



**SUNSET REVIEW
ALLEGHENY COUNTY**

June 30, 2014

COUNTY OF



ALLEGHENY

RICH FITZGERALD
COUNTY EXECUTIVE

July 1, 2014

The Honorable Rich Fitzgerald
Chief Executive, County of Allegheny
101 Courthouse
436 Grant Street
Pittsburgh, PA 15219

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

Dear Chief Executive Fitzgerald and Members of County Council:

In accordance with Article XII of the Administrative Code and Article VI and Article VII of the Home Rule Charter of the County of Allegheny, I respectfully submit the Sunset Review for your consideration.

As noted in the introduction, the review is composed of the following elements:

- Overview of County Government
- Rethinking Government
- Elements of the Sunset Review Process
- Methodology
- Agencies Subject to Sunset Review
- Staggered Schedule for Future Reviews
- Sunset Reviews of Departments and Related Agencies

Exercising the option that allows for “Any other written criteria that the County Manager believes in the exercise of his best professional judgment, would aid in the furtherance of making County government more competitive and performance-oriented”, I required all Departmental reviews to include a Vision and Mission statement which ensures that the functions of the Department were reviewed within that context.

While Departments and appropriate agency reviews were traditionally cited separately, it was determined that entities that have similar missions should be grouped to facilitate a boarder perspective of the functions of county government and the services to the citizens of our community. As such, a review of each Department is

WILLIAM D. MCKAIN CPA, COUNTY MANAGER

OFFICE OF THE COUNTY MANAGER

119 COURTHOUSE • 436 GRANT STREET • PITTSBURGH, PA 15219
PHONE (412) 350-5300 • FAX (412) 350-3581 • WWW.ALLEGHENYCOUNTY.US

followed by agencies that are related to some degree to the functions and services of the respective Department. Please know that such a design does not imply that the Department has jurisdiction over the respective agencies or authorities but rather that its services complement the activities.

To ensure that the functions of Departments are reviewed in the future in a manner that reflects intersecting roles and missions, we are recommending that a staggered process be implemented beginning in 2015 focusing on several Departments annually and their respective agencies. By this design, we believe we can more fully evaluate the efficiency and effectiveness of services to residents of our county.

Given the scope of this review, I would also like to extend deepest gratitude to all members of our government and community that contributed to this effort.

Thank you for your consideration.

Sincerely,

William D. McKain
County Manager

Table of Contents

Overview of County Government

Rethinking Government

Elements of the Sunset Review Process

Methodology

Agencies Subject to Sunset Review

Staggered Schedule for Future Reviews

Sunset Reviews of Departments and Related Agencies and Authorities and Appropriate Recommendations:

Administrative Services

1. Board of Property Assessment Appeals and Review***

Budget and Finance

1. Investment Board
2. Professional Services Review Committee

Court Records

Economic Development

1. Allegheny County Airport Authority
2. Authority for Improvement in Municipalities
3. Finance and Development Corporation
4. Higher Education Building Authority
5. Hospital Development Authority
6. Industrial Development Authority
7. Residential Finance Authority
8. Vacant Property Review Committee***
9. Allegheny League of Municipalities Board***

Emergency Management

1. Firemen's Advisory Board
2. Local Emergency Planning

Facilities Management

Health

1. Air Pollution Control Advisory Committee
2. Plumbing Advisory Board

Human Resources

1. Accountability, Conduct and Ethics Commission
2. Allegheny County Human Relations Commission
3. Personnel Board
4. Retirement Board

Human Services

1. Allegheny County Health Choices, Inc
2. Area Agency on Aging Advisory Council
3. Community Services Advisory Board

Jail

1. Allegheny County Jail Collaborative

Kane Regional Centers

1. Kane Foundation Board

Law

Medical Examiner

Minority, Women and Disadvantaged Business

Parks

1. Allegheny County Parks Foundation***
2. Cooperative Extension Board***
3. Parks and Recreation Commission of Allegheny County

Police

1. Police Academy Advisory Board

Public Defender

Public Works

Real Estate

Shuman Juvenile Detention Center

***: Received Operating Budget Revenue

Overview of County Government

Under the Constitution of the Commonwealth, counties have “no inherent right to self-government beyond what the State Constitution and the General Assembly may grant” unless the citizens of the county opt for “home rule”. Because of this, Allegheny County was governed by the Second Class County Code adopted by the Legislature in 1935 and modified in 1955. The functions delegated to the county under this code included: the administration of elections and the registration of voters; assessment of property for tax purposes; administration of justice; care of prisoners; recording of deeds; execution of wills; construction and maintenance of roads and bridges; care of the aged, dependent and indigent ill; planning; civil defense; the administration and direction of airports; sewage disposal; and management of parks, recreation and public health.”

While this form of government provided for the services specifically delineated by Second Class County Code, the citizens of the County opted on May 19, 1998, to enact a Home Rule Charter for the county effective in the year 2000. As specified in Chapter 105 of the Code, the County “shall have and may exercise any and all powers and perform any and all functions not specifically denied by the Constitution of the United States of America, the Constitution and laws of the Commonwealth of Pennsylvania and the Charter”.

To fulfill this charge, the Commissioner form of government was replaced by a new structure composed of an elected Chief Executive, a fifteen member (15) County Council and an appointed County Manager as specified in the Administrative Code of Allegheny County enacted on June 20, 2000. Under this new structure of government, the general duties of county government were retained despite separating legislative and executive functions. As such, authority for county government is vested with 1,223,348 residents (Census 2010) residing within the 130 municipalities in 731 square miles.

While Article II of the Administrative Code entitled “Organization and Structure of County Government” initially designated ten (10) categories of Independently Elected County Officials of Clerk of Courts, County Controller, County Coroner, District Attorney, Jury Commissioners, Prothonotary, Recorder of Deeds, Register of wills, Sheriff and Treasurer, the voters opted in May of 2005 to consolidate the offices of Coroner, Jury Commission, Prothonotary, Clerk of Courts, Register of Wills, and Recorder of Deeds and transfer these entities to the Executive branch of government. Subsequently in 2006, the “elected County Coroner became an appointed Medical Examiner, and the Jury Commission responsibilities were assumed by the County Courts. On January 1, 2008, the Department of Court Records combined the offices of the Prothonotary, Clerk of Courts and Register of Wills.”

To ensure the appropriate government review of functions under the “ Home Rule” form of government, the Administrative Code includes Article XII entitled “Government Review” composed of a Sunset Review which evaluates the need for and function of each County Department and agencies and a Government Review Commission which will study the “Charter and County Government, including the organization, practices and responsibilities of all County Departments and Agencies. This commission is charged with evaluating the “effectiveness, efficiency and equity of the County Government and Charter” .

Espousing the charge within the preamble of the Home Rule Charter of Allegheny County which states that “ a home rule government that provides the structure, accountability, leadership, representation, effectiveness and efficiency necessary to improve the delivery of County services will increase economic growth and development and foster a higher quality of life for all residents”, the administration of County Executive Rich Fitzgerald has instituted a myriad of processes to rethink the delivery of essential government services as a means to increase efficiency and effectiveness.

Rethinking Government

Recognizing that we need to promote a vision that will “improve, promote and move Allegheny County forward”, County Executive Fitzgerald charged twelve Vision Teams, a broad spectrum of community representatives with creating a vision to fulfill that mandate. After an extensive review of operations within the following categories of :

1. Courts Administration
2. Economic Development
3. Financial Sustainability
4. Energy & the Environment
5. Human Services
6. Infrastructure
7. Intergovernmental Cooperation
8. Parks, Recreation & Trails
9. Public Health
10. Public Safety
11. Transportation
12. Workforce Development

the following themes emerged :

- Enter an era of increased accountability to increase efficiencies and effectiveness by delineating specific and measurable outcomes for departments.
- Redefine visions for government functions that reflect greater both inter- and intra-governmental practices especially related to the economy, workforce development, human services, etc.

- Explore various revenue models and entrepreneurial strategies to sustain financial integrity, address infrastructure needs, and contribute to economic growth.
- Expand the diversity of the workforce to achieve social equity, economic vitality and increase international competitiveness.
- Implement new strategies to achieve the highest level of public health with respect to the environment, physical and psychosocial needs of all our residents.
- Embrace the belief that smart growth, environmentally responsible land development and preservation of green space contributes to the economic condition of the county.
- Capitalize on the significant economic opportunity that is available in the energy and environmental sectors.
- Implement strategies that ensure that modes of transportation address the current and future social and economic needs of the county.

It is within that context, the salient achievements occurred :

Fiscal:

- Issued an upgraded long term and underlying rating from A+ to AA- by Standard & Poor's Rating Services

- Assigned an A1 rating to Allegheny County \$124.8 million Series C-73 and \$65.7 million Series C-74 bonds and a concurrent revision of the outlook to stable by Moody's Investors Service
- Submitted a \$817.3 Million Budget to Council With No Tax Increases

Administrative Services:

- Secured an additional tax revenue of \$873,970 via the Office of Property Assessment's new management team, using refined techniques, as well as, established practices by removing 10,282 duplicate homestead exemptions
- Initiated a review of cell phones and air cards that resulted in a deactivation of 713 devices representing an annual savings of \$324,000. Based upon annual wireless expenditures of \$906,000 under the Executive Branch, the savings represents a reduction of approximately 35%.

Court Records

- Increased revenues by \$748,694.00 in after submission of a fee bill and approval from the President Judge for fee increases
- Significantly increased the number of cases in 2013 handled in the Criminal Division by 757, Wills/Orphans' Court Division by 79 and Non-Court Function Division cases by 3078 from the previous year.

Economic Development

- Implemented a \$20.3 million development project involving new housing and commercial development in Braddock at the former UPMC Braddock Hospital site
- Created a \$80 million development project for Gordon Food Service, Regional Distribution Center in Findlay
- Implemented a \$53 million development project for Industrial Scientific Corporation, Global Headquarters in Robinson
- Awarded the Governor's Award for Local Government Excellence in the category of promoting community/economic revitalization for the Allegheny Vacant Property Recovery Program. The program acquires vacant, blighted properties on behalf of applicants who have developed a concrete reuse plan and demonstrated the capacity to implement it.

Emergency Services

- Implemented an Electronic iPad Scene Examination/Investigation Reporting System involving digitization of investigative forms, completion of investigative forms on-scene, and a generation of the preliminary investigative report. After additional protocols, is available electronically to the respective Police and Fire Departments for their receipt. Such a practice increases efficiency and sustainability.
- Enhanced capability of the Swiftwater/Flood Response Team Training with additional boat capacity and additional response equipment. Additionally, several training programs have been held to increase certification of team technicians.

- Completed the Oil and Gas Well Pad Training Prop that provides the training academy the ability to offer awareness level training to our County Police, Fire and EMS agencies, operational level training to our County hazmat team, and technician level training to industry partners for a fee and new revenue stream. The program is geared around deep and shallow well and Marcellus shale response needs.
- Launched the first “Text to 911” for Verizon Wireless Customers which allows individuals to send a short message service (SMS) text message to 911 for emergency help when unable to make a 911 voice call.

Facilities Management

- Implemented Cityworks, a geographic information system-based application built to manage service requests and work orders for our customers. Additionally, this system tracks costs, allows management to monitor performance and prioritize projects; documents and plans required preventative maintenance across facilities and ensures the completion of projects.
- Introduced a new lighting system allowing the Courthouse tower to be illuminated for the first time in its 125 year history.
- Realized an energy savings of \$2.8 million annually through the NORESO program by updating, repairing, rebuilding or installing energy efficient rooftops, boilers, hot water systems, cooling towers and other miscellaneous systems across county facilities

Health

- Created the Public Health Commission on Preventing Violence and Promoting Community Mental Health whose mission is to create strategies for reducing violence and promoting positive mental health and community well-being in Allegheny County.
- With grants by the Heinz Endowments and NACCHO, initiated the development of an enhanced screening system to identify risk factors during pregnancy as a goal to reduce infant mortality and to promote the long-term health consequences of healthy childhood environments, as well as, the provision of additional training related to this critical issue.
- Presented *The Allegheny County Health Indicator Report*, a valuable benchmark of health status in the county, to the Board of Health which describes selected indicators of physical health, behavioral health and environmental health in Allegheny County and compares data with other counties in Pennsylvania and with similar-sized counties in the US.
- Achieved an historic first for Allegheny County with every Monitoring Site meeting PM2.5 Air Quality Standards

Human Resources

- Completed a healthcare dependent eligibility audit resulting in an annual \$1.1 million savings to the County
- Participated in effort to renew employee health insurance coverage with minimum cost increase of 1.1% over prior plan.

- Implemented Phase 1 of an online employment application system utilizing OnBase, resulting in 97% decrease in average number of paper applications submitted from 1232/month to 36/month, while increasing overall average of applications submitted by 20% (from 1275 to 1588/month).

Human Services:

- Awarded the Governor's Award for Local Government Excellence in the categories of information technology for the Jail Collaborative, a partnership of the President Judge of the Allegheny County Court of Common Pleas, Warden of the Jail, and the Directors of the Health Department and Human Services Department
- Named by IDG's Computerworld Honors Program as a 2013 Laureate for its integrated case management system supporting comprehensive service delivery. The award recognizes visionary applications of informational technology promote positive social, economic and educational change.
- Received \$613,946 from the U.S. Department of Justice for the Jail Collaborative to provide technical training and support for inmates to earn certificates toward careers in the energy industry. The funding will allow 100 incarcerated men and women to pursue post-release careers in positions that include Industrial Maintenance Technician, Production Technician, Renewable Energy Technician, and Energy Engineering Technician.

Jail:

- Realized \$1 million in annual savings with a restructuring of the provision of medical services
- Significantly reduced the vacancy in the Alternative Housing Programs from January 2013 with 73% full, average of 94 beds open to 93% full, average of 21 beds open by December 2013.

John Kane Regional Centers:

- Constructed a secure Memory Care Unit.
- Implemented the RAVEN program which is an initiative funded through a grant from CMS (Centers for Medicare and Medicaid Services) to reduce avoidable hospitalizations among nursing facility residents. The goal of RAVEN(**R**educe **A**voidable hospitalizations using **E**vidence-based interventions for **N**ursing facilities) is to implement strategies to reduce avoidable hospitalizations for long-stay Medicare-Medicaid enrollees.
- Selected as finalist for 2013 Fine Award for Teamwork Excellence in Healthcare. The selection as a finalist was for a project focused on advanced care planning for each resident with input from the resident and his/her family to ensure that residents, particularly at end of life, receive care that reflects the resident's preferences and reduces unnecessary interventions, decreases unnecessary hospitalizations and preserves patient autonomy.

Law:

- Successfully represented the Chief Executive and the County in implementing and defending the court-ordered County wide property assessment.

Medical Examiner:

- Reduced the case backlog by 30% in 2013 over 2012 using a combination of DNA Backlog Reduction Program grant funding
- Forensic Laboratory was accredited by the American Society of Crime Laboratory Directors Laboratory Accreditation Board (ASCLD/LAB). The five year accreditation includes all forensic disciplines within the Forensic Laboratory including drug chemistry, toxicology, biology, trace evidence, firearms/ toolmarks, latent prints, and crime scene.

Minority, Women and Disadvantaged Business Enterprise

- Performed 138 on-site visits for firms seeking certification.
- Attended 128 Construction Status Meetings to advocate on behalf of the women and minority firms engaged in these projects; Exhibited or attended 78 tradeshow and networking events.
- Processed 791 M/W/DBE Certification Application submissions

Parks

- In partnership with OTB Café at North Park, developed a restaurant at the Boathouse which resulted in the county receiving \$36,000 in 2013; In the first 100 days seated approximately 18,500 guests.
- Created a zip-lining/ tree adventure course in North Park in partnership with Go Ape; The first 7 months had approximately 13,400 visitors from 40 states and Canada; approximately 64% were Allegheny County residents.
- Through contracting for the Boyce Park Ski Slope Maintenance, the County significantly increased revenue from \$254, 699 (2009-2010) to \$526, 103 (2013-2014)
-

County Police:

- Implemented a Taser program for all officers thereby reducing departmental and county exposure to liability. Trained 197 officers accordingly and issued a Taser and related equipment to each officer.
- Re-accredited by the Pennsylvania Law Enforcement Accreditation Program by the Pennsylvania Chiefs of Police Association (PCPA) after being evaluated for its existing policies scrutinized to ensure best practices with an overall focus on success-oriented outcomes. It is one of only 95 agencies out of 1,200 departments in the Commonwealth to receive this accreditation.

Public Defender

- Worked with Allegheny County Bar Association, Duquesne Law School and Pitt Law School to conduct campus wide interviews in order to identify and recruit diverse students interested in public interest law.
- Renewed contract with Legal Edge which gives the Public Defender's office the ability to maintain all cases in a centralized location/system. This system enables staff to identify where cases are scheduled on a daily basis, track the flow of cases to monitor their progression through the court system, and monitor the caseloads of attorneys.

Public Works

- Received Prestigious American Public Works Association Re-Accreditation Award
- Reduced the number of structurally-deficient County-owned bridges by 5%.
- Reduced number of Snow & Ice Agreements with municipalities from 30 to 27, and reduced the amount paid to those municipalities by \$153,994 over the contractual 3-year period.

Real Estate

- Successfully implemented \$150 flat recording fee which increased revenue over 2012 by \$14 million.

Shuman Juvenile Detention Center

- Enhanced the educational, social and emotional experiences of youth through the development of an academic and character education and a therapeutic/behavior Intervention to address oppositional behavior.
- Regained its full license from the State Department of Public Welfare.
- With a commitment to expose the residents to other career paths in the work place, utilized the Title I Neglected and Delinquent Youth Grant to create a learning environment including a computer lab with Lab Volt software, an interactive multimedia technological experience geared to providing hands on computer based vocational educational opportunities to young people.

Elements of the Sunset Review Process

Embracing the principle of the Home Rule Charter of Allegheny County approved by referendum on May 19, 1998 and effective January 1, 2000 which espouses that a separation of powers will provide “checks and balances on the powers of government and protect the rights, privileges and powers reserved or guaranteed to the people by the Constitutions of the United States of America and the Commonwealth of Pennsylvania”, a Sunset Review process was created as the appropriate mechanism to ensure that charge is fulfilled.

As such, under Articles VI and VII of the Charter and Article XII (including amendments of 2005) of the Administrative Code, the County Manager who serves as the chief administrative officer of the County within the Executive branch is charged with oversight of a Sunset Review process in which findings are submitted to the legislative branch of County Council for the appropriate action.

Although historically the charge for the sunset review has been fulfilled as mandated, it has been determined by the administration of County Executive Fitzgerald that by embracing a different philosophical point of departure in which the review is used as a means to provide insight of the operations of the county to enhance efficiency. As such, the mandated charge was honored while simultaneously providing a review within the context of the development and/or revisions of visions and missions for Departments.

To enhance the understanding of the congruence of Departmental functions and related agencies or authorities the Sunset Review crafted for each Department was followed by the Sunset Review of the related agency/authority or an entity that enhances the mission of the County.

As defined, the sunset review which occurs every four years for a Department involves the following:

- A. The Legal Mandate or Necessity for the Department;
- B. A Determination of Public Need for the Department's Services;
- C. A Review of the Methods Used in the Implementation of each Department's Programs and an Analysis of Alternative Methods that may be Employed to Achieve the Department's Legal Mandates;
- D. An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs;
- E. An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services would Significantly Harm or Endanger the Public Health, Safety or Welfare;
- F. An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department;
- G. The Efficiency with which Formal Public Complaints Filed with the Department have been Processed, and;
- H. Any other written criteria that the County Manager believes in the exercise of his best professional judgment, would aid in the furtherance of making County government more competitive and performance-oriented.

With respect to agencies, the Code requires that:

A. In the course of the evaluation, the following specified factors shall be taken into account:

- (1) The legal mandate or necessity for the agency;
- (2) A determination of public need for the continued existence of the agency and its services;
- (3) A review of the methods used in the implementation of each agency's functions and an analysis of alternative methods that may be employed to achieve the agency's legal mandates;
- (4) An evaluation of whether the agency is the most effective body to implement the agency's programs;
- (5) An evaluation of whether the absence or reduction of the agency or the agency's provision of services would significantly harm or endanger the public health, safety, or welfare;
- (6) An analysis showing the costs of compliance for individuals or other entities regulated by the agency;
- (7) The efficiency with which formal public complaints filed with the agency have been processed; and
- (8) In the case of an agency that has received appropriations from the County's operating budget in any of the five years prior to the sunset review, a financial audit of the agency performed by an entity independent of the County.

B. The County Manager may also utilize any other written criteria that he believes, in the exercise of his best professional judgment, would aid in the furtherance of making the agency more competitive and performance-oriented.”

Please note that as the Code requires an audit to be available for any agency that received an appropriation from the County's operating, applicable agencies are noted by a three asterisks (***) in listing for reviews.

Methodology

To fulfill the mandate of the Administrative Code, as well as, honoring the prerogative of the County Manager to include elements that increase efficiency and effectiveness, the following actions occurred:

- Development of an instrument that adheres to the standards for evaluation delineated in Section 1201 of the Code as well as, the prerogative of the Manager that included the creation and/or review of the Vision and Mission statements for each Department
- Implemented a review that enhances the congruency of mission and vision to the operations of the County for Departments
- Conducted the analysis of the agencies, commissions and/or boards as deemed appropriate by the Law Department (Refer to page 24)
- After a review of the County Department, a recommendation was noted with respect to the:
 - Continue the existence of the affected Department
 - Abolish the Department
 - Reorganize the Department subject to evaluation and review
- With respect to the agencies, commissions and/or boards, a recommendation was made with respect to:
 - Continue the existence of the affected agency
 - Abolish the affected agency, if appropriate, or sever the relationship with the agency; or
 - Reorganize the agency subject to evaluation and review, if appropriate, or alter the relationship with the agency

- Development of a staggered sunset review schedule that ensures a review will occur at least every four years. Due to the inter-relationships of functions of Departments and related agencies, one fourth or five Departments and related agencies reviews will occur each year (Refer to Page 25). In those cases where the functions interface, reviews will occur simultaneously. For example, Health and Human Services occur at the same time and Parks, Public Works and Facilities are in the same review cycle.
- On or before October 15, 2014, County Council may adopt an Ordinance or Resolution with respect to the Department to either:
 - Continue the existence of the affected Department for another four (4) years
 - Abolish the Department
 - Reorganize the Department subject to evaluation and review
- In the case of an agency, County Council may adopt an ordinance on or before October 15, 2014, or resolution to:
 - Continue the existence of the affected agency for another four years, if appropriate, or continue the relationship with the agency for another four years;
 - Abolish the affected agency, if appropriate, or sever the relationship with the agency; or
 - Reorganize the agency subject to evaluation and review, if appropriate, or alter the relationship with the agency

Special acknowledgement to the dedicated employees who assisted in the preparation of this report including staff of the County Executive and County Manager, Department Directors, Department and Agency liaisons Al Caponi, Louis Blauth Karen Blumen, Darla Cravotta, Greg Casciato, Terry Conroy, Shannon Dansak, Caroline Faggioli, Joan Hopfer, Bob Huston, George Janocsko, David Jesih, Timothy H. Johnson, Cynde Kelhar, Shanicka Kennedy, Carla Lane ,Jake Lifson, Kathy McCauley, Nicole Nagle, Lillian Reese-McGhee, Erika Similo, Melissa Swedish, Cathy Trexler, Jim Uziel, Janice Vinci Dr. Ron Voorhees, and Jennifer Cash Wade . Special thanks to Margaret Stanley for the cover photo of “Sunset Over the South Hills”.

Agencies Subject to Sunset Review

The following entities have been determined to be subject to the Sunset Review process:

- Accountability, Conduct and Ethics Commission
- Air Pollution Control Advisory Committee
- Allegheny County Airport Authority
- Allegheny County Human Relations Commission
- Allegheny County Jail Collaborative
- Allegheny County Parks Foundation
- Allegheny County Health Choices, Inc.
- Allegheny League of Municipalities Board
- Area Agency on Aging Advisory Council
- Authority for Improvement in Municipalities
- Board of Property Assessment Appeals and Review
- Community Services Advisory Board
- Cooperative Extension Board
- Finance and Development Corporation
- Firemen's Advisory Board
- Higher Education Building Authority
- Hospital Development Authority
- Industrial Development Authority
- Investment Board
- Kane Foundation Board
- Local Emergency Planning Committee
- Parks and Recreation Commission
- Personnel Board
- Plumbing Advisory Board
- Police Academy Advisory Board
- Professional Services Review Committee
- Residential Finance Authority
- Retirement Board
- Vacant Property Review Committee

Staggered Schedule for Future Sunset Reviews

For future reviews, it is recommended that a four year staggered process be implemented for Departments and related agencies, commissions and/or boards and authorities, as follows:

	2003	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Administrative Services	x	x				x		x				x				x
Budget	x	x				x				x				x		
Court Records *	N/A	x				x				x				x		
Economic Development	x	x				x	x				x				x	
Emergency Services	x	x				x			x				x			
Facilities**	N/A	N/A				x		x				x				x
Health	x	x				x	x				x				x	
Human Resources	x	x				x				x				x		
Human Services	x	x				x	x				x				x	
Jail	x	x				x			x				x			
Kane	x	x				x	x				x				x	
Law	x	x				x				x				x		
Medical Examiner*	N/A	x				x			x				x			
Minority, Women, DBE	x	x				x	x				x				x	
Parks	x	x				x		x				x				x
Police	x	x				x			x				x			
Public Defender	x	x				x				x				x		
Public Works	x	x				x		x				x				x
Real Estate*	N/A	x				x										
Shuman	x	x				x			x				x			
Total						20	5	4	5	5	5	4	5	5	5	4

* Exists as 2008

**Exists as of 2013

A dramatic sunset or sunrise sky with vibrant orange and red clouds. Silhouetted trees and a city skyline are visible in the foreground and middle ground. The text "Department of Administrative Services" is centered in the sky.

Department of Administrative Services

Vision:

A Department that consistently serves our residents efficiently and effectively.

Mission:

To uphold and support all levels of services to the taxpayers of Allegheny County. Although the department encompasses a vast range of services, the common mission is to enhance Allegheny County operations.

Overview of the Department

The Department of Administrative Services is a multifaceted Department with oversight of an array of services that enhances the efficient operations of the county. Additionally, the department oversees the election process to ensure that all government laws and requirements are upheld related to the basic rights of a democracy, as well as, providing services and support to military veterans throughout the County who due to their actions our freedoms have been preserved.

To achieve these objectives, the Department retains seven (7) divisions with the following responsibilities:

- **Administration:** Maintains primary oversight of internal operations of mailing services, photography, printing and records administration
- **Elections:** Responsible for administrating and managing the County voting policies, programs and resources. The division continues to refine and improve the electronic campaign expense account report filing system to further comply with both State and County laws. It also continues to participate in the postal service change of address program due to the federal and state mandated voter registration list maintenance provisions while also continuing implementing the provisions of the Federal Help America Vote Act, including improving polling place accessibility.

- **Computer Services:** Supports all County departments, elected officials and related offices in the planning, development and application of computer technology. Technological support of a Countywide communication network backbone methodology allows access to all computer systems; centralized backup, recovery and disaster planning for all systems; apply support and evaluation of data warehousing for Countywide usage; identifies and develops emerging technologies which help departments achieve County goals while increasing productivity, effectiveness and quality; and maintain centralized contracts for computer hardware and software to ensure the best possible pricing structures; implements the required HIPPA compliance tools and assists various County departments in implementing a Geographic Information System (GIS).
- **Property Assessment:** Assures the uniformity in base year assessments of properties in the county; supplies accurate data resulting in fair assessments, as well as helpful, knowledgeable service in processing requests for information and assessment-related inquiries. This division also makes the determination of the tax exempt status for any parcel of real estate.
- **Purchasing:** Procures supplies, equipment, and services in the most efficient, cost effective, and timely manner possible. Additionally, this division provides purchasing services to all County departments and coordinates joint purchasing projects with various municipalities and governmental entities.

- **Veterans Services:** Ensures that veterans and/or widows and dependents receive entitlements and benefits authorized by Federal, State and Local regulations. The commitment of this division involves promoting and increasing outreach and collaboration among the many generations of veterans from World War II to the present.
- **Weights and Measures:** Assures that the rights of the consumer are protected from deliberate fraud or unintentional errors and further serves to protect the business owner. The Division inspects and monitors all transactions in which a commodity or service is bought or sold or a weighing and measuring device is utilized.

The Legal Mandate or Necessity for the Department

The overall authority of the Department of Administrative Services is authorized to provide both mandated and internal support services to County government under Article XIII, Section 6 – Continuity, of the Home Rule Charter of Allegheny County approved May 19, 1998 (the “Charter”). With respect to the specific functions of the Department, the following mandates are also fulfilled:

- **Weights and Measures:** Complies to mandates under the Consolidated Weights and Measures Act, 3 Pa. C.S.A. 4101 et seq. The County performs certain functions under the Act as provided for in a Memorandum of Understanding provided for under 3 Pa. C.S.A. 4125 and entered into by the County for the term July 1, 2012 through June 30, 2013.
- **Records Administration:** The mandate for this service is provided per H.B. 1302 of 1991 which was implemented by Allegheny County Commissioners Board Action 925-93.
- **Computer Services:** This service is empowered by Article VI, Section 2(I) of the Charter that empowers the County Manager to ensure the maintenance of a management information system dealing with County services and operations.

- **Elections:** Election functions are provided for under Article X, Section 6 – Board of Elections and Article XIII, Sections 6 (a) and (d) – Continuity, of the Charter 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(gag)) and the Help America Vote Act (includes PA Motor Voter Law) (P.L. 107-252) also mandate various election procedures.
- **Property Assessment:** 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), mandates property assessments in Allegheny County. An Office of Property Assessment 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

- **Purchasing:** The functions of the Division of Purchasing and Supplies are mandated by Article VIII – Competitive Procurement, of the Charter and by Article 901 of the Administrative Code. As such, this entity is 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.
- **Veterans Services:** The Second Class County Code, 16 P.S. §5123(F) requires the County to have a Director of Veterans Services. Additionally, the division 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.

A Determination of Public Need for the Department's Services

Recognizing the core functions related to (1) General Administration (2) Computer Services (3) Elections (4) Property Assessment (5) Purchasing (6) Veterans Services and (7) Weights and Measures, this Department fulfills the public need for:

(1) General Administration

- Access to historical documents that are preserved in a manner that can be accessed by the public
- Retrieval of County records and documents, as appropriate.
- Timely and accurate access to information that falls under the “Right to Know” criteria
- Assurance that all correspondence related to the County, Community College of Allegheny County (CCAC) and the City is processed in a timely and appropriate manner.
- Access to public documents and reports (both literal and visual) that reflect the highest standards.

(2) Computer Services

- Ensures that the general public can access reliable data related to services
- Shapes long-term business strategies which benefits citizens with more and better public service at a very competitive cost structure through the implementation of an enterprise-wide information technology infrastructure, .

(3) Elections

- Election management practices that guarantees the right to engage in the basic principle of democracy with the right to vote to the approximately 902,000 registered voters and future voters.
- Consistent standards (both structural and electoral) necessary to accommodate voters at 1,321 polling locations.

(4)Property Assessment

- Assessments that are accurate, timely and conducted in a manner that meets basic principles related to computation of fair and reliable assessments.
- A single integrated system to handle assessments, appeals, tax billing and collections for ease of access by the public that:
 - 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 relative to all assessment matters;
 - Maintains the current lot-and-block system;
 - Establish and maintains adequate descriptions of properties to assist in the determination of the value of those properties;
 - Determines whether 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 from the Department of Real Estate of every deed or conveyance of land is properly filed;
 - Processes and schedules all assessment appeals;
 - Prepares and maintains guidelines and 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.

(5) Purchasing

- Responsible contracting that utilizes protocols for the purchase or lease of all materials, supplies, furnishings, equipment, insurance and surety and fidelity bonds or other personal property and nonprofessional services.
- Continuous process improvements such as the modernization of purchasing procedures to include web-based bidding, the use of electronic, reverse auctions for the purchase of commodities, online purchasing and procurement cards which increase efficiencies and effectiveness of county operations.
- Saving 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.
- Maximizing the level of minority and women participation in County contracts by collaboration with the Department of M/W/DBE.

(6) Veterans Services

- Access and acquisition to all benefits entitled to residents for service in the military.

(7) Weights and Measures

- Accuracy of inspections and monitoring of all transactions in which a commodity or service is bought or sold or a weighing and measuring device is utilized.

A Review of the Methods Used in the Implementation of each Department's Programs and an Analysis of Alternative Methods that May be Employed to Achieve the Department's Legal Mandates

During 2012, the Department of Administrative Services was reconfigured to focus on its key mission of serving the public. As such, facilities management including utilities management was transferred to a newly-created Department of Facilities Management. Additionally, the Bureau of Weights and Measures was transferred back to the Department as its functions are congruent to the overall responsibilities of this Department within the Executive branch of government.

To enhance efficiencies, other alternative methods that could be employed or considered are:

- The County could designate that Departments manage these functions individually in lieu of having one department manage all of the administrative functions. It could be concluded that creating a number of smaller departments would increase management expenses and cause the County to lose the efficiencies and economies of scale gained from the creation of this shared services department.
- The County could also contract the non-legally mandated services to outside vendors. If these functions were outsourced, the County departments that rely on its fast, reliable, cost competitive and privacy protections would be greatly impacted in a negative way.
- Property Assessments could be redesigned to a separate Department or another entity that is more congruent to its functions.

- The County could consider contractual arrangements for the non-mandated function of Computer Services.
- Purchasing could be assumed by individual Departments, however, this would most likely be inefficient and result in higher costs. Another possibility would be to outsource the purchasing for the County as a whole. If this function was outsourced, the County and the City of Pittsburgh departments that rely on its fast, reliable, cost competitive and privacy protections would be greatly impacted in a negative way.
- Weights and Measures could be transferred to the Commonwealth's Department of Agriculture that performs this functions for 52 counties in the State.
- Due to the regulatory nature of Elections by the Commonwealth, no other methods could be considered as a viable alternative.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

Recognizing that General Administrative functions, Purchasing, and Computer services are integral to the efficient and effectiveness of the current organizational design, the County is the most effective entity for implementation. Additionally, these divisions provide a number of support functions that enable other county departments to provide essential services to the public.

Given the legislative mandates of the Commonwealth, county government is the designated entity responsible for Elections, Property Assessments and Veterans Services.

**An Evaluation of Whether the Absence or Reduction of the Department or
the Department's Provision of Services Would
Significantly Harm or Endanger the
Public Health, Safety or Welfare**

While the absence or reduction of the Department would not directly impact on the Public Health, Safety or Welfare, the indirect effect to Departments such as Economic Development, Emergency Services, Police, Kaners, etc. and ultimately the general public would occur without a designated agency to perform critical computer services, administrative functions of mailing and printing services, and purchasing. Specifically, the Department assists various County departments in implementing a Geographic Information System (GIS), a crucial aid in parcel creation, system planning, flood remediation and improved response time for emergency responders

From a community perspective, the analysis provided by computer services facilitates the identification of potential areas where Allegheny County and all municipalities can jointly utilize resources in order to provide services. Additionally, the mandated function of Property Assessment allows for the viability and continuity of municipalities due to accurate valuations of property.

From an elections perspective, voters would be denied their constitutional right to choose their elected representatives in a fair, open and democratic process and therefore it can be determined that the elimination or reduction of this vital service would compromise public welfare and the common good.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, *Capital Budget # 38-13-RE* and the *Special Revenues/Grants Budget # 34-13-RE*) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Comprehensive Fiscal Plan (CFP) which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

The Efficiency with which Formal Public Complaints Filed with the Department have been Processed

Due to the broad array of services, the process of filing public complaints occurs, as follows:

With respect to the divisions of Administration, Computer Services, and Veterans Services, public complaints are generally received by the County Information Center. The County Information Center directs complaints it cannot resolve to the relevant employee within the department. To enhance services, Computer Services designed a new process for constituent call tracking to ensure all questions are answered in a timely manner.

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

The County Information Center directs complaints related to Property Assessments it cannot resolve to the relevant employee within the department. In addition, the office created a section dedicated specifically to answering customer inquiries and responding to complaints within its Public Information Section. 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.

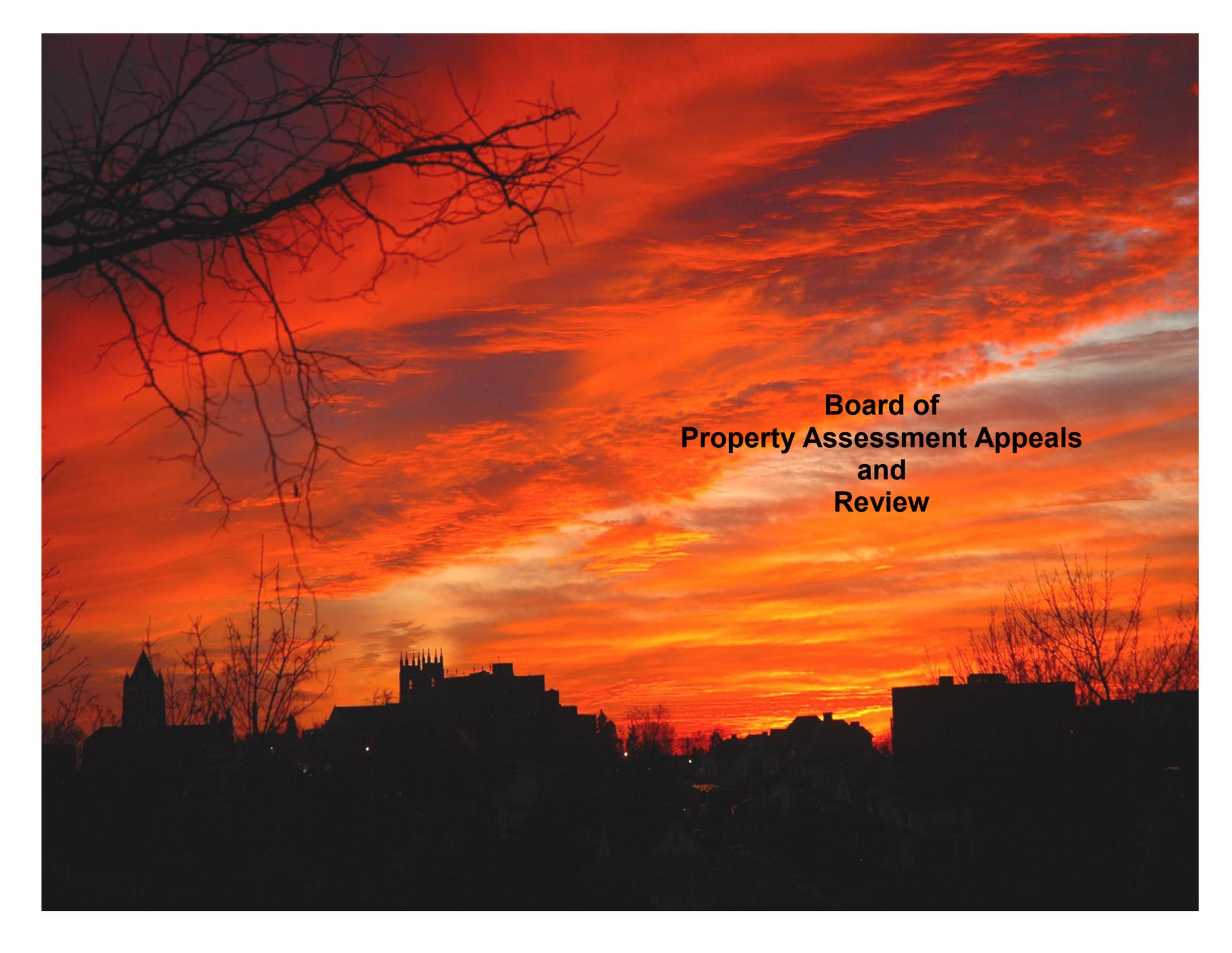
The County Information Center directs complaints involving Purchasing it cannot resolve to the relevant employee within the department. Public complaints are received in the form of "bid protests" or general letters to the County with questions about the bid or award process. These inquiries are generally answered in the form of a letter with the assistance of the Law Department, Chief Purchasing Officer, Director of the Department of Administrative Services and County Manager's Office.

Although complaints can be submitted to the County Information Center in regards to Weights and Measures, the County maintains a fraud hotline and email in which constituents can make a confidential and anonymous contact for inspectors to investigate suspicions of fraud.

Additionally, the County Information Center directs complaints it cannot resolve to the relevant employee within the department. During the 2011, 2012 and 2013 calendar years 2,724 issues were forwarded to Administrative Services for analysis and resolution. Documentation of these issues are retained by the County Information

Recommendation:

Recognizing that the Department of Administrative Services fulfills its mission to enhance the efficiency and effectiveness of Allegheny County operations via seven divisions, it is recommended that this Department retain its core functions. However, given the interrelationship that this Department has with the Department of Real Estate especially with respect to land and property, it is recommended that the functions of the Department of Real Estate be transferred to this entity. By such actions, efficiencies can be expanded.



**Board of
Property Assessment Appeals
and
Review**

The Legal Mandate or Necessity for the Agency

Article X, Section 5 of the Allegheny County Home Rule Charter required the creation of the Board of Property Assessment Appeals and Review (“the BPAAR”). The BPAAR was established on September 1, 2000 to replace the Board of Property Assessment Appeals & Review, which was established by the State Legislature effective 1st Monday of January, 1942. The Allegheny County Home Rule Charter provided that the BPAAR “shall exercise all powers and duties that [previous Board of Property Assessment Appeals & Review] had before the effective date of this Charter”. The BPAAR operates pursuant to provisions of the Allegheny County Administrative Code, of the Second Class County Assessment Law, and of the General County Assessment Law.

The BPAAR is comprised of seven (7) members, each appointed for three (3) year terms. Three (3) members must have not less than ten (10) years practical experience as a registered real estate broker, or real estate appraiser or assessor; one (1) member must have not less than ten (10) years practical experience as a building construction engineer, civil engineer or general contractor or assessor; and, one (1) member must have not less than ten (10) years experience as a practicing attorney at law with residential valuation expertise. County Council appoints four (4) members and the County Executive appoints three (3) members, with confirmation by County Council. No member may serve more than four (4) consecutive terms. The BPAAR, as of July 2014, has one (1) vacancy.

A Determination of Public Need for the Continued Existence of the Agency and its Services

Any person with a direct pecuniary interest in a property has a right to challenge the certified assessed value of the property. If the BPAAR was eliminated, parties would be required to file an appeal directly with the Allegheny County Court of Common Pleas, Board of Viewers. Filing an appeal directly with the Court of Common Pleas would result in increased costs to the taxpayer. Further, the scheduling of the appeal and the resolution of the appeal would take substantially longer. Finally, there may be a significant delay in the complaint process.

**A Review of the Methods Used in the Implementation of the Agency's
Functions and an Analysis of Alternative Methods that may be
Employed to Achieve the Agency's Legal Mandates**

The role of the BPAAR is to:

- Hear and decide all appeals concerning the valuation of real property within Allegheny County; and
- Hear and decide all appeals of determinations of the tax exempt status of any real property within Allegheny County

Value appeal hearings are conducted by hearing officers designated by the BPAAR. Hearing officers are independent contractors and must meet the certain professional requirements provided in the Allegheny County Administrative Code.

If the majority of the BPAAR accepts the hearing officer's recommendation, then that recommendation shall be the decision of the BPAAR. If the hearing officer's recommendation is not accepted by a majority of the BPAAR, the BPAAR shall review the audio recording of the hearing—if deemed necessary—and all evidence supplied at the hearing to reach its own determination. After the decision is made at a regularly scheduled public meeting, a disposition notice is mailed to all interested parties.

Exemption and abatement appeal hearings are conducted by the BPAAR Solicitor and/or a BPAAR member. The Solicitor or BPAAR member creates a report and recommendation for review and discussion at a regularly scheduled BPAAR meeting where the BPAAR will vote to either sustain or reverse the determination made by the Office of Property Assessments.

As the BPAAR's functions and methods are delineated and governed by statute and other legislation, including the Allegheny County Code, an analysis of alternative methods is not appropriate.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

The BPAAR provides a timely, affordable, equitable, and efficient forum for resolving appeals of real estate assessment valuation. The BPAAR is independent from the Office of Property Assessments whose function is to place an assessed value on each property in Allegheny County.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

If the BPAAR was eliminated interested parties would be forced to file an appeal directly with the Allegheny County Court of Common Pleas, Board of Viewers. Utilizing the Court system requires costs to the taxpayer. In addition, the scheduling of the appeal and the resolution of the appeal would take substantially longer.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Agency

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

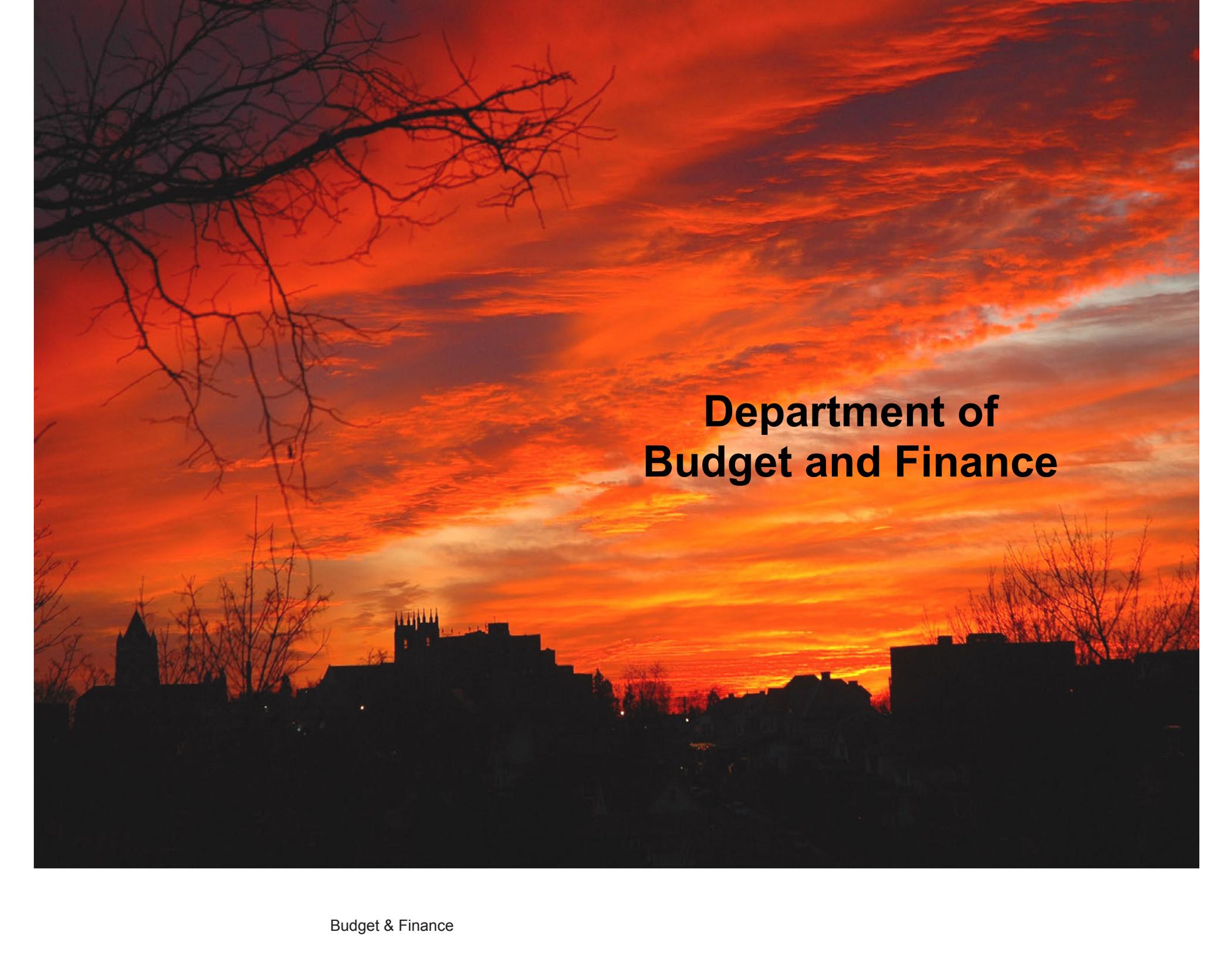
**The Efficiency with which Formal Public Complaints
Filed with the Agency Have Been Processed**

All complaints are made directly to the BPAAR. The BPAAR has specific procedures to address complaints. All complaints are addressed in a timely manner.

**In the Case of an Agency that Has Received Appropriations from the
County's Operating Budget in Any of the
Five (5) Years Prior to the Sunset Review, a Financial Audit of the Agency
Performed by an Entity independent of the County.**

As this entity received an appropriation from the County's Operating budget, an audit is part of the primary County audit conducted for the Office of the County Controller by Zelonkofsie Axelrod.

Recommendation: Continue



Department of Budget and Finance

Vision:

The Department of Budget and Finance is committed to the highest levels of excellence in the fields of budgeting and finance, striving to continuously improve County operations in the most cost efficient manner possible to the citizenry.

Mission:

The mission of the Department of Budget and Finance is to develop and implement managerial and financial strategies that assist the County Executive and the County Manager in fulfilling their statutory commitments per the County's Home Rule Charter, as well as their administrative initiatives and policy priorities. In addition, the Department strives to provide fiscal guidance to all County Departments and Offices.

Overview of the Department

The Department of Budget and Finance is responsible for two key areas of County government: first, Budget and Finance must prepare, analyze and administer the County's Annual Comprehensive Fiscal Plan (CFP), including the operating, grant and capital budgets; second, it must issue all County debt within legal policy and procedural limitations, in order to meet the needs of the County and its residents.

The Legal Mandate or Necessity for the Department

The Department of Budget and Finance (the "Department") is authorized under the continuity provision of the Home Rule Charter of Allegheny County (the "Charter"), Article XIII, Section 6(d).

A Determination of Public Need for the Department's Services

The Department facilitates compliance with the legal mandates of Article VII, Section 2 of the Home Rule Charter regarding preparation of a Comprehensive Fiscal Plan, in conjunction with Article VIII, Chapter 801- Comprehensive Fiscal Plan, of the Administrative Code of Allegheny County. The Department also facilitates compliance with the legal mandates of Article VIII, Chapter 803 - Borrowing of Funds, of the Administrative Code of Allegheny County.

In addition, 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.

A Review of the Methods used in the Implementation of Each Department's Programs and an Analysis of Alternative Methods That May be Employed to Achieve the Department's Legal Mandates

The County could contract out budgetary analyses, revenue/expenditure forecasting and debt/cash management, in the process probably incurring higher cost, which would be contrary to the Department's core function.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

The County is the most effective entity to implement the Budget and Finance function because the Departmental effort is an internal function directed toward supporting the Executive Branch, Row Offices and Court of Common Pleas.

An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety or Welfare

The Department of Budget and Finance plays a key role in monitoring operations. The Department advises both the County Executive and County Manager in all financial matters impacting the County. In doing so, the Budget and Finance Department provides essential support functions that enable the County to effectively deliver services to the public. Therefore, the reduction or elimination of this vital function would be counterproductive to the financial integrity of the county.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

The Department does not regulate individuals or other entities, per se. therefore, this analysis is not applicable.

The Efficiency with which Formal Public Complaints Filed with the Department Have Been Processed

Because the Department provides purely internal functions to County government, it does not deal with the public in a direct fashion. As such, specific public complaints regarding the Department are generally minimal. In fact, during the 2011, 2012 and 2013 calendar years, only one issue was forwarded to the Department for analysis and resolution. Documentation of this issue is retained by the County Information Center

Recommendation:

Given the essential functions this Department provides and its existence by virtue of the Home Rule Charter, this Department should continue as currently designed.

A dramatic sunset or sunrise over a city skyline. The sky is filled with vibrant orange and red clouds, with the sun low on the horizon. Silhouettes of buildings and trees are visible against the bright sky. The text "Investment Board" is overlaid on the right side of the image.

**Investment
Board**

The Legal Mandate or Necessity for the Agency

In January of 1981, the Investment Board was established by Resolution of the Board of County Commissioners. The Board is comprised of three members namely: the County Executive, the County Treasurer and the Controller of Allegheny County. The Board is established in accordance with Section 4970 (b) of the Second Class County Code.

A Determination of Public Need for the Continued Existence of the Agency and its Services

The purpose of the Board is to establish a standard throughout Allegheny County that dictates the investment of all county money to be compliant with the 1964 Second Class County Code as amended by Act No. 124 of 1971.

A Review of the Methods Used in the Implementation of the Agency's Functions and an Analysis of Alternative Methods that may be Employed to Achieve the Agency's Legal Mandates

The Agency adopts and utilizes an investment policy and reporting practice with metrics that have been certified by the Association of Public Treasurers of the United States & Canada. This Investment Policy governs the Allegheny County Investment Program and includes all financial assets which are under the jurisdiction of the Allegheny County Treasurer and are accounted for in the County of Allegheny Comprehensive Annual Financial Report (CAFR). The alternative, lack of an oversight board without a standard policy and metric to evaluate the management of funds lends itself to the increased risk of being non-compliant with statutory requirements, as well as, an increased risk for potential loss of dollars.

**An Evaluation of Whether the Agency is the
Most Effective Body to Implement the Agency's Programs**

The Agency is comprised of three Board Members in the upper echelon of the county's hierarchy that have direct involvement in the fiscal management of Allegheny County's public funds. They possess the expertise necessary to provide a market rate of return with maximum security, while meeting the cash flow demands of Allegheny County and conforming to the Commonwealth of Pennsylvania Statutes and Allegheny County Ordinances governing the investment of public funds.

**An Evaluation of Whether the Absence or Reduction
of the Agency or the Agency's Provision of Services Would
Significantly Harm or Endanger the Public Health, Safety, or Welfare**

The risk for potential loss would increase significantly without a standard means of policy adoption, monitoring and enforcement as regulated by this agency. Absent this process a severe loss of monies could affect the operation of the county resulting in harm to the public.

**An Analysis Showing the Costs of Compliance
for Individuals or Other Entities Regulated by the Agency**

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

**The Efficiency with which Formal Public Complaints
Filed with the Agency Have Been Processed**

As there have not been any public complaints filed with the agency, this review is not applicable.

**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in Any
of the Five (5) Years Prior to the Sunset Review,
a Financial Audit of the Agency Performed by an Entity independent of the County.**

As this entity does not receive an appropriation from the County's Operating Budget, this review is not applicable.

Recommendation: Continue

A dramatic sunset with a fiery orange and red sky, silhouetted trees, and a city skyline. The sun is low on the horizon, creating a bright glow that illuminates the clouds. The sky is filled with wispy, dark clouds that catch the light of the setting sun. In the foreground, the dark silhouettes of bare tree branches are visible against the bright sky. In the background, the dark silhouettes of a city skyline are visible, including a prominent building with a spire. The overall mood is serene and contemplative.

**Professional Services
Review
Committee**

The Legal Mandate or Necessity for the Agency

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.

A Determination of Public Need for the Continued Existence of the Agency and its Services

The 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 identification of qualified applicants for professional service contracts.

A Review of the Methods Used in the Implementation of the Agency's Functions and an Analysis of Alternative Methods that may be Employed to Achieve the Agency's Legal Mandates

There is no alternative method to the process established in the Administrative Code and therefore a review is not warranted.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

The Professional Services Review Committee as established by the Administrative Code, Section 905.03 is the most effective body to review and evaluate proposals for professional services for architects, engineers, financial consultants, legal services and medical consulting.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

The absence or reduction of the provisions set forth for the Professional Services Review Committee in the Administrative Code, Section 905.03, could result in the selection of proposals not thoroughly vetted to be in compliance with the terms, conditions and requirements therein and could result in harm.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Agency

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

**The Efficiency with which Formal Public Complaints
Filed with the Agency Have Been Processed**

As there have not been any public complaints filed with the agency, this review is not applicable.

**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in Any
of the Five (5) Years Prior to the Sunset Review,
a Financial Audit of the Agency Performed by an Entity independent of the County.**

This agency did not receive an appropriation from the County's operating budget and therefore no audit is required.

Recommendation: Continue



Department of Court Records

Vision:

The Department will continue to consolidate row office functions, where possible, and enhance work processes and procedures throughout all three Divisions in order to maintain efficiency, cost savings, and greater public access to better serve the Courts and the public.

Mission:

As the receiver and custodian of all filings for the Divisions of the Court of Common Pleas of Allegheny County, the Department is required to maintain accurate records and to perform the duties set forth in Pennsylvania statutes of the Prothonotary, Clerk of Courts, and Register of Wills in compliance with Pennsylvania Rules of Procedure and Allegheny County Rules of Court. The Department strives for an environment of continuous improvement in order to provide prompt, efficient and courteous service.

Overview of the Department

Due to the decision of the electorate in May 2005 to consolidate the previously elected “row” officials of Prothonotary, Clerk of Courts, and Register of Wills, which transferred these functions under the jurisdiction of the County Executive, the Department of Court Records (“DCR”) was established on January 7, 2008, to perform the functions formerly performed by the row offices. With this mandate, the Department was created with three primary operational divisions. Subsequently an Administrative division was added. The responsibilities of each Division is as follows:

- **CIVIL/FAMILY DIVISION (formerly Prothonotary):** Has administrative control and responsibility for receiving and maintaining official documents and records for the Civil and Family Divisions of the Court of Common Pleas. To accomplish this function, this 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 of the Commonwealth of Pennsylvania. In addition, the division has miscellaneous record keeping duties such as recording municipal claims and tax liens. For efficiency, filing of court documents in person, by mail or electronically is allowed. In addition, via the DCR website at: dcr.alleghenycounty.us any person with internet access can view the docket, which is the official list of documents filed in the case, as well as scanned images of the documents filed for all cases, unless the case is sealed by Order of the Court.

- **CRIMINAL DIVISION(formerly Clerk of Courts):** Has administrative control and responsibility for receiving and maintaining official documents and records for the Criminal Division of the Court of Common Pleas. In this Division, 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 and court-ordered restitution is paid to victims. Other services provided by this Division include case intake, constable services, DUI procedures, driver's license reinstatement and responding to prisoners' correspondence. In addition, the DCR Criminal Division, processes private detective licenses. To facilitate these activities, the division uses a state-mandated computer system, Common Pleas Case Management System (CPCMS) as the official docket and record-keeping system. A list of legal filings in each case is entered into CPCMS. This list of the filings constitutes the docket. An electronic scanned image of each document is stored and retained in a separate computer data base. DCR has worked with an outside contractor, IMR, to provide a link between the docket list on CPCMS and an electronic image of the document filed. Any person with web access can access a public version of CPCMS which contains the criminal records for all counties in Pennsylvania at <http://ujportal.pacourts.us/docketsheets/cp.aspx>
- **WILLS/ORPHANS' COURT DIVISION (formerly Register of Wills):** Has administrative control and responsibility for receiving and maintaining official documents and records for the Orphans' Court Division of the Court of Common Pleas. In addition, this division probates Wills and grants letters to representatives of estates. In some cases, this Division has a duty to take testimony and enter decrees, or findings, when facts are disputed regarding a will. Those decrees are appealable to the Orphans' Court. The cases that are heard in the Orphans' Court Division of the Court of Common Pleas include all matters involving decedent's estates, trusts, wills, guardians of the persons and estates of minors, guardians of the persons and estates of incapacitated persons, powers of attorney, termination of parental rights and adoptions, civil commitments, marriage licenses, nonprofit associations and corporations, and inheritance and estate tax matters.

The Division also issues marriage licenses and maintains marriage records. Additionally, the DCR, Wills/Orphans' Court Division is the agent for collection of Pennsylvania Inheritance Tax and accepts U.S. Passport applications.

The Division has also implemented electronic filing for the Wills/Orphans' Court Division. Because the computer system used by the Civil/Family Division is so effective and user-friendly, it was expanded to include filings in the Wills/Orphans' Court Division. In addition, in February 2012, the DCR implemented an online marriage application so that couples planning to marry can complete the marriage license application online before appearing in person at the DCR's Marriage License Office. This reduces the time in the office for a couple applying for a marriage license.

- **ADMINISTRATIVE DIVISION:** Centralizes administrative functions for the Department such as budgeting, purchasing, and records management. Due to this organizational design, there have been substantial cost savings as a result of Department-wide purchasing rather than purchasing by the three (3) individual row offices. The centralization of ordering and storing office supplies has resulted in greater inventory control and lower usage of supplies . In addition, there now are Department policies with respect to work hours, dress code, and use of sick and vacation time.

The Legal Mandate or Necessity for the Department

The statutory bases for the existence of this Department are the following Commonwealth of Pennsylvania statutes: 16 P.S. § 4301, *et seq.*, 20 Pa.C.S.A. § 901, *et seq.*, 42 Pa.C.S.A. § 2731, *et seq.*, and 42 Pa.C.S.A. § 2751, *et seq.*

County Council Ordinance No. 38-04-OR authorized the placement of a ballot question on the May 17, 2005, municipal primary ballot, which, if passed by the electorate of Allegheny County, would amend and modify the Allegheny County Home Rule Charter by, *inter alia*, abolishing the elected Row Offices of Prothonotary, Clerk of Courts and Register of Wills/Clerk of the Orphans' Court and replacing them with a single appointed office of Court Records, which would be vested with all the power and authority that all applicable law had vested in the elected Row Offices of Prothonotary, Clerk of Courts and Register of Wills/Clerk of the Orphans' Court. The ballot question authorized by Ordinance No. 38004-OR was approved by the electorate of Allegheny County in the May 17, 2005, municipal primary election and the Allegheny County Home Rule Charter was amended in accordance with Ordinance No. 38-04-OR, effective on January 7, 2008.

An additional legal mandate in support of the existence of the Department, is found at an Administrative Order of Court issued by the President Judge of the Court of Common Pleas of Allegheny County. AD-3-2008 PJ .

A Determination of Public Need for the Department's Services

Although it is recognized that the services provided by the Department are mandated by the Commonwealth, the significant activity as evidenced by the following statistics in a three year period of 2011-2013 further illustrates the essential functions of the Department in addressing the judicial, economic, and social needs of the public.

<u>Criminal Division</u>	2011	2012	2013
Criminal Cases	15,963	17,052	17,809
Summary Appeals	3,170	3,090	3,175
<u>Civil/Family Division</u>	2011	2012	2013
General Docket	27,489	24,713	24,953
Family Division	8,177	8,297	7,695
Arbitration	9,002	7,043	6,113
Landlord Tenant	1,282	1,259	1,350
Sum/Stat Appeals	1,281	1,203	1,350
Federal Tax Liens	2,519	1,680	1,449
Delinquent Tax	95,303	95,528	101,405
Board of Viewers	1,558	6,906	8,204
Juvenile	2,581	2,649	2,430
Mortgage Foreclosures	1,630	2,071	1,983

<u>Wills/Orphans' Court Division</u>	2011	2012	2013
Marriage Licenses	6,170	6,375	6,454
Estate Probated	4,623	4,581	4,753
Orphans' Court cases	2,840	2,524	2,448
PA Inherit Tax returns	11,411	5,616	6,182
<u>Non-Court Functions</u>	2011	2012	2013
Passport Applications	1,190	1,981	5,059
Notary Certifications	204	97	82

A Review of the Methods used in the Implementation of Each Department's Programs and an Analysis of Alternative Methods That May be Employed to Achieve the Department's Legal Mandates

Because the functions performed by the Department are mandated by Commonwealth statutes, no other method or entity is appropriate to perform these essential functions.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

Given the significant activity and increased efficiency of this Department, the effectiveness of this Department is recognized for this mandated responsibility by the Commonwealth.

An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety or Welfare

Due to the nature of this Department as a facilitator to ensure the full exercise of rights guaranteed by the State Constitution especially related to the judicial process, the absence or reduction of this Department would significantly harm the general public welfare of our residents. Therefore, it is critical that the operational Divisions of the Department be retained so that the public can be assured that all Court of Common Pleas documents are retained and processed in an efficient and effective manner while ensuring public access to court documents as set forth in applicable statutes

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, *Capital Budget # 38-13-RE* and the *Special Revenues/Grants Budget # 34-13-RE*) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Adopted Budgets which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

The Efficiency with which Formal Public Complaints Filed with the Department Have Been Processed

The County Information Center directs complaints it cannot resolve to the relevant employee within the Department. During the 2011, 2012 and 2013 calendar years, 1464 issues were forwarded to the Department for analysis and resolution. Documentation of these issues are retained by the County Information Center

Recommendation:

Acknowledging that this Department was created in response to the decision of the electorate to consolidate the previously elected “row offices”, retention in its current organizational design is appropriate to provide vital services to the residents of the County. In fact, as the review indicated that this Department facilitates the full exercise of rights guaranteed by the State Constitution, the absence or reduction would have a significant effect on the general public



**Department
of
Economic Development**

Vision:

Coordinating success for the future of Allegheny County in economic and community development.

Mission:

Effectively utilize all available resources to maintain and enhance the economic, social, and environmental quality of life for all citizens of Allegheny County, with emphasis on those who are of low/moderate income, minorities and women.

Overview of the Department

As the lead economic and residential development agency, the Department provides streamlined assistance to businesses, developers and local municipalities. To ensure operational efficiency and success of \$59 million in Federal and State grants and the management of 300 grants annually, ACED retains eight (8) divisions charged with the following:

- **BUSINESS DEVELOPMENT:** Facilitates the growth of existing businesses and attract new companies to the County. The Division plays a lead role in retention and attraction activities through financial and technical assistance.
- **DEVELOPMENT :**Coordinates property acquisition, site development and redevelopment, and infrastructure development of major development projects. This expertise is especially critical in the reclamation of brown-fields.
- **HOUSING & HUMAN SERVICES :** 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.
- **MUNICIPAL DEVELOPMENT:** 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).

- **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.
- **PLANNING** : Acts as the County's Official Planning Agency and administers duties assigned under the PA Municipalities Planning Code (MPC). Highlights are overseeing land development approvals for 27 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.
- **SPECIAL PROJECTS & FINANCE** : Secures funding for major real estate and business development projects and administers the financing it acquires. Additionally, it has oversight of the use of Tax Increment Financing (TIF), one of the County's most important development tools.
- **AUTHORITIES** : Encompasses six (6) authorities, each with a special focus such as assisting the growth of health care or higher education institutions. Due to this unique structure and specific purposes, the authorities can operate nimbly and effectively.

Historically it should be noted that in 1977 with a goal to increase efficiently and effectiveness of economic practices, the Allegheny County Board of Commissioners created a taskforce composed of business and industrial leaders to analyze County government and recommend operational changes. In response to the 1978 report produced by the “The Committee for Progress in Allegheny County (ComPAC), the County Commissioners created the Department of Development in 1979 to serve as the primary mechanism to receive and administer federal Community Development Block Grant funds (CDBG).

Subsequently on March 14, 1996 as a means to expand this goal, the Department of Economic Development (DOED) was created through Commissioners’ Board Action No. 385-96 which merged the former Department of Development and the Planning Department. In 2005, DOED changed its name to Allegheny County Economic Development (ACED) as part of a new marketing strategy.

The Legal Mandate or Necessity for the Department

The overall authority for ACED is authorized under Article XIII (General Provisions), Section 6 (Continuity) of the Home Rule Charter . With respect to specific functions and divisions within the department, the following legislative mandates are also fulfilled:

- **Community Development Block Grant (CDBG):** 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.
- **Housing and Human Services:** 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.

- **Municipal Development:** Under the Urban Counties legislation, 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.
- **Planning:** Under the United States Constitution, planning is a function of the state. Pennsylvania has delegated this responsibility to local governments through Act 247 of 1968, as amended, known as the Pennsylvania Municipalities Planning Code (MPC). As provided for by the MPC, the counties may confer duties and powers to a planning agency. Allegheny County Economic Development is the County's designated planning agency. Within ACED, the Planning Division carries out planning functions established by the MPC.
- **Authorities:** 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.

A Determination of Public Need for the Department's Services

Utilizing the five (5) core functions of: (1) Funding and facilitating community development, (2) Funding and advancing business and economic development and job creation (3) Providing County planning services (4) Supporting regional development with a focus on the Mon Valley and airport area development; and (5) Promoting equity and diversity, ACED clearly addresses the critical public needs of:

1. Infrastructure improvements
2. Job creation
3. Job retention
4. Home improvement programs,
5. Affordable housing,
6. County planning agency services
7. Human services.

With respect to specific functions and divisions within the department, the following public needs are also addressed:

Division of Business Development: With a primary role 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 business retention, attraction and expansion activities.

Specifically, this division emphasizes:

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

Division of Development: Facilitates the redevelopment of vacant and underutilized land within Allegheny County, thus enticing revitalization, economic development and job creation. Particular emphasis is given to addressing the public's need for :

- Brownfield redevelopment
- Environmental remediation
- Job creation for low-and moderate-income residents;
- Business expansion
- LEED certified industrial/commercial redevelopment
- Increase community tax base
- Elimination of blighted conditions within a community

Division of Housing and Human Services: Addresses the fundamental needs of affordable housing and human services within our communities. Specifically, the HOME program fulfills the mandate to maintain and increase the supply of decent, safe and sanitary affordable housing while funding for human services target programs and individuals related to:

- Hunger and nutrition,
- Older adults
- Individuals with disabilities
- Individuals with behavioral health or Intellectual disabilities
- Drug and alcohol
- Children and families
- Job training
- Community centers
- Homelessness

The basic needs are addressed by embracing the core functions of :

- Providing gap financing to affordable housing developments (rental and homeownership);
- Funding human services projects; and
- Administering 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

Division of Municipal Development: Focuses primarily on structural issues that enhance safety and quality of life by emphasis 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
- Demolition
- Code enforcement

Division of Operations: Charged with the responsibility for the administration of all federal and state grants and provides financial oversight of six County authorities to ensure financial integrity. Additionally, it coordinates the applications to the Federal Department of Housing and Urban Development (HUD) for more than \$17.1 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.

Division of Planning: Ensures a coordinated and comprehensive approach to development within the county. To accomplish this, this division is charged with the:

- **Development and Compliance to the Comprehensive Plan**

Counties are mandated by the Pennsylvania Municipalities Planning Code (MPC) to prepare a comprehensive plan. As such, from 2005-2008 the Planning Division oversaw the preparation of the County's first comprehensive plan, *AlleghenyPlaces*, which was adopted in November of 2008.

When a county has adopted a comprehensive plan, certain applications and actions must be reviewed for consistency with the county comprehensive plan. Therefore, this division is charged with reviewing (1)state, federal and local permit and grant applications (2)proposed municipal street alterations or vacations (3)proposed sale, lease, or expansion of public school district land or facilities and (4) proposed sale, lease, or expansion of public grounds.

- **Land Development**

Counties may adopt county-wide land development ordinances that apply in local municipalities that have not adopted their own ordinances. The Planning Division administers the Allegheny County Sub-division and Land Development Ordinance for 27 municipalities in Allegheny County that have not adopted their own ordinance.

Local municipalities that have their own land development ordinances are required to submit all proposed land development plans to the county planning agency for review. Planning Division provides advisory reviews to 102 municipalities.

Municipalities are required to submit proposed land development ordinances and comprehensive plans to the county planning agency for advisory review. Planning Division provides advisory reviews to 129 municipalities.

Municipalities are required to record all finally approved land development plans with the office of the county recorder. The MPC mandates that plans may not be recorded without a signed certification of review by the county planning agency.

- **Other Services**

The governing body of the county may request the planning agency to conduct studies and carry out other duties consistent with the directives and purposes of the MPC. Therefore, services are also provided for:

- Transportation: Planning support for Allegheny County through participation in the Southwestern Pennsylvania Commission (SPC), the 10-county MPO, and in other local, county, state and federal transportation planning projects and initiatives.
- Stormwater Management: Overseeing the development of a county-wide stormwater management plan which will ensure the County is fully compliant with PA Act 167 Storm Water Management.
- Farmland Preservation: Managing the County's Farmland Preservation Program, which protects productive farmland and ensures the viability of agricultural operations in the County.
- GIS Mapping and Analysis. Providing GIS mapping and analysis services in support of Department and County projects.

Division of Special Projects and Finance: Focuses on securing funding for major real estate and business development projects and administer the financing it acquires. Primary attention is paid to the Airport Area and large real estate development projects. Special emphasis is directed to:

- Airport Area Development
- Funding the cost of preparing development sites
- Job creation for low- and moderate-income residents
- Tax inducements as a method of filling project financial gaps
- Increase community tax base
- Elimination of blighted conditions

Division of Authorities: 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, this division fulfills numerous aspects of public need as it:

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

A Review of the Methods used in the Implementation of Each Department's Programs and an Analysis of Alternative Methods That May be Employed to Achieve the Department's Legal Mandates

Federal and/or state legislation would be required to authorize another local entity to administer the federal grant programs currently administered by ACED. Therefore, alternative methods to their administration are not recommended.

Given the unique organizational design and outcomes of ACED, numerous functions are assumed and funding sources explored to assist areas of development that are normally avoided by the private sector, such as brownfields. In addition, the uniqueness of ACED's Authorities' financial assistance for public and private development allows a significant cost savings to borrowers, such as hospitals, colleges and universities, which couldn't be found in other public financing sources. Alternative methods to these functions may prove to be counterproductive and costly.

The functions of the Planning Division of the Department could be converted into a full service County Planning Department (similar to the majority of Pennsylvania counties) which would enable the County to proactively offer a full range of planning services. This would require funding by the County; however, some costs could be recouped through fees for services as permitted by the MPC.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

While other organizational designs could be embraced, it can be concluded that Allegheny County is the most effective and appropriate body to implement legislative and organizational charges based on the following:

- Deemed as an entitlement community under federal programs, Allegheny County receives more than \$17.1 million in federal grants which is administered and distributed at the local level. Given the scope of this process, no other entity can assume this responsibility.
- The County provides a regional approach to business development without bias toward one industry sector or geographic area.
- The County provides local implementation of housing and human service 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 Emergency Shelter Grant (ESG) programs.
- The County is able to provide centralized administrative functions for municipal development that fairly and effectively serves all of the County's municipalities.
- Given that 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 respective service departments.

- As core planning services is a legal mandate, it has been recognized that counties are the most effective entity to coordinate planning across local municipal boundaries, represent the County's interests, and promote planning at a regional level. Additionally, the State expects counties to help unify local municipal plans and be the bridge to regional or state plans.

An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety or Welfare

The absence or reduction of the Allegheny County Economic Development would have significant adverse consequences, including but not limited to, the following:

- An increase in the fragmentation of economic development initiatives at the local level resulting in decreases in job creation and growth.
- Potential increases in the tax base would be minimized without new business development, job creation and retention
- 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.
- Municipalities would no longer receive support services which would reduce their capacity to engage in local development initiatives.

- Without the ACED, 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.
- Absence of the planning functions would result in a lack of Development and implementation of a county-wide stormwater management plan that is critical for protecting the public health, safety and welfare from damage due to flooding and for protecting water quality.
- Administering the County's Subdivision and Land Development Ordinance for the 27 municipalities without an ordinance, helps ensure that development in these municipalities will not endanger the public health, safety and welfare.
- Currently, many municipalities have their own land use ordinances yet they have no other access to professional planners or other resources needed to evaluate proposed development. Without this service of advisory reviews, municipalities would not have the resources to fully understand the potential impacts of development, ensure that they are legally correct and based on sound planning practices.
- Reducing or eliminating proper land use principles would allow for sub-standard land use planning that could result in development that is unsafe, poorly functioning, and unsightly.
- Without the support of the Authorities division, a number of important entities that contribute to the health, welfare and safety of the public would not have access to needed capital. 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.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

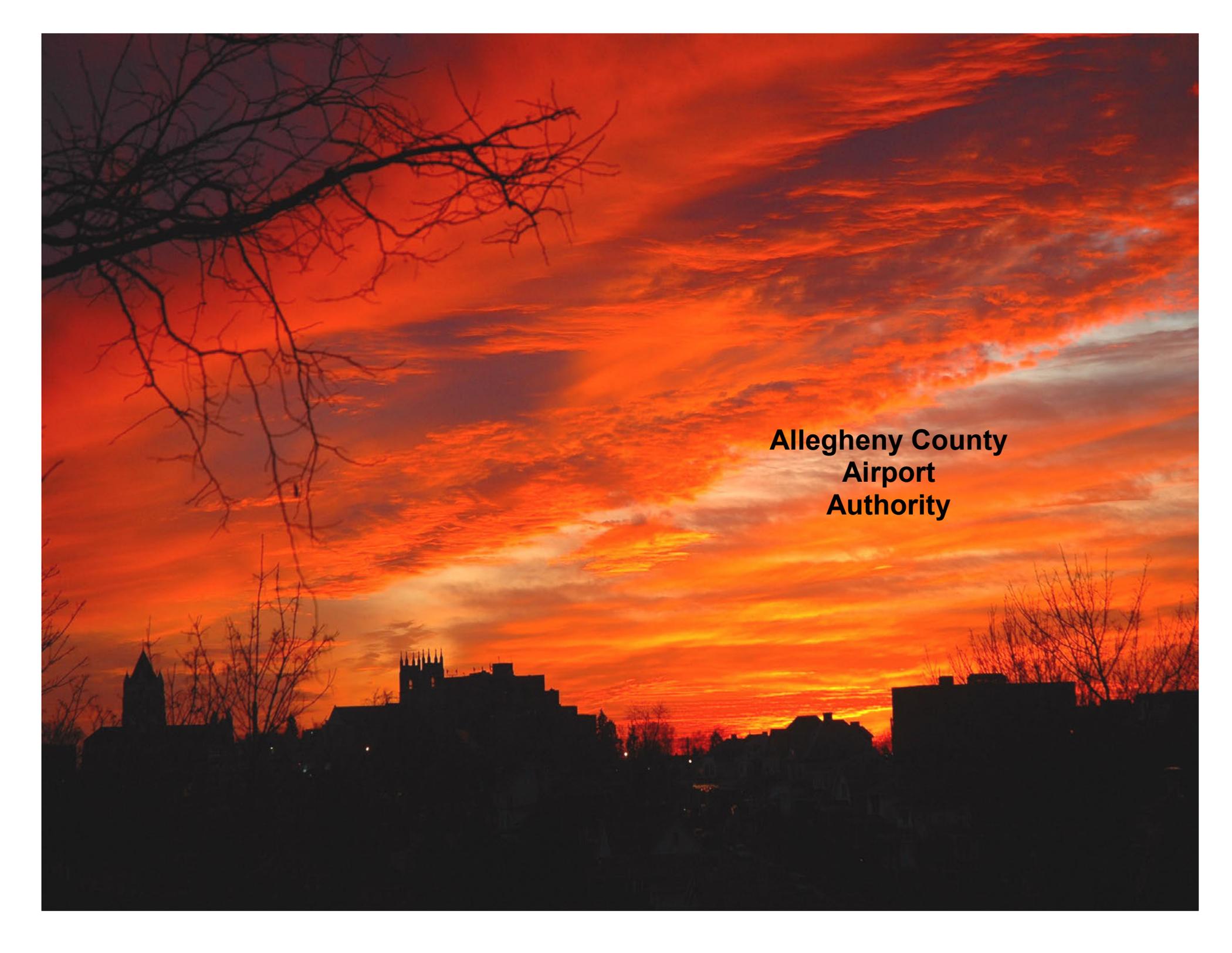
The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, *Capital Budget # 38-13-RE* and the *Special Revenues/Grants Budget # 34-13-RE*) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Adopted Budgets which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

The Efficiency with which Formal Public Complaints Filed with the Department Have Been Processed

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. During the 2011, 2012 and 2013 calendar years, 119 issues were forwarded to ACED for analysis and resolution. Documentation of these issues are retained by the County Information Center.

Recommendation:

As the lead for economic and residential development for the County, continuation of this Department and services with respect to business development, housing and human services, municipal development, planning, etc. is most appropriate.

A dramatic sunset over a city skyline. The sky is filled with vibrant orange and red clouds, with a bright glow near the horizon. Silhouettes of buildings and trees are visible against the dark background. The text "Allegheny County Airport Authority" is overlaid on the right side of the image.

**Allegheny County
Airport
Authority**

The Legal Mandate or Necessity for the Agency

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 9 members appointed by the County Executive and confirmed by County Council. Members serve 5 year terms, each of which are staggered.

A Determination of Public Need for the Continued Existence of the Agency and its Services

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.

A Review of the Methods Used in the Implementation of the Agency's Functions and an Analysis of Alternative Methods that may be Employed to Achieve the Agency's Legal Mandates

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

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

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.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

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.

**An Analysis Showing the Costs of Compliance
for Individuals or Other Entities Regulated by the Agency**

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

**The Efficiency with which Formal Public Complaints
Filed with the Agency Have Been Processed**

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

**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in
any of the Five Years Prior to the Sunset Review,
a Financial Audit of the Agency Performed by an Entity Independent of the County.**

This agency did not receive an appropriation from the County's operating budget. As such, an audit is not required.

Recommendation: Continue



**Authority
for
Improvement in Municipalities
(AIM)**

The Legal Mandate or Necessity for the Agency

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. The purpose of this mandate was assisting local municipal entities in undertaking vital and necessary Capital Needs and Improvement projects they would otherwise be unable to finance.

A Determination of Public Need for the Continued Existence of the Agency and its Services

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.

A Review of the Methods Used in the Implementation of each Agency's Functions and an Analysis of Alternative Methods that May be Employed to Achieve the Agency's Legal Mandates

In reviewing other options, it was determined that borrowers could seek private or alternative public funding from other entities. However this option might cause a significant increase in costs.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

Under the Municipalities Act of 1945 an Authority must be organized by a county, city, borough, or township of the Commonwealth. Therefore, it can be concluded that this is the only viable entity to implement this program.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

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.

**An Analysis Showing the Costs of Compliance for
Individuals or Other Entities Regulated by the Agency**

Each Authority within the Allegheny County Department of Economic Development (ACED), which are treated as separate entities, 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. These fees are then reviewed during the annual budget process of each Authority. Any modification of the fees is proposed to the appropriate Authority Board of Directors for approval.

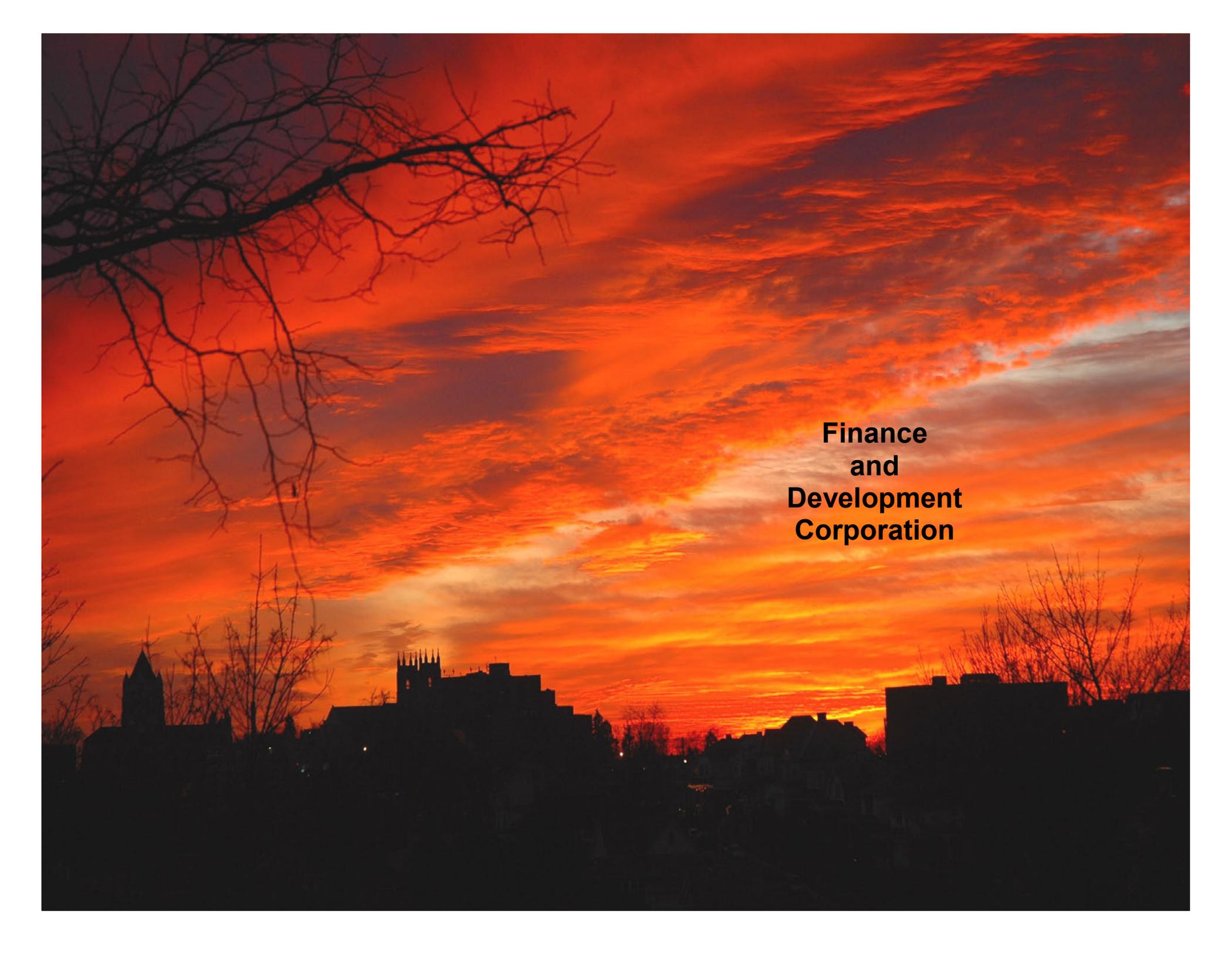
**The Efficiency with which Formal Public Complaints
Filed with the Agency have been Processed**

As there have not been any formal public complaints filed with the agency, this review is not applicable.

**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in
any of the Five Years Prior to the Sunset Review,
a Financial Audit of the Agency Performed by an Entity Independent of the County.**

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, financial audits are conducted by an independent auditor for this agency on an annual basis.

Recommendation: Continue



**Finance
and
Development
Corporation**

The Legal Mandate or Necessity for the Agency

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. 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.

A Determination of Public Need for the Continued Existence of the Agency and its Services

Given this is a managing entity, this review is not applicable. Please see the individual member authorities.

A Review of the Methods Used in the Implementation of each Agency's Functions and an Analysis of Alternative Methods that May be Employed to Achieve the Agency's Legal Mandates

Given this is a managing entity, this review is not applicable. Please see the individual member authorities.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

Given this is a managing entity, this review is not applicable. Please see the individual member authorities.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

Given this is a managing entity, this review is not applicable. Please see the individual member authorities.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

Given this is a managing entity, this review is not applicable. Please see the individual member authorities.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Agency

Given this is a managing entity, this review is not applicable. Please see the individual member authorities.

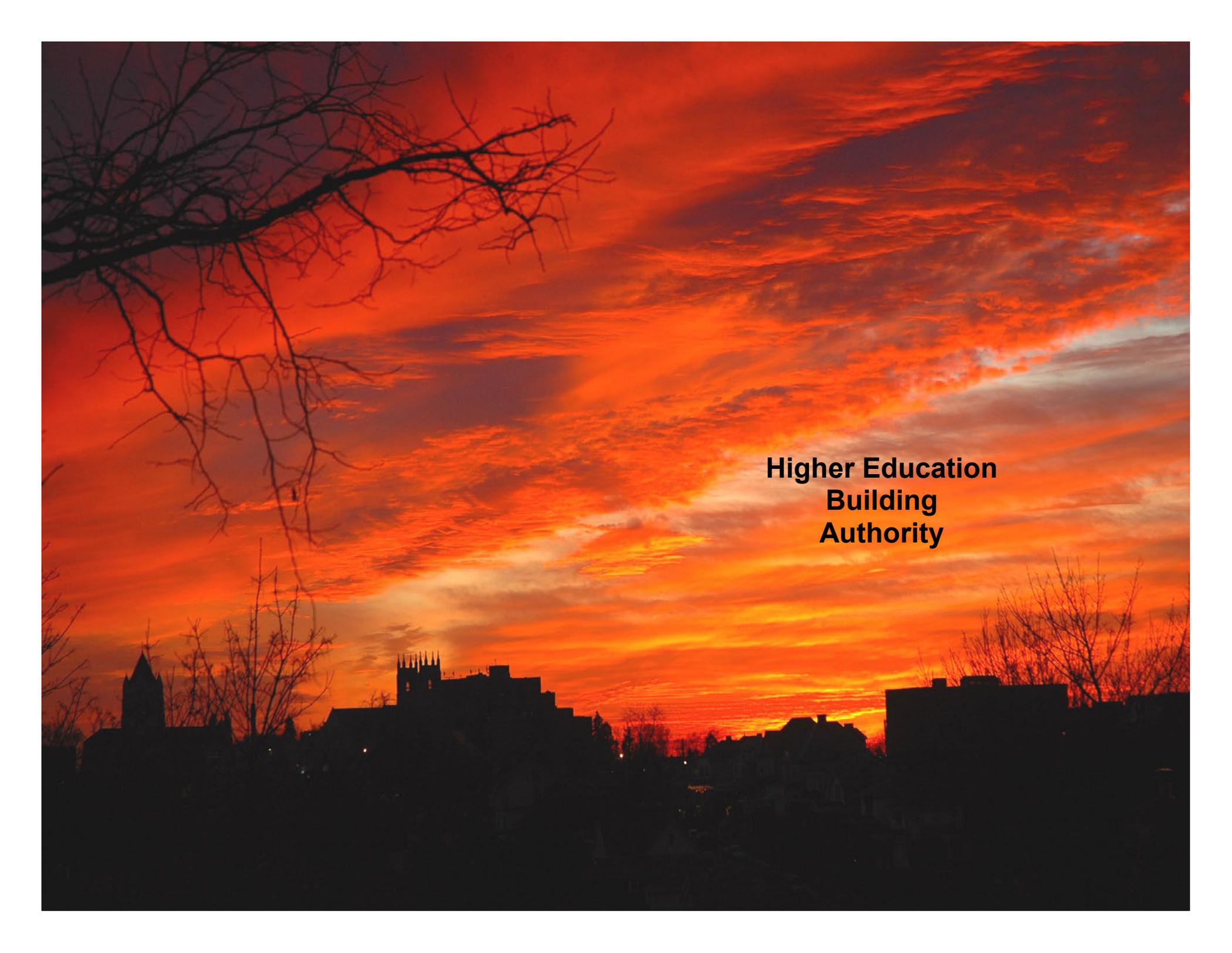
The Efficiency with which Formal Public Complaints Employed to Achieve the Agency's Legal Mandates Filed with the Agency have been Processed

Given this is a managing entity, this review is not applicable. Please see the individual member authorities.

In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in any of the Five Years Prior to the Sunset Review, a Financial Audit of the Agency Performed by an Entity Independent of the County.

Given this is a managing entity, this review is not applicable. Please see the individual member authorities.

Recommendation: Continue



**Higher Education
Building
Authority**

Legal Mandate or Necessity for the Agency

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.

A Determination of Public Need for the Continued Existence of the Agency and its Services

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.

A Review of the Methods Used in the Implementation of each Agency's Functions and an Analysis of Alternative Methods that May be Employed to Achieve the Agency's Legal Mandates

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

**An Evaluation of Whether the Agency is the Most Effective Body
to Implement the Agency's Programs**

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

**An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of
Services Would Significantly Harm or Endanger the
Public Health, Safety, or Welfare**

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.

**An Analysis Showing the Costs of Compliance for Individuals
or Other Entities Regulated by the Agency**

As noted in the Departmental review, "Each Authority within ACED, which are treated as separate entities, 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. These fees are then reviewed during the annual budget process of each Authority. Any modification of the fees is proposed to the appropriate Authority Board of Directors for approval

**The Efficiency with which Formal Public Complaints
Filed with the Agency have been Processed**

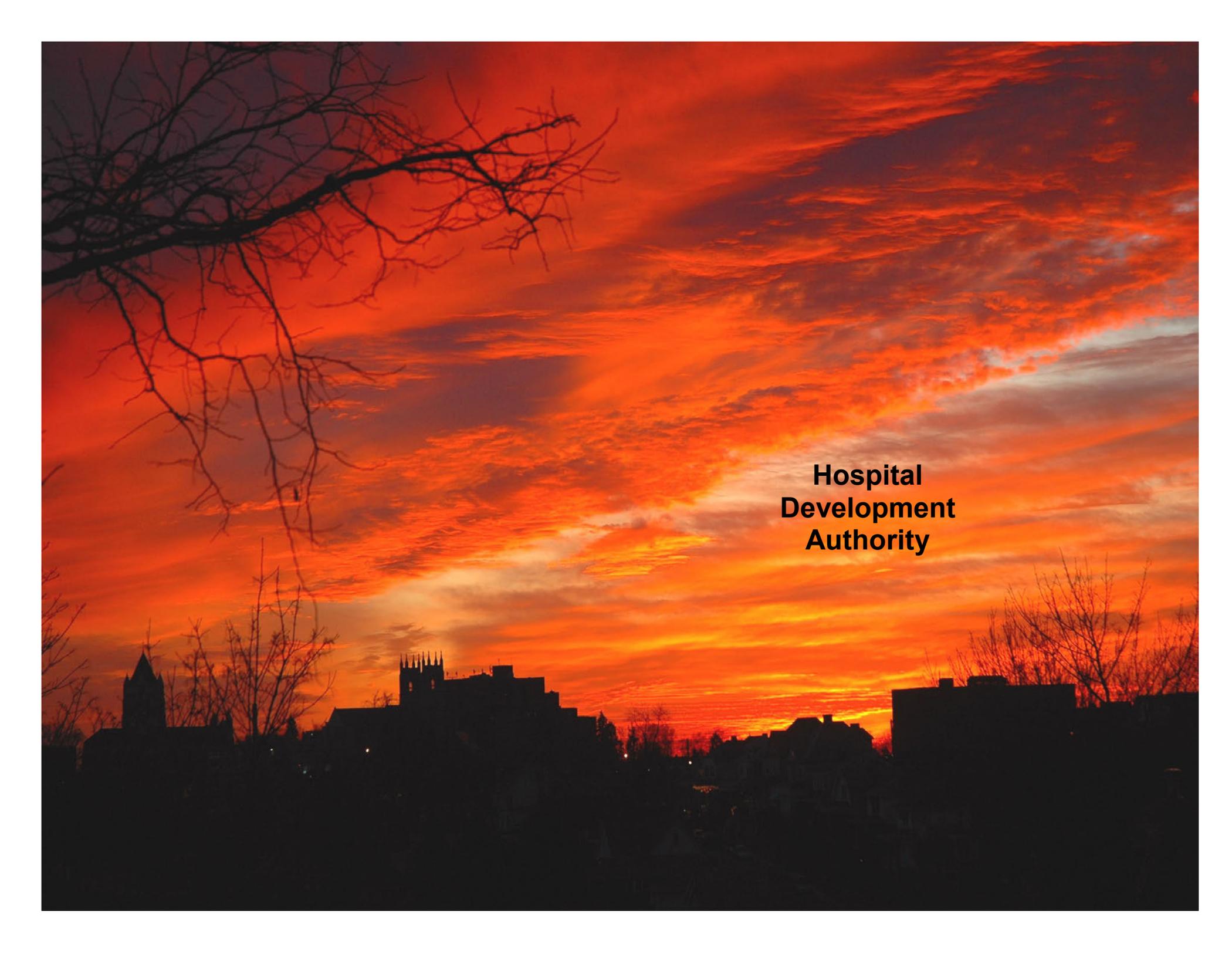
As there have not been any formal public complaints filed with the agency, this review is not applicable.

**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in
any of the Five Years Prior to the Sunset Review,
a Financial Audit of the Agency Performed by an Entity Independent of the County.**

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, financial audits are conducted by an independent auditor for this agency on an annual basis.

Recommendation: Continue



**Hospital
Development
Authority**

The Legal Mandate or Necessity for the Agency

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.

A Determination of Public Need for the Continued Existence of the Agency and its Services

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.

A Review of the Methods Used in the Implementation of each Agency's Functions and an Analysis of Alternative Methods that May be Employed to Achieve the Agency's Legal Mandates

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.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

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

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

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

The Efficiency with which Formal Public Complaints Filed with the Agency have been Processed

As there have not been any formal public complaints filed with the agency, this review is not applicable.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Agency

As noted in the Departmental review, “Each Authority within ACED, which are treated as separate entities, 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. These fees are then reviewed during the annual budget process of each Authority. Any modification of the fees is proposed to the appropriate Authority Board of Directors for approval.”

In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in any of the Five Years Prior to the Sunset Review, a Financial Audit of the Agency Performed by an Entity Independent of the County.

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, financial audits are conducted by an independent auditor for this agency on an annual basis.

Recommendation: Continue



**Industrial
Development
Authority**

The Legal Mandate or Necessity for the Agency

This Authority is included under the umbrella organization Finance and Development Commission. The Allegheny County Industrial Development Authority (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). 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.

A Determination of Public Need for the Continued Existence of the Agency and its Services

Obligations are issued by 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 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.

A Review of the Methods Used in the Implementation of each Agency's Functions and an Analysis of Alternative Methods that May be Employed to Achieve the Agency's Legal Mandates

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

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

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.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

Since its inception, ACIDA has assisted small, mid-sized and large businesses with the financing of capital improvements at a lower than conventional rate. The elimination of 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.

**An Analysis Showing the Costs of Compliance for Individuals
or Other Entities Regulated by the Agency**

As noted in the Departmental review, “Each Authority within ACED, which are treated as separate entities, 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. These fees are then reviewed during the annual budget process of each Authority. Any modification of the fees is proposed to the appropriate Authority Board of Directors for approval.”

The Efficiency with which Formal Public Complaints Filed with the Agency have been Processed

As there have not been any formal public complaints filed with the agency, this review is not applicable.

**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget
in any of the Five Years Prior to the Sunset Review, a Financial Audit of the
Agency Performed by an Entity Independent of the County.**

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, financial audits are conducted by an independent auditor for this agency on an annual basis.

Recommendation: Continue



**Residential
Finance
Authority**

The Legal Mandate or Necessity for the Agency

This Authority is included under the umbrella organization Finance and Development Commission. The Allegheny County Residential Finance Authority (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). 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.

A Determination of Public Need for the Continued Existence of the Agency and its Services

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. 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.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

Under the Second Class County Code, an Authority must be organized by a county, city, borough, or township of the Commonwealth.

A Review of the Methods Used in the Implementation of each Agency's Functions and an Analysis of Alternative Methods that May be Employed to Achieve the Agency's Legal Mandates

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

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

Since its inception, ACRFA has assisted developers with the financing of acquisition, reconstruction and rehabilitation at a lower than conventional rate. ACRFA also issues taxable or tax-exempt obligations for its first-time homebuyers program. The elimination of 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.

The Efficiency with which Formal Public Complaints Filed with the Agency have been Processed

As there have not been any formal public complaints filed with the agency, this review is not applicable.

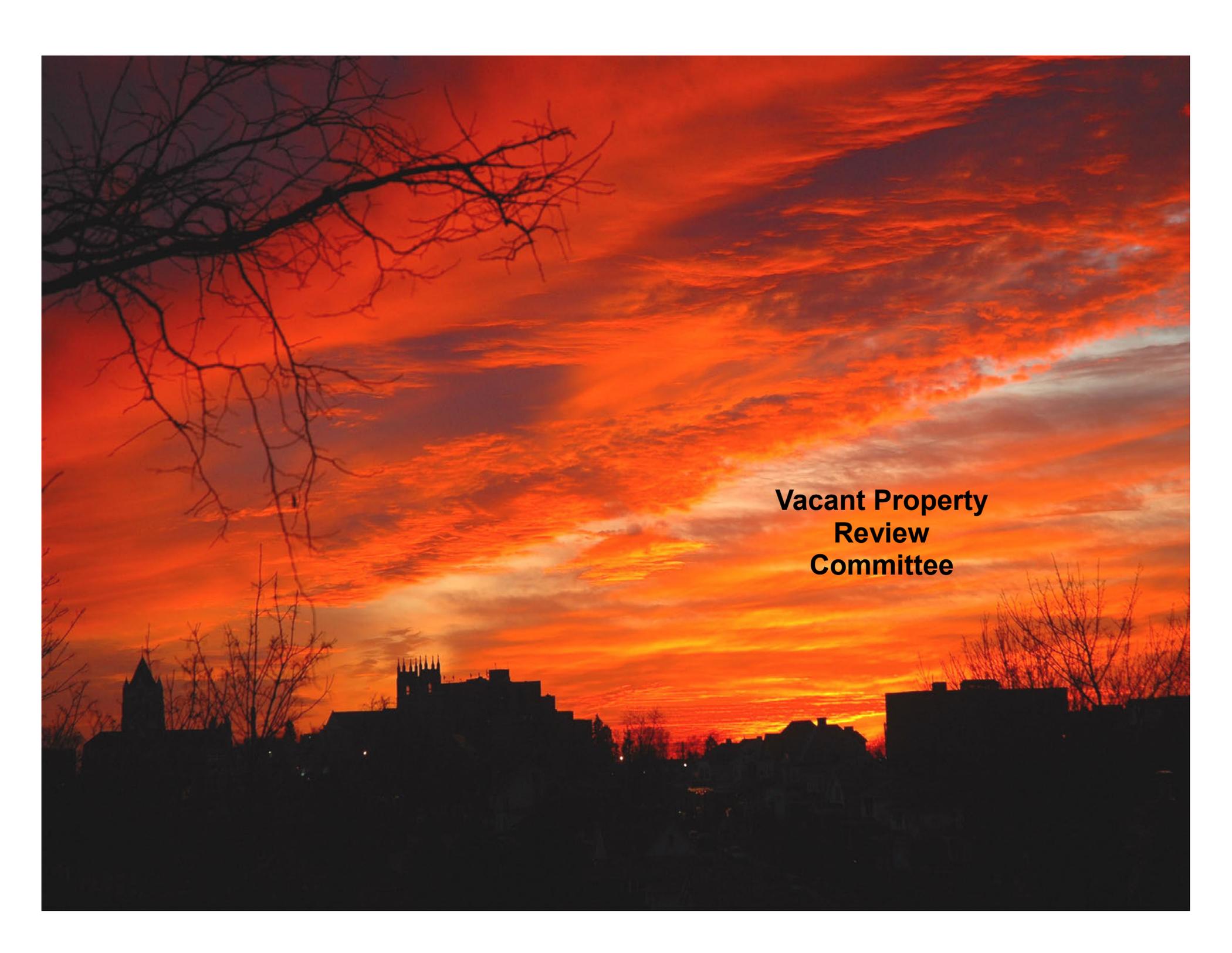
An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Agency

As noted in the Departmental review, “Each Authority within ACED, which are treated as separate entities, 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. These fees are then reviewed during the annual budget process of each Authority. Any modification of the fees is proposed to the appropriate Authority Board of Directors for approval.”

In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in any of the Five Years Prior to the Sunset Review, a Financial Audit of the Agency Performed by an Entity Independent of the County.

As this agency did not receive an appropriation from the County's operating budget, this review is not applicable. However, financial audits are conducted by an independent auditor for this agency on an annual basis.

Recommendation: Continue



**Vacant Property
Review
Committee**

The Legal Mandate or Necessity for the Agency

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. 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.

A Determination of Public Need for the Continued Existence of the Agency and its Services

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.

**An Evaluation of Whether the Agency is the
Most Effective Body to Implement the Agency's Programs**

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.

**A Review of the Methods Used in the Implementation of each Agency's
Functions and an Analysis of Alternative Methods that May be
Employed to Achieve the Agency's Legal Mandates**

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. A 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.

**An Evaluation of Whether the Absence or Reduction
of the Agency or the Agency's Provision of Services Would
Significantly Harm or Endanger the Public Health, Safety, or Welfare**

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.

The Efficiency with which Formal Public Complaints Filed with the Agency have been Processed

As there have not been any formal public complaints filed with the agency, this review is not applicable.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Agency

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.

In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in any of the Five Years Prior to the Sunset Review, a Financial Audit of the Agency Performed by an Entity Independent of the County.

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, financial audits are conducted by an independent auditor for this agency on an annual basis.

Recommendation: Continue



**Allegheny League
of
Municipalities Board**

The Legal Mandate or Necessity for the Agency

Although the Allegheny League of Municipalities was formed in response to an effort led by the Allegheny County Board of Commissioners in the 1960s, it is an independent 501(c)(3) organization. There is no legal mandate that applies to it, and no county necessity for the agency. The County does still have representation on the Board of the League. The County Executive has three appointments to the Board, but the appointments do not require confirmation by County Council.

A Determination of Public Need for the Continued Existence of the Agency and its Services

As the County has no majority role in the continued existence of the agency, its services, or operations, it would be inappropriate for the County to make a determination as to its public need. While represented on the Board, the County does not have a majority representation (three members of 20) and is equivalent to the other founding organizations (City of Pittsburgh, Boroughs Association, Township Commissioners Association, Township Officials Association, City of McKeesport, Mt. Lebanon, Penn Hills, Municipal Authority of the Borough of West View, and the Allegheny County Sanitary Authority) in membership.

A Review of the Methods Used in the Implementation of the Agency's Functions and an Analysis of Alternative Methods that may be Employed to Achieve the Agency's Legal Mandates

Given that there is not a legal mandate for this agency, a review within that context is not applicable. However, the implementation of the agency's functions is done by a four-person staff which reports to and is governed by a 20-member board.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

As the County has no majority role in the agency, its services, or operations, it would be inappropriate for the County to make this evaluation independently.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

As the County has no majority role in the agency, its services, or operations, it would be inappropriate for the County to make this evaluation independently.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Agency

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

**The Efficiency with which Formal Public Complaints
Filed with the Agency Have Been Processed**

To date, the agency has no knowledge of any formal public complaints filed with the agency and therefore this review is not applicable.

**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in Any
of the Five (5) Years Prior to the Sunset Review,
a Financial Audit of the Agency
Performed by an Entity independent of the County.**

The League does receive appropriations from the County in the form of its membership dues. As such, an Independent Auditors' Report by Hileman and Associates, P.C. is available.

Recommendation: Continue

A dramatic sunset or sunrise over a city skyline. The sky is filled with vibrant orange and red clouds, with the sun low on the horizon. Silhouettes of buildings and trees are visible against the bright sky. The overall mood is intense and urgent.

Department of Emergency Services

Vision:

It is the vision of Allegheny County Emergency Services to work collaboratively to build, sustain, and improve Allegheny County through services which will prepare for, protect against, respond to, recover from, and mitigate all hazards; and to be progressive in all aspects which will provide for the highest levels of service to our residents and first responders while providing these services with P.R.I.D.E. through:

- Professionalism

In order to fulfill this vision, a pledge to learn from our past, train for the present, and plan for the future.

- Respect

We recognize that if we support, respect, empower, and challenge our people, they will deliver superior service and continuous improvement.

- Integrity
An organization that fosters an environment of trust, involvement, innovation, creativity, and accountability throughout the entire organization.
- Dedication
An organization that is responsive to the needs and concerns of the citizens, first responders and municipalities we serve.
- Excellence
Strategically plan and benchmark programs and services which will be performed in an economical and efficient manner mindful of their financial impact.

Mission:

To support our citizens and first responders for the safety and sustainability of our community through prevention, preparation, protection, response and recovery from man-made and natural all-hazard emergencies and acts of terrorism.

Overview of the Department

In support of the mission of the Department to ensure the safety and sustainability of the residents, five (5) primary divisions provide services:

- **9-1-1 COMMUNICATIONS:** Serves as a vital link between the residents, business, visitors and public safety agencies of Allegheny County. By providing interoperability and redundancy for radio and data communication systems,
- **EMERGENCY MANAGEMENT:** Mitigates the potential effects of the various hazards and vulnerabilities that might impact the county, to implement measures which will preserve life and minimize damage, to respond effectively to the needs of the citizens and local jurisdictions during emergencies, and to provide a recovery system to return the county and its communities to a normal status as soon as possible from the effects of natural or man-made disasters, technological accidents, national security threats, and other disrupting incidents that may impact our area.

- **EMERGENCY MEDICAL SERVICES:** Provides guidance and assistance related to Emergency Medical Services for each of the 130 municipalities and to the independently licensed emergency medical service agencies within Allegheny County. Additionally, provides administrative and operational assistance to the Allegheny County Emergency Medical Services Council.
- **FIRE ACADEMY :** Strives to provide the highest level of Fire, Rescue, Hazardous Materials and Terrorism Training and Certification programs to emergency service responders and private industry emergency response teams in Allegheny County and the region. The on-going program of curriculum development and delivery meets Pennsylvania State Fire Academy and the National Fire Academy standards and accreditation criteria. Courses and field exercises are designed to replicate real emergencies necessary to insure a competent, efficient and effective emergency response organization.
- **FIRE MARSHALL'S OFFICE:** Protects our community from the perils of fire, explosions and other hazardous conditions through fire prevention education, fire investigations and compliance inspections following the applicable regulations of Allegheny County and the Commonwealth of Pennsylvania. To accomplish this, the office actively participates with our community, serve as role models, and effectively and efficiently utilizes all resources made available so as to provide safety and excellent customer service to the citizens, businesses and visitors of Allegheny County.

The Legal Mandate or Necessity for the Department

Given the nature of Emergency Management with respect to Federal, State and County interactions, numerous mandates guide the operations of each entity within this Department. to ensure the public safety including, but not limited to:

9-1-1 Communications

- **Act 17 of 1998 Public Safety Emergency Telephone Act:** The Act is designed to provide a toll free telephone number 9-1-1 for individuals within this Commonwealth to gain rapid, direct access to emergency aid. ... The authority and responsibility for the creation and implementation of a plan establishing, operating and maintaining adequate facilities for answering emergency calls and dispatching a proper response to a caller's needs shall be vested in county government" (4 Pa. Code §120b.101)
- **Amended Act 78 of 1990:** The amended Act allows telephone companies servicing areas within the state to collect a maximum of \$1.50 per month per standard telephone line on behalf of local 9-1-1 centers. It should be noted that Allegheny County's current standard phone line fee is \$1.00.

- **Act 56 of 2003:** This Act allows wireless telephone providers to collect \$1.00 per month for each cellular telephone on behalf of the local 9-1-1 centers.
- **Act 72 of 2008:** This legislation permits the collection of \$1.00 per month fee on Voice over Internet Protocol (VoIP) users in PA.
- **Act 2010-118:** The Act allows the collection of \$1.00 per retail transaction of each prepaid device sold in the Commonwealth.

Emergency Management :

- **Act 165: Hazardous Materials Emergency Planning and Response Act:** The Act established a State-wide hazardous material safety program; ... further providing the powers and duties of the ...counties...; imposing obligations on certain handlers of hazardous materials; and imposing penalties.” (Act of 1990 P.L. 639, No. 165 35)
- **Act 147: Radiation Protection Act:** The Act requires the maintenance of a comprehensive environmental radiation monitoring program around nuclear power plants and at other locations throughout the Commonwealth.” (Act of 1984, P.L. 688, No. 147 27, §102.(3))

- **Title 35: Emergency Management Services Code:** The Commonwealth Code mandates that the County “Reduce vulnerability of people and communities of this Commonwealth to damage, injury and loss of life and property resulting from disasters” (Title 35, §7103.(1)). Additionally requires Allegheny County to have an Emergency Management Coordinator (EMC), Emergency Operations Plan (EOP), and Emergency Operations Center (EOC).

- **Stafford Act: Disaster Relief and Emergency Assistance Act:** Federal legislation noted that “It is the intent of the Congress, by this Act, to provide an orderly and continuing means of assistance by the Federal Government to State and local governments in carrying out their responsibility to alleviate the suffering and damage which results from such disasters...” (FEMA 592 §101.(b))

Emergency Medical Services :

- **Act 45 of 1985: Emergency Medical Services Act:** The Act stipulates that the “The purpose of the emergency medical services are to prevent premature death and reduce suffering and disability that arise from critical illness and injury. (Act 45 §2.(a))
- **Act 37 of 2009: Emergency Medical Services System Act:** The Act ensures that “It is in the public interest to assure that there are high quality and coordinated emergency and urgent medical services readily available to the residents of this Commonwealth...” (Act of 2009 P.L. 308, No. 37 35 §8102.(2))

Fire Academy:

- **PA State Fire Academy:** A contractual arrangement with the Pennsylvania State Fire Academy that ensures that National Fire Academy and Pennsylvania State Fire Academy programs will be provided at the Allegheny County Fire Academy location.

US Environmental Protection Agency (EPA): An agreement with the EPA indicates that the County serves as external provider for the EPA and provides a range of approved courses, mostly dealing with Hazardous Materials through the EPA.

Fire Marshal's Office :

- **Second Class County Code: §3104:** The Code stipulates that “The fire marshal or one of his assistants shall attend, if practicable, all fires occurring in the county, and shall endeavor to save and protect from the fire all property in danger there from and to protect such property from loss by pillage and theft and from injury and destruction in any manner, and he shall have power to take any measures he may deem proper and expedient for that purpose...”

A Determination of Public Need for the Department's Services

Given that the Preamble of the Home Charter of Allegheny County charges that the County fosters “a higher quality of life for all County residents”, the public need for this essential service reflects that charge in its vast array of services including, but not limited to:

- Assigns and coordinates all available resources in a comprehensive and integrated program of prevention, mitigation, preparedness, response, and recovery for emergencies or disasters.
- 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.
- Ensures for the rapid arrival of medical resources during emergency situations and responds to the medical needs of the residents and visitors of Allegheny County.
- 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.
- Provides fire, rescue and hazardous material training to the emergency service providers within the County.

A Review of the Methods used in the Implementation of Each Department's Programs and an Analysis of Alternative Methods That May be Employed to Achieve the Department's Legal Mandates

Given Federal and State statutes, no alternative means is available to the County for provision of services provided by the Division of Emergency management. However, within the specific division of the department, the following alternative delivery systems could occur:

- While it is the County's goal to provide a centralized process for a single answering and dispatch point for greater efficiency and effectiveness, decentralization is an option. However, such an action would be counterproductive given the significant progress that has occurred in this area.
- Contracting with the State Fire Marshal or relegating control of arson investigations to local agencies are alternatives.
- Local municipalities could develop their own medical disaster plans; represent themselves at county, regional and state meetings which may result in duplicate planning and response efforts. This process would be inefficient resulting in increase costs for the services and municipalities
- Local municipalities could train their own emergency providers, though this would result in a costly duplication of efforts.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

Aside from the efficiency and effectiveness that is magnified by a coordinated process, several other benefits are realized by having the County serve in this capacity, which include, but are not limited to:

- In addition to the Federal and state laws mandates that require the County implement these functions, the County is able to transcend local municipal boundaries and jurisdictions, thereby effectively coordinating and delivering emergency management planning services.
- 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.
- In addition to a state mandate, the County Fire Marshal's office ensures a standardized method for investigation across multiple municipal agencies.
- 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 and therefore is the appropriate entity for coordination.
- 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.

**An Evaluation of Whether the Absence or Reduction of the Department or
the Department's Provision of Services
Would Significantly Harm or Endanger the
Public Health, Safety or Welfare**

Recognition that this Department is a critical entity in the preservation of public health, safety and welfare, the absence or reduction of services would significantly harm the residents of this County. The ramifications of either action are as follows:

- Without a comprehensive emergency management program, the threat to the public is greatly increased during emergencies

- 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.

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

- 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.

- 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.
- 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.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

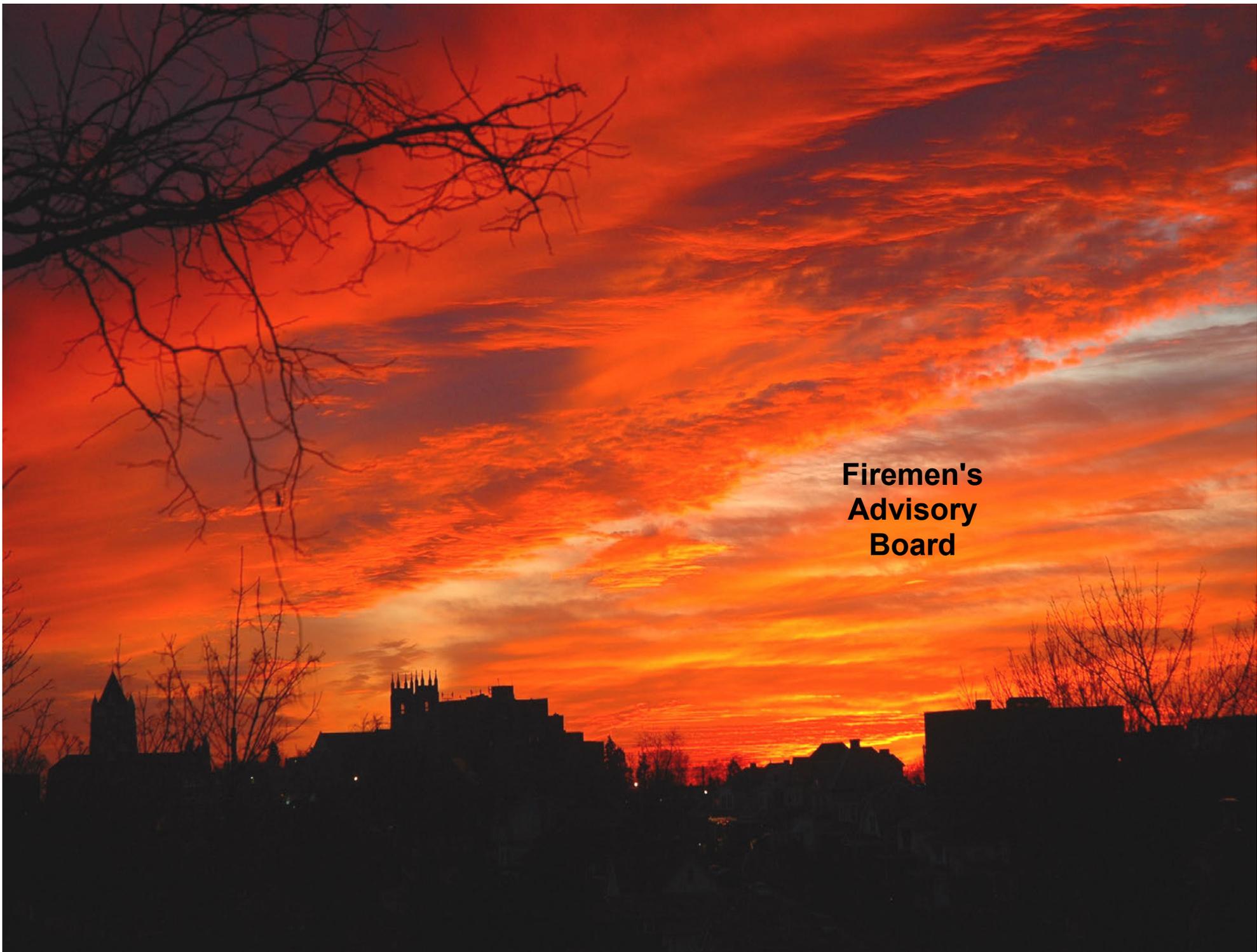
The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, Capital Budget # 38-13-RE and the Special Revenues/Grants Budget # 34-13-RE) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Adopted Budgets which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

The Efficiency with which Formal Public Complaints Filed with the Department Have Been Processed

The County Information Center directs complaints it cannot resolve to the relevant employee within the Department. During the 2011, 2012 and 2013 calendar years, 185 requests for information and right to know were handled through the county's online information system. Documentation of these issues are retained by the County Information Center

Recommendation:

Given the critical nature of the services of this Department to ensure the safety and sustainability of our county and its fulfillment of the legal mandates related to communications, emergency management, emergency medical services, and fire services, retention of this Department as currently designed is essential. However, as technology evolves and additional mandates related to communication are specified, modifications of processes should occur.



**Firemen's
Advisory
Board**

The Legal Mandate or Necessity for the Agency

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.

A Determination of Public Need for the Continued Existence of the Agency and its Services

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.

A Review of the Methods Used in the Implementation of each Agency's Functions and an Analysis of Alternative Methods that May be Employed to Achieve the Agency's Legal Mandates

Due to the structure of this entity, this review is not applicable.

**An Evaluation of Whether the Agency is the
Most Effective Body to Implement the Agency's Programs**

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. Such a process increases the effectiveness of service delivery.

**An Evaluation of Whether the Absence or Reduction
of the Agency or the Agency's Provision of Services Would
Significantly Harm or Endanger the Public Health, Safety, or Welfare**

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.

**An Analysis Showing the Costs of Compliance for
Individuals or Other Entities Regulated by the Agency**

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

**The Efficiency with which Formal Public Complaints
Employed to Achieve the Agency's Legal Mandates
Filed with the Agency have been Processed**

Given the design of this entity, formal complaints or concerns would be filed with the agency and addressed accordingly.

**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in any
of the Five Years Prior to the Sunset Review,
a Financial Audit of the Agency Performed by an Entity Independent of the County.**

As this entity did not receive an appropriation from the County's operating budget, this issue is not applicable.

Recommendation: Continue



**Local Emergency
Planning
Committee**

The Legal Mandate or Necessity for the Agency

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, with the charge 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.

A Determination of Public Need for the Continued Existence of the Agency and its Services

The charge of this entity is the provision of:

- Facility plans for the safer storage and reporting of all chemicals used within businesses.
- A comprehensive Hazardous Materials response program using fees collected under the law for five (5) strategically located response teams throughout Allegheny County.
- 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.

Given the critical nature of this charge, the public need is clearly established.

A Review of the Methods Used in the Implementation of each Agency's Functions and an Analysis of Alternative Methods that May be Employed to Achieve the Agency's Legal Mandates

Given the structure and mandate of this entity, no viable alternative is available.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

Recognizing that the LEPC is the mechanism used by each County in the State as mandated under Federal (SARA Title III) and PA State Law (Act 165 of 1990), it can be concluded that this is the most effective entity to fulfill this charge.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

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 be compromised as the risk of having a chemical facility or transportation accident is real at anytime. The impact could jeopardize lives, cause significant property damage, and involve long term environmental issues.

**An Analysis Showing the Costs of Compliance
for Individuals or Other Entities Regulated by the Agency**

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

**The Efficiency with which Formal Public Complaints
Filed with the Agency Have Been Processed**

As there have not been any public complaints filed with the agency, this review is not applicable.

**In the Case of an Agency that Has Received Appropriations
from the County's Operating Budget in Any of the Five (5) Years
Prior to the Sunset Review, a Financial Audit of the Agency
Performed by an Entity independent of the County**

This agency did not receive an appropriation from the County's Operating Budget. Therefore, this review is not applicable.

Recommendation: Continue

A dramatic sunset or sunrise over a city skyline. The sky is filled with vibrant orange and red clouds, with the sun low on the horizon. Silhouettes of buildings and trees are visible against the bright sky. The overall mood is serene and atmospheric.

Department of Facilities Management

Vision:

To present County-owned facilities in a clean, safe, comfortable, well-maintained condition for all residents and employees in support of the mission of service and stewardship for Allegheny County.

Mission:

With an expressed mission of service and stewardship, the Department of Facilities Management ensures that County facilities are constructed, renovated and maintained to provide for energy efficiency, safety, and practicality which promote a positive atmosphere for all residents and county employees.

The Department will maintain and improve the County's building infrastructure by providing services such as efficient heating and cooling, building renovation, and building trade/custodial services. It will ensure that County facilities are constructed, renovated and maintained to provide for an energy efficient, safe and functional environment for its occupants. In addition, the department will provides services to park facilities to enhance the beauty and usability of park assets including a farm, ski slope, mansion, wave pools, golf courses, shelters, rental facilities and more.

Overview of the Department

With the expressed purpose of respecting and improving the condition of County-owned facilities and assets both for employees and residents, County Executive Rich Fitzgerald created the Department of Facilities Management and which was subsequently approved through budgetary action by County Council in January 2013

Recognizing that the County owns more than 3.5 million square feet of buildings and more than 12,000 acres of park lands containing various structures, the Department has a dual responsibility for the internal infrastructure of the County's forty-five major buildings and numerous other structures by providing services including efficient heating and cooling, building renovation, and building trade services, and the external maintenance of park facilities to enhance the beauty and usability of park assets including ski slopes, wave pools, golf courses, recreational facilities, etc.

To fulfill this responsibility, the Department retains two (2) Divisions charged with the following:

ADMINISTRATIVE AND OPERATIONS: Serves as the hub for all department operations with primary oversight of the development of managerial strategies to ensure departmental operations are executed efficiently and professionally. Additionally, this division houses the Offices of Sustainability a comprehensive initiative to promote sustainable practices within County government through countywide policies, programs, and green projects as well as the Office of Safety which is tasked with promoting County-wide occupational safety programs.

MAINTENANCE: Collaborates with County officials, other County agencies, and County citizens to identify opportunities for improving County buildings and facilities by utilizing sustainable, cost-effective and reliable maintenance and repair solutions. Maintenance and repairs are completed in an efficient and cost-effective manner. This Division houses all of the Building Trades and Custodial services responsible for the day to day maintenance and repairs within County-owned facilities.

The Legal Mandate or Necessity for the Department

Recognizing the need to retain the structural, environmental and physical integrity of county assets, the County Executive proposed a restructuring of functions historically performed by the Departments of Public Works and Administrative Services and created the Department of Facilities Management. By the adoption of the 2013 budget through Resolution 28-12-RE by County Council, the Department was officially sanctioned .

While the resolution of Council dictates the existence of this Department, numerous other Federal and State regulations mandate safety standards and issues related to the quality of life of residents, visitors, and employees using these facilities. For example, facilities like the Allegheny County Jail and Kane Regional Centers act under mandates from the State and Federal governments which stipulate specific structural designs and on-going maintenance of the facilities regarding the incarceration and housing of offenders or facility needs for appropriate long-term care services

Additionally, to safeguard the residents and employees of the county, the Department provides necessary services related to the proper functioning and performance of fire detection and suppression systems, HVAC systems, plumbing and electrical systems, accessibility, elevators, roofs, masonry, etc.

A Determination of Public Need for the Department's Services

As the Department ensures that County facilities are constructed, renovated and maintained in a manner that protects the structural integrity of County assets, as well as, the safety and quality of life of the general public, the need for this Department cannot be underestimated.

Through safe, efficient and effective delivery of services, this Department guarantees that revenues are used appropriately to maintain facilities in a manner so that objectives and services by the other Departments, Row Offices and the Courts are realized on a continual basis.

A Review of the Methods used in the Implementation of Each Department's Programs and an Analysis of Alternative Methods That May be Employed to Achieve the Department's Legal Mandates

The delivery of facility maintenance and repair services could be provided through third-party private contractors however this would most likely occur at a higher cost to the taxpayers of Allegheny County.

If a third party was to be contracted for services, oversight and monitoring of this third party would fall to a County agency, but would reduce the overall monitoring and quality assurance efforts, thus potentially compromising the overall quality of the product and service delivery.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

Allegheny County government is ultimately responsible for the condition of its owned assets. Given this, the County is the most appropriate entity to safeguard our assets.

An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety or Welfare

The absence or reduction of the Facilities Management would have significant adverse consequences, including but not limited to, the following:

- Increased instances of deferred facility maintenance
- Increased costs for repairs or facility replacements because appropriate preventive maintenance was not being performed
- Facility or system failures such as electrical, mechanical plumbing or building structure that would put the health and welfare of County employees and the general public in jeopardy.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, *Capital Budget # 38-13-RE* and the *Special Revenues/Grants Budget # 34-13-RE*) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Adopted Budgets which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

The Efficiency with which Formal Public Complaints Filed with the Department Have Been Processed

At the Department's inception, a process was developed to transition from a manual process of receiving requests for maintenance services to an automated, data-driven process. Due to this process, the County Information Center has not processed any issues for this Department in 2013.

Recommendation:

Given the purpose of this Department created in 2013 for the responsibility of all internal/external maintenance of 3.5 million square feet of buildings and all park facilities in the more than 12,000 acres of park lands, it can be concluded that the creation of this entity was most appropriate due to the efficiencies and effectiveness already being realized. Although the short-tenure of this Department is acknowledged, continuation of the Department is recommended as currently designed.



Department of Health

Vision:

Healthy people living in a healthy county.

Mission:

To assure quality public health services by promoting individual and community wellness; preventing injury, illness, and premature death or disability; and protecting the population from harmful effects of chemical, biological and physical hazards within the environment.

Overview of the Department

The Allegheny County Health Department (ACHD) is responsible for protecting the health of citizens of Allegheny County by carrying out actions designed to prevent ill health. These actions include:

- Surveillance for and controlling communicable diseases,
- Public health education and health promotion,
- Enforcement of public health and environmental regulations,
- Compilation of public health statistics,
- Other actions as either required by law or as deemed necessary by the Director.

To accomplish these objectives, the Department under the jurisdiction of the County Board of Health retains three (3) primary divisions:

1. Human Health
2. Environmental Health
3. Administration and other Support Services

Human Health:

- **Chronic Disease Prevention:** Promotes awareness and provides assistance with an array of chronic health conditions
- **HIV/AIDS:** Provides a voluntary testing program involving pre-test and post test counseling
- **Home Visiting Network:** In collaboration with other home visiting agencies, provides an efficient health care and social support delivery system to families by coordinating resources of existing maternal and child health programs.
- **Infectious Disease:** Monitors and tracks the incidence or reportable diseases; provides vaccinations, investigates animal bites and exposures, provides tuberculosis testing and provides treatment to persons with latent and active tuberculosis.
- **Lead Poisoning Prevention:** Provides blood lead screening, laboratory services for environmental analysis, medical case management, environmental inspections, environmental management and coordination of collaborative efforts.
- **Maternal and Child Health:** Implements a “Resources Mothers project” in four communities and provides hospital-based and home based public health nursing services to at-risk pregnant women and families
- **Pediatric Dentistry:** Provides preventive and corrective dental treatment of children
- **Sexually Transmitted Disease:** Provides control of sexually transmitted diseases (STD) via free, convenient and confidential services.

- **Women, Infant and Children (WIC):** Serves income-eligible and medically and nutritionally at-risk pregnant women, breastfeeding mothers, infants and children under five years of age via this federally-funded program
- **Injury Prevention:** Promotes the safe use of motor vehicles and firearms and offers guidance for home safety to reduce the incidence of injuries caused by the improper use of equipment.

Environmental Health:

- **Air Quality:** Monitors the county's air quality and interfaces with industry, institutions and businesses with respect to the methods that should be implemented to improve the region's air quality.
- **Housing and Community Environment:** Inspects and permits food safety facilities and general environment at schools, residential facilities and other institutions. Investigates citizen housing complaints. Monitors and treats mosquito-breeding sites and removes nuisance animals. Inspects and regulates public swimming pools, parks and other facilities.
- **Food Safety:** Inspects and permits retail food safety facilities, including restaurants, groceries and others. Monitors and investigates complaints for food facilities and has the primary responsibility for regulation of food facilities.
- **Plumbing:** Licenses all plumbers. Inspects and issues permits for all new or modified residential and commercial plumbing installations to assure compliance with the plumbing code, as well as requiring and issuing licenses to such entities.

- **Public Drinking Water:** Inspects and provides oversight of 78 public water systems, which serve 99% of County residents.
- **Recycling:** Oversees plans to make municipal recycling programs sustainable. Conducts special event for hard-to-dispose items.
- **Solid Waste Management:** Inspects and provides oversight of 40 facilities which include operating and closed landfills, waste processing facilities, material recovery facilities and leaf/yard composting sites.
- **Water Pollution Control:** Inspects and has oversight of all sewage treatment plants and sewage collection and conveyance systems in the county.

Administration and other Support Services

- **Emergency Preparedness:** Establishes and tests response functions to be prepared for public health and other emergency situations.
- **Epidemiology and Biostatistics:** Monitors births, deaths, and tracks diseases in order to identify and prevent infectious disease outbreaks and other causes of ill-health.
- **Public Health Laboratory:** Conducts laboratory testing for sexually-transmitted infections, rabies, and other infectious diseases. Maintains capacity to test emergency specimens.

- **Permit and fees:** Collects fees and issues licenses to facilities regulated by ACHD.
- **Information technology:** Maintains computer systems that support all ACHD Functions
- **Public Information :** Manages media communications and the Telephone Center which provides the public with information and processes public complaints regarding environmental and public health issues.
- **Budget, Accounting and Payroll:** Performs all administrative functions related to financial transactions of the county.

The Legal Mandate or Necessity for the Department

Under mandate of the Commonwealth, all counties in Pennsylvania must have access to core public health services. As such, Allegheny County opted in 1957 to maintain a County Health department rather than having the services provided by the Commonwealth.

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.

A Determination of Public Need for the Department's Services

The core function of the Allegheny County 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.

With respect to specific functions of the Allegheny County Health Department, the following public needs are addressed:

- 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, including sexually transmitted disease prevention and control, immunizations, infectious disease reporting and investigation, and the tuberculosis control program;
- Chronic disease and injury prevention programs to educate and promote actions that 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, including breastfeeding promotion, early home visiting programs that provide healthy foundations for high risk families;

- Women, infants and children (WIC) program to provide nutritional support to 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 issues permits and inspects 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, which permits drinking water suppliers, regulates solid waste disposal, and regulates recycling;
- Plumbing inspection for new or modified residential and commercial plumbing installations to assure compliance with the plumbing code;
- Housing and community environment program, which conducts both food safety and environmental permitting of schools and other residential settings, regulates pools and parks for safety, and investigates complaints from landlords and tenants about unsafe or unsanitary housing conditions;
- Public health laboratory services which performs microbiological and viral laboratory tests in support of surveillance actions for various diseases

A Review of the Methods Used in the Implementation of Each Department's Programs and an Analysis of Alternative Methods that May be Employed to Achieve the Department's Legal Mandates

Although Allegheny County opted in 1957 to maintain its own County Health department, the counties surrounding Allegheny County have services provided by the Commonwealth of Pennsylvania through its Departments of Health, Environmental Protection and Agriculture. These services are, in many instances, provided on a smaller scale than those provided by ACHD.

An alternative organization would be to create a multi-county health department, which is allowable under the Local Health Administrative Law, and could be modeled after the Region 13 emergency response network. This would require considerable intergovernmental cooperation between the governments of the various counties and would likely result in loss in the degree of county control over the nature and type of services provided.

The other alternative is to cease having a county health department and to revert all functions to the Commonwealth. This would result in a significant reduction in the type and scope of services and a loss of county control of these services.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

ACHD provides services which would otherwise be outside county control, as they would be provided directly by the Commonwealth if ACHD did not exist.

Given the charge of the Health Department, it is appropriate to retain this critical function at the County, due to its effectiveness with the following:

The Allegheny County Health Department (ACHD) is responsible for protecting the health of citizens of Allegheny County by carrying out actions designed to prevent ill health. These actions include: surveillance for and controlling communicable diseases, public health education and health promotion, enforcement of public health and environmental regulations, compilation of public health statistics, and other actions as either required by law or as deemed necessary by the Director. Funding for the department comes from several sources: direct County appropriations, a per capita matching reimbursement from the state, state and federal project grants and fees charged for permits, inspections, etc.

Pennsylvania State Law governs the operations and scope of services of the Health Department. Human Health Programs, including sexually transmitted disease prevention and control, tuberculosis control, immunizations and infectious disease reporting are regulated by law and are headed by section chiefs with experience and training in those areas. As required by law, the department provides diagnostic and treatment services for STDs and tuberculosis without charge. The department provides childhood immunizations without charge; travel immunizations are provided with fees charged as 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 also funded 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 both food service and general environment in nursing homes, schools, boarding homes, day care centers. It also regulates bathing places, including swimming pools, and investigates housing complaints including rodents, mold and other hazards. 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 to be located within the health department, they are essential services and are linked to ACHD's actions related to safe drinking water and liquid waste handling. The Air Quality Program, which has responsibilities delegated by the Environmental Protection Agency, is 100% funded by grants and generated fees.

Additionally, there are general actions required by law/regulation for administration, including epidemiology and vital statistics. These actions conduct analyses of vital statistics and communicable disease data, provide data for identifying public health problems and focus public health actions to address them.

An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety or Welfare

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 essential to maintaining the public health and protecting County residents. If these services were not located in ACHD, there would be less accountability and responsiveness to county public health concerns.

The absence or reduction of critical health services would significantly harm and/or endanger the public health safety and welfare of the residents of the county. Specifically, the adverse effects would include, but not limited to the following:

- During times of disease outbreaks, terrorism, civil disturbances and disasters (natural and biological) the lack of accurate public health information and response capacity would significantly compromise the public's need to take appropriate action and preventive measures.
- The incidence of chronic diseases that is prevalent in the community would increase without the availability of appropriate disease and injury prevention programs.
- Economically disadvantaged children would lack access to dental programs that are critical to proper nutrition and health

- The prevalence of lead poisoning would increase which compromises neurological processes.
- Families designated as high risk to develop complications related to maternal and child would experience compromising health conditions that would lead to further health issues and decreased educational achievements.
- The incidence of health related issues resulting from air pollution would increase life-threatening health conditions and increase health care costs especially in acute care services.
- The incidence of food related illness resulting from a lack of proper inspection of all food-related entities would increase and could increase mortality.
- Health conditions related to the need for safe drinking water, appropriate plumbing design and appropriate waste disposal would provide environments that would foster acquisition of disease generally not experienced within our communities.
- The safety of residents with respect to public space and housing conditions that are safe and sanitary would be significantly affected.
- Diseases of microbiological or a viral nature not screened appropriately by a public health laboratory would seriously harm the public welfare and safety.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, *Capital Budget # 38-13-RE* and the *Special Revenues/Grants Budget # 34-13-RE*) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Adopted Budgets which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

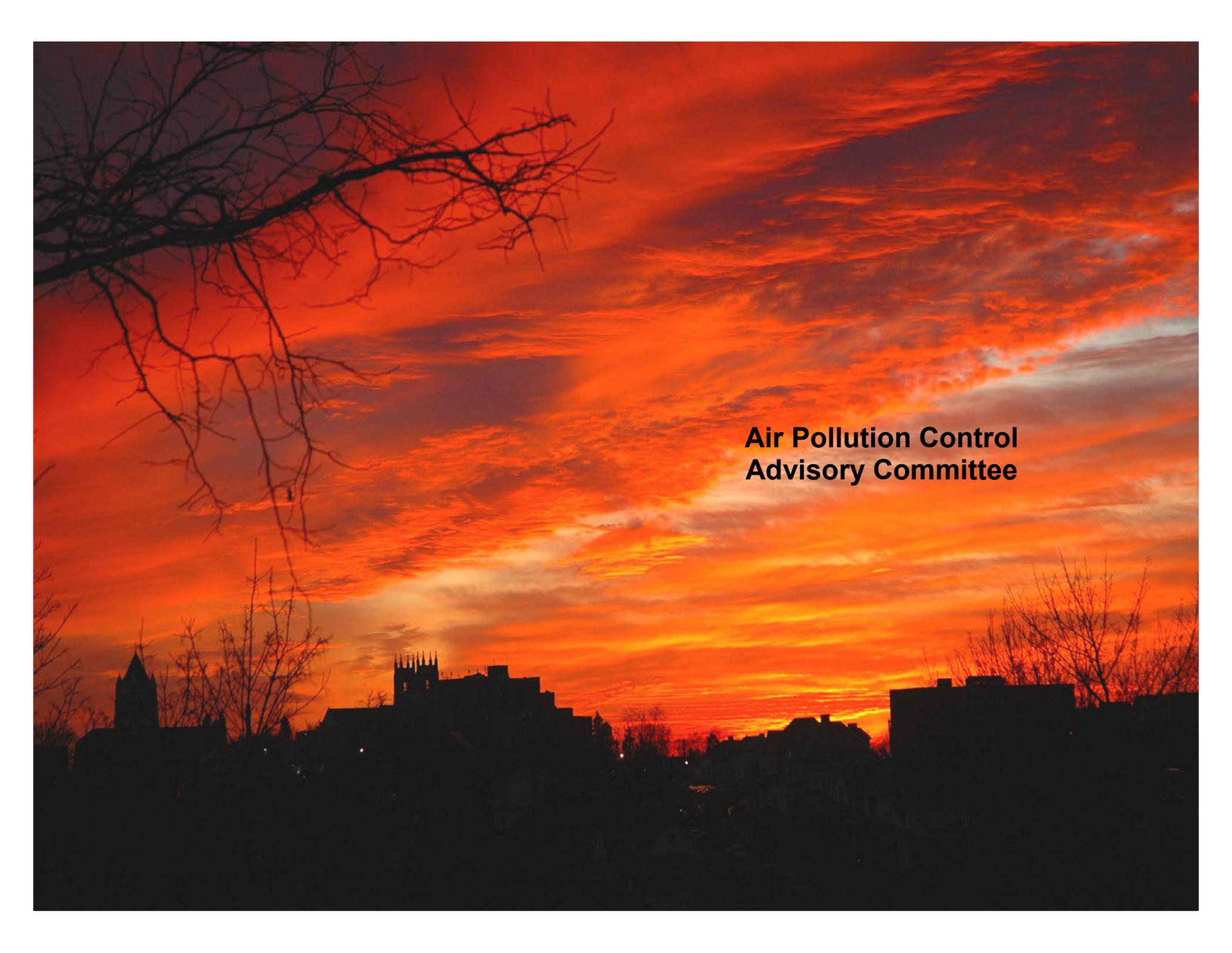
The Efficiency with which Formal Public Complaints Filed with the Department have been Processed

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. During the 2011 , 2012 and 2013 calendar years, 271 issues were forwarded to the Health Department for analysis and resolution. Documentation of these issues are retained by the County Information Center.

Additionally, the Health Department operates a year-round, 24-hour call system which handles complaints and responds to emergent public health situations. This system responded to resident concerns by handling 28,821 calls from the public in 2013, of which 2,730 were processed as complaints and referred to appropriate programs for follow-up and investigation. In addition, 1,985 calls in 2013 were handled after hours; 247 calls requiring immediate attention were handled by appropriate ACHD personnel.

Recommendation:

Given the organizational design changes implemented during the current administration, greater efficiency and effectiveness of operations will be realized. As such, continuation of this Department is essential to addressing the human health and environmental health needs of county residents.



**Air Pollution Control
Advisory Committee**

The Legal Mandate or Necessity for the Agency

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.

A Determination of Public Need for the Agency and its Services

Given that 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, it can be concluded that the public's need for appropriate air quality regulations is addressed.

A Review of the Methods Used in the Implementation of each Agency's Functions and an Analysis of Alternative Methods that may be Employed to Achieve the Agency's Legal Mandates

Due to the advisory nature of this entity, this issue is not applicable.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

Under Article XXI of the Department of Health's Air Quality regulations, an Air Pollution Control Advisory Committee is required. As such, this Agency is the appropriate and most effective agency to implement this function.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

Without the services of this Advisory group, recommendations would not be provided from industry and environmental groups on revisions to air pollution regulations which are critical when crafting public policy related to public health

**An Analysis Showing the Costs of Compliance
for Individuals or Other Entities Regulated by the Agency**

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

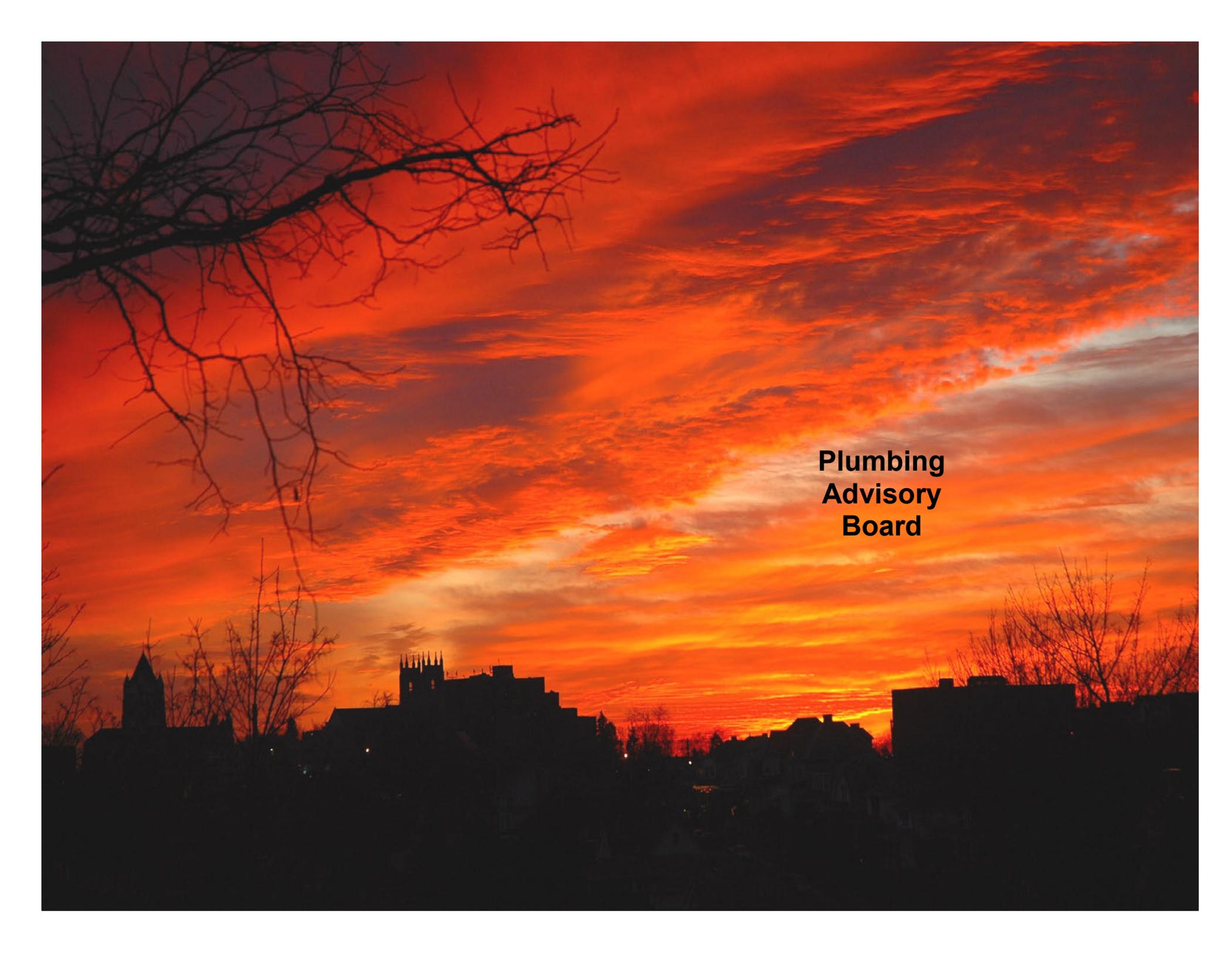
**The Efficiency with which Formal Public Complaints
Filed with the Agency have been Processed**

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

**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in any
of the Five Years Prior to the Sunset Review,
a Financial Audit of the Agency Performed by an Entity Independent of the County.**

This agency did not receive an appropriation from the County's operating budget . As such, an audit is not required.

Recommendation: Continue

A dramatic sunset scene with a vibrant orange and red sky. The sun is low on the horizon, creating a bright glow. Silhouetted trees and buildings are visible against the sky. The text "Plumbing Advisory Board" is overlaid on the right side of the image.

**Plumbing
Advisory
Board**

The Legal Mandate or Necessity for the Agency

The Plumbing Advisory Board is established by Article XV, Plumbing Rules and Regulations of the Allegheny County Health Department.

The Board consists of ten members. Two members serve a one-year year, two members serve two-year terms and the remaining six members serve three year terms.

The qualifications of Advisory Board members include:

- Licensed Journeyman Plumber,
- Professional Engineer
- Home Builders Association Representative
- Building Industry Representative
- Member of the Allegheny League of Municipalities
- Licensed Architect
- Plumbing Design Engineer.
- Director of the Allegheny County Health Department (ex officio)
- Allegheny County Chief Plumbing Inspector. (ex officio)

A Determination of Public Need for the Continued Existence of the Agency and its Services

This Board functions to prevent public health hazards through improper plumbing installations and promote sound plumbing practices. A key function of the Advisory Board is to review and make recommendations on the use of plumbing practices and fixtures that have not yet been addressed by regulation. These recommendations form the basis for changes in the plumbing code and for the application of the plumbing code to specific local conditions.

These functions are necessary to keep plumbing practice current and protective of public health.

A Review of the Methods Used in the Implementation of each Agency's Functions and an Analysis of Alternative Methods that may be Employed to Achieve the Agency's Legal Mandates

The functions of the Plumbing Advisory Board, like those of the Plumbing Licensing and Permitting Section, are necessary and appropriate. Only the location of these functions within government has potential alternatives. One alternative would be to place the plumbing functions within another government entity. While some municipalities in Allegheny County have building inspector functions, others do not. In order to assure that these functions are available throughout the County and to assure protection of public health for all County residents, the Advisory Board must be in a county agency that serves to protect public health. Since ACHD is the only agency that meets these criteria, continuation of the Plumbing Advisory Board within ACHD is recommended.

**An Evaluation of Whether the Agency is the
Most Effective Body to Implement the Agency's Programs**

Allegheny County Plumbing regulations (Article XV) require a Plumbing Advisory Board. The Advisory Board's key function is to review and make recommendations on the use of plumbing practices and fixtures that have not yet been addressed by regulation. These recommendations form the basis for assuring that regulations meet the needs of both county residents and the plumbing industry. It also recommends changes in the plumbing code and for the application of the plumbing code to specific local conditions.

The location of the Plumbing Advisory within the Allegheny County Health Department assures that the goal of protecting the public from water-borne disease continues to be the criterion by which changes in plumbing practice are measured. This will in turn protect the public's health.

**An Evaluation of Whether the Absence or Reduction
of the Agency or the Agency's Provision of Services Would
Significantly Harm or Endanger the Public Health, Safety, or Welfare**

The County and the public in general would not receive recommendations from plumbers and industry professionals on revisions to plumbing regulations.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Agency

No remuneration is provided for Advisory Board members. Fees are established by the Board of Health. 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.

There are no additional fees by ACHD to persons or other entities regulated by ACHD due to the existence of the Plumbing Advisory Board.

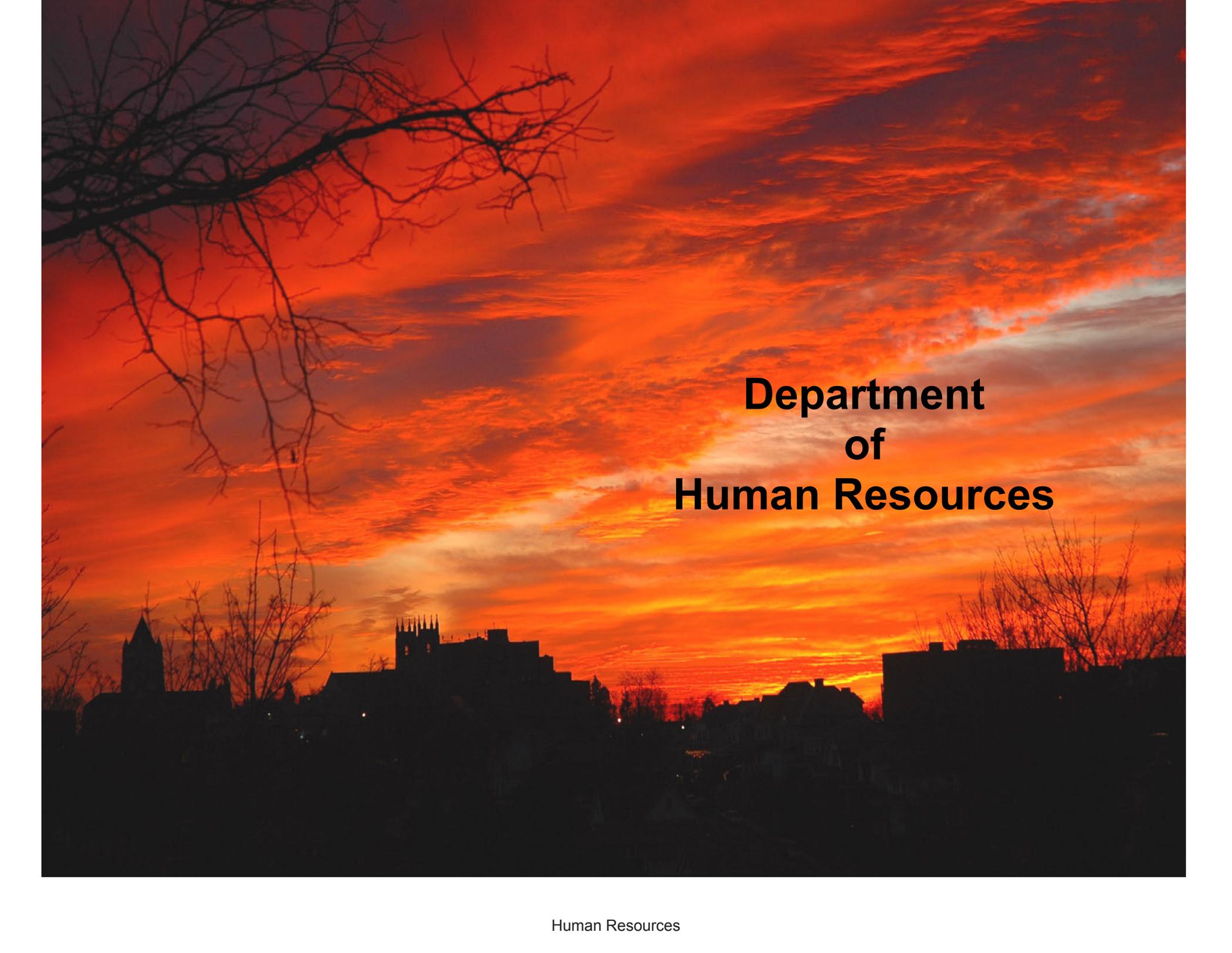
The Efficiency with which Formal Public Complaints Filed with the Agency have been Processed

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

In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in any of the Five Years Prior to the Sunset Review, a Financial Audit of the Agency Performed by an Entity Independent of the County.

This agency did not receive an appropriation from the County's operating budget and therefore no audit is required.

Recommendation: Continue



Department of Human Resources

Vision:

To be a strategic partner of County departments by aligning the County's human capital management plan with departments' missions through the analysis, design, development, implementation and continued evaluation of innovative human resource programs to realize our shared goals.

Mission:

Supports and works in concert with County leadership and employees to provide staffing management services to develop and retain a highly qualified and diverse workforce and to provide organizational and employee development opportunities to promote individual success and contribution. We work to facilitate positive employee and labor relations while providing fair and comprehensive compensation and benefits programs and ensuring compliance with organizational policies and employment law.

Services are marked by our quality customer service, integrity, resourcefulness, business leadership, partnerships and teamwork and the commitment to public service and the human resource profession.

Overview of the Department

Acknowledging that the County's most valuable asset is its workforce, the Department provides operational, administrative and compliance support in several human resource disciplines related to the approximately 7,000 employees. The employees provide services within 20 departments and 2 administrative offices under the purview of the County Executive, the four (4) row offices, County Council and the Court of Common Pleas. Additionally, the Department maintains relationships with 22 separate bargaining units.

To fulfill the charge, the Department gives priority to the following:

- **General Administration:** Develops, implements and frequently review policies, procedures and work rules to ensure compliance with applicable federal, state and local laws and regulations. Also, implements employment recordkeeping procedures in accordance to established record retention schedules to manage risk and minimize liability.
- **Staffing Management and Employee Development:** As required by the administrative code, the Department has the responsibility of a personnel system in which appointments and promotions of employees are made on the basis of merit. Because of this, the Department ensures that merit-based principles are evident in all of the department's staffing management practices, which include recruitment, assessment and selection, onboarding and retention. Additionally, through organizational and employee development initiatives, efforts are made to increase County departments' and individual employee performance.

- **Compensation and Payroll:** Develops and implements compensation and benefits programs in accordance with all applicable federal and state laws and regulations and pay structures which are based on internal equity.
- **Employee and Labor Relations:** Promotes and fosters positive labor relations through fair and consistent application of contract provisions and by promoting dispute resolution processes. Positive employee relations are maintained by balancing employees' rights and needs, while supporting the strategic goals of the County. Recognizing that valuing diversity within the workforce is evident in all employment practices, the department promotes a culture of inclusion, by leveraging employees' diverse qualities in support of County objectives.
- **Benefits Administration:** Develops and implements compensation and benefits programs in accordance with all applicable federal and state laws and regulations and ensures pay structures are based on internal equity.

The Legal Mandate or Necessity for the Department:

The existence of the Department of Human Resources is authorized by Article XIII §1.13-1306 (d) of the Home Rule Charter. More specifically, according to Article VI §1.6-602 (d) of the charter, the County Manager is charged with the preparation and administration of a personnel system, which according to Article IX of the Charter, must be based on merit principles. Additionally, the Administrative Code states that the “ County Executive, through the County Manager and the Human Resources Division, shall be accountable for the development of personnel policies, procedures, and regulations for the career service of the County, which will embrace the concept of merit. They shall include, but not be limited to, the following principles and objectives, which shall guide the development of the County personnel system:

- Providing equal opportunity for employment and for the advancement and retention of employees without regard to race, religion, religious creed, national origin, age, disability or gender.
- Recruiting, selecting and promoting employees on the basis of their respective abilities, knowledge and skills required for the position, as determined through open and competitive means.
- Providing fair and competitive compensation and benefits for all employees.
- Training and developing employees to assure continuing high quality performance.
- Retaining employees on the basis of the adequacy of their performance, correcting inadequate performance, and terminating the employment of employees whose inadequate performance has not been corrected.
- Instituting a position classification plan which fairly reflects the differences in job classes, such as, level of difficulty, education and experience requirements, and skill requirements.
- Establishing high standards of integrity, conduct, and concern for the public interest.
- Protecting employees from political coercion.”

Given this, the Department of Human Resources under the jurisdiction of the Manager fulfills this mandate.

A Determination of Public Need for the Department's Services

Recognizing that leveraging human capital is essential to any organization's success, the core functions of the Department of Human Resources are necessary to support other County departments in achieving their missions. Additionally, by developing and implementing a personnel system based on merit, the public is assured that qualified applicants hired for County jobs through an open and competitive means will serve the best interests of the general public in an efficient and effective manner.

Through organizational and employee development initiatives, the public's need for efficient and effective government is realized by the Department's:

- Efforts to increase County departments' and individual employee performance.
- Promotion and fostering of positive labor relations through fair and consistent application of contract provisions and by promoting dispute resolution processes.
- Maintenance of positive employee relations achieved by balancing employees' rights and needs, while supporting the strategic goals of the County.
- Development, implementation and frequent review of policies, procedures and work rules that ensure compliance with applicable federal, state and local laws and regulations.
- Employment recordkeeping procedures and adherence to established record retention schedules help manage risk and minimize liability.
- Valuing diversity within the workforce is evident in all employment practices. As the department continues to promote a culture of inclusion, it works to leverage employees' diverse qualities in support of County objectives.
- Compensation and benefits programs that are developed and implemented in accordance with all applicable federal and state laws and regulations and pay structures are based on internal equity.

A Review of the Methods Used in the Implementation of each Department's Programs and an Analysis of Alternative Methods that May be Employed to Achieve the Department's Legal Mandates

Given that a primary focus of the Department is the implementation of a personnel system that ensures that hiring practices mirror the County's commitment to diversity, the department engaged the services of a third party evaluator to determine adherence to the methods used by the Department reflected that standard. After significant review of recruitment, compensation system quality, compensation system competitiveness, job evaluation system, application of job evaluation system, new hire placement, performance assessment, and training and development, it was determined that compliance to the mandate did exist. Given this, it can be concluded that the current methods employed by the Department are appropriate.

Given that the charge is to explore alternative methods of delivery of service, decentralization of services within Departments would be a recognized option. However, one can conclude that such an option would result in increased costs, duplication of services and decreased coordination. More importantly, that alternative may also compromise the intent to ensure that all hires are based on merit in an open and competitive process.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

Within the context of the legal mandate of Article 5: Section 1001.4 of the Code which delineates the division of responsibility for the Allegheny County personnel system by the Chief Executive, the County Manager, Human Resources Director, the Controller and the County Personnel Board, the County is the most effective body but is likewise the legal instrument to fulfill the charge of the Code.

From an operational perspective, given that the Allegheny County Department of Human Resources facilitates the efficient and effective management of responsibilities of the Departments while simultaneously serving the employees of County government, it can be concluded that the County is the most effective body to perform this internal function.

An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety or Welfare

The Department of Human Resources performs vital staffing management functions for County departments in accordance with the merit principles outlined in the Administrative Code and as mandated by the Home Rule Charter.

The absence or reduction in the Department's provisions would negatively affect the County's ability to hire qualified applicants for all career service positions resulting in a decreased quality of services provided by the County. Specifically, without the assurance that the most qualified applicants are selected, services related to public safety, public health and welfare would be compromised in their mission to serve the residents efficiently and effectively.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, *Capital Budget # 38-13-RE* and the *Special Revenues/Grants Budget # 34-13-RE*) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Adopted Budgets which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

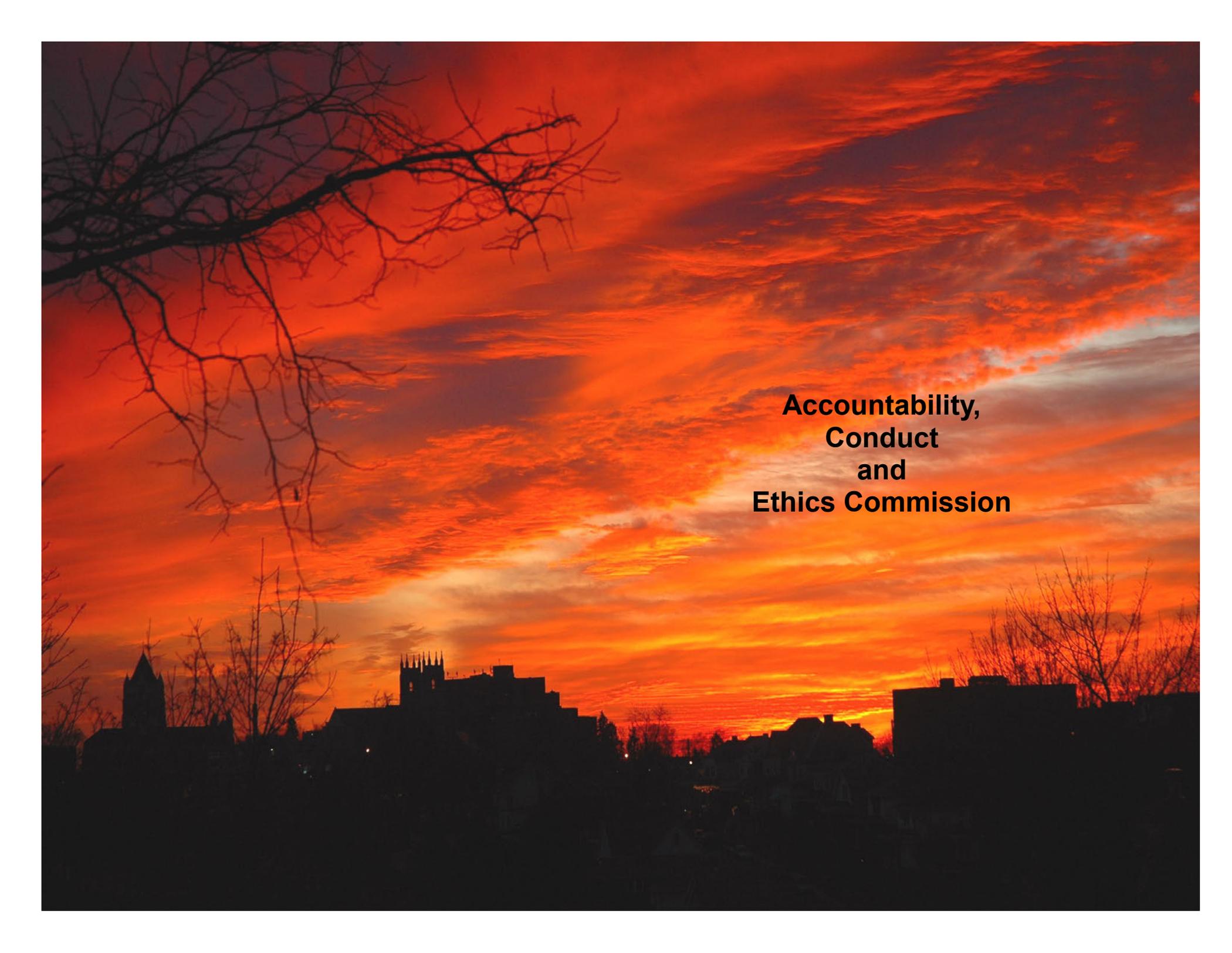
The Efficiency with which Formal Public Complaints Filed with the Department Have Been Processed

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. During the 2011, 2012 and 2013 calendar years, 457 issues were forwarded for analysis and resolution. Documentation of these issues are retained by the County Information Center.

Upon receipt of a concern in the Department of Human Resources, the relevant person in the Department provides a response to the complainant within one to two days. When applicable, the Personnel Board may hear complaints related to suspensions, demotions and discharges and the Allegheny County Ethics Commission may hear complaints related to alleged violations of the Allegheny County Accountability, Conduct and Ethics Code.

Recommendation:

With its primary charge of attracting, retaining and developing a highly qualified and diverse workforce, it is critical to retain this Department.

A dramatic sunset with a fiery orange and red sky, silhouetted trees, and a city skyline. The sky is filled with horizontal bands of orange and red, with some darker clouds. The foreground shows the dark silhouettes of trees and buildings. The text is centered in the right half of the image.

**Accountability,
Conduct
and
Ethics Commission**

The Legal Mandate or Necessity for the Agency

The Allegheny County Home Rule Charter required the creation of the Accountability, Conduct and Ethics Commission (ACE) 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.

A Determination of Public Need for the Continued Existence of the Agency and its Services

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.

A Review of the Methods Used in the Implementation of the Agency's Functions and an Analysis of Alternative Methods that may be Employed to Achieve the Agency's Legal Mandates

The ACE Commission meets formally several times throughout the year to discuss incoming complaints and other related business. In the furtherance of its mission and purpose, the Commission performs the following:

- Review Public Disclosure of Interest Statements filed;
- Review evidence submitted by Complainants;
- Interviewed witnesses;
- Educate the public about the work and purpose of the Commission.

To accomplish this mission, the Commission receives staff support from the Department of Human Resources

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

The purpose of the Accountability, Conduct and Ethics Code is to set forth the details for the accountability, conduct and ethics of Allegheny County (County) government consistent with the provisions of the Home Rule Charter of Allegheny County as adopted on May 19, 1998 and all applicable laws of the Commonwealth of Pennsylvania. Allegheny County's elected and chief appointed officials set the ethical tone and environment that will prevail in the County. It is the special obligation of these officials to set the example of proper comportment, to communicate to all County personnel the ethical conduct that is expected. The ACE Commission is thought to be the most effective body to implement ACE Commission goals and objectives, as the Commission operates independently of the County.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

The absence or reduction of the Accountability, Conduct and Ethics Commission would not significantly impact public health, safety, or welfare. However, the ACE Commission supports 'accountable and ethical' behavior among covered persons. 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.

**An Analysis Showing the Costs of Compliance
for Individuals or Other Entities Regulated by the Agency**

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

**The Efficiency with which Formal Public Complaints
Filed with the Agency Have Been Processed**

The ACE Commission has received a total of 24 complaints since its inception in 2002, with each complaint being resolved within a few to several months, depending on the complexity of the complaint. The Ethics Code, information about the ACE Commission, its members and a Complaint Form is available on the County's website.

**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in Any
of the Five (5) Years Prior to the Sunset Review,
a Financial Audit of the Agency Performed by an Entity independent of the County.**

As this Commission did not receive an appropriation from the County's Operating budget, this review is not applicable.

Recommendation: Continue



**Allegheny County
Human Relations
Commission**

The Legal Mandate or Necessity for the Agency

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.

A Determination of Public Need for the Continued Existence of the Agency and its Services

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. The need to treat all persons fairly within the context of the above areas continues to exist.

**Review of the Methods Used in the Implementation of the Agency's
Functions and an Analysis of Alternative Methods that may be
Employed to Achieve the Agency's Legal Mandates**

The work of the Commission is performed by seven volunteer Commissioners, with an elected chairperson and Vice-Chairperson who, pursuant to Section 215-36(B)(7) of the above noted Ordinance “rely upon staff employed by the Allegheny County Law Department and Human Resources Department, to the extent necessary for the accomplishment of its powers and duties”. The Commission holds regular monthly meetings. Each Commission member is assigned to one of two sections within the Commission – the Compliance Review Section consults confidentially with the Solicitor regarding the processing and investigation of complaints filed under the Ordinance, and the Hearing Section presides at public hearings when necessary.

**An Evaluation of Whether the Agency is the
Most Effective Body to Implement the Agency's Programs**

The Commission was enacted by ordinance to provide an objective forum to which any individual can present their concerns in regard to employment, housing and public accommodations within Allegheny County. As such, the Commission is the most effective body to implement its programs.

**An Evaluation of Whether the Absence or Reduction
of the Agency or the Agency's Provision of Services Would
Significantly Harm or Endanger the Public Health, Safety, or Welfare**

If the Commission was eliminated or its provision of services reduced, public health, safety or welfare would not be significantly impacted. However, if individuals took their concerns to the Courts in search of a remedy, the judicial process could result in increased costs to the taxpayer. In addition, the resolution of the complaint could be significantly delayed.

**An Analysis Showing the Costs of Compliance
for Individuals or Other Entities Regulated by the Agency**

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

**The Efficiency with which Formal Public Complaints
Filed with the Agency Have Been Processed**

Since its enactment in 2010, the Human Relations Commission has received 22 formal complaints. All complaints have been or are in the process of being resolved, either through closure or dismissal by the Commission, withdrawal by the complainant or notice of cross-filing by the complainant to another agency.

In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in Any of the Five (5) Years Prior to the Sunset Review, a Financial Audit of the Agency Performed by an Entity independent of the County.

This agency did not receive an appropriation from the County's Operating Budget . As such, an audit is not required.

Recommendation: Continue

A dramatic sunset scene with a fiery orange and red sky. The sun is low on the horizon, creating a bright glow that illuminates the clouds. Silhouetted trees and buildings are visible against the darkening sky. The overall mood is serene and powerful.

**Personnel
Board**

The Legal Mandate or Necessity for the Agency

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

A Determination of Public Need for the Continued Existence of the Agency and its Services

The Personnel Board fulfills five aspects related to public need which involves the following activities:

- May hear appeals of Career Service employees not covered by collective bargaining involving demotions, dismissals and suspensions. Terminations during or at conclusion of probationary period may not be appealed;
- 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;
- Shall hear complaints regarding violations of the merit principles set forth in this Administrative Code;
- Shall monitor the faithful execution of provisions governing the career service, and report any abuses to the Manager; and
- 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.

A Review of the Methods Used in the Implementation of the Agency's Functions and an Analysis of Alternative Methods that may be Employed to Achieve the Agency's Legal Mandates

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, and meets as necessary to hear cases and render decisions in said cases.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

The Personnel Board may hear appeals of career service employees not covered by a collective bargaining agreement regarding demotions, dismissals and suspensions. 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.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

If the Personnel Board was eliminated or its provision of services reduced, public health, safety or welfare would not be significantly impacted. Appeals of this type could be heard by members of the Department of Human Resources, however, this may not be viewed as objective by employees; or, employees could address their concerns through the legal system in Common Pleas or Federal Court. 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.

**An Analysis Showing the Costs of Compliance
for Individuals or Other Entities Regulated by the Agency**

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

**The Efficiency with which Formal Public Complaints
Filed with the Agency Have Been Processed**

The Rules and Regulations established by the Personnel Board direct the Board, after a public hearing, to render its decision, in writing, within 30 days of receipt of the hearing transcript, unless the time limit is waived by both parties. It should be noted that the Personnel Board has heard 14 cases since its inception pursuant to the enactment of the County's Administrative Code.

**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in Any
of the Five (5) Years Prior to the Sunset Review,
a Financial Audit of the Agency Performed by an Entity independent of the County.**

This agency did not receive an appropriation from the County's Operating Budget. Therefore, this review is not applicable.

Recommendation: Continue



**Retirement
Board**

The Legal Mandate or Necessity for the Agency

Established by the County Commissioners in 1915, this Board is required by the Pennsylvania Second Class County Code (16 P.S. §§ 4701 – 4716, Article XVII Employees Retirement System) to administer the provisions of the retirement system for Allegheny County.

To fulfill this mandate of 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 all of whom serve for serve a four (4) year term.

A Determination of Public Need for the Continued Existence of the Agency and its Services

Recognizing that the Board shall be the trustees of the retirement fund, and shall have exclusive control and management of the said fund with full power to invest the money or any part thereof, subject to the terms, conditions, limitations and restrictions that are provided by law for investments of trust funds by fiduciaries or the retention or sale of certain investments in the hands of fiduciaries (Source: Pennsylvania Second Class County Code 16 P.S. §§ 4701 – 4716, Article XVII. Employees” Retirement System, the fulfillment of the public need is established.

To accomplish this objective, The Board shall keep a register of all county employees containing the names, ages, residence, nature of employment, time of entering employ, and such other information as the board deems necessary in the performance of its duties. The board may adopt, amend, revise and abolish such rules and regulations as it deems necessary, not inconsistent with this act.

A Review of the Methods Used in the Implementation of the Agency's Functions and an Analysis of Alternative Methods that may be Employed to Achieve the Agency's Legal Mandates

As the methods for the implementation of the agency's functions are required by the *Pennsylvania Second Class County Code*, the Board shall have power and authority to pay all necessary expenses in the administration of the retirement system, employ one solicitor and necessary assistants, who shall receive such compensation as the board shall fix, which shall be paid from the retirement fund on warrants of the board. Because of this charge, no other alternative exists to achieve the legal mandates.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

While the retirement system and fund shall be under the sole direction of a Retirement Board as directed by the Second Class County Code, the effectiveness of this Board is illustrated by its recent performance results which included the following:

Fund Assets	\$758,446,475
TFSR	77.8%
Assumed Return	7.75% annual interest rate (net of investment expenses)
Investment Returns	14.05% 1-year, 7.06% 10-year, 7.56% 20-year and 8.87% 30-year
Administrative Cost per Member	\$1,220,268(Expense)/12,111(Members) = \$100.75

**An Evaluation of Whether the Absence or Reduction
of the Agency or the Agency's Provision of Services Would
Significantly Harm or Endanger the Public Health, Safety, or Welfare**

The absence or reduction of the Retirement Board which makes approximately \$6.47 million in monthly benefit payments would compromise the public welfare of the 4,420 retirees and survivors receiving an average annuity benefit of \$16,356 per year. Additionally, given that there are currently 7,619 active members that could potentially receive benefits in their lifetime, the public welfare and economic security of future retirees is enhanced.

**An Analysis Showing the Costs of Compliance for Individuals
or Other Entities Regulated by the Agency**

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

**The Efficiency with which Formal Public Complaints
Filed with the Agency Have Been Processed**

The established protocols of the Retirement Board allow for public comments to be received at the regular, monthly meetings of the Board. Additionally, the Board's website contains policies and procedures in accordance with Pennsylvania's Right to Know Law.

(Right To Know Policy: <http://www.county.allegheny.pa.us/retirement/rtk2009.pdf>)

**In the Case of an Agency that Has Received Appropriations
from the County's Operating Budget in Any of the Five (5) Years Prior to the Sunset Review,
a Financial Audit of the Agency Performed by an Entity independent of the County**

While the Retirement Board does not receive appropriations from the County's Operating Budget, due to the functions of this agency, an audit was performed by Case Sabatini which can be accessed at: <http://www.county.allegheny.pa.us/retirement/reports/2013/Audit2012.pdf>

Recommendation: Continue



Department of Human Services

Vision:

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

Mission:

DHS is committed to the highest level of excellence in publicly funded human services to Allegheny County residents

Overview of the Department

As the primary agent for the delivery of human services in the County, the Department of Human Services (DHS) serves more than 210,000 individuals (approximately 1 in 6 county residents) annually through an array of 1,700 distinct services. Nearly one quarter of Allegheny County's \$784 million annual operating budget (\$177.5 million) is dedicated to the delivery of human services.

To facilitate the delivery of services, DHS encompasses the following program offices:

- Area Agency on Aging (AAA): Provides services for adults, 60 years of age and older designed to help older adults live independent lives, including assisting them to remain living in their own homes as long as they are able and choose to do so. AAA provides services through programs based at its Southside office, a network of community-based providers and some local municipal governments throughout the county. AAA services range from those for active, independent older adults to those for persons who are more frail and vulnerable.
- Office of Children, Youth and Families (CYF)
As 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 community-based providers. 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.

- Office of Behavioral Health (OBH) : Provides residents with a coordinated community-focused system of high-quality and cost-effective mental health and substance abuse services including prevention, crisis intervention, treatment, case management and community services through a network of community-based providers.
- Office of Community Services (OCS) : Provides residents with a coordinated community-focused system of high-quality and cost-effective services, programs and opportunities that enable low-income and vulnerable individuals and families to build on their strengths and to become more self-sufficient. Through a network of community-based providers, OCS provides contracted services designed to meet the immediate needs of individuals and families. OCS also provides direct-service activities.
- Office of Intellectual Disability (OID): Responsible for providing residents with a coordinated, community-focused system of high-quality and cost-effective services, programs and opportunities that enable those with a diagnosis of mental retardation to live according to the principles of self-determination. The office is supervised through a series of Operational Grant Agreements by the Pennsylvania Department of Public Welfare Office of Developmental Programs (ODP). Additionally, the office is guided by a by the 15 member Mental Health/Intellectual Disability Advisory Board.

Additional administrative support to the Department and to all program offices is provided by the offices of :

- Administrative and Information Management Services (AIMS): Provides administrative and information technology support including Financial Management, Budgets and Reports, Contracts and Compliance, Human Resources/Training and Payroll and Information Systems Management
- Community Relations: Responsible for optimizing communications between the Department and the public through strategic internal and external communications and public relations. OCR is also responsible for implementing human services educational and awareness efforts, coordinating DHS-initiated events and appearances at community events, organizing and coordinating fundraising efforts to supplement government funding for children and youth served, troubleshooting concerns and/or complaints about DHS and its programs and services, operating an aging and disability resource center, and responding to open records requests.
- Data Analysis, Research and Evaluation (DARE) :Supports and conducts research to evaluate, advise and improve policy-making and practice at DHS; shapes, coordinates and implements DHS quality assurance efforts; and uses DHS and partner data to compile community-ready information about DHS services, for use by internal and external audiences.

The Legal Mandate or Necessity for the Department

The overall authority for DHS is authorized under Article XIII (General Provisions), Section 6 (Continuity) of the Home Rule Charter . With respect to specific functions and divisions within the department, the following legislative mandates are also fulfilled:

- **Area Agency on Aging:** 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.

- **Children, Youth and Families (CYF:)** Created pursuant to the following Federal and Commonwealth mandates: :
 - **Pennsylvania mandates:**
 - Domestic Relations (Title 23): Adoption Act 23 PA C.S. §2101-2910 and the Child Protective Services Law (CPSL) 23 PA C.S. §6301 et seq.; and
 - Judiciary and Judicial Procedure (Title 42): Juvenile Act 42 PA C.S. §6301 et seq.
 -
 - **Federal mandates:**

The Child Abuse Prevention and Treatment Act (CAPTA), as amended by the CAPTA Reauthorization Act of 2010 (Public Law 111-320)

Titles IV-B, IV-E and Related Sections of the Social Security Act, as amended, including: The Child and Family Services Improvement and Innovation Act (Public Law 112-34); the Patient Protection and Affordable Care Act (Public Law 111-148); and Fostering Connections to Success and Increasing Adoptions Act of 2008 (Public Law 110-351).

- **Office of Behavioral Health (OBH):** The Mental Health and Retardation Act of 1966, 50 P.S. §4101 et seq. requires that counties have programs for individuals with mental illness and persons with mental retardation (intellectual disability). 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 regulations that can be found in the PA Drug & Alcohol Abuse Act of 1972 and at 55 Pa. Code §4200.1 et seq.
- **Office of Community Services (OCS):** Although not a mandated office, it provides the opportunity for the County's more vulnerable populations to access critical services and programs. Comprised of the former Federal Programs that received and administered 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), this office serves eligible low-income populations, collaborates and coordinates services with other DHS program offices and community-based agencies
- **Office of Intellectual Disability (OID):** Created by the Mental Health and Mental Retardation Act of 1966, 50 P.S. §4101 et seq. requiring that counties have programs for individuals with the diagnosis of mentally retardation and for individuals with mental illness. The Office of Intellectual Disability 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.

A Determination of Public Need for the Department's Services

The multifaceted Department fulfills the broad spectrum of need via the following various offices:

Aging (AAA): Embracing the philosophy of “aging in place”, the AAA serves older adults, 60 years of age and over, via programs, contracts and agreements with about community-based providers. Programs range from those designed largely for independent older adults to those for frail, vulnerable populations. The current focus is on the public needs for:

- Addressing the information and assistance needs of older adults.
- Helping older adults to live independently and delay the need for long-term care.
- Tailoring services to meet the individual needs of its service population.
- Supporting and balancing the respective needs of caregivers and care receivers.
- Re-engineering DHS/AAA staff, services and resources to maximize and measure their outcomes and benefits to participants, and better inform decision and policy making

Children, Youth and Families (CYF): Serves as the designated agency to protect children from abuse, neglect and maltreatment, to preserve families and provide permanent stable homes for children. To accomplish this, CYF provides child welfare and child protective services including:

- Assessment of potential abuse,
- Referral and information resources for families and the community at large,
- Foster parenting,
- Adoption resources
- Family and child support services
- Prevention services to children and families.

Office of Behavioral Health (OBH): Responsible for supporting services related to mental health and substance use disorders including prevention, intervention, treatment and recovery related to the public needs of community members. The OBH supports activities and programs that:

- Conduct outreach and education to professionals and community members;
- Plan, contract for and evaluate recovery-oriented treatment, intervention, rehabilitation, service coordination (case management), and support services;
- Process civil involuntary commitments;
- Administer the HealthChoices program that ensures state-mandated behavioral health services are available to Medicaid recipients

The Office of Community Services (OCS) ;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 to at-risk children and energy assistance.

To respond to the public need for these services, services are delivered via the following bureaus:

- Employment and Training Services
- Family and Community Services
- Homeless Services
- Outreach and Prevention Services

The Office of Intellectual Disability (OID): Provides administrative and management oversight of services delivered to individuals with a diagnosis of mental retardation. 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 Prioritization of Needed Services (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 are provided through contracts with community entities including:

- Home and community services;
- Adult training facilities;
- Vocational facilities;
- Specialized services (i.e., physical, occupational, speech and behavioral therapies)
- Transportation services; and
- Environmental and equipment modifications/adaptations services

A Review of the Methods used in the Implementation of Each Department's Programs and an Analysis of Alternative Methods that May be Employed to Achieve the Department's Legal Mandates

Recognizing that the vision of the Department 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”, services for responding to the public need are integrated within the DHS.

Absent this vision, alternative methods of delivery could be employed. For instance, within the commonwealth, 10 of 52 AAAs are multi-county jointures and 19 of 52 are private non-profits operating outside of county government. While these designs could be embraced, the county’s AAA functions within a multi-disciplinary human services frame would be compromised. However, in the current configuration, a means of collaboration across program lines serving individuals and/or family is maximized.

Currently, the County contracts for most services related to Community services and intellectual disability. In lieu of contracting for services, the County could directly provide services for Community and/or Intellectual Disability services. However, this design would be enormously cost prohibitive and inflexible.

Due to legal constraints, services related to CYF and OBH would be contrary to contrary to State and Federal laws and therefore alternate organizational designs are not appropriate.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

With respect to Children, Youth and Families and Intellectual Disability, State and federal law mandates that the County implement these functions. Additionally, for OID, 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 as the 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.

With respect to Behavioral Health, regulatory requirements make it essential that the County support the implementation these programs which are primarily provided under contract with community agencies/service providers.

In regards to Aging and Community Services, coordination of services to older adults and low-income individuals is maximized using an integrated system of delivery for these distinct populations leveraging all resources within the Department of Human Services. It should be noted that " Area Agency on Aging is a designation of the U.S. Administration on Aging (AoA) and Commonwealth of Pennsylvania's Department of Aging (PDA) to indicate one of the 52 organizations that provide services for older adults (60 years of age and older) in designated county or multi-county areas of Pennsylvania.

Given these mandates and commitment to an integrated system for services to diverse members of our community most of whom needing multiple services, it can be concluded that the county is the most effective agent for the delivery of services to our residents.

An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety or Welfare

The absence or reduction of critical human services would significantly harm and/or endanger the public health safety and welfare of the residents of the county. Specifically, the adverse effects would include, but not limited to the following:

- The absence of the Area Agency on Aging would result in the elimination of critical support and in-home services for 6,000± older consumers that enable dependent elders to remain in their home; 15,000 seniors would no longer access to socialization, education, entitlement information and assistance, etc.; and 2,500 frail elders would be without nutritional sustenance via home-delivered meals.
- 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 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.
- Given that OBH ensures the delivery of publicly funded mental health and drug and alcohol prevention, intervention, treatment, support and recovery-oriented services, the individuals who use these services would be negatively impacted by the elimination of OBH. Persons with addictive disorders and/or mental illness are at highest risk of severe public health related issues (including suicide ideation and substance overdose) homelessness, victimization, incarceration, unemployment, etc. It is expected the number of those in these conditions would significantly increase without access to needed services.

Recognizing that the OCS provides essential services ranging from basic shelter to employment and information services, as well as, providing transportation to medical appointments for thousands of persons, early childhood services for low-income children, and distribution of lunch during the summer, the absence or reduction of service would compromise basic health and public welfare. Without this support, individuals and communities would lose essential services that help them meet their basic needs for housing, nutrition and transportation.

Given the complexity of needs experienced by individuals with intellectual disabilities, OID provides a critical need for administering and coordinating countywide services. A reduction or elimination of services would seriously compromise the acquisition of services for individuals and negatively impact a family's ability to sustain a quality of life.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, *Capital Budget # 38-13-RE* and the *Special Revenues/Grants Budget # 34-13-RE*) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Adopted Budgets which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

The Efficiency with which Formal Public Complaints Filed with the Department Have Been Processed

Anyone having a complaint about the services of DHS, its staff or provider agencies can initiate the resolution process three ways. Options are:

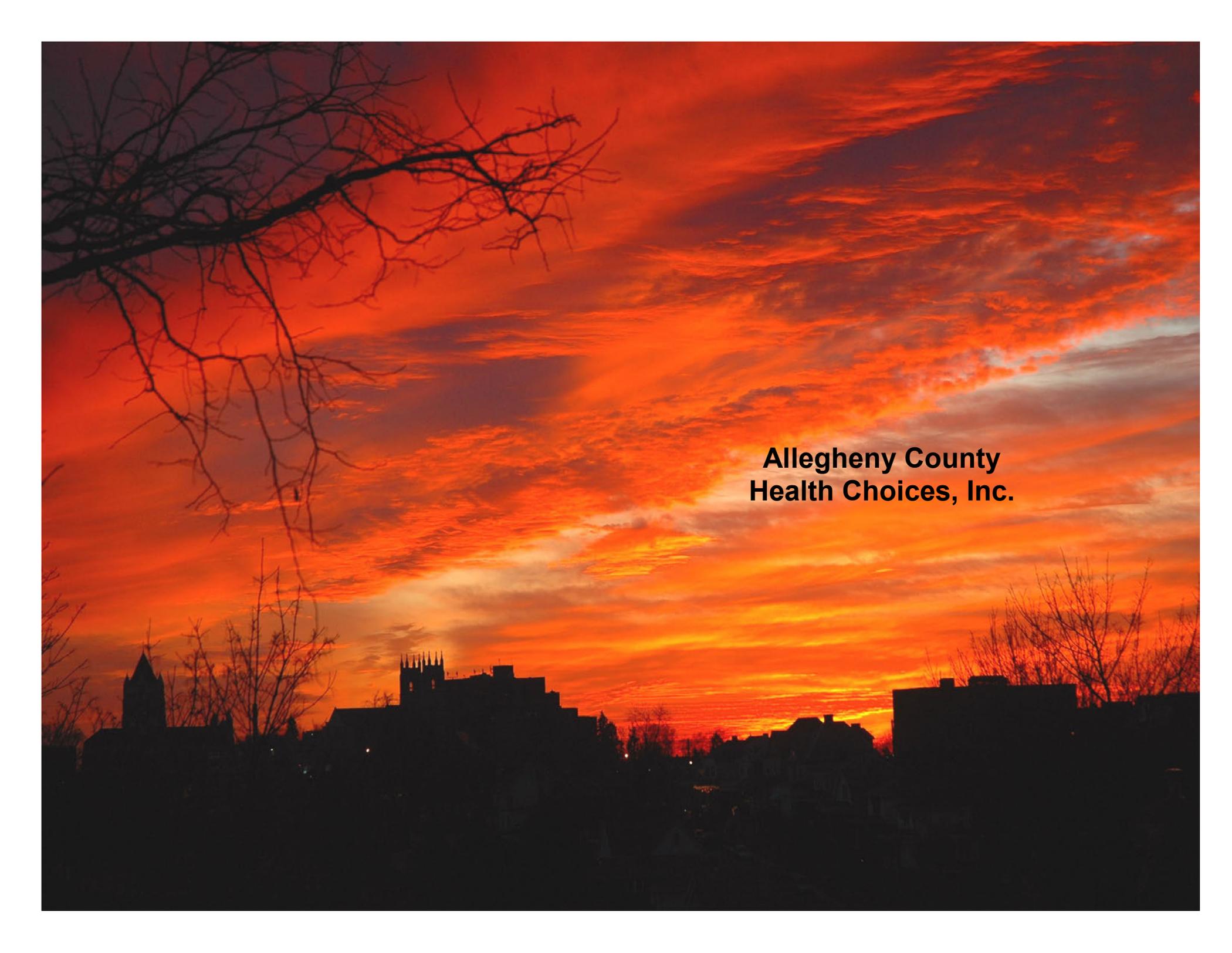
- Contact the Allegheny County Information Center which then forwards the caller to the DHS Director's Action Line (DAL), for response and investigation, if warranted.
- Contact the DAL directly
- Contact the relevant Pennsylvania Departments of Public Welfare and/or Aging

Additionally, the County Information Center directs complaints it cannot resolve to the relevant employee within the department. During the 2011, 2012 and 2013 calendar years 826 issues were forwarded to DHS for analysis and resolution. Documentation of these issues are retained by the County Information Center.

Internally, the Director's Action Line responded to 46,770 inquiries in 2011, 2012 and 2013.

Recommendation:

Given the broad spectrum of services to more than 210,000 residents annually, the critical nature of this Department cannot be underestimated. Through its vast array of services and commitment to an accessible culturally competent, integrated and comprehensive human service system, continuation of this Department is appropriate

A dramatic sunset over a city skyline. The sky is filled with vibrant orange and red clouds, with the sun low on the horizon. Silhouetted buildings and bare tree branches are visible against the bright sky. The text "Allegheny County Health Choices, Inc." is overlaid on the right side of the image.

**Allegheny County
Health Choices, Inc.**

The Legal Mandate or Necessity for the Agency

Allegheny HealthChoices, Inc. (AHCI) is a private, 501(c)(3) non-profit corporation. AHCI was incorporated in 1998 to provide monitoring and oversight of the County's behavioral health managed care program, also known as HealthChoices. The majority of AHCI's funding is provided by its oversight contract with Allegheny County. These funds are a portion of the Medical Assistance capitation revenue that the County receives from the Commonwealth of Pennsylvania.

AHCI is governed by Corporate members as well as a Board of Directors. The Corporate members include the County Chief Executive; the President of County Council; and one person to be 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 members of the Corporation appoint the Directors of the Corporation, also known as the Board of Directors. The business and affairs of the Corporation are managed by the Board of Directors. The AHCI Board of Directors includes the following: the AHCI CEO; the Director of the Allegheny County Department of Health; the Director of the Allegheny County Department of Human Services; and seventeen (17) Allegheny County residents drawn from the following groups in the following numbers and reflecting the cultural, gender and economic diversity of the population served by the HealthChoices program:

- Three people who have used behavioral health services;
- Two family members of people with behavioral health illness;
- Two people in business and/or financial management;
- Two providers of behavioral health services (non-voting Directors);
- Four from the behavioral health clinical field; and
- Four from the community at large

Board members serve three year terms, and no Board member may serve more than two consecutive three year terms.

A Determination of Public Need for the Continued Existence of the Agency and its Services

The County's HealthChoices behavioral health managed care contract with the Department of Public Welfare (DPW) requires monitoring and oversight of this contract. AHCI provides these essential functions for Allegheny County. AHCI works to ensure that County residents have access to behavioral health services administered by Community Care Behavioral Health Organization (Community Care), a behavioral health managed care organization. This is operationalized through ongoing monitoring of Community Care's business practices in the County.

AHCI provides fiscal oversight and monitoring, participates in HealthChoices contract and rate negotiations, oversees clinical activities through quality improvement activities, acts as the County's agent in complaint and grievance hearings, provides training and technical assistance for providers, and administers the contractually required HealthChoices behavioral health ombudsman function.

AHCI also has built and maintains a comprehensive data warehouse that holds both Medical Assistance and County-funded behavioral health data, provides analysis, evaluation and reporting related to this data, and develops web-based applications. AHCI is a resource to the County and the behavioral health service system by disseminating information and analysis so that system stakeholders can make data-informed decisions.

A Review of the Methods Used in the Implementation of the Agency's Functions and an Analysis of Alternative Methods that may be Employed to Achieve the Agency's Legal Mandates

The County's HealthChoices behavioral health managed care contract with the Department of Public Welfare contractually requires AHCI to perform certain functions. It is possible that the DPW could approve, and another entity could be tasked to provide, AHCI's functions. However, the historical perspective that AHCI offers, as well as the extensive level of specialized staff expertise, make AHCI a valuable partner in the HealthChoices behavioral health managed care program.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

The staff at AHCI are highly skilled professionals with specific and specialized levels of expertise in the field of behavioral health. Because of the many subject matter experts, it would be very difficult to find a comparable entity to perform at the same level of proficiency. In addition, the staff culture is one which maintains an extremely high level of responsiveness, dexterity, and an understanding of the local community behavioral health system.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

In addition to oversight and monitoring activities, one of AHCI's overarching roles is to protect the County from financial and clinical risk associated with the HealthChoices program. This protection is one way that the public is served by this contractual relationship.

**An Analysis Showing the Costs of Compliance
for Individuals or Other Entities Regulated by the Agency**

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

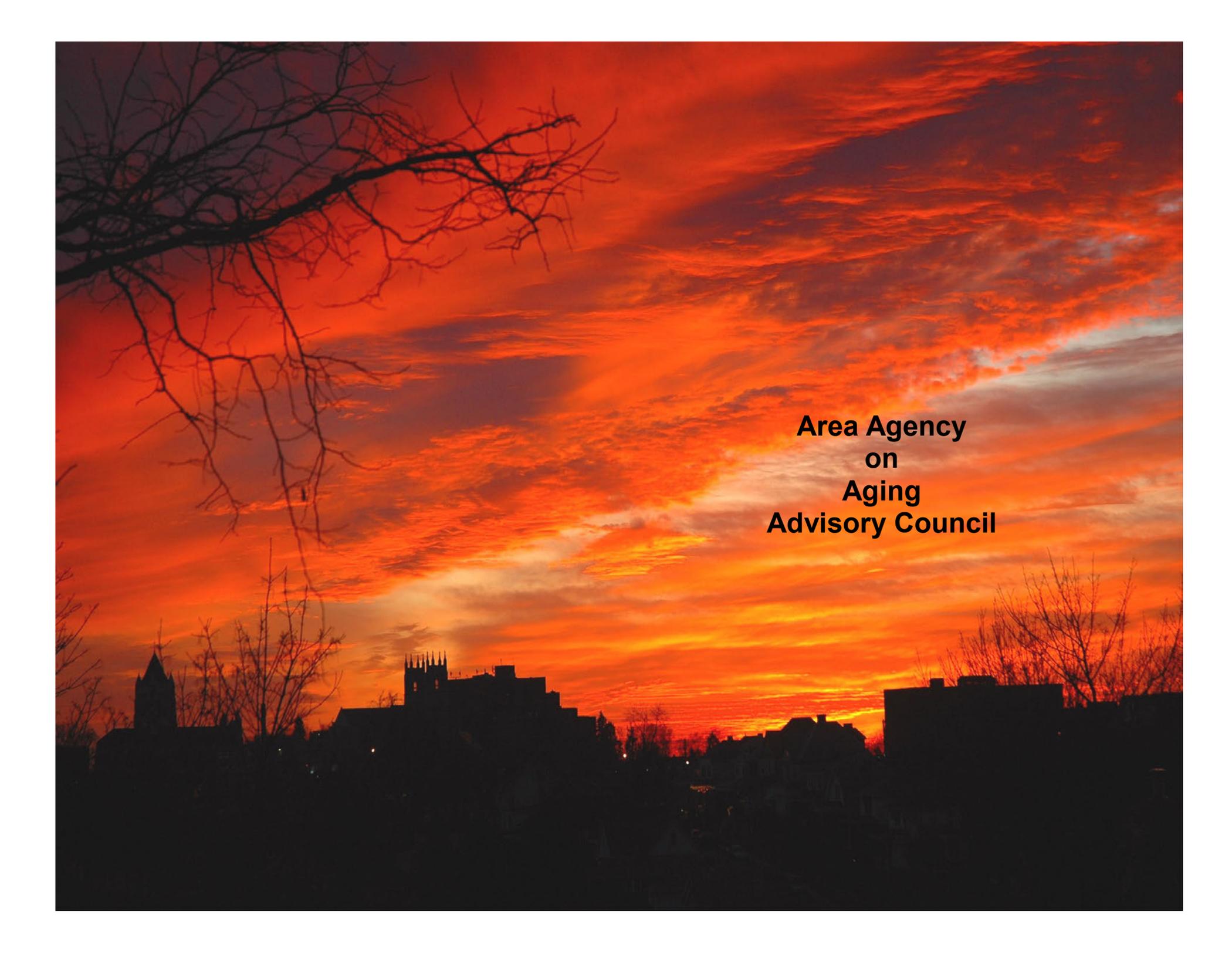
**The Efficiency with which Formal Public Complaints
Filed with the Agency Have Been Processed**

AHCI has not received any formal public complaints about the organization or operation since its inception in 1998.

**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in
Any of the Five (5) Years Prior to the Sunset Review,
a Financial Audit of the Agency Performed by an Entity independent of the County.**

Due to the public nature of this entity, a financial audit is available. However, since this agency did not receive any appropriation from the County's operating budget, this review is not required.

Recommendation: Continue



**Area Agency
on
Aging
Advisory Council**

The Legal Mandate or Necessity for the Agency

The Advisory Council fulfills a state mandate for the creation of Advisory Councils to Area Agencies on Aging as noted in the PA Code: Annex A, Title 6: Department of Aging Chapter 35, Area Agency on Aging Advisory Councils. The Allegheny County Council serves as the appointing authority and appoints members from recommended names submitted by the Chief Executive of Allegheny County.

A Determination of Public Need for the Continued Existence of the Agency and its Services

The Council serves as an advisor to the AAA on its mandated responsibilities to review and comment on all community policies, programs and actions affecting older adults. The Council advises the DHS/AAA on the development and implementation of the multi-year plan and annual block grant application. The Council also serves as an advocate for older adult residents of the county by informing and educating the general public on the needs of older adults and ensuring that the AAA's appeal procedures for service applicants are available and used when necessary.

The Council consists of no less than 15 members who are county residents with an interest in older adults. At least 50% of the members are older adult residents with representation from among AAA service participants, as well as members of low-income and minority groups. Other members are to include representatives of older adults, local elected officials and the general public. The length of term is three (3) years (staggered). 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.

A Review of the Methods Used in the Implementation of each Agency's Functions and an Analysis of Alternative Methods that may be Employed to Achieve the Agency's Legal Mandates

Due to the structure of this Council, this process is not applicable.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

The Advisory Council provides an objective forum to help identify, plan and advocate to meet the needs of county residents who are older adults. As such, it is the most appropriate entity to provide this service.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

The needs of older adult residents may not be fully identified and represented without the input of the Council. The public would be missing an informed and credible voice for advocacy.

**An Analysis Showing the Costs of Compliance
for Individuals or Other Entities Regulated by the Agency**

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

**The Efficiency with which Formal Public Complaints
Filed with the Agency have been Processed**

Persons with complaints about DHS services, staff or provider agencies may contact the Allegheny County Information Line or the DHS Director's Action Line (DAL). Complaints and appeals may also be registered with the PA Department of Aging.

**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget
in any of the Five Years Prior to the Sunset Review,
a Financial Audit of the Agency Performed by an Entity Independent of the County.**

This agency did not receive an appropriation from the County's operating budget. As such, this issue is not applicable.

Recommendation: Continue

A dramatic sunset over a city skyline. The sky is filled with vibrant orange and red clouds, with the sun low on the horizon. Silhouettes of buildings and trees are visible against the bright sky. The text "Community Services Advisory Board" is overlaid on the right side of the image.

**Community Services
Advisory Board**

The Legal Mandate or Necessity for the Agency

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.

A Determination of Public Need for the Continued Existence of the Agency and its Services

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 keep abreast of activities of the DHS/ OCS.

A Review of the Methods Used in the Implementation of each Agency's Functions and an Analysis of Alternative Methods that May be Employed to Achieve the Agency's Legal Mandates

Given the nature of this Advisory Council, this review is not applicable.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

The Council is required by laws referenced above due to the County being a CSBG grantee. Therefore, this is the most appropriate entity to fulfill this charge.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

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.

**An Analysis Showing the Costs of Compliance
for Individuals or Other Entities Regulated by the Agency**

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

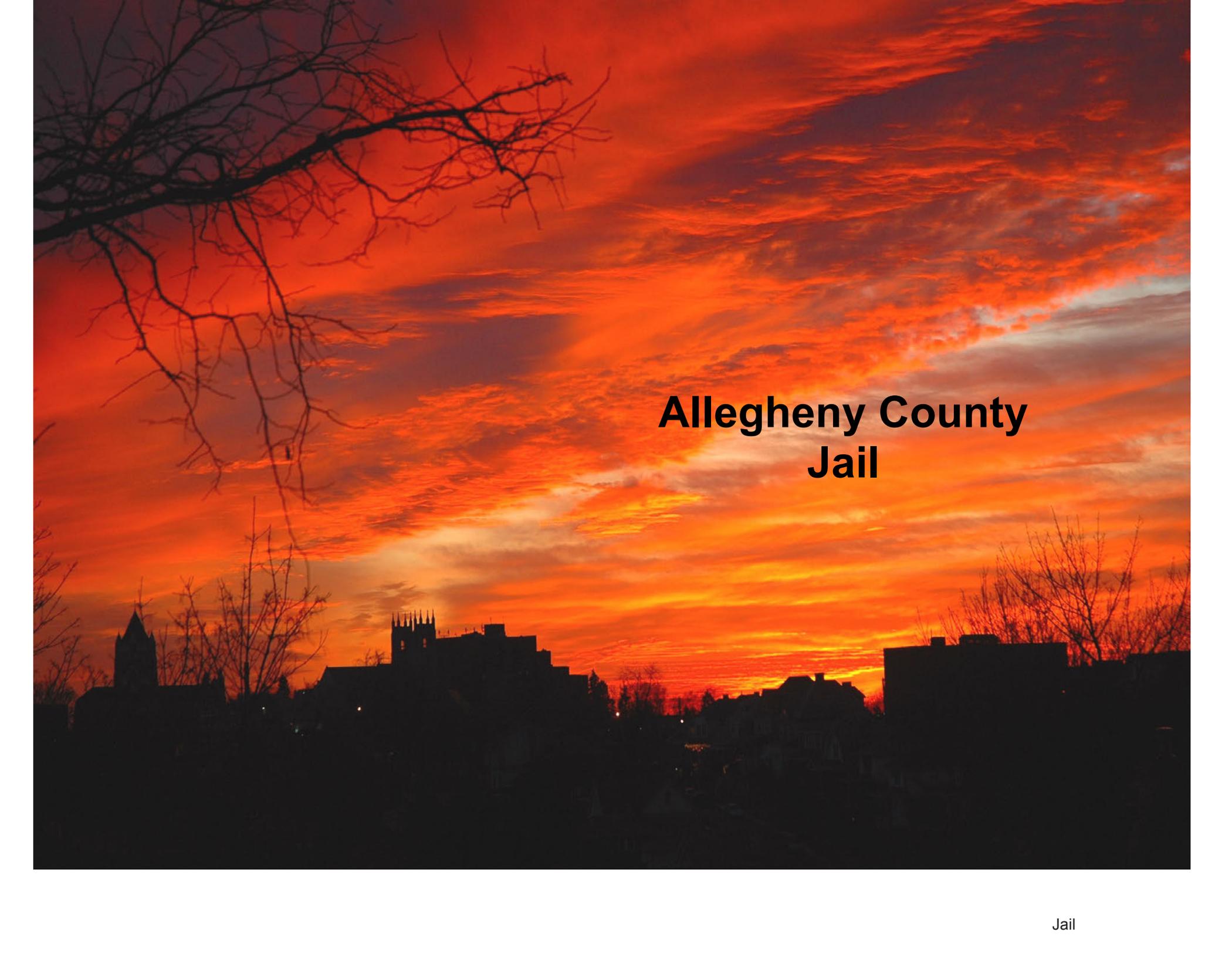
**The Efficiency with which Formal Public Complaints
Filed with the Agency have been Processed**

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

**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in
any of the Five Years Prior to the Sunset Review,
a Financial Audit of the Agency Performed by an Entity Independent of the County.**

As this entity did not receive an appropriation from the County's operating budget, this review is not applicable.

Recommendation: Continue



Allegheny County Jail

Vision:

The Allegheny County Bureau of Corrections will be a model correctional facility recognized for efficient operations, innovative programs, a professional and competent workforce, and a collaborative leadership with justice system partners.

Mission:

The mission of the Allegheny County Bureau of Corrections is to increase public safety by providing care, custody and controls of persons incarcerated, and reduce recidivism by providing access to programs that will help persons reenter and succeed in society.

Overview of the Department

The Allegheny County Jail (Bureau of Corrections) was opened in 1995 and operates under the Direct Supervision Philosophy. To fulfill the principles of this philosophy, the Jail retains the following nine (9) divisions charged with the following:

- **INTAKE** : Receives newly arrested prisoners twenty- four (24) hours per day and ensures that the prisoner has been medically cleared and identified. Once that occurs, a magistrate judge arraigns the prisoner and a bond is set at that time. If the prisoner is unable to post bond, this department processes the prisoner into the Allegheny County Bureau of Corrections.
- **CLASSIFICATION**: Utilizes an objective classification system to determine an inmate's initial classification destination which dictates which pod an inmate will be housed based on factors which include the inmate's current offense, prior arrest, prior convictions and prior institutional behavior.
- **INMATE HOUSING**: Ensures that the direct supervision philosophy is consistently applied by having correctional officers stationed directly on the pod with the prisoners with no barriers.
- **TRAINING**: Having secured its training academy certification from the PA Department of Corrections in 2000, this department provides Pre-Service and In-Service training for correctional personnel on site.

- **INTERNAL AFFAIRS:** conducts investigations on all prisoners and or employees involved in criminal activity.
- **PAYROLL:** Ensures all correctional employees are paid and maintains primary responsibility of the annual budget and purchasing of all items at the jail
- **RE-ENTRY:** Prepares prisoners for their successful re-entry into society.
- **CASE WORKERS :** Provides services to the inmates such as notary, legal phone calls, personal phone calls, answer questions pertaining to their case etc.
- **ALTERNATIVE HOUSING:** Manages placement of inmates that qualify for Alternative Housing Programs.

Additionally, to enhance the achievement of its mission, the Allegheny County Jail Collaborative was created in 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 Alternative Housing.

Given its Direct Supervision Philosophy, the structural design of the jail includes thirty- five (35) living units or pods on eight (8) on two (2) level floors. The standard pod has fifty-six (56) cells on two (2) levels surrounding a central dayroom, where meals are served and leisure time is spent.

The Legal Mandate or Necessity for the Department

The Allegheny County Bureau of Corrections is authorized to maintain a safe and secure detention facility under the Charter, Article XIII, and Section 6 – Continuity.

Additionally, 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 PA Department of Corrections has adopted regulations which govern the operations of the County Correctional Facilities.

A Determination of Public Need for the Department's Services

Recognizing that the primary mission is to preserve public safety, the Jail is needed to segregate offenders that commit crimes against society. This segregation provides the safe and secure environment of our citizens. Additionally, the Jail is used to hold offenders until due process of the law and jails are used to provide rehabilitation for offenders who return to society.

A Review of the Methods used in the Implementation of Each Department's Programs and an Analysis of Alternative Methods that May be Employed to Achieve the Department's Legal Mandates

In addition to the traditional services of the Jail, an array of service providers are under contract to provide alternative methods to meet inmate needs, including:

- Alternative housing programs by Renewal Inc., Program for Female Offenders and Goodwill
- Medical services by Corizon Health Care
- Foods services by Trinity Food Services,
- Inmate programs 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 orders and public services, including family visitations, attorney/client interviews, telephone and computer information and public accommodation in visiting areas.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

Given the mandate by the Commonwealth, it can be concluded that the County is the most effective body to evaluate and implement the department's programs as a primary vehicle to ensure public safety.

An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety or Welfare

Without the jail, no system would be in place to safeguard the public from individuals awaiting trial or serving sentences. Therefore, the absence or reduction of the Department or its services would have a significant negative effect on the public safety and welfare of the residents of the County.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

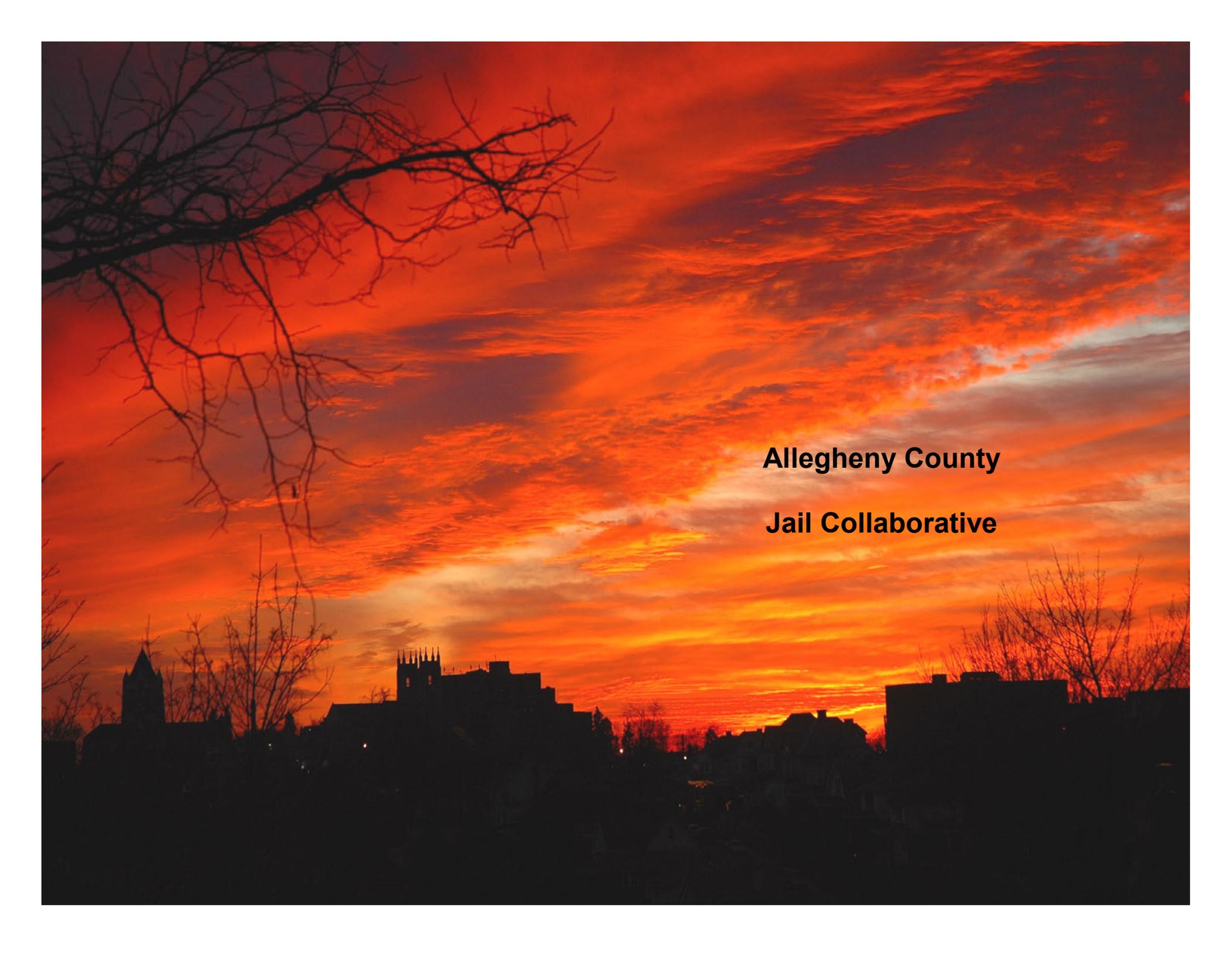
The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, *Capital Budget # 38-13-RE* and the *Special Revenues/Grants Budget # 34-13-RE*) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Adopted Budgets which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

The Efficiency with which Formal Public Complaints Filed with the Department Have Been Processed

The County Information Center directs complaints it cannot resolve to the relevant employee within the Department. During the 2011, 2012 and 2013 calendar years, 398 issues were forwarded to the Department for analysis and resolution. Documentation of these issues are retained by the County Information Center

Recommendation:

Recognizing that the Jail is strongly committed to its primary mission to increase public safety and reduce recidivism, it is recommended that this Department continue its operation. More importantly, its partnership in the much heralded Jail Collaborative continues to be a successful strategy in achieving its mission.



**Allegheny County
Jail Collaborative**

The Legal Mandate or Necessity for the Agency

The Allegheny County Jail Collaborative is a working partnership among several county agencies (DHS, the Jail, the Health Department) and the Courts that aims to improve the integration of services for offenders and ex-offenders. The leaders of these agencies plan services and systems changes together and then deploy their staff and allocate funding for contracted programs from their agency budgets.

This is an innovative and nationally-recognized way of addressing a public safety and community need: the high rate of returns to jail. This collaboration began in 2000 and has resulted in a significant reduction in recidivism (through the Reentry Program that the agencies have developed together) and improvements in the communications between the County and Courts.

A Determination of Public Need for the Continued Existence of the Agency and its Services

While the rate of recidivism has reduced for participants in the Reentry Program, it is able to reach only a share of the total number of individuals who need the services of this program. The agency partners in the Jail Collaborative continue to find strategies for serving these other individuals (for example, through Day Reporting Centers); and for providing continuing support to ex-offenders, which evidence-based practice has shown has long-term effects on recidivism.

A Review of the Methods Used in the Implementation of the Agency's Functions and an Analysis of Alternative Methods that may be Employed to Achieve the Agency's Legal Mandates

The methods used by the Jail Collaborative are planning and oversight by the directors of DHS, the Health Department, the Jail's Warden, Court leadership, and County leadership. This has resulted in improved, evidence-based programming in the Jail and post-release; and improved processes (for example, the Discharge Center in the Jail (a Jail function), which coordinates releases with the Courts, community agencies, and the health provider). Without collaboration in planning and review of the processes and results, the County and Courts would miss the opportunity to magnify the impact of their work for the citizens of Allegheny County.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

Two independent evaluations have found that the programs built by these County agencies and the Courts have reduced recidivism (Yamatani 2008; and Urban Institute 2014). In addition, several narrative reviews of other initiatives of the Jail Collaborative are available through DHS. This includes a review of the Day Reporting Centers; the Discharge Center; and the Family Support Service.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

This collaboration has helped promote public safety by rehabilitating offenders so that they can become positive members of society. While they are in Jail and after release, they participate in drug and alcohol treatment, cognitive behavioral therapy, education services (with many earning their GEDs in the jail), job training (including machining, masonry, mechatronics, and culinary arts programs), and housing and transportation assistance. These are services that research shows can reduce criminal thinking and behaviors; the research by the University of Pittsburgh and, more recently, by the Urban Institute shows that these changes are helping more individuals re-enter society in a positive way, entering employment, rebuilding connections with family, and not returning to jail. This is vital to increasing safety across the County.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Agency

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

**The Efficiency with which Formal Public Complaints
Filed with the Agency Have Been Processed**

As there have not been any public complaints filed with the agency, this review is not applicable

**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in Any
of the Five (5) Years Prior to the Sunset Review,
a Financial Audit of the Agency Performed by an Entity independent of the County.**

The Jail Collaborative does not receive appropriations and therefore this review is not required.

Recommendation: Continue



**Department of
John J. Kane
Regional Centers**

Vision:

We, the dedicated employees of Kane, will lead the future of short and long term care.

Mission:

To provide quality nursing and rehabilitation services through shared values to enhance the lives of our residents, families and community.

Overview of the Department

Embracing the “continuum of care” concept, the John J. Kane Center system remains the largest provider of long-term care services and rehabilitative services in the region offering services of :

- Skilled Nursing Care
- Short Term Rehabilitation
- Social services
- Hospice Care
- Alzheimer’s and Memory Care
- Recreation Therapy
- Pastoral Care
- Adult Education

The Kane Center system provides services geographically in Glen Hazel, Ross Township, Scott Township and McKeesport. To enhance the “continuum of care” concept, the Glen Hazel Center offers 12 independent living units adjacent to the skilled nursing center while the Ross Center is conveniently located adjacent to the Highlands, an independent living apartment complex of 97 apartments including 37 independent units within the Ross Center. Additionally, the Scott center features a Transitional Care Unit that offers high intensity physical, occupational and speech therapies. With respect to Memory Care, the Glen Hazel and the newly-designed Scott Center offer services for 90 individuals

From an historical perspective it should be noted that the county’s mission has been radically changed since its inception in 1852 when it primarily focused on services for indigent citizens with chronic and long term illnesses .

After numerous transformations including the most significant as “the world’s finest hospital care of the indigent poor.” in 1958, Kane Hospital with a staff of more than 1700 employees offered an array of traditional and acute care services such as Surgery, Neurology, Ophthalmology, Cardiology, etc.

With the introduction of Medicare and Medicaid in the 1960’s and more stringent code of safety requirements, health care was forced to be transformed in its delivery. Compounding this was the recognition that Allegheny County’s population of people aged 65 and over (the third largest in the United States) was growing at a rapid rate. New ways of responding to these challenges and meeting these needs had to be found.

After significant analysis by the 70 member Committee on Long Term Care for the Elderly, Kane Hospital was replaced by four 360 bed long term care regional centers in Glen Hazel, McKeesport, Ross Township and Scott Township for a total of 1440 beds by early 1984. The Kanes have continued the evolution to mirror the national trends of “right-sizing” long term care facilities toward more community based care to promote “aging in place”

With the concept of “aging in place “ referenced in the analysis of DHS, the Kane’s have continued to refine their strategies to include short term rehabilitation and a variety of services within the “continuum of care.” More importantly, since hospitals now discharge patients to skilled nursing facilities earlier and frequently with higher levels of acuity, the Kanes’ service delivery has been transformed. Fortunately, the Kanes are able to secure higher reimbursement from Medicare and other reimbursement sources for medically complex individuals.

Given the ever-changing reimbursement process for skilled nursing and community services, and expanded interpretations of “aging in place”, the Kane system will continue to evolve.

The Legal Mandate or Necessity for the Department

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.

A Determination of Public Need for the Department's Services

Long term care services such as nursing home care, including specialty care for rehabilitation services, dementia care services and behavioral care are provided at the Kane Regional Centers (Kanes), are a recognized segment of the continuum of care. Because of this, the Kanes provide a critical public need for Allegheny County residents.

More startling is the revelations in the Allegheny County Department of Human Services Area Agency on Aging's Four-year Plan for July 1, 2012-June 30, 2016 that there is the potential for increased need and demand for services in the future due to the following demographic changes:

- The 25% growth in the 85-over is the second sizeable increase in this group in the last two censuses; the 85-over increased 36% in the 2000 census.
- The 28% growth in the 50-59 group is even more striking because of its size. The total of 188,166 represents more than two-thirds (68%) of the entire 60 and over population.
- The 50-59 and 60-64, the two "baby boomer" age groups, together, total 261,004, nearly as large as the entire 60 and over population.
- The median age for Allegheny County rose 1.7 years from 39.6 in 2000 to 41.3 in 2010, a significant jump indicating that the overall population is growing older. The median age for males is 39.3 and 43.3 for females.

While the current philosophy of "aging in place" may overshadow the need for a more institutionalized setting, the increase in need for rehabilitative and dementia services can not be underestimated.

A Review of the Methods Used in the Implementation of each Department's Programs and an Analysis of Alternative Methods that May be Employed to Achieve the Department's Legal Mandates

The four Kane Regional Centers (Kanes) provide comprehensive inpatient health care services primarily for the Medicaid eligible residents of Allegheny County. The Kanes have a transitional care unit at the Scott Regional Center and specialized dementia and behavioral units at the Glen Hazel facility to address the special needs of patients with behavioral issues. At the Scott Regional Center, a secure, specialized dementia unit is being developed with an opening in the summer of 2014.

The core functions of the Kane Regional Centers include:

- nursing care
- housekeeping
- dietary and food service
- community services
- admissions
- social services

Currently the Regional Centers are certified to serve up to 1124 residents. Specifically, the capacity for each Center is Glen Hazel – 210, McKeesport – 360 residents, Ross – 240 residents, and Scott – 314 residents.

Additionally, independent residential housing for seniors is available on two of the Kane campuses. At the Ross Regional Center, ninety-seven (97) independent housing apartments are available for rent including thirty-seven (37) apartments on the fourth floor of the Kane Regional Center building. At the Glen Hazel Regional Center, twelve independent living apartments for seniors are available.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

Historically, the Kane Regional Centers have provided services to Allegheny County residents who lack resources to access private healthcare, particularly nursing home care. In fact of the 1000 residents in the system, 85% are Medicaid recipients which means that residents in this category have less than \$8000 in assets.

While numerous studies have been conducted that explored alternatives, it was concluded that the Kane system's ability to serve the elderly poor is extremely effective. In light of the fact that the County's Four Year Aging Plan for 2012-2016 indicated that "the growth of elder poverty has been a troubling trend in recent years" the need for services for individuals opting not or unable to reside in their homes or other congregate settings may in fact show increased demand. Such decisions may occur due to the fact that the report also noted that

- "Poverty increases with age for older adults from age 65 onward.
- Median household income for older adults declines with age.
- Women are more affected than men.
- African-Americans are more affected than Caucasians."

While other long-term care entities are available within the county, the fact that the Kanes serve a high incidence of the poor as deemed Medicaid, eligible, is clear confirmation that the county is an appropriate vehicle for addressing this critical public need. In fact, some long-term care facilities do not participate in the Medicaid program and therefore our poor residents less have less options than enjoyed by others.

An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services would Significantly Harm or Endanger the Public Health, Safety or Welfare

The Kane Regional Centers, along with other County nursing homes have been recognized as a “safety net” for individuals who might not otherwise be able to access quality nursing home care due to lack of resources or other factors which might hinder access to such needed health care.

Given the level of care and complexity of the residents both medically and cognitively, it can easily be argued that the lack of placement would seriously compromise the public health, safety, and welfare of the residents.

As referenced earlier, the national mood and legislative directives have been to “right-size” long term care facilities in balance with community placements. As such, a reduction of services has occurred over the past six years in which the four regional Kanes which originally provided services to 1440 residents was “right-sized” to 1124 residents. This right-sizing has also strengthened the Regional Centers in the marketplace to allow for more private rooms which are attractive to consumers and reflect industry trends.

With the expansion of rehabilitative services, the Kanes are responsive to the growing need for short-term services by our community residents. Additionally, this service is able to capture Medicare-funded revenues which enhance the operations of the facilities. Also, Kane has made technological improvements that have given the ability for residents and families to communicate through face time. Modernization will make Kane a more attractive choice for consumers in the future.

More importantly, due to the projected demographic changes anticipated in the next decade, the demand for this service will likely increase. Therefore, the continuation of this service is imperative.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, *Capital Budget # 38-13-RE* and the *Special Revenues/Grants Budget # 34-13-RE*) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Adopted Budgets which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

The Efficiency with which Formal Public Complaints Filed with the Department have been Processed

All public complaints are reviewed at the level of the administrative offices of the Regional Centers involved in the subject matter of the complaint. A response is provided for all complaints and often a complaint will result in a telephone conference or face-to-face meeting with the individual lodging the complaint.

Additionally, the County Information Center directs complaints it cannot resolve to the relevant employee within the department. During the 2011, 2012 and 2013 calendar years 63 issues were forwarded for analysis and resolution. Documentation of these issues are retained by the County Information Center.

As this service delivery is under the jurisdiction of the Commonwealth's Department of Health, complaints can be filed with that entity directly. Additionally, a resident has the option of filing with the ombudsman within the Area Agency of Aging (AAA) in the Department of Human Services whose primary goal is "to assure quality care with respect and dignity for all consumers of long-term care services. In general, ombudsmen are alerted to, investigate and resolve concerns related to the health, safety, welfare and rights of the target population. This includes persons who live in nursing homes and personal care homes as well as those who utilize adult day services, domiciliary care and community-based care programs."

Recommendation:

Given its broad array of services as the largest provider of long term and rehabilitative care in the region, the continuation of this vital service is warranted. With its recent increase in services for individuals needing memory care, it provides a critical service to the ever-changing needs of the residents of our county.



**Kane Foundation
Board**

The Legal Mandate or Necessity for the Agency

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.

A Determination of Public Need for the Continued Existence of the Agency and its Services

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. Examples of the activities and events that are made possible by the Kane Foundation are Adult Education Classes , Cultural and Sporting Events, Holiday Parties and Events, Museums and Shows, the Santa Angel Fund and Pet Therapy.

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.

A Review of the Methods Used in the Implementation of each Agency's Functions and an Analysis of Alternative Methods that May be Employed to Achieve the Agency's Legal Mandates

As the role for this entity is for charitable, scientific and educational activities from Foundation fundraising , activities would have to be eliminated or paid for through the County budget. Such an action is counterproductive.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

Given that the Foundation benefits/supplements the County owned and operated Kane Regional Centers, it is the most effective and appropriate body to provide this service.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

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. Given the nature of these activities as enhancing the quality of life of the residents, the absence or reduction would adversely affect the public welfare.

**An Analysis Showing the Costs of Compliance
for Individuals or Other Entities Regulated by the Agency**

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

**The Efficiency with which Formal Public Complaints
Filed with the Agency Have Been Processed**

As there have not been any public complaints filed with the agency, this review is not applicable.

**In the Case of an Agency that Has Received Appropriations
from the County's Operating Budget in Any of the Five (5) Years
Prior to the Sunset Review, a Financial Audit of the Agency
Performed by an Entity independent of the County.**

This agency did not receive an appropriation from the County's Operating Budget. Therefore, this review is not applicable.

Recommendation: Continue



Department of Law

Vision:

To provide comprehensive and high quality legal services to the Chief Executive and all offices, departments, boards, commissions and other administrative agencies under the Chief Executive.

Mission:

The mission of the County Law Department is to act in a manner befitting the best traditions of the legal profession. As a member of the legal profession, all of the lawyers in the County Law Department are called to represent clients and to serve as an officer of the court.

As a representative of clients, a lawyer serves a multitude of roles. A lawyer is an advisor. As an advisor, a lawyer provides a client with an informed understanding of the client's rights, duties and obligations and explains the practical implications of the exercise of the client's rights, duties and obligations. A lawyer also is an advocate. As an advocate, a lawyer zealously asserts the client's position under the rules of the adversary system. Additionally, a lawyer is a negotiator. As a negotiator, a lawyer seeks a result advantageous to the client but consistent with requirements of honest dealings with others. Lastly, a lawyer is an evaluator. As evaluator, a lawyer acts by examining the client's legal affairs and reporting about them to the client or to others. In performing these roles, a lawyer must be competent, prompt and diligent. A lawyer must maintain communications with a client concerning the representation and keep communications confidential.

As an officer of the court, a lawyer must balance the duty of zealous representation of a client with the duty of candor to the tribunal and the responsibility to show respect in dealing with the court, its officers and associated personnel.

Overview of the Department

The Allegheny County Law Department is headed by the County Solicitor, an attorney admitted to practice in the Courts of the Commonwealth of Pennsylvania and who is a member in good standing of the Bar of the Supreme Court of Pennsylvania. Under the County's Home Rule Charter, the County Solicitor is appointed by the Chief Executive with the consent of Allegheny County Council. The County Solicitor supervises a staff of assistant solicitors and related administrative support personnel who assist the County Solicitor in the discharge of the duties of the office.

The Law Department provides comprehensive legal services to the Chief Executive and all offices, departments, boards, commissions and other administrative agencies under the Chief Executive. Some of the legal services provided by the County Law Department include:

- Representing the County in all legal proceedings in federal and state courts and administrative agencies;
- Rendering legal advice and opinions on a multitude of diverse legal questions presented by the operation of County government;
- Preparing, reviewing and approving County contracts, leases, deeds, ordinances and resolutions, and other legal documents;
- Negotiating collective bargaining agreements and handling grievances and interest arbitrations involving the County's unionized employees; and
- Advising the County's property, casualty and workers' compensation programs.

The County Law Department is informally divided into four (4) separate units:

- **GENERAL MUNICIPAL:** Works with all of the departments of the County involved with general and customary governmental operations;
- **LABOR:** Consists of attorneys assigned to handle public sector labor issues involving the County's unionized employees and employment law matters,
- **LITIGATION:** Represents the County in suits in federal and state courts; a human services unit which provides legal advice and counsel to the various offices within the County's Department of Human Services and represents the County in child dependency cases, termination of parental rights cases, mental health commitment hearings, guardianship petitions and administrative hearings in Commonwealth's Department of Public Welfare
- **CHILD SUPPORT:** Handles child support actions against parents who have children in the care of the County's Office of Children Youth and Families and child support actions representing individuals who live out-of-county or out-of-state under the Federal Title IV-D Program.

The County Solicitor also supervises attorneys assigned to represent and advise the Allegheny County Health Department.

The Legal Mandate or Necessity for the Department

All county governments in Pennsylvania have a county solicitor. The Second Class County Code, the body of law that governed the operations of Allegheny County government provided for the appointment of a county solicitor. The County's Home Rule Charter, which went into effect in 2000, continued this traditional practice and specifically provided for Allegheny County to have a County Solicitor. See, Home Rule Charter, Art. V, §3. The County's Administrative Code provides that the County Solicitor is the director of the County's Law Department and sets forth the duties and responsibilities of the Solicitor. See, Administrative Code, §5-405.03.

A Determination of Public Need for the Department's Services

The need for a County Solicitor and a County Law Department is established by the provisions of the County's Home Rule Charter and the County's Administrative Code cited above.

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.

A Review of the Methods used in the Implementation of Each Department's Programs and an Analysis of Alternative Methods That May be Employed to Achieve the Department's Legal Mandates

Due to the nature of the Law Department, this review is not applicable.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

There has never been a formal evaluation to determine whether the legal functions performed by the County Solicitor and the County Law Department should be performed by a private entity such as a private law firm. However, past experience in the County strongly suggests that privatization of legal services is not a cost effect option.

In 1996, the then Board of Commissioners effectively contracted out labor negotiations to a private law firm. The County paid in excess of one million dollars in attorneys' fees and was not able to successfully negotiate a single collective bargaining agreement with any of the County's unions. The negotiating process was returned to the County Law Department. Using its in-house assistant solicitors, the County was able to quickly achieve agreements with all of its unions. When the labor agreements expired in 2000, the Law Department took over the negotiations from the on-set and was able to negotiate agreements with all of the County's unions.

For many years, the County paid large deductibles through its insurance carriers to have private law firms represent the County in tort claims and litigation and litigation in federal court involving federal constitutional and statutory claims. This model was not cost effective to the County. As a consequence, the County Law Department now handles the vast majority of claims and suits brought against County officials and departments.

Finally, it is doubtful that the multitude of legal services to the County's Human Services offices could never be effectively provided for by private attorneys at the cost that the County incurs to have a its own Law Department.

In sum, the experience gleaned from past efforts to engage private legal services to handle a portion of the County's need for legal services has shown that the employment of a publicly paid set of attorneys is a more effective, efficient method of delivering legal services to the County.

**An Evaluation of Whether the Absence or Reduction of the Department or
the Department's Provision of Services
Would Significantly Harm or Endanger the
Public Health, Safety or Welfare**

The absence or reduction of the Law Department would have significant adverse consequences, including but not limited to, the following:

- Increased Cost and Expense : The use of private providers to fulfill the County's increasing need for legal services would significantly and drastically increase the County's cost of doing business;
- Development of Expertise: The attorneys in the Law Department possess skills and expertise in areas of the law that would be difficult to replicate in the private sector. While this could be done, it only could be achieved by paying significantly high amounts for legal services;
- Loss of Convenience : One significant advantage of having a Law Department is the ability of elected officials, as well as, Department directors and personnel to be able to present legal questions and problems to an experienced attorney and obtain answers and solutions without having to worry about the "meter running" for legal services.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

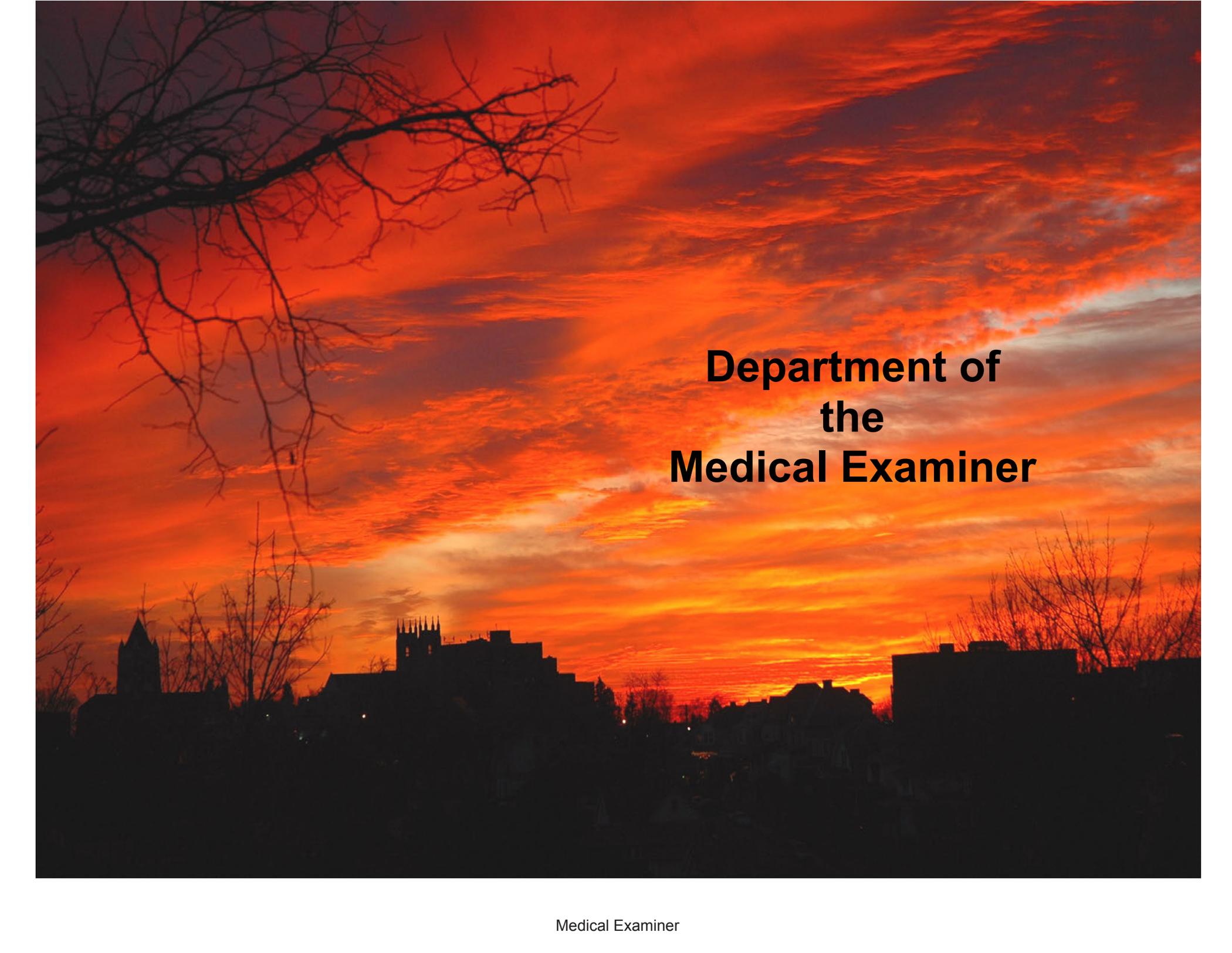
The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, *Capital Budget # 38-13-RE* and the *Special Revenues/Grants Budget # 34-13-RE*) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Adopted Budgets which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

The Efficiency with which Formal Public Complaints Filed with the Department Have Been Processed

The County Information Center directs complaints it cannot resolve to the relevant employee within the Department. During the 2011, 2012 and 2013 calendar years, 12 issues were forwarded to the Department for analysis and resolution. Documentation of these issues are retained by the County Information Center

Recommendation:

Recognizing that the role of Solicitor is required by the Home Rule Charter coupled with the essential services it provides to the County, the continuation for this Department is imperative.



**Department of
the
Medical Examiner**

Vision:

To continually strive to exceed customer expectations by being the benchmark in Medico-legal death investigation, forensic, clinical, and environmental analysis, methods development, process optimization, and sound business practices.

Mission:

The Allegheny County Office of the Medical Examiner will serve the citizens of Allegheny County by supporting law enforcement, the public defender's office, district attorney's office and judicial system by providing Medico-legal death investigation, forensic, clinical and environmental analysis, consultation and expert testimony. The office has the additional mission of using the knowledge obtained in this process to promote education and research into the key public health problems facing the citizens of the county such as gun violence, drug overdose, suicide and other issues. The Medical Examiner's Office will be foremost in the delivery of these services to our client base through a continual review and update of Evidence Based Practices Standards within the office along with input from practices in other Medical Examiner systems and standards promulgated by the National Association of Medical Examiners (NAME).

Overview of the Department

With the fundamental charge to investigate sudden, unnatural and violent deaths occurring within the County, 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.

To fulfill these critical obligations, the Medical Examiner contains two (2) divisions with responsibility related to the specific functions of:

ADMINISTRATIVE: Assumes responsibility for personnel, payroll, accounting, purchase of supplies and equipment, planning and budgets, 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.

INVESTIGATIVE: Conducts the initial phase of the investigation of each death reported by providing the necessary service to assist in the investigation of crime and the prosecution of criminals. If required an investigator visits scenes/hospitals/residences and transports any remains to the 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 government agencies.

If required, the Forensic Laboratory employees testify in court as to their findings after evidence has been analyzed.

In its role as a support for law enforcement, the public defender's office, district attorney's office and judicial system, the Medical Examiner also oversees the operation of two (2) laboratories including:

National Accredited Forensic Laboratory : Analyzes all evidence seized in the enforcement of state and federal laws. The Laboratory also maintains/calibrates breath test devices located at a number of police agencies. A mobile crime unit is available 24 hours a day, 7 days a week at the request of law enforcements to document, collect and submit evidence associated with a crime. The Forensic Laboratory works closely with the District Attorney's Office, the Public Defender's Office, the County and City police, Federal Agencies as well as any municipal police agencies providing the necessary service 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.

Environmental Chemistry Laboratory: Provides analytical support to the Allegheny County Health Department in the disciplines of Air, Food and Water quality. The Environmental Laboratory is accredited by the Pennsylvania Department of Environmental Protection for inorganics in potable water and provides air quality analysis under the guidelines of the Federal Environmental Protection Agency. The Environmental Laboratory analyzes Air quality samples for the State of Maryland on a fee for service basis.

The Legal Mandate or Necessity for the Department

The Office of the Medical Examiner is authorized by Bill #1760-04-OR of Allegheny County which authorized the creation of the Office of Medical Examiner under the jurisdiction of the Office of the County Executive rather than the previous elected position of Coroner. In this redesign of the office, all powers associated with this position were retained as enumerated in 16 Pa. Stat 4232-48. of the Commonwealth.

A Determination of Public Need for the Department's Services

While the primary focus of the office is to investigate all deaths of persons Allegheny County occurring from criminal violence, by accident, by suicide, suddenly when in apparent health, or in any unusual or suspicious manner which is by nature a response to public need, the office simultaneously provides an array of services that ensure future professionals are appropriately trained to serve the public, as well as, providing community service programs to reduce the likelihood of a family's interface with the office, including, but not limited to:

Community:

- Participates in several mock motor vehicle accidents held at local high schools, Prom Promise, throughout the year as a means to educate youth regarding the dangers of drinking and driving,
-
- Collaborated with the SIDS Alliance of Pennsylvania and the Pittsburgh Police Department in the establishment of the "Cribs for Kids" program, a program designed to supply cribs to disadvantaged families in order to better maintain the welfare of their infant.

Academia:

- Participates in the training of pathology residents from various medical institutions. And as a learning/training facility, the Medical Examiner's Office has developed an internship program designed to allow the students practical experience within their major field of study.
- Maintains academic affiliations with both Duquesne University and the University of
- As a benefit to enhance knowledge and expertise of medical and nursing students, technicians, police trainees, and other similar groups, the Medical Examiner's Office conducts guided/instructional tours of the entire facility.

A Review of the Methods used in the Implementation of Each Department's Programs and an Analysis of Alternative Methods That May be Employed to Achieve the Department's Legal Mandates

Allegheny County could contract with the private sector to transport bodies and perform autopsies. Also, the county could contract with a Private Laboratory to analyze evidence or have police agencies submit all evidence to the State Forensic Laboratory.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

Under Commonwealth statute, the Medical Examiner's Office is to be under the jurisdiction of the County or the State. Currently, the state of Pennsylvania has a mix of County Coroners with the City of Philadelphia and the County of Allegheny having a Medical Examiner system in place.

According to standards of the National Academy of Science 2009, public forensic science laboratories should ideally be independent of or autonomous within law enforcement agencies. In these contexts, the director would have an equal voice with others in the justice system on matters involving the laboratory and other agencies. The laboratory is also able to set its own priorities with respect to cases, expenditures, and other important issues.

Cultural pressures caused by the different missions of scientific laboratories vis-à-vis law enforcement agencies is largely resolved. From a fiscal perspective, the forensic science laboratory within the Medical Examiner's Office is able to set their own budget priorities and therefore does not have to compete with the parent law enforcement agencies.

Given this, the County is the most appropriate entity to implement the Department's programs.

**An Evaluation of Whether the Absence or Reduction of the Department or
the Department's Provision of Services
Would Significantly Harm or Endanger the
Public Health, Safety or Welfare**

The Chief Medical Examiner has the responsibility to investigate all deaths of persons Allegheny County occurring from criminal violence, by accident, by suicide, suddenly when in apparent health, or in any unusual or suspicious manner.

The Chief Medical Examiner is also obligated to investigate deaths of persons whose bodies are to be cremated. Additionally, the Chief Medical Examiner is responsible for taking possession of suicide notes and writings and portable objects useful in establishing the cause of death; maintaining records on all deaths investigated; and delivering to the appropriate District Attorney copies of records relating to every death in which there is an indication of criminality. The services of this office would need to be completed by another entity with the same professional credentials. The Laboratory services would need to be done by the state or a private contractor.

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 ability to prosecute criminals.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

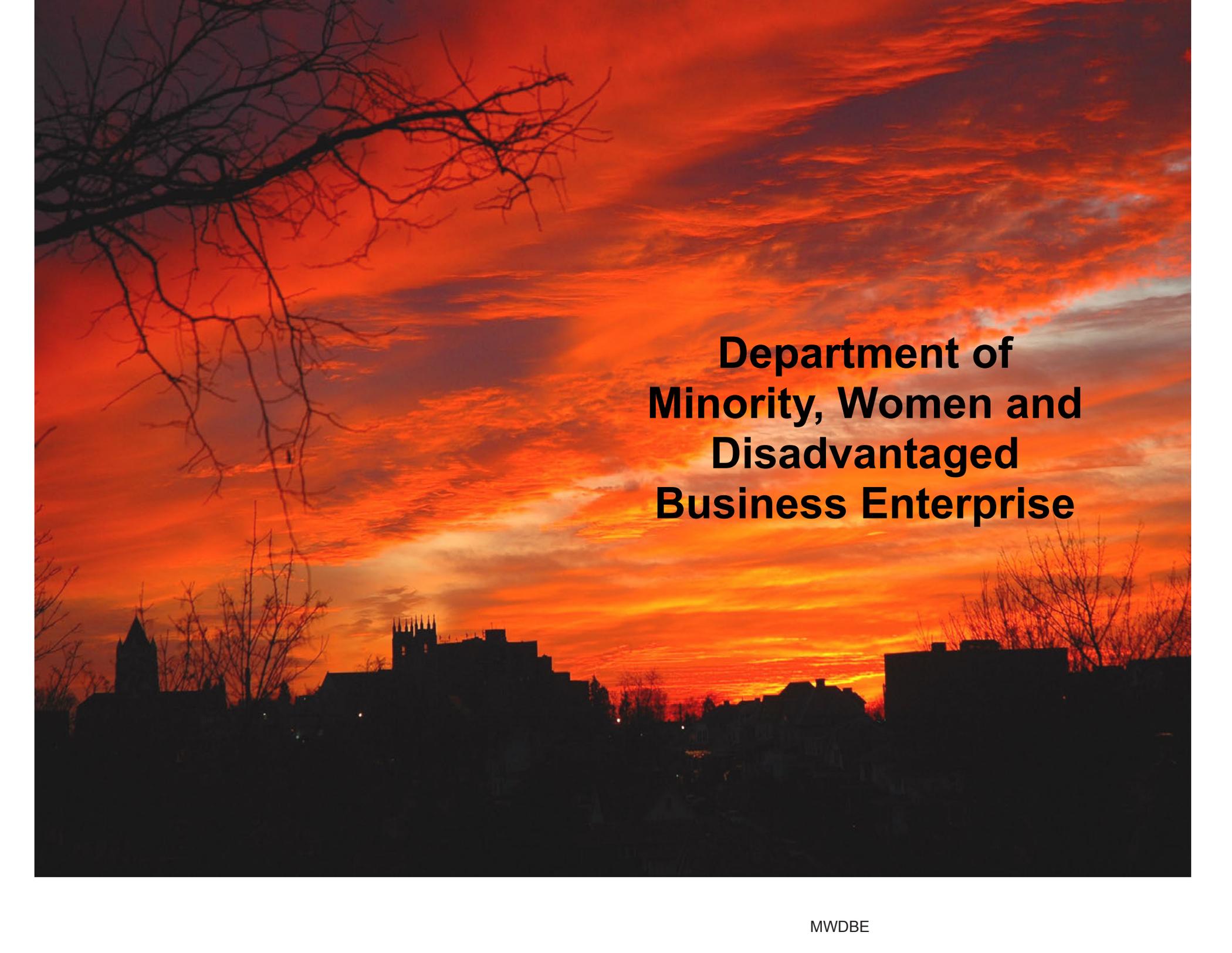
The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, *Capital Budget # 38-13-RE* and the *Special Revenues/Grants Budget # 34-13-RE*) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Adopted Budgets which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

The Efficiency with which Formal Public Complaints Filed with the Department Have Been Processed

The County Information Center directs complaints it cannot resolve to the relevant employee within the Department. During the 2011, 2012 and 2013 calendar years, 169 issues were forwarded to the Department for analysis and resolution. Documentation of these issues are retained by the County Information Center

Recommendation:

As a provider of essential services for law enforcement, public defender's office, district attorney's office and the judicial system, the continuation of this Department is warranted.



**Department of
Minority, Women and
Disadvantaged
Business Enterprise**

Vision:

To make opportunity available to all business owners.

Mission:

To create an environment that promotes meaningful business opportunities, showcases viable M/W/DBE firm capabilities, builds productive partnerships and exercises effective program management, targeted towards successful integration of M/W/DBE firms within the business structure of Allegheny County and surrounding areas.

Overview of the Department

As a significant catalyst for business development, the Department of Minority, Women and Disadvantaged Business Enterprise (M/W/DBE) provides technical assistance, advocates for solutions to address M/W/DBE business concerns, and promotes opportunities within Allegheny County. In partnership with all County departments and the community at large, MWDBE ensures the successful integration of M/W/DBE firms within the business structure of the County. To facilitate the attainment of this process, 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 for the approximate 550 businesses.

From an operational perspective, the Department has two primary areas of focus:

- **CONTRACT COMPLIANCE:** Responsible for reviewing subcontracting plans to determine the level of inclusion, monitoring all contracts to determine level of achievement to established targets.
- **CERTIFICATION:** Provides certification services under Code of Federal Regulations (CFR 49) Parts 23 (airport concessions) and 26 (all other business)

To accomplish these objectives, the Department interfaces with the M/W/DBE Advisory Committee composed of individuals from the 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, Western Pennsylvania Minority supplier Development Council, National Association of Minority Contractors, the Diversity Business Resource Center, Women's Center for Entrepreneurship at Chatham, Small Business Development Centers of Duquesne University and University of Pittsburgh, various County departments, and many more.

The Department has established a Working Capital Loan Program,. To further enhance opportunities, in February 2009 the Department 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.

The Legal Mandate or Necessity for the Department

The Allegheny County Board of Commissioners created the M/W/DBE Program 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.

Allegheny County also receives funds as a Federal Highway Administration sub-recipient; therefore under Code of Federal Regulations 49, Part 26 (CFR 49 Part 26) Allegheny County must have a department such as the M/W/DBE Department. Specifically, the regulations mandate referenced in Subpart B-Administrative Requirements for DBE Programs for Federally-Assisted Contracting (§ 26.21)that:

- If you are in one of these categories and let Department of Transportation (DOT)-assisted contracts, you must have a DBE program meeting the requirements of this part:
- All FHWA recipients receiving funds authorized by a statute to which this part applies;
- A recipient receiving planning, capital and/or operating assistance who will award prime contracts (excluding transit vehicle purchases) exceeding \$250,000 in FTA funds in a Federal fiscal year; F
- FAA recipients receiving grants for airport planning or development who will award prime contracts exceeding \$250,000 in FAA funds in a Federal fiscal year.

Additionally, section § 26.25 requires that the DBE liaison officer “shall have direct, independent access to the Chief Executive Officer concerning DBE program matters. The liaison officer shall be responsible for implementing all aspects of your DBE program. It also mandates that adequate staff to administer the program to be in compliance be available.

A Determination of Public Need for the Department's Services

Recognizing that minority and business enterprise had not fully engaged in the contracting process, Allegheny County created the Minority Business Enterprise Program in 1981 as a mechanism to engage the community at large in the myriad of opportunities involved in contracting for public services. As such, this Department ensures that that Minority Business Enterprises (MBE), Women Business enterprise (WBE) and Disadvantaged Business Enterprises (DBE) are given the maximum opportunity to obtain and perform on county contracts.

In order to accomplish and monitor this effort, The Department of Minority, Women and Disadvantaged Business Enterprise (M/W/DBE) works in partnership with all County Departments and the community at large, to maximize the successful integration; and successful utilization of historically underutilized businesses within our community.

To provide for an appropriate response to public need, goals have been established for all contracts and other business activities entered into by Allegheny County. Particular focus is on the overarching goals of 13% for MBEs and 2% for WBEs.

A Review of the Methods used in the Implementation of Each Department's Programs and an Analysis of Alternative Methods That May be Employed to Achieve the Department's Legal Mandates

Internally, the Department performs certifications of minority, woman and disadvantaged business enterprises as a Certifying Participant of the Pennsylvania Unified Certification Program.

To ensure compliance to regulations promulgated by the Code of Federal Regulations 49, Parts 23 & 26 guidelines (CFR 49) eligibility standards for certification were developed and delineated in the Allegheny County Administrative Code (Section §435-6)

From an external perspective, the Department monitor's the compliance of contracts utilizing a proprietary software package to track M/W/DBE progress on contracts and generates reports related to the contracting process for the community. Additionally, the Department regularly interfaces with the community throughout the year to share information on various business opportunities and provide educational technical business assistance.

Given these unique internal and external processes, there is not currently another entity that could be employed to achieve these mandates.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

Recognizing the changing dynamics and interrelationships of various governmental entities, it would be counterproductive to transfer the overall responsibilities to private entities that would serve as consultants as the County. As the primary vehicle for fulfillment of administrative functions, the County can more easily respond to the needs of the various constituencies in a coordinated and efficient fashion.

However, it is recognized that some aspects of the process such as, technical assistance could be done by a consultant under contract with the County.

It should be highlighted that in 2012 the Commonwealth's Department of General Services ceased certification of these types of entities and therefore the role of the County has been enhanced and clearly demonstrated the role of the county in this process.

An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety or Welfare

The absence or reduction of this Department would diminish the County's goal of broadening economic opportunities for minority, women and disadvantaged business enterprises. Although this Department design does not have a direct relationship on issues of public health and/or safety, there does exist a direct relationship on the issue of public welfare. Specifically, the welfare of the community is best served in an environment in which all members of the community have access to the economic opportunities of the majority.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

Due to the regulatory nature of this Department, the Department charges no fees for any of its services.

The Efficiency with which Formal Public Complaints Filed with the Department Have Been Processed

Given that this process is under the jurisdiction of the Federal government, the process for filing a complaint is delineated in the Code of Federal Regulations (CFR 49). As such, the appeal process requires that an appeal be filed with the PA UCP Appeals Committee at the state level. If the decision is unsatisfactory to the appellant, an additional appeal can be submitted to the Federal Department of Transportation's Office of Civil Rights. However, all businesses do have the option of going directly to the Federal level rather than the commonwealth's appellate process.

Additionally, the County Information Center directs complaints it cannot resolve to the relevant employee within the department. During the 2011, 2012 and 2013 calendar years 14 issues were forwarded for analysis and resolution. Documentation of these issues are retained by the County Information Center.

Recommendation:

With the unique service as a catalyst for business development with respect to Minority, Women, and Disadvantaged interests, the retention of this Department is appropriate



Department of Parks

Vision:

Act as a mechanism to preserve the integrity of the environment and enhance the region's ability to promote itself as "green" which gives it a strategic and competitive edge in the race to recruit companies, families, individuals, and students to relocate here.

Mission:

The mission of the Allegheny County Parks is to enhance the quality of life and well being of Allegheny County residents through a regional parks system that:

- Provides quality landscapes, facilities, programs, and special events that meet county-wide needs for leisure and recreation on behalf of the diverse segments of the community;
- Conserves natural and cultural resources while offering educational programs and opportunities for hands on experience;
- Forms an integral part of a county-wide system of open spaces, greenways, and trails; and
- Contributes to the economic vitality of the County.

Overview of the Department

Charged with the responsibility for responsible stewardship of park land and services and contributing to a high quality of life for the residents of the county, the Department of Parks attains these objectives through the two main divisions of:

- Parks Administration
- Special Events

Parks Administration: Provides oversight and development of programming to enhance community life in nine regional parks comprised of 12,038 acres that serves approximately 11 million people annually. Specifically, they are charged with:

- Administering and managing the resources of the nine County Parks
- Seeking funding for park projects
- Providing long-term planning for preservation, conservation, and use of the County Parks resources
- Implementing programming to address recreational needs throughout the season

Special Events: Serves as the focal point for County events and cultural programming. Responsibilities include:

- Oversight and/or development of regional events such as the Summer Concert Series .
- Preparation of sponsorship packages to support ongoing programs

The Legal Mandate or Necessity for the Department

The legal mandate is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County. Additionally, Division 6 of the Allegheny County Code of Ordinances regulates the Department of Parks.

Of the County's commitment to operating and improving the 12,000 acre regional park system was affirmed by the 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 system.

A Determination of Public Need for the Department's Services

Allegheny County Parks provides both passive and active recreational opportunities to Allegheny County residents and visitors without regard to age, athletic ability, or physical limitations. In the provisions of services that respond to the public need, which is calculated to be approximately 2,000,000 annually, the Department yielded the following participation levels of patrons for the major amenities in 2013 :

North Park Ice Rink:	25,638
South Park ice Rink:	24,496
North Park Golf Course:	40,757
South Park Golf Course:	51,350
North Park Pool:	35,536
South Park Pool:	44,957
Settler's Cabin Pool:	69,203
Boyce Park Pool:	23,086
Boyce Park Ski Facility:	10,144
Boyce Park Tubing:	7,014
Hartwood Acres Tours:	2,371

Overall, the Parks Department recorded **292, 599 for both on-site and off-site visitors** during 2013. It should be noted that due to the significant assets and amenities of our parks numerous other activities occur without being recorded.

With respect to the public's need for educational services, the Department provided services for a total of on-site 148,372 visitors including:

· Farm Tours	119,397
· Nature Center	24,638
· Learn to Swim	2,670
· Learn to Skate	1,667

Special Events services included 141,980 on-site visitors of:

· Concerts	127,000
· Green and Innovation Festival/Hay Day	14,000
· Movies in the Parks	505
· Big Band Bashes	475

Additionally, 2,247 off-site visitors used services including the Marbles tournament and Traveling Sports Clinic.

As means to increase opportunities while simultaneously containing costs, the department has initiated numerous partnerships with groups such as the Fish and Boat Commission, Venture Outdoors boating and hiking activities, LL Bean, South Park BMX, South Park Theatre, Pittsburgh Flying Disc Society, and many others. These unique partnerships allow the County Parks to offer programs and activities to a broad group of constituencies.

Complimenting this system is more than 185 miles of riverfront property along the Allegheny, Monongahela, Ohio, and Youghiogheny rivers, making the region the second largest inland port in the country. In partnerships with non-profits, recreational opportunities have been expanded alongside the river for both residents and visitors, while simultaneously driving our region's industrial and commercial economies.

Highlighting the economic and quality of life benefits of the public and private partnerships initiatives is the fact that the County completed the Great Allegheny Passage along the Monongahela River. The "final 10 miles" within Allegheny County impacts communities within the Mon Valley adding an economic and recreational benefit to municipalities not connected to the riverfront. Other major activities include two trail planning projects along the Allegheny River and the Ohio River. Along the Allegheny, the County, in partnership with 17 municipalities, Friends of the Riverfront and the Pennsylvania Environmental Council developed a coalition to connect an additional 26 miles of trail along the Allegheny River. Once completed, this system will connect to the Erie to Pittsburgh and tie to the Pittsburgh to Harrisburg Mainline Canal Greenway. This will expand recreational opportunities and economic development throughout the Allegheny Valley. The Ohio River Trail will connect the Three Rivers Heritage Trail up to the County's newest parcel of land, the Sports Legacy Project. Once connected, this system along the Ohio River will provide bike access to the Pittsburgh International Airport and to Beaver County.

A Review of the Methods Used in the Implementation of each Department's Programs and an Analysis of Alternative Methods that May be Employed to Achieve the Department's Legal Mandates

The department acts as the manager of County owned properties designed as park sites. The Department is charged by the County Executive to guarantee the integrity of the parks property through thoughtful planning and management of resources and promoting programs, activities, services and facilities.

To achieve this mission, the Department engaged in a significant review of its methods and operations entitled the “Allegheny County Parks Comprehensive Master Plan”. The plan focused on transforming the County’s nine regional parks as well as enhancing recreational opportunities at the parks, on the county’s riverfront trail system and highlighting other greenway initiatives.

In order to achieve those goals, the creation of a 501c3 non-profit organization was proposed that would be charged with raising private funds for the parks, working with County Council and the County Executive to select signature projects in the parks and to create public-private partnerships to operate some of the parks’ major amenities and attractions. Functioning since 2007, it is expected that many of the goals and recommendations in the Allegheny County Parks Comprehensive Master Plan can be implemented with funds currently being used for deferred maintenance, recreational improvements and facility enhancements.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

The County government has the ability to apply for grants, obtain ARAD funding, develop partnerships, and obtain sponsorships to continue to offer recreational opportunities and facilities at little or no cost to County residents and visitors. If the County Parks were operated privately, the cost to residents would increase drastically and thus reduce the living standard for residents.

The County Park land was obtained and purchased often with the restriction that it would be used solely as park property. Since state funds were used in some of the purchases, any change in purpose would be subject to their approval.

Given these jurisdictional constraints, the County is the most appropriate entity to implement programs.

An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety or Welfare

The reduction or elimination of the County Parks Department would detrimentally affect the recreational opportunities within Allegheny County. The recreational amenities and facilities within the County Parks help improve the standard of living within the region. The elimination of the Parks Department would be damaging to society's emphasis on encouraging individuals to exercise as part of a healthier lifestyle.

From a structural and organizational perspective, the abolishment of the Parks Department could also be dangerous if the property would fail to be maintained to safety standards. In fact, the operation of the ski slopes and swimming pools have to abide by Federal, State, and County regulations. Therefore, the lack of such oversight would compromise public health and public safety.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, *Capital Budget # 38-13-RE* and the *Special Revenues/Grants Budget # 34-13-RE*) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Adopted Budgets which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

The Efficiency with which Formal Public Complaints Filed with the Department have been Processed

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. During the 2011 and 2012 calendar years , 1011 issues were forwarded for analysis and resolution. Documentation of these issues are retained by the County Information Center. Additionally, complaints are accepted via telephone, in person, webmaster, the information center, or suggestion boxes at each park.

To enhance system accountability, in 2007 the County Public Works Department developed a Call Center through the Cityworks Program. This process allows anyone that calls or visits any of our 10 locations (9 Parks and the Downtown Administrative Office) to complete a Citizen's Request for Service form which is immediately forwarded to the Call Center where it is tracked until the issue is resolved.

Recommendation:

As the Department is charged with the responsible stewardship of park land and services which enhance the quality of life of the residents of the County, continuation of the Department is appropriate.

A dramatic sunset over a city skyline. The sky is filled with vibrant orange and red clouds, with the sun low on the horizon. Silhouetted buildings and trees are visible in the foreground and middle ground. The overall mood is serene and beautiful.

Allegheny County

Parks Foundation

The Legal Mandate or Necessity for the Agency

The Allegheny County Parks Foundation supports the improvement, preservation and restoration of the county parks. The Foundation is a nonprofit agency that solicits private donations to finance and manage capital improvement projects in the Allegheny County Parks system and works with the parks constituencies in all county parks and coordinates volunteer activity.

A Determination of Public Need for the Continued Existence of the Agency and its Services

There is a public need for the Allegheny County Parks Foundation. As a nonprofit, the organization solicits private donations for the public projects in the Allegheny County park system for the public good. The additional funds raised supplements the county budget for parks.

As a private non profit, tax exempt charitable agency, gifts and bequests received may qualify as a charitable donation for the donor allowing for tax deductions. This may potentially increase the private funding received by the Allegheny County Parks Foundation to dedicate towards the restoration of the Parks system.

A Review of the Methods Used in the Implementation of the Agency's Functions and an Analysis of Alternative Methods that may be Employed to Achieve the Agency's Legal Mandates

The Allegheny County Parks Foundation goal to support the Allegheny County Park system is guided by the Allegheny County Parks Comprehensive Master Plan along with additional plans from the Friends of the Parks and necessary improvements driven by the Department of Parks. To achieve this mission, Allegheny County committed to match funds raised by the Foundation for agreed upon projects. The total matching funds available is in the amount of \$10 million dollars. Working together, Allegheny County and the Foundation identify projects using the Comprehensive Master Plan and any other additional plans to identify projects. Project(s) may not be undertaken without prior knowledge and approval by Allegheny County.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

The Allegheny County Parks Foundation is a public/private partnership with Allegheny County. This is an effective structure that allows a private nonprofit to access funds through private donors for investment in the county Parks. It is the only structure available to implement the programs .

**An Evaluation of Whether the Absence or Reduction of the Agency
or the Agency's Provision of Services Would
Significantly Harm or Endanger the Public Health, Safety, or Welfare**

To experience and enjoy our parks, the Allegheny County's Park system requires a high level of maintenance and management. The Allegheny County Parks Foundation has the ability to raise private funds from individual, corporations and foundations. The nonprofit provides contributors with tax deductions on contributions and a way to be engaged in our parks. There is no other legal organization that allows for fundraising specifically for Allegheny County Park

**An Analysis Showing the Costs of Compliance
for Individuals or Other Entities Regulated by the Agency**

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

**The Efficiency with which Formal Public Complaints
Filed with the Agency Have Been Processed**

As no formal complaints have been filed with this Foundation, this issue is not applicable.

In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in Any of the Five (5) Years Prior to the Sunset Review, Financial Audit of the Agency Performed by an Entity independent of the County.

Given that this entity received an appropriation from the County's Operating budget, an Independent Auditors' Report filed by Schneider Downs is available for review.

Recommendation: Continue



**Cooperative Extension
Board**

The Legal Mandate or Necessity for the Agency

Cooperative Extension was created through a series of acts by the federal government. In 1862 the Morrill Land Grant Act was passed which enabled states to sell federal land, invest the proceeds and use the income to support colleges where the objective will be to teach agriculture and the mechanical arts along with scientific and classical studies. Subsequently, the state legislature designated Penn State University the land grant institution of Pennsylvania.

On January 27, 1907, the College's Board of Trustees took action to officially start an extension education program, offering non-credit courses in agricultural science. In 1914, the federal government passed the Smith–Lever Act of 1914 which mandated the creation of cooperative extensions, specifically connected to the land-grant universities, in order to inform people about current developments in agriculture, home economics, public policy/government, leadership, 4-H, economic development), and many other related subjects.

Today, the Penn State Cooperative Extension in Allegheny County is one of 66 extension offices within each county of the Commonwealth of Pennsylvania

A Determination of Public Need for the Continued Existence of the Agency and its Services

The Cooperative Extension is a function of Pennsylvania State University. The continued existence is wholly dependent upon the University and the College Board of Trustees. As part of the function of a land grant institution, the University is required to offer services.

A Review of the Methods Used in the Implementation of the Agency's Functions and an Analysis of Alternative Methods that may be Employed to Achieve the Agency's Legal Mandates

The focus of Penn State Cooperative Extension has expanded from strictly rural applications, such as 4-H and youth, agriculture, horticulture/gardening and natural resources, to significant programming in metropolitan communities addressing issues of water quality, stormwater, green infrastructure, food policy and research, planning and community development.

Penn State Cooperative Extension in Allegheny County gives local residents, municipalities, community development organizations and civic agencies access to the resources and expertise of the Pennsylvania State University. Through technical assistance, educational programs, publications, and events, the Cooperative Extension delivers unbiased, research-based information to Allegheny County citizens.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

As the states only land-grant university and mandated by federal acts, the core mission of Penn State University Cooperative Extension Office is to provide research based information and assistance to residents of Allegheny County. This type of outreach is delivered by a combination of private, federal, state and county contractual funding. Trying to recreate this process through a new agency would greatly reduce the efficiency in the process and actually cost significantly more to operate, if at all possible

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

Recognizing that this entity's technical assistance, educational programs, publications, and events, provides unbiased, research-based information to Allegheny County citizens, the absence of this entity would compromise the ability of the community to evaluate issues related to public welfare without such a valuable resource.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Agency

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

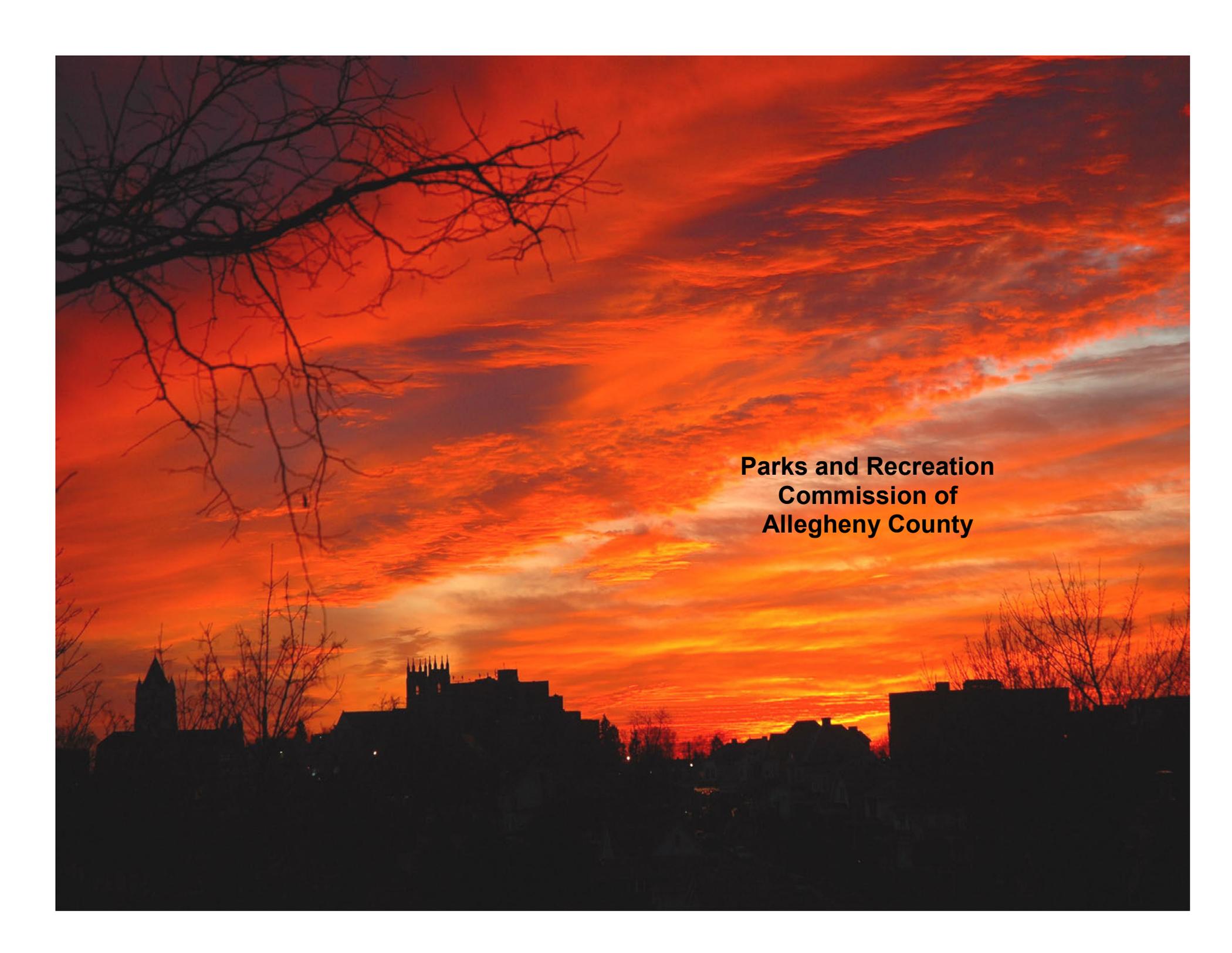
**The Efficiency with which Formal Public Complaints
Filed with the Agency Have Been Processed**

As there have not been any public complaints filed with the agency, this review is not applicable.

**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in
any of the Five Years Prior to the Sunset Review,
a Financial Audit of the Agency Performed by an Entity Independent of the County.**

Given that this entity received an appropriation from the County's Operating budget, an Independent Auditors' Report filed by Deloitte & Touche LLP is available for review at :
<http://controller.psu.edu/sites/default/files/users/controller/docs/FinStmts/2013FinStmts.pdf>.

Recommendation: Continue



**Parks and Recreation
Commission of
Allegheny County**

The Legal Mandate or Necessity for the Agency

During the first administration of the new form of County government in July 2002, the County Executive proposed the 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 was adopted by County Council with the first commission members appointed on May 6, 2003 .

The Commission was composed of seven (7) members appointed by the County Executive and confirmed by County Council. Commission members included, to the extent possible, representation from: the labor community; the disability community; education; environmental advocates; sports and athletics programs; landscape architecture; and historic preservation.

Additionally, it advised that consideration shall also be given to geographic diversity among Commission members.

A Determination of Public Need for the Continued Existence of the Agency and its Services

While the original intent of the Commission was intended to advise the County Executive and County Council in improving the parks, the formation of the Parks Foundation has fulfilled this intent while simultaneously serving as a mechanism to solicit funds to finance and manage capital projects. As such, the continued existence of this advisory body no longer serves as the primary agent to respond to public need.

A Review of the Methods Used in the Implementation of the Agency's Functions and an Analysis of Alternative Methods that may be Employed to Achieve the Agency's Legal Mandates

With the leadership of the County Executive, Parks Department in conjunction with the Parks Foundation, it can be concluded that this alternative achieves the original intent of the Commission. Therefore, the continuation of the Parks and Recreation Commission with parallel objectives would be counterproductive.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

Given the structure of the Parks Foundation, it can be concluded that the Commission is not the best vehicle to achieve the accomplishment of the goals of the Parks Department as the Parks Foundation provides both financial and management resources.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

Recognizing that the Commission has not been functioning since the inception of the Parks Foundation, there is no evidence that any harm has occurred to the public welfare of the residents of the County. Therefore, a formal abolishment of the Commission would not yield any negative effects.

**An Analysis Showing the Costs of Compliance
for Individuals or Other Entities Regulated by the Agency**

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

**The Efficiency with which Formal Public Complaints
Filed with the Agency Have Been Processed**

As this Commission has not functioned, this issue is not required for this review.

**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in
Any of the Five (5) Years Prior to the Sunset Review,
a Financial Audit of the Agency Performed by an Entity independent of the County.**

As this Commission has not received appropriations from the Operating budget, this review is not warranted.

Recommendation: Abolish

This Commission should be abolished as the objectives are being fulfilled by the Parks Department in conjunction with the Parks Foundation



**Department
of
Police**

Vision:

The Allegheny County Police Department exists for the purpose of maintaining social order through prevention, deterrence and prosecution within prescribed ethical and constitutional limits; to develop a sense of personal security within Allegheny County, by public knowledge and assurance that timely emergency and professional assistance will be rapidly dispatched when needed; To provide effective services to the citizens of Allegheny County while maintaining the highest standards of professionalism, integrity and efficiency; To enhance public confidence by continual development of positive, proactive public relations involving all department employees to encourage the spirit of cooperation between the Allegheny County Police and the citizens of Allegheny County.

Mission:

The mission for every member of the Allegheny County Police Department is to consistently seek and find ways to affirmatively promote preserve and deliver security, safety and productive quality services to the citizens of Allegheny County.

Overview of the Department

The Department of Police under the Superintendent has a bifurcated responsibility of the investigation of all criminal activity which occurs on County-owned property and the provision of assistance to local police departments and criminal justice agencies within Allegheny County. The Department is one of 95 accredited police agencies within the Commonwealth, distinguishing itself from the 1200 police departments statewide.

In the discharge of its duties, the Department appropriately collects, processes, maintains and purges approximately 250,000 total pieces of evidence annually while obtaining all evidence associated with approximately 13,000 countywide calls for service per year.

To accomplish this, the Department has two primary service areas including:

- **Uniformed Police:** Patrols the regional parks including North and South Parks, Pittsburgh International Airport, and the County Airport via three districts of assignment.
- **Detective Division:** Investigates 4000 criminal incidents per year throughout the County. Services include homicide and criminal assault investigations; rape, child abuse, arson, burglary, theft, insurance fraud, and illegal computer usage; narcotics/vice-related crimes; and drug trafficking.

Additionally, the Police have eleven (11) Specialized County Police Units including:

- **AUDIO AND VIDEO FORENSIC UNIT:** Processes audio, video and digital image evidence by using equipment with the highest quality forensic analysis computer systems. The unit utilizes well-trained and experienced detectives in forensically correct evidence processing and criminal investigations, law enforcement agencies inside Allegheny County can submit evidence for processing without charge.

- **EXPLOSIVE ORDIINACE DISPOSAL TEAM:** Provides for the safe rendering of various types of explosive devices, including military ordnance, and conducting post-blast investigations for possible criminal prosecution. The EOD Team responds to 170 calls for service within the region per year. Once dispatched, the EOD Team is able to identify, remove, disarm, explode, collect as evidence or transport explosive devices as well as conducts post blast investigations.
- **EXPLOSIVE ORDINANCE DISPOSAL K-9:** The Department maintains 5 EOD K-9 teams which perform 3600 searches per year. The teams respond to calls within the Pittsburgh International Airport and other areas within the region responsive to oral and written bomb threats as well as searches involved with dignitary visits.
- **DETENTION SERVICES:** Enhances the effectiveness within District 1 which maintains two cells with video camera that may be utilized by personnel transporting prisoners through the Pittsburgh International Airport.
- **NARCOTIC DETENTION K9:** Conducts searches of areas, homes, packages and vehicles. Additionally, they assist other law enforcement in conducting searches and in the execution of search warrants.
- **SPECIAL WEAPONS AND TACTICS TEAM (SWAT):** Assists in the execution of high-risk arrest and search warrants, hostage rescue situations, barricaded armed individuals, and other high risk situations within the County. The SWAT team is on a constant 24-hour standby. The Crisis Negotiations Team is a separate unit made up of patrol and investigative officers who work hand in hand with the SWAT Team.

- **AIRPORT DRUG INTERDICTION TEAM:** Conducts daily surveillance of airline flights while utilizing dogs trained to detect concealed drugs and paraphernalia passing through the Pittsburgh International Airport.
- **MOUNTED PATROL :** Provides patrol on horseback in the park districts and special events when necessary.
- **MOTORCYCLE DETAIL:** Motorcycle patrol officers work in all weather and are assigned to uniform districts to work traffic control, conduct police escorts, parades and patrol duty.
- **COMMUNITY AWARENESS PROGRAM:** Shares information of a wide range of topics on community safety including the D.A.R.E. program and AAA Traffic Safety Program.
- **BICYCLE PATROL UNIT:** The department utilizes 10 police bicycle units within the uniform districts which permit greater accessibility and mobility within their respective areas.

Additionally, the police training academy provides Act 120 Police Officer Certification and Firearms Qualification training to 16,000 individuals annually in Allegheny County and surrounding county agencies, including many state and federal agencies.

The Legal Mandate or Necessity for the Department

Historically, the Department of Police derives its authority from the Second Class County Code, 16 P.S. §3101 et seq. The Code authorizes the county commissioners in any county of the second class to employ police officers who shall have jurisdiction anywhere within the county employed to make arrests, without warrant, for all violations of the law and to serve and execute warrants issued by the proper authorities, 16 P.S. §4501. The Allegheny County commissioners exercised this authority and created the Allegheny County Bureau of Police by legislative enactment in 1932.

As employees of the county police department are assigned to law enforcement duties, sworn officers are certified as “Police Officers” under the act of June 18, 1974, P.L. 359, No. 120, establishing the Municipal Police Officers’ Training and Education Commission and are subject to the certification standards set forth therein.

A Determination of Public Need for the Department's Services

Recognizing that the Department is the primary law enforcement agency, the police provide public safety and security services at the Pittsburgh International Airport, the Allegheny County Airport, and Allegheny County parks as well as investigative services to all of the municipalities within Allegheny County which include:

- Homicide and criminal assault investigations;
- Rape, child abuse, arson, burglary, theft, insurance fraud, and illegal computer usage;
- Narcotics/vice-related crimes; and
- Drug Trafficking

Coupled with the eleven (11) specialized service areas, there is a clear and critical need for this Department with respect to serving the public.

A Review of the Methods used in the Implementation of Each Department's Programs and an Analysis of Alternative Methods That May be Employed to Achieve the Department's Legal Mandates

The intensity and scope of the work the department accomplishes lends itself to being provided at the county level. However, an option would be to rely on individual municipalities to provide these services which would likely result in an inefficient duplication of crime prevention and investigation services, and would leave some municipalities without access to these services. Another option would be to request the Pennsylvania State Police to provide similar functions. However, such reliance would be problematic and leave the individual municipalities without local resources.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

Recognizing that the police provide comprehensive investigative services and assistance to 130 municipalities which involves special equipment and training for advanced and ongoing investigation procedures, it can be concluded that County government is the most effective body to render this vital service. rather than relying on a patchwork of services.

More importantly, as this service involves the evidence collection and storage, Special Weapons and Tactics, Explosive Ordnance Disposal, Canines, Equestrian, Audio and Visual resources, Motorcycles and bicycles as well as a community relations officer, it can reasonably concluded that such a broad spectrum of specialized service is outside the scope and budget of the majority of municipal departments.

An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety or Welfare

In the absence or reduction of the Department, municipal police would be burdened with additional responsibilities involving investigations that were beyond their financial capacities.

Acknowledging that the majority of departments in Allegheny County do not have the necessary manpower, equipment or training to conduct specialized investigations such as homicide, child sexual assaults and abuse, video/audio enhancement labs for use when such evidence is applicable, it can be concluded that the absence or reduction of services would significantly harm or endanger the public health, safety and welfare of the residents of the county.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, *Capital Budget # 38-13-RE* and the *Special Revenues/Grants Budget # 34-13-RE*) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Adopted Budgets which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

The Efficiency with which Formal Public Complaints Filed with the Department Have Been Processed

Specifically, it is policy of the Allegheny County Police Department to resolve any allegations of questionable actions by any of its members as expeditiously as possible. It is the policy of the department to accept and investigate any allegations made against any member of the Allegheny County Police, by any person, on matters involving the scope of the officers employment, whether on or off duty or any alleged violations of law, rules, regulations, policies or procedures.

Complainants are informed that complaints can be submitted in writing, by phone, or by e-mail and the department provides a form for doing so if needed.

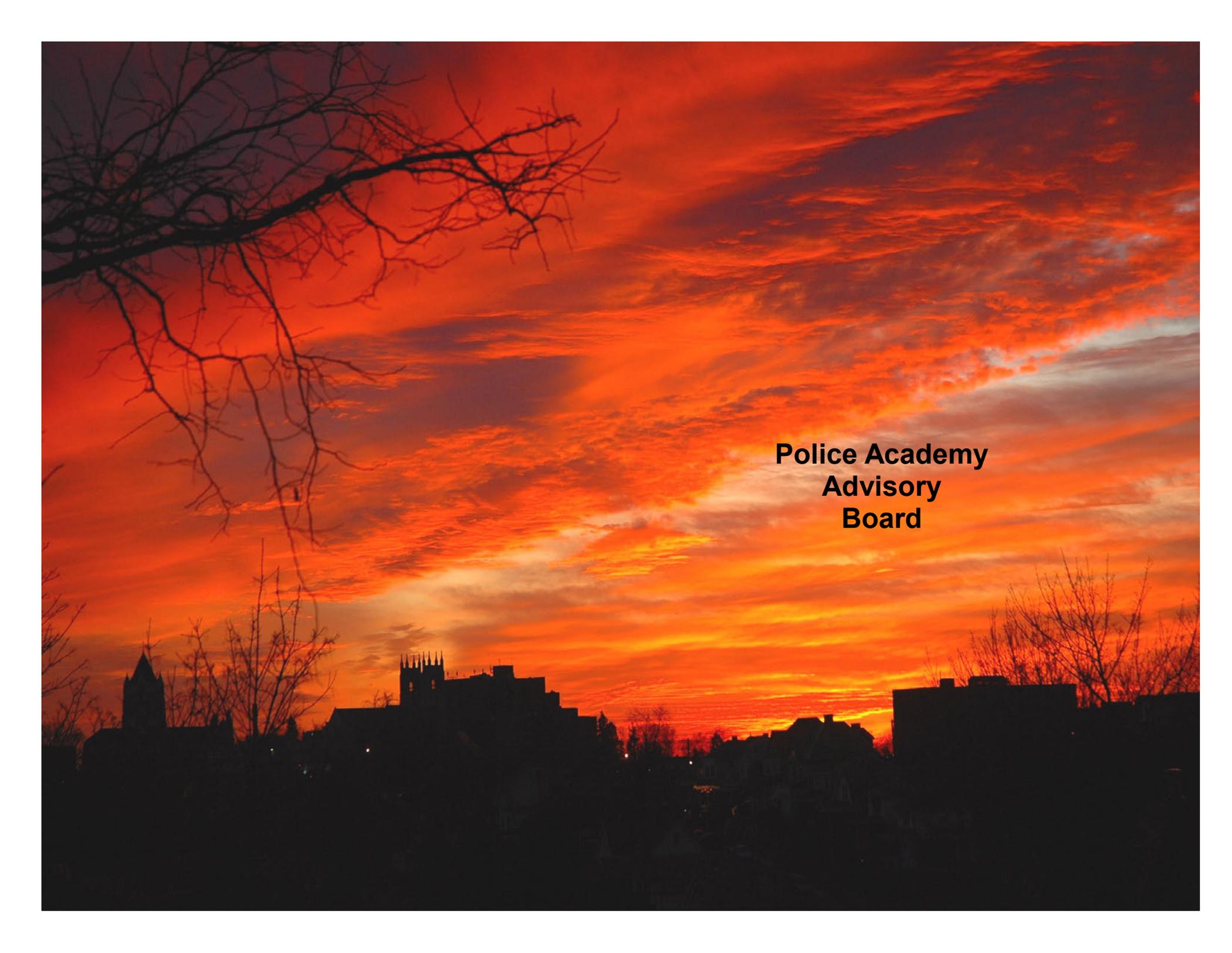
Upon receipt of a citizen complaint, district/unit commanders forward it to the Superintendent of Police for investigative assignment. All Complaint submissions are directed towards the Superintendent of Police. Any officer of the department who receives an oral complaint from a citizen concerning any other officer of the department is required to refer the complainant to his/her shift supervisor.

All internal investigations are kept confidential except as required for the continuation of the investigation. Only reports adjudicated founded or those that cannot be proven or disproven, become a permanent part of member's personnel file. All complaints received, regardless of disposition, by the department are maintained in a separate confidential file by the Superintendent of Police.

There have been six (6) complaints against officers reported since 2011 which were promptly investigated and addressed per the above established procedure. Also, during 2011, 2012, and 2013 calendar years, 105 issues were forwarded to the Department for analysis and resolution, all of which were immediately attended to and resolved. Documentation of these issues are retained by the County Information Center.

Recommendation:

Recognizing that the Department of Police exists for the purpose of maintaining the social order through its primary responsibilities of investigation of criminal activity and the provision of assistance to local police departments, the role of this Department is integral to the County. Therefore, it is recommended that this Department be retained.

A dramatic sunset or sunrise over a city skyline. The sky is filled with vibrant orange and red clouds, with the sun low on the horizon. Silhouettes of buildings and trees are visible against the bright sky. The text "Police Academy Advisory Board" is overlaid on the right side of the image.

**Police Academy
Advisory
Board**

The Legal Mandate or Necessity for the Agency

As the Board of Commissioners created this entity 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. However, the appointed Police Academy Director reports to the County Executive, who is charged with the ultimate authority in matters pertaining to this entity.

Since adoption of the Home Rule Charter in 1998, members are composed of the Chiefs of Police. The President of the Allegheny County Police Association is responsible for naming other Chiefs to the Board. By design, the board must also include the Allegheny County Sheriff and the County Police Superintendent. It should be noted that the County does not appoint members to this Board.

A Determination of Public Need for the Continued Existence of the Agency and its Services

From a public need perspective, the mission of the Allegheny County Police Training Academy is to provide the most up to date and diversified, quality instruction for recruit and veteran police officers. To accomplish this, the Academy has the following goals:

- Comply with all requirements and mandates of the Municipal Police Officer's Education and Training Commission.
- Review and evaluate suggestions made by the Academy Advisory Board and other law enforcement sources.
- Maintain and seek out the highest quality instructors, in their respective fields, to conduct our training endeavors.

- Insure our facility provides a safe and conducive environment for learning.
- Network a more positive image to promote increased enrollment in basic recruit and advanced training.
- Expand and enhance our firing range facilities, to include more challenging and practical live fire scenarios.
- Reduce operating costs through better accountability and management.
- To more efficiently utilize existing facilities to accommodate classroom instruction.
- Obtain a high standard of efficiency through economy of management and utilization of other financial resources

The Advisory board meets every four (4) months with all members along with the Police Academy's Director and Deputy Director for the primary purpose for the Director to review the academy's activities and functions to ensure that the academy is continually meeting the needs of our law enforcement community.

As the Advisory board provides the necessary feedback and recommendations to sustain this process, the public need is addressed,

A Review of the Methods Used in the Implementation of the Agency's Functions and an Analysis of Alternative Methods that may be Employed to Achieve the Agency's Legal Mandates

An alternative method for this service would be for local municipalities to have their officers attend certified academies outside of Allegheny County for training. However, it can be assumed that this would entail additional expense for communities which frequently are challenged by budgetary constraints.

An Evaluation of Whether the Agency is the Most Effective Body to Implement the Agency's Programs

Since its inception in 1971, the Police Academy has been an effective vehicle as no other police academy exists that is 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.

In addition to Basic Recruit Training, the Academy offers additional services but not limited to:

- Impact Weapons
- OCAT (Pepper Spray)

- Weapons Qualifications
- Firing Range Updates
- Taser Training
- Basic Physical Agility Testing
- Weight Room

The county oversees and implements the training mandated by the state, based upon the recommendations of the Advisory Board. Given the array of services, it can be concluded that the oversight provided by this Board remains an effective mechanism for services.

An Evaluation of Whether the Absence or Reduction of the Agency or the Agency's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety, or Welfare

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 specific 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 would not have the mechanism to interface with the leadership within communities to appropriately guide the activities of the Academy.. Therefore the public health safety and welfare would be compromised.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Agency

Due to the public nature of this agency, if it was determined that a fee would be appropriate, the agency would adopt the fee in a public meeting

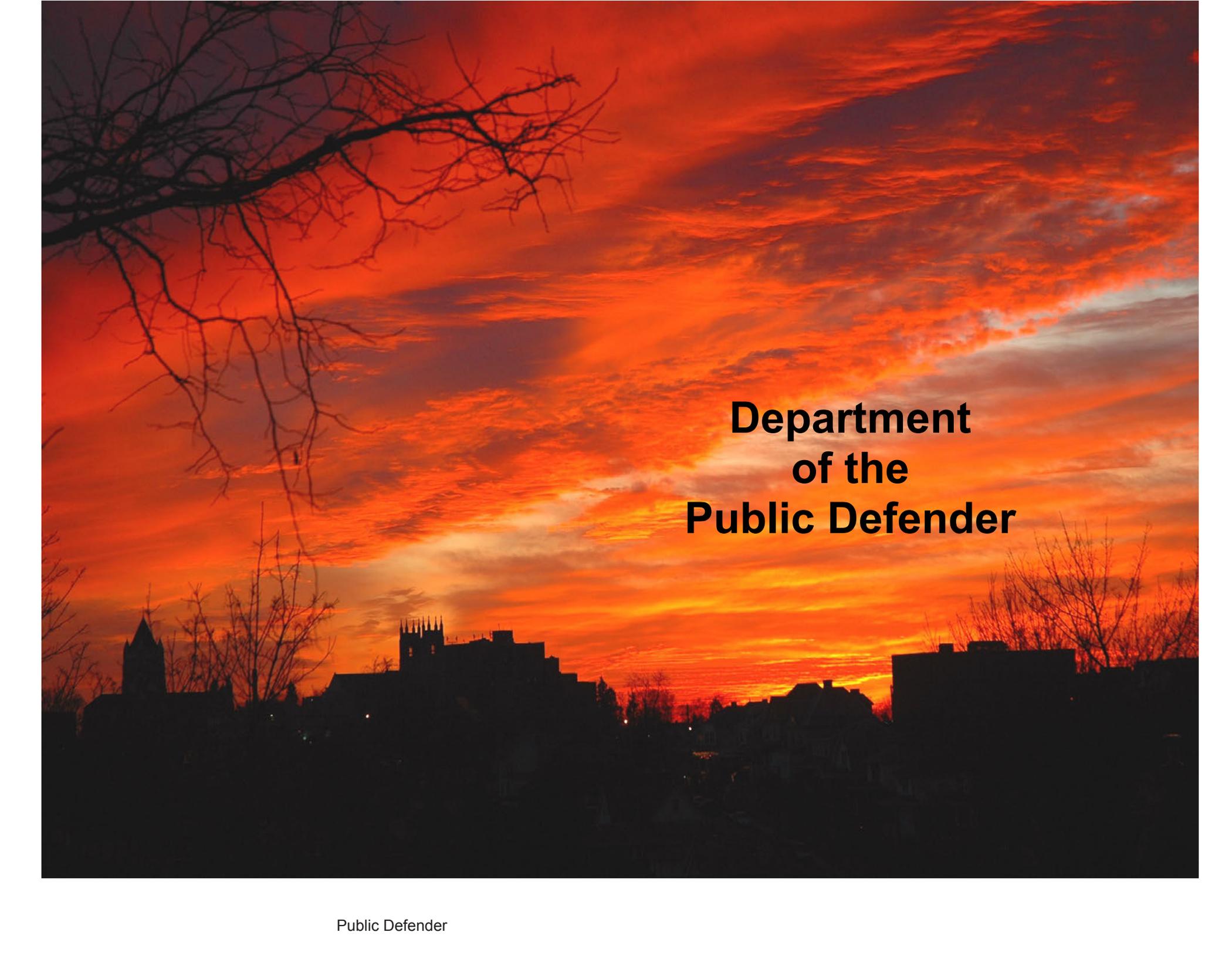
**The Efficiency with which Formal Public Complaints
Filed with the Agency Have Been Processed**

As no formal complaints were forwarded to this Advisory Board, this review is not warranted.

**In the Case of an Agency that Has Received Appropriations from the County's
Operating Budget in Any of the Five (5) Years Prior to the Sunset Review,
a Financial Audit of the Agency
Performed by an Entity independent of the County.**

This agency did not receive an appropriation from the County's operating budget and therefore no audit is required.

Recommendation: Continue



**Department
of the
Public Defender**

Vision:

The attorneys in the Office of the Public Defender receive extensive education and training to ensure that every client receives high quality and zealous representation. Every client is treated with dignity and respect and receives outstanding representation without regard to the nature of the accusations against them or their economic or social situation.

Mission:

The Office of the Public Defender is responsible for furnishing competent and effective legal representation to any person who lacks sufficient funds to obtain legal counsel in any proceeding where legal representation is constitutionally required.

Overview of the Department

To facilitate the fulfillment of their mission to be responsible for furnishing competent and effective legal representation to any person who lacks sufficient funds, the Office of the Public Defender is separated into four main divisions. Involving:

- **Pre-trial:** Charged with the representation of clients in the following proceedings including, but not limited to, preliminary hearings, probation and parole hearings, bond and bail matters, extradition proceedings and involuntary commitments under the Mental Health Procedures Act.
- **Trial:** Tasked with providing representation for clients whose cases have been bound over to the Court of Common Pleas.
- **Juvenile:** Provides legal representation to any person under the age of 18 charged with a crime.
- **Appellate:** Provides representation to clients in Superior and Supreme Court appeals and post-conviction hearings at the appellate level.

Regardless of the division, all attorneys in the Office are aided in their mission by a dedicated number of support staff and a team of investigators.

The Legal Mandate or Necessity for the Department

The Sixth Amendment of the United States Constitution provides that, “In all criminal prosecutions, the accused shall enjoy the assistance of counsel for his defense.” In 1963, the United States Supreme Court case, *Gideon v. Wainwright* established the doctrine that the Sixth Amendment right to counsel is a fundamental right, essential for a fair trial, and necessitates that the courts appoint lawyers for all indigent defendants, regardless of that defendant’s education or intelligence. The function of a public defender is to provide the due process safeguards that the Supreme Court deemed necessary for a constitutionally sound criminal justice system.

Furthermore, the Public Defender’s Office in Allegheny County is mandated by the Public Defender Act of 1968, 16 P.S. §9906, to provide legal counsel in the following matters:

- Where a person is charged with juvenile delinquency;
- Critical pretrial identification procedures;
- Preliminary hearings;
- State habeas corpus proceedings;
- State trials, including pretrial and post-trial motions;
- Superior and Supreme Court appeals;

- Post-conviction hearings at the trial and appellate levels;
- Criminal extradition proceedings;
- Probation and parole violation hearings;
- Involuntary commitments under the Mental Health Procedures Act;
- Any proceeding where life or personal liberty is in jeopardy.

The levels of staffing and other parameters of the Office in Allegheny County are more specifically delineated and mandated by consent decree entered into July, 1998 between Allegheny County and the ACLU in *Doyle v. Allegheny County Salary Board*, Civil Action No. 96-13606. This Office is authorized under the continuity provisions of the Charter, Article X 113, Section 6.

A Determination of Public Need for the Department's Services

Thousands of citizens have benefited from the services of the Office. In 2013 alone, the Office of the Public Defender represented approximately 33,700 individuals in adult and juvenile criminal proceedings. The Office also represented numerous individuals in involuntary mental health commitment proceedings.

Additionally, all juveniles charged with a crime are entitled to representation by the Office of the Public Defender. Approximately 90% of delinquent juveniles are represented by the Office of the Public Defender.

A Review of the Methods used in the Implementation of Each Department's Programs and an Analysis of Alternative Methods That May be Employed to Achieve the Department's Legal Mandates

In addition to the OPD Performance Standards, attorneys in the Office are governed by the Rules of Professional Conduct as well as the Rules of Ethics. Each attorney is required to complete continuing legal education credits annually in order to maintain a license to practice law. Attorneys in the Office are also required to attend mandatory Office wide trainings as well as meetings within their respective divisions. Furthermore, OPD attorneys are regularly evaluated to ensure that they are meeting the minimum standards governing representation of indigent clients. Such training and evaluation allows the OPD to achieve the legal mandates for the Office.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

The Pennsylvania Public Defender Act charges each County with the duty to provide Public Defender Services, thus County Government participation is not elective. However, in the majority of other states, the State Government and not the County Government has been determined to be the most effective body to implement indigent defense for a number of reasons. Twenty two states fully administer and fully fund all indigent defense services at the state level. Six states now fund at least 75 percent of all indigent defense costs. Eighteen states rely to a large extent on county funding. Pennsylvania is the only state which does not provide state funding to ensure the right to counsel at the state level.

An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety or Welfare

The absence or reduction of the Office of the Public Defender would have significant adverse consequences, including but not limited to a violation and infringement on citizen's Constitutional rights.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

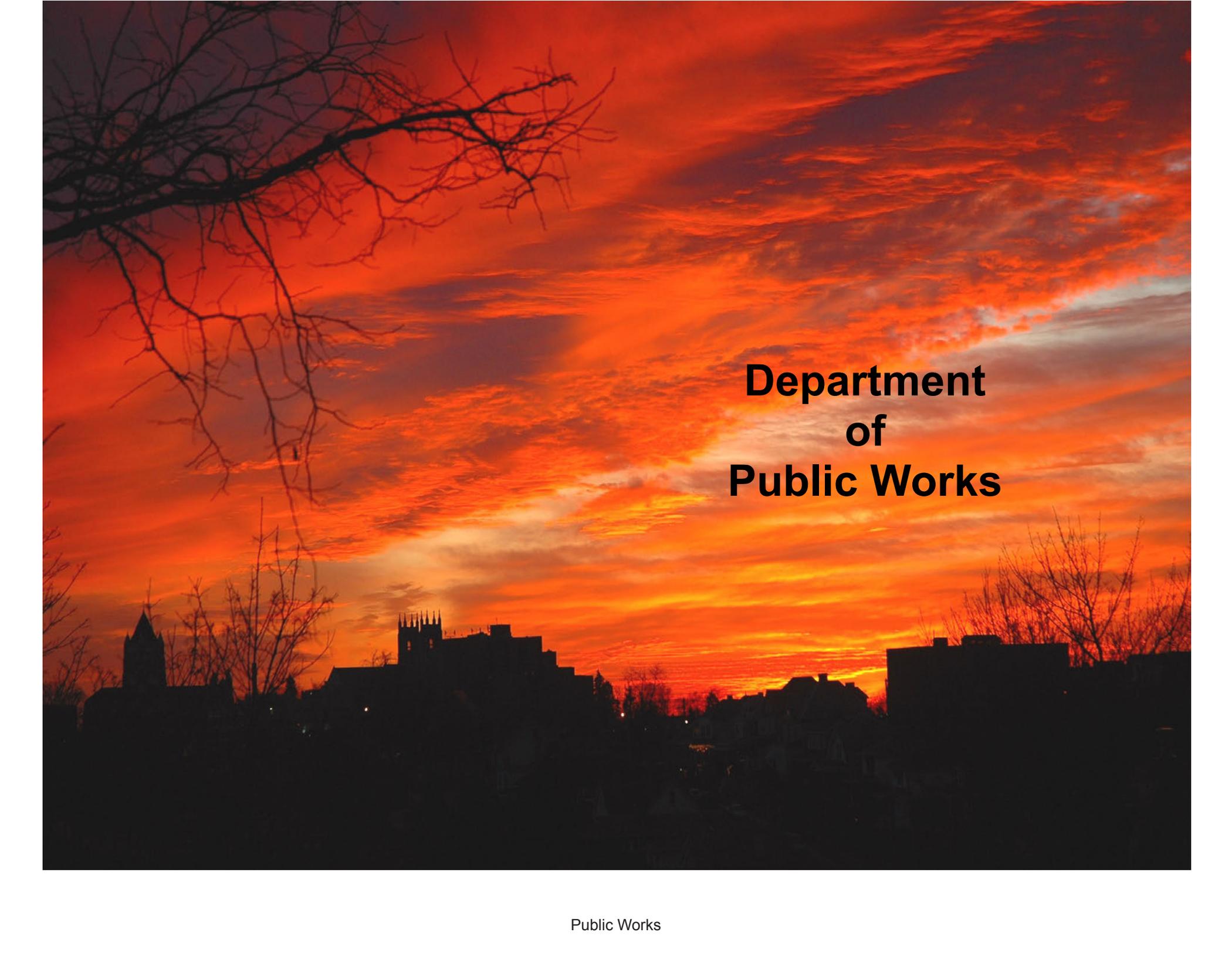
The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, *Capital Budget # 38-13-RE and the Special Revenues/Grants Budget # 34-13-RE*) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Comprehensive Fiscal Plan (CFP) which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

The Efficiency with which Formal Public Complaints Filed with the Department Have Been Processed

The County Information Center directs complaints it cannot resolve to the relevant employee within the Department. During the 2011, 2012 and 2013 calendar years, 77 issues were forwarded to the Department for analysis and resolution. Documentation of these issues are retained by the County Information Center. The Office of the Public Defender does not keep formal records of public complaints. However, all written and verbal concerns received by the Office are reviewed by management within a day of receipt. Management then addresses each complaint.

Recommendation:

With the recognition that the Sixth Amendment to the Constitution ensures that the “accused shall enjoy the assistance of counsel for his defense”, the Office of the Public Defender must be retained to guarantee the rights of our residents are exercised.



**Department
of
Public Works**

Vision:

Commitment to our mission enhances the quality of life, promotes economic prosperity, and improves mobility for the citizens of Allegheny County. As a recognized public works leader, we strive to continuously improve our operations in order to provide for the safety of our employees and the public and to ensure a safe and sustainable infrastructure for current and future generations.

Mission:

Committed to providing the citizens of this County with world-class infrastructure, maintenance and engineering services that are efficient, effective, responsive and responsible. We are dedicated to our vision and core values.

Overview of the Department

The primary responsibility of the Allegheny County Department of Public Works (DPW) is to ensure safe and accessible roads, bridges and parks, as well as oversight of the design and construction of major public assets, including buildings. This charge utilizes an operating budget of more than \$26 million and an annual capital budget of nearly \$60 million.

Due to the creation of the Department of Facilities Management, the Department of Public Works is currently being reconfigured. Historically, the following have been an integral aspect of the Department's focus:

- Accounting and Administration: Plans, directs and manages communications, information technology, training and development, human resources and fiscal affairs for the department.
- Engineering and Construction: Provides engineering expertise, architectural design and construction management services to all county departments and governmental agencies. This division is charged with the development of the annual capital budget and the oversight of professional consultants and contractors involved in infrastructure improvement projects. As professionals, this division also plans and executes all aspects of capital improvements related to bridges, roads, buildings and other structural amenities.
- Maintenance Operations: Collaborates with County officials, citizens and municipalities to identify opportunities for improving County assets and to develop cost-effective and reliable maintenance and repair solutions. Maintains and services the County's heavy equipment and vehicle fleet and administers a cost-effective fuel purchasing program for fleet operations. Additionally, this division ensures that County vehicles and heavy equipment are safe, reliable, economical and environmentally sound.

The Legal Mandate or Necessity for the Department

The Allegheny County Administrative Code at Chapter 913 (section 01-05) entitled Public Works Contracts, assigns supervision over public works contracts to the Department of Public Works (DPW). As such, DPW is responsible for the letting and administration of all contracts involving the construction, reconstruction, alteration, repair and improvement of County assets comprising more than 780 lane miles of roads, over 550 bridges and culverts; a 12,000-acre park system, 47 major buildings and other structures.

In addition, DPW is governed by the continuity provisions of the Home Rule Charter, Article XIII, Section 6(d).

A Determination of Public Need for the Department's Services

Recognizing that the core functions of the Department are:

- County facility/asset maintenance and construction
- Road and bridge inspection, maintenance, repair and replacement comprising more than 780 lane miles of roads and over 550 bridges and culverts
- Winter maintenance operations/snow removal and ice control
- Engineering and design services
- Transportation vehicle and heavy equipment fleet management of over 730 vehicles and 201 heavy equipment assets
- Park grounds maintenance for a 12,000-acre park system
- Public works construction management
- Emergency Support as required by the County's Emergency Operations Plan

it can be concluded that the public's need for efficient and effective administration of these functions serves the fundamental need of an infrastructure that promotes the highest level of public safety while simultaneously ensuring that assets are maintained in a manner that enhances quality of life.

A Review of the Methods Used in the Implementation of each Department's Programs and an Analysis of Alternative Methods that May be Employed to Achieve the Department's Legal Mandates

While the Department realizes the full potential of its personnel, a review of the methods recognized that due to the broad scope of the responsibilities related to infrastructure development and maintenance, procurement of consultant services could be employed as an alternative means to accomplish projects in an effective and efficient manner and still fulfill the mandate.

Because of this, procurement policies and protocols have been very specifically delineated in the procurement policy related to:

- Basic Services involving Schematic Design, Development stages of tentative, preliminary, pre-final, Final, right-of-Way, Utility, Bidding, Construction, and Close-Out
- Special Services involving geotechnical and geological services, environmental services, bridge inspection, building inspection, road and pavement inspection, construction management, program/project management and automated systems.
- Contract Administration involving monitoring and audits, compensation and payment procedures and performance evaluation.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

County-owned roads, bridges, parks, vehicles and equipment improve mobility, promote economic prosperity, and enhance the quality of life for the citizens of Allegheny County. DPW maintains these public assets to ensure the safety of the residents and viability of the community.

Every four years, the American Public Works Association (APWA) performs an onsite evaluation to ensure DPW maintains the standards of excellence that enabled them to become accredited. Accredited in 2007 and re-accredited in 2012, DPW is the first and remains the only agency in Pennsylvania to achieve this prestigious honor.

Given this status, it can be concluded that the County has sufficiently demonstrated that they are the most effective entity to implement the activities performed by this Department.

An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety or Welfare

DPW is responsible for maintaining and improving a large portion of Allegheny County's transportation infrastructure as well as the County's parks and many other assets and structures. Many of these responsibilities are critical functions providing for the safety, mobility and economic prosperity of the public.

Eliminating the department or drastically reducing its resources would not only have an adverse impact on the economy, environment and well-being of the citizens of Allegheny County, but would prevent the County government from performing inherently governmental functions and fulfilling its legal mandate. Without proper oversight, the public safety and welfare would be compromised, if:

- Bridges were not structurally sound
- Roads were not maintained in a manner that fosters safety especially during potentially hazardous conditions
- Facilities did not adhere to established standards
- Park land was not maintained in a manner that was environmentally sustainable or aesthetically pleasing
- Fleets were not safe, reliable, economical and environmentally sound
- Architectural and engineering practices did not adhere to the proper standards

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, *Capital Budget # 38-13-RE* and the *Special Revenues/Grants Budget # 34-13-RE*) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Adopted Budgets which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

The Efficiency with which Formal Public Complaints Filed with the Department have been Processed

The DPW Call Center uses a GIS-based system 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. During 2011 through 2013, DPW responded to 5,580 service requests.

Residents may also contact the County Information Center which directs complaints it cannot resolve to the relevant employee within the department. During the 2011, 2012, and 2013 calendar years 374 issues were forwarded for analysis and resolution. Documentation of these issues are retained by the County Information Center.

Recommendation:

As this Department has the primary responsibility to ensure safe and accessible roads, bridges and other infrastructure and oversight of the design and construction of public assets, it can be concluded that this Department provides a vital service and should continue.



Department of Real Estate

Vision:

To serve the public with the utmost professionalism, accuracy, and efficiency in providing access to recorded public records and land ownership data, using state of the art technologies, and cultivating knowledgeable, customer oriented office staff.

Mission:

The Department of Real Estate serves as the official centralized County repository of permanent records of land transfer and ownership, as well as other documents for public notice, statutorily mandated by Pennsylvania state law. It is required to properly preserve and guarantee the integrity of documents recorded in the office for reproduction purposes. It is responsible for maintaining accurate ownership and mapping data for all land parcels within Allegheny County. It is the collection and distribution agent for Realty Transfer Taxes among state, and all 170 local municipalities and school districts.

Overview of the Department

The Department of Real Estate is charged with primary oversight and administration of records related to land transactions within the County. Specifically, the Department is responsible for:

- Recording documents such as deeds, mortgages, and plans, as well as many other documents.
- Providing access to the public to all recorded documents.
- Ensuring an efficient notary process including the registration of all newly appointed and reappointed notaries which includes processing of a commission, bond, oath of office, and registration of signature card for all newly registered notaries.
- Mapping all properties in the county and their respective addresses.
- Maintaining ownership records on all properties in the county.
- Serving as the collection agent for realty transfer tax for the Pennsylvania Department of Revenue, along with 130 municipalities and 46 school districts in Allegheny County.

From an historical perspective, it should be noted that the Allegheny County Department of Real Estate was formed as an administrative department to consolidate the former elected Recorder of Deeds Office and the Deed Registry and Mapping Division of the Office of Property Assessments in January 2008.

The Legal Mandate or Necessity for the Department

Pursuant to Allegheny County Ordinance 38-04-OR, a referendum was placed on the May 17, 2005 Primary Election Ballot. As a result of the approval of the referendum 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 the Recorder of Deeds.

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

A Determination of Public Need for the Department's Services

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 167 document types falling under the general categories of deeds, mortgages and subdivision plans, as well as other miscellaneous documents.

Additionally, the Department is the collection agent for realty transfer tax for the Pennsylvania Department of Revenue, along with 130 municipalities and 46 school districts in Allegheny County.

Given these two primary functions, the public need for accuracy and availability of documents related to land conveyance is respected. With respect to the collection of realty transfer tax, this critical function fulfills the public's need for access to all available revenues for the commonwealth, municipalities and school districts.

A Review of the Methods Used in the Implementation of each Department's Programs and an Analysis of Alternative Methods that May be Employed to Achieve the Department's Legal Mandates

Due to the legal mandate of these functions by the Commonwealth and Federal government requiring counties to assume the function of recording land documents which are binding on third parties, there are no alternative entities outside of the County that could be employed or considered .

However, given the interrelationship the functions have with the Department of Administrative services, transfer of these functions under the auspices of that Department will increase efficiency and will provide for a centralized service for accessing documents related to land and real estate.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

Pennsylvania, as well as, Federal law requires that for deeds and land related documents to be legal and binding, they must be recorded by the county in which the property is situated. As such, the County is the only viable entity to fulfill this function.

From an historical perspective, the County is the appropriate body to retain this program as records reflecting the origins of the county are maintained in the Real Estate Department. From records designating land conveyance, we can determine that the land secured by the Commonwealth prior to 1682 was the basis of Allegheny County that was incorporated in 1788 involving large land tracts extending north to Lake Erie. Subsequently, land was transferred in 1800 for the formation of Beaver, Butler, Mercer, Crawford, Erie, Warren, Venango, Lawrence and Armstrong counties while retaining the current land mass of Allegheny County.

As the first colonial settlers in Western Pennsylvania were predominately Revolutionary war veterans, troops were offered "Depreciation Lands" entitling them to purchase land in western Pennsylvania for a nominal sum in lieu of depreciated salaries caused by high inflation. Typically, veterans could secure 60 acres or more. Such data is fundamental to understanding the heritage of our county.

Upon the incorporation of Allegheny County and the establishment of the Office of the Recorder of Deeds, currently the Department of Real Estate, all transfers of property, along with all other land related documents were to be recorded at the county level. Every land document, deed, mortgage, subdivision plan that was ever recorded is still available for public viewing and reproduction.

An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety or Welfare

Given the nature and focus of this Department, direct harm to endangerment of public health, safety and welfare is not recognized, however, the indirect effect of an elimination of these functions by the County would effect the public welfare.

Specifically, the inability for the general public to access the over 12 million documents dating back to the year of incorporation of Allegheny County in 1788 clearly would compromise the legal determinations related to land, as well as, the inquiries related to the historical aspects of land acquisitions, transfer and subdivisions.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, *Capital Budget # 38-13-RE and the Special Revenues/Grants Budget # 34-13-RE*) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Adopted Budgets which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

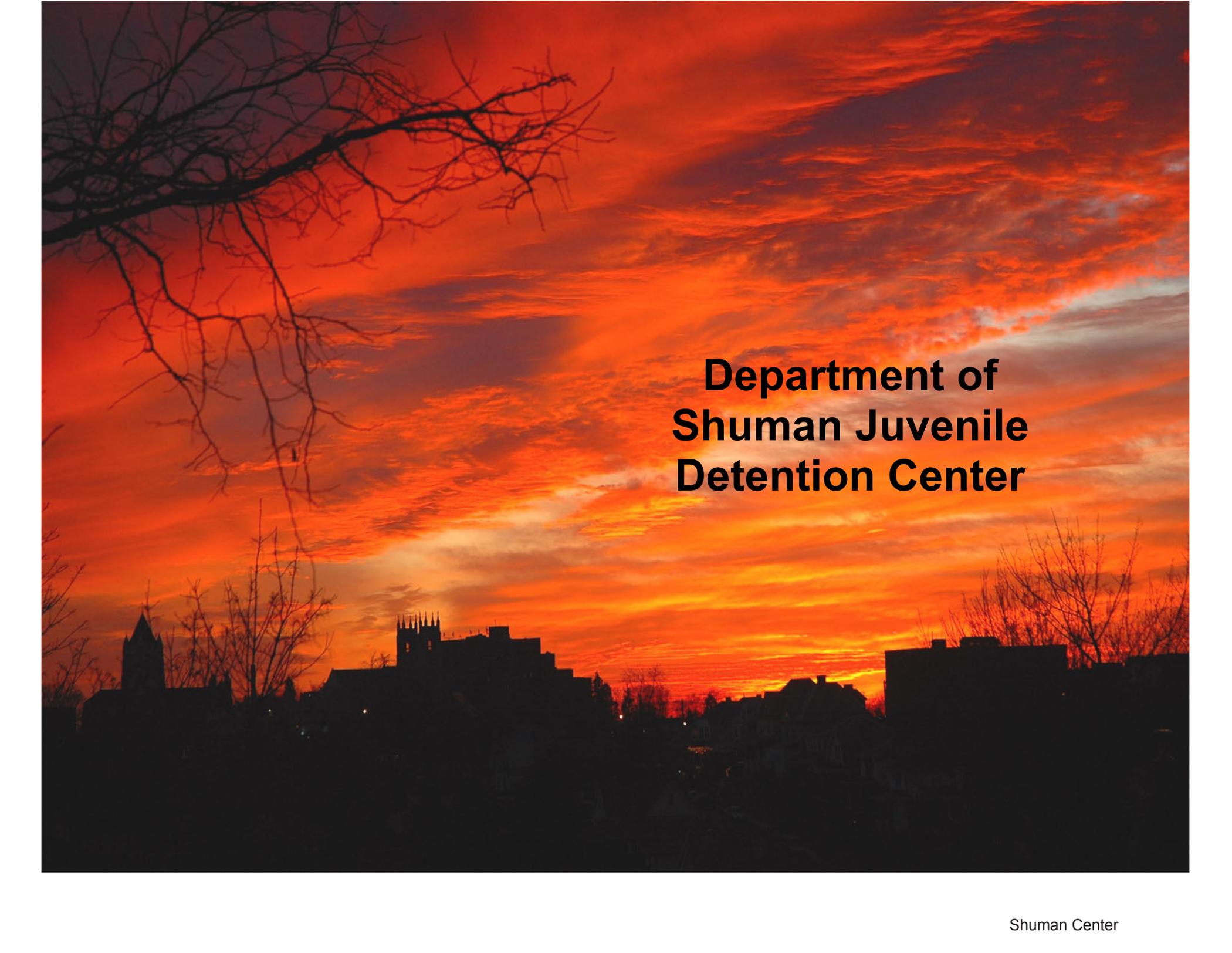
The Efficiency with which Formal Public Complaints Filed with the Department have been Processed

During the 2011, 2012, and 2013 calendar years, 270 issues were forwarded to the Department of Real Estate for analysis and resolution from the County Information Center. Documentation of these issues are retained by the County Information Center.

Additionally, the public can contact an office administrator, such as the Manager, Deputy Recorder, or Operations Manager via telephone or email.

Recommendation:

Due to the interrelationship of functions with the Department of Administrative Services, it is recommended that the functions of the Department of Real Estate be transferred to the Department of Administrative Services as a means to promote a seamless process with respect to land and real estate.



**Department of
Shuman Juvenile
Detention Center**

Vision:

Shuman Center aims to create an environment that fosters social, emotional, intellectual and physical development.

Mission:

The mission of Shuman Center is to provide safe, secure custody and to promote the health and well-being of youths committed to its care.

Shuman Juvenile Detention Center provides secure custody and temporary care in a physically restricted, humane environment for alleged or adjudicated delinquent youths awaiting court disposition or transfer to another jurisdiction or agency. In Pennsylvania, delinquency is defined as any crime under federal, state, or local law except murder, summary offenses, and offenses such as truancy.

Overview of the Department

In accordance with the Pennsylvania Juvenile Act, Shuman Detention Center provides secure custody and temporary care in a physically restricted, humane environment for alleged or adjudicated delinquent youths awaiting court disposition or transfer to another jurisdiction or agency.

Jurisdiction extends to Allegheny County youth between the ages of ten and seventeen. If the delinquent act was committed before age of eighteen, jurisdiction may be extended to age twenty-one. Youth from outside the County who are accused of an offense in the County or who are under court order may also be detained. At times persons charged with homicide before their eighteenth birthday may be detained in juvenile detention as a service to the Criminal Court which has initial jurisdiction over juvenile homicide cases.

Given this charge, the Shuman Detention Center has the following divisions to ensure that the mission of Shuman is achieved for the approximate 3,500 youths admitted annually for an average length of stay of 15 days:

- **DIRECT CARE :** Youth care workers supervise each unit during waking hours and one supervises during sleeping hours. In addition to insuring a safe and secure environment, they encourage residents to accept responsibility for their actions, develop a positive self image and understand socially acceptable behavior by being positive role models.
- **SOCIAL SERVICES:** Orients residents and parents to services and develops a therapeutic plan designed to assist youth in adjusting to detention by providing individualized direct services to residents, consulting with staff on observations, interpretations and management of resident behavior and serving as a focal point in the exchange of information about residents between detention and probation staff.

- **HEALTH SERVICES:** Provides medical screening, dental services, routine care, and emergency treatment, proper nutrition, as well as, opportunities for professional, mental-health guidance . To facilitate this, a registered nurse is available throughout the day to screen residents upon admission for signs and symptoms of physical distress, contagious disease, or chemical ingestion and to obtain a medical history. Since the misuse of drugs and alcohol represent a major health issue for adolescents, new admissions are provided an educational program on chemical dependency.
- **RECREATION:** Ensures that residents have access to positive and a healthy release from the pressures of confinement. Programs include sports, arts and crafts, canteen, games, social events, special events, and opportunities to earn privileges and to participate in a range of activities because of good behavior. Recreational facilities include a gym, canteen, and playground
- **EDUCATION:** A multifaceted mandatory approach including a full-time school program operated by the Allegheny Intermediate Unit Alternative Education Program. Monday through Friday, during the regular school year, the Neglected and Delinquent Title I After school program and summer school, and the Personal Responsibility Reeducation Program (PREP)
- **PASTORCAL CARE:** Makes available religious services for residents who choose to participate. Additionally, Protestant, Catholic, and Muslim ministers are available to those residents who express requests based on their religious preference. If another preference is expressed, accommodations are made.

HISTORICAL OVERVIEW:

In 1899 Illinois established the nation's first Juvenile Court providing special court proceedings and auxiliary institutions such as detention, probation, and correctional schools. By 1945 every state had enacted legislation to establish Juvenile Courts. The first autonomous Juvenile Court in Pennsylvania was founded in Allegheny County in 1933.

In 1936 the Juvenile Court was built on Forbes Avenue in the Oakland District of Pittsburgh. Detention occupied the third and fourth floors of the building and served both delinquent and dependent children less than sixteen years of age. In 1938 the State amended the law, raising the age of jurisdiction to seventeen.

In 1963, Allegheny County Children and Youth Services were founded to serve dependent youth. Within a few years, separate housing was established for dependent children, leaving only delinquent youth in detention.

During the 1960s, plans were initiated to build a new detention home due to increased population and the need for improved services. In December 1974, Shuman Juvenile Detention Center opened at 7150 Highland Drive in the East End of Pittsburgh.

The Legal Mandate or Necessity for the Department

Shuman Center is mandated by the Second Class County Code, 16 P.S. 5537-5538. The mission of Shuman Center is pursued in accord with the Pennsylvania Juvenile Act and regulations governing secure detention as set forth in 55 Pennsylvania Code Chapter 3760.

The first provision in Pennsylvania law for the detention of juveniles was enacted July 2, 1901. "In every city of the first and second class there shall be provided a house of detention, for the reception of untried juvenile offenders and neglected and dependent children." (P.L. 601, Section 1) This legislation came out of the turn of the century movement to separate juveniles and adults in the justice system. The most recent amendment (P.L. 723, No. 230), the Second County Code, set forth provision 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.

A Determination of Public Need for the Department's Services

In accord with the Pennsylvania Juvenile Act, Shuman Detention Center provides secure custody and temporary care in a physically restricted, humane environment for alleged or adjudicated delinquent youths awaiting court disposition or transfer to another jurisdiction or agency. In Pennsylvania, delinquency is defined as any crime under federal, state, or local law except murder, summary offenses, and status offenses such as truancy and running away.

Given this, the public safety for the citizens of Allegheny County is assured by detaining youth who are accused of various offenses until the appropriate action has been determined by the Courts. To respond to the public need for appropriate placement, Shuman facilitates the discharge of youth released to the following entities:

- Home or Foster Placement
- Residential Treatment
- Day Treatment
- Group Home
- State Youth Development Center
- Transferred to other jurisdictions
- Children and Youth Services

A Review of the Methods used in the Implementation of Each Department's Programs and an Analysis of Alternative Methods that May be Employed to Achieve the Department's Legal Mandates

While there is no viable alternative for providing juvenile detention services as mandated by State legislation, certain ancillary services such as food service, recreation service and medical services could be contracted to private industry.

An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs

Recognizing that detention will be effective to the extent that its aims are consistent with those of the larger juvenile justice system, cooperation with the court, probations and other agencies is essential. As such, in addition to the statute that mandates the County to provide the services, the county has the unique ability to develop those interrelationships and therefore is the most effective body to implement this program.

Secondly, detention has a bifurcated responsibility to attend to the interests of both the community and the offender. It must ensure community safety while simultaneously hold youth accountable, promote resident well being and development of competencies to become valuable members of the community.

An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services Would Significantly Harm or Endanger the Public Health, Safety or Welfare

Given that secure custody and temporary care in a physically restricted, humane environment for alleged or adjudicated delinquent youths awaiting court disposition or transfer to another jurisdiction or agency is the primary mission of Shuman, the absence or reduction of services would have significant adverse consequences, including but not limited to, the following:

- **Security and Safety:** The community at large would be compromised if alleged or adjudicated delinquent youth were to remain in the community without appropriate supervision and intervention thereby effecting the safety and security of all.
- **Health and Well-Being:** Youth, although delinquent still require appropriate services for physical and mental health, as well as, education. Therefore the absence or reduction of this service would diminish the opportunity for appropriate social, emotional, physical and educational needs of youth which would have a serious negative effect on their well-being in the future.
- **Accurate Observation, Assessment, and Reporting :** Given the sensitivity of the needs of delinquent youth , Shuman provides essential professional services via standardized instruments, interviews, and unstructured observation . Such information is vital to the court, probation, and placement agencies to make informed decisions regarding the status of youth that are alleged or adjudicated delinquent. Without this vital service, the public welfare of youth and the greater community would be compromised.

An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department

The costs of compliance for this Department are referenced in the Resolutions (Operating Budget # 35-13-RE, *Capital Budget # 38-13-RE and the Special Revenues/Grants Budget # 34-13-RE*) signed by the County Executive on December 9, 2013. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2014 Adopted Budgets which can be referenced at : <http://www.alleghenycounty.us/budget/2014/index.aspx>

The Efficiency with which Formal Public Complaints Filed with the Department Have Been Processed

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. However, during this review period, no issues were forward by the County Information Center to Shuman.

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.

Recommendation:

As this Department provides a vital service to the community, the Department must be retained.