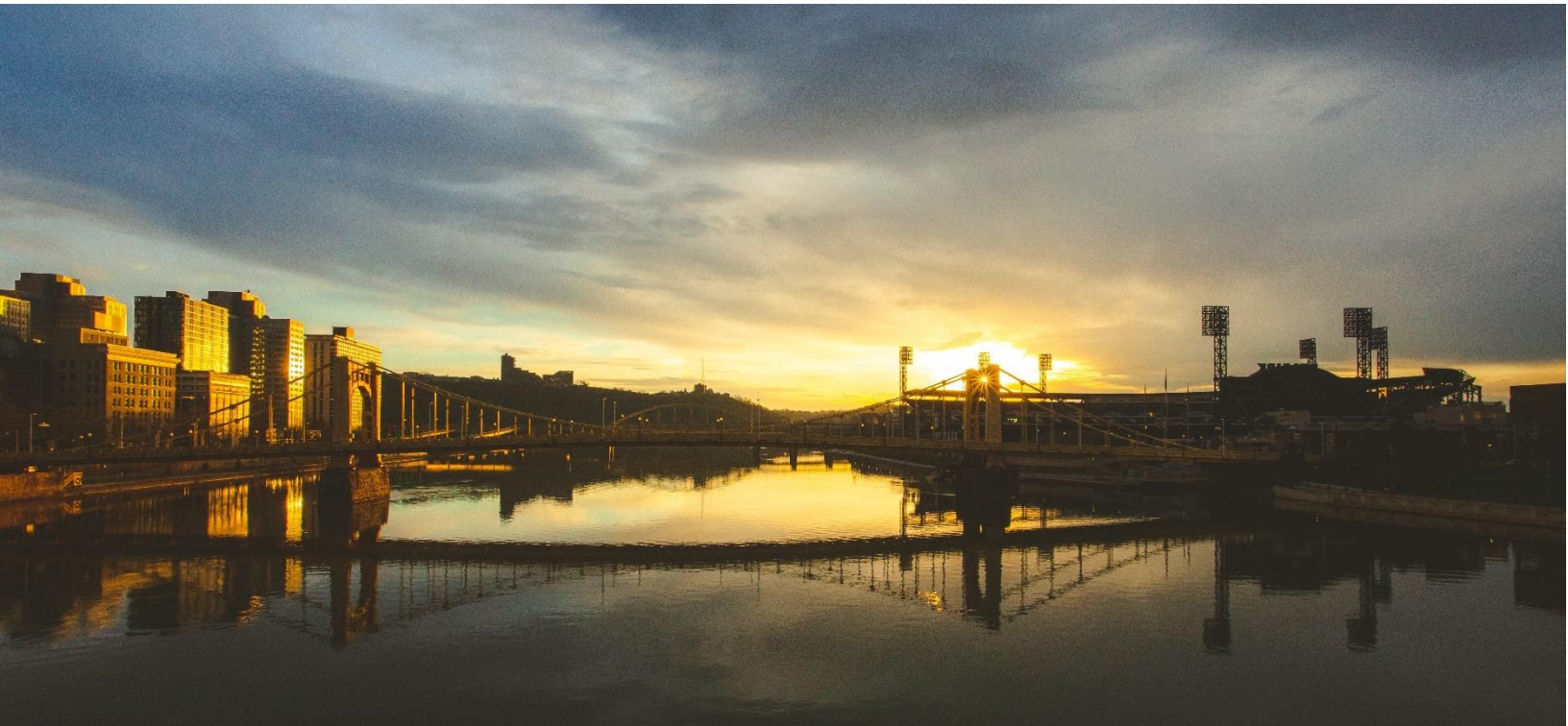


ALLEGHENY COUNTY 2021 SUNSET REVIEW



Office of the County Manager

June 30, 2021

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

Honorable Members of Council
Allegheny County Council
Courthouse – Room 119
436 Grant Street
Pittsburgh, PA 15219

Dear County Executive Fitzgerald and Members of Allegheny County Council:

In accordance with Article VI and Article VII of the Home Rule Charter and Article XII of the Administrative Code of the County of Allegheny, I respectfully submit the 2021 Sunset Review for your consideration.

While all the Departments reflect the full intent of the Charter, reviews were concluded that fulfill the charge of the Charter to “enhance public trust” through the evaluation of the Departments of Emergency Services, Medical Examiner and associated Boards and hold employees to “high standards of conduct” by review of functions of the Departments of Police, Jail, Shuman Juvenile Detention Center and related Agencies.

It is worth noting as a reminder that the reviews contained herein are neither a fiscal nor performance audit of these agencies; the reviews are intended to affirm whether or not each agency should continue as a unit of county government, in its current format, to provide the services it provides.

For each of the departments reviewed, the recommendation is to continue.

I would like to extend deepest gratitude to all members of our government that contributed to this effort.

Thank you for your consideration.

Sincerely,

William D. McKain, CPA
County Manager

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Overview of Allegheny County Home Rule and Process of Sunset Review

Home Rule

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 1,216,045 residents (Census 2019) 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.”

Sunset Review Process

To ensure the appropriate government review of functions under the “Home Rule” form of government, the Administrative Code includes Article XII entitled “Government Review” that establishes a Sunset Review which evaluates the “need for and function of each County Department” every four years on a staggered schedule and a Government Review Commission which studies the “Charter and County Government, including the organization, practices and responsibilities of all County Departments and Agencies every ten (10) years. Although it is recognized that the Charter clearly delineates the distinct functions of these two oversight processes, there are areas of congruence, as presently designed.

While Sunset Reviews were conducted by previous administrations of departments and various authorities, commissions and boards in June 30, 2003 and December 30, 2010, the mandate to implement a staggered process during a four-year cycle was not fulfilled. As such, it was the decision of the administration of County Executive Rich Fitzgerald to adhere to the standard, as established.

To accomplish this, the County Manager conducted a comprehensive Sunset Review of all twenty (20) departments and twenty-nine (29) authorities, commissions and boards by June 2014. (Refer to: <https://www.alleghenycounty.us/county-manager/docs/sunset-review/sunset-review-2014.aspx>). Since then, the County has adopted a staggered review process, which has been endorsed by the Government Review Commission in its report issued March 29, 2016 (see https://www.alleghenycounty.us/uploadedFiles/Allegheny_Home/Dept-Content/commissions/Government-Review/Government%20Review%20Commission%20%20Final%20Approval%20March%2029%202016.%200Posting.pdf). Please see Appendix A for the full staggered schedule of departmental reviews.

The focus of the 2021 Sunset Review is on the departments that were last reviewed in 2016: departments that oversee internal and external structural issues of County government, including the Department of Emergency Services, Jail, Department of Medical Examiner, Department of Police and Shuman Juvenile Detention Center.

Elements of the Sunset Review Process

To enhance the understanding of the congruence of departmental functions and related entities, the Sunset Review crafted for each department is followed by the Sunset Review of its related agencies, authorities, commissions or boards that enhances the mission of the department. Additionally, as the Code allows the County Manager to include other issues that would make County government more competitive and performance-oriented, the Sunset Review for departments also includes a vision and mission statement, and lists the major achievements of the department since its last Sunset Review. The review for each department contains the following:

- A. Vision
- B. Mission
- C. Overview
- D. Achievements of department since 2016 (2017 through 2020)
- E. Legal mandate or necessity for the department
- F. Determination of public need for the department's services
- G. 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
- H. Evaluation of whether county government is the most effective body to implement the department's programs
- I. 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
- J. Analysis showing the costs of compliance for individuals or other entities regulated by the department
- K. Efficiency with which formal public complaints filed with the department have been processed

L. Recommendation

For the departments' related agencies, authorities, commissions or boards, the review will include the following elements as required by the Code:

- A. Legal mandate or necessity for the agency
- B. Determination of public need for the continued existence of the agency and its services
- C. 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
- D. Evaluation of whether the agency is the most effective body to implement the agency's programs
- E. 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
- F. Analysis showing the costs of compliance for individuals or other entities regulated by the agency
- G. Efficiency with which formal public complaints filed with the agency have been processed
- H. 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
- I. Recommendation

Methodology

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

1. Applied the instrument created for the 2014 Sunset Review that adheres to the standards for evaluation delineated in Section 1201 of the Code, as well as, the prerogative of the County Manager that included the creation and/or review of the Vision and Mission statements for each department.
2. Conducted an analysis of the department and related agencies, authorities, commissions and/or boards to determine the appropriate changes, if any, from the 2014 report.
3. After a review of the department, a recommendation was provided to:
 - continue the existence of the Department;
 - abolish the Department; or
 - reorganize the Department subject to evaluation and review.
4. With respect to the agencies, authorities, commissions and/or boards, a recommendation was made to:
 - continue the existence of the affected agency, authority, commission or board;
 - abolish the affected entity, if appropriate, or sever the relationship with the entity; or
 - reorganize the entity subject to evaluation and review, if appropriate, or alter the relationship with the entity.

Department of Police

A. Vision

The Allegheny County Police Department vision is to maintain social order through prevention, deterrence, and prosecution within prescribed ethical and constitutional limits.

B. Mission

To promote, preserve, and deliver security and safety throughout Allegheny County through the use of uniformed patrols, investigations and provide technical assistance to local police departments and criminal justice agencies.

C. Overview

Allegheny County Police Department provides law enforcement services to county property, including the Pittsburgh International Airport, the Allegheny County Airport, county parks, and contract services to the borough of Wilmerding. The department assists all municipal law enforcement agencies and generally investigates all serious crimes, such as homicide, except in the City of Pittsburgh. It also protects the downtown county office complex with the Building Guards Division. The department participates in multiple federal, state, and local task forces to address crime and criminal justice issues in the region. Sworn officers are deployed in the Police Academy and as evidence technicians at Police Headquarters.

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 achieve these goals, the organizational design of the Police has three primary areas:

Uniformed Division: Has primary responsibility for the airports, park patrol, and community relations

Investigative Division: Focuses on general investigations, narcotics/vice, homicide, and jail investigations

Headquarters and Administration: Oversees evidence, records, finance, payroll, property and supplies, research and development, building guards, and data systems.

D. Achievements of the department since 2016 (2017 through 2020)

Borough of Wilmerding

Initiated in 2017, partnering with the Borough of Wilmerding has proven instrumental and has aided in maintaining a friendly atmosphere within the community. In 2017, the partnership resulted in Police responding to approximately 4,300 events.

Crash Reconstruction Unit

In 2018, the department instituted a dedicated Crash Reconstruction Unit to conduct technical reconstructions of fatal vehicular crashes. Such crash reviews are now conducted by members of the Motor Carrier Safety Assistance Program (MCSAP) unit, in conjunction with detectives from the Homicide Unit. This new unit leverages the technical skills of the MCSAP trained crash investigators with the detectives' interviewing and case management skills to enhance the investigation and prosecution of fatal crashes.

New Tip Line

The Department launched a new tip line (1-833-ALL-TIPS) to provide the public with a means to provide information to detectives and officers on criminal activity. Tips received via the new tip line resulted in multiple arrests for drug trafficking and prostitution and investigative leads on prior violent crimes.

Technical Services Unit

Recognizing the increasing role of technology in the investigation and prosecution of criminal activity, in 2019, the Allegheny County Police instituted a Technical Services Unit (TSU). The department combined existing resources from the Audio-Visual Lab and the Mobile Device Forensic Unit, added personnel to the new unit, and acquired state-of-the-art equipment and software. Berla, Graykey, and Cellhawk are examples of analytical software tools that can analyze vehicle data systems, access locked iPhones, and identify the locations of phones, respectively. These tools allow detectives to focus investigative efforts and develop leads more efficiently and resolve cases, swiftly saving time and personnel resources. In 2019, the TSU analyzed 1,257 cell phones and processed 768 requests for the enhancement and/or analysis of video and audio evidence.

Narcotics/Vice/Intelligence Unit

In 2019 the County Police reorganized its narcotics unit and improved coordination with federal and county law enforcement partners. The expanded coordination included: designation as a federally funded High-Intensity Drug Trafficking Area (HIDTA) Task Force; partnering with the Allegheny County District Attorney's Narcotics Enforcement Team (DANET) and creating a new Violent Crime and Firearms Squad (VCF) via a federal Project Safe Neighborhoods grant. The partnerships also provided important federal and state funding for purchasing vehicles and other equipment, paying investigative expenses, and reimbursement of case-related overtime. As a result of these partnerships, the unit increased its overall effectiveness in combating drug trafficking within Allegheny County, as evidenced by its 338 complex narcotics arrests, including federal indictments, and the seizure of 241 illegal firearms in 2019.

Community Relations/School Programs

The Community Relations Unit visited schools and pre-schools throughout the county to deliver safety presentations, featuring programs such as "Buckle Bear" (teaching kids to ride safely in a car); "Pedestrian and Bicycle Safety" (focusing on rules of the road and bike safety checks); and "Teen Driving Expos" (demonstrating the effects of distracted and impaired driving to teens). In addition, Certified Child Seat technicians participated in numerous child passenger seat installations throughout the county and provided free child seats to those in need.

PLEAC Reaccreditation

The Pennsylvania Law Enforcement Accreditation Commission (PLEAC) voted unanimously to re-accredit the Allegheny County Police Department on August 4, 2020. Reaccreditation takes place every three years. Of 1,117 police departments in Pennsylvania, 127 are accredited. In Allegheny County, eight police departments are accredited out of approximately 150, including university and college police departments. PLEAC Accreditation requires the Allegheny County Police Department to meet 139 proven standards that address four areas: Organization and Management Roles, Law Enforcement Functions, Staff Support Responsibilities, and Pennsylvania Legal Mandates. Accreditation is an ongoing process whereby the agency must establish policy and procedures against set criteria. Three independent assessors verify compliance of set criteria during a mock and on-site assessment. The assessors review training, services, equipment, policies and participate in "ride-along" to verify compliance with the accepted best practices as set forth by PLEAC. Accreditation affects every component of the agency and assures the community is receiving professional police services.

Police Academy Training Programs

In January 2018, the Police Training Academy adopted the newly revised and expanded training curriculum for basic police recruits. The new curriculum expanded the required training from 754 to 949 hours. Even with the increased mandate, the Academy can process two classes of basic recruits annually. In addition, the Academy purchased a firearms training simulator that offers real-life scenarios using high-resolution interactive videos.

In 2020, County Police Academy, as part of its COVID-19 mitigation plan, purchased a modular classroom enabling classes to continue while maintaining social distancing. Despite COVID restrictions, and in addition to their regular duties of providing basic and in-service training to all law enforcement agencies in the county, Academy staff implemented several new training programs, including training new instructors to teach Implicit Bias, Crisis Intervention, and De-escalation. These new training initiatives are now available to the Allegheny County Police Department and municipal police officers throughout the county. They will be offered to a broader audience once pandemic-related restrictions have eased.

Equipment Enhancement

In 2020, Allegheny County Police Department collaborated with the Department of Information Technology to modernize its infrastructure by replacing network switches, physical and virtual servers, VPN servers, single-user desktops, and portable laptops. The department will gain enhanced cybersecurity, network speed, reliability, while reducing licensing and internet costs.

E. 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 to employ police officers who shall have jurisdiction to make arrests for all violations of the law and 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.

F. Determination of Public Need for the department's Services

The Allegheny County 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 the municipalities within Allegheny County, which include:

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

There is a clear and critical public need for this Department.

G. Review of the methods used in the implementation of the department's programs and an analysis of alternative methods that may be employed to achieve the department's legal mandates

The department has ten specialized County Police units within three divisions, services provided are as follows:

1. Technical Services Unit: Processes audio, video, and digital image evidence using equipment with the highest quality forensic analysis computer systems. The unit utilizes highly trained and experienced detectives in forensically correct evidence processing and criminal investigations. Law enforcement agencies within Allegheny County can submit evidence for processing without charge.
2. Mounted Patrol: Provides patrol on horseback in the park districts and special events when necessary.
3. Community Relations Officer: Shares information on a wide range of topics on community safety, including the AAA Traffic Safety Program.
4. Bicycle Patrol Unit: Sixteen officers in the uniformed division are trained on police bicycle operations.
5. Explosive Ordnance Disposal (EOD) Team: Provides for the safe rendering of various explosive devices, including military ordnance, and conducts post-blast investigations for possible criminal prosecution. The EOD Team responds to an average of 170 calls for service within the region per year.
6. Explosive Ordnance Disposal K-9: The department maintains 5 EOD K-9 teams that perform approximately 3,600 searches per year. The teams respond to calls at the Pittsburgh International Airport and other areas within the region for unattended bags and bomb threats and safety sweeps for dignitary visits.
7. Narcotic Detection 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.
8. Special Weapons and Tactics Team (SWAT): Assists in executing high-risk arrest and search warrants, hostage rescue situations, barricaded armed individuals, and other high-risk situations within the county. Members of the Crisis Negotiations Teamwork with SWAT to resolve situations involving hostages, barricaded warrant suspects, and barricaded suicidal individuals.
9. Police Training Academy: Provides basic police training (Act 120 Certification) for police recruits. The academy also provides yearly state-mandated training, in-service training, and firearms qualifications for departments throughout Allegheny County. The academy provides training to over 16,000 officers annually.
10. Crash Reconstruction Unit: Officers assigned to the unit work with homicide detectives to conduct technical reconstruction for serious and fatal vehicular crashes. Members of the unit also conduct truck inspections through the Motor Carrier Safety Assistance Program (MCSAP).

The intensity and scope of the work the Department of Police 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.

H. Evaluation of whether county government is the most effective body to implement the department's programs

Alternative entities to deliver the services to achieve the department's mandate might include:

1. Municipalities provide the services – due to the number and size of underlying municipalities, it is unlikely that this would result in better services or lower overall cost.
2. State police provide the services – this would result in the loss of local control, and services may not be as timely.
3. Contract for services with a private entity or entities – this would likely have a higher cost; some services may not be able to be privately contracted due to privacy concerns.

Because the police provide comprehensive investigative services and assistance to 130 municipalities which involve special equipment and training for advanced and ongoing investigation procedures, county government is the most effective body to render this vital service.

I. 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 Allegheny County Police department has the workforce, equipment, and training to conduct specialized investigations; the absence of the Allegheny County Police department would significantly harm or endanger the residents' public health, safety, and welfare of the county.

J. 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 # 15-20-RE, Capital Budget # 13-20-RE, and the Special Revenues/Grants Budget # 14-20-RE) signed by the County Executive on November 30, 2020. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2021 Comprehensive Fiscal Plan (CFP) which can be referenced at: <http://www.alleghenycounty.us/budget-finance/county-budgets.aspx>

K. Efficiency with which formal public complaints filed with the department have been processed

The Allegheny County Police Department's policy is 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 officer's 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 department officer 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.

L. Recommendation

The Allegheny County Police Department of Police investigates criminal activity and provides assistance to local police departments. It is recommended that this department be retained.

Jail

A. Vision

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

B. Mission

To increase public safety by providing care, custody, and control of persons incarcerated and reduce recidivism by providing access to programs that will help persons reenter and succeed in society.

C. Overview

Built in 1995, the Allegheny County Jail (ACJ) is a high-rise direct supervision facility located in downtown Pittsburgh. Incarcerated individuals are housed at the ACJ facility, with a capacity of 3,183 inmates, and at four alternative housing facilities, which together can hold an additional 286 inmates. The average daily population of the ACJ is approximately 1,745, and ACJ completes over 13,000 intakes annually. The average length of incarceration is 80 days for females and 126 days for males. ACJ provides various services to inmates, including Healthcare, Substance Use Treatment, Education, Inmate Tablet Program, Re-entry Program, Alternative Housing, and Discharge and Release Center.

D. Achievements of department since 2016 (2017 through 2020)

Opioid Overdose Prevention

In 2017, the Jail partnered with the Department of Human Services to implement a Vivitrol pilot program that provides medication-assisted treatment to inmates with alcohol and/or opiate use disorders. The Jail also continued a partnership with the Department of Human Services and the Health Department to provide over 1,200 doses of naloxone to inmates at the time of their release, and connected them with supportive programs and services in the community to reduce the likelihood of overdose and/or recidivism. These programs have continued through 2020.

Healthcare Services

Beginning in August 2018, the Jail contracted with an orthopedic doctor to provide services within the jail facility, reducing by 70% the number of trips that would otherwise be made to doctors' offices, saving an estimated \$49,000. Mobile X-ray and ultrasound service began in October 2018 and is estimated to have saved the jail \$13,000 in 2018 alone.

Mental Health Out-of-Cell Time

In September 2019, ACJ increased the number of times inmates housed on mental health pods are permitted out of their cell and in the pod's common area by approximately 5 hours per day. During this increased out-of-cell time, mental health counselors meet individually with inmates and offer activities. In addition, the Chaplaincy has offered staff to interact with the inmates four days per week. Correctional staff and mental health staff encourage inmates to take advantage of out-of-cell time, but it is not mandatory.

Accreditation

In October 2019, Allegheny County Jail achieved the PA 37 Accreditation, including full compliance with Title 37, Chapter 95 County Correctional Institutions, Subchapter B. Administrative Standards, Regulations, and Facilities.

Population Reduction

Since March 16, 2020, a collaboration of officials in the Criminal Court, including Judges, Court Administration, Adult Probation, Pretrial Services, the Public Defender's Office, and the District Attorney's Office, has been continually reviewing cases to determine which inmates are appropriate for release. Those cases are then addressed in Motions Court or reviewed with the assigned Judge depending on the circumstances. The impact of these reviews resulted in a drop in the average daily population from 2,346 in January 2020 to 1,650 in December 2020.

Inmate Tablets

During the pandemic, when recreation is limited due to COVID-19 concerns, inmates were provided with electronic tablets. The tablets' arrival helped alleviate some of the stress that had built up over the year. All inmates are provided tablets daily between 9 a.m. and 10 p.m. Through the tablet service, inmates can make phone calls and video visits with friends and family members, watch movies and some TV shows, check sports scores and news, listen to music, read free eBooks, play video games, make requests, sick calls, and grievances, and receive photos and text messages from friends and family members.

Video Arraignment

When the pandemic landed in Allegheny County in March 2020, the ACJ was compelled to temporarily halt professional visits to the facility. In response, the department set up 19 video stations on Level 1 so that the Video Arraignment department could move all attorney-client meetings to Level 1 and hold all court sessions via video on Level 5. In March 2020, video arraignment had 233 monthly attorney interviews. By July 2020, that number had ballooned to 1,460.

E. 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. The jail is also subject to The PA Department of Corrections regulations that govern the operations of the County Correctional Facilities.

F. Determination of public need for the Department's services

The Allegheny County Jail provides services that are necessary to ensure public safety in the county. The department provides a safe, secure facility to house persons accused of crimes while awaiting trial and/or while completing short-term sentences. Additional services provided by the department ensure the well-being of the inmates during and after their time of incarceration. Examples of such services include physical and mental health care, education programs, family support services and re-entry programs.

G. 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, a variety of service providers are under contract to provide alternative methods to meet inmate needs, including:

- Alternative housing programs by Renewal Inc., The Program Center (TPC), Goodwill of Southwestern PA, and Allegheny County Treatment Alternative (ACTA) also provide various programs, including family support, employment, and training and alcohol and mental health services.
- Food services by Summit Food Services
- Program services to inmates through collaborative agreements with various service delivery organizations within Allegheny County, including:
 - Pre-trial 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 accommodations in visiting areas with children play areas.

H. Evaluation of whether county government is the most effective body to implement the department's programs

Unless the State were to provide this service, there is no other level of government that would have the resources to provide this service.

I. 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 county's public safety and welfare.

J. 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 # 15-20-RE, Capital Budget # 13-20-RE, and the Special Revenues/Grants Budget # 14-20-RE) signed by the County Executive on November 30, 2020. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2021 Comprehensive Fiscal Plan (CFP) which can be referenced at: <http://www.alleghenycounty.us/budget-finance/county-budgets.aspx>

K. Efficiency with which formal public complaints filed with the department have been processed

The County Call Center directs inquiries it cannot resolve to the relevant employee within the Department. All complaints are addressed in a timely manner.

L. Recommendation

Continue.

Jail Collaborative

A. Legal mandate or necessity for the agency

Created in 2000, the Allegheny County Jail Collaborative is an alliance of government agencies and nonprofit groups dedicated to addressing the needs of people returning to the community after leaving the Allegheny County Jail. The county agencies leading this effort include the Court of Common Pleas, the Jail, the Department of Human Services (DHS), and the Health Department). The leaders of these agencies plan services and system changes together and then deploy their staff and allocate funding for contracted programs from their agency budgets.

B. Determination of public need for the continued existence of the agency and its services

In its 2016-2019 Strategic Plan, the Jail Collaborative identified four primary recidivism reduction strategies as its focus: 1) ensure high quality, evidence-based programs for people at a higher risk of re-offending; 2) make the transition to the community effective for each person leaving the jail; 3) reduce barriers for formerly incarcerated people; and 4) develop a comprehensive plan for diversion, treatment, and support for people with behavioral health issues. These strategies were selected based on the severity of need, research demonstrating their efficacy, and cost/benefit to taxpayers.

While the Reentry Program has reduced the rate of recidivism for participants, it can 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 more individuals and for providing continuing support to the formerly incarcerated, which evidence-based practice has shown has long-term effects on recidivism.

C. Review of the methods used in the implementation of the agency's programs 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 improved evidence-based programming in the Jail and post-release; and improved processes (for example, the Discharge and Release Center in the Jail, which coordinates releases with the Courts, community agencies, and the health provider). Without collaboration in planning and reviewing 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.

D. 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 as a result of the Jail Collaborative 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.

E. 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 to 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. Research by the University of Pittsburgh and the Urban Institute shows that these changes are helping more individuals positively re-enter society by entering employment, rebuilding connections with family, and not returning to jail. This is vital to increasing safety across the County.

F. The Jail Collaborative is not a regulatory body. 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.

G. 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.

H. Recommendation

Continue.

Department of Emergency Services

A. Vision

It is the vision of Allegheny County Emergency Services Department (ACES) to work collaboratively to build, sustain, and improve Allegheny County through services that 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:** 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 that will be performed economically and efficiently, mindful of their financial impact.

B. Mission

To support the citizens and first responders of Allegheny County through prevention, preparation, protection, response, and recovery from man-made and natural all-hazard emergencies and acts of terrorism.

C. Overview

The department provides crucial support to residents and governments during emergencies and other events. The department's primary function is coordination. This ensures quick response to 911 calls, natural disasters, training of local emergency first responders, and multi-jurisdictional coordination during emergencies and pre-planned events. The department is made up of four divisions:

- **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 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. The division maintains coordinators for each of the respective types of public safety response agencies (Hazardous Materials, Emergency Medical Services (EMS), Fire/Logistics, and Homeland Security/Law Enforcement), effectively providing a department liaison for each discipline.
- **911 Communications:** Serves as a vital link between the residents, business, visitors, and public safety agencies of Allegheny County. Providing interoperability and redundancy for radio and data communication systems and standardized training, systems, and operations for the proper servicing of emergency 9-1-1 calls for service from start to finish.

- Fire Marshal: 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, serves as role models, and effectively and efficiently utilizes all resources made available to provide safety and excellent customer service to the citizens, businesses, and visitors of Allegheny County.
- Fire Academy: Provides 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 ongoing curriculum development and delivery program meet 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 ensure a competent, efficient, and effective emergency response organization.

In addition to the four divisions, the department coordinates with ACES Response Teams, the Local Emergency Planning Committee, the Citizen Corps Council, and the Region 13 Task Force. Working with residents, municipalities, and businesses in advance of an emergency helps prepare the community, making Allegheny County resilient and sustainable.

D. Achievements of department since 2016 (2017 through 2020)

Fire Training Academy

The Division of Fire Academy provides 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 the region. In 2018, Emergency Services personnel worked to improve and modernize the Fire Academy's curriculum to include more online and hands-on training opportunities. Students now have the chance to work with a new breathing apparatus and other new safety equipment as part of their training.

The academy also serves as a testing site for certificates issued by the Fire Academy or State Fire Academy. These certifications are recognized by state and national organizations, such as the PA Health Department and the National Board on Fire Service Professional Qualifications. The Fire Academy served as the test site for 267 certification candidates in 2019 and 140 certifications in 2020.

Moving Operations to Moon Township

After three years of planning and preparing, Emergency Services moved all operations (except the Fire Training Academy) to Moon Township, where the new, state-of-the-art facility has the ability to expand and contract to meet the needs of today's emergencies and planned events. After almost 22 years of operations and many changes at its old home, this new facility boasts new features to benefit the department's non-stop operations for many years to come. For example, the Moon facility includes a new county-wide radio system, multiple backup power supplies, an expanded emergency operations center, and a cutting-edge training lab for 911 operations.

The final and most complex phase of the move came in June 2019, when all 911 Communications operations relocated to the new Moon complex. 911 Communications does not have an opportunity to be delayed or disrupted for a single second. Therefore, it was necessary to relocate several key system elements in a timely and coordinated fashion to ensure no operations were negatively impacted. On June

4th, the department began moving 911 positions to the new facility, zone by zone and shift by shift. This allowed for split operations and a slow ramp-up of technology and power to confirm all systems were operating correctly. The transition was completed by 2 pm on June 5, 2019.

Fire Fatalities Down

In 2019, the Fire Marshal's office saw a drastic reduction in fire-related fatalities for all of Allegheny County. While there were 15 fire-related fatalities in 2018, in 2019, the fire fatalities dropped to 3 and 7 in 2020. Several possible reasons for this dramatic reduction in fire deaths are improved fire standards, code enforcement, fire and first responder training and education, and/or improved dispatch and response times. However, the most important factors are likely continuous public fire prevention and fire safety education and outreach.

Drone's Eye View

The Fire Marshal's office and Emergency Management Division collaborated to expand on the department's drone capabilities to further support fire investigations, emergency operations, wide area searches, and emergency management planning. After acquiring several state-of-the-art drone resources, Emergency Services supported the training and licensing of new pilots, developed a set of standard operations and guidelines, and ensured that they were implemented to account for all drone activity.

Swift & Coordinated Responses

The Emergency Management (EMA) Division worked hard to brainstorm an improved Emergency Operations Center (EOC) design and layout to streamline operations for planned and unplanned activations. Additionally, EMA assisted many municipal emergency management coordinators with damage assessments and hazard mitigation opportunities for several flooding events during 2019. The Swiftwater Rescue Team units and the Hazardous Material Response Team all continued extensive training and improved response capabilities and planning throughout the last 3 years.

COVID-19 Response

ACES began 2020 with a sharp view of the COVID-19 pandemic. The Emergency Management Agency Division had been holding ESF-8 (Emergency Support Function – 8, Health and Medical) weekly meetings to review and understand the evolving pandemic to support the Allegheny County Health Department (ACHD) in its mission. By January, many initiatives had begun to include guidance for first responders, screening questions for use by 9-1-1 call takers, personal protective equipment (PPE) inventories, and communications with all Emergency Management Services agencies. This team continued their meetings and plans into early March, when the first COVID-19 case was seen in Allegheny County. The ESF-8 team continues to meet weekly to confirm guidance changes and needs.

By early March, ACES had begun mitigation operations to include cancellation of all unnecessary meetings and trainings in its facilities and medical screening of all personnel before entering, both of which continue currently. Coordination of PPE and distributions to first responders, critical County departments, and health care facilities ramped up quickly. They included resource requests up to state-level Emergency Management and PPE acquisitions with the help of the County Executive and County Manager's Office. To date, ACES has been at the forefront of many efforts and firsts for a disaster of this magnitude. ACES has taken every effort to update, communicate, and share its efforts with every public safety partner who has asked.

Personal Protective Equipment (PPE) Distribution

In 2020, EMS distributed over half of a million PPE items across agencies in Allegheny County, including Police, Fire, and EMS response teams. These distributions were made possible from supplies held by ACES, donations through foundations and organizations, and deliveries from the Pennsylvania Emergency Management Agency (PEMA).

661 Agencies (82 Acute Care Facilities)

11,606 Boxes of N95 Masks

257,700 Surgical Masks

4,009 Boxes of Gloves

8,944 Face Shields

2,076 Tyvek Suits

11,692 Gowns

60 Boxes of Hand Sanitizer

Fire Marshal's Office

The Fire Marshal's Office (ACFM) quickly adapted daily operations in responding to the Pandemic with no significant issues. ACFM is built, trained, and equipped to work both on and off-site. Additions of PPE and necessary COVID-19 guidelines were added and updated many times throughout the year. Fire scene safety now includes additional PPE for all responders and the responding Deputy Fire Marshal. Efforts continue in creating opportunities to educate first responders of the necessary protections and guidelines to keep them all safe and healthy throughout the pandemic.

Fire Training Academy and Emergency Management

The Fire Training Academy (ACFA) staff instructors had already worked on several virtual training projects, but COVID-19 necessitated a swift transition of several in-person training and education sessions to virtual delivery. The ACFA had several projects and goals for the year that were accomplished while adjusting operations to the needs of the pandemic and supporting many efforts with the Emergency Management Division in support of ACHD's response to the pandemic. ACFA facilities were modified to allow for COVID-19 warning and guidance signage even when operating outside on the training grounds. A new 4-story multi-use training building prop was constructed and installed on the fire training ground. Additional classroom capacity was added to provide appropriate social distancing for all students when indoors. ACFA hosted the Firefighter Combat Challenge during the Summer with much support from Allegheny County Public Works. Lastly, ACFA designed and ordered a new rescue/pumper engine that will be delivered in January 2021. Staff instructors and Emergency Management personnel participated in many opportunities to educate public safety partners statewide and beyond through virtual trainings, meetings, and educational operations.

Emergency Management Division

The Emergency Management Division (ACEM) has served as a support for ACHD, county departments, and all public safety planning and response since the onset of the pandemic. The missions include:

- PPE acquisition, storage, distribution, and recovery.
- Pandemic planning in support of the county Emergency Operations Plan.
- ACES specific efforts to protect operating facilities.
- Alternate Care Site planning and exercises.
- Community-Based Test Site (CBTS) planning and operations.
- Build and operate mass vaccination site for 14 weeks in support of ACHD.
- Responding to weather disasters, including flooding and a rare tornado.
- Emergency Operations Center activation (in-person and virtual) in support of presidential, vice-presidential, and leading presidential candidate visits to the region, including rallies and protests.
- Planning and support of Elections operations.

During crisis, divisions with ACES are known for their flexibility and ability to meet the needs of the community as demanded by the situation. ACFM and ACFA staff have assisted many times with logistical planning, support, and operations in the current pandemic. Most notably, the building, operation, and demobilization of the Community Based Test Site, the first of its kind in the history of Western PA.

E. Legal mandate or necessity for the Department

Various legal mandates govern the delivery of services by this department:

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))

Swift Water 1A Certification: Became the first certified 1A Swift Water Team in the State. More importantly, the total revamp of our equipment made our Division better prepared to respond to

calls for service at a moment's notice. Allowing us to offer the best possible response for our first responders and the community.

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.

CCAC: CCAC Public Safety and the Fire Academy Division partnered to draft improvements for the first responders training held in 2017 and beyond.

Crude Oil by Rail: All instructors of the fire academy and the Hazardous Material attended “crude by rail” training, in Pueblo Co., which included hands-on exercises dealing with an event of a crude oil train incident within Allegheny County. A federal grant program funded this.

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...”

F. 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 comprehensive and integrated prevention, mitigation, preparedness, response, and recovery program for emergencies or disasters.
- Receives calls for emergency 9-1-1, wireless, text messages, and non-emergency requests for police, fire, and emergency medical services and dispatches the appropriate public safety field units.

- Ensures the rapid arrival of medical resources, hazardous material responders, and swift water teams 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 and region.

G. 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 are available to the county to provide 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 medical disaster plans; represent themselves at the county, regional, and state meetings, resulting in duplicate planning and response efforts. This process would be inefficient, resulting in increased costs for the services and municipalities
- Local municipalities can train their emergency providers, though this would result in costly duplication of efforts and diminish the county's consistency.

H. 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 includes, but are not limited to:

- In addition to the Federal and state laws mandates that require the county to implement these functions, the county can 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.

I. 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 preserving public health, safety, and welfare, the absence or reduction of services would significantly harm county residents. The ramifications of either action are as follows:

- Without a comprehensive emergency management program, the threat to the public is greatly increased during emergencies.
- The method of communication to police, fire, emergency medical services, and 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 would cause a planning and mass casualty response void within Allegheny County and the region. The elimination of the Division would cause the municipalities to duplicate the planning and response functions, causing various 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 Department would potentially eliminate the Allegheny County government's active/direct representation in EMS matters within southwestern PA and the Commonwealth.

J. 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 # 15-20-RE, Capital Budget # 13-20-RE, and the Special Revenues/Grants Budget # 14-20-RE) signed by the County Executive on November 30, 2020. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2021 Comprehensive Fiscal Plan (CFP) which can be referenced at: <http://www.alleghenycounty.us/budget-finance/county-budgets.aspx>

K. Efficiency with which formal public complaints filed with the department have been processed

The County Call Center directs inquiries it cannot resolve to the relevant employee within the Department. During the 2017, 2018, 2019, and 2020 calendar years, hundreds of issues were forwarded to the Department for resolution. The County Call Center retains documentation of these issues

L. Recommendation

Given the critical nature of the services of this Department to ensure the safety and sustainability of the 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.

Fireman's Advisory Board

A. Legal mandate or necessity for the agency

The Board of Commissioners established the Fireman's Advisory Board in the 1980s as a mechanism to get input and advice from the various fire and emergency service agencies in Allegheny County. The participating agencies appoint members to the board.

B. Determination of public need for the continued existence of the agency and its services

The primary function of the board is to identify any problem area in fire protection services and advise on curriculum and the scheduling of training courses at the Fire Academy. The board also recommends appropriate radio communication and dispatch procedures countywide and provides input on the Hazardous Materials Teams and associated field response units.

The Board shall consist of the following selected members: Chairman, Cochairman, eight Area Representatives from a cross section of the mutual aid districts within the boundaries of Allegheny County, Secretary, and Executive Committee composed of past chairmen and charter members of the Board. The Board shall also be represented by one selected member from the Allegheny County Volunteer Firemen's Association and the Fire Chief's Association of Allegheny County. The Fire Marshal of the County of Allegheny, Fire Training Academy representatives, and selected members from volunteer fire associations, and agents of County Government may be included as honorary members.

There is a two-year term limit for each officer position.

C. Review of the methods used in the implementation of the agency's programs and an analysis of alternative methods that may be employed to achieve the agency's legal mandates

The board is advisory only and does not implement programs, so this review is not applicable.

D. Evaluation of whether the agency is the most effective body to implement the agency's programs

The board is advisory only and does not implement programs. As its membership is representative of fire agencies throughout the county, it is the most effective body to fulfill this role.

E. 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 178 fire departments, including a mix of career, combination, and volunteer departments. The majority are fully volunteer departments, representing approximately 6,000 active firefighters across Allegheny County. The sharing of information and coordination of best practices, knowledge, and skills is essential to delivering quality fire suppression, rescue, property preservation, and fire prevention. The absence or reduction of the services provided by this board would compromise the public health, safety, and welfare.

F. This agency is not a regulatory body. Efficiency with which formal public complaints filed with the agency have been processed

As an advisory board, no public complaints are filed.

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

H. Recommendation

Continue.

Department of Medical Examiner

A. Vision

The Allegheny County Office of the Medical Examiner (ACOME) will continually strive to exceed customer expectations by being the benchmark in Medico-legal death investigation, forensic, clinical, environmental analysis, methods development, process optimization, and sound business practices.

B. Mission

ACOME 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. Additionally, ACOME promotes education and research into key public health problems facing the County's citizens, such as gun violence, drug overdose, suicide, and other issues.

ACOME strives to be foremost in delivering services to our client base through a continual review and update of Evidence-Based Practices Standards within the office and input from practices in other Medical Examiner systems and standards promulgated by the National Association of Medical Examiners (NAME).

C. Overview

ACOME operates 24 hours a day, seven days a week under two divisions, Morgue Operations, which performs autopsies and other related services, and Laboratory Operations, which processes forensic and environmental materials.

The Morgue Operations Division conducts the initial phase of the investigation of each death reported to the Medical Examiner and coordinates its findings with Pathology, Toxicology, and other examination testing and investigative techniques. Due to the nature of this service, the division must be on duty 24 hours a day.

The Laboratory Division is composed of two (2) specialized laboratories:

- The Accredited Forensic Laboratory: Analyzes all evidence seized in the enforcement of state and federal laws. A mobile crime unit is available 24 hours a day, seven days a week, at the request of law enforcement to document, collect and preserve evidence associated with the investigation. The Forensic Laboratory works closely with the District Attorney's Office, the Public Defender's Office, the County and City police, Federal Agencies, and any municipal agencies providing the necessary service to assist in the investigation process. If required, the Forensic Laboratory employees testify in court as to their findings after evidence has been analyzed.
- The Environmental Chemistry Laboratory: Provides analytical support to the Allegheny County Health Department in Air and Food quality disciplines. Additionally, the Environmental Laboratory analyzes Air quality samples for the State of Delaware on a fee-for-service basis.

ACOME's Lab sections include the following disciplines: Drug Chemistry, Environmental Chemistry, Firearms and Tool Marks, Forensic Biology (DNA and Serology), Latent Prints, Mobile Crime Unit, Toxicology, and Trace Evidence.

D. Achievements of department since 2016 (2017 through 2020)

Process Improvement

ACOME planned and implemented a variety of process improvement projects in 2017 that resulted in the following backlog decreases in 2018: Serology 49%, Drug Chemistry 35%, and Firearms 40%

Training for the Local Criminal Justice Community

ACOME conducted ten hours of training for the trial attorneys in the Office of the Public Defender, and 13 police officers from various police departments attended a hands-on training in Latent Print processing.

Efficiency Improvement

ACOME made improvements to the Firearms and Toolmarks workflow by streamlining procedures, resulting in a rapid turnaround of case submissions. Of the assignments requested for the Firearms and Toolmarks section in the last 90 days of 2019, approximately 90% were less than two weeks old. The efficient completion of cases has resulted in 197 hits in the National Integrated Ballistics Information Network (NIBIN), providing investigative leads to law enforcement. The number of hits was a 44% increase over the number of hits in 2018. Moreover, the number of backlogged assignments in the Firearms and Toolmarks section that were greater than 90 days old at the end of 2019 decreased by 85%, with an overall 57% reduction of the backlog in 2019.

Paperless Conversion and Energy-Saving

ACOME continued its environmentally conscious efforts through changes in casework documentation and administrative processes and the implementation of more ecologically responsible replacements to aged equipment. The changes included converting the paper-based cremation authorization requests and cremation invoice credit card billing for morgue operations to an electronic system, available on the Department's website. Further green initiative efforts included the replacement of refrigerated storage with Energy Star Certified equipment and the replacement of bulbs with LED alternatives.

Morgue Accreditation Assessment

An initiative to attain accreditation for the morgue operations of ACOME commenced in 2017, with the intention for accreditation to be achieved in 2020. The initial accreditation assessment was in the last quarter of 2020. Moving forward after gaining the accreditation status, it will be a four-year cycle of on-site assessments from the accrediting body. Because of the long-term nature of the project, ACOME was committed to ensuring the realization of this achievement to attain the recognition of the quality practices and solid technical capabilities of the morgue operations, despite the challenges posed by the global pandemic. To attain accreditation, establishing a quality management system and standardized technical procedures had to be achieved. Leveraging the electronic resources available, ACOME converted documentation into electronic format and established methods for communication with assessors spread across the country. The on-site audit was completed with minimal findings for an initial assessment activity, and accreditation was awarded at the close of those remediations. ACOME is the 4th medicolegal death investigation organization in the country to have achieved this accomplishment.

Technological Advances

ACOME continued to expand capacity and improve technology through the purchase of equipment, including a Gas Chromatography/Mass Spectroscopy instrument for the Drug Chemistry Section, enhanced microscope cameras for the Firearms Section, and a Capillary Electrophoresis instrument and a liquid handling robot for the Forensic Biology Section. The expanded capacity created for the Drug Chemistry and Forensic Biology Sections allowed for more samples to be processed and prevented work stoppage in the event an older instrument requires maintenance. The improvement in technology resulting from the purchase of cameras for the Firearms Section and a new liquid handling robot for the Forensic Biology Section allowed the office to stay current with the scientific advancements in the forensic community.

ACOME and the Department of Information Technology (DIT) worked cooperatively to improve workflow efficiency while adjusting to the challenges of the COVID-19 pandemic. The goals of the project included:

- Expansion of the Wi-Fi capabilities throughout the entire ACOME facility to extend IT resources
- Distribution of tablets to individual staff members and in designated workspaces to maximize workflow efficiency
- Conversion of the ACOME phone system to Voice Over Internet Protocol (VOIP) to boost the office's telecommunication capacity

The technology advances furnished through this project allowed ACOME to continue delivering high-quality medicolegal death investigation and forensic science during the pandemic. Expansion of the facility Wi-Fi, issuance of tablets and laptops, and transition to the VOIP phone system allowed ACOME to maintain an efficient case workflow.

Workflow Restructuring and Casework Reorganization

Due to the COVID pandemic, the forensic laboratory division was forced to restructure workflows to provide quality service while operating in the most efficient way possible. Each division of the forensic laboratory re-evaluated the normal workflows to reorganize the tasks performed by each scientist, the needs of the equipment and instrumentation and established clear goals and objectives for the work performed each day. As a result, scientists were tasked with maximizing the hands-on applications needed in the laboratory while scheduled on-site and prioritizing more administrative duties such as report writing, review, or mandatory training opportunities. During a year with a pandemic, the ACOME Forensic Biology Department was able to see an increase in the number of samples uploaded into The Combined DNA Index System from 72 in 2019 to 112 in 2020.

In 2020, laboratory sections such as Drug Chemistry and Environmental Chemistry focused on necessary projects such as standard operating procedures and training manual updates and restructuring. Also, during the final part of the year, the Forensic Biology section prioritized essential projects. It progressed with the STRmix validation by dedicating a portion of the staff to validation efforts. At the same time, the other scientists focused on casework, allowing for time to be dedicated to both efforts. Due to the work of the scientists in the previous months, the validation was timed with the flow of casework, allowing for cases to be in the review process to maintain steady productivity.

Peer Team Support and Mental Health Awareness

In 2019, ACOME established and trained a structured Peer Support Team and Program to allow constant support for all office members. 2020 brought a heightened awareness of the need for continual peer check-ins and concentration on the importance of awareness to stressors created not only in the office but also outside of the office and the effect those stressors can have on a person. ACOME's Peer Support Team increased the creation and circulation of the formerly Quarterly Newsletters to weekly distribution. Also, ACOME included additional agencies such as the Allegheny County Emergency Services Department in the weekly distributions to increase the reach of valuable mental health resources to members of those teams.

Utilizing COVID precautions and safety practices, ACOME organized and hosted a Virtual/In-Person Live (and recorded) training event that spanned three days focusing on Peer Team Support, Post Traumatic Stress Awareness, and Resilience Leadership. The Peer Group members are those individuals who lead the established peer teams for Pittsburgh Police, Fire, and EMS. This three-day event was shared and attended by members of various organizations, including the Allegheny County Medical Examiner's Office, the 911 Communications Center, the Allegheny County Fire Marshal, the City of Pittsburgh Public Safety group (Police, Fire, and EMS), members of the Pittsburgh Critical Incident Stress Management Team as well as coroners and forensic laboratory systems from across the Commonwealth of Pennsylvania.

E. Legal mandate or necessity for the department

ACOME is authorized by Bill #1760-04-OR, enumerated in 16Pa. Stat 4232-48.

F. Determination of public need for the department's services

ACOME exercise of its duties ensures that the health and welfare of the citizens of Allegheny County are given the highest priority. Without this, there is the potential to spread disease if deaths are not reported and handled efficiently. Additionally, the professional execution of its duties ensures that police agencies can investigate crimes associated with the deaths, and the District Attorney's Office can prosecute criminals based on accurate data. Also, of significant importance is the epidemic of opioids within the Commonwealth, the ability to determine the exact cause of death based on sophisticated analysis enhances the ability of medical services and police to perform their duties.

Additionally, the office sponsors various community service activities, including various educational and training programs for students, health officials, and law enforcement personnel. Intended to further educate youth regarding the dangers of drinking and driving – ACOME participates in several mock motor vehicle accidents held at local high schools, Prom Promise, throughout the year.

ACOME also participates in the training of pathology residents from various medical institutions and as a learning/training facility, developed an internship program designed to allow the students practical experience within their major field of study. Establishing a formal affiliation with the University of Pittsburgh, all pathologists serve on the teaching staff of the School of Medicine. Benefiting medical and nursing students, technicians, police trainees, and other similar groups, ACOME conducts guided/instructional tours of the entire facility.

Additionally, ACOME is committed to assisting survivors, by creating a "Survivors' Guide" providing survivors with a reference brochure designed to instruct, guide, and assist a grieving person through the tragic loss of a loved one. ACOME's personnel is devoted to preserving and quality of life.

G. 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 perform the duties of ACOME including performing autopsies for all criminal, accidental, medically unattended or suspicious deaths in Allegheny County. Additionally, Allegheny County could contract with the private sector to transport bodies, contract with a Private Laboratory to analyze evidence or have police agencies submit all evidence to the State Forensic Laboratory.

The rationale for not outsourcing responsibilities performed by ACOME to the private sector include the substantial loss in commitment to the health and welfare of the citizens of Allegheny County.

H. Evaluation of whether county government is the most effective body to implement the department's programs

ACOME is to be under the jurisdiction of the County or the State. The State of Pennsylvania has a mix of County Coroners and Medical Examiners to fulfill the unique role.

Research (National Academy of Science 2009) indicates that ideally, public forensic science laboratories should 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 can also set its priorities with respect to cases, expenditures, and other important issues. The forensic science laboratory within ACOME can set their budget priorities and not compete with the parent law enforcement agencies. As such, ACOME is independent of the law enforcement agencies in the county.

I. 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 is responsible for investigating all deaths of persons in Allegheny County occurring from criminal violence, by accident, by suicide, suddenly when in apparent health or any unusual or suspicious manner. Additionally, the Chief Medical Examiner has an obligation to investigate deaths of persons whose bodies are to be cremated and is also 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 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.

Given the unique credentials and accreditations of the office, it would be less effective for another entity to provide the services at the same professional level with respect to the Laboratory services. More importantly, the Commonwealth would have to agree to perform this service or engage a private contractor.

While some may view these as viable options, the ability to interface with all other Departments within the county, especially the Health and Police, would be significantly diminished. One could conclude that the provision of services would be seriously compromised with the absence or reduction of this office.

J. 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 # 15-20-RE, Capital Budget # 13-20-RE, and the Special Revenues/Grants Budget # 14-20-RE) signed by the County Executive on November 30, 2020. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2021 Comprehensive Fiscal Plan (CFP) which can be referenced at: <http://www.alleghenycounty.us/budget-finance/county-budgets.aspx>

K. Efficiency with which formal public complaints filed with the department have been processed

The County Call Center directs inquiries it cannot resolve to the relevant employee within the Department. All complaints are addressed in a timely manner. The County Call Center retains documentation of issues.

L. Recommendation

Given the essential nature of the services provided, the retention of The Allegheny County Office of the Medical Examiner and Forensic Laboratory Division as currently designed is appropriate and essential.

Shuman Juvenile Detention Center

A. Vision

The Shuman Juvenile Detention Center (Shuman) aims to create an environment that fosters youth's social, emotional, intellectual, and physical development.

B. Mission

Shuman's mission is to provide a safe, secure, healthy, and positive environment for juvenile residents while they are awaiting disposition within the Allegheny County Court System.

C. Overview

Shuman has been in operation since 1974 and is the juvenile detention center for the Allegheny County court system. In accordance with the Pennsylvania Juvenile Act, detention provides secure custody and temporary care in a physically restricted, humane environment for youths awaiting court disposition or transfer to another jurisdiction or agency.

Jurisdiction extended to Allegheny County youth between the ages of ten and seventeen. If the delinquent act were committed before the age of eighteen, jurisdiction may be extended to age twenty-one. Youth from outside the county accused of an offense in the County or under a 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 has the following divisions to ensure that its mission is achieved:

- **Direct Care:** Child Care Workers are present at each unit 24-hours a day. The PA Dept. of Human Services regulations required one (1) direct service staff person for every six (6) youth during waking hours and one (1) direct service staff person for every twelve (12) youth during sleeping hours. In addition to having a safe and secure environment, Child Care Workers encouraged youth to accept responsibility for their actions, develop a positive self-image and understand socially acceptable behavior by being positive role models.
- **Residential Services:** Orienting both youth and parents to services designed to assist youth in adjusting to detention by providing individualized direct services to youth, consulting with staff on observations, interpretations, and management of resident behavior, and served as a focal point in the exchange of information about youth between detention and probation staff.
- **Health Services:** Provides medical screening, dental services, hearing screenings, 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 youth upon admission for signs and symptoms of physical distress, contagious disease, or chemical ingestion and to obtain a medical history.
- **Recreation:** Enables youth to have access to positive and 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 participate in various activities.

- **Education:** Includes a full-time school program operated (Monday – Friday) by the Allegheny Intermediate Unit Alternative Education Program.
- **Pastoral Care:** Provides available religious services for youth who choose to participate. Additionally, Protestant, Catholic, and Muslim ministers were available to those who expressed requests based on their religious preference.

Shuman is a short-term facility; residents typically stay for less than two weeks before their court hearing, which could result in release or placement at a community agency. Shuman has capacity for 120 residents and partnerships with other local agencies to house any overflow.

D. Achievements of the department since 2016 (2017 through 2020)

Sustainability

In 2018, Shuman worked with Allegheny County's Green Team to improve the center's environmental policies. Efforts included eliminating plastic straws, beginning to phase out Styrofoam, and moving towards reusable rubber cups, utensils, and trays for residents and staff. Energy-efficient boilers and an HVAC system were installed, lowering energy costs.

Professional Development

Shuman offers 96 hours of yearly training to all direct care and supervisory staff. A sampling of topics covered in 2019 includes Sexual Exploitation of Minors, Youth Violence Awareness, Harassment, Conflict Resolution, Team Building, Resident Engagement, Safe Crisis Management, Signs of Teen Dating Violence, Afrocentric Approaches to Social Services, Social Media Awareness, Activity Based Learning, Mindfulness, LGBTQI, PTSD in Special Populations, Trauma and Juvenile Delinquency, and Emotional Intelligence in Leadership.

Studio Blue Diversity Award

On May 1, 2019, Shuman's Studio Blue was presented with the Diversity Award from the Allegheny County Human Relations Commission for demonstrating the goals of the ACHRC as they pertain to diversity, non-discrimination, and equality for all members of society.

Performance-Based Continuous Quality Improvement Plan

In 2019, Shuman worked with the National Center for Juvenile Justice's (NCJJ) research division to implement a performance-based continuous quality improvement plan with staff and residents. As a result, of this initiative, Shuman has partnered with Performance-Based Standards (PbS) to implement a data-driven continuous improvement process customized for youth facilities, residential programs, and reentry services. PbS provides goals and standards that set expectations for conditions of confinement, quality of life, staff-youth relationships, healthy cultures, and effective services.

Food Rescue Partnership

In 2019, Shuman and 412 Food Rescue partnered to provide residents, their families, and the staff with nutritious fruits, vegetables, and other non-perishable food. When 412 Food Rescue has a food donation match with Shuman, the items are made readily available during hearings and visitations for families to take as needed. Some of the donations are incorporated into the resident and staff's daily meals and snacks - this allows the Shuman community greater access to needed nutrition free of charge. When possible, Shuman donates items to 412 Food Rescue to disperse to local communities in need.

Recycling Program

In 2019, Shuman recycled over 600 pounds of cardboard, over 300 pounds of comingled recyclables, and 2,000 pounds of compostable waste. In addition, Shuman has rid itself of approximately 30% of its dependency on Styrofoam.

Energy-Efficient Renovations

From September to December 2019, Shuman underwent a ceiling tile and lighting renovation. This project replaced approximately 12,000 square feet of ceiling tile, including 68 new high-efficiency LED lights and approximately 1,000 feet of HVAC pipe insulation. The above changes will help decrease energy usage by reducing electrical use, improving insulation, and making the HVAC system more efficient.

Awards - Poster Contest Winners

In May 2020, Shuman residents won 2nd place in the "Let's Clear the Air" poster challenge sponsored by a collaborative partnership between the Southwest PA Air Quality Partnership and PA Resources Council for students. The contest provided residents with the opportunity to learn the effects of air pollution, reduce their exposure, and encourage action through a poster campaign promoting clean air and alternative transportation.

Awards – Staff

On October 10, 2020, the American Foundation for Suicide Prevention Western PA Chapter presented Shuman with the Educator Award for their exemplary excellence in the Suicide Prevention Awareness & Education Program.

Video Visitation and Virtual Courtroom Sessions

With the impact of COVID-19 on the public and the Governor's enactment of the State restrictions in March 2020, in-person visitation was limited to keep residents and staff safe. Shuman leveraged existing Wi-Fi connectivity and Microsoft Teams meeting software to conduct virtual resident contact visitations. This technology was further utilized by the Allegheny County Court of Common Pleas to conduct virtual hearings and court proceedings for youth awaiting court disposition.

Education

In August 2020, the Allegheny Intermediate Unit (AIU), which provides academic instruction for the youth who reside at Shuman, began to conduct daily school instruction virtually. Youth attend school within Shuman, and the teaching staff instructs the youth remotely utilizing Smartboard technology; this will continue for the entire 2020-2021 academic school year.

E. Legal mandate or necessity for the department

Shuman is mandated by the Second-Class County Code, 16 P.S. 5537-5538. The mission of Shuman 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 on 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.

F. Determination of public need for the department's services

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. Organizations utilize the services provided to youth at Shuman for internship opportunities. The University of Pittsburgh Physicians providing internship experiences to their doctors, completing their residencies Monday through Friday in Shuman's Health Services Clinic. The University of Pittsburgh's School of Nursing provides nursing students with a clinic internship experience working alongside Shuman's registered nurses. Chatham, Slippery Rock, and the California University of Pennsylvania seek to offer internships to their students in our Residential Services Department.

Given this, the public safety for the citizens of Allegheny County is assured by detaining youth who are accused of various offenses until the Courts have determined the appropriate action. To respond to the public need for an 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

Given the complex social and healthcare challenges experienced by many detained youths before admission to Shuman, caring for our adolescents is a priority. With that said, Shuman provides an array of health services such as nurses and pediatricians, dentists and psychiatrists, and educational opportunities. Services provided at the Shuman Center are the following:

- Enrichment Programs
- Social Services
- Religious Services
- Health Services
- School Programs
- Exercise and Team Sports
- Expressive and Creative Alternatives

To foster self-expression in a meaningful and positive manner, the CLP developed a program that allowed youth a voice in the community, giving their thoughts towards controversial issues such as youth-police relations in the "Hear Me" Project. Subsequently, the youth met with local leaders and expressed their concerns about race, violence, and injustice.

While being detained, many youths need a positive way to reduce stress and engage in positive experiences that can be implemented later in life. The Shuman Garden, staffed by Grow Pittsburgh,

teaches youth about healthy eating, gardening, and sustainability while showing them how to tend a garden and provide for themselves on occasions.

G. 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.

H. 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. The county has the unique ability to develop those interrelationships. It, therefore, is the most effective body to implement this program. In ensuring Allegheny County's responsibility to the community and the youth for safety and security, several organizations under Allegheny County contribute to Shuman's operations. The Court of Common Pleas is responsible for youth admissions, providing them hearings on-site and their final dispositions. The Sheriff's Office daily transfers youth to hearings and other court-ordered appointments. The County Police oversee security and investigation of incidents occurring within the facility. Facilities Management ensures the facility's infrastructure operations are in proper working order; the facility is cleaned and sanitized to reduce the risk of communicable disease. Public Works ensures access to the facility is maintained by ensuring outside grounds are maintained, and roadways are clear. The Health Department ensures our food services preparation and storage are within Healthy food guidelines. The Parks Department ensures off-site housing is available in the event of a natural disaster to move youth for safety and security.

I. 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

Shuman's primary mission is to provide a safe and secure environment for adjudicated delinquent youth as they await court disposition. The absence of services provided by Shuman would have significant adverse consequences, including but not limited to the following:

- Security and Safety: The community would be compromised if alleged or adjudicated delinquent youth were to remain in the community without appropriate supervision and intervention, thereby affecting the safety and security of all.
- Partnerships: Shuman Center partners with community members and groups to provide programming to residents. Music, yoga, mindfulness, and candid talk encourage youth to provide their positive narratives. Mentoring focused on change, maturation, and professional development related to their current situation is provided to older residents who are transitioning into adults.
- 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 alleged or adjudicated delinquent youth.

Without the above vital services and partnerships, the public welfare of youth and the greater community would be compromised.

J. 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 # 15-20-RE, Capital Budget # 13-20-RE, and the Special Revenues/Grants Budget # 14-20-RE) signed by the County Executive on November 30, 2020. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2021 Comprehensive Fiscal Plan (CFP) which can be referenced at: <http://www.alleghenycounty.us/budget-finance/county-budgets.aspx>

K. Efficiency with which formal public complaints filed with the department have been processed

Any Resident may contact the County Call Center, which directs inquiries it cannot resolve to the relevant employee within the department. During the 2020 calendar year, no issues were forwarded for analysis and resolution.

L. Recommendation

Shuman provides vital services to the youth, families, and the community, the Department must be retained.

Appendix A

The table below shows the schedule for Sunset Reviews by department through 2024.

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Administrative Services		X				X				X
Budget and Finance				X				X		
Court Records				X				X		
Economic Development	X				X				X	
Emergency Services			X				X			
Equity and Inclusion*	X				X				X	
Facilities Management		X				X				X
Health	X				X				X	
Human Resources				X				X		
Human Services	X				X				X	
Information Technology**		X				X				X
Jail			X				X			
Kane Community Living Centers	X				X				X	
Law				X				X		
Medical Examiner			X				X			
Parks		X				X				X
Police			X				X			
Public Defender				X				X		
Public Works		X				X				X
Shuman Center			X				X			

* The Department of Minority, Women, Disadvantaged Business Enterprise was renamed the Department of Equity and Inclusion in 2020.

** The Division of Computer Services was separated from the Department of Administrative Services and became the Department of Information Technology in 2020.