

Row Office Restructuring

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ALLEGHENY COUNTY **ROW OFFICE RESTRUCTURING**

INTRODUCTION

In May 2004 Allegheny County Council with Bill 1577-04 requested that Mark Patrick Flaherty, the County Controller, assess the operations of the independently elected Row Offices and make recommendations about economies and efficiencies that could be achieved if the various Row Offices were merged and automated. During December 2004, Council approved Ordinance 38-04-OR putting a referendum on the May 17, 2005 ballot that would reduce the number of Row Offices from ten to four. The referendum would eliminate the Clerk of Courts, Coroner, Jury Commissioners, Prothonotary, Recorder of Deeds, and Register of Wills and retain the Controller, District Attorney, Sheriff, and Treasurer.

Since Council's request, the Controller's Office has completed the assessment of the Row Offices which will be included on the May 17 referendum. The focus of this study is to present an alternative to the County's governmental structure as impacted by Row Office elimination.

BACKGROUND

The County was organized in 1788 and, prior to January 1, 2000, operated solely under the Second Class County Code adopted by the Commonwealth of Pennsylvania State Legislature in 1953. Using the process outlined in the Constitution, the electorate of Allegheny County adopted a Home Rule Charter that would supercede provisions of the Second Class County Code pertaining to the governing framework of the County. The Charter went into effect on January 1, 2000. This Charter provided for an elected County Executive and an elected County Council. It did not restructure the elected Row Officers.

The following is a brief description of certain significant functions of the Row Offices that may be eliminated:

Clerk of Courts

The Office of the Clerk of Courts is a non-judicial department that administers the flow of cases through the criminal court system. The Office is responsible for processing and maintaining the records, books, and dockets of

the criminal division of the Court of Common Pleas. The Clerk of Courts' duties include filing motions and summary appeals, scheduling hearings for appeals, processing bail bonds and forfeitures, collecting court-ordered fines and costs, and submitting court-ordered restitution to victims.

Coroner

The Coroner's Office is responsible for the investigation of the circumstance, cause, and manner of sudden and unexpected, medically unattended, suspicious and violent deaths within Allegheny County. The Coroner's Office also provides laboratory services, technical assistance and consultation to other County agencies.

Jury Commissioners

The Jury Commissioners' Office maintains the databases from which jurors are randomly selected for the civil and criminal courts. Among the responsibilities of this Office are collecting and reviewing jury questionnaires to determine if the prospective juror is qualified for jury service, and approving deferrals and excusals from jury duty.

Prothonotary

The Prothonotary is responsible for maintaining all official documents and records of the civil and family divisions of the Court of Common Pleas. This Office's services include recording documents, issuing writs, initiating execution proceedings, taking bonds in civil cases, and processing appeals from the minor judiciary, Board of Viewers and administrative agencies to the Common Pleas Court, and from the Common Pleas Court to the appellate courts.

Recorder of Deeds

The Office of the Recorder of Deeds records, retains, and makes available to the public deeds, mortgages, power of attorneys, uniform commercial code financial statements, bonds and commissions for all County officials and notaries public, military discharges, and subdivision plans.

Register of Wills

The Register of Wills probates wills, files all documents necessary to complete the administration of a descendant's estate, and collects Pennsylvania's inheritance tax. The Office also serves as Clerk of the Orphans' Court Division of

the Court of Common Pleas. In this capacity, the Register of Wills issues marriage licenses, maintains all marriage records, and records all Orphans' Court cases, civil commitments, and adoption documents.

FISCAL OVERVIEW

Below is a summary of the 2004 forecasted revenues and expenditures and December 2004 personnel count, including employees on worker's compensation and leave of absences, of the Row Offices in the referendum ordinance.

2004 Forecasted General Fund and Special Revenue Fund Revenue, Expenditures and December 2004 Personnel Count

Row Office	Forecasted Revenue	Forecasted Expenditures	Personnel Count
Clerk of Courts	\$ 2,515,493	\$ 2,676,746	59
Coroner	1,357,720	6,731,236	108
Jury Commissioners	0	487,748	6
Prothonotary	5,145,169	3,756,912	71
Recorder of Deeds	10,468,551	3,230,937	51
Register of Wills	3,150,394	2,582,319	51
TOTAL	\$22,637,327	\$19,465,898	346

The forecasted revenues for the Offices of the Clerk of Courts, Prothonotary, Recorder of Deeds and Register of Wills include revenues that are restricted for computer technology enhancements. During 2004, approximately \$1,738,404 in revenue was recorded for these funds. In addition, the related fund balances, net of fixed asset purchases, are approximately \$1,625,491. If the May 17 referendum is passed these special revenue funds should be used to implement certain of the suggestions made in this study.

METHODOLOGY

Our analysis and the resulting recommendations are based in part on the performance audits conducted of the Offices of the Clerk of Courts, Coroner, Jury Commissioners, Prothonotary, Recorder of Deeds, and Register of Wills. The primary objective of these performance audits was to provide an assessment as to whether or not these Offices are efficiently and economically executing their functions. The procedures followed during the performance audits included:

- Interviews of personnel and observation of workflows to gain an understanding of the activities in each Office;
- Preparation of flowcharts of significant workflows;
- Analysis of work volumes and processing times and staffing levels, and;
- Obtaining an understanding of the information technology used in each Office, including an evaluation of the adequacy of its use.

Findings and recommendations with respect to the individual Offices are presented in the individual performance audit reports.

ROW OFFICE RESTRUCTURING

On May 17, 2005 Allegheny County voters will decide whether the number of Row Officers should be reduced from ten to four. This study describes the integration of Row Offices' functions into other structures of County government and discusses the cost impact of the proposed transition. Many of the suggestions are based on performance audits of the Row Offices conducted in 2004 and early 2005.

In proposing a restructuring the goal was not only to decrease costs but also to increase service to the public. Savings will come from consolidation of processes, a greater utilization of technology, and more clearly defined and consolidated records management systems.

To create the monetary savings and convenience of service for the public a number of new governmental organizations and physical structures are recommended. New governmental organizations will be: the Medical Examiner's Office, the Office of Court Records Administration, Tax Claim Bureau, Real Estate Information Office, Department of Laboratories, and Records Management Office.

We also recommend that the County should establish three new physical structures: a laboratory facility to serve the Medical Examiner and the Department of Laboratories, a Customer Service Center, and a Document Storage and Management Facility. Ultimately the Real Estate Information Office, Tax Claim Bureau, and the Office of Court Records Administration will be housed in the Customer Service Center.

INITIATION OF THE TRANSFORMATION - 2006

Changes will begin in 2006, since the County Ordinance supporting the referendum permits Row Officers that have been eliminated to complete their current terms. Alternatively, if the referendum is not passed, all of the Row Offices will remain intact. If they do remain intact, recommendations for the individual Offices are offered in the performance audit reports.

Jury Selection - A Court Function

The process of selecting juries in the County is currently spread among the offices of the Administrative Judges for the civil and criminal divisions, the Court Administrator, and the Jury Commissioners. Court employees in the Administrative Judges' assignment room provide a schedule of anticipated juror needs to the Court Administrator every two weeks. The Court Administrator's Information Technology Division obtains source lists of registered voters and licensed drivers over eighteen years of age. These lists are merged to create a master list of potential jurors. A computer program randomly selects names from the master list to send questionnaires to prospective jurors. The responses are returned to the Jury Commissioners, who then review the questionnaires to determine if the prospective juror is qualified for jury service. They also approve deferrals and excusals from jury duty.

If the elected Office of the Jury Commissioners is eliminated, we suggest that the functions of the Office be combined into the Administrative Office of the Court of Common Pleas.

Medical Examiner

If the elected Coroner is eliminated, on January 1, 2006 he would be replaced by a Medical Examiner appointed by the County Executive. This change would create certain administrative efficiencies. Some duties performed by employees of the Coroner's Office involve administrative functions, such as purchasing and accounting support that could be folded into the County

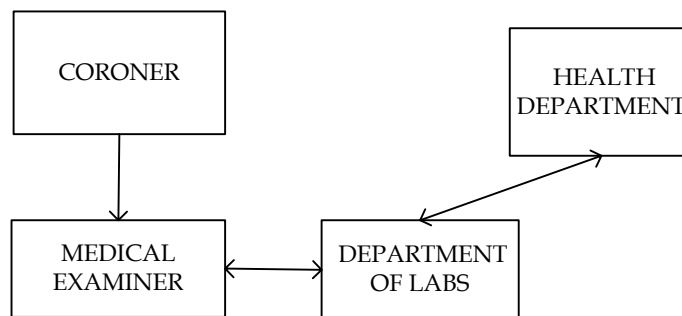
Executive's departments. However, the annual salary of a Medical Examiner is expected to significantly exceed that of the Coroner.

Consolidated Laboratory Facility

More savings can result from the establishment of an independent Department of Laboratories in a new single facility under the County Manager. Currently there are several separate departments and facilities that provide laboratory services for the County. The Public Health section of the Coroner's Office provides support to divisions within the Coroner's Office, and chemical testing services for functions of the Health Department. The Public Health Laboratory of the Health Department performs bacterial and viral testing. In addition, the forensic laboratories of the Coroner's Office, such as Toxicology, Serology, Drug Chemistry, Environmental Health, Latent Prints and Firearms/Tool marks analyze evidence to assist in criminal investigations. These laboratories are located in two different buildings.

The Health Department is currently building a new laboratory dedicated to biological terrorism. Relocation of all the County's laboratories into a single facility with adequate space and equipment would improve the work environment and also create economies in administration and resource allocation. We suggest that this single facility be administered as the new Department of Laboratories. Administration of the new anti-bioterrorism laboratory could also be provided by this department. Funding for the new facility could be sought from local, state and federal funds aimed at Homeland Security, anti-terrorism activities, environmental protection, and crime detection and prevention. Partnerships with colleges and universities could further aid in the establishment of a new department facility. In the long-term, a multifaceted facility and organization would truly benefit the County.

CORONER AND LABORATORIES RESTRUCTURING



Tax Claim Bureau - Integration of Multi-Municipal Services

Collection of delinquent real estate taxes is a highly fragmented process in the County. A total of 174 different taxing jurisdictions (130 municipalities, 43 school districts, and the County) individually pursue delinquent tax claims. Approximately \$38 million in taxes levied by County taxing jurisdictions remains uncollected every year. Although a taxpayer who is delinquent in one jurisdiction is often delinquent in all three taxing jurisdictions, there is little coordinated collection activity.

The collection of all liened real estate taxes should be centralized through creation of a Tax Claim Bureau. The Bureau would provide a standardized collections process that would result in a faster, more efficient and effective collection of delinquent property taxes every year.

Legislation by the Pennsylvania General Assembly is needed for the creation of a Tax Claim Bureau in Allegheny County. The Bureau would be formed from the combination of functions currently performed by the Offices of the County's Controller, Prothonotary, Treasurer, Sheriff, other municipalities and school districts that maintain, record, and collect liened property taxes, and sell liened real estate. With a joint operation, the savings across all jurisdictions participating in the Bureau would be significant.

This Bureau should be supported by a portion of the revenue generated by collections of tax fines and fees on liened properties. Inclusion of all liens levied by municipalities and school boards would reduce collection costs incurred by all participants. In addition, by decreasing tax delinquencies, creation of this Bureau would expedite the sale of properties with delinquent real estate taxes, and thus return such liened properties to the tax rolls. Oversight of this function would be provided by a board comprised of the County's Executive, Controller, and Treasurer. The Tax Claim Bureau would ultimately become part of the Real Estate Information Office discussed below.

THE SECOND WAVE - 2008

The remainder of the terms of the Clerk of Courts, Prothonotary, Recorder of Deeds, and Register of Wills will be completed on December 31, 2007. If the referendum is approved, this will provide the opportunity for further restructuring in 2008.

Court Records Administration Office

The Offices of the Clerk of Courts, Prothonotary, and Register of Wills all process and maintain cases and documents of the Court of Common Pleas. They can be combined into an Office of Court Records Administration. Since many similarities exist among these Offices, efficiencies and cost savings can result if like functions are combined. For example, the Offices of the Prothonotary and Register of Wills utilize different versions of the same software, Banner Courts, to process documents, and the Office of the Clerk of Courts operates a Criminal Information Management System. Combination of these functions could result in information technology savings from the merger of the Banner Courts applications and the utilization of a program provided by the Administrative Office of Pennsylvania Courts to process criminal case documents. Additional economies can result from the elimination of duplicative legal, accounting, and mail room support operations, the centralization of notary public commission and constable payment processes that currently involve the Offices of the Clerk of Courts, Prothonotary, Recorder of Deeds, and Sheriff.

Finally, the processing and maintenance of juvenile case documents, which are criminal in nature and currently handled by the Office of the Prothonotary, could be handled by the Criminal Records Division of the Court Records Administration Office. All of these functions would be combined in a Court Records Administration Office that would be located in the Allegheny County Customer Service Center discussed below.

Within the Court Records Administration Office, the public would be able to access civil case documents electronically through user friendly computer terminals. This would reduce the need for the staff to retrieve and preserve the integrity of the original document. Customer service representatives would be available to assist the public with the viewing and retrieval of available criminal and civil case documents. Original case documents recorded within the last five years would be stored in the Customer Service Center noted below. Original case documents recorded prior to the last five years would be stored in the Document Storage and Management facility discussed below.

Since the function of the Court Records Administration Office is to maintain records for the Courts, a Court Records Administrator could be a joint appointment. The President Judge of the Court of Common Pleas would submit the names of three qualified records managers to the County Executive, who would select one of those three to manage this Office. The Court Records Administrator would be aided by assistant administrators for the criminal, civil, family and orphan's court divisions, at salaries that should commensurate with comparable positions in other jurisdictions.

Currently, a person seeking certification as a notary public has to go to three different offices to complete their paperwork and receive their commissions because the Offices of the Clerk of Courts, Prothonotary, and Recorder of Deeds are all involved in the process. We suggest that all of the functions of the Clerk of Courts, Prothonotary, and Recorder of Deeds that are involved in the notary public commission process be combined in one location within the Court Records Administration Office.

The current constable payment process involves the review and recording of expenses by two Offices, the Sheriff and the Clerk of Courts. These processes lead to inefficiencies with increased opportunities for errors. Therefore, we suggest that the constable payment process also be centralized within the Court Records Administration Office.

Real Estate Information Office

Currently, real estate information is available from a number of County sources including the Offices of the Recorder of Deeds, Treasurer, Controller and Property Assessments (OPA). To provide the public with a central point of contact, we suggest that all real estate information be merged into one location by combining all of the functions of the Office of the Recorder of Deeds and the deed registry function of OPA into a Real Estate Information Office. The Real Estate Information Office could be located in the Allegheny County Customer Service Center described below, and would assist the public in accessing information on real estate including the recording of deeds, payment of transfer taxes, filing for homestead and senior citizen's exemptions, subdividing parcels and viewing of assessed valuations and tax payments history. A Real Estate Administrator would oversee the operations of this Office, and would be appointed by the County Executive. OPA's responsibility for determining property values and the role of the Appeals Board would not be affected, and OPA would have a presence in the Real Estate Information Office.

Customer Service Center - A One Stop Shop for the Public

The culmination of restructuring should result in better service for the public. We propose that the space in existing County buildings be reconfigured to create a central location to which the public can go to transact business with the County. Currently, access to County information and services is spread among several buildings and departments. A consolidated Allegheny County Customer Service Center should be created to enable the public to go to one place for any and all interfaces they may have with the County. Information and services pertaining to all court, real estate and real estate tax related documents,

fees for bingo, boats, dogs, fishing, hunting, and resale of amusement tickets licenses, sportsman's gun permits, tax certifications, voter registrations, passports, fees and permits for ball field and grove rental, and other services and information should be accessible in this center. The Tax Claim Bureau, Real Estate Information Office and Court Records Administration Office would be the cornerstones of this center. It should be located on the first floor of the County Office Building where the Office of the Recorder of Deeds currently is situated. (See Appendix D for a conceptual sketch of the Allegheny County Customer Service Center). Customer service staff would be available onsite to answer questions, provide copies of requested documentation, and to assist the public with their specific issues. Taxes, fees, and fines would be collected. Legal documents could be viewed and filed.

The Treasurer's Office and Parks Department would also have a presence onsite. The Treasurer's Office would collect current and delinquent property taxes that have not been liened, and other fees, such as, deer, bingo and dog licenses. The Customer Service Center would also provide the public with access to information regarding the availability of ball fields and groves, and to pay the related rental permit fees.

Document Storage and Management Facility

The Offices of the Clerk of Courts, Prothonotary, Recorder of Deeds and Register of Wills, and all other County offices store documents at various facilities. To reduce document storage and retrieval costs, and to centralize responsibilities, we suggest that a single Document Storage and Management Facility be created. This storage and retrieval center should serve not only the Court of Common Pleas, but all County offices. The Customer Service Center's storage facility would contain only those documents whose utilization is minimal. After a prescribed period of time, in accordance with federal and state regulations, the documents should be properly disposed of, or transferred to the larger permanent offsite storage location. Finally, the new Document Storage and Management Facility should facilitate the electronic transfer of data. This facility also would fall under the jurisdiction of the County Executive.

Electronic Recording of Documents

Restructuring and the consolidation of services would provide a platform for the electronic recording of documents. Electronic recording of documents is an automated process of submitting, indexing, executing and storing documents. The benefits of electronic recording include cost savings and efficiencies through the elimination of manual processes, the reduction of recording times, errors and

paper flow, and improved customer convenience. Currently only the Prothonotary's Office utilizes electronic recording technology. This would be extended to all parts of the Office of Court Records Administration, the Real Estate Information Office and the Document Storage and Management Facility.

ESTIMATED FINANCIAL IMPACT

The following summarizes the estimated cost savings opportunities from implementation of the above suggestions:

- The six Offices of the Clerk of Courts, Coroner, Prothonotary, Jury Commissioners, Recorder of Deeds, and Register of Wills are currently run by seven elected officials. Elimination of these officials would result in salary, payroll tax and benefit cost reductions associated with the seven elected positions.
- The implementation and expansion of electronic recording and increase in the number of recorded digitally imaged documents that can be accessed electronically within Real Estate Information Office and the Court Records Administration Office would result in the elimination of certain labor intensive manual processes, including the receiving, indexing, recording, scanning, storage, and retrieval of documents and fee collections. The elimination of these manual processes could allow for an estimated reduction of eight full-time equivalent positions.
- The five Offices under consideration for elimination each employ a solicitor. Combining the functions of these Offices into a Tax Claim Bureau, Real Estate Information Office and Court Records Administration Office would permit the elimination of four of these positions and the transfer of these legal functions into the County Law Department.
- Currently the Offices of the Prothonotary and Register of Wills utilize different versions of the Banner Courts system to process documents. Combining these Offices into the Court Records Administration Office could permit the consolidation of Banner Courts systems and result in the elimination of one of the two existing full-time information technology support positions, and reduced vendor maintenance fees.
- At this time, the Office of the Clerk of Courts utilizes a Criminal Information Management System. Migration of the processing of criminal case documents to an application to be provided and supported by the

Administrative Office of Pennsylvania Courts could permit the elimination of one of the two existing full-time information technology support positions.

- The Offices of the Clerk of Courts, Prothonotary and Register of Wills each maintain separate infrastructure, such as accounting and outgoing mail support operations. The combination of these Offices into the Court Records Administration Office could permit the elimination of approximately two full-time positions.
- The constable payment process involves the reviewing and recording of expenses by the Offices of the Sheriff and of the Clerk of Courts. The centralization of these processes within the Court Records Administration Office could allow for an estimated reduction of one full-time position.
- The processing of notary public commissions is performed by the Offices of the Clerk of Courts, Prothonotary and Recorder of Deeds. Centralization of this processing within the Court Records Administration Office could allow for an estimated reduction of one full-time position.
- The Offices of the Clerk of Courts, Prothonotary, Recorder of Deeds and Register of Wills, and all other County offices store documents at various facilities. The consolidation of storage space in a single Document Storage and Management Facility could result in savings from economies of scale, efficiencies of operation and transmittal of documents in electronic format.

The following summarizes the estimated incremental personnel costs from implementation of the above suggestions and excludes any costs associated with capital or other expenditures:

- The restructuring of the Row Offices will create the appointed positions of the Court Records Administrator and the Real Estate Administrator. The Court Records Administrator should have three assistant administrators and the Real Estate Administrator will have one assistant administrator. The estimated incremental personnel costs result from the two newly created appointed positions and market-based increases in salaries using current deputy salaries as a base.
- Replacement of an elected Coroner with an appointed Medical Examiner is expected to result in increased salary and payroll tax costs.

ESTIMATED ANNUAL SAVINGS

The following summarizes the estimated annual cost saving amounts from implementation of the above suggestions and the assumptions used in estimating the amounts:

	<u>Estimated Annual Cost Savings</u>
Elimination of seven elected officials ¹	\$ 519,305
Eight personnel reductions from implementation and expansion of electronic recording and increasing the number of recorded digitally imaged documents that can be accessed electronically ²	301,685
Consolidation of four solicitors into the County Law Department ³	205,006
Reduction of two information technology personnel ⁴	126,099
Reduction of two accounting support and outgoing mail support personnel ⁵	75,452
One personnel reduction from the consolidation of constable payment processes ⁶	56,490
One personnel reduction from the consolidation of the notary public commission processes ⁷	37,124
Reduction in document storage costs ⁸	25,086
Reductions in information technology system maintenance costs ⁹	<u>18,040</u>
Total	<u><u>\$1,364,287</u></u>

ESTIMATED ANNUAL INCREMENTAL COSTS

The following summarizes the estimated incremental personnel cost amounts from implementation of the above suggestions and excludes any costs associated with capital or other expenditures:

	<u>Estimated Annual Cost Increase</u>
Increase in personnel expenses for the newly created position of Court Records Administrator, and increased salaries for assistant administrators ¹⁰	\$224,462
Increase in personnel expense resulting from the newly created position of Medical Examiner ¹¹	205,282
Increase in personnel expenses for the newly created position of Real Estate Administrator and an assistant administrator ¹²	<u>161,515</u>
Total	<u>\$591,259</u>

¹ Represents the estimated annual salary, payroll tax, pension, and healthcare cost savings from the elimination of seven elected officials.

² Represents the estimated annual salaries, payroll tax, pension and healthcare costs savings from eight personnel reductions, which is equivalent to approximately 50% of the number of one Row Office's employees devoted to processing cash receipts, scanning records, internal delivery of documents, and retrieving documents.

³ Represents the estimated annual salaries, payroll tax, pension and healthcare costs savings from the consolidation of four solicitors into the function of the County Law Department.

⁴ Represents the estimated annual salaries, payroll tax, pension and healthcare costs savings from two personnel reductions resulting from the consolidation of the Banner Courts applications and migration to an application to be provided and supported by the Administrative Office of Pennsylvania Courts.

⁵ Represents the estimated annual salaries, payroll tax, pension and healthcare costs savings from two personnel reductions resulting from the consolidation of accounting and outgoing mail support functions.

⁶ Represents the estimated annual salaries, payroll tax, pension and healthcare costs savings from one personnel reduction resulting from the centralization of constable payment processes.

⁷ Represents the estimated annual salaries, payroll tax, pension and healthcare costs savings from one personnel reduction resulting from the centralization of notary public commission processes.

⁸ Represents the actual annual costs for one warehouse utilized by a Row Office.

⁹ Represents approximately 20% of actual annual maintenance costs for the Banner Courts applications used by the Offices of the Register of Wills and Prothonotary.

¹⁰ Represents the estimated annual salaries, payroll tax, pension and healthcare cost increase from the newly created position of Court Records Administrator and increases in the salaries of assistant administrators.

¹¹ Represents the estimated annual salaries, payroll tax, pension and healthcare cost increase from the newly created position of Medical Examiner.

¹² Represents the estimated annual salary, payroll tax, pension and healthcare cost for the newly created position of Real Estate Administrator and an assistant administrator.

SUMMARY

Using 2004 forecasted general and special revenue fund expenditures and personnel count, the following schedules present the estimated effects on the County. Passage of the referendum and implementation of the suggestions made in this study will result in an estimated transfer of \$18,322,647 of expenditures and 320 employees from independently elected officials to the County Executive, and approximately \$370,223 of expenditures and 4 employees to the Court of Common Pleas as follows:

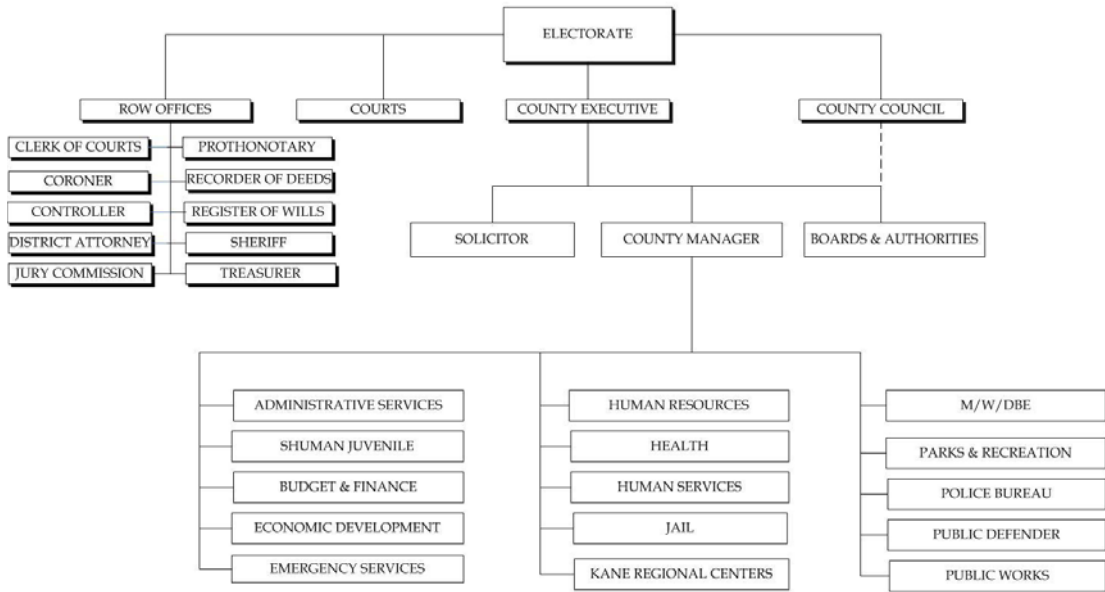
Office	Forecasted Expenditures	Personnel Count
Clerk of Courts, Coroner, Jury Commissioners, Prothonotary, Recorder of Deeds, Register of Wills	(\$19,465,898)	(346)
Controller, District Attorney, Sheriff, Treasurer	0	0
Court of Common Pleas	370,223	4
County Executive	18,322,647	320
TOTAL COUNTY	(\$ 773,028)	(22)

As a result, the general fund and special revenue fund expenditures and personnel count controlled by the County Executive are estimated to increase by \$18,322,647 and 320 employees to \$584,317,949 and 5,457, respectively as shown in the table below. Future economies from the transition of Row Office functions may become less transparent. In order to monitor these efficiencies it may be necessary to appropriate additional resources to provide independent oversight over the operations merged into the County Executive's divisions.

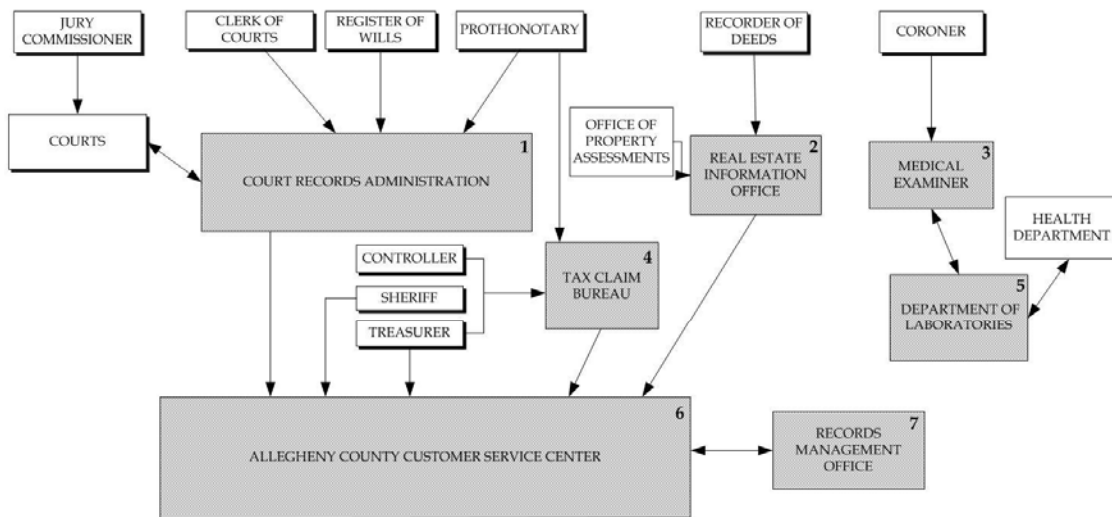
Office	Forecasted Expenditures	Personnel Count
Clerk of Courts, Coroner, Jury Commissioners, Prothonotary, Recorder of Deeds, Register of Wills	\$ 0	0
Controller, District Attorney, Sheriff, Treasurer	34,099,059	549
Court of Common Pleas	74,955,149	1,083
County Executive	584,317,949	5,457
TOTAL COUNTY	\$693,372,157	7,089

Note: These tables do not include transfers due to the creation of a Tax Claim Bureau as it is to be self-sustaining.

CURRENT ALLEGHENY COUNTY ORGANIZATIONAL CHART

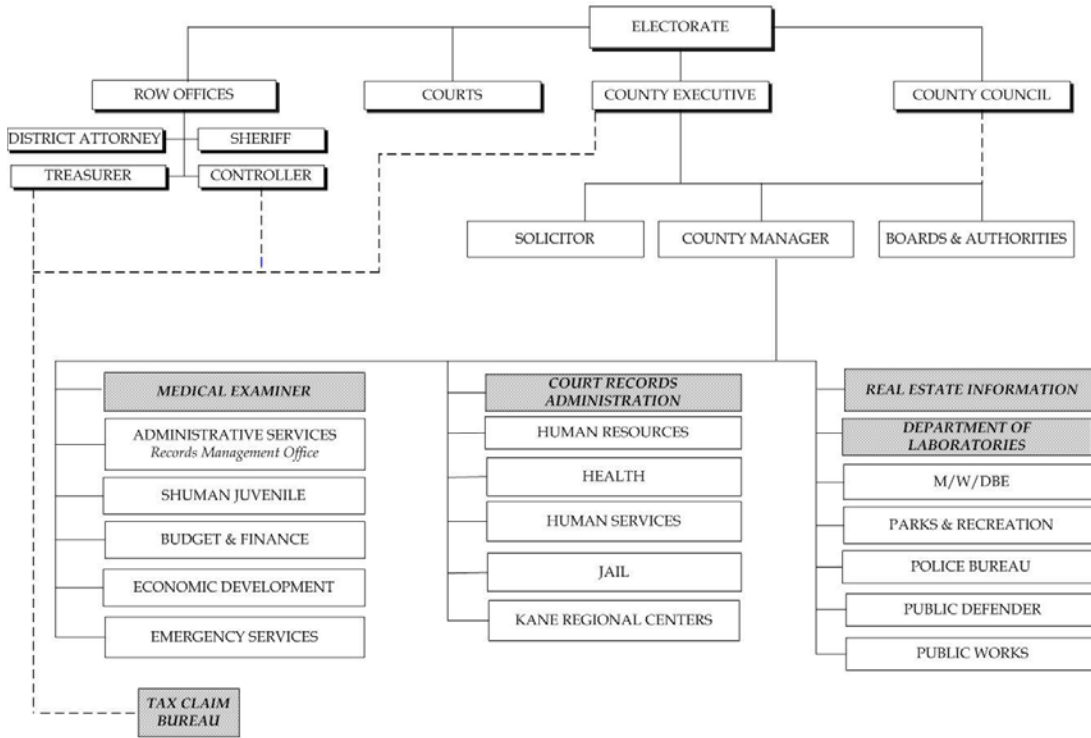


PROJECTED CHANGES IN ALLEGHENY COUNTY GOVERNMENT



1. Within the Court Records Administration Office, the public would be able to access civil case documents electronically by using friendly access terminals. Customer service representatives would be available to assist the public with the viewing and retrieval of all criminal and civil case documents.
2. All real estate information would be merged into one office to provide the public with a central point of contact.
3. The elected Row Office of the Coroner would be eliminated as of January 1, 2006 and replaced with an appointed Medical Examiner.
4. A Tax Claim Bureau would provide a centralized and standardized collections process that would result in a faster, more efficient and effective collection of delinquent property taxes every year.
5. A single facility that is conducive to investigative research would provide for the sharing of the laboratory equipment of the Public Health laboratories of the Coroner's Office and of the Health Department.
6. The Allegheny County Customer Service Center would enable the public to go to one place for any and all interfaces they may have with the County.
7. A new office that would oversee the operations of the Document Storage and Management Facility.

ALLEGHENY COUNTY RESTRUCTURED ORGANIZATIONAL CHART



Appendix C