. Section 1712.1), as well as by local ordinance of the Board of County Commissioners, as amended by the County Council.

ALTERNATIVE METHODS

The other methods of property acquisition include a sheriff sale or tax sale. However, the

Allegheny Vacant Property Recovery Program) is an increasingly streamlined process in comparison. Sheriff sale and tax sale can take significantly longer, increase cost, and do not always produce a clean title to the property as the Vacant Property Recovery Program does.

HOW PUBLIC AFFECTED IF AGENCY ELIMINATED

If the Vacant Property Review Committee was eliminated, the participating municipalities in the Allegheny Vacant Property Recovery Program would lose a vital method for individuals/entities to acquire and develop abandoned properties. Through the Committee and the Program, municipalities receive positive income from properties being put back on the tax rolls and the maintenance cost to the municipality for these abandoned properties is eliminated. The Committee and Program increase community investment, which helps to further stabilize local communities. Without this Committee and Program, the municipalities and their residents would lose these benefits.

PUBLIC COMPLAINT PROCESS

All public complaints are made directly to the agency. Each agency has specific procedures to address complaints.

COST OF COMPLIANCE

Each agency has a process in place to review and study fees. Once it has been determined that it is appropriate to charge fees to the public, each agency adopts the fees in a public meeting.

AGENCY AUDITS

Financial audits were conducted by independent auditors for all agencies receiving appropriations from the County's operating budget. This agency received appropriations from the County's operating budget.