

Allegheny County



2023 Sunset Review

Office of the County Manager

June 2023



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 2023 Sunset Review for your consideration.

This year's reviews encompass the County departments that promote economic vitality and those that foster a higher quality of life for county residents, including the Departments of Economic Development, Equity and Inclusion, Children Initiatives, Health, Human Services, Kane Community Living Centers, and their associated Boards and Commissions.

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 each agency should continue as a unit of County government, in its current format, to administer the services it provides.

For each department reviewed, the recommendation is to continue.

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

Thank you for your consideration.

Sincerely,

Jennifer Liptak
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 1,250,578 residents (Census 2020) 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 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 on 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 full Sunset Review of twenty (20) Departments and twenty-nine (29) Authorities, Commissions and Boards in June 2014 using a more comprehensive approach. (Refer to: http://www.alleghenycounty.us/manager/sunset_2014.pdf) Within the report, a staggered process for future Sunset Reviews was developed (note Appendix A) and submitted to Allegheny County Council on June 30, 2014. It should be noted that in embracing a staggered schedule, the cycle of review will address Departments that are congruent in their services for the community. For example, in 2015 the Departments of Economic Development and Minority, Women, and Disadvantaged Business Enterprise that promoted “economic vitality” were reviewed together with Departments that fostered the “quality of life” including the Departments of Health, Human Services and the John J. Kane Regional Centers. (Please refer to: <http://www.alleghenycounty.us/county-manager/reports/index.aspx>).

The focus in 2016 was on departments delivering services related to “internal and external structural” issues and “land and public spaces” including the Departments of Administrative Services, Facilities Management, Parks and Public Works. The Departments related to public safety and public services involving Emergency Services, Jail, Medical Examiner, Police and Shuman were reviewed in 2017. The departments that address issues of civil liberties, including Court Records, Law, and the Office of the Public Defender, and departments that address organizational efficiencies and effectiveness, including the Departments of Budget and Finance and Human Resources, were reviewed in 2018. The cycle has repeated since then.

Due to the comprehensive review of all Department and Authorities, Boards and Commissions as defined in the Code, in 2014 the decision was rendered to retain nineteen (19) Departments and their corresponding entities. Specifically, the 2014 Sunset Review recommended that due to the interrelationship of functions within the Department of Administrative Services and the Department of Real Estate, the transfer of the functions of the Department of Real Estate to the Department of Administrative Services was appropriately and subsequently approved by County Council. Additional changes to departmental structure have since taken place. The Division of Computer Services was separated from the Department of Administrative Services and became the Department of Information Technology in 2020. In 2021, the Shuman Center closed, and the Department of Children Initiatives was created; in 2022, the Department of Sustainability was created. As a result, there are now twenty (20) departments subject to this review process.

With respect to the Government Review Commission, Allegheny County Council designated five (5) representatives on March 20, 2015 with four (4) additional representatives appointed by the County Executive on March 26, 2016 charged with submitting a report within one year of appointment. On Tuesday, March 29, 2016 the Government Review Commission issued a report and embraced the staggered review process for all subsequent Sunset Reviews. (Please refer to <http://www.alleghenycounty.us/commissions/government-review/meeting-minutes.aspx>). As such, the Sunset Review process will occur on a staggered schedule. (Please refer to Appendix A).

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 the related agency, authority, commission, or board that enhances the mission of the County. Additionally, as the Code allows the County Manager in the exercise of his best professional judgment to include other issues that would aid in the furtherance of making 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 Departments will be as follows:

- A. Vision
- B. Mission
- C. Overview
- D. Achievements of department since 2017 (2018 through 2021)
- 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

With respect to 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, honoring the prerogative of the County Manager to include elements that increase efficiency and effectiveness, the following actions occurred:

- A. 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.
- B. Conducted an analysis of the Departments and related agencies, authorities, commissions and/or boards to determine the appropriate changes from the 2014 report. As the review was done in 2014, minimal changes were identified in some of the departments.
- C. After a review of the County Department, a recommendation was provided to:
 - continue the existence of the department,
 - abolish the department, or
 - reorganize the department subject to evaluation and review.
- D. 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.

Allegheny County Economic Development

A. Vision

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

B. Mission

To effectively coordinate community and economic development initiatives and activities to maintain and enhance the economic, social, and environmental quality of life for all citizens of Allegheny County.

C. Overview

Allegheny County Economic Development Department (ACED) coordinates development initiatives that can be as far-reaching and complex as revitalizing the former Carrie Furnace steel mill site or as personal as the home improvement dreams of a single resident. It promotes economic development by: attracting new businesses to Allegheny County; helping existing businesses and institutions to expand, modernize, and create jobs; acquiring and assembling sites for development and redevelopment; assuring that minority, woman-owned, and disadvantaged businesses participate fully in the County's growth; helping residents, developers, and nonprofit agencies to increase the stability of the County's residential neighborhoods; supporting homeowners in the acquisition and renovation of their dwellings; improving the County's housing stock; ensuring the vitality of neighborhood business districts; aiding the County's municipalities in updating infrastructure, including sewer and water systems, highways and recreational amenities; providing leadership for special projects, such as the community's response to natural disasters; and monitoring and reporting on the compliance status of all projects and programs with Federal or State support. ACED achieves progress on all these fronts by coordinating activities and serving as the catalyst for public-private neighborhood partnerships that provide greater expertise and participation than any one organization could generate by itself.

ACED has seven divisions:

- **Business Development:** The Business Development Division facilitates the growth of existing businesses and attracts new companies to the county through financial and technical assistance.
- **Development:** The Development Division coordinates the property acquisition, site development, and infrastructure improvements for major development projects — especially critical in the reclamation of brownfields.
- **Housing:** The Housing Division works to create and preserve affordable housing throughout Allegheny County.
- **Municipal Development:** The Municipal Development Division works to improve the quality of life for County residents by helping municipalities upgrade their infrastructure and recreational amenities.
- **Planning:** The Planning Division, as the County's official planning agency, administers duties assigned to Allegheny County under the Pennsylvania Municipalities Planning Code (Act 247 of 1968), including developing the County's Comprehensive Plan, Allegheny

Places, and providing advisory reviews of all proposed municipal land use ordinances and comprehensive plans for all municipalities except the City of Pittsburgh.

- **Authorities:** The Authorities Division administers six authorities, each with a special focus and financing options: the Authority for Improvements in Municipalities (AIM), the Higher Education Building Authority (HEBA), the Hospital Development Authority (HDA), the Industrial Development Authority (IDA), the Redevelopment Authority of Allegheny County (RAAC), and the Residential Finance Authority (RFA).
- **Operations:** The Operations Division performs the department's administrative functions, manages, and monitor grant applications and disbursements, and monitor and reports on compliance with federal grant programs.

D. Achievements of department since 2018 (2019 through 2022)

ACED helped facilitate the adoption of Opportunity Zones, a federal tax tool designed to promote long-term investment in low-income communities. As a result, the county has 68 opportunity zones across 23 municipalities.

ACED helped fund the \$14.2 million conversion of Braddock's eight-story Ohringer Building, a former furniture store, into 31 one-bedroom apartments and six studio units. ACED provided \$1.8 million towards the project which prioritizes income-qualified artists.

Commercial Property Assessed Clean Energy (C-PACE), a program that allows commercial property owners to fund clean-energy improvements with future property tax assessments, launched in 2020. In 2021, C-PACE financed an \$845,000 project that retrofitted a five-story building built in 1970 with LED lighting, new HVAC systems, windows, and water conservation projected to save 117,173 kWh of energy and 57,500 gallons of water per year.

ACED provided \$1.36 million towards the Mon Valley Initiative's construction of six new homes on Braddock's Holland Avenue in 2020. The \$1.63 million project included five three-bedroom homes and one wheelchair-accessible four-bedroom home. A portion of the county contribution will fund subordinated mortgages to make the units affordable to income-qualified buyers.

ACED's helped the Pittsburgh Botanic Garden finance the construction a 7,500 square-foot welcome center and 65-space parking lot while closed during the pandemic in 2020. The \$4.5 million project was funded in part by a \$3 million Redevelopment Assistance Capital Program grant administered by ACED's development division.

ACED reformed its Local Economic Tax Assistance (LERTA) program in 2019, which abates new incremental real estate taxes to subsidize local development. The reforms included the repeal of outdated LERTAs and the introduction of structures to incentivize speculative development and affordable housing development. They were designed to incentivize needed development while preserving as much tax base as possible.

ACED granted LERTA to two projects in 2021 — a mixed-income residence in the Strip District, and an industrial building in Etna. The Helm on the Allegheny, a 219-unit development in the strip, must meet agreed-upon requirements for equitable, affordable units. The Etna project will establish a tech-flex space with 63,600 square feet of industrial space and 25,000 square feet of

office space. The LERTA abatement on the assessed value of the improvements will start at 100 percent and decline by 10 percent for each of the remaining 9 years.

Allegheny Together created the Allegheny Together Open for Business Map to communicate business operating hours, ecommerce sites and more during the first phase of the pandemic in 2020. The program also hosted 4 webinars to help businesses navigate the pandemic and recapitalized a revolving loan fund to provide short-term financing for small business.

Allegheny Grows — a program that offers education, planning resources, and technical assistance to help community gardens in low-to-moderate income communities — helped establish several new community gardens, most recently in Bellevue and Turtle Creek in 2022. Across the program's supported gardens, volunteers contributed thousands of hours and helped produce thousands of pounds of produce.

The Allegheny County Blight Removal Program, launched in 2021, awarded \$1.9 to demolish 100 blighted structures in 30 municipalities in its first round of funding. The program uses \$15 fees collected during deed transfers and evaluates structures based on blight conditions with a focus on unsound structures and demolition clusters.

The planning division completed the Turtle Creek Connector Trail Feasibility Study in 2021, a two-year effort to assess the potential of linking the Great Allegheny Passage (GAP) to the Westmoreland Heritage Trail (WHT). The proposed connection will link several communities in the Turtle Creek Valley, providing a convenient link between the GAP and WHT while enhancing the well-being of residents and fostering economic development along the corridor.

The Allegheny Lead Safe Homes Program secured \$2.3 million between 2019 and 2022 to identify homes needing assistance to remove or remediate lead-based paint hazards. The HUD grants secured by ACED assisted 166 families low- to moderate-income homeowners in households with young children most impacted by lead dust found in older homes.

ACED reviewed 901 subdivision and land development plan applications in 2021 and 2022, including 42 that required County approval. ACED reviews all subdivision and land development plan applications outside the City of Pittsburgh. It also reviews new and amended zoning ordinances, subdivision and land ordinances, official map ordinances and comprehensive plans for consistency with Allegheny Places, the County's comprehensive plan. It reviewed 170 ordinances and plans in 2021 and 2022.

ACED provided 32 first-time homebuyers in Penn Hills with \$455,500 in closing costs and down payments. The Penn Hills Homebuyer Assistance Program provides moderate-income homebuyers with assistance up to \$14,500 financed in the form of a forgivable second mortgage in collaboration with the Municipality of Penn Hills, ACTION-Housing, Inc., and local lenders.

The Higher Education Building Authority assisted Duquesne University with the issuance of \$48 million in bonds in 2021 to fund the construction of a new building to house its College of Osteopathic Medicine. The new building includes 12,000 square feet of classroom space and 20,000 square feet of space for advanced learning technologies such as virtual anatomy labs and simulation exams, and clinical spaces. ACED issued an additional \$15 million of refunding bonds for the university.

The Higher Education Building Authority assisted Carnegie Mellon University with a series of three bond issuances in 2022 totaling \$77,495,000. The bond proceeds helped fund the construction of the University's Richard King Mellon Science Building facility, Robotics Innovation Center, and CMU Cloud Lab.

The Industrial Development Authority issued \$12,515,000 in bonds in 2021 to help the Urban Academy of Greater Pittsburgh create an urban campus. The school will use bond proceeds to acquire the 37,000 square foot building it leases and make repairs and upgrades to the facility.

The Industrial Development Authority issued \$15,700,000 in bonds in 2021 for the Penn Hills Charter School of Entrepreneurship to expand its current facility. The school will construct a second-floor addition containing classrooms, teacher and student lounges, restrooms, offices, and outdoor spaces. It will also add parking and improve traffic flows.

The Allegheny County Residential Finance Authority redeemed single-family mortgage revenue bonds yielding \$2.9 million in proceeds. The proceeds will fund additional homeowner and homebuyer assistance programs in the county.

ACED provided a \$2.3 million federal loan to help fund the Emerald Hills Retirement Residence in 2021, a 52-unit senior housing development in Penn Hills. The \$16.8 million project used energy-efficient building techniques and a large rooftop solar array. It will make 44 of the units available to lower-income seniors.

ACED assisted the Allegheny County Housing Authority's successful competition for a \$450,000 HUD grant in 2021 to develop a plan to renovate a public housing community in McKees Rocks. The plan, developed by ACHA, will allow the ACHA to compete for a Neighborhood Choice grant from HUD.

The Redevelopment Authority of Allegheny County acquired several vacant, blighted properties in 2021 along the Braddock Avenue business corridor in Braddock Borough to stabilize, develop, and return to public use. ACED keeps the community ensured, informing residents interested in developing RAAC-owned properties and the steps involved in the request for development proposal process.

The Learn & Earn Program provided nearly 100,000 hours of work and work readiness experience to 1,453 low- to moderate-income youth in Allegheny County in 2021. On average, youth participants earned \$1,000 throughout the summer and into the school year. ACED partnered with the County Department of Human Services and Partner4Work in the endeavor.

The business development division deployed \$480,000 from a new Revolving Loan Fund in 2021 to keep 12 small businesses to stay open or expand their operations. The no-interest loans supported businesses impacted by COVID-19 throughout 2021, eleven of which were minority or woman owned.

ACED awarded four Active Allegheny grants in 2022, which help municipalities develop plans and designs for bicycle and pedestrian transportation. The grants will help municipalities undertake active transportation plans and design a sidewalk connector linking a residential area to a commercial corridor and nearby transit routes.

ACED used American Rescue Plan Act funding to establish the Trail Development Fund in 2022, which awarded \$25 million to 17 projects. The fund will help advance significant trail and active transportation projects in the county. Eligible non-profits, municipalities, authorities, councils of governments, and for-profit business can apply for grants to assist with acquiring land, rights-of-way, and easements for trails; engineering and designing trails; and constructing trails.

Development and infrastructure installation for a tech flex building space began at the Carrie Furnace site in 2022. Tech flex buildings accommodate and provide office space to support a wide range of business activities. They include features like warehouse storage space, utility infrastructure, and environmental controls. Plans for the area also include a film village and a bike and pedestrian bridge to connect the local community to the Carrie Furnace site.

The business development division launched a Minority-Women-Veteran (MWW) loan program designed to provide financing options to eligible minority, women, and veteran-owned small businesses. The products include traditional term loans up to \$50,000, short-term lending up to \$100,000, and debt refinancing up to \$15,000. The program received 40 applications for help with administrative functions in 2022, and provided loans for equipment, marketing materials, signage, debt consolidation and building improvements to three small businesses.

E. [Legal mandate or necessity for the department](#)

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

- **Community Development Block Grant (CDBG):** The Community Development Block Grant (CDBG) Entitlement Program provides annual grants on a formula basis to entitled cities and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons. The program is authorized under Title 1 of the Housing and Community Development Act of 1974, Public Law 93-383, as amended; 42 U.S.C. 5301 et seq. As a qualified urban county with a population of at least 2000,000 (excluding the population of entitled cities – Pittsburgh, McKeesport, and Penn Hills), Allegheny County administers its CDBG funding through the department.
- **Affordable Housing:** In addition to its mandate as an entitlement community for CDBG, the department also administers funds as a participating jurisdiction under the Home Investment Partnerships (HOME) Title II of the Cranston-Gonzales National Affordable Housing Act 24 CFR Part 92. The program funds provide many forms of assistance to low- and moderate-income households, with affordable housing as one of the top priorities. In addition, the Commonwealth of Pennsylvania enacted legislation in 1992 which authorizes counties to collect certain fees to provide a source of matching funds for affordable housing activities.
- **Planning:** The planning functions performed by the ACED are delegated by the Commonwealth of Pennsylvania to local governments through the Pennsylvania Municipalities Planning Code (MPC), Act of 1968, P.L. 805. No. 247, as amended. As provided for by the MPC, the counties may confer duties and powers to a planning agency. Allegheny County Economic Development is the County's designated planning

agency. Within ACED, the Planning Division carries out planning functions established by the MPC.

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

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

ACED addresses the critical public needs of infrastructure improvements, job creation and retention, home improvement programs, development of affordable housing, and County planning agency services by fulfilling five core functions: funding and facilitating community development; funding and advancing business and economic development and job creation; providing County planning services; supporting regional development with a focus on the Mon Valley and airport area development; and promoting equity and diversity.

The department addresses these needs through its eight divisions, described below.

Business Development: This division plays a lead role in business retention, attraction, and expansion activities. Through partnerships formed with community and nonprofit groups, economic development organizations, private developers, and businesses, this division leveraged millions in direct investments that resulted in job creation and retention. The division also serves as a conduit for federal and state funding. In prioritizing projects, this division emphasizes:

- Corporate attraction
- Job retention and relocation
- Job creation for low- and moderate-income residents
- Business expansion
- Industrial redevelopment
- Expansion and diversification of the county tax base

Development: This division coordinates property acquisition, site development and redevelopment, and infrastructure development for major development projects. The division prioritizes the public's need for:

- Brownfield redevelopment
- Environmental remediation
- Job creation for low- and moderate-income residents
- Business expansion
- LEED certified industrial/commercial redevelopment
- Increasing the community tax base
- Eliminating blighted conditions within the community
- Funding the cost of preparing development sites
- Airport area development

Housing Development: This division helps developers construct or renovate for-sale homes and rental units that provide a broad range of housing options for low- and moderate- income households. Its rehabilitation and vacant property recovery programs provide the impetus for neighborhood improvement and stabilization. Additionally, it provides financial support for many of the county's key social service agencies, enabling them to extend their reach.

Just in the 12-month period ending November 2021, the median list price of homes in Allegheny County was \$225,000, up 2.3 percent from the previous year, and up 54% since 2010. The rental market has seen that same robust performance, with the median rent for a three-bedroom unit in Pittsburgh reaching \$1,650 in December 2021. But this boom in housing regionally can be a dual-edged sword. For owners planning to sell their single-family homes or multi-unit buildings, the current market may allow them to maximize value. But for those hoping to buy homes or rent dwellings, the market threatens to price them out. As a result, one of the most important priorities of ACED and our financing and community-based partners has been to preserve and extend affordable housing options for residents throughout the county. Using various federal, state, and local funding sources, ACED provides gap financing for affordable housing developments (rental and homeownership). ACED also administers the Vacant Property Recovery Program and Lead Safe Homes Program

Municipal Development: This division works to improve the quality of life for county residents by helping municipalities upgrade their infrastructure and recreational amenities. Project types include:

- Sanitary sewers and wastewater treatment facilities
- Potable water treatment and distribution facilities
- Storm water retention facilities
- Roads and bridges
- Municipal recreation
- Removal of architectural barriers
- Demolition
- Code enforcement

Operations: This division plays a pivotal role in virtually every ACED initiative by soliciting and reviewing applications for financing, processing contracts, and monitoring subsequent compliance, and serving as liaison with our federal and state funding partners. The division houses the department IT functions as well as all ACED accounting/auditing and vendor payment activities

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

- Development of and Compliance to the Comprehensive Plan

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

comprehensive plans must be updated every ten years. Accordingly, the Planning Division is beginning the preparation of an update to *Allegheny Places*.

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

- Land Development

The Municipalities Planning Code (MPC) is the Pennsylvania law that governs land use regulation and the approval of subdivisions and land developments. Of the 130 municipalities in Allegheny County, the MPC applies to 129 of them. The City of Pittsburgh is exempt from the MPC. In Allegheny County, the Economic Development Department is designated as the county planning agency, and the Planning Division fulfills those responsibilities.

Municipalities are required to submit proposed land use regulations and comprehensive plans to the county planning agency for advisory review, and are also required to submit a recorded copy of the ordinance or plan within 30 days following adoption.

Counties may adopt county-wide land development ordinances that apply in local municipalities that have not adopted their own ordinances. The 129 Allegheny County municipalities subject to the MPC send subdivisions and land developments to the Planning Division for review and/or approval.

Of the 129 municipalities that send plans for review, 103 have their own adopted Subdivision and Land Development Ordinance (SALDO), which gives them approval authority for subdivisions and land developments. ACED's Planning Division provides an advisory review in these cases.

The remaining 26, without their own adopted SALDO, are subject to the County's SALDO. In those municipalities the Planning Division administers the Allegheny County Subdivision and Land Development Ordinance in reviewing subdivisions and land developments and acts as the approving body.

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

- Other Services

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

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

Authorities: This division fulfills numerous public needs by:

- Enabling eligible borrowers to finance development projects through the issuance of tax-exempt or taxable notes or bonds.
- Providing low-interest loans to municipalities to improve their infrastructure.
- Generating funds that allow first-time homebuyers of low- to moderate-income to purchase homes at a reduced rate.
- Acquiring property in a concentrated area for industrial, commercial, or housing redevelopment.
- Making grants and loans for economic and infrastructure development projects.

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

ACED works to continuously improve the implementation of its programs. Notably, since 2018 the department transitioned to electronic signatures and a major overhaul of its funding application process to an online application portal. Applicants previously waded through a 49-page application form and hand-delivered multiple copies of inches-thick paper applications. The new interim online application went 'live' on September 17, 2018, for applications that were due November 16, 2018, and used for the 2019 grant cycle. The paper application transition to an online format eased the burden on program applicants for CDBG funding. 100% of applicants - used the new application portal in 2018 and 2019. An estimated 10,000 single sheets of paper and 400 hours of ACED staff data entry time was saved in 2018 & 2019 combined, as well as untold hours of staff time for applicant organizations. As of January 2021, over 200 applicants completed online applications utilizing the new final application portal. The application portal includes features and functions such as

- Geographic Information System Mapping integration for locating census tract, footprint maps, and lot block groups, and census and other relevant data to match project parameters
- 4-6-minute self-training modules

- Responsive user interface (computers, tablets, and smartphone) access
- Integration to ACED's internal Administration System and a Management Dashboard providing macroeconomic trends and project commitments to-date

The department continues to explore alternative methods for improved service delivery. A current project will streamline the contracting process for the department, reducing staff time and more rapid turnaround for applicants and vendors.

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

There are 130 municipalities in Allegheny County, most of which do not have the population or tax base that would enable them to administer the complex state and federal funding sources available for development or undertake municipal planning functions in accordance with state law. Further, there needs to be a coordinated, single point of contact to attract new businesses to the county and represent the county on regional development efforts, instead of a fragmented approach that would exist if handled at the municipal level. County government is the most effective body to implement these programs.

The following additional considerations support the role of county government as the appropriate entity to administer its programs:

- The County is designated as an entitlement community under federal programs.
- The County serves as a conduit for annual HOME and Emergency Shelter Grant (ESG) programs.
- Because the various financing and development authorities have been established to serve the county geographic area, it makes sense for the County to have an operations/management division that can utilize a staff-sharing model to efficiently handle their administrative requirements.

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

- An increase in the fragmentation of economic development initiatives at the local level resulting in decreases in job creation and growth.
- Potential increases in the tax base would be minimized without new business development, job creation and retention
- Older homes would continue to deteriorate, thus depleting the supply of decent, safe, and sanitary affordable housing for the county's low- and moderate-income residents.
- Municipalities would no longer receive support services which would reduce their capacity to engage in local development initiatives.

- Without the ACED, low- to moderate-income residents of Allegheny County would be adversely affected due to a decrease in the development and support of safe, sanitary, and housing-related services, projects, and improvements.
- Absence of the planning functions would result in a lack of development and implementation of a countywide stormwater management plan that is critical for protecting the public health, safety, and welfare from damage due to flooding and for protecting water quality.
- Administering the County's Subdivision and Land Development Ordinance for the 26 municipalities without an ordinance, helps ensure that development in these municipalities will not endanger the public health, safety, and welfare.
- Currently, many municipalities have their own land use ordinances, yet they have no other access to professional planners or other resources needed to evaluate proposed development. Without this service of advisory reviews, municipalities would not have the resources to fully understand the potential impacts of development, ensure that they are legally correct and based on sound planning practices.
- Reducing or eliminating proper land use principles would allow for sub-standard land use planning that could result in development that is unsafe, poorly functioning, and unsightly.
- Without the support of the Authorities division, several important entities that contribute to the health, welfare and safety of the public would not have access to needed capital. For example, hospitals and institutions of higher learning could no longer finance capital improvements at a lower than conventional rate, which could result in reduced public healthcare and educational services and higher costs.

J. Analysis showing the costs of compliance for individuals or other entities regulated by the department

This department is not a regulatory body. However, the costs of operating this Department are referenced in the Resolutions (Operating Budget # 10-22-RE 12514-22 and the Special Revenues/Grants Budget # 08-22-RE 12473-22) signed by the County Executive on December 8, 2022. Additionally, the approved budget listed above are delineated within the 2022 Adopted Budgets which can be referenced at <https://www.alleghenycounty.us/budgetfinance/county-budgets.aspx>

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

Complaints may be sent via the County call center or sent directly to the department via its website or direct dial phone number (412-350-1000). The department responds promptly to all inquiries and complaints.

L. Recommendation

The Department of Economic Development fulfills the intent of the Home Rule Charter to "increase economic growth and development" in the county and succeeds in ensuring the economic vitality of the county region, and so should continue as a department in County government.

Redevelopment Authority of Allegheny County

A. Legal mandate or necessity for the agency

The Redevelopment Authority of Allegheny County (RAAC) was incorporated in the Commonwealth of Pennsylvania in 1950 as a redevelopment authority under the provisions of Urban Redevelopment Law, Act No. 385.

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

RAAC assists in the generation, stimulation and management of economic and community growth through grant programs that include the Gaming Economic Development Tourism Fund (GEDTF) and the Community Infrastructure Tourism Fund (CITF). The grants provide funding to municipalities, authorities, councils of government, non-profit and for-profit businesses for important economic development projects throughout the county.

RAAC also administers the Vacant Property Recovery Program (VPRP). VPRP acquires vacant, tax delinquent and blighted properties and conveys them to applicants who have developed a concrete plan to revitalize the property and return the lots to an active tax base. Applicants may include individuals, municipalities, community groups, local businesses, and private and non-profit developers.

Both of these programs are critical generators for economic development efforts in the county.

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

RAAC is able to use the resources of ACED in administering these programs. Utilizing shared staff for other ACED programs and other ACED-affiliated authorities, the County is able to implement the agency's programs at the lowest overall cost to its constituents.

D. Analysis showing the costs of compliance for individuals or other entities regulated by the agency

This agency is not a regulatory body.

E. Efficiency with which formal public complaints filed with the agency have been processed

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

F. In the case of an agency that has received appropriations from the County's operating budget in any of the five years prior to the sunset review, a financial audit of the agency performed by an entity independent of the County

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

<https://www.alleghenycounty.us/economic-development/authorities/reports/budget-and-audit-reports.aspx>.

G. Recommendation

Continue.

Hospital Development Authority

A. Legal mandate or necessity for the agency

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

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

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

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

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

Recent ACHDA borrowers include Allegheny Health Network, Concordia Lutheran Group, Ohio Valley Hospital, Heritage Valley Hospital and UPMC.

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

ACHDA has accumulated extensive experience with health care borrowers and has the resources to continue to implement its programs. While other lenders and authorities can offer similar financing products, ACHDA is able to provide a low-cost alternative.

- 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

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

- F. Analysis showing the costs of compliance for individuals or other entities regulated by the agency

This agency is not a regulatory body.

- G. Efficiency with which formal public complaints filed with the agency have been processed

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

- 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

This agency did not receive an appropriation from the County's operating budget. However, financial audits are conducted by an independent auditor for this agency on an annual basis and may be found here: <https://www.alleghenycounty.us/economic-development/authorities/reports/budget-and-audit-reports.aspx>.

- I. Recommendation

Continue.

Industrial Development Authority

A. Legal mandate or necessity for the agency

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

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

ACIDA issues debt obligations to provide funding for the construction, improvement, rehabilitation, revitalization, and financing of industrial, specialized, commercial, manufacturing, and research and development enterprises, for the public purpose of creating and maintaining employment opportunities, eliminating, and preventing blight, eliminating, and reducing air and water pollution, and creating and developing business opportunities within Allegheny County.

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

ACIDA issues revenue bonds and notes for eligible projects in the County. Each issue is payable from receipts derived by ACIDA from the entity on whose behalf the debt was issued; and each issue is secured separately and distinctly. All debt instruments are supported by the credit of the respective institution involved in each individual project. The interest rate, terms of the repayment, and dollar amount of the bonds are matters of direct negotiation between the institution and the bond underwriters.

In 1996, ACIDA entered into an agreement with the County, whereby the County transferred the administration of certain programs to ACIDA. The Small Business Distressed Communities, Development Action Assistance Program, Port of Pittsburgh Loan Program and Allegheny County Economic Development Administration programs are all revolving loan programs that ACIDA also administers, whereby ACIDA is fully exposed to the risk that the borrower will not repay the full balance of the loans outstanding. The Port of Pittsburgh Loan Program loans were all paid off in 1999.

In addition, ACIDA administers the proceeds of the University of Pittsburgh Applied Research Center (UPARC) grant repayments on behalf of the County. During 2002, the MEC Loans Program was transferred to ACIDA and the Sanders SELF Loan Program was funded.

Recent ACIDA borrowers include US Steel Corporation, Residential Resources, Carnegie Library of Pittsburgh, Pittsburgh Technical College, Urban Academy, Westinghouse Arts Academy Charter School, and Penn Hills Charter School.

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

ACIDA has accumulated extensive experience with borrowers and has the resources to continue to implement its programs. While other lenders and authorities can offer similar financing products, ACIDA is able to provide a low-cost alternative.

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

Since its inception, ACIDA has provided for the construction, improvement, rehabilitation, revitalization, and financing of industrial, specialized, commercial, manufacturing and research and development enterprises, for the public purpose of creating and maintaining employment opportunities, eliminating, and preventing blight, eliminating and reducing air and water pollution, and creating and developing business opportunities within Allegheny County. ACIDA's borrowers could seek private or alternative public funding from other entities which might cause a significant increase in costs.

F. Analysis showing the costs of compliance for individuals or other entities regulated by the agency

This agency is not a regulatory body.

G. Efficiency with which formal public complaints filed with the agency have been processed

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

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

As this agency did not receive an appropriation from the County's operating budget, this review is not applicable. However, financial audits are conducted by an independent auditor for this agency on an annual basis and may be found here: <https://www.alleghenycounty.us/economic-development/authorities/reports/budget-and-audit-reports.aspx>.

I. Recommendation

Continue.

Residential Finance Authority

A. Legal mandate or necessity for the agency

The Allegheny County Residential Finance Authority (ACRFA) is included under the umbrella organization Finance and Development Commission. ACRFA was established pursuant to the Residential Finance Authorities Act of the Commonwealth of Pennsylvania particularly Article XXII-A, Section 2201-A et seq. Of the Second-Class County Code, Act of July 28, 1953, P.L. 723, No. 230, as amended (the RFA Act). ACRFA was approved by the Allegheny County Board of Commissioners on November 19, 1981, and its articles of incorporation were approved by the Commonwealth on December 4, 1981.

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

The purpose of ACRFA is to improve the affordability of housing in Allegheny County by providing below market interest rate mortgage financing for low-income homebuyers and developers of affordable housing. ACRFA issues single family mortgage revenue bonds and uses the proceeds to make mortgage loans to homebuyers, or to acquire mortgage-backed securities originated specifically through ACRFA programs. ACRFA also issues bonds on behalf of developers to finance acquisition, reconstruction, rehabilitation, renovation, or improvement of affordable housing projects. Eligible projects may include multifamily dwellings, including but not limited to nursing homes and personal care boarding homes. Tenant mix based on household income limits r , as prescribed in the Internal Revenue Code, must be met.

While the need for the agency's services is diminished when interest rates are low, as interest rates increase there is increased need and demand for the agency's programs.

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

Homebuyers and developers could seek private or alternative public funding from other entities which would result in higher cost of homeownership and higher rents.

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

Under Pennsylvania law, residential finance authorities may be formed only by second class counties and are specifically authorized to issue mortgage revenue bonds and make residential loans or purchase residential loans from lending institutions. With staffing of ACRFA provided by ACED, this agency is the most effective body to implement its programs. Evaluation of whether the absence or reduction of the agency or the agency's provision of services would significantly harm or endanger the public health, safety, or welfare.

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

cause these developers to reduce or eliminate these improvements and severely impact the first-time homebuyers' program which would adversely affect the welfare of the citizens of Allegheny County.

E. Analysis showing the costs of compliance for individuals or other entities regulated by the agency

This agency is not a regulatory body.

F. Efficiency with which formal public complaints filed with the agency have been processed

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

G. In the case of an agency that has received appropriations from the County's operating budget in any of the five years prior to the sunset review, a financial audit of the agency performed by an entity independent of the County

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

<https://www.alleghenycounty.us/economic-development/authorities/reports/budget-and-audit-reports.aspx>.

H. Recommendation

Continue.

Authority for Improvement in Municipalities

A. Legal mandate or necessity for the agency

The Authority for Improvement in Municipalities (AIM) was established by Allegheny County in 1968 pursuant to the Municipal Authorities Act of 1945, as amended, to assist local municipal entities in undertaking necessary capital improvement projects they would otherwise be unable to finance. AIM's activities include providing assistance in the form of grants and loans to cities, boroughs, townships, and authorities situated in the county, and lease financing for capital equipment purchases by nonprofit hospitals and municipalities throughout Pennsylvania. AIM's board of directors is appointed by the County; the County's accountability for the agency does not extend beyond making these appointments.

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

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

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

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

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

Since its inception, AIM has assisted municipalities with the financing of acquisition, reconstruction, and rehabilitation at a lower than conventional rate. Proceeds of loans, grants, fees and loan repayments provide the assets from which AIM makes loans to municipalities. Recent municipal borrowers include Aleppo Township Authority, Baldwin Borough, Bellevue Borough, Ben Avon Heights Borough, East Deer Township and Pitcairn Borough.

AIM has also issued tax-exempt obligations on behalf of 501(c)(3) to finance capital improvements. Recent nonprofit agency borrowers include Presbyterian Senior Care, Carlow University, Environmental Charter School, and Vincentian Collaborative.

AIM's municipal and nonprofit borrowers could seek private or alternative public funding from other entities. However, this option might cause a significant increase in costs.

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

AIM has accumulated extensive experience with municipal and nonprofit borrowers and has the resources to continue to implement its programs. While other lenders can offer similar financing products, AIM is able to provide a low-cost alternative. .

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 elimination of AIM could cause municipalities to reduce or eliminate these improvements which would adversely affect the citizens of Allegheny County. Alternatively, these institutions and municipalities could seek to finance their projects through other authorities or financial institutions, which may be more costly.

F. Analysis showing the costs of compliance for individuals or other entities regulated by the agency

This agency is not a regulatory body.

G. Efficiency with which formal public complaints filed with the agency have been processed

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

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

This agency did not receive an appropriation from the County's operating budget. However, financial audits are conducted by an independent auditor for this agency on an annual basis and may be found here: <https://www.alleghenycounty.us/economic-development/authorities/reports/budget-and-audit-reports.aspx>

I. Recommendation

Continue.

Higher Education Building Authority

A. Legal mandate or necessity for the agency

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

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

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

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

ACHEBA issues revenue bonds and notes for eligible projects in Allegheny County. Each issue is payable from receipts derived by ACHEBA from the entity on whose behalf the debt was issued and is secured separately and distinctly from the issues for every other entity. All debt instruments are supported by the credit of the respective institution involved in each individual project. The interest rate, terms of the repayment, and dollar amount of the bonds are matters of direct negotiation between the institution and the bond underwriters.

Recent ACHEBA borrowers include Carnegie Mellon University, Chatham University, Duquesne University, Point Park University and Robert Morris University.

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

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

ACHEBA has accumulated extensive experience with higher education borrowers and has the resources to continue to implement its programs. While other lenders and authorities can offer similar financing products, ACHEBA is able to provide a low-cost alternative.

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

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

F. Analysis showing the costs of compliance for individuals or other entities regulated by the agency

This agency is not a regulatory body.

G. Efficiency with which formal public complaints filed with the agency have been processed

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

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

This agency did not receive an appropriation from the County's operating budget. However, financial audits are conducted by an independent auditor for this agency on an annual basis and may be found here: <https://www.alleghenycounty.us/economic-development/authorities/reports/budget-and-audit-reports.aspx>.

I. Recommendation

Continue.

Finance and Development Commission

A. Legal mandate or necessity for the agency

The Finance and Development commission was established by the Board of Commissioners by action dated January 26, 1989 to serve as the managing entity (i.e. umbrella entity) for the following authorities: Allegheny County Industrial Development Authority (ACIDA), Allegheny County Hospital Development Authority (ACHDA), Allegheny County Higher Education Building Authority (ACHEBA), and Allegheny County Residential Finance Authority (ACRFA). This commission consists of up to twelve (12) positions, all belonging to the above-mentioned authorities. Usually the commission consists of seven (7) members. Members are appointed by the County Executive and confirmed by County Council for a five (5) year term. Appointments to the commission's associated authorities are executed individually to each authority; no appointments are made to the Finance and Development Commission.

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

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

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

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

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

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

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

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

F. Analysis showing the costs of compliance for individuals or other entities regulated by the agency

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

G. Efficiency with which formal public complaints filed with the agency have been processed

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

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

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

I. Recommendation

Continue.

Allegheny County Airport Authority

A. Legal mandate or necessity for the agency

The Allegheny County Airport Authority (ACAA) leases and operates the Pittsburgh International Airport (PIT) and the Allegheny County Airport (AGC) (collectively, the Airport System). The ACAA is a corporate body existing under the laws of the Commonwealth of Pennsylvania pursuant to the Municipal Authorities Act of 1945, as amended. The ACAA was organized by Allegheny County on June 17, 1999. On September 16, 1999, pursuant to the Airport Operation, Management, and Transfer Agreement and Lease between the County and ACAA, as amended (the Transfer Agreement), the County transferred and leased the Airport system to ACAA for a term of 25 years with two 25-year extension options exercisable at ACAA's option. In connection with the Transfer Agreement, the County transferred to the Authority all the County's rights, title, and interest in the property utilized by the County in connection with the Airport System. In addition, all contractual rights, obligations, and liabilities pertaining to the Airport system, including revenue and general obligation bonds issued by the County to finance construction and development of PIT, were transferred to the Authority by the County. Prior to the organization of the ACAA, the operations were included in the County's Department of Aviation.

Passenger airline operations are governed by an Airline Operating Agreement and Terminal Building Lease (AOA), which expires on December 31, 2028, with an option to extend for an additional three years upon mutual agreement. The AOA has been signed by Air Canada, Alaska Airlines, Allegiant Air, American Airlines, British Airways, Delta Air Lines, JetBlue Airways, Southwest Airlines, Spirit Airlines, and United Airlines (collectively, the Signatory Airlines).

The ACAA Board consists of nine members appointed by the County Executive and confirmed by County Council. The ACAA is a component unit of the County and as such the ACAA's financial statements are presented in the County's general purpose financial statements and Annual Comprehensive Financial Report.

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

The ACAA operates and maintains Pittsburgh International Airport and the Allegheny County Airport, making it a key economic generator for the Pittsburgh region. An economic impact study conducted in 2017 (see: https://flypittsburgh.com/wp-content/uploads/2020/01/Economic-Impact-Study-Core-Report_Final.pdf) found that the agency's impact on the region totals 148,000 jobs and \$29 billion in business revenues. Beyond its direct effect on jobs and business revenues, visitor and worker spending propel economic growth. The airports also contribute to the quality of life for residents of the region by making air travel convenient and enjoyable.

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

A description of the agency's methods used to fulfill its mandate can be found in its Annual Comprehensive Financial Report for the fiscal year ended December 31, 2022 (see:

<https://flypittsburgh.com/wp-content/uploads/2023/04/ACAA - Audited ACFR - 12-31-22.pdf>), particularly in the Letter of Transmittal from the Chief Executive Officer, pages i-vi.

The report also describes changes being employed to advance the mission of the agency, such as the Terminal Modernization Project currently underway, and the development of the Cargo 4 and Cargo B cargo processing buildings and related ground transport assets. As a world-class aviation agency, the ACAA has adopted and is executing on a strategic business plan and continuously explores alternative methods for meeting its goals and objectives.

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

The Annual Comprehensive Financial Report referenced above provides detailed information supporting the operational and financial stability of the agency. A successful rebound from the coronavirus pandemic, continued expansion of air carriers and flights, growing passenger and cargo volume, increases in the net financial position of the agency and more than adequate coverage of its debt service requirements all demonstrate that the agency is the most effective body to implement its 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

Given that more than eight million travelers utilize the Pittsburgh International Airport (PIT) and that the Allegheny County Airport (AGC) ranks as the fifth busiest airport in the Commonwealth with over 60,000 takeoffs and landings per year, the airports are a critical element of regional economic vitality. The absence or reduction of this agency would be detrimental to the local economy as it functions as a catalyst for business and is critical to the quality of life for residents of the County and the region.

F. Analysis showing the costs of compliance for individuals or other entities regulated by the agency

The ACAA regulates the conduct of commercial aeronautical activities at its airports. No analysis has been performed that shows the costs of compliance, but the continued expansion of commercial air carriers at PIT is evidence that the cost of compliance is at least competitive with other airports serving similar destinations.

G. Efficiency with which formal public complaints filed with the agency have been processed

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

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

The ACAA has not received appropriations from the County's operating budget in any of the five years prior to this review. However, financial audits of the agency performed by an entity

independent of the County can be found here: <https://flypittsburgh.com/aaa-corporate/about/reports-financials/>

I. Recommendation

Continue.

Allegheny League of Municipalities

A. Legal mandate or necessity for the agency

The Allegheny League of Municipalities was formed by the Allegheny County Board of Commissioners in the 1960s but is an independent 501(c)(6) organization. There is no legal mandate that applies to it, and no County necessity for the agency. The County Executive appoints only three of the agency's twenty board members; the appointments do not require confirmation by County Council.

While this agency has been included in previous Sunset Reviews, the County does not have the authority to authorize its continuance or dissolution. Because it does not fall under the control of the County it will not be further reviewed.

Vacant Property Review Committee

A. Legal mandate or necessity for the agency

The Allegheny Vacant Property Recovery Program is authorized under the Urban Redevelopment Law of Pennsylvania, Act 94 of 1978, as amended (35 P.S. Section 1712.1). The County's Vacant Property Review Program was first started in 1984. The program is also locally authorized by County ordinance, dated September 23, 1993. The ordinance was amended on July 5, 2000 to require that the board of the committee is comprised of: one (1) member appointed by the Allegheny County Executive; one (1) member of County Council appointed by said body; one (1) member of the Allegheny County Department of Economic Development's housing division, appointed by the director of ACED; one (1) member of the Allegheny County Department of Economic Development's planning division appointed by the director; one (1) member appointed by the board of the Redevelopment Authority of Allegheny County; one (1) member appointed by the Pennsylvania Department of Community and Economic Development; and one (1) member appointed by the Allegheny County Health Department, by its director.

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

The Vacant Property Review Committee has a fundamental function in the Allegheny Vacant Property Recovery Program process. The committee meets on the third Tuesday of every month to review applications and determine blight designations for vacant and tax delinquent Allegheny County properties. The purpose of the program is to take blighted and/or tax delinquent properties and resell them to an applicant to reuse as determined by their application. Through the program, the Vacant Property Review Committee supports the stabilization of neighborhoods, provision of viable reuses for abandoned properties, and returning of properties to a positive, tax-generating status.

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

The other methods of property acquisition include a sheriff sale or tax sale. However, the Allegheny Vacant Property Recovery Program is an increasingly streamlined process in comparison. A Sheriff sale and tax sale can take significantly longer, increase cost, and do not always produce a clean title to the property as the Vacant Property Recovery Program does.

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

The Allegheny Vacant Property Recovery Program is authorized under the Urban Redevelopment Law of Pennsylvania, Act 94 of 1978, as amended (35 P.S. Section 1712.1), as well as by local ordinance of the Board of County Commissioners, as amended by the County Council. The Program acquires vacant, blighted and/or tax delinquent properties and resells them to an applicant for reuse as determined by his or her application and as approved by the municipality. Applicants are typically individuals, non-profit developers, developers, and municipalities. The

VPRP process conveys the properties free of tax liens. VPRP is a powerful tool that helps residents buy property, improve neighborhoods, and get previously tax delinquent properties back on the tax rolls. In 2022 alone, there were 89 properties conveyed to applicants from the 213 applications received. Properties can include vacant lots or structures and side yards to a primary residence, rental property or a non-residential property. With over 83 municipalities participating, VPRP is being used across the county as an avenue for economic development. The Vacant Property Review Committee is an effective part of the process of making this program successful.

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

If the Vacant Property Review Committee was eliminated, the participating municipalities in the Allegheny Vacant Property Recovery Program would lose a vital method for individuals/entities to acquire and develop abandoned properties. Through the committee and the program, municipalities receive positive income from properties being put back on the tax rolls, and the maintenance cost to the municipality for these abandoned properties is eliminated. The committee and program increase community investment, which helps to further stabilize local communities. Without this committee and program, the municipalities and their residents would lose these benefits.

F. Analysis showing the costs of compliance for individuals or other entities regulated by the agency

This agency is not a regulatory body.

G. Efficiency with which formal public complaints filed with the agency have been processed

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

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

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

I. Recommendation

Continue.

Department of Equity and Inclusion

A. Vision

An Allegheny County in which opportunity is available to all business owners.

B. Mission

To build the capacity of minority, women, and disadvantaged business enterprises (MWDBEs), monitor contracts to ensure compliance with Allegheny County's diversity in contracting goals, and provide outreach and technical assistance to the business community.

C. Overview

The department works to maximize participation of MWDBEs in County contracts by helping them to achieve certification, connecting them to contracting opportunities, vetting good faith efforts of vendors to include MWDBE participation, and monitoring contracts for compliance. The department also acts as a certifying agent for the Pennsylvania Unified Certification Program (PA UCP) for firms seeking certification as a disadvantaged business enterprise (DBE) in accordance with federal regulations [49 CFR 26](#). This designation makes firms eligible to participate on any Federal Aviation Administration (FAA), Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) funded contracts as a DBE.

In partnership with all County departments and the community at large, the department ensures the successful integration of MWDBEs within the business structure of the County. The department is also charged with supporting an environment that is inclusive and equitable within the County and its external-facing services.

From an operational perspective, the department has three primary areas of focus:

- A. Contract Compliance: Reviews subcontracting plans to determine the level of inclusion and monitors all contracts to determine level of achievement to established targets.
- B. Certification: Provides certification services under Code of Federal Regulations (CFR 49) Parts 23 (airport concessions) and 26 (all other business)
- C. Outreach: Communicates with the public by hosting and participating in workshops, trainings, tradeshow, and speaking engagements.

D. Achievements of department since 2018 (2019 through 2022)

As of December 31, 2022, DEI had 571 actively certified firms as DBEs under the PA UCP, 23 of which were newly certified in 2022.

In 2022 alone, DEI oversaw \$15,378,776 MWDBE participation in Public Works and Purchasing contracts. There was an additional \$69,392,192 in MWDBE participation on County authority contracts, and \$153,014,056 in African American and Faith-Based agency participation in Department of Human Services provider contracts.

DEI sponsored Greenwood Week Pittsburgh in 2019, considered a one-of-its-kind minority business conference because it provided a guided path to running a successful business by addressing tech identity, funding, finances, and other essential topics. The department presented information regarding the benefits of PA UCP DBE certification and staffed a resource table to answer questions and provide additional information.

DEI helped develop a new Request for Proposals (RFPs) evaluation process that incorporated DEI in rating proposals. The process resulted from a DBE consultant evaluating the County's RFP process and suggesting including DEI. The department's ratings are included in the overall rating of RFPs before the County selects a vendor. DEI rated and reviewed MWDBE documentation for 19 RFPs in 2019, up from five in 2018. The department's review of MWDBE documentation for RFPs in 2020 and 2021 decreased to 13 and 12 respectively which may be due to the COVID-19 pandemic. However, 2022 was a rebound year and MWDBE documentation was reviewed for 23 RFPs.

DEI, in collaboration with the County's Marketing team since 2019, continues to compose videos featuring PA UCP DBEs certified through DEI and step-by-step instructions for completing the Disadvantaged Business Enterprise (DBE) certification. In 2022 the collaboration created spotlight videos for Hispanic Heritage Month and Black Business Month. The videos feature three certified DBEs — Cobbler World, Cut'N'Run Studios, and Mon-Win Consulting — and showcase why DBE certification has been advantageous in helping their businesses grow and thrive.

The department helped launch a redesigned PA UCP website and migrate the DBE database to a new platform 2020. The project involved weekly status meetings and testing to ensure the new database's viability. The new website and database increase user friendliness and streamline the certification process. It also significantly reduced paper and manual processing.

DEI adapted to the pandemic in 2020 by providing certification counseling sessions over Microsoft Teams. The department also attended and presented at many virtual events, webinars, and meetings, allowing it to continue its outreach efforts despite limited in-person interaction. Microsoft Teams is now used on a normal basis and provides an opportunity to attend more meetings and minimizes time restraints and travel.

DEI presented at Pittsburgh Professional Women's Get the Facts About Disadvantaged Business Enterprise Certification webinar in 2021. The webinar provided attendees with information on the DBE certification, the value of certification, and the necessary qualifications.

DEI moderated a remote networking event hosted by Southwestern Pennsylvania Engineering Outreach. The event, titled Minorities, Women, and You: Increasing Inclusion, provided strategies to increase diversity across the region and encourage a move toward action. It allowed for a frank discussion about what must change to make progress in increasing inclusion.

The County's social media team helped DEI increase its presence on Facebook and LinkedIn beginning in 2021. The department uses social media to regularly provide information on opportunities for business growth and sustainability while highlighting diversity events and certified DBEs.

DEI continues to have an annual open house event. More than 100 participants attended DEI's annual open house, held virtually again in 2022. The open house promotes networking along with an opportunity to hear from various stakeholders about resources and opportunities to encourage business growth and success.

E. Legal mandate or necessity for the department

The Allegheny County Board of Commissioners created the MWDBE Program via ordinance on June 18, 1981, to ensure that minority and women entrepreneurs were given maximum opportunity to obtain and perform on County contracts. Authorization and ratification were codified in §435 of the Allegheny County Administrative Code of Ordinances. The department was continued through the transition to Home Rule in 2000 by Article XIII, Section 6 (d) of the Home Rule Charter of Allegheny County. In January 2020, the department was renamed the Department of Equity and Inclusion and its mission was expanded to additionally focus on equity and inclusion within the county and its external-facing services, and to promote shared prosperity through community development and other opportunities.

Allegheny County receives funds as a Federal Highway Administration sub-recipient; therefore, under Code of Federal Regulations 49, Part 26 (CFR 49 Part 26) Allegheny County must have a DBE program. Specifically, the regulations mandate referenced in Subpart B-Administrative Requirements for DBE Programs for Federally-Assisted Contracting (§ 26.21) that:

If you are in one of these categories and let Department of Transportation (DOT)-assisted contracts, you must have a DBE program meeting the requirements of this part:

- All FHWA recipients receiving funds authorized by a statute to which this part applies;
- A recipient receiving planning, capital and/or operating assistance who will award prime contracts (excluding transit vehicle purchases) exceeding \$250,000 in FTA funds in a Federal fiscal year;
- FAA recipients receiving grants for airport planning or development who will award prime contracts exceeding \$250,000 in FAA funds in a Federal fiscal year.

Additionally, section § 26.25 requires that the DBE liaison officer "shall have direct, independent access to the Chief Executive Officer concerning DBE program matters. The liaison officer shall be responsible for implementing all aspects of your DBE program." It also mandates that to be in compliance, adequate staff is available to administer the program.

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

Recognizing that minority and women business enterprises had not participated in County contracts to the extent that is desirable, Allegheny County created the Minority Business Enterprise Program in 1981 as a mechanism to engage the community at large in the myriad of opportunities involved in contracting for public services. As such, this department ensures that Minority Business Enterprises (MBE), Women Business Enterprises (WBE) and Disadvantaged Business Enterprises (DBE) are given the maximum opportunity to obtain and perform on county contracts.

To accomplish and monitor this effort, DEI works in partnership with all County departments and the community at large to maximize the successful integration and successful utilization of historically underutilized businesses within the community.

To provide for an appropriate response to public need, goals have been established for all contracts and other business activities entered into by Allegheny County. Particular focus is on the overarching goals of 13% for MBEs and 2% for WBEs.

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

Contract Participation and Compliance

Article 435 of the Allegheny County Administrative Code requires that prime contractors submit an MWDBE plan with their bids or proposals. At the time a bid or proposal is submitted, the contractor must identify the MWDBEs that will participate in the work. A description of the work that the MWDBE will perform and the dollar value of the services or goods to be provided by the MWDBE are to be included along with a written assurance that the MWDBE plan will be followed.

The Department of Equity and Inclusion reviews the MWDBE participation plans of selected low bidders and proposers prior to award and works with them to ensure that the highest level of MWDBE inclusion is achieved. The county's contract goals are 13% minority business enterprise (MBE) participation and 2% women business enterprise (WBE) participation.

The written assurance must also state that the MWDBE is not prohibited from providing quotes to other prime contractors and make assurances that if the MWDBE is unable to perform successfully that the prime contractors will make every effort to replace that business with another MWDBE.

If a participation plan submitted with the bid documents does not meet participation goals, DEI reviews the plan to ensure that a "good faith effort" has been made to identify and offer business opportunities to MWDBE firms that are available in the marketplace. A "good faith effort" ensures that MWDBEs are included to the greatest extent possible to meet the contract goal(s). For that reason, contracts that are granted waivers are not included in the contract total and not compared to contracts where MWDBEs are available to participate.

If the department determines that a good faith effort has been made, a waiver for the participation gap may be granted.

In the event that the prime contractor/vendor is an MWDBE, this information must still be submitted. In the case of a firm that is owned by a minority woman, at the onset of the contract they must declare the MWDBE designation that they will fulfill and seek participation for the other designation.

Throughout the life of the contract, the prime contractor/vendor is required to report the MWDBE participation through web-based software. The payment progress of these contracts is

submitted online. Utilizing this business process, DEI receives contract payment information in regular intervals. If a payment discrepancy surfaces, the department may request canceled check(s) or check images, as well as invoices, from the prime contractor/vendor. Should a firm not report this information as requested, corrective action may be taken. If the problem is still not corrected, the Purchasing Division will be notified in writing of the deficiencies and a recommendation will be made that the contract should be terminated for breach of the reporting responsibilities.

Each of these steps is necessary to ensure compliance with the legal mandate found in Article 435.

Certification

Created in response to federal action that revamped the U.S. Department of Transportation's DBE program, the PA UCP was created to provide a one-stop shop for DBEs. The unified program allows businesses to file one application and go through one certification review to achieve certification that is recognized by all recipients of federal funds in the state. DEI is one of five organizations throughout the state that certify DBEs. Participation in the PA UCP ensures mandatory reciprocity among its member agencies, a customer-friendly process, and a unified DBE directory that lists all actively certified DBEs

Certification is free. Businesses that wish to be DBE certified through the PA UCP can begin their application process online at paucp.dbesystem.com. Information can also be obtained by contacting DEI by phone (412-350-4309) or email (DEICertification@AlleghenyCounty.US). To start the process, a complete application must be submitted to one of the five certifying participants. Applications must contain an original notarized affidavit and all applicable supporting documents. Once received, the application is reviewed, and the information is verified. Additional information may be requested, and an on-site interview will be conducted prior to a final decision being made.

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

Since the Commonwealth of Pennsylvania has not administered an MWDBE certification program since 2012, there continues to be a need for the County to fill the void, as evidenced by the number of firms that seek certification by the department. A county department is inherently the most effective body to implement the county requirements for contract participation and compliance.

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 absence or reduction of this department would diminish the County's goal of broadening economic opportunities for minority, women, and disadvantaged business enterprises. Although this department design does not have a direct relationship on issues of public health and/or safety, there does exist a direct relationship on the issue of public welfare. Specifically, the

welfare of the community is best served in an environment in which all members of the community have access to the economic opportunities of the majority.

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 # 10-22-RE 12514-22 and the Special Revenues/Grants Budget # 08-22-RE 12473-22) signed by the County Executive on December 8, 2022. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2022 Adopted Budgets which can be referenced at <https://www.alleghenycounty.us/budgetfinance/county-budgets.aspx>

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

Given that this process is under the jurisdiction of the Federal government, the process for filing a complaint is delineated in the Code of Federal Regulations (CFR 49). As such, the appeal process requires that an appeal be filed with the PA UCP Appeals Committee at the state level. If the decision is unsatisfactory to the appellant, an additional appeal can be submitted to the Federal Department of Transportation's Office of Civil Rights. However, all businesses do have the option of going directly to the Federal level rather than the PA UCP appellate process. Additionally, the County Information Center directs complaints it cannot resolve to the relevant employee within the department. Any issues are forwarded for analysis and resolution. Documentation of these issues are retained by the County call center.

L. Recommendation

Continue.

Department of Children Initiatives

A. Vision

All families in Allegheny County have stable access to high-quality early care and education and out-of-school time programming.

B. Mission

To promote equitable access to high-quality early care and education, and out-of-school time services for all children and youth in Allegheny County.

C. Overview

The Department of Children Initiatives (DCI) leads Allegheny County's commitment to children and youth and the programs that serve them. DCI provides the local government structure to support equitable access to high-quality programming for children and their families through systems building, internal and external partnerships, and resource development. Caring for children in high-quality early childhood and out-of-school time programs drives the economic engine of our communities by providing the structure that allows families to work and their children to engage in meaningful educational and extracurricular communities. The work of the Department of Children Initiatives improves the wellbeing of all children, the prosperity of their families, the competitiveness of our businesses, and the vitality of our county.

Birth to Five

DCI's Birth to Five efforts focus on addressing the challenges and systemic-barriers Allegheny County's families have in accessing quality child care and early learning services for their youngest children. Early learning services can include child care, Head Start/Early Head Start, Pre-K, early literacy programming and general resources and supports. DCI partners with fellow county departments, community-based organizations, program providers, families, and other community partners to identify and begin to address barriers to access with a particular focus on unserved and underserved communities.

Within the Birth to Five sector, DCI supports children, families, and programs through piloting opportunities to increase equitable access to child care and early learning opportunities, increasing the capacity of birth to five programs, like child care, for young children and families, and striving for equitable systems change. DCI collaborates with early childhood professionals, families, schools, and community partners to ensure all children and families have access to the resources and programming needed to reach their fullest potential.

Out-Of-School Time

DCI's Out-of-School Time (OST) efforts support Allegheny County's youngest school-age children during the time spent outside of the traditional school day. While OST programs typically offer academic assistance supplemented with enrichment activities, all OST programs keep children safe, extend learning beyond the classroom, provide critical support to families, occur on a regular basis, and happen outside of school. DCI collaborates with fellow county departments,

program providers, families, schools, and community partners to best support youth before school, after school, and during the summer.

Within the OST sector, DCI supports children and families by partnering with community-based organizations and schools to create more quality OST program opportunities, improve access to existing and new programming, and address larger systemic challenges impacting OST programs serving young school-age children in Allegheny County. DCI is working to ensure that every young school age child in Allegheny has an accessible and stable OST option particularly in unserved and underserved communities.

Early Care Education and Out-of-School Time Workforce

DCI's early care and education (ECE) and out-of-school time (OST) workforce efforts support the workforce who provide the day-to-day programming for children ages birth to five and young school-agers. DCI envisions an experienced, well-compensated, supported, and qualified ECE and OST workforce and is committed to creating the opportunities and pathways for this vision to become a reality, whether an individual is currently employed by a youth serving organization or is interested in exploring a career in education.

Within the ECE/OST Workforce sector, DCI connects with organizations and entities to create clear, equitable, and accessible pathways to ECE and OST employment, supports new and existing workforce development programming through grants and technical assistance, and collaborates with partners and providers to understand and communicate the ECE and OST workforce needs around Allegheny County.

D. Achievements of department since 2018 (2019 through 2022)

June through December 2021, DCI was established as a department and engaged in inaugural staffing. DCI staff are leading experts in both early learning and OST systems-building and programming.

In April 2022, DCI launched a pilot of a county-level subsidized child care program for the county's working families. The Allegheny County Child Care Matters (ACCM) pilot helps support eligible families who don't meet Pennsylvania's Child Care Works program's income limits but are below 300% of the Federal Poverty Income Guidelines. In 2022, the department provided subsidized child care to 184 children in 122 families living in 52 municipalities through 85 unique, non-relative providers.

DCI awarded nearly \$5 million to high-quality child care and out-of-school-time (OST) providers across the county in 2022. DCI-funded programs will add nearly 500 new infant and toddler high-quality child care slots, and more than 600 new OST slots. DCI funded programming is also working to create new certified home-based child care providers in Allegheny County, to increase the number of quality, stable, home-based child care slots.

DCI awarded \$252,769 to three organizations supporting expansion of early literacy programming across the county. Grantees exceeded their target of serving approximately 250 children by serving more than 400 children either through new or expansion of existing evidence-based models in unserved and underserved areas in the county.

To increase the number of early care and education (ECE) and OST staff, DCI awarded grantees \$770,300 to implement a Workforce Readiness and Supports Pilot Program. The pilot will also support professional growth for existing ECE and OST staff and provide support to ECE and OST programs hiring participants. The programs are projected to serve 150 members of the workforce.

E. Legal mandate or necessity for the department

By performing its core functions of (1) increasing family access to high-quality early learning and out of school time services (2) supporting ECE and OST providers and programs and (3) supporting the ECE and OST workforce, this department fulfills the public need for:

- a. Increasing equitable family access to early learning and OST programs through the provision of subsidized child care, early learning programming and OST programming with a sharp focus on families who are ineligible for state or federal subsidies or programs.
- b. Supporting the stability and growth of early learning and OST programs in maintaining and increasing the number of children with access to high-quality programming through the provision of efficient and effective supply and capacity building opportunities for programs.
- c. Increasing equitable access to skill building, credentials, and degree bearing programs for the early learning and OST workforce with a particular focus on identifying clear career pathways for early career professionals entering the workforce.

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

The Department of Children Initiatives was founded to provide comprehensive and strategic local systems-building necessary to ensure adequate supply of early learning services, like child care and early literacy programming, and out-of-school time services for all the children of Allegheny County.

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

The Department of Children Initiatives was established in 2021 as a direct response to the recommendations made by the Allegheny County Children's Fund Working Group, a 26-member working group that was formed by the County Executive in 2019 to develop recommendations about how a potential fund could provide resource to early childhood learning and out-of-school time programs across Allegheny County. The report, formed through community outreach and engagement, set forth core principles for the endeavor including equity, access, quality, and accountability. The department utilizes systems-building efforts in conjunction with public procurement to ensure that more children in Allegheny County have access to high-quality educational programming and improve the systems that support all children.

An alternative method of service delivery that could be employed would be to appoint an advisory board that would solicit and provide public input to support the department in meeting its public mandate.

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

The Allegheny County Children's Fund Working Group recommendations affirmed that a County department with a dedicated administration is the most effective body to implement the department's programs. This structure, staffed by qualified and experienced leadership, allows the County to meet its public mandate and ensure confidence in its independence in supporting the children, families, and programs of Allegheny 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 absence, or reduction, of the Department of Children Initiatives would directly impact the public health, safety, and welfare of the youngest children and their families in Allegheny County. In its current state, this would result in immediate impacts to current programs and activities. This could mean the removal of up to 1,100 children from regulated child care and OST programs that provide educational opportunities that also allow families to maintain and actively seek employment.

The department's services benefit the county in several ways:

- Access to child care, OST programs, and workforce opportunities improve the county population by providing families with young children the resources they need to maintain residence in Allegheny County while providing new families with the services they need to move here.
- Regulated, stable early learning, including child care, and youth programs contribute to the maintenance of current employment and open employment opportunities for job seeking family members.
- High-quality early learning programming reduces special education placement, supports critical early brain development, and improves children's long-term academic success.
- OST programming improves academic and social emotional outcomes for children. Summer learning programs specifically reduce summer learning loss, referred to as the "summer slide," for children from lower income families and keep those children on track with their higher income peers.
- Workforce programming provides individuals with a pathway into a career in education and positive youth development. The acquired transferrable skills support and grow the regions educational sector and ensure that our County maintains a highly skilled workforce with opportunities for economic growth and advancement.

J. Analysis showing the costs of compliance for individuals or other entities regulated by the department

The department is not a regulatory body. However, the costs for this Department are referenced in the Resolutions (Operating Budget # 10-22-RE 12514-22 and the Special Revenues/Grants Budget # 08-22-RE 12473-22) signed by the County Executive on December 8, 2022. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2022 Adopted Budgets which can be referenced at <https://www.alleghenycounty.us/budgetfinance/county-budgets.aspx>

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

No formal complaints have been filed with this department.

L. Recommendation

The Department of Children Initiatives provides vital services to the children, families, citizens, and communities of Allegheny County. The department should continue.

Department of Health

A. Vision

Healthy people living in a healthy county.

B. Mission

To protect, promote, and preserve the health and well-being of all Allegheny County residents, particularly the most vulnerable.

C. Overview

The Allegheny County Health Department (ACHD) provides public health education, compiles vital health data, surveilles and controls infectious diseases, enforces environmental regulations and administers many other programs that protect and improve the public health. Since its inception over 60 years ago, Allegheny County has made significant progress in preventing infectious and chronic diseases, addressing infant mortality, safeguarding the environment, and addressing new and emerging public health threats.

To accomplish its goals and objectives, the ACHD, which is also governed by the Allegheny County Board of Health, maintains six bureaus and a public health laboratory:

- Administration
- Clinical Services
- Community & Family Health
- Data, Reporting & Disease Control
- Environmental Health
- Food, Housing & Public Policy
- Public Health Laboratory

Bureau of Administration:

The Administration Bureau provides a wide range of support services to the Allegheny County Health Department (ACHD) and acts as a liaison to and partner with the broader county government. It consists of the following programs:

- **Finance:** Performs all functions related to accounts payable, purchasing, grants management, budget preparation, and financial reporting and analysis. Assists external programs with issuing permits as necessary after payment collection is complete.
- **Operations:** Oversees the department's vehicle fleet and maintenance, acts as a liaison to both the County Facilities Management department and the Health Department Finance Division. Coordinates all facility transitions and acts as the liaison with landlords in county leased spaces.
- **Human Resources:** Administers the Health Department's merit system in accordance with PA Civil Service processes as they pertain to employee activities such as hiring,

separations, and disciplinary actions. Coordinates with program managers on the recruitment and hiring of new employees.

- **Contract Administration:** Analyzes and evaluates contractual proposals, agreements, and amendments to ensure the inclusion of all necessary terms and conditions.
- **Workforce Development and Training:** Plans, implements, and evaluates department-wide workforce development activities, facilitates internships and clinical learning experiences for students, and coordinates performance management and quality improvement.
- **AmeriCorps National Health Corps Pittsburgh:** Places members in community host sites throughout the county to connect marginalized populations with health education and services, while developing tomorrow's compassionate health leaders.

Bureau of Clinical Services

The Bureau of Clinical Services provides an array of clinical services that are specialized and designed to improve the wellbeing of residents. It consists of the following programs:

- **Immunization:** Responsible for the primary prevention of vaccine-preventable diseases in Allegheny County. The program operates an Immunization Clinic that offers all CDC Advisory Committee on Immunization Practices (ACIP) recommended and required vaccinations for children and adults as well as travel vaccinations.
- **Infectious Disease:** Monitors and tracks the incidence of reportable diseases and conditions; assists in outbreak investigations; provides vaccinations, including travel vaccines; investigates animal bites and exposures to prevent transmission of diseases to humans, such as rabies, Lyme disease and West Nile virus; provides screening, evaluation, and treatment to persons with latent and active tuberculosis.
- **Sexually Transmitted Infections/HIV:** Provides control of sexually transmitted infections (STI) via free, convenient, and confidential services. Also provides voluntary testing program involving pre-test and post-test counseling.
- **Pediatric Dentistry:** Provides preventive and corrective dental treatment of children.
- **Tuberculosis:** Uses a patient-centered case management approach to provide the diagnosis and treatment of persons with active TB disease and persons identified with latent TB infection (LTBI), in Allegheny County.
- **Emergency Preparedness and Response:** Plans and evaluates response functions for public health emergencies. Provides preparedness training for employees.

Bureau of Community & Family Health:

The Bureau of Community & Family Health focuses on the prevention of and protection from chronic conditions as well as improving health outcomes for mothers, infants, children, and families. It consists of the following programs:

- **Chronic Disease Prevention:** Improves the overall well-being of all Allegheny County residents through evidence-informed prevention strategies and promotion of healthy

living across the lifespan. These include health equity practice, community-centered programming, fostering health in all policies, and increasing health access.

- **Home Visiting Network:** In collaboration with other home visiting agencies, provides an efficient health care and social support delivery system to families by coordinating resources of existing maternal and child health programs.
- **Family and Child Health:** Works to maximize the quality of life and health of mothers, infants, and children and their families in Allegheny County. Public health nurses provide prenatal, post-partum, and pediatric home visits to assess and assure families receive appropriate medical services and anticipatory guidance to improve their health.
- **Women, Infant and Children (WIC):** Serves income-eligible and medically and nutritionally at-risk pregnant women, breastfeeding mothers, infants, and children under five years of age via this federally funded program
- **Injury Prevention:** Promotes the safe use of motor vehicles and firearms and offers guidance for home safety to reduce the incidence of injuries caused by the improper use of equipment.
- **Violence Prevention:** Aims to reduce violence throughout Allegheny County by focusing efforts to reduce gun violence through a variety of strategies.

Bureau of Data, Reporting & Disease Control:

The Bureau of Data Reporting and Disease Control (DRDC) dedicates itself to the collection, analysis, and reporting of disease conditions, including infectious, chronic, and overdose. DRDC supports the data needs of multiple federal and state grants within the Department.

- **Infectious Disease Epidemiology (IDE):** Receives reports on reportable conditions, including Hepatitis C, enteric diseases, vaccine preventable diseases, vector-borne disease, COVID (cases, hospitalizations, deaths, and vaccinations), and Healthcare Associated Infections. IDE provides case investigation on all reportable diseases, providing for prompt identification and mitigation of outbreaks. Staff annually surveils and reports upon vaccine coverage in schools. They hold quarterly meetings with local healthcare providers to assure that current guidance and trend data are communicated.
- **Chronic Disease Epidemiology (CDE):** Uses vital statistics (births, deaths, cancer), childhood lead reports, hospitalization data, emergency department (ED) encounters, and survey data to understand and report on the complex interaction among the environment, social determinants of health, disease risks, and outcomes. The program coordinates with the Chronic Disease Prevention, Family and Child Health, Housing and Community Environment, and Air Quality to prioritize environmental justice areas, evaluate the environmental and health impacts of climate change, identify gaps in childhood lead screening, and identify areas experiencing high rates of chronic disease risk behaviors and outcomes.
- **Opioid Surveillance:** Uses a wide range of data, including EMS Naloxone administration, ED encounters, toxicology, and controlled substance prescribing data to provide information for outreach professionals to distribute Naloxone, as well as current information about constituents of the drug supply and changing demographic and

geographic trends in drug use. Analysts evaluate prescribing data to identify disparities in prescribing of medication-assisted treatment for recovery from opioid use disorder.

Bureau of Environmental Health:

The Bureau of Environmental Health strives to protect the health of Allegheny County residents from potentially hazardous aspects of the natural and built environment. It consists of the following programs:

- **Air Quality:** The Air Quality Program protects the health of Allegheny County residents and visitors by managing the air quality within its borders. This responsibility comes from the U.S. Environmental Protection Agency (EPA), the Pennsylvania Department of Environmental Protection (PA DEP), the Pennsylvania Department of Health (PA DOH), and County authorities. The program works with other local and state air agencies on shared interests and in reviewing and responding to national and international policies. These four programs are all subsets of the overall Air Quality program at ACHD: Enforcement & Compliance, Monitoring and Source Testing, Permitting and Planning, and Data Assessment.
- **Plumbing:** Investigates complaints regarding malfunctioning plumbing systems as well as violations regarding other regulations of Article XV. Pennsylvania Code Title 25, The Sewage Facilities Act (Act 537) is enforced as it relates to private, on-lot sewage treatment facilities (Septic Systems). Staff conduct on-site testing for septic systems, issue permits for such systems, and conduct all necessary inspections. The Plumbing program works closely with the Pennsylvania Department of Environmental Protection (PA DEP) in soil testing and approval of land subdivisions, when public sewers are not available to treat the proposed sewage discharge.
- **Wastewater & Solid Waste Management:** Oversees plans to make municipal recycling programs sustainable. Conducts special events for hard-to-dispose items; inspects and provides oversight of 40 facilities which include operating and closed landfills, waste processing facilities, material recovery facilities, and leaf/yard composting sites; and inspects and has oversight of all sewage treatment plants and sewage collection and conveyance systems in the county.

Bureau of Food, Housing & Public Policy

The Bureau of Food, Housing & Public Policy strives to reduce foodborne illness and negative health outcomes related to low quality housing conditions. It also partners with organizations to reduce the number of deaths from overdose. The Bureau consists of the following programs:

- **Housing and Community Environment:** Reduces public health risks related to housing and other community, recreational, and institutional environments. HCE accomplishes this mission through education, enforcement of regulations, providing services to the community, and working cooperatively with other agencies.

- **Food Safety:** Inspects and permits retail food safety facilities, including restaurants, groceries, and others. Monitors and investigates complaints for food facilities and has the primary responsibility for regulation of food facilities.
- **Overdose Prevention:** Responsible for the distribution of all naloxone in Allegheny County, including to first responders (police, EMS, fire, community organizations, and those most likely to witness an overdose). In addition, the program educates the public on its use and how to recognize signs of an overdose. The program supports linkages to care for people who use drugs in the county and connects them to treatment services such as medication for opioid use disorder, harm reduction, and other overdose prevention efforts.

Public Health Laboratory:

The Public Health Laboratory provides a wide range of diagnostic testing services for the residents of Allegheny County. It consists of the following programs:

- **Main Laboratory:** Consists of the sections of Advanced Molecular Diagnostics, Bacteriology, Parasitology, Select Agents, Serology, and Virology. Provides high-complexity, Clinical Laboratory Improvement Amendments (CLIA) testing for diagnosing various infections in humans.
- **STI Laboratory:** Provides CLIA-waived, Provider-Performed Microscopy, and moderate-complexity clinical laboratory testing for rapid diagnosis of bacterial vaginosis, gonorrhea, Trichomonas vaginalis infection, vaginal yeast infection, and hepatitis C infection. Offers automated, rapid, fifth-generation HIV serological testing enabling the diagnosis of acute HIV-1 infection, existing HIV-1 infection, and existing HIV-2 infection, and rapid, automated serological testing for syphilis, including rapid plasma reagin titers.
- **Pittsburgh & McKeesport Drug Testing Laboratories:** Provides urine drug screening and saliva alcohol testing services. Transfers urine specimens for confirmatory testing to a reference laboratory.
- **Pittsburgh Blood Lead Testing Laboratory:** Provides a CLIA-waived, point-of-care, capillary blood lead screening service. Refers patients for confirmatory blood venous level testing, when indicated.

D. Achievements of department since 2018 (2019 through 2022)

The Health Department led the County’s response to the COVID-19 pandemic, providing testing, vaccination, data analysis, and data sharing; supporting community health workers and community-based organizations; and providing community education and outreach. From the start of the pandemic through December 31, 2022, in Allegheny County there were:

- 4,115,901 tests (3,197,495 PCR, 918,406 antigen) administered by laboratories or clinical facilities
- 332,150 infections identified
- 16,672 hospitalizations with COVID infection

- 3,605 COVID related deaths
- 117,921 COVID vaccinations (primary series and boosters) administered by ACHD between late December 2020 through 2022
 - 60,885 first doses
 - 51,384 second doses
 - 3,448 first boosters
 - 615 second boosters
 - 1,589 bivalent boosters
- 188,000 tests performed by Curative diagnostics under County contract between May 11, 2020, and December 29, 2022
- 3,000 tests performed by county staff and partners at the Community test site between September 15, 2020, and November 2020
- In January 2022, the ACHD launched its self-test reporting online form, transitioning to a National Institute of Health developed reporting form in March 2023
- First in PA to launch a text message and online investigation tool while maintaining dissemination of isolation and quarantine guidance in October 2020

To monitor complaints and concerns, in 2020 the ACHD began using its GovQA complaint system to respond to COVID-19 complaints about unsafe practices at county establishments. This allowed the department to identify trends among business types that needed better training or communication to protect their employees and customers. A field response team visited food establishments to conduct education and assist with compliance. The field team conducted more than 7,000 complaint-based assessments.

ACHD teamed with healthcare partners on a mass vaccine rollout that touched every corner of the county. Vaccines and booster doses were delivered on-site to nearly all 170 low-income senior facilities in the county, and ACHD and partners set up points of dispensing in communities with low vaccine rates or access issues, including the Hill District, Homewood, and McKeesport. By November 2022, 83.1 percent of the county residents five years old and older had received at least one dose of the COVID vaccine, and 75.5 percent have received two doses.

In 2022, members of the Bureau of Data, Reporting & Disease Control received the County's Exemplary Employee Award for conducting thousands of case investigations and contract tracings; preparing daily data reports for the County (including seven days a week for nearly a year); developing dashboards, frequently asked questions and other communication materials; and working hand-in-hand with schools, child care programs, long-term care facilities, businesses and others who called the Health Department for guidance and support.

In 2019, the Centers for Disease Control and Prevention (CDC) awarded the Health Department a multi-year Overdose Data to Action Grant to support the county's efforts to stop the opioid epidemic. The grant provided \$5.2 million each year through August 2022 and helped expand prevention response initiatives and local health surveillance of people using and misusing opioids. In 2023, the ACHD applied for a second round of funding on this grant.

In 2022, the ACHD staff conducted 116 overdose prevention trainings instructing 3,201 persons on how to respond to an overdose, including the administration of naloxone. Staff also

participated in 134 events and distributed a total of 19,675 naloxone kits, ranging from Millvale Pride to the Pitt Healthy U Fair.

In June 2019, ACHD reached an historic settlement with U.S. Steel Corporation requiring the company to make \$200 million in environmental improvements at its Clairton facility and pay \$2.5 million in penalties. This followed the issuance of four enforcement orders against U.S. Steel. The penalties will go to a community benefit trust to provide environmental and health improvements to the communities most affected by the Clairton facility.

In 2021, ACHD implemented the Mon Valley Air Pollution Episode Rule, which requires companies emitting pollutants to reduce emissions when weather conditions are forecasted to result in an exceedance of 24-hour air quality standards for PM2.5. Seventeen companies submitted ACHD-approved emission reduction plans they must implement when the ACHD director initiates a Mon Valley Episode Watch or Warning. The rule is designed to shave the peaks of emission exceedances during specific types of weather events.

In 2021, all ACHD air quality monitors, including the one located in Liberty measured attainment of the U.S. Environmental Protection Agency (EPA) standards as established by the Clean Air Act. This was the final of ACHD's eight PM2.5 (particulate matter 2.5 microns in diameter or smaller) to meet these standards, and it put the region in compliance with federal standards for carbon monoxide, nitrogen oxide, ozone, and particulate matter (PM2.5, PM10) standards.

In 2022, ACHD updated and installed nine new air quality monitoring devices, including monitors for volatile organic compounds (VOCs) and devices for analyzing hydrogen sulfide (H2S), nitrogen dioxide (NO2) and fine particulate matter (PM2.5). The National Aeronautics and Space Administration (NASA) and the EPA also selected ACHD's air quality program to install a new PANDORA spectrometer as part of a global network of 100 fixed locations observing concentrations of trace gases such as NO2, Ozone (O3) and VOCs.

The ACHD's response to Mpox (formerly known as monkeypox) in the summer of 2022 helped contain the global health crisis by relying on testing, isolating, contact tracing and vaccination. By the end of the year, 71 county residents had contracted an Mpox infection, and the ACHD Immunization Clinic administered 990 of 6,168 vaccine doses administered countywide.

In 2021, the Food Safety Program made several strides to improve customer service. The effort included reducing wait times for food permit applications from an average of 49.3 days in 2020 to an average of 30.3 days in 2021. While the average wait time for review in 2022 was 46 days, the average amount of time to conduct the review of applications was on average 23 days. Improvements continued in quarter one of 2023 for applicants to receive their first update about the components submitted on average within 16 days of submitting the application, average time to review an application being 14 days, and a 41 day wait time for the review to start.

ACHD piloted a limited virtual plumbing inspection process during the latter half of 2022. Staff have begun reviewing the pilot data and talking with plumbers and residents who participated in the program to determine how best to incorporate it into the regular inspection process. The Plumbing Program performed 21,566 inspections in 2022.

The ACHD Women, Infant, and Children (WIC) program helped families deal with the baby formula shortage that took place in May and June of 2022. The program worked with several partners to create and distribute a helpful baby formula “dos” and “don’ts” flyer in a variety of languages.

In 2022, the Public Health Laboratory conducted more than 40,000 tests. The laboratory plays a critical role in disease surveillance.

E. Legal mandate or necessity for the department

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

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

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

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

The core function of the ACHD is to provide year-round services to promote public health.

ACHD serves the public by:

- Delivering essential public health services during disease outbreaks and other emergencies
- Controlling infectious disease control through reporting, investigation, and prevention and education
- Reducing incidents of chronic disease and injury through programs that educate and promote actions that aim to reduce the most significant causes of death for residents
- Providing direct clinical care to vulnerable populations to prevent and treat vaccine-preventable illnesses, oral health problems, tuberculosis, and sexually transmitted infections
- Improving oral health for children through a pediatric dental program serving low-income children
- Reducing infant and maternal morbidity through family and child health programs such as breastfeeding promotion, early home visiting programs that provide healthy foundations for high-risk families
- Ensuring good nutrition for Women, infants, and children (WIC) by providing nutritional support to income-eligible and medically or nutritionally at-risk pregnant women, breastfeeding mothers, and children under age 5
- Regulating permitted sources of air pollution as well as regulating asbestos removal, and abrasive blasting

- Reducing foodborne illness with a food inspection program which issues permits and inspects food establishments – restaurants, caterers, institutions, retail markets, wholesalers, distributors, processors, warehouses, mobile vendors, and temporary and seasonal food facilities
- a. Administering Allegheny County’s unified plumbing regulations which cover new or modified residential and commercial plumbing installations
- b. Reducing public health risks related to housing and other community, recreational, and institutional environments.

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

One alternative method to implement the department’s programs could be to have the programs delivered by the state. Although Allegheny County opted in 1957 to maintain its own county health department, the counties surrounding Allegheny County have services provided by the Commonwealth of Pennsylvania through its Departments of Health, Environmental Protection, and Agriculture. These services are, in many instances, provided on a smaller scale than those provided by ACHD.

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

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

ACHD has been an effective body to administer its programs as evidenced by its successes. It is appropriate to retain this critical function at the County, due to its effectiveness with the following:

- ACHD protects, preserves, and promotes public health by surveilling and controlling diseases, public health education and health promotion, enforcement of public health and environmental regulations, compilation of public health statistics, and other actions as either required by law or as deemed necessary by the director.
- Pennsylvania State Law governs the operations and scope of services of ACHD. Health programs — including sexually transmitted disease prevention and control, tuberculosis control, immunizations, and infectious disease reporting — are regulated by law and led by professionals with experience and training in those areas. As required by law, the ACHD provides diagnostic and treatment services for STI’s and tuberculosis. The department provides childhood immunizations and travel immunizations.
- Maternal and Child Health Programs and Dental Programs are mandated by law and are partially subsidized by grants and direct charges for pediatric dental services. The Women, Infant and Children (WIC) Program is 100% grant funded. The Healthy Homes lead prevention program is also funded by grants, with some County and State operating

money. Additional programs include the Chronic Disease Program, which is required by regulation, and the Injury Prevention and Traffic Safety programs which are grant funded.

- Environmental Programs mandated by law include regulating food service and the general environment in nursing homes, schools, boarding homes, and day care centers. The department is also required to regulate swimming pools, and investigate housing complaints including rodents, mold, and other hazards. Food safety is provided through the Food Protection Program. Plumbing activities are self-supporting by fees charged and although not mandated by law or regulation to be located within the health department, they are essential services linked to ACHD's actions related to safe drinking water and liquid waste handling. The Air Quality Program, which has responsibilities delegated by the Environmental Protection Agency, is 100% funded by grants and generated fees.
- Additionally, there are general actions required by law or regulation for administration, including epidemiology and vital statistics. These actions include conducting analyses of vital statistics and communicable disease data, providing data for identifying public health problems, and focusing public health actions to address them.

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

ACHD protects public health through the various programs it offers. The absence or reduction of critical health services would significantly harm and/or endanger the public health of the residents of the county. The adverse effects would include, but are not limited to:

- Significantly compromised response to the outbreak of public health emergencies
- Significantly less disease surveillance through laboratory testing and reporting leaving the public unaware and unresponsive to public health issues
- Increased incidence of chronic diseases and accidental deaths
- Worse oral health for the children of Allegheny County
- More children exposed to lead and fewer children tested for lead
- Higher rates and still greater disparities for infant and maternal morbidity
- The inability to attain the air quality standards as determined by the Clean Air Act
- Higher rates of foodborne illness resulting from a lack of proper inspection of all food-related entities would increase and could increase mortality
- Increase in negative health outcomes related to inappropriate plumbing design and wastewater disposal producing environments fostering the acquisition of diseases reminiscent of the 19th and early 20th centuries
- Reduced housing quality

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 # 10-22-RE 12514-22 and the Special Revenues/Grants Budget # 08-22-RE 12473-22) signed by

the County Executive on December 8, 2022. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2022 Adopted Budgets which can be referenced at <https://www.alleghenycounty.us/budgetfinance/county-budgets.aspx>.

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

The County call center directs complaints it cannot resolve to the relevant employee within the department. Additionally, the ACHD operates a year-round, 24-hour call system which handles complaints and responds to emergent public health situations.

L. Recommendation

The continuation of the Allegheny County Health Department is essential to ensuring that human health and the environmental health needs of county residents remain a priority and are protected.

Air Pollution Control Advisory Committee

A. Legal mandate or necessity for the agency

Allegheny County Health Department Rules and Regulations Article XXI: Air Pollution Control, the air quality regulations of Allegheny County, mandate the existence of the Air Pollution Control Advisory Committee. The Committee must consist of at least 9 and up to 15 individuals. The Advisory Committee consists of a balance of representatives of industry, environmental organizations, academia, small business, and residents, who maintain credentials in, or experience in, or knowledge of the field of air pollution. Each member may identify an alternate in writing to vote in their stead.

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

The advisory committee reviews proposed revisions to air quality regulations and provides to the Board of Health recommendations to approve or not approve.

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

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

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

According to Article XXI: Air Pollution Control, the ACHD must maintain an Air Pollution Control Advisory Committee.

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

In 1949, the Allegheny County Board of Commissioners enacted the first set of rules designed to regulate emissions of smoke and fly ash. These regulations pertained to all of Allegheny County, except the City of Pittsburgh, which at the time had its own regulations and Department of Health.

At the time, there was a need for expert guidance and advice in the development of county regulations. The Smoke Control Advisory Committee served as a vehicle to provide that advice. In 1957, when the Allegheny County Health Department came into existence, serving the entire county including the City of Pittsburgh, commissioners adopted Article XXIII: Smoke & Air Pollution Control. One of the primary responsibilities of the Smoke Control Advisory Committee was the development of air quality standards.

This all preceded the U.S. Clean Air Act, which today requires the U.S. Environmental Protection Agency to set the National Ambient Air Quality Standards. Since that time, the Air Quality

Program has become the largest program within the Allegheny County Health Department and employs talented and trained professionals.

In the absence of an advisory committee, the ACHD would continue to draft and propose air quality regulations designed to meet or exceed EPA and PA DEP standards, as well as seek input and suggestions from the public. Note that many of the rule updates and amendments simply adopt the State DEP rules by reference, although this is not always the case. The Board of Health would continue to review, receive, and consider public input and, as appropriate, approve proposed regulatory revisions. The County Council and Executive would continue to review and ratify the proposed revisions after also receiving and considering public comment. In each step, public feedback would continue to be gathered and play a critical role in the regulatory revision process. Having an advisory committee provides an additional and readily available layer of public input.

F. Analysis showing the costs of compliance for individuals or other entities regulated by the agency

There are no fees associated with this advisory committee and it is not a regulatory agency, so there are no costs for compliance.

G. Efficiency with which formal public complaints filed with the agency have been processed

The advisory committee neither receives nor reviews complaints from the public. All public complaints are made directly to the ACHD, and Board of Health, which has the obligation to respond. Each bureau has specific procedures to address complaints.

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

The Air Advisory Committee does not receive an appropriation from the Allegheny County operating budget. As such, an audit is not required. In the past, meals were provided to advisory committee on the nights of their meetings. This no longer occurs.

I. Recommendation

Continue.

Plumbing Advisory Board

A. Legal mandate or necessity for the agency

The Allegheny County Health Department (ACHD) promulgated Article XV of its rules and regulations: Plumbing & Building Drainage in 1969. Contained in these important public health regulations is the requirement for a Plumbing Advisory Board. The purpose of the board is to advise the ACHD Director and to review and recommend new materials and methods of installation in the plumbing industry. Article XV lays out very specific membership requirements for the board to ensure the ACHD Director receives insights from qualified professionals. The Plumbing Advisory board consists of ten members who serve for a term of three years or until a successor is named.

The Advisory Board must consist of:

- One representative of a City of the Second Class
- One licensed Professional Engineer
- One licensed Architect
- One licensed Master Plumber
- One member of the Allegheny League of Municipalities
- One representative of the Allied Trades
- One representative of the Home Builder's Association
- Two licensed Journeyman Plumbers
- One citizen not affiliated with the above representative classifications

The Director of the Allegheny County Health Department and the Chief Plumbing Inspector serve as ex officio members of the board. The Plumbing Advisory Board also advises on the plumbing licensing process.

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

This board promotes sound plumbing practices. A key function of the Advisory Board is to review and make recommendations on the use of plumbing practices and fixtures that have not yet been addressed by regulation. These recommendations form the basis for changes in the plumbing code and for the application of the plumbing code to specific local conditions.

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

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

The functions of the Plumbing Advisory Board, like those of the Plumbing Licensing and Permitting Section, are necessary and appropriate. The Plumbing Advisory Board must be in a County agency that serves to protect public health.

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

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

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

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

Without the Plumbing Advisory Board, Allegheny County and the public in general would likely not have an up-to-date plumbing code.

F. Analysis showing the costs of compliance for individuals or other entities regulated by the agency

No remuneration is provided for members of the Plumbing Advisory Board; there is no cost to the County for maintaining this agency. The agency is not a regulatory body, so there is no cost of compliance.

G. Efficiency with which formal public complaints filed with the agency have been processed

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

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

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

I. Recommendation

Continue.

Department of Human Services

A. Vision

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

B. Mission

To help people during their most vulnerable times and prevent crises in their lives, to help children and youth grow up safer and healthier and assist adults in living more securely and independently, and to advocate for support and services so people can thrive.

C. Overview

The Allegheny County Department of Human Services (DHS) is responsible for providing and administering publicly funded human services to county residents. DHS provides a wide range of services, including those for older adults; mental health services (includes 24-hour crisis counseling); drug and alcohol services; child protective services; at-risk child development and education; emergency shelters and housing for the homeless; non-emergency medical transportation; and referrals for supports coordination for individuals with a diagnosis of intellectual disability or autism.

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

- Aging Services
- Office of Children, Youth and Families (CYF)
- Office of Behavioral Health (OBH)
- Office of Community Services (OCS)
- Office of Developmental Supports (ODS)

Administrative support to these five offices is provided by these offices:

- Administration
- Analytics, Technology and Planning
- Equity and Engagement

Office of Aging Services (the County's AAA):

Provides services for adults, primarily 60 years of age and older, designed to help older adults live independent lives, including assistance to remain living in their own homes while they are able and choose to do so. Aging Services provides services through programs based at its Southside office, a network of community-based providers, and some local municipal governments throughout the county. Aging Services serves both active, independent older adults and those who are frailer and more vulnerable.

Office of Children, Youth and Families (CYF):

As mandated by state and federal law to protect children from abuse and neglect, CYF provides child protective and supportive services to children and families in Allegheny County through a network of community-based providers. CYF works with families, the courts, other public agencies, and contractors to protect children and youth and provide services as needed and in ways that appropriately engage each family member, promote behavioral changes, enable the family to use services in the community, and empower the family.

DHS provides a range of family supports through other areas, like the Office of Community Services, so that whenever possible, families can get support without needing to enter the formal child welfare system.

Office of Behavioral Health (OBH):

Provides residents with a high-quality system of care to improve behavioral health in the county. This system includes mental health and substance abuse services including prevention, crisis intervention, treatment, case management and community services through a network of community-based providers.

Office of Community Services (OCS):

Provides services, programs and opportunities that support low-income and vulnerable individuals and families to improve self-sufficiency and to thrive. Through a network of community-based providers, OCS provides contracted services and direct services designed to meet the immediate needs of individuals and strengthen families.

Office of Developmental Supports (ODS):

Delivers a coordinated, community-focused system of care for people with a diagnosis of an intellectual disability or autism so that they may live according to the principles of self-determination. ODS provides information and referral, services, programs, and support for individuals and families. ODS is supervised through a series of Operational Grant Agreements by the Pennsylvania Department of Human Services' Office of Developmental Programs (ODP).

Office of Administration:

Provides administrative support including Financial Management, Budgets and Reports, Contracts and Compliance, Training and Human Resources/Payroll.

Analytics, Technology and Planning:

Supports DHS in policy development, quality improvement, and planning and decision-making through research and evaluation, data analysis, client engagement, program design, procurement activities, and technology and information systems.

Equity and Engagement:

Optimizes DHS's mission through: communications within DHS and between DHS and the public, including through public relations and media relations; engaging the public and communities in DHS needs assessments and decision-making; developing and implementing DHS's strategy for improving equity in services, programs, and internal operations; operating DHS's programs for immigrants and internationals and to expand language access; and operating the Director's ActionLine, which troubleshoots concerns and/or complaints about DHS and its programs and services.

D. Achievements of department since 2018 (2019 through 2022)

Supporting basic needs

DHS launched the Allegheny County Discounted Fares Pilot in 2022 to study how reduced costs of public transportation among county residents receiving Supplemental Nutrition Assistance Program (SNAP) benefits affect mobility, employment, health, and connections to services. By testing different fare discounts over 12 months, the pilot will inform a long-term commitment from DHS to lower the costs of transportation among low-income Pittsburgh Regional Transit riders. This pilot is one of the largest experimental evaluations of public transit fare discounts to date in the U.S. DHS enrolled over 14,000 people in the pilot, including nearly 5,000 children.

In November 2022, DHS and partners opened Second Avenue Commons, a \$22 million, low-barrier shelter that provides a place to stay for marginalized individuals —including those with substance-abuse disorders — unless they pose a threat to themselves or others. Its staff is trained in de-escalation, trauma-informed care, and harm-reduction principles. The site also offers wrap-around services to address the complex issues confronting people experiencing homelessness, including physical and behavioral health and unemployment.

DHS ramped up the Landlord Incentive program, which provides cash incentives to landlords for both entering and renewing a lease with people exiting homelessness. The Landlord Incentive program is making affordable units available in the private housing market so that we can maintain flow through the homeless system.

To better allocate available housing, DHS developed a tool in 2020 to prioritize the needs of individuals or families experiencing homelessness. Based on information in the DHS data warehouse, the tool predicts the likelihood of three types of events occurring in a person's life if they remain unhoused over a 12-month period: a mental health inpatient stay, a jail booking, and frequent use (4 or more visits) of hospital emergency rooms. It then assigns a risk score that is more accurate and less time-consuming and intrusive than the existing question and answer process and results in those who need housing the most receiving it first.

Allegheny County will be one of nine communities participating in the U.S. Department of Housing and Urban Development's (HUD) Community Choice Demonstration (CCD), which will provide families with children receiving housing vouchers that allow them better access to low-poverty neighborhoods. These neighborhoods will give children access to higher-performing

schools and other strong community resources. DHS will coordinate the five-year effort, funded by a \$4.09 million HUD grant received in 2022, in partnership with the county and city housing authorities.

Allegheny County received a \$3.49 million grant from HUD in 2019 to aid in its efforts to reduce youth homelessness. The County is one of 23 jurisdictions receiving funding through HUD's Youth Homelessness Demonstration Program.

Strengthening families

DHS implemented "Hello Baby," an initiative to strengthen families, improve children's outcomes, promote safe, secure environments, and maximize child and family well-being, funded by a \$2.75 million grant from the U.S. Department of Health and Human Services Administration for Children, Youth and Families' Children's Bureau. The partnership includes Healthy Start, Family Support Centers, the United Way, and birthing hospitals around Allegheny County. Since launch in September 2020, nearly 4,900 families have been identified as having higher levels of need, and, of those, over 1,500 have engaged with their local family center, a home visiting program, or priority care coordination services. Each week, we reach out to over 70 families with new babies who have been identified as having more complex needs and who have chosen to participate in the program. We then offer them concrete goods and services that best support their unique situation, thus preempting the need for involvement in the child welfare system.

In 2019, the PA Department of Human Services designated DHS as the administrator of state funding to provide for an Early Learning Resource Center (ELRC). During the pandemic, DHS provided \$100 million to stabilize the child care industry. In 2022, we're receiving more applications than ever, with no waitlist. The ELRC serves as a single-entry point for families to connect with services for children including family support, early intervention, child care access, and subsidized child care vouchers. It also assists child care entities to improve their quality of care.

Investing in youth

Caring Connections for YOUth is now live. This initiative aims to intervene in non-criminal juvenile offenses—like school fights, chronic truancy, or repeated dress code violations — before citations are issued. Caring Connections runs a 24-hour call center that connects school administrators, police, and parents to a network of professionals who can help resolve problems. This is important because it will help prevent youth from ending up at a police station or in a district magistrate's court.

DHS expanded its out-of-school time programming to include 32 new programs, with a specific focus on programs for teens. DHS annually invests \$14 million in out-of-school-time programs; in 2022, we increased our investment by nearly \$3 million. We've invested in several new programs in parts of the county that have traditionally been underserved (e.g., Mon Valley, Highlands, Pittsburgh's West End).

Reducing community violence

Working in partnership with the Allegheny County Health Department's (ACHD) Office of Violence Prevention and the City of Pittsburgh, the DHS has committed at least \$50 million over 5 years to implement evidence-based, comprehensive and well-coordinated public health approaches to reducing community violence. This includes investing in high-priority areas (Sto-Rox, Penn Hills, Greater Wilkinsburg Area, South Hilltop, Woodland Hills, and Mon Valley) to fund coordinated, evidence-based approaches, including the models Cure Violence, READI and Becoming a Man. The nonprofit Neighborhood Resilience Project will convene County-wide partners to implement strategies like shooting review boards, hospital-based interventions, and victim/family trauma support.

Bolstering crisis support

Allegheny County is participating in the Harvard Kennedy School of Government's Alternative 911 Emergency Response Implementation Cohort. The initiative is designed to support leaders in implementing alternative responses to nonviolent 911 calls. The County was one of four jurisdictions selected to participate and will receive technical assistance to accelerate and enhance the implementation of alternative responses including tracking call volume, creating training curricula for response teams, designing call decision trees, preparing community briefing materials, and assisting with procuring services from local providers. We are partnering with three municipal police departments (Monroeville, Penn Hills and McKees Rocks) and Allegheny County Housing Authority Police.

DHS awarded a contract to Passages in Recovery to pilot the Law Enforcement Assisted Diversion (LEAD) program, now operating in 9 municipalities outside the City of Pittsburgh: Etna, Shaler and Millvale (North Cohort) and Braddock Hills, Chalfant, Churchill, Forest Hills, Swissvale and Wilkins (East Cohort). LEAD case managers provide in-the-field, non-coercive, harm reduction-based case management services to participants who are caught in the revolving door of the criminal justice system and have unmet behavioral health and human service needs. There are several referral pathways to LEAD, including referrals by police at the point of an arrest encounter. Evaluation and expansion planning is underway.

DHS is launching START (Systematic, Therapeutic, Assessment, Resources and Treatment Model). This is a national, evidence-informed model of community-based crisis prevention and intervention for individuals with a dual diagnosis of a behavioral health disorder and intellectual disability or autism. Allegheny County START will serve eligible individuals ages 12 through 35 and includes participant-level support and system-level coordination.

Building behavioral health

DHS expanded the informal mental health system by investing \$4.5 million in 13 community-based agencies to provide community-led, nontraditional mental health supports. The supports will be provided by peers, friends and family, religious leaders, or other non-health professionals in the community. Examples of projects include a volunteer-run wellness group in an immigrant community, local clergy from Black churches helping to connect people with mental health resources, and influential members of the local LGBTQ community providing mental health trainings.

The Behavioral Health Fellows program launched in 2023 to help the provider network recruit and retain a qualified, committed workforce. The Behavioral Health Fellows program will provide incentives (loan forgiveness, coaching, professional development) to college graduates who give a 2-year commitment to working in the field; similar incentives will be available for current staff. This \$15 million project will support 150-180 fellows over the next 2-3 years.

Pathway to Care and Recovery opened in November 2020 providing a front door to information, services, and support for county residents who struggle with substance use disorder and their family and friends. Open 24/7 year-round, its services include a mobile response team, screening, level of care assessment, referral and support, case management, peer support, educational groups, and transition to treatment services. Additionally, 14 beds are available for individuals who need additional support while awaiting admission to a treatment slot.

resolve Crisis Center, a 24-hour, 365-day mental health crisis continuum of services that is available to all Allegheny County residents, upgraded its communication system in 2021 to implement chat and text capabilities. This represents an important addition to the resolve continuum, providing even more ways to get in touch with resolve's trained crisis counselors.

"Stand Together," a school-based program that works to dispel the stigma associated with mental illness, expanded to 17 schools in Allegheny County in 2019. The model, developed by the Allegheny County DHS, has been adopted by Venango County and schools in Delaware as well.

Responding to community needs in the pandemic

DHS rolled out a rental and utility assistance website in 2021 that helped provide more than \$129 million in financial assistance to more than 20,000 renters and landlords impacted by the pandemic as part of Pennsylvania's Emergency Rental Assistance Program. The website featured a self-service portal to apply for assistance, with the requests being vetted by agency staff prior to payments being disbursed.

At the start of the pandemic in 2020, senior centers closed but DHS set up grab-and-go meals and meal delivery serving 460,885 meals to 6,718 seniors in need. Aging Services also sent care packages to seniors that included essential care and COVID-19 related items such as masks, disinfectant wipes, digital thermometers, and hand cream.

To assist with pandemic-related food insecurity, DHS partnered with the Greater Pittsburgh Community Food Bank in 2020 to create a regularly updated and searchable food map. The map includes operation hours and information on "grab-and-go," meal sites, food pantries, and food distribution events.

DHS partnered with an area hotel to create the Safe Haven in 2020, which accommodated people who needed to isolate due to COVID-19 exposure but could not do so due to congregate care or other complex living arrangements. The hundreds who stayed at the facility received meals, access to services and telehealth, and other supports.

With the pandemic causing greater need for digital accessibility, DHS provided 2,000 laptops and devices, 1,800 wi-fi hotspots and nine community hotspots in 2020 and 2021. DHS used CARES Act funding to deliver devices to the homes of children so they could attend virtual classrooms, to

adults and caregivers so they could apply for jobs and benefits and attend telehealth appointments, and to providers so they could conduct telehealth visits.

DHS helped establish 64 Community Learning Hubs in 2020 to assist parents with child care when in-person school was not in session. The hubs, provided in partnership with Allegheny County Partners for Out-of-School Time and Trying Together, offered supervised care and free Wi-Fi and headphones.

DHS contracted with providers from across Allegheny County to give direct support to more than 2,000 households seeking benefit assistance during the pandemic in 2020. These “Benefit Navigators” helped people to apply for the CARES Rent Relief Program as well as all other public benefits including SNAP, WIC, LIHEAP, Unemployment Compensation, and more.

DHS provided \$2,000 in cash assistance to 1,900 young adults in the child welfare system in 2021 using \$3.7 million in federal pandemic relief funds. The program aided young adults aged 18-26 who had been in the foster care system. DHS quickly developed a system to process 3,745 applications and contracted with ACTION-Housing to serve as fiduciary to distribute the payments. Through the application process, over 1,200 youth were connected to additional resources.

DHS and The Pittsburgh Foundation oversaw the distribution of \$1.94 million in CARES Act rapid relief grants to 28 organizations. The grants went to mostly small non-profits aiding populations disproportionately affected by the pandemic including Black, Brown, Latinx, Immigrant and Refugee and LGBTQIA communities.

Aging Services purchased a “Padbot”, a remote-controlled device equipped with an iPad, so its Ombudsman unit could meet with nursing home residents to hear complaints about care during the pandemic, when many facilities were locked down in 2021. The ombudsmen piloted the Padbot through facilities while using the iPad’s camera and microphone to have real-time interactions with residents.

DHS began holding daily, then weekly, digital meetings with its provider network to enhance communication efforts and facilitate action among more than 400 providers during the pandemic in 2020. Meetings included periodic updates from the Health Department and led to the creation of a resource website to quickly share information. DHS also published a regular “On the Frontline” newsletter to highlight how these organizations were successfully adapting and continuing to offer services in a pandemic environment.

E. Legal mandate or necessity for the department

Article XIII (General Provisions), Section 6 (Continuity) of the Home Rule Charter provides the overall authority for DHS. With respect to specific functions and divisions within the department, DHS fulfills the following legislative mandates:

Aging Services (Area Agency on Aging): Created pursuant to state law, 71 P.S. §581-1 et seq. and the Federal Older Americans Act of 1965, 42 U.S.C. §3001 et seq. The duties of Area Agencies on Aging are set out in the Older Adults Protective Services Act 35 P.S. §10225.301.

Children, Youth and Families (CYF): Created pursuant to the following federal and Commonwealth of Pennsylvania mandates:

- Domestic Relations (Title 23): Adoption Act 23 Pa C.S. §2101-2910 and the Child Protective Services Law (CPSL) 23 Pa C.S. §6301 et seq.; and
- Judiciary and Judicial Procedure (Title 42): Juvenile Act 42 Pa C.S. §6301 et seq.
- The Child Abuse Prevention and Treatment Act (CAPTA), as amended by the CAPTA Reauthorization Act of 2010 (Public Law 111-320)
- Titles IV-B, IV-E and Related Sections of the Social Security Act, as amended, including: The Child and Family Services Improvement and Innovation Act (Public Law 112-34); the Patient Protection and Affordable Care Act (Public Law 111-148); and Fostering Connections to Success and Increasing Adoptions Act of 2008 (Public Law 110-351).

Office of Behavioral Health (OBH): The Mental Health and Retardation Act of 1966, 50 P.S. §4101 et seq. requires that counties have programs for individuals with mental illness and persons diagnosed with an intellectual disability. OBH provides an essential component in the County’s effort to fulfill this requirement. In addition, the OBH is also subject to the PA Drug & Alcohol Abuse Act of 1972 and 55 Pa. Code §4200.1 et seq, and supports drug and alcohol prevention, intervention, treatment, and related services for Allegheny County.

Office of Community Services (OCS): Although not a mandated office, OCS provides a necessary opportunity for the County’s more vulnerable populations to access critical prevention services, supports, and programs. This office serves eligible low-income populations, collaborates, and coordinates services with other DHS program offices and community-based agencies.

Office of Developmental Supports (ODS): Created by the Mental Health and Mental Retardation Act of 1966, 50 P.S. §4101 et seq. requiring that counties have programs for individuals with a diagnosis of an intellectual disability or autism and for individuals with mental illness. ODS is an essential component of the County’s effort to fulfill this federal mandate. The office is also subject to several regulations that can be found in the PA Drug & Alcohol Abuse Act of 1972 and at 55 Pa. Code §4200.1 et seq.

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

DHS serves over 200,000 county residents every year.

The multifaceted department fulfills the broad spectrum of human service needs via the following offices:

Aging (AAA): Embracing the philosophy of “aging in place”, the AAA serves older adults, primarily 60 years of age and over, via programs, contracts, and agreements with one hundred (100) community-based providers. Programs range from those designed largely

for independent older adults to those for frail, vulnerable populations. The current focus is on the public needs for:

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

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

- Assessment of potential abuse
- Referral and information resources for families and the community at large
- Foster parenting
- Adoption resources
- Family strengthening and child supportive services

Office of Behavioral Health (OBH): Responsible for planning, leading, and supporting the system of care for mental health and substance use disorders including prevention, intervention, treatment, service coordination, and recovery related to the public needs of community members. OBH supports mental health and drug and alcohol services that:

- Conduct outreach and education to professionals and community members
- Plan, contract for and evaluate recovery-oriented prevention, treatment, intervention, rehabilitation, service coordination (case management), and other support services
- Process civil involuntary commitments

The Office of Community Services (OCS): Develops and provides services designed to meet the immediate needs of low-income and vulnerable individuals and families and, utilizing the strengths of individuals and families, empowers them to become more self-sufficient. To respond to the public need, services include:

- One-stop eligibility screening, counseling, and referral system for individuals looking for assistance, including those who are unstably housed, caregivers of young children, and people with disabilities
- Homeless services
- Housing navigation and eviction prevention assistance
- Early childhood education, family support centers and home visiting programs
- After-school and summer enrichment programs

- Resources and support for young people transitioning out of the foster care system or are experiencing unstable housing
- Self-sufficiency and community-based programs to help individuals and families transition out of poverty

The Office of Developmental Supports (ODS): Provides administrative and management oversight of services delivered to individuals with a diagnosis of an intellectual disability or autism. In this capacity, the office provides the following services either directly or through contracts with community entities:

- Determination of individual eligibility for support services
- Processing and approval of provider applications
- Development and authorization of Individual Support Plans
- Support coordination review (SCR) – individual monitoring
- Oversight of the Prioritization of Needed Services (PUNS) processes
- Quality control and management (IM4Q, HRP, incident management, etc.)
- Ultimate implementation of consumer choice
- Coordination of provider monitoring
- Review of provider billing and approval of provider payment
- Home and community services
- Adult training facilities
- Vocational facilities
- Specialized services (i.e., physical, occupational, speech and behavioral therapies)
- Transportation services
- Environmental and equipment modifications/adaptations 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

Allegheny County DHS uses the following approach in determining if it should continue to provide current programs or adopt new ones:

1. Review program outcomes. The Office of Analytics, Technology and Planning (ATP) supports program offices in determining community needs, developing plans, and establishing measures of success. DHS's leaders review program results in determining if a program should continue (or, if need and quality indicate and funding is available, it should be expanded).
2. Rather than provide human services directly, DHS has chosen to deliver most programs through a network of providers. (The exceptions to this include protective services and a few other programs where federal or state laws require government staff to provide the service). This is a longstanding practice and one that DHS continues to advance, since providers are most often community-based and therefore can serve people in their local areas more effectively; and they can leverage other funding to magnify the impact of

DHS's own investments. As DHS receives additional funding or is assigned new responsibilities (e.g., ELRC), its default is to pursue contracting.

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

With respect to Children, Youth and Families and Developmental Supports, state and federal law mandates that the County implement these functions. Additionally, for the Office of Developmental Supports, the Pennsylvania Department of Human Services Office of Developmental Programs (DHS/ODP) submits a state plan amendment to the Center for Medicaid and Medicare that identifies the County as the preferred entity to serve as the Administrative Entity for the State. The County is also required to enter a contract with DHS/ODP which outlines the requirements and functions of the Administrative Entity.

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

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

Given these mandates and the commitment to an integrated system for services to diverse members of our community across the geographical area of the county, most of whom need multiple services, the County is the most effective agent for the delivery of services to our residents.

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

- The absence of Aging Services would result in the elimination of critical support and in-home services for 8,000 older consumers that enable dependent elders to remain in their home; 9,000 seniors would no longer have access to socialization, education, entitlement information and assistance, etc.; and 3,300 older adults would be without nutritional sustenance via home-delivered meals.
- As the central agency responsible for investigating cases of neglect and abuse and providing support services to children and families, CYF protects

some of the most vulnerable members of our community. Its elimination would drastically reduce the capacity to address issues of child neglect and abuse, and children’s welfare would be directly and adversely impacted.

- The elimination of OBH would negatively impact the individuals who rely on it to receive publicly funded mental health and drug and alcohol prevention, intervention, treatment, support, and recovery-oriented services; and the network of Medicaid-funded services provided to over 200,000 county enrollees (“members”) each year. Persons with addictive disorders and/or mental illness are at highest risk of severe public health related issues (including suicide ideation and substance overdose), homelessness, victimization, incarceration, unemployment, etc. It is expected the number of those in these conditions would significantly increase without access to needed services.
- OCS provides essential services ranging from basic shelter and homeless programs, as well as early childhood services for low-income children and after-school and summer enrichment programs, and the absence or reduction of service would compromise basic health and public welfare. Without this support, individuals and communities would lose essential services that help them meet their basic needs for housing and transition out of poverty.
- Given the complexity of needs required by individuals with intellectual disabilities, the Office of Developmental Supports provides a critical need for administering and coordinating countywide services. A reduction or elimination of services would seriously compromise the acquisition of services for individuals and negatively impact a family’s ability to sustain quality of life.

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 # 10-22-RE 12514-22 and the Special Revenues/Grants Budget # 08-22-RE 12473-22) signed by the County Executive on December 8, 2022. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2022 Adopted Budgets which can be referenced at <https://www.alleghenycounty.us/budgetfinance/county-budgets.aspx>

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

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

- Contact Allegheny County Executive Offices or DHS directly through assistance lines, social media, or in person.

- Contact the Director’s Action Line
- Contact the relevant Pennsylvania Departments of Human Services; and/or Aging
- Most public concerns are directed to the Director’s Action Line, a resource line that had 11,055 case calls and contacts in 2022.

L. Recommendation

DHS is crucial to the County fulfilling the charge of the Home Rule Charter “to foster a quality of life for all county residents.” It remains critical to retain the Department of Human Services.

Area Agency on Aging Advisory Council

A. Legal mandate or necessity for the agency

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

The Advisory Council consists of no fewer than 15 and no more than 19 members who are county residents with an interest in older adults. At least 50% of the members are older adult residents (age 60 and older) and include minorities (in proportion to the older minority population of Allegheny County), those with the greatest economic or social need, and AAA service recipients; representatives of older adults; local elected officials; and the general public. Members are appointed to a first term of four (4) years and may serve a second term of four (4) years if recommended by the Nominating Committee.

Members may not serve for more than two consecutive terms. Former members are eligible for reappointment after one year of absence from the Advisory Council. The Advisory Council is required to hold regular meetings, attended by a quorum of eight Advisory Council members and the administrator of AAA, at least once per quarter. Any member may place an item on the agenda of regularly scheduled meetings by contacting the Chair two weeks in advance. Special meetings may be held at the request of either the Council Chair or one-third of the membership, at least 10 days prior to the meeting.

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

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

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

This agency works as an advocate for the older adults of Allegheny County by informing and educating the public about the needs of older adults. The council advises the AAA on the development and implementation of its four-year plan and the annual Aging Block Grant application. The council ensures that applicants for service have access to the AAA appeal procedures and provides guidance to the applicants.

The council meets quarterly, in a public forum, with its June meeting also serving as its Annual Public Hearing.

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

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

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

F. Analysis showing the costs of compliance for individuals or other entities regulated by the agency

This agency is not a regulatory agency.

G. Efficiency with which formal public complaints filed with the agency have been processed

Persons with complaints about DHS services, staff or provider agencies may contact the DHS Director's Action Line (DAL). Complaints and appeals may also be registered with the PA Department of Aging. Individuals can receive information about AAA services and programs by contacting the SeniorLine at 412-350-5460.

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

This agency does not receive an appropriation from the County's operating budget. A financial audit therefore is not applicable.

I. Recommendation

Continue.

Children, Youth and Families Advisory Committee

A. Legal mandate or necessity for the agency

The Allegheny County Department of Human Services (DHS) Office of Children, Youth and Families (OCYF) Advisory Committee fulfills a state mandate in the PA Code: Title 55: Human Services, Chapter 3130.21-22, Administrative Requirements- Responsibilities of county executive officers.

The County Executive is required to appoint a CYF Advisory Committee, to review and make recommendations pertaining to the county's children and youth social service program and the operation of the county's OCYF. The membership of the advisory committee is required to be representative of the county's population in relation to race and sex. The county is required to consult with the Advisory Committee on the development of the OCYF Plan and Budget Estimate.

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

The Children, Youth and Families Advisory Committee advises the county executive and county council and the administration of the OCYF on the office's needs, budget and resources for the provision of services in the county. The board may also help to develop the resources available to the office and strengthen its relationship with various providers and with the community.

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

This agency advises the county on its efforts to protect children, 18 years of age and younger, from abuse and neglect, and to help families provide a safe and loving permanent home for children.

The Committee meets quarterly, in a public forum.

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

The Advisory Committee provides an objective forum to help identify, plan and advocate to meet the needs of children, youth and families in the county in need of services to protect children from abuse and neglect. As such, it is the most appropriate entity to provide this 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

The needs of children, youth and families in the County, particularly to protect children from neglect and abuse, may not be fully identified and represented without the input of the Advisory Committee. The public would be missing an informed and credible voice for advocacy.

F. Analysis showing the costs of compliance for individuals or other entities regulated by the agency

This agency is not a regulatory agency.

G. Efficiency with which formal public complaints filed with the agency have been processed

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

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

This agency does not receive an appropriation from the County's operating budget. A financial audit therefore is not applicable.

I. Recommendation

Continue.

Community Services Advisory Council

A. Legal mandate or necessity for the agency

The Allegheny County Department of Human Services (DHS) Office of Community Services' Community Services Advisory Council (CSAC) was established by the Board of Commissioners by resolutions dated 1966 and 1977 to advise allocation of resources, determine priorities, goals, plans, means for supporting local community action committees and other such organizations with shared and common goals. Members consist of not less than 15 and no more than 51 individuals. One third of the council is appointed by the County Executive; one third is appointed by the Advisory Council as Providers of Service to Persons with Low-Income; one third is appointed by the Advisory Council as Community Representatives for Persons with Low-Income. Members serve terms according to the by-laws. County appointed members' terms follow that of the County Executive.

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

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

The federally mandated CSAC serves in an advisory capacity to the Community Services Block Grant (CSBG) grantee, which in Allegheny County, outside the city of Pittsburgh, is the DHS Office of Community Services.

The composition of the CSAC is mandated by federal law divided equally between three groups: public officials or appointees of public officials; representatives for persons with low-income; providers of service for persons with low income.

The CSAC meets quarterly: the second Monday of March, June, September, and December. The CSAC reviews program activities funded by the CSBG funds and other related services assisting low- and moderate-income families and individuals. The Advisory Council members serve as extensions into the community for the identification of gaps in services, etc. The Advisory Council is kept abreast of activities of the DHS OCS

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

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

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

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

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

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

F. Analysis showing the costs of compliance for individuals or other entities regulated by the agency

This agency is not a regulatory body.

G. Efficiency with which formal public complaints filed with the agency have been processed

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

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

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

I. Recommendation

Continue,

Drug and Alcohol Planning Council

A. Legal mandate or necessity for the agency

The Allegheny County Department of Human Services (DHS) Office of Behavioral Health creation of the Drug and Alcohol Planning Council fulfills a state mandate for the creation of a planning council required by the Pennsylvania Drug and Alcohol Abuse control Act of 1972 and the Pennsylvania State Plan for the Prevention, Treatment and Control of Alcohol and Other Drugs Abuse, chapter 1690.103: Council Established.

The Planning Council consists of an odd number of County residents, with a minimum of 7 and a maximum of 11, appointed by the County Executive, consistent with the applicable adverse interest laws. It must include at least one member to represent each of the fields of criminal justice, education, health care and human services, and at least one member with a prior history of chemical dependency and one under the age of 25 at the time of appointment. The Council must also include at least two members of the minority population, and no less than 40% of the membership may be of one gender. To include the health care community in the local planning process, one staff member of the County Health Department sits on the Council in a non-voting, ex officio position, separate from the 15 members.

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

The Planning Council advises the County Executive, DHS Director and staff, and drug and alcohol addiction counseling service providers. The council communicates with service providers, and educates and informs the public regarding both the provision of drug and alcohol services and the activities of the council itself. The Council holds public hearings on the County's Annual Comprehensive Drug and Alcohol Treatment and Prevention Plan.

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

This agency works as an advocate for persons in Allegheny County that have drug and/or alcohol addiction or counseling needs. The council advises the Office of Behavioral Health on the development and implementation of its four-year plan and DHS's annual Human Services Block Grant Plan.

The council is required to meet at least six times per year with no more than 90 days elapsing between meetings, in a public forum. Currently, the Council convenes two of these meetings per year jointly with the Mental Health/Intellectual Disability Advisory Board.

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

The Advisory Council provides an objective forum to help identify, plan and advocate to meet the needs of county residents in need of substance use screening and referrals and overdose prevention efforts. As such, it is the most appropriate entity to provide this 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

The needs of residents with substance use issues may not be fully identified and represented without the input of the Advisory Council. The public would be missing an informed and credible voice for advocacy.

F. Analysis showing the costs of compliance for individuals or other entities regulated by the agency

This agency is not a regulatory agency.

G. Efficiency with which formal public complaints filed with the agency have been processed

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

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

This agency does not receive an appropriation from the County's operating budget. A financial audit therefore is not applicable.

I. Recommendation

Continue.

Mental Health/Intellectual Disability Advisory Board

A. Legal mandate or necessity for the agency

The Allegheny County Department of Human Services (DHS) Office of Behavioral Health creation of the Mental Health/Intellectual Disability Advisory board fulfills a state mandate required by the Mental Health and Intellectual Disability Act of 1966 (formerly the Mental Health and Mental Retardation Act of 1966) and the Mental Health Procedures Act of 1976, under Article 3, Section 302 (amended Nov. 22, 2011, P.L. 420, No 105).

The Advisory Board is comprised of 13 county-appointed residents of varying backgrounds. As stated in the Board's by-laws, at least two of the members must be physicians, and where possible, one must be a psychiatrist and one a pediatrician. Other members should appropriately represent psychological, social, and religious professions, local citizen's organizations which are active in the mental health or intellectual disability fields, hospitals, and groups in the community that may be otherwise interested. In addition to the 13 members, up to two additional members, one mental health consumer and one intellectual disability consumer, may be allowed seats on the Board.

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

The Advisory Board advises the County Executive, DHS Director and staff, and MH/ID service providers. The board communicates with service providers and educates and informs the public regarding both the provision of MH/ID services and the activities of the board itself. The Advisory Board holds public hearings on the County's Annual Mental Health Plan and the Annual Intellectual Disability Plan.

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

This agency works as an advocate for persons in Allegheny County that have mental health issues or intellectual disabilities. The board advises the Office of Behavioral Health on the development and implementation of its four-year plan and DHS's annual Human Services Block Grant Plan.

The board is required to meet at least four times per year, in a public forum. Currently, the board convenes two of these meetings per year jointly with the Drug and Alcohol Planning Council.

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

The Advisory Board provides an objective forum to help identify, plan and advocate to meet the needs of county residents in need of mental health and intellectual disability services. As such, it is the most appropriate entity to provide this 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

The needs of residents with mental health issues and those with intellectual disabilities may not be fully identified and represented without the input of the Advisory Board. The public would be missing an informed and credible voice for advocacy.

F. Analysis showing the costs of compliance for individuals or other entities regulated by the agency

This agency is not a regulatory agency.

G. Efficiency with which formal public complaints filed with the agency have been processed

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

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

This agency does not receive an appropriation from the County's operating budget. A financial audit therefore is not applicable.

I. Recommendation

Continue.

Kane Community Living Centers

A. Vision

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

B. Mission

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

C. Overview

There are four Kane Community Living Centers throughout Allegheny County. Each center provides a close-to-home experience that keeps residents active physically, mentally, emotionally, and spiritually. The centers are staffed by professional nurses, therapists, and aides, as well as a team of physicians who work to provide residents with a safe, warm, comfortable environment.

Together, centers located in Glen Hazel, Ross Township, Scott Township and McKeesport offer:

- Skilled Nursing Care
- Short Term Rehabilitation
- Alzheimer's Care
- Dementia and Memory Care
- Behavioral Care
- Substance Use Disorder Care
- Hospice Care
- Social Services
- Recreation Care
- Pastoral Care
- Adult Education

D. Achievements of department since 2018 (2019 through 2022)

All Kane Centers implemented a team-based model of care delivery in 2020, following a pilot at Kane Scott in 2019. The program cross-trained Registered Nurses (RNs) in each other's duties, allowing them to spend more time with each resident, reduce caseloads, and provide a more unified experience of care to all residents.

Kane achieved a rate of 0.31 nursing home acquired infections per 1,000 resident days in 2019, the lowest ever recorded and well below its goal of 1 per 1,000 resident days. This underlines the success of the system's infection control program.

Kane implemented the MatrixCare electronic health record (EHR) system in all four centers in 2020. This will help improve communication, reduce medical errors, and facilitate the sharing information between providers along the spectrum of care. It also provides opportunities to increase reimbursements, reduce costs, and improve operational efficiency and staff productivity.

Kane began providing iPads and telephones to each resident in 2020 as part of an initiative to use technology to improve the quality of care. The facilities also upgraded its nurse call system and overhead paging platform, employed voice over internet protocol, and added and improved security cameras.

Administrators and medical directors from the Kane centers organized a COVID-19 task force in 2020, aimed at managing the pandemic and protecting residents and staff. The task force developed policies and procedures to help prevent COVID-19 from entering facilities, quickly identify residents and staff who become infected, and mitigate the spread. With guidance from the task force, each building worked in partnership to address issues like physician access, telemedicine, IV therapy and blood drawings, supplies, limited staff, and family concerns. Furthermore, because of this careful planning, Kane was able to become a resource for local hospital that were overloaded with patients that needed a bed in a nursing home. This was particularly true for the Medicaid population.

Kane vaccinated 95% of its residents and 98% of its employees in 2021, exceeding statewide rates of 81% and 82% respectively. This, in concert with testing, the use of personal protective equipment, and other interventions reduced infections from 281 in 2020 to 120 in 2021, a 57% reduction.

Kane received a 4-star Quality Rating at three of its four facilities in 2021 despite challenges posed by the pandemic. The Centers for Medicare and Medicaid Services use the ratings to help families and caregivers compare nursing homes. A three-star rating, which Kane Ross Township received, provides up-to-standard care. Kane Scott, Glen Hazel, and McKeesport received four-stars which denotes above average care.

Because of a shortage of Certified Nursing Assistants (CNA), Kane collaborated with Community College of Allegheny County to offer free CNA classes in 2021. Kane provided the instructors and physical space to conduct the classes and completed five classes with 56 graduates, twenty-four of whom came to work with Kane full time.

Kane partnered with Curavi Health in 2021 to give its residents access to Curavi's CuraviCart, a telemedicine cart that virtually brings physicians to the bedside to provide after-hours care. The system allows the resident to be treated in the comfort of their own room and limits the risk of confusing the patient or exposing them to hospital-borne infections. In addition, the CuraviCart helps avoid costly hospital re-admissions.

Kane purchased Prothrombin Time and International Normalized Ratio (PT-INR) testing machines for all four facilities in 2022. PT-INR testing helps physicians determine the correct dosing of anticoagulant drugs, which effectively help those with heart conditions and circulatory problems but can pose a risk if not properly monitored. The nurses received training on the machines and can produce immediate results, allowing physicians to make accurate dosing decisions in a timely manner.

Newsweek magazine ranked Kane Glen Hazel 17th, Kane Scott 18th and Kane McKeesport 20th among 700 nursing homes in Pennsylvania in 2022. The rankings considered the recommendations of medical experts and quality data from the Centers for Medicare and

Medicaid Services. Scott had ranked 15th and Glen Hazel 21st in 2021, and Glen Hazel 5th and Scott 28th in 2019.

Kane partnered with Greater Johnstown Career and Technology Center’s Monroeville Campus in 2022 to provide a Licensed Practical Nurse (LPN) program as part of its Career Ladder program.

The program aims to train more nurses to work in the centers. 15 Kane employees passed an LPN assessment test, and 12 enrolled in the October 2022 class in Monroeville. Kane McKeesport will offer on-site clinical training for students in the program. Graduation will be in October 2023 at which time Kane expects to gain 11 full time LPNs with a commitment to work for Kane

Kane’s technology investments have it well-positioned to obtain value-based care incentives in 2023.

Many insurers are moving to a value-based care model, which offers outcome-based incentives in addition to base reimbursement for services provided. Insurers are providing education, cost awareness, and data to providers. Kane’s investments will allow it to provide actionable data and help better outcomes for its residents.

E. Legal mandate or necessity for the department

The Kane Community Living Centers are authorized by the continuity provision of the Home Rule Charter of Allegheny County, Article XIII, Section 6 (d).

Though not mandated by state or federal law to establish nursing homes, the County operates these facilities and is therefore subject to regulations promulgated by the Pennsylvania Department of Health and found in the Health Care Facilities Act, 35 P.S. §§448.101 – 448.904 b.

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

Long term care services such as nursing home care, including specialty care for rehabilitation services, dementia care services and behavioral care are provided at Kane, and are a recognized segment of the continuum of care.

Notably, Kane provided 2,490,242 days of care between January 1, 2015, and December 31, 2022.

As indicated in the Allegheny County Department of Human Services Area Agency on Aging’s Four-Year Plan for October 1, 2020 – September 30, 2024, there is the potential for increased need and demand for services in the future due to the following demographic changes:

- “The 2018 ACS Estimates reported 221,970 people 65 years or older in Allegheny County, accounting for 18.1% of the population. This compares nationally with 15.2% of the 65 years or older age cohort.”
- “The same estimates reported 36,098 people among the oldest old age cohort of 85 years and older in the County, accounting for 2.9% of the population, compared to 1.9% nationally in this age cohort.”

The Four-Year Plan also notes that, “following the slight increase of almost 1% from 2010 to 2018, the population 65 years and older in Allegheny County is expected to continue on an upward trend.”

Given these factors, Kane provides a critical public need for Allegheny County residents.

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

All four Kane Community Living Centers provide comprehensive inpatient health care services primarily for the Medicaid eligible residents of Allegheny County.

The core functions of the Kane Community Living Centers include:

- Nursing care
- Housekeeping
- Dietary and food services
- Community Services
- Admissions
- Social Services

Currently, Kane is certified to serve up to 1,166 residents. Specifically, the capacity for each Center is Glen Hazel – 255 residents, McKeesport – 360 residents, Ross – 240 residents, and Scott – 311 residents.

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

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

Historically, the Kane Community Living Centers have provided services to Allegheny County residents who lack resources to access private healthcare, particularly nursing home care. In fact, of the 630 residents in the system, 89% are Medicaid recipients which means that residents in this category have less than \$8000 in assets.

The housing, income and poverty statistics outlined in the County's Four-Year Aging Plan for October 1, 2020 – September 30, 2024 shed light on the critical challenges facing the aging population in Allegheny County. Key findings from the report indicate the following:

- 8.3% of adults age 65 and older in Allegheny County classified as living below the poverty level
- Many caregivers are older adults themselves, with 20.3% of local individuals age 55 and over (or about 80,000 people) providing care for someone else

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

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

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

Given the level of care and complexity of the residents both medically and cognitively, the lack of placement opportunities would seriously compromise the public health, safety, and welfare of the residents.

More importantly, due to evolving demographic shifts – particularly among baby boomers – the demand for Kane’s services will likely increase. Therefore, the continuation of this service is imperative.

J. Analysis showing the costs of compliance for individuals or other entities regulated by the department

The department is not a regulatory body. However, the costs for this Department are referenced in the Resolutions (Operating Budget # 10-22-RE 12514-22 and the Special Revenues/Grants Budget # 08-22-RE 12473-22) signed by the County Executive on December 8, 2022. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2022 Adopted Budgets which can be referenced at <https://www.alleghenycounty.us/budgetfinance/county-budgets.aspx>

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

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

As this service delivery is under the jurisdiction of the Commonwealth’s Department of Health, complaints can be filed with that entity directly. Additionally, a resident has the option of filing with the Allegheny County Department of Human Services Area Agency on Aging (AAA) Ombudsman Program, which upholds the rights of residents to receive quality care in long-term facilities, including personal care and nursing facilities, and for individuals receiving care in their own homes.

L. Recommendation

It is critical that this vital service of long term and rehabilitative care provided by the Kane Community Living Centers be retained.

Kane Foundation

A. Legal mandate or necessity for the agency

The Kane Foundation was created in 1981 as a separate 501(c)(3) tax exempt, non-profit corporation to support the fundraising efforts of the Kane Community Living Centers. Although a legal mandate for the Foundation does not exist, it fulfills a critical fundraising role by enhancing the quality of life of residents and their families at the Kane Community Living Centers. The Board of Trustees is comprised of a minimum of 9 and no more than 15 members with four designated members being the County Executive of Allegheny County, the President of County Council, the County Solicitor, and the Executive Director of the Kane Community Living Centers. Non-designated Trustees serve four (4) year staggered terms

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

The purpose of the Foundation is to receive and maintain gifts of money and property and to distribute money and property to the Kane Community Living Centers or for charitable, scientific and educational activities. Examples of the activities and events that are made possible by the Kane Foundation are adult education classes, cultural and sporting events, holiday parties and events, museums and shows, the Santa Angel Fund, large screen TV's, computers and pet therapy.

All donations to the Foundation are used to benefit the residents and families of the Kane Community Living Centers. Personalized gifts are also welcome, as are donations of property or personal belongings. All gifts are tax-deductible to the extent allowable by law.

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

As the role for this entity is fundraising, its activities would have to be eliminated or paid for through the County budget.

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

Given that the Foundation supplements the County owned and operated Kane Community Living Centers, it is the most effective and appropriate body to provide this 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

Without the support of the Foundation, the activities supported by the Foundation would require additional support from the County budget or would have to be eliminated. Given the nature of these activities as enhancing the quality of life of the residents, the absence or reduction would adversely affect the public welfare.

F. Analysis showing the costs of compliance for individuals or other entities regulated by the agency

The Foundation is not a regulatory agency.

G. 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.

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

The agency did not receive an appropriation from the County's operating budget. Therefore, this review is not applicable.

I. Recommendation

Continue.

Appendix A: Sunset Review Schedule

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		
Children Initiatives***									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			
Sustainability*****										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.

*** The Department of Children Initiatives was created in 2021.

**** Shuman Center closed in 2021.

***** The Department of Sustainability was created in 2023.