

County of Allegheny



Sunset Review Report

Presented by the County Manager to

The Allegheny County Chief Executive

&

Allegheny County Council

June 30, 2003

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June 30, 2003

The Honorable James C. Roddey
Chief Executive, Allegheny County
101 Courthouse
436 Grant Street
Pittsburgh, PA 15219

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

Dear Chief Executive Roddey and Members of County Council:

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

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

This Report covers a historic and challenging time for County government. The voters adopted the Home Rule Charter in 1998 setting in motion the new form of government that began in 2000. Fundamental changes in the government occurred, including the creation of the positions of Chief Executive and Manager and the establishment of a 15-member Council. Important new developments in County government included the creation of a merit personnel system and the Accountability, Conduct and Ethics Commission, the requirement of competitive procurement and the opportunity for citizens to participate directly by proposing ordinances.

The Sunset Review requirements under the new system were designed to ensure that a regular review would occur and that the result would be a more efficient, competitive and performance-based government. To that end, this Report is submitted to fulfill the requirements of the Administrative Code by examining the function of each County department that reports to the Manager and Chief Executive.

Each department was examined to determine its legal mandate or necessity, its essential services and core functions, the effect on the public if the department was eliminated and the efficiency of resolving citizen inquiries and complaints. I established the schedule for this initial Sunset Review with an analysis of all departments simultaneously so that the new form of government could begin functioning before any judgments were attempted. Starting in 2004, one quarter of the departments and their functions should be reviewed annually and a similar number in each year thereafter.

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

- collected information from all County departments;
- met with department directors and staff;
- reviewed departments' organization and performance according to the criteria of the Administrative Code;
- reviewed the history of the County's departments;
- considered the organizational model of other counties;
- reviewed County budgets and financial statements;
- reviewed external and internal audit reports;
- reviewed consultant reports;
- reviewed departmental goals;
- reviewed transition reports;
- consulted with staff; and
- received public input.

These recommendations emerged from our examination:

- 1) The consideration of the creation of a Department of Homeland Security and Public Safety so County government can be more effectively organized to better protect the public in times of terrorism or natural disasters.
- 2) The Chief Executive and County Council should explore ways to enlarge the role for the private sector and nonprofit agencies to provide County services. Because Part 9, Article 915, Section 5-915.01 of the Administrative Code requires County Council to approve any transfer of County work, I recommend that the Council and Chief Executive jointly explore any opportunities to more effectively deliver services through privatization or other alternative methods. Many governments under fiscal pressure, including the City of Philadelphia, have found significant savings and efficiency by privatizing sizable operations.
- 3) Because Allegheny County is a mid-level government, it is imperative that its services are integrated well with other governments. A great deal of funding for the County comes from the federal and state levels. Therefore, a continuing emphasis on cooperative relations with those governments is essential. Given the diminishing resources at all levels of government, the need for counties, authorities and municipalities to pool their resources and work cooperatively is no longer a distant goal, but an immediate necessity.
- 4) The County should explore the potential benefits of joining with other counties in western Pennsylvania to create a regional health unit that can address common health concerns, including the threat of terrorism.

A component of the Report is to analyze the effectiveness of how the County is handling public complaints. In May, 2000, the County created the Information Center to enhance the responsiveness of County government to its citizens. The Center responds to inquiry and complaints directly or forwards information to departments and tracks the progress to ensure a satisfactory resolution.

With the recent creation of a Parks Department and the earlier establishment of Human Resources and Minority/Women/Disadvantaged Business Enterprise as separate entities, we have 16 direct reporting relationships to the Manager and Chief Executive. That number is subject to change based on the decisions of the Chief Executive and Council as they examine the opportunities of privatization, possible realignment of functions performed by elected officials and departmental reorganization as outlined in this Report.

I recommend, pursuant to Part 12, Article 1202, Section 5-1201.05, of the Administrative Code that Council authorize the continuation of all existing departments. In addition, I recommend the Chief Executive and Council consider reorganizing the departments to create a Department of Homeland Security and Public Safety and possibly change the reporting relationship of the Office of Property Assessment.

I extend my appreciation to Nancy Carroll, Will Thompkins, Margaret Philbin, Ramesh Santanam, Georgia Bedford, Debra Gaydos, Alex Lackner and all of the department directors for their assistance in the examination of the government and the preparation of the Report. I extend a special thanks to Abe Naparstek who has been responsible for a great deal of the planning and execution of this project.

Sincerely,

Robert B. Webb

COUNTY GOVERNMENT OVERVIEW

THE SWITCH TO HOME RULE

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

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

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

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

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

OPERATIONAL CHANGES: JANUARY 2000 – JUNE 2003

Over the past 42 months, Allegheny County government has been restructured to do more with less, while continuing to deliver high-quality government services. Now, as the government enters into the sunset review process, it is challenged to build on the past successes, and to fashion an organization that reflects its top priorities: protecting the county's most vulnerable citizens, maintaining public safety, and expanding the private-sector job base.

TRANSITION TEAMS

The change in the form of county government provided a unique opportunity to set a standard for what county government should be. The Executive seized this chance and quickly moved to establish government transition teams to help make positive change through identifying problems and outlining detailed solutions.

With the important goals of improving the quality of county services and prospects for economic growth, a select team of talented volunteers responded to the Administration's call to provide direction and structure for the new government.

The volunteers were a microcosm of the County: women and men of all races ranging in age from those just eligible to vote to septuagenarians. They came from every point on the spectrum of political beliefs and each point on the county map. The diversity of their composition was matched by the variety of work they were performing. In the end, roughly 500 people lent their particular expertise as members of 33 transition teams that examined and evaluated virtually every aspect of county operations.

While the work product of so many 'blue ribbon' commissions of the past has been destined to merely gather dust, in sharp contrast, the Administration was genuinely receptive to the transition teams' recommendations. Accordingly, the Administration embraced this blueprint for restructuring government and established new county policies and practices based upon the recommendations made by each of the transition teams. The result is a new way of conducting county business.

ADMINISTRATIVE SERVICES

The Administrative Services Department oversees a variety of services to enhance daily operations in terms of computer support, mailing and printing services, purchasing and document storage. The department is also responsible for property management, utilities, telecommunications and property assessment. The County's Risk Management program is managed through this department along with the implementation of safety and loss control programs. The department oversees the election process to ensure that all government laws and requirements are in compliance; veterans' services, which provides services and support to veterans; and weights and measures, which verifies measuring devices accuracy at service establishments throughout the county.

- **COMPUTER SERVICES**

The Division of Computer Services supports all County departments, elected officials and related offices in the planning, development and application of computer technology. By striving to implement an enterprise-wide information technology

infrastructure, the Division can implement and shape long-term business strategies which would enable Allegheny County to provide more and better public service while being cost effective.

The Division should continue to develop and support a Countywide communication network backbone methodology which would allow access to all computer systems; centralize backup, recovery and disaster planning for all systems; apply support and evaluation of data warehousing for Countywide usage; identify and develop emerging technologies which will help departments achieve County goals while increasing productivity, effectiveness and quality; and maintain centralized contracts for computer hardware and software to ensure the best possible pricing structures.

As part of the county's plan for more municipal cooperation, the division should identify potential areas where Allegheny County and all municipalities can jointly utilize resources in order to provide services.

- **ELECTIONS**

Within the past year, the Elections Division had the opportunity under the Federal Motor Voter Act to purge the county's voter rolls of names of individuals who have not voted in any of the four elections in the previous two years. This made the voter rolls more accurate.

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

- **FACILITIES/ENERGY MANAGEMENT**

Allegheny County owns and operates approximately 240 structures: 150 closed structures ranging from the H. H. Richardson designed architectural masterpiece Courthouse to maintenance warehouses, and 90 other structures including bridges, radio towers and pump stations. In addition, the county leases 20 major facilities at an annual cost of \$4.8 million.

The Administration centralized facilities management functions for both county-owned and leased property under the Department of Administrative Services. The new overseer developed a coordinated program to include long-term space planning and facilities planning, lease management, general operations and maintenance, capital investments and energy management.

- **PROPERTY ASSESSMENT**

The County's new home rule government moved swiftly to obey a court order requiring the first countywide property reassessment in nearly 30 years. The Executive and Council met the challenge of tackling the most far-reaching County government assignment of the last decade.

To right the wrongs of the County's assessment past, the Executive and Council successfully negotiated an Administrative Code that separated the appeals and assessment

functions and put an end to conflicts of interest. Next, they appointed a seven-member Appeals Board whose sole function was to hear property assessment appeals, and placed the day-to-day operations of the Assessments Office under the direction of the Administration. The Administrative Code also called for a three-member Oversight Board whose purpose was to certify property values and ensure professional assessment processes.

The Administrative Code also created the position of Chief Assessment Officer to oversee assessment methodology, policy and decision-making matters. The Oversight Board approved the hiring of a Chief Assessment Officer, who had a 10-year track record of responsible professional experience in the management of property valuation.

In addition, the Code called for an Assessments Standards and Practices Ordinance and an Appeals Standards and Practices Ordinance. These policy statements were developed and implemented in consultation with the Oversight Board and the Appeal Board respectively.

The County Manager's Office and the Department of Administrative Services have undertaken many new projects and programs to help the county provide not only a more accurate and equitable assessment system, but one that is responsive to the needs and concerns of all property owners of Allegheny County.

The County hired a Manager of the Property Assessment Office, responsible for the day-to-day oversight of the assessments office.

The Division of Computer Services rewired both the Lexington Office and the third, second and mezzanine areas of the County Office Building. All Property Assessment Office employees have been supplied with a personal computer configured with the necessary software applications to effectively perform their jobs. Additionally, relocating workers to a centralized area provided a more efficient work environment.

The Public Information Section expanded to become more responsive and better able to handle the high volume of calls the Property Assessment Office experienced during the recent revaluations. Manpower was increased by more than 50 percent, enhancing the County's ability to accommodate over 6,000 calls per day into the system. An automated message system, which assists taxpayers with general questions, is constantly being updated to address the needs of the public.

A computerized building permit system was developed and implemented to allow all municipalities to directly enter permit data into the County database. It also allows direct interface for the assessors to be scheduled to visit the property and provide interim assessments as appropriate.

Over two years, the County resolved more than 180,000 assessment appeals in cooperation with the newly formed Board of Property Assessment Appeals and Review. The new board established a Hearing Officer Program to resolve issues of valuation. Under the program, the Hearing Officer reviews evidence and makes a recommendation regarding the fair market value of the property in question. The Assessment Appeals Board reviews the Hearing Officer's recommendation and takes

appropriate action based on that opinion. A computerized tracking system for appeals was developed to improve management information.

Finally, the Executive proposed and Council adopted a new assessment cycle that would be fairer to taxpayers. This new assessment cycle will result in properties being assessed once every three years. This system ensures that homeowners have the opportunity to appeal their assessments before receiving any tax bills.

Overall, the County has brought assessments and related communications technology into the 21st century. Similar properties have similar assessments and property owners have more information than ever available to them to assure fairness into the future. By professionalizing assessments, the County will be able to preserve the integrity, fairness and uniformity of the newly corrected market values.

The primary duties of the Office of Property Assessments (OPA) moving forward will be to expeditiously resolve this year's appeals; place all new construction on the books; and hire an adequate number of Assessors, Valuation Analysts and CAMA Technicians to be in position for the county's next revaluation in 2006. OPA also expects to complete installation of a fully integrated computer system, which will track property information from deed transfer through assessment management to tax billing, and to make enhancements to the real estate web site including interactive GIS (Geographic Information System) capabilities, which allow visual review of property data. In conjunction with the Community College of Allegheny County, OPA will continue to educate citizens about property assessments through informational classes.

- **SAFETY AND HEALTH PROGRAM**

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

The Safety Officer will continue to implement comprehensive safety and health programs for the County over the coming year. Implementing emergency evacuation plans for county facilities, including employee education and evacuation drills, will be of primary importance. Yet another 2003 initiative for the office will be to establish safety and health committees for several departments, and to provide ongoing assistance to current committees.

- **PURCHASING**

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

The division took on a much higher profile and achieved heightened credibility following the Administration's hiring of a professional purchasing manager to administer the daily operations of the county Purchasing Division, which buys more than \$200 million in commodities each year. Some of the new initiatives undertaken by the county include modernization of purchasing procedures to include Web-based bidding, the use of electronic, reverse auctions for the purchase of commodities, online purchasing and procurement cards.

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

BUDGET AND FINANCE

One of the key financial goals of Allegheny County government is to balance current year expenditures with current year revenues. Over the past three years, the Administration has been able to attain balanced financial objectives through the adoption of a comprehensive debt policy implementation plan; locking in a 5.5% health insurance premium based escalator; successfully lobbying the Commonwealth for new program funding; successful disposition of 180,000 property assessment appeals thereby providing a newfound reliance on the assessment valuations; maintaining vigilance over the filling of vacant jobs; and maximizing the impact of one-time budgetary items such as the rescheduling of the Community College of Allegheny County (CCAC) subsidy payments and returning to the General Fund off-book revenues held by the Clerk of Courts Office.

Since January 2000, the County has increased its undesignated fund balance by \$5.8 million, up to \$27.2 million. This represents a 27% increase.

The County will be challenged over the coming years to continue its cost containment program in order to balance its financial objectives. Perhaps the biggest challenge will be in property tax. Since 2000, the County's property tax revenues - excluding new construction - have been reduced by 1.5%. Because there will not be another assessment until 2006, property tax revenues will be relatively unchanged through that time.

Other budgetary challenges going forward include containment of health insurance premiums beyond the present contract; heightened pressure to increase the basic operating subsidies of the Port Authority and CCAC, and keeping wage increases to a level the county can afford.

ECONOMIC DEVELOPMENT

The Allegheny County Department of Economic Development serves as the County's primary job creation and business attraction and retention team. The office provides streamlined assistance to businesses, developers and local municipalities. The office also manages more than 300 grant projects each year, with a budget of more than \$25 million. Since 2000, the department managed more than \$66 million in Community Development Block Grant funds.

Expanding business development and job opportunities in Allegheny County remain a top priority. Some recent accomplishments include:

- \$38 million Route 60 cargo interchange which opened eight months ahead of schedule providing access to 552 acres in Moon Twp., several hundred acres in Findlay Twp. and hundreds of acres at Pittsburgh International Airport's cargo facilities. The Interchange project was the result of a joint effort between Allegheny County, PennDOT, Moon Twp. and the Moon Transportation Authority;
- Airside Business Park – a business-class industrial park on the site of the former Greater Pittsburgh International Airport. It eventually will produce a mix of office and warehouse space totaling 700,000 square feet. Several tenants have moved in including Tech RX, National Rehab Equipment, Inc. and Michael Baker, Inc.;
- the extension of Industry Drive in Findlay Township, which opened more than 88 acres of County land to new development;
- reinvigorating brownfield sites in McKeesport, Duquesne and Braddock;
- attracting high-tech companies to locate in the region including Siemens' new fuel cell operations center in Munhall and Cellomics, a tissue engineering center in Pittsburgh;
- the start of construction on a new \$227 million shopping and entertainment project in Frazer Township; and
- the start of construction on McClaren Woods - a new 290,000-square-foot flex use development in Findlay Township. The 70-acre parcel, located off of state Route 60, is within two miles of Pittsburgh International Airport. The park, which will accommodate light industrial companies, has already identified its first tenant: Lewis-Goetz and Co., an industrial distributor for rubber products such as hose, gaskets, packing and conveyor belts.

The Department's efforts to reconstitute its planning agency should continue to be a priority. The Department also should prepare the Allegheny County Comprehensive Plan, program and prioritize federal money for highway transportation projects; coordinate southwest Pennsylvania regional planning issues; promote additional brownfield development; increase the number of affordable housing units; develop and maintain strategic partnerships with key economic development partners; provide technical support, site and financial assistance for real estate development and employers; and strive for equity and diversity by ensuring every contract and sub-contract with the department includes minority and women-owned companies.

EMERGENCY SERVICES

The Department of Emergency Services provides training, investigation services and emergency management response to disasters, catastrophes and municipal needs. This is accomplished with

the 9-1-1 emergency response telecommunications network, emergency response teams, fire investigation units, fire code compliance and the fire training academy.

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

The department must continue its involvement with terrorism awareness, preparedness and response programs; update classrooms and staff office space to accommodate needs for enhanced Homeland Security training; continue to deliver training and work with the county's 130 municipal emergency management coordinators in updating their emergency response plans; continue training by participating in disaster drills including HazMat exercises, severe weather alert drills and Homeland Security training sessions; continue to train Arson Unit personnel in Crime Scene Mapping and computer fire modeling; and continue to work toward the consolidation of the remaining Public Safety Answering Points and other ring-down dispatch centers across the county.

FINANCIAL MANAGEMENT PROCEDURES AND SYSTEMS

Most problems faced by the County in managing its finances and in planning and evaluating its programs resulted from the lack of an integrated real-time information system. As remedy, the county has implemented a unified countywide financial management system that operates in real-time, and is required for all County departments, Row Offices and Courts. In addition the county uses the new unified financial management system to generate reports so that directors, managers and other employees responsible for determining and implementing County policies can plan, evaluate and budget based on accurate information, and manage the County based on goals and objectives developed from and measured by the information generated by the new connected management information system.

HEALTH DEPARTMENT

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

The Health Department must continue its work toward reducing the number of cases of sexually transmitted diseases, tuberculosis and reportable infectious diseases; continue to monitor the medical care service agreement to provide health services at the Allegheny County Jail; continue its fire safety program in collaboration with local fire departments; and continue to reduce incidents of infant mortality through the Infant Mortality Review Health Start Project.

The department also needs to continue to work toward protecting the public from the harmful effects of chemical, biological and physical hazards in the environment. As part of this effort,

the department must move forward with plans to construct a Level 3 Laboratory to improve disease surveillance capability.

HUMAN RESOURCES

Moving away from the former Administration's fragmented approach to Human Resources, the County centralized the Human Resource function, restructured the organization, upgraded staff and introduced information technology enhancements. The Human Resources Department now reports directly to the County Manager and is headed by a professional HR administrator.

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

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

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

The department also took on the issue of health benefits determining an appropriate level of cost sharing with employees for healthcare, evaluating health insurance carrier performance and making changes as necessary. These measures have modernized and professionalized the Human Resources function for the entire government.

In the coming year, the department will focus its efforts on improving and automating the collection of employee information; updating job descriptions to enhance the merit personnel system; developing eligibility lists for high volume or high turnover positions to improve the time it takes to replace required position; and expanding its employee training programs.

HUMAN SERVICES

Nearly one half of Allegheny County's \$650.9 million annual budget is dedicated to the delivery of social services. The Department of Human Services (DHS) is the largest department of county government, encompassing the program offices of Aging; Behavioral Health; Children, Youth and Families; Mental Retardation & Developmental Disabilities and Community Services. In addition, DHS has the following support offices: Policy, Information, Planning, Evaluation and Research (PIPER); Community Relations; and Administration.

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

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

- **DHS/ AREA AGENCY ON AGING (AAA)**

The mission of the Allegheny County Area Agency on Aging, a unit of county government and an agent of the Commonwealth, is to plan, organize, advocate, program, and fund, where possible, services to the elderly and needy residents of Allegheny County. The ACAAA is responsible for adult protective services for abused seniors, channels funding to about 68 senior centers, and provides in-home services, adult foster care, services that serve as an alternative to costly nursing home care, and a host of other supportive services.

The present Administration celebrates the fact that older adults built this community and gave it the values that make the County great. It is intent on making Allegheny County a national model for senior health, care and involvement and used the change in County government as an opportunity to rejuvenate the agency by empowering staff and surveying the community to redefine programs to better meet the need of seniors.

Initially, the Administration focused on protective services for the elderly and initial client intake and assessment for service eligibility, thereby ensuring that seniors who are most at risk receive services appropriate to their needs. These innovative changes have been recognized by the state as “Best Practices”. Specific improvements to program compliance included: recognizing the critical nature of protective services; improving citizen knowledge of and access to these services; monitoring service delivery; documenting seniors who decline services; and improving methods for hiring and retaining qualified staff.

Although previously an independent entity, the Administration integrated the ACAAA into the county’s Department of Human Services and established links with the county Health Department and Kane Regional Centers to improve service delivery. The county also brought the state-mandated AAA advisory council back to full strength and instituted organizational accountability to maximize member participation. In addition, the county evaluated the senior centers and restructured and consolidated their operations to better serve the current and anticipated older population.

Increasing public awareness of the agency, its programs, services, initiatives and events remain an important goal. The agency will continue to dedicate itself to investigations of situations where seniors have been financially exploited.

- **DHS/OFFICE OF CHILDREN YOUTH & FAMILIES (CYF)**

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

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

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

Profiled by CNN in the fall of 2002 as a “national role model for child protective services, CYF will continue to dedicate itself to keeping the children of Allegheny County safe and to the ongoing task of improving permanency outcome for children in the child welfare system.

- **DHS/OFFICE OF BEHAVIORAL HEALTH (OBH)**

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

System wide improvements made by the Office included redefining the county's role in Behavioral Health services; administering the Behavioral HealthChoices Program, a program to ensure that state-mandated behavioral health services are available to Medicaid recipients, strengthening the system's accountability to the community, clients, providers and the Commonwealth; and improving the maintenance and development of the OBH workforce.

OBH is dedicated to increasing housing options for individuals in the system; expanding its Peer Support and Advocacy Network; enhancing the work done through Community Connections for Families; and expanding service options for individuals in the behavioral health and criminal justice systems and mental health services to adolescents with severe emotional disturbances in the juvenile justice system.

- **OFFICE OF COMMUNITY SERVICES (OCS)**

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

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

- **DHS/OFFICE OF MENTAL RETARDATION/ DEVELOPMENT DISABILITIES (MR/DD)**

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

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

JAIL

With the change in administrations came a fresh approach to corrections, one which emphasizes treatment programs and services in the Jail that aim to support inmates so they may return to productive lives in the community.

The County has convened an interdepartmental Criminal Justice Policy Board to improve coordination among myriad agencies and now the Jail works more closely with the Courts and the county's Department of Human Services, specifically the Office of Behavioral Health/Substance Abuse, to enhance program delivery.

Other improvements at the Jail include the reorganization of management divisions under three deputy wardens for a more efficient and enhanced oversight system; a reduction in overtime expenses; the establishment of close monitoring and management of community corrections facilities servicing the Jail; and the formation of a partnership with the Center for Victims of Violent Crime to strengthen the victim notification system.

It is important that the Jail continue development of alternative programs; continue development of the Jail's information system to integrate with the Courts, Human Services and the Health Department; and continue G.E.D. graduation programs to turn former offenders into productive members of society.

KANE REGIONAL CENTERS

The John J. Kane Regional Centers, owned and operated by Allegheny County, are four skilled nursing facilities with a capacity of 360 beds per center. Services include 24-hour skilled nursing care, specialty medical clinics, recreational activities, religious services, rehabilitation services including physical, occupational and speech therapies, in-house pharmacy and dietary services for those with special needs.

Under the new administration, the Kane Centers have operated under a revitalized mission to establish a continuum of care that allows the provision of new services to a broader range of residents. Essentially, the county has moved toward creating a therapeutic village, one that provides an updated, flexible and homelike continuum of care with traditional long-term care beds augmented by independent and assisted living components, and rehabilitative and support services.

The Centers have also instituted improved business practices through the countywide merit personnel system, reorganization of the staff, developed or revised employee job descriptions, decreased workers' compensation claims by 35 percent, and implemented new strategies for recruitment, retention and training of employees.

Kanes administrators must continue to expand the educational partnership with Community College to include additional training classes for Registered Nurses, Licensed Practical Nurses, and Certified Nursing Assistants; apply for more grants; continue to expand staff recruitment and retention strategies; and expand the participation of the physicians' delivery and standardization of services to residents.

LABOR RELATIONS

Allegheny County has 6,800 full-time employees, most of whom belong to labor unions. Formal bargaining relations with many of the unions were undertaken and completed over the past 42 months.

The County Manager, in association with the Law and Human Resources departments, reviewed all existing labor agreements, arbitration awards and their expirations dates. They also examined present labor/management initiatives where the two "sides" have worked together to solve problems. They quickly acknowledged and acted upon the need to create a good working relationship between management and labor to increase county productivity.

To improve labor management relations, the county established a centralized, computerized Human Resources Department headed by a skilled director responsible to the County Manager and instituted workforce development and training for all employees.

LAW DEPARTMENT

The Allegheny County Law Department, under the guidance of the County Solicitor, implemented fundamental law office management practices, upgraded existing computer technology for case tracking and oversight, and established set guidelines for outside employment by attorneys.

As methods for improving operations, the Law Department: instituted strict guidelines for attorneys who practice law outside of the department; evaluated staffing levels with streamlining as an ultimate goal; implemented law office management practices including performance measures, using law clerks and paralegals to improve services and lower costs, adopting adequate information systems technology for tracking cases, and instituting merit-based hiring and promotion policies; centralized, controlled and actively managed contracts for outside legal counsel; and provided better training for all county employees on how to prevent workplace harassment and injuries in order to reduce the county's legal expenses.

Going forward, the Law Department must further minimize the use of outside counsel and continue to negotiate, monitor and administer collective bargaining units covering more than 5,000 of the county's 6,800 employees.

MINORITY/WOMEN/DISADVANTAGED BUSINESS ENTERPRISE

The Office of Minority, Women and Disadvantaged Business Enterprise (M/W/DBE), operating under the Law Department, and the Office of Opportunity Outreach, operating under the Department of Economic Development, were combined into a stand-alone Department of M/W/DBE in 2000. United, these two related offices have enhanced the certification process, increased the number of county certified minority firms and ensured fair access and equal opportunities for all citizens.

The department, in partnership with the county's Department of Economic Development, recently launched a comprehensive approach to small business development. Through the Small Business Development/Technical Assistance program, eligible M/W/DBE firms will receive the services they need, including specialized technical assistance, marketing assistance, access to capital, bonding, and estimating and planning assistance. An outside contractor, Exico Inc., was awarded a three-year, \$200,000 contract to administer the program.

Another recent development, which will assist the department going forward, was an announcement by the Executive to reactivate a M/W/DBE Advisory Committee as a way to reinvigorate the county's policy guiding the award of public contracts.

The 19-member M/W/DBE Advisory Committee will have individuals from the Greater Pittsburgh Chamber of Commerce, NAACP Pittsburgh and suburban branches, African American Chamber of Commerce, Urban League of Pittsburgh, National Association of Minority Contractors/Black Contractors Association, National Association of Industrial and Office Properties, Master Builders Association and five county departments. The committee will also have representatives from the financial, higher education and business communities. The Chief Executive or his designee will chair the group.

One of the committee's first duties will be to review a consultant's report, due in July, studying the opportunities and challenges associated with the establishment of standardized procurement practices. The committee, which will meet quarterly, will also work closely with the M/W/DBE Director, developers and other interested parties to discuss strategies to ensure fair purchasing practices for economic development projects within Allegheny County.

PARKS

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

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

Yet, as the new millennium dawned, the parks stood at a crossroads. The parks were aging and showing the effects of deferred maintenance. It was time for a change.

The complete restructuring the oversight of the county's park system was proposed by the Executive in July 2002 and quickly adopted by County Council in the ensuing months. The reorganization included recreating an independent parks department, establishing an advisory commission to guide parks operations and appointing a five-member nonprofit organization to raise funds. In addition, each of the nine county parks will have its own Friends of the Park committee with members appointed by County Council.

Following a national search, the county hired a talented parks professional with a unique blend of skills and experience. The new director's most important priorities will be to maintain the parks; to meet the increasing demands by residents for all kinds of recreational activities; and to focus on preserving or restoring the parks' significant natural, cultural and historic resources.

Both the new director and parks commission members have been charged with implementing the recommendations of the recently completed Comprehensive Master Plan for the County Parks, which offers a clear strategy for the development of a financially sustainable park system, and a long-term approach that strikes a balance between development and rehabilitation of the parks and preservation of sensitive natural and cultural resources.

POLICE

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

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

Cash-strapped municipalities rely heavily on the expertise of the County police to conduct investigations of homicides and other serious crimes, including sexual assault, fraud and narcotics violations. This collaboration must continue.

PUBLIC DEFENDER'S OFFICE

The Office of the Public Defender (OPD) has implemented fundamental law office management practices; cross trained attorneys to handle various types of representation; created specialty units for complex and/or specialized litigation; upgraded existing computer technology for case tracking and oversight, and established set guidelines for outside employment by attorneys.

The OPD must work to minimize the use of private defense counsel; continue training programs for attorneys, investigators and support staff to enhance representation consistent with training initiatives; continue implementation of internal case information management system developed in 2001 with the Division of Computer Services to maximize accuracy and efficiency in client representation; and work with the Criminal Justice Policy Board to secure grants for the office.

PUBLIC WORKS & ENGINEERING

The Allegheny County Department of Public Works provides safe and accessible roads, bridges, parks and buildings, and oversees the design and construction of major public assets. The department is organized into five divisions and has a \$25 million annual capital budget.

To improve operating efficiencies, the department restructured collective bargaining agreements to allow workers to perform more duties; expanded intergovernmental cooperation agreements with PennDOT, the City of Pittsburgh and suburban municipalities; and upgraded procurement procedures. The County also completed the consolidation of maintenance warehouses to reduce costs and increase operating efficiencies. Finally, DPW oversaw the preparation of a Comprehensive Master Plan for County Parks and was instrumental in the creation of an independent parks department and Parks Commission for long-term management of the parks and recreation function.

Major DPW projects over the past 42 months include the \$39 million renovation of the former Allegheny County Jail into a Family Courts facility; upgrades to approximately 186 miles of various county-owned roads; the construction of new handicap accessible playgrounds in North and South Parks; the \$11.75 million rehabilitation of the Glenwood Bridge; and the \$9.8 million renovation of the 16th Street Bridge.

DPW is also overseeing the design and construction of a new Human Services/Labs Building. The 200,000 sq. ft. office building, to be constructed in the 300 block of Ross Street in downtown Pittsburgh, will be the first office building built by the county since 1927, when the County Office building was completed.

The eight-story building will be constructed on the site of the former Jail annex and an existing 90-space surface parking lot. In addition, there will be a complete refurbishment of the morgue and rehabilitation of space vacated by the Coroner's Division of Laboratories in the County Office Building. The new structure will replace the lot and the 13-story building, which has been vacant since 1995 when inmates were moved to the new county Jail on Second Avenue.

The County is undertaking the new office development in order to consolidate similar services into one location and to cut expenses caused by increasing downtown office rents. Several county human service offices currently scattered in four privately-owned buildings throughout the downtown area are being consolidated. County human service offices that will move into the new building include aging, behavioral health, drug and alcohol, mental health/mental retardation, community services, community relations and administration.

Acquiring new up-to-date equipment in an expanded laboratory facility along with extensive renovation of the landmark coroner's building will enable the office to attain national certification. Advanced, sophisticated laboratory equipment will permit the Coroner's Office to provide test results more expeditiously to law enforcement agencies, healthcare professionals, families, and other individuals directly involved in various death investigations.

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

- **FLEET MANAGEMENT**

In 1998, Allegheny County outsourced fleet maintenance and entered into an agreement with Ryder/MLS. To continue improving management of its 670-vehicle and heavy equipment fleet, the County has adopted and implemented an annual vehicle replacement schedule; established a policy to charge back vehicle acquisition and related costs to departments and row offices; established a process for ensuring county employees possess valid driver's licenses; and created a specialized investigative unit to document and investigate accidents involving county vehicles.

SHUMAN CENTER

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

The department provides secure care for its juvenile residents and must continue to further develop programs for their health, safety and well-being.

PUBLIC OUTREACH

Communities today face problems that transcend city and county boundaries. Building nonpartisan relationships across jurisdictions is critical to the success of the county and southwestern Pennsylvania as a whole. The county has made great strides over the past 42 months to improve its relations with government entities at the Federal, state and local levels.

STATE-FEDERAL RELATIONS

In its earliest days, the Administration acknowledged that lobbying is an investment in the county's future and therefore it deserves the funding support and personal attention necessary to produce quantifiable results.

Coordinating the lobbying effort from the Executive's office has allowed Allegheny County to develop a unified approach to lobbying and to establish partnerships with organizations within and outside county government as methods for improving relations with state and federal lawmakers. Coordinated planning, improved communication and qualified, focused oversight have resulted in consistent state and federal cooperation and significant investment in Allegheny County and Western Pennsylvania.

By setting a legislative agenda and building coalitions with other local governments, county authorities, major non-profits, and educational and health organizations, Allegheny County now has an extensive, effective lobbying strategy that compels action and secures funding on both the state and federal level.

INTERGOVERNMENTAL COOPERATION

While there are a lot of governments in Allegheny County – 130 municipalities, 43 school districts, 90 municipal authorities and one county government – there hadn't been much intergovernmental cooperation. That prompted the Administration to take a leadership role in establishing a structure and process for ongoing intergovernmental cooperation efforts.

The county immediately began organizing planning activities around the COG boundaries; encouraged municipalities within the COGs to use the organization to undertake coordinated land-use planning, zoning, tax base sharing and awarding of development rights; established a single point of contact at the top level of the government for the COGs to work through; and worked at the state level to enact legislation that strengthens the legal status of the COGs.

In order for county administrators to become more familiar with the issues and concerns of the people and the communities they serve, the Executive recommended working with the existing Councils of Government (COGs) to have them host tours of the areas they comprise. The half-day tours in the eight areas occurred monthly beginning in September 2000 and continue through the present. The Executive's staff coordinates the tour with each COG and the members of County Council who represent that COG. The tours are designed to provide attendees the opportunity to understand the challenges facing each area of the county and explore ways to work together to find solutions. The county has made progress in helping these communities help themselves in all of their efforts, including sewer and water line construction, ADA compliance, recreation projects and road construction and improvements.

The Administration also began an ongoing dialogue with fire chiefs and police chiefs across the county to identify issues and craft solutions. The Fire VEST (Volunteer Education Service & Training) Program, an initiative spawned from this ongoing dialogue, recently awarded seven full-time tuition scholarships to municipal volunteer firefighters interested in furthering their education at the college level.

In recent days, county and city leaders announced the long-awaited consolidation of the City and County 9-1-1 operations into a single response unit at the County's emergency operations center in Point Breeze.

The Administration considers intergovernmental cooperation as an everyday strategy for doing the government's business and is poised to continue its efforts in this direction.

RESTORING PUBLIC CONFIDENCE IN GOVERNMENT

One hallmark of the Administration is its pervasive effort to increase public awareness of government services and restore citizens' confidence in government. Many of its initiatives, which take government to the people, established a framework of communication between residents and the elected administrators of the county's new Home Rule form of government.

ALLEGHENY COUNTY INFORMATION CENTER

In May 2000, the Allegheny County Information Center opened. Finally, the answers to citizens' questions on county government were just a phone call away. Located on the ground floor of the Allegheny County Courthouse, this visible, accessible one-stop referral center demonstrated the new, citizen-friendly direction the government was taking.

The Center operates from 8:30 a.m. until 4:30 p.m., Monday through Friday, and is strategically located so that visitors do not need to pass through the Courthouse security stations to get to the help they need. Citizens who do not want to travel to town to do business can contact the Center by phone, fax, post mail or e-mail.

With the unique needs of the Center in mind, the county's Division of Computer Services created an extensive database, which allows service representatives to forward and track constituent requests and complaints, and search for accurate referral numbers. The ACIC uses Microsoft SQL Server as the database to store and manipulate the information.

The ACIC is staffed with three full-time customer service representatives. Additional personnel from the county Manager's Office and the Communications Department have also been trained to respond to constituent inquiries. All have completed a professional training course in telephone communications and customer service.

COMMUNITY LINKS

Shortly after the opening of the county's Information Center, the first of eight Community Links opened at the Turtle Creek Valley Council of Government (COG) office. The Community Links serve as local information resource outlet for local residents seeking information on county services.

At the links, local residents can find a wealth of informational brochures on every aspect of county government. Forms for filing assessment appeals, requesting tax abatements, and getting dog licenses are available. Citizens can receive assistance with viewing their property information on-line and, through the use of a searchable database, COG personnel are able to provide citizens with names, departments and phone numbers that can help with their individual needs.

EXPANDED AND ENHANCED INTERNET WEB SITE

When the people of Allegheny County want pertinent, reliable and timely information about local government services, they go to www.county.allegheny.pa.us, Allegheny County's official Web site. Truly "the place to go when you want to know", the site hosts 43 departmental or

office homepages, with links to 7 others; provides quick access to data on more than 22 frequently-used county services from pull-down menus that help visitors get around; and offers timely information on the county's extensive network of boards, authorities and advisory committees.

An inter-departmental database-driven calendar provides the public with a quick, organized rundown on County events. A county map offers links to information on any one of Allegheny County's 130 municipalities, including links back to its County Council Representative.

Looking for a job? Check out the Job Opportunities in the Resource Center and download an application. Want to know what's going on in County Council? Look up their recently passed legislation and extensively archived meeting agendas. Graphical election night results complete with bar graphs and printable reports are uploaded every 15 minutes on election night to keep citizens and candidates in the know.

The Web site also features a searchable Minority/Women/Disabled Business Enterprise directory and copies of the operating budget, the Home Rule Charter and Administrative Code.

Business-minded entities that want to sell commodities to the county, can visit to the Purchasing Homepage. Municipalities interested in piggybacking on a county contract will find all county contracts are available for printing from the Web site. Links to Web sites for many of the 130 municipalities that comprise Allegheny County are available so everyone can stay in virtual touch with their municipal government officials, community events, local youth associations, and much more.

REAL ESTATE WEB SITE

The County's Real Estate Web site - www2.county.allegheny.pa.us - offers visitors extensive information, including digital photos and tax information, on all 552,000 county real estate parcels. This site resides on a separate server from the "www" website and has proven our most popular. Citizens can even pay their property taxes on their credit cards through our Web site.

The Real Estate Web site is unique in Pennsylvania. Detailed property records can be searched by name, street, or block and lot number. By entering minimal knowledge, visitors can receive a plethora of public information. The *Wall Street Journal* featured a Page 1 story on the incredible popularity of the site, which has had over 51 million hits in the first month of being on-line.

RECOMMENDATIONS

GENERAL RECOMMENDATIONS

MUNICIPAL COOPERATION

Allegheny County should explore areas of cooperation and possible mergers with the City of Pittsburgh, other interested municipalities, school districts and authorities and agencies. Cooperative agreements will enable the County and the other government entities to realize cost and service efficiencies. The recently announced consolidation of the County and Pittsburgh 9-1-1 systems is a useful model for future consolidation efforts. In addition, similar cost-sharing agreements proved to be successful elsewhere, such as in North Carolina, where Charlotte and Mecklenburg County work together in many areas.

The county, municipalities, agencies and authorities should also consider or enhance joint ventures in:

- health care service purchasing;
- specialized police services (SWAT, Bomb Squad, Homicide, etc.);
- police and fire academy training facilities;
- arson investigations;
- general purchasing;
- telecommunications;
- postal services;
- warehousing;
- waste management;
- computer services;
- fleet management;
- road maintenance;
- heavy equipment purchasing and rental;
- print and sign-painting shops;
- employee training;
- retrieval records storage; and
- vending.

PRIVATIZATION

In determining which functions are most suitable for privatization, thorough consideration should be given to the following critical questions:

1. Does the potential change improve the quality and availability of services to the public?
2. Does accountability for the service continue to reside with the proper officials?
3. Is the change cost effective?
4. Is the change legally permissible?
5. Does the change give appropriate consideration to the existing work force?

The County currently provides a variety of services through contracts with private firms and nonprofit agencies, including:

- Social services including senior centers, foster care, mental health services, drug and alcohol services, and employment and training;
- food and laundry services at the Jail, Kane Regional Centers and Shuman Center;
- pharmacy services at the Kane Regional Centers and Shuman Center;
- health care services at the Jail;
- concession services at the wave pool, golf courses and ski slopes;
- management of the Law Library;
- third-party administration of workers' compensation;
- tax lien collections;
- operations and maintenance of Soldiers and Sailors National Military Museum and Memorial;
- vehicle maintenance;
- certain medical care at the Kane Regional and Shuman centers;
- sponsorship of amenities at the parks;
- training at the Kane Regional Centers; and
- financial advising.

In an era of fiscal challenges it is imperative that we critically examine the services that continue to be provided directly by government. We need to be certain that public dollars in the County yield the best and most effective services. To that end, the Chief Executive and Council should collaborate to identify and evaluate opportunities for alternative service delivery. That effort could begin by examining other governments (e.g. Philadelphia) that have successfully implemented similar initiatives with substantial cost savings and programmatic benefit. Where the County can identify alternative beneficial arrangements, the opportunity to participate should be extended to municipalities and authorities. As a starting point for discussion some of the more important areas that should be examined include:

- Create an independent entity to manage the Kane Regional Centers;
- information technology (i.e. payroll, GIS, programming, and hardware/software support);
- purchasing;
- payroll and benefits;
- management or sale of the County Parking Garage;
- external mail services;
- maintenance of buildings and parks;
- building and grounds security;
- vehicle fleet management and parking;
- records administration; and
- revenue/expenditure forecasting and debt management.

PUBLIC SAFETY

In light of the significant challenges faced by our nation since Sept. 11, 2001, all levels of government have significantly changed their methods of organizing and delivering public safety services. The Chief Executive and County Council should immediately consider the

establishment of a Department of Homeland Security and Public Safety (DHSPS) to ensure that the County is properly prepared to protect its citizens from terrorist attacks and is able to respond appropriately in times of emergency. This department would also ensure that duplication of service does not occur and that common budget, human resource, information technology, legal and policy coordination is effectively managed.

The DHSPS would include the Department of Emergency Services, County Police, Jail, Shuman Center and certain functions of the Computer Services, Communications, Departments of Health and Public Works. While this would create one unified operation, the unique character and functions of each would remain and become bureaus within the new department.

COUNCILS OF GOVERNMENT

Allegheny County should continue its commitment to working with the eight Councils of Government (COGs), further reaching and serving all 130 municipalities. It should also identify additional opportunities to partner with the COGs on projects and services.

The Chief Executive has designated a Special Assistant in his office to work full-time on COG-related projects. Also, the County Manager has assigned an Assistant County Manager as the dedicated contact to manage COG relationships with all of the relevant County departments, and assist with any other countywide projects or policy-level initiatives that pertain to the COGs. Both the Special Assistant and Assistant County Manager also will work with the COGs on their continued efforts to build civic and political support for their role as the primary agents of intergovernmental cooperation in the County.

The Department of Economic Development provides municipal project managers whose responsibilities include administering contracts with COGs and the various agencies that deal with the COGs. Also, a municipal manager within the department is in charge of the municipal project managers, and reviewing the County's efforts to foster increased cooperation with the COGs.

The County will continue the tours of the eight COG areas throughout the year. These visits allow the Chief Executive and other county officials to get a personal look at numerous County projects in the municipalities. These tours:

- Give municipalities and COGs the opportunity to discuss and update priority projects with the Chief Executive, County Council and department directors.
- Give the Chief Executive, County Council and department directors a chance to have in-depth discussions with municipal officials on important issues that affect the County and communities.
- Bring publicity to various municipal projects.

DEPARTMENT RECOMMENDATIONS

ADMINISTRATIVE SERVICES

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

The Chief Executive and County Council should jointly consider the best structure for the Property Assessment function. This should include the option of creating a separate department with the possibility of a Chief Assessment Officer appointed to a term of office.

During the evaluation of the DHSPS, certain functions of this department should be considered for inclusion.

BUDGET AND FINANCE

While this is a core department required by the Home Rule Charter, certain functions should be examined for privatization.

ECONOMIC DEVELOPMENT

The planning function is an important mechanism for coordinating land use and economic development in the municipalities, County and region. As the department develops the Allegheny County Comprehensive Plan over the next three years, it is appropriate that we enhance and support this function.

EMERGENCY OPERATIONS

The challenges of terrorism and natural disasters make it necessary to continue this function. There should be a continuing emphasis on cooperation with all levels of government and the private sector. This department should be considered during the evaluation of the creation of a Department of Homeland Security and Public Safety.

HEALTH DEPARTMENT

The County should explore the potential benefits of joining with other counties in western Pennsylvania to create a regional health unit that can address common health concerns, including the threat of terrorism.

In order to strengthen public participation and input in the delivery of health services, a current staff member should be designated as a point of contact for the public to ensure access to and information concerning decisions of the department and the Board of Health.

During the evaluation of the DHSPS, certain functions of this department should be considered for inclusion.

DEPARTMENT OF HUMAN RESOURCES

Human Resources was previously administered within the County Manager's office. The need to operate a merit personnel system and the complexity of the government justify continuing this function as a separate department.

DEPARTMENT OF HUMAN SERVICES

Social services that were previously provided by several separate departments were unified under the Department of Human Services in 1997. The County will continue to benefit from the consolidation of these functions with the opening of the Human Service building in 2006. The state and other counties should be encouraged to adopt this model for consolidation.

JAIL

The department functions under the policy direction of the Jail Oversight Board, with administrative and budget responsibility to the Chief Executive and Manager. The Jail provides a service crucial to the maintenance of public order. Medical, food and other services currently provided through contract should continue and be evaluated with the Jail Oversight Board to determine if they can be expanded. During the evaluation of the DHSPS, certain functions of this department should be considered for inclusion.

KANE REGIONAL CENTERS

The Chief Executive and County Council should consider the rapidly changing nature of long-term care and determine the proper mix of public and private participation necessary to serve the public. The possibilities of public-private partnerships should be explored as well as the option of creating an independent entity to manage the facilities. The emphasis should be placed on alternative and innovative types of care, such as assisted living and specialized units.

LAW DEPARTMENT

The Solicitor is required by the Home Rule Charter and should be retained.

MINORITY/WOMEN/DISADVANTAGED BUSINESS ENTERPRISE

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

PARKS DEPARTMENT

The Parks Department should be given ample time to function under its new structure. A independent parks commission should be considered as a future alternative.

POLICE

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

the government. This department should be considered during the evaluation of the creation of the DHSPS.

PUBLIC DEFENDER

This department is mandated by law, has been reorganized to meet the requirements of a court order and should be retained.

DEPARTMENT OF PUBLIC WORKS

This department provides essential services pertaining to the County's roads, bridges, parks and facilities. Much of the work overseen by the department is directly provided through contracts with engineering and architectural firms. This practice should continue and alternatives explored in the areas where direct service remains. In light of the creation of a stand-alone Parks Department, the Department of Public Works' role in parks maintenance should be examined. During the evaluation of the DHSPS, certain functions of this department should be considered for inclusion.

SHUMAN CENTER

This department provides a vital service with elements of both social service and public safety in its charge. Medical, food and other services are currently provided through contract. This practice should be examined for potential expansion into other areas. This department should be considered during the evaluation of the Department of Homeland Security and Public Safety.

DEPARTMENT ANALYSIS

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

LEGAL MANDATE

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

ESSENTIAL SERVICES & CORE FUNCTIONS

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

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

An explanation of how the department handles public complaints.

DEPARTMENT: ADMINISTRATIVE SERVICES
SUB-DIVISION: ADMINISTRATION

LEGAL MANDATE

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

The Administration functions in the Department of Administrative Services include essential and traditional support services such as telecommunications, mailing, property and utility management, copying and printing through the County Print Shop and other services discussed below.

The Weights and Measures section of the Department of Administrative Services is provided for under the Consolidated Weights and Measures Act, 3 Pa. C.S.A. §4101 et seq. The County performs certain functions under the Act as provided for in a Memorandum of Understanding provided for under 3 Pa. C.S.A. §4125 and entered into by the County for the term July 1, 2002 through June 30, 2007.

Risk management services relating to workers’ compensations are provided pursuant to the Workers Compensation Act, 77 P.S. §1 et seq, while risk management services relating to motor vehicles used by the County are provided pursuant to the Motor Vehicle Financial Responsibility Law, 75 Pa. C.S.A. §1701 et seq.

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

ESSENTIAL SERVICES & CORE FUNCTIONS

Administrative Services is responsible for the following public services:

- overseeing elections;
- generating and supervising assessments and valuations of all subjects of real property taxation for Allegheny County;
- providing services to military veterans;
- Weights and Measures acts as a third-party monitor to ensure fairness in the marketplace;
- Utility and Energy Management develops plans, initiatives and policies to ensure that the County’s utility payments for electricity, natural gas, steam, water and sewage are processed accurately and expeditiously;
- Telecommunications provides the capability for voice, data and Internet communication between the public and the County;
- Risk Management coordinates the reporting of claims and responds to safety concerns from internal and public sources involving County facilities and property;

- Records Administration preserves historical documents which are available to the public and stores documents for County departments;
- Property Management maintains County-owned facilities in a clean manner;
- Printing is responsible for printing, graphics and photography services to all of the County departments; and
- Mail Services provides service to all County departments, Community College of Allegheny County and government departments of the City of Pittsburgh.

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

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

To the extent possible, the functions of this department should be examined for privatization.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: ADMINISTRATIVE SERVICES
SUB-DIVISION: DEPARTMENT OF COMPUTER SERVICES

LEGAL MANDATE

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

ESSENTIAL SERVICES & CORE FUNCTIONS

The Division of Computer Services' (DCS) mission is to lead, implement and support the effective integration and use of information technology in partnership with County departments by providing the infrastructure, emerging technology and associated services in support of the County's mission.

WHY COUNTY AS IMPLEMENTING ENTITY

DCS is an essential internal function that every department utilizes.

ALTERNATIVE METHODS

The County could contract these services to outside vendors.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: ADMINISTRATIVE SERVICES
SUB-DIVISION: ELECTIONS

LEGAL MANDATE

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

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

ESSENTIAL SERVICES & CORE FUNCTIONS

The Division of Elections maintains approximately 830,000 voter registration cards and stages at least two elections each year. In recent years, the division also held a number of special elections. The division manages voter registration, balloting and returns, absentee ballots and field service (maintaining equipment and staffing 1,309 polling places).

WHY COUNTY AS IMPLEMENTING ENTITY

State law mandates that the County implement these functions.

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: ADMINISTRATIVE SERVICES
SUB-DIVISION: OFFICE OF PROPERTY ASSESSMENT

LEGAL MANDATE

The Second Class County Assessment Law, 72 P.S. §§6562.1-5452.20 and, where applicable, the General County Assessment Law, 72 P.S. §§5020.101-521, mandate property assessments in Allegheny County. An Office of Property Assessment is necessary in order to comply with Article X, Section 5 of the Charter and Articles 207, 209 and 210 of the Administrative Code, which require the County to establish and maintain an assessment system that meets accepted assessment standards, ensures access to public records regarding assessments and provides for the appeal of assessed values.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Office of Property Assessment:

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

WHY COUNTY AS IMPLEMENTING ENTITY

State law mandates that the County implement these functions.

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: ADMINISTRATIVE SERVICES
SUB-DIVISION: PURCHASING & SUPPLIES

LEGAL MANDATE

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

ESSENTIAL SERVICES & CORE FUNCTIONS

This division provides purchasing services to all County departments and coordinates joint purchasing projects with various municipalities and governmental entities.

WHY COUNTY AS IMPLEMENTING ENTITY

This is an internal function of the County that affects all departments.

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

It is essential County departments have the capacity to purchase supplies and equipment in a timely and efficient manner.

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: ADMINISTRATIVE SERVICES
SUB-DIVISION: VETERANS

LEGAL MANDATE

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

ESSENTIAL SERVICES & CORE FUNCTIONS

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

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: BUDGET & FINANCE

LEGAL MANDATE

The Department of Budget and Finance is authorized under the continuity provisions of the Charter, Article XIII, Section 6. Additionally, the Budget and Finance Department is required for the County to comply with the mandates of Article VII of the Charter regarding a comprehensive fiscal plan and the provisions of the Administrative Code, Part 8 –Fiscal Affairs.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Department of Budget and Finance prepares the annual Comprehensive Fiscal Plan (CFP) for the County Manager, as required under Article VII, Section 2.a of the Allegheny County Home Rule Charter. The CFP includes annual budget documents covering tax-funded operations, capital projects and state/federal administered grants. In preparation of the annual CFP, the department conducts budget analyses of various agencies and areas of responsibility, such as tax-funded operations, capital, grants and special accounts.

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

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

The County could contract out revenue/expenditure forecasting and debt/cash management.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: ECONOMIC DEVELOPMENT
SUB-DIVISION: MAIN

LEGAL MANDATE

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

The ACED initiates and coordinates key economic development activity within Allegheny County and administers a number of economic development-related programs that enhance the quality of life for targeted populations within the County.

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

ESSENTIAL SERVICES & CORE FUNCTIONS

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

- Funding and facilitating community development;
- funding and advance business and economic development and job creation;
- providing county planning services;
- supporting regional development with a focus on the Mon Valley and airport area development; and
- promoting equity and diversity within the County.

In carrying out these functions they provide services in:

- infrastructure improvements,
- job creation,
- job retention,
- home improvement programs,
- affordable housing,
- county planning agency services, and
- human services.

ACED implements these programs through the:

- administration of federal and state funding;
- development of strategic partnership;
- preparation of the Allegheny County Comprehensive Plan;
- oversight of the Mon Valley Economic Development Strategy Project;
- inclusion of minority- and women-owned companies in contracts and sub-contracts; and
- provision of financial incentives to businesses, developers, nonprofits and employers.

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. If a complaint cannot be resolved internally, the county Law Department, general counsel of the authorities division and/or the US Department of Housing and Urban Development (HUD) are consulted.

DEPARTMENT: ECONOMIC DEVELOPMENT
SUB-DIVISION: AUTHORITIES

LEGAL MANDATE

The ACED provides staff support and administration of six authorities: the Industrial Development Authority created under the Industrial Development Authority Law, 73 P.S. §371 et seq.; the Redevelopment Authority of Allegheny County created under the Urban Redevelopment Law, 35 P.S. §§1701, 1709; the Residential Finance Authority created under 16 P.S. §5201-A et seq.; and, the Hospital Development Authority, Higher Education Building Authority and the Authority for Improvements in Municipalities, all created under the Municipalities Authorities Act of 1945, 53 P.S. §301. All six authorities contract with the ACED for support staff and services. The authorities are authorized under the continuity provisions of Article XIII, Section 6 of the Charter.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Authorities division:

- enables eligible borrowers to finance projects;
- act as a conduit on behalf of eligible borrowers so that they may access funds at a lower than conventional rate;
- provide low-interest loans to municipalities to improve their infrastructure;
- generate funds that allow first-time homebuyers of low- to moderate-income to purchase homes at a reduced rate; and
- acquire property in a concentrated area for the express purpose of redeveloping it for industrial, commercial or housing.

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

WHY COUNTY AS IMPLEMENTING ENTITY

State law mandates the County implement these functions.

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: ECONOMIC DEVELOPMENT
SUB-DIVISION: DEVELOPMENT AND FINANCE

LEGAL MANDATE

There is no legal mandate.

ESSENTIAL SERVICES & CORE FUNCTIONS

This division provides financial assistance to support new developments, community revitalization, infrastructure needs and transportation enhancements to promote job creation and retention. The division emphasizes:

- corporate attraction;
- retention and relocation;
- job creation for low- and moderate-income residents;
- business expansion; and
- industrial redevelopment.

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

This program is unique in that it targets and focuses on sites that the private sector has avoided.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Without this division, new development opportunities, job creation and retention, and potential increases in tax base would be minimized. In many instances, brownfield redevelopment and large public infrastructure projects would not occur.

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: ECONOMIC DEVELOPMENT
SUB-DIVISION: HOUSING AND HUMAN SERVICES

LEGAL MANDATE

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

In addition, the Commonwealth of Pennsylvania enacted legislation in 1992 which authorizes counties to collect certain fees in order to provide a source of matching funds for affordable housing activities.

ESSENTIAL SERVICES & CORE FUNCTIONS

The core functions include:

- providing affordable housing;
- funding human services projects;
- working with municipalities to revitalize neighborhoods through demolition; and
- administering the Vacant Property program.

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

- hunger and nutrition,
- senior citizens,
- disabled citizens,
- mental health/mental retardation,
- drug and alcohol,
- children and families,
- job training,
- community centers, and
- homeless.

WHY COUNTY AS IMPLEMENTING ENTITY

The County provides local implementation of these initiatives that would be too cumbersome for the state to administer. The County serves as a conduit for annual entitlement grants for the CDBG, HOME and ESG programs.

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: ECONOMIC DEVELOPMENT
SUB-DIVISION: MUNICIPAL DEVELOPMENT

LEGAL MANDATE

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

ESSENTIAL SERVICES & CORE FUNCTIONS

This division focuses on:

- sanitary sewers and wastewater treatment facilities;
- potable water distribution systems and treatment facilities;
- storm water retention facilities;
- roads and bridges;
- municipal recreation;
- commercial revitalization;
- removal of architectural barriers;
- human service activities; demolition; and
- code enforcement.

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

Federal law mandates the County to implement these programs.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. If a complaint cannot be resolved internally, the Law Department and/or HUD are consulted.

DEPARTMENT: ECONOMIC DEVELOPMENT
SUB-DIVISION: OPERATIONS

LEGAL MANDATE

This division of the ACED is authorized under the continuity provisions of Article XIII, Section 6 of the Charter. Also, see cites to other relevant federal law in the Authorities section.

ESSENTIAL SERVICES & CORE FUNCTIONS

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

WHY COUNTY AS IMPLEMENTING ENTITY

Federal law mandates that the County implement these functions.

ALTERNATIVE METHODS

There are no reasonable alternative methods available.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. Written responses are received within the department, and if a complaint cannot be resolved internally, the County Law Department and/or HUD are consulted for technical assistance.

DEPARTMENT: ECONOMIC DEVELOPMENT
SUB-DIVISION: PLANNING

LEGAL MANDATE

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

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

ESSENTIAL SERVICES & CORE FUNCTIONS

The core functions of this division include:

- preparation of the Allegheny County Comprehensive Plan;
- land development plans and review and approval of ordinances;
- regional partnerships and outreach;
- federal highway transportation programming;
- airport area development;
- municipal land use planning support;
- department planning and design support; and
- departmental Geographic Information System (GIS) coordination.

This division also reviews and approves development plans within 30 of the County's municipalities that do not have zoning and subdivision ordinances. Through the Southwestern Pennsylvania Commission (SPC), the Planning Division is responsible for programming millions of dollars in federal highway funds allocated to Allegheny County and advocating for transportation projects that support County economic development initiatives. This division also is responsible for facilitating projects in the area surrounding the Pittsburgh International Airport, helping to bring high quality, appropriately located, well-designed development projects.

WHY COUNTY AS IMPLEMENTING ENTITY

Under its legal mandate to provide core planning services, the County is not limited to local municipal boundaries, allowing planning functions to occur on a broader scale. With 130 municipalities and eight Councils of Government (COGs), there is a need for regional perspective and organization. Through land development review and approval, the County offers

commentary to municipalities regarding planning and design issues, and this division is in a unique position to facilitate inter-municipal cooperation. This division also provides an essential link to the Southwestern Pennsylvania Commission, which is a regional organization comprised of 10 southwestern Pennsylvania counties. This organization provides a forum to consider issues such as transportation and economic development projects at the regional level, and the County plays an essential role as a member of this organization.

ALTERNATIVE METHODS

The Division of Planning could be a separate department within the County or the County could hire private consultants to provide planning services.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Without County representation by the Planning Division in SPC, millions in federal highway money would be diverted elsewhere. In addition, many state agency funding programs and development permits are granted, in part, on whether local plans and projects are consistent with the county comprehensive plan. Therefore, it is imperative that the County complete this process. Finally, administration of the County Subdivision and Land Development Ordinance in the 30 municipalities without their own ordinance helps to assure that the public's health, safety and welfare is considered when designing and approving land development projects.

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: EMERGENCY SERVICES
SUB-DIVISION: EMERGENCY MANAGEMENT

LEGAL MANDATE

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

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

ESSENTIAL SERVICES & CORE FUNCTIONS

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

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

There are no reasonable alternative methods available.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: EMERGENCY SERVICES
SUB-DIVISION: FIRE TRAINING ACADEMY

LEGAL MANDATE

Although there is no mandate for fire training in the Commonwealth of Pennsylvania, 40 years ago the County administration resolved to provide training at no cost to the County's firefighters. Some of the mandates under the Hazardous Material Emergency Planning and Response Act, which is mandatory, can be met through the Fire Training Academy.

Within Allegheny County, the Local Emergency Planning Committee (LEPC), which is a Commonwealth-mandated organization, controls the funding for hazardous materials training. The Allegheny County Fire Academy is the designated organization to administer that funding and provide equipment and training to accomplish the goal of training all of Allegheny County's response organizations to the requirements set forth in regulations as defined by CFR 1910.120 and PA Act 165.

ESSENTIAL SERVICES & CORE FUNCTIONS

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

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: EMERGENCY SERVICES
SUB-DIVISION: FIRE MARSHAL DIVISION

LEGAL MANDATE

The Fire Marshal's Office is mandated under Second Class County Code, 16 P.S. §6101 et seq.

ESSENTIAL SERVICES & CORE FUNCTIONS

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

WHY COUNTY AS IMPLEMENTING ENTITY

In addition to a state mandate, the County ensures a standardized method for investigation.

ALTERNATIVE METHODS

There are no reasonable alternative methods available.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: EMERGENCY SERVICES
SUB-DIVISION: 9-1-1 ADMINISTRATION

LEGAL MANDATE

The County's 9-1-1 services are authorized under the Pennsylvania Public Safety Emergency Telephone Act of 1990, 35 P.S. §7011 et seq. The County's 9-1-1 plan must be approved by the Pennsylvania Emergency Management Agency. Though not a mandated service, the County has taken the lead in establishing the most efficient way to provide 9-1-1 services on a county wide basis.

ESSENTIAL SERVICES & CORE FUNCTIONS

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

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: HEALTH DEPARTMENT

LEGAL MANDATE

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

The Health Department is also authorized by the Charter, Article XIII, Section 6 – Continuity.

ESSENTIAL SERVICES & CORE FUNCTIONS

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

Specifically, the Health Department provides the following services:

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

- plumbing inspection for new or modified residential and commercial plumbing installations to assure compliance with the plumbing code;
- housing and community environment program to investigate complaints from landlords and tenants about unsafe or unsanitary housing conditions;
- public health laboratory to perform microbiological and viral laboratory tests in support of surveillance activities for various diseases; and
- medical oversight at the Jail to assure services are consistent with contractual and regulatory agency requirements.

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: HUMAN RESOURCES

LEGAL MANDATE

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

Article VI, Section 2 (d) of the Charter mandates that the County Manager prepare and administer a merit personnel system and those responsibilities were assigned to the Department of Human Resources.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Human Resources Department is responsible for implementing the merit personnel system mandated by the Home Rule Charter. The department administers the County's benefit program, handles employee relations and compensation-related issues for nearly 7,000 employees. Services provided to the public include the posting of Executive Branch job announcements, evaluation of applications, and testing for positions. These functions result in the creation of an eligibility lists used in filling vacant positions within the County.

The department is responsible for a wide array of training on personnel policies for the County's employees, such as the general county orientation, sexual harassment and Family Medical Leave.

WHY COUNTY AS IMPLEMENTING ENTITY

Human Resources functions are an essential internal service.

ALTERNATIVE METHODS

The function of the Human Resources Department could be outsourced to professional vendors. In addition, the County could decentralize its human resources functions and implement them at the department level.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: DEPARTMENT OF HUMAN SERVICES
SUB-DIVISION: AREA AGENCY ON AGING

LEGAL MANDATE

The Area Agency on Aging (AAA) was created pursuant to state law, 71 P.S. §581-1 et seq. and the Federal Older Americans Act of 1965, 42 U.S.C. §3001 et seq. The duties of area agencies on aging are set out in the Older Adults Protective Services Act 35 P.S. §10225.301. The AAA delivers critical home and community based services to citizens over 60 years old.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Area Agency on Aging (AAA) serves individuals who are age 60 and older. Examples of services include:

- escort and transportation,
- personal care,
- senior centers, and
- counseling.

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

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

The result would be serious decrease in the services available to older adults. The estimated impact include: more than 5,000 older consumers without social work care and in-home supports that allow dependent elders to remain in their home; 20,000 seniors denied access to socialization, education, entitlement information and assistance, etc; and 2,500 frail elders without nutritional sustenance via home-delivered meals.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. When complaints are received at the AAA they are investigated by staff and a response is made to the complainant. Per a mandated requirement of the PA Department of Aging (PDA), all consumers receiving services funded by PDA have the right to appeal decisions made by contracted agencies or the AAA to the AAA Administrator. They further have the right to appeal the Administrator's decisions to PDA.

DEPARTMENT: DEPARTMENT OF HUMAN SERVICES
SUB-DIVISION: OFFICE OF CHILDREN, YOUTH, AND FAMILIES (CYF)

LEGAL MANDATE

All counties must have a child welfare agency and the Office of Children, Youth and Families (CYF) is the designated Allegheny County agency to protect children from abuse, neglect and maltreatment, to preserve families and provide permanent stable homes for children. CYF is highly regulated and operates under mandates included in the Juvenile Act (Act 333) 42 Pa. C.S.A. §6351, the Child Protective Services Act (Act 124) 23 Pa. C.S.A. §§6361, 6362, the Domestic Relations 23 Pa. C.S.A. §2102, , the Adoption and Safe Families Act of 1997 42 USCS §671, the Adoption Assistance and Child Welfare Act of 1980 42 USCS §671 and the Multiethnic Placement Act of 1994.

ESSENTIAL SERVICES & CORE FUNCTIONS

This agency provides child welfare and child protective services. This includes assessment of potential abuse, referral and information resources for families and the community at large, foster parenting, adoption resources and a variety of family and child support services.

WHY COUNTY AS IMPLEMENTING ENTITY

The County is mandated to provide these services.

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. In addition, a Director's Action Line has been established to receive and process complaints. The department also conducts on-site investigations, phone interviews, and case and provider contract monitoring.

DEPARTMENT: DEPARTMENT OF HUMAN SERVICES
SUB-DIVISION: OFFICE OF BEHAVIORAL HEALTH (OBH)

LEGAL MANDATE

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

ESSENTIAL SERVICES & CORE FUNCTIONS

The Office of Behavioral Health is responsible for providing services related to mental health, behavioral health disorders, and drug and alcohol treatment. The office:

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

WHY COUNTY AS IMPLEMENTING ENTITY

Regulatory requirements make it essential that the County implement these programs. However, few mental health or drug & alcohol services are administered directly; the majority of these services are provided under contract through community agencies. Therefore, the County functions as a coordinating arm, effectively transcending local municipal boundaries to deliver services countywide to a specific population.

ALTERNATIVE METHODS

The County is mandated by the state to provide these services.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

This division plays a vital role in ensuring that mental health and drug and alcohol patients receive the appropriate support services. Therefore, elimination of this office could have profound negative consequences. Individuals would be unable to access drug and alcohol treatment and rehab, and mental health treatment. This would lead to increased overdoses, crime, incarceration, physical health problems, removal of children from their homes, school failure, accidents, unemployment and homelessness. Furthermore, the inability to access involuntary commitment procedures would lead to individuals posing a clear and present danger to themselves and others.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. In addition, a Director's Action Line has been established to receive and process complaints. If complaints are filed directly to a staff person of OBH, the staff person investigates the complaint and works to reach a resolution.

DEPARTMENT: DEPARTMENT OF HUMAN SERVICES
SUB-DIVISION: OFFICE OF COMMUNITY SERVICES

LEGAL MANDATE

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

The Federal Government and Commonwealth of Pennsylvania through various legislative actions have prescribed that local governments are eligible for funding to assist low-income persons with a variety of housing, employment, hunger and family services. Those departments include:

- PA Department of Labor and Industry;
- PA Department of Public Welfare;
- PA Department of Education;
- PA Department of Community and Economic Development;
- PA Department of Agriculture; and
- US Department of Housing and Urban Development (*HUD*).

ESSENTIAL SERVICES & CORE FUNCTIONS

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

- employment and training,
- housing and hunger,
- family and community, and
- family and youth prevention.

Services provided within each bureau include hunger assistance, low-income housing, medical assistance transportation, early childhood education, utility assistance, and homemaker services to disabled persons. Services are implemented by county staff and through 130 provider contracts.

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Annually, the Office of Community Services touches the lives of 120,000 persons with services ranging from basic shelter to employment to counseling and information services. Among other things, the office provides transportation to medical appointments for thousands of persons, early childhood services for low-income children, and distribute lunches during the summer. Without this support, individuals and communities would lose essential services that help them meet their basic needs for housing, nutrition, transportation and employment.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. In addition, a Director's Action Line has been established to receive and process complaints. The department also conducts on-site investigations, phone interviews, and provider contract monitoring.

DEPARTMENT: DEPARTMENT OF HUMAN SERVICES
SUB-DIVISION: OFFICE OF MENTAL RETARDATION/DEVELOPMENTAL
DISABILITIES

LEGAL MANDATE

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

In addition the Pennsylvania Department of Public Welfare/Office of Mental Retardation (DPW/OMR) submits a state plan amendment to the Center for Medicaid and Medicare that identifies the County as the local administrative unit for the state.

ESSENTIAL SERVICES & CORE FUNCTIONS

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

- determines individuals' eligibility for support services;
- processes and approves provider applications;
- coordinates ongoing provider monitoring;
- approves individual service plans;
- reviews provider billing; and
- approves provider payments.

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

- home and community services ;
- adult training facilities;
- vocational facilities;
- specialized services (i.e. PT, OT, speech therapy, behavioral therapy);
- transportation services; and
- environmental and equipment modifications and adaptations.

WHY COUNTY AS IMPLEMENTING ENTITY

State law mandates the County implement these functions.

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. In addition, a Director's Action Line has been established to receive and process complaints.

DEPARTMENT: JAIL

LEGAL MANDATE

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

ESSENTIAL SERVICES & CORE FUNCTIONS

The Allegheny County Jail provides custody and control of more than 2,400 individuals who have been arrested. The Oversight Board sets jail police.

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

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

The jail provides:

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

WHY COUNTY AS IMPLEMENTING ENTITY

The County has historically been entrusted to provide this service.

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: KANE REGIONAL CENTERS

LEGAL MANDATE

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

ESSENTIAL SERVICES & CORE FUNCTIONS

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

- nursing,
- housekeeping,
- dietary and food service,
- community services,
- admissions, and
- social services.

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: LAW DEPARTMENT

LEGAL MANDATE

The requirement for a County Solicitor is contained in the Second Class County Code, 16 P.S. §3901 and in the Charter, Article V, §3. Section 405.03 of the Administrative Code delineates the duties and responsibilities of the Solicitor. The Law Department is also authorized by the continuity provisions of the Charter, Article XIII, Section 6.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Law Department provides legal services to the Executive Branch, County Council, and the Courts. The County Solicitor is the chief legal officer for Allegheny County and oversees all in-house and contracted legal services, including counsel for litigation, financial transactions and specialized needs of the County. All legal matters of the County are reviewed by the County Solicitor before being presented for approval by the Chief Executive, County Manager or County Council. The County Solicitor is responsible for:

- preparation of contracts;
- writing legal opinions as requested by the Chief Executive, Manager or County Council
- approving ordinances and resolutions as to form;
- managing labor negotiations; and
- representing the Department of Human Services proceedings in Juvenile Court and Orphans Court.

WHY COUNTY AS IMPLEMENTING ENTITY

The Law Department is legally mandated to provide these functions.

ALTERNATIVE METHODS

Allegheny County could contract some or all of its law services to the private sector.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

The Law Department's work with the Department of Human Services directly affects the health and welfare of the citizens of Allegheny County. In addition, the public would be indirectly affected if the numerous departments that directly service the public could not depend on the Law Department for legal services.

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: MINORITY/WOMEN/DISADVANTAGED BUSINESS ENTERPRISE

LEGAL MANDATE

This department, created in 1980, provides contracting and procurement opportunities to minority, disadvantaged and female-owned business. There is no legal mandate for the department. However, Allegheny County must assure access and opportunity to all businesses including minority, women and disadvantaged owned businesses in order to continue receiving federal and state government funds.

Federal regulations associated with funding appropriations seek to ensure nondiscriminatory practices in public contracting by removing barriers to the participation of minority, women and disadvantaged businesses. In response, Allegheny County established its own Minority/Women/Disadvantaged Business Enterprise Department (M/W/DBE) to meet the specific requirements.

ESSENTIAL SERVICES & CORE FUNCTIONS

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

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

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. Most complaints received by the department relate to the certification of minority and women owned businesses. These complaints are documented and the firm's eligibility criteria is evaluated and documented in a comprehensive manner. Federal regulations are used for guidance in the administration of the certification program, including handling complaints.

DEPARTMENT: PARKS

LEGAL MANDATE

There is no legal mandate for a Parks Department in Allegheny County. However, for eighty years, the County has provided passive and active recreation opportunities for county residents and visitors. Ordinances 53-02 and 54-02, approved by County Council and the Chief Executive, reaffirmed the County's commitment to operating and improving the 12,000 acre regional park systems.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Department is responsible for:

- administering and managing the resources of the nine county park system;
- seeking funds for parks projects;
- planning and implementing special events; and
- providing long-term planning for preservation, conservation, and use of the county park resources.

The County recently created a 7-member Parks Commission to advise the department on all policy related and budget matters. A Friends of the Parks group has been created for each of the County's nine parks.

WHY COUNTY AS IMPLEMENTING ENTITY

When the County purchased the land it was dedicated to be used for parks and recreation.

ALTERNATIVE METHODS

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

Another option is to create an independent authority separate from the County government to manage the park system.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: POLICE

LEGAL MANDATE

The Allegheny County Police were formed in 1932 by a board action of the Allegheny County Board of Commissioners under legal authority derived from Pennsylvania State Law, Act 447, Section 668, which was signed into law on May 2, 1929. More specifically, on March 30, 1937, Pennsylvania State Law, Act 39, gave police in Second Class Counties full police powers throughout Allegheny County, 16, P.S. §4501. The department is also authorized under the continuity provisions of the Charter, Article XIII, Section 6.

ESSENTIAL SERVICES & CORE FUNCTIONS

As the primary law enforcement agency, the Police provide public safety and security services at the Greater Pittsburgh International Airport, the Allegheny County Airport, and Allegheny County parks. The department also provides specialized police services and assistance at the request of any law enforcement agency within the jurisdiction of Allegheny County. These supportive include investigation of:

- homicide and criminal assault investigations;
- rape, child abuse, arson, burglary, theft, insurance fraud, and illegal computer usage;
- vice-related crimes; and
- drug trafficking.

The County Police also provide Bomb Squad, S.W.A.T. Team, and Crisis/Negotiations services. The Police Training Academy provides basic recruit training, mandatory training for all active duty officers and continuing firearms training for all police agencies in Allegheny County as well as other local, state and federal agencies.

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

The Pennsylvania State Police provide the functions of the County Police. This would be problematic because the State Police do not have the resources to provide the vast array of services currently provided. The intense and localized nature of the work lends itself to being provided at the County level. Another option would be to rely on individual municipalities to provide these services. This would result in an inefficient duplication of crime prevention and investigation services, and would leave some municipalities without access to these services.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

DEPARTMENT: PUBLIC DEFENDER

LEGAL MANDATE

The Public Defender's Office is mandated in Allegheny County by the Public Defender Act, 16 P.S. §9906.1 et seq. The levels of staffing and other parameters of the office in Allegheny County are more specifically delineated and mandated by a consent degree entered into July, 1998 between Allegheny County and the ACLU in a still active lawsuit, Doyle v. Allegheny County Salary Board, Civil Action No. 96-13606. The office is also authorized under the continuity provisions of the Charter, Article XIII, Section 6.

ESSENTIAL SERVICES & CORE FUNCTIONS

The Office of the Public Defender (OPD) protects the statutorily, judicially or constitutionally mandated rights of individuals. The OPD provides defense to indigent defendants facing criminal charges in the Court of Common Pleas and to juveniles charged with delinquent acts. Pursuant to the Mental Health Procedures Act, the OPD represents individuals in civil commitments who are held involuntarily for psychiatric treatment. Individuals who violate Protection-from-Abuse orders, are also represented by OPD. Appellate services are provided for clients who had private or court-appointed counsel in trials or hearings.

The OPD provides legal counsel in the following circumstances for:

- indigent defendants, where a person is charged with juvenile delinquency;
- critical pretrial identification procedures, preliminary hearings;
- state habeas corpus proceedings;
- state trials, including pretrial and post-trial motions;
- Superior Court appeals, Pennsylvania Supreme Court appeals;
- post conviction hearings, including proceedings at the trial and appellate levels;
- criminal extradition proceedings;
- probation and parole proceedings and revocation thereof;
- any other situations where representation is constitutionally required; and
- court-ordered commitment proceedings.

OPD implements its responsibilities through four divisions: trial, post-trial, pretrial and special hearings, and support services.

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

The Trial Division offers services from pretrial conference through final disposition. This division's attorneys defend more than 8,000 criminal cases each year. Additionally, this division encompasses the Juvenile Unit to provide defense for indigent defendants facing criminal charges.

WHY COUNTY AS IMPLEMENTING ENTITY

State law mandates that the County implements this function.

ALTERNATIVE METHODS

There are no reasonable alternative methods available.

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

The public's constitutionally guaranteed rights would be threatened without the Public Defenders Office. Additionally, indigent defendants facing criminal charges must have appointed counsel. A centralized defender's office also provides supplemental social services programs such as drug court and mental health court, which fully utilize treatment programs available through other government offices including the County.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. Complaints against attorneys may be reported to Disciplinary Board of Supreme Court Pennsylvania.

DEPARTMENT: PUBLIC WORKS

LEGAL MANDATE

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

ESSENTIAL SERVICES & CORE FUNCTIONS

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

- facilities management,
- road and bridge maintenance,
- engineering and design services,
- fleet management,
- park maintenance, and
- public works construction management.

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

Since the DPW is responsible for maintaining and improving a large portion of the transportation infrastructure, eliminating the department or drastically reducing its resources would have a direct impact on safety of the public. The DPW is responsible for maintaining and improving the County's roads, bridges, parks, and building assets. Eliminating or reducing the department would negatively affect the safety of the public.

PUBLIC COMPLAINT PROCESS

The County Information Center directs complaints it cannot resolve to the relevant employee within the department. Public complaints are directed to the appropriate supervisor, who addresses the issue through investigation, documentation and follow-up.

DEPARTMENT: SHUMAN JUVENILE CENTER

LEGAL MANDATE

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

ESSENTIAL SERVICES & CORE FUNCTIONS

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

The six core functional areas are:

- administrative services,
- medical services,
- social services,
- food services,
- recreational services, and
- support services (i.e. laundry).

WHY COUNTY AS IMPLEMENTING ENTITY

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

ALTERNATIVE METHODS

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

HOW PUBLIC AFFECTED IF DEPARTMENT ELIMINATED

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

PUBLIC COMPLAINT PROCESS

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

PUBLIC COMMENT

In accordance with 1201.04 of the Administrative Code of Allegheny County, the County Manager held a public meeting on June 19, 2003. Below is a transcript of the meeting.

ALLEGHENY COUNTY

PUBLIC HEARING

ON SUNSET REVIEW OF COUNTY DEPARTMENTS

- - -

Allegheny County Courthouse
Fourth Floor, Gold Room
436 Grant Street
Pittsburgh, Pennsylvania 15219

Thursday, June 19, 2003 - 5:00 p.m.

- - -

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MR. WEBB: Good afternoon. I'd like to call to order this public hearing.

My name is Bob Webb. I serve as County Manager of Allegheny County, and the purpose of this afternoon's public hearing is to discuss the Home Rule Charter and Administrative Code Sunset Review provisions. In both of those documents there's a requirement for an examination and evaluation of each of the county's departments. I am charged with performing an analysis which takes into account the legal mandates for the various departments, establishing standards for evaluation. I look to the necessity of the department continuing. I review each department's programs and evaluate whether the absence of that department would cause a danger to public health, welfare, or safety.

My charge is limited to the operating departments that report through me to the Chief Executive. There are 16 of those departments presently in existence. They are part of the county's chart on organization.

At this afternoon's public hearing I intend to request from any members of the public information that they would wish to share with our office in order to help us in that evaluation.

Let me, first of all, mention that I would request all speakers to sign up. If you haven't signed up, there is an additional sign-up sheet on the side here and we will take all

individuals who wish to address the subjects in the order that they have signed up.

I would ask that each person who wishes to speak limit their time to three minutes. I have asked Mr. Naparstek from my staff to hold to that time period; and for purposes of everyone's convenience, I would ask that you limit your comments to three minutes.

Now, please be advised that in addition to these comments today, we will be evaluating any written information that people wish to bring to the attention of my office, and so you can address to me any additional comments you have that might supplement that which you bring forward today.

Before I begin with the list of people who have asked to speak, let me, first of all, acknowledge several people in my staff who have been instrumental in the long process of the Sunset Review.

First of all, my deputy, Nancy Carroll for her assistance in this process. I'm very grateful. She has been the cornerstone of our evaluation. Two executive assistants to Chief Executive Jim Roddey, Will Tompkins. Thank you for your participation in the effort. I also wish to thank Abe Naparstek, who has done yeoman's service in the gathering of the information and a great deal of the authorship of the report when it's finally made public will be his. I thank him for his help. Margaret Philbin for her assistance in organizing our effort and preparing us for this project.

It is my judgment that it was important for purposes of Sunset Review in this new government to allow us to evaluate the performance of departments over a course of time; and, therefore, although we have been given a four-year period to review the departments, I chose to review them in the fourth year of the administration so that we would have an opportunity collectively to evaluate the circumstances of the departments and be able to make intelligent decisions as to how they should be organized for the future.

One final note, and that is although I have a significant interest in everyone's thoughts, I do not intend today to engage in discussion with people who wish to bring information forward. I will listen to folks to the extent of their time and certainly consider their written comments, but I'm not going to engage in an exchange of information with people other than to request that they stay on point at the public hearing, which is to discuss the departments, their organization, their effectiveness so that we can consider that in our evaluation for the Sunset Review.

The final point is that this report is due to the Chief Executive and the County Council by June 30th of this year; and so, therefore, your comments, although very timely, will be incorporated into the report that we will prepare shortly.

Let me then move to the list of speakers and they are being taken in the order in which my office received them. What I would ask individuals to do is to identify themselves for the record and either their address or their association as well.

The first speaker, Jeff Gally.

Mr. Gally.

CHIEF GALLY: I appreciate the invite to come down here, and it's difficult being the first speaker; however, Jeff Gally and I'm with the Shaler Township Police Department, and that's who I represent today, just Shaler Township Police Department.

I would like to speak on behalf of the Allegheny

County Police and just present two issues in the last two years that they were so needed in our community, and one was we had a barricaded man for about seven or eight hours in our community in which the Allegheny County Police SWAT team successfully came and supported us, end of the scenario. About a year ago I had a police officer who was being run down by a couple of shoplifters, got two culprits killed in the process. Naturally that's above what takes place in our own department. We called for a professional investigation by the Allegheny County Detective Bureau. When it came down, it eliminated our bureau from any impropriety in this. They did an outstanding job.

They are called to Shaler on all suspicious deaths that have happened during the year. Their connection with the crime lab has been unbelievably expedient, all the cases we have.

12 years ago Shaler Township Police had 30 officers. We are down to 27 now. It doesn't sound like a lot but our investigation department has been cut by 50 percent. The only way we can survive and continue to give the professional dedication to the people and the service of public safety in Shaler Township is with the help of Allegheny County Police Department. I know we have other public agents in there but the Allegheny County Police Department is the only sworn professional police officers that we deal with on a regular basis. We deeply support and need what they bring to our community.

Thank you.

MR. WEBB: Thank you, Chief.

Bob Ober.

CHIEF OBER: Bob Ober, I'm Chief of Police, Borough of Etna.

I have been a policeman since 1971 to 1998 when I was a patrolman and since 1998 I'm the Chief of Police of the borough.

We have had to call the county numerous times to help us in numerous situations and we just don't have the manpower to do general investigations like burglaries and stuff of this nature. Communities of our size need the County Police to help us out. We couldn't possibly do the investigations they help us with. Like Chief Gally said, homicides, accidents, with deaths, stuff of this nature, they're a great help.

I just want to thank you for the time.

MR. WEBB: Thank you.

Mike Rapino.

CHIEF RAPINO: Mike Rapino, Chief of Police, Borough of Sharpsburg.

I have been a police officer for 28 years. 28 years I have been on the force in Sharpsburg. Sharpsburg has had nine homicides. All these homicides without the help of the Allegheny County Police homicide squad would go unsolved. They were all solved within days of the incident.

We currently use the Allegheny County narcotics squad when we have a problem with narcotics. Without the narcotics squad, we wouldn't be able to fight that. We have a small department. We don't have specialty units. We don't have detectives. We don't have officers that are assigned to specific duties. We need the experience of the Allegheny County Police Department and we thank them for their help.

MR. WEBB: Charles Clouse.

CHIEF CLOUSE: I thank you very much.

MR. WEBB: State your name for the record.

CHIEF CLOUSE: Charles Clouse, Chief of the Aspinwall

Police Department.

MR. WEBB: Thank you, sir.

CHIEF CLOUSE: I'd just pretty much like to follow what the other chiefs have stated. We are small departments out there. I have an eight-man department. We can't do the investigation that the professionals from the county do from us. We have been involved in a lot of things over the years. I have been here for 32 years total, and we depend on them. Departments our size cannot do without them.

Thank you very much.

MR. WEBB: Thank you, sir.

Fred Boury.

CHIEF BOURY: Fred Boury, Chief of Police of Reserve Township Police Department.

Again, I'd like to reiterate what the prior chiefs stated prior to myself. Reserve Township is a small community with only five full-time officers. We depend on the Allegheny County Police Department with any general investigation, drug investigation that would happen in Reserve Township.

I have been a police officer since 1980 and we have used the County Police and their professionalism throughout my entire career, used them for barricaded individuals, used them for major burglaries, thefts, sexual assaults; and without their expertise and resources that they bring, we would find that a lot of these cases would go unsolved.

Thank you.

MR. WEBB: A. J. Marx.

CHIEF MARX: A. J. Marx, Superintendent, Stowe Township Police.

I'd just like to reiterate what the others have said about the County Police. I would also like to say that their professionalism is far above the standards of most other departments that I have dealt with, including the District Attorney's office, the State Police, and Attorney General's office. They are more professional, the way they handle cases. They expedite cases for your specific department. We don't have to wait around for someone to call me back. When you call the District Attorney's office, you wait days, sometimes months for someone to call you back on a case that needs to be taken care of today, not tomorrow.

The County Police expedite all your cases with professionalism and without them, small departments, like other chiefs have said, cannot exist. We can't do the job that the citizens expect us to do.

Thank you.

MR. WEBB: All right. Richard Dwyer.

CHIEF DWYER: Richard Dwyer, Chief of the Wilkinsburg Police.

We received an extreme amount of assistance from the Allegheny County Police Department, Superintendent Fulton, the Assistant Superintendents. Many incidents come to mind. We constantly rely on their homicide squad. We also have called on their SWAT team numerous times to come to our area. It's just something beyond our resources to provide our own SWAT team.

If you recall, we had an incident where an individual was barricaded in a home, very densely populated residential area. The SWAT team spent all night out there. The individual did do himself in finally but without them, it would have been a dangerous situation for our officers and for the neighbors out there.

Superintendent Fulton has extended help to me

personally. I have been the Chief out there since October. He's given me a good bit of guidance and help in rearranging the department. I'm very thankful for their assistance. They come whenever you call. They are extremely professional, and without them, our homicides would never get solved.

MR. WEBB: Joe Chester.

MR. CHESTER: Mr. Webb, Joe Chester.

As you are aware, I represent the deputy sheriffs and I'm pleased at the outset of this that your 16 department review is not going to include the Sheriff's office. The County Code and County Charter as you know is somewhat unclear as to what is a department, an agency, a board. These terms are undefined and our past experience has been Mr. Roddey undertakes to interpret things in an expansive fashion when it's to his advantage. We are pleased that it's not going to include the Sheriff but I do have a comment on the Sunset Review process.

As you know, throughout the Charter and the Code this Sunset Review was to have taken place every summer and it was to have taken place on a four-year staggered process. I assume that if there's 16 departments, four of them should have been reviewed each and every year and reports made to County Council; and the question in my mind is why wasn't that done. Why is it being done now?

I think the answer is clear, too. When you read the definition of what the Sunset Review is, it is one of the more formidable powers that the County Council could ever have. I will read the definition. "Sunset Review shall mean all county departments, agencies and functions shall have a specified expiration date and shall not continue to exist beyond that date without the affirmative action of County Council."

Now, we ask ourselves as we stand here in the summer of 2003, does the office of Budget and Finance have an expiration? No. Does the County Police have an expiration date? No. Do any of the 16 agencies, departments that answer to Mr. Roddey have an expiration date? The answer is plainly, no. So why hasn't this been done in the past?

I believe that Mr. Roddey did not want to give up any of the power that he has over these departments and come calling to County Council to authorize them to have a Sunset Review. These departments should have had an expiration date and not continue to exist beyond that date without the affirmative action of County Council.

Now, because this has been done at the last minute on the eve of an election, I would ask you to refrain from engaging in any Sunset Review at all because of the strong possibility that it's going to be a mere political process. You should have been doing it all along. We ask that you not even bother to do it now. It's much too late, and Mr. Roddey has been controlling these things unabated for four years, so he should not create a charade of having a Sunset Review on the eve of an election.

Thank you.

MR. WEBB: Darrell Briston.

CHIEF BRISTON: Good afternoon. My name Darrell Briston. I'm the Police Chief in the Municipality of Rankin. The address is 320 Hawkins Avenue, Rankin, Pennsylvania 15104.

Mr. Webb, a lot has been said today but one of the things I would like to say on behalf of Superintendent Fulton and the Allegheny County Police, that we are grateful as municipal police chiefs to be able to rely on their credibility, not political departments. It's been a pleasure for myself over the period of

almost 20 years to work with Allegheny County Police. It would be a shame if anyone, whether County Council or any other row office, would interfere in the operation of what the Allegheny County Police stand for.

If I can just take a few minutes to explain that. The Allegheny County Police, they are an assisting agency to a majority of the municipalities in this county. We would be lost without them.

One thing that I would like to say publicly is that however things go, I will not support any other agency but this agency. It's a non-political department. If the law is broken, his department comes and they do their job. It's not about who. So without this type of organization in this county, the people would be in trouble. The residents in Allegheny County would be in trouble. Without the Superintendent's department, the people of Allegheny County would be lost without them, and I really give all the credit to his department.

I don't have a lot of crime in my area but when I call them, they are there. They are professional. I have never had a complaint about the superintendent's department. So I wish all your Council was here tonight because they really need to know the importance of all the local municipalities of being able to rely on the Allegheny County Police. Without them, Allegheny County would really be lost, sir.

MR. WEBB: Thank you.

CHIEF BRISTON: Thank you.

MR. WEBB: Mike Vogel.

MR. VOGEL: Mike Vogel, Chief of the Public Safety Department for Allegheny County Housing Authority.

Back in the mid-1990's Allegheny County contracted out police services with the Allegheny County Police. They went into our Clairton area, which was known as the heroin capitol of Allegheny County. They went in to rid our developments of this type of activity.

Additionally, we have been very successful in approximately four to five drug roundups where we have rid drug dealers in our communities of dealing in drugs.

Really, I can't express the satisfaction I have had with the County Police, Superintendent and so on and so forth. They have been a very professional department. I never received one single complaint in all the years that they have been working in our developments; and recently, about a month ago, I received some assistance from the County Police in our Hayes Manor communities down in McKees Rocks, two or three shootings. The County Police cleaned up the development. Not one single complaint from one resident and they should be commended for that.

Thank you very much.

MR. WEBB: Thank you.

Charles Holzgraver.

CHIEF HOLZGRAVER: Good evening. Charles Holzgraver with the West View Police Department, West View Borough. I would like to speak in support of the County Police.

I have been working 30 years as a police officer. I had many occasions to work with the County Police on different cases and found them to be extremely professional, responded to our calls for assistance. They have always shared their information with us, never stepped in and tried to take over. I think that's very important to all of us.

Since my tenure as Chief, I have had several incidents

that really required a lot of people and they have been right there. I had a massive manhunt. The County Police were there from the beginning, spent the whole day there until it was solved. This involved a murder, attempted murder. They were there a couple days later for a standoff. I had the SWAT team there. They have been out for everything I ever called them for.

Like my colleagues, I also feel without them, we would all be in big trouble. We also have a small department and it would be next to impossible for us to keep up with the crime the way it's going on. Anything that we need beyond our means, they have been there with; and, like I say, I'm here to offer support for them.

MR. WEBB: Thank you.

Henry Wiehagen.

CHIEF WIEHAGEN: Good evening. Henry Wiehagen.

As President of the Fraternal Order of Police, Lodge 91, as well as Chief of Police for the Borough of North Braddock.

I'm here to reiterate the need for the Allegheny County Police and the most important role they provide in providing police service and public safety to the residents of Allegheny County.

Allegheny County Police are a vital resource from which those of us comprising some 130 municipalities of Allegheny County rely upon. Their assistance in areas of general investigation, specialized investigation, and cases involving multiple jurisdictions cannot be measured or compared to other agencies.

I implore you that your evaluation be favorable and to encourage your County Council persons to do the same.

Thank you.

MR. WEBB: All right.

Myron Arnowitt.

MR. ARNOWITT: I have some written testify to submit. My name is Myron Arnowitt. I'm Western Pennsylvania Director for Clean Water Action. I'm submitting these comments on behalf of our 9,000 members in Allegheny County and they're concerning the Allegheny County Health Department.

Our concerns with ACHD essentially relate to what we see as a lack of accountability to the public who they are serving. Officially ACHD is a county department; however, they are structured more like a row office where the head is not elected or perhaps like an authority. Unlike other county departments, the head of ACHD does not answer to the County Executive but to the Board of Health, a body that meets for approximately six hours a year to conduct business.

Further, ACHD makes it clear they do not consider County Council to have jurisdiction over their affairs. How is the public expected to address problems they might have with the performance of ACHD? I would note that this structure inherently shields the department from criticism or oversight.

The Board of Health, for instance, does not take public comment at their meetings and, in general, there is not a lot of interaction there. As an example of some of the problems, many members of Clean Water Action have lodged air quality complaints with the Health Department regarding air pollution from Neville Chemical's plant on Neville Island. Over the past couple of years literally hundreds of complaints have been lodge with ACHD; however, they have never issued one fine against the company for air pollution violations. They frequently do not respond to calls from residents, and they do not have a system for tracking their

responses to complaints.

Something as basic as having staff that are available to respond to complaints during nonbusiness hours has not been implemented. There have been numerous conversations about this and numerous requests from the public.

The County Executive's office has expanded a considerable amount of time recently criticizing the row office system as being inefficient and unresponsive to the public; however, ironically, a change for the ACHD into a row office would make it more accountable and the current situation.

ACHD performs critical tasks for the county. They protect the health and safety of our residents. The operation of ACHD should be accountable to either directly the County Council or to the County Executive. Currently none of these are true.

Thank you very much.

MR. WEBB: Thank you.

James McGrath.

MR. MC GRATH: My name is James McGrath. I'm a retired lieutenant from the Allegheny County Police Department and I'm here to discuss sort of the history regarding the County Police and the District Attorney's office and the Sheriff's Department.

Richard Thornburg was Attorney General of the United States, conducted a Commission on criminal activity and how to straighten up in Allegheny County after he had prosecuted with the help of County Policemen the District Attorney's investigators, which we put in jail, and a Sheriff's deputy, which we put in jail for corruption.

The District Attorney's office was rampant with crime. Its men went out, supposedly being detectives, and shook down the bookies. They took the money. Those that were favorable to the District Attorney and his election, they never got bothered. 10 County Policemen went out and arrested a number of bookies and showed how wide open the corruption was in this county.

The Sheriff's office had one of its deputies going to jail for two years because he would not cooperate with the Attorney General's office. Dick Thornburg in his report said that the County Police is the only nonpolitical police department in Allegheny County with countywide jurisdiction and should handle the investigative work for the county.

County Policemen do not want to get into the political atmosphere. It does not matter who their boss is because it does not affect their job as County Policemen. They are not under the Chief Executive, whoever they may be, cannot affect the way they work and how they do their job. They are professional police officers. All they want to do is police work. We don't want to end up prosecuting cases. We don't want to serve warrants. We don't want to get involved with the situation that's gone on for years.

The detectives on the County Police are police officers first. They are the same as every other police officer: they are good and they are professional.

The District Attorney's office is the same today as it was 40 years ago. It's an at will employee situation. It has the potential of going back to being just as corrupt as it was and it took us 10 or 15 years to get it straight and it can go right back to it. If the DA goes out, they go out.

The DA's job is to protect the innocent as well as to prosecute the guilty. You can hardly have your detectives going out and doing primary investigation and undercover work, then coming back and having it investigated by other detectives. If they screw

up, are the other detectives going to tell the DA: Oh, no, this is a bad case. Are they going to make their boss look bad? I don't think so. That's some of the things you have to do. They have to protect the innocent as well as prosecute the guilty. That's the checks and balance system.

They also, if you turn around and give them the detective function for all Allegheny County, that's tremendous political power. They can go where they want to go. They can force somebody to cooperate with them or they can punish them if they don't. If you think that doesn't happen, I can assure you it has happened in the past and the possibility exists. I'm not saying Steve Zappala would do it, but Steve Zappala may be judge soon or he may be disabled and out and the next guy in may be another Ed Boyle or Bob Duggan, who supposedly committed suicide.

MR. WEBB: Mr. McGrath, if we could ask you to finish up. Your time has expired.

MR. MC GRATH: Three minutes that quick?

MR. WEBB: Yes, sir. You can submit something in writing if you'd like.

MR. MC GRATH: How much time do I have?

MR. WEBB: 30 more seconds.

MR. MC GRATH: 30 more seconds.

The bottom line is this: the County Police want to be policemen. Have the Sheriff's Department stay doing the Sheriff's work. They don't need to be river patrol. You got the Coast Guard. That's not their job. The DA should stay in his place, too. He should stay with what he's supposed to do for the people. There may not be a lot of glory in it, but it's the job he took on. Special units running around, that's police work.

The County Police are professional police officers. These people are not. Sheriff DeFazio always is saying he always wanted to be a cop. Then he should have taken the test, because he is not a cop.

MR. WEBB: Thank you, Mr. McGrath.
Kerry Landis.

MR. LANDIS: Kerry Landis. I'm an Allegheny County Department of Human Services employee.

I'm here tonight mainly to share my concerns about the privatization of the particular work I have been doing. My employment for the past 10 years has been with the county children, youth and families, child welfare aide, and this involves transporting CY clients for approved visits, medical appointments and other things that caseworkers request of us.

I'm also an SEIU steward and my contact is with abused, neglected children, with the family. It is my opinion that services my fellow workers and I provide protects needy children at all times by doing services professionally, safely and consistently.

Our SEI brothers and sisters have been transporting clients in a safe and cost effective manner and we hope to continue to do so, especially as this population continues to exist and grow; and I just want to share about the contract providers the county has been utilizing since 1997. I had some concerns then. I guess that was the three Commissioners at that time and our Director, they, more or less, implemented this policy without consulting us child welfare aides and over the past couple of years now that has deteriorated, has placed children in jeopardy.

I'm glad to know that the county last month severed a \$405,000 contract with the provider. There's other horror stories

out there that I will not have time to let you know about, but I feel that I'm a Civil Service employee. I have the clearances, background checks. A lot of these children I have known over many years and we want to continue to provide a service to Allegheny County without our jobs being eliminated or continue to be privatized at the expense of hundreds of thousands of dollars to the county and numerous lawsuits that will be coming up in the future.

Thank you.

MR. WEBB: Jim Hasara.

MR. HASARA: Jim Hasara, President of the Allegheny County Police Association.

On behalf of the Allegheny County Police Association, which represents all of Allegheny County police officers, and as a county taxpayer, I would like to express to you why the Allegheny County Police should continue to provide county services to the citizens of Allegheny County.

The County Police is a professional law enforcement agency, highly educated, that provides the services not to just thousands of Allegheny County residents, but to others who utilize the service and the nine county parks that we have and the two airports within Allegheny County. They provide the expert law enforcement services that make each facility safe and free from harm and crime as possible.

The County Police also provides the assistance of specialized investigation, as you heard today, to many of the local police chiefs and their municipalities throughout Allegheny County. They provide the manpower hours in solving a lot of crime that is reported. This is a great service which helps each municipality to save money and, in return, for the county taxpayers' dollar, we provide the services.

The County Police is not the highest paid department in Allegheny County or within the Allegheny County Departments. The County Police has come a long way within the last 30 years to provide the specialized services of investigation and has done it well, well enough to continue to provide the services to the citizens of Allegheny County.

Thank you.

MR. WEBB: Thank you.

Bryan Campbell.

MR. CAMPBELL: Bryan Campbell, 6th Floor, 220 Grant Street, Pittsburgh, PA.

I'm the attorney for the Allegheny County Police Association and maybe to pick up where Lieutenant McGrath was finishing up, I think it's very important for everybody here to remember the past history and how the Allegheny County Police Department got to be where they are today.

Recently there have been two attempts to basically change the form of government in Allegheny County by transferring the Allegheny County Police to row offices. In the first case it was the Sheriff's office. That's a matter that went to court and basically the Commonwealth Court has ruled at this time it would be premature to do that; but another matter that's pending before County Council is an Ordinance that would transfer the Allegheny County detectives to the District Attorney's office, and a part of it is, you have to know the history, because I at one time was an Assistant District Attorney, from 1968 until 1972, and inherent in transferring what is an independent police department under an elected official is a great danger of a conflict of interest, and that's what happened in those days.

As has been alluded to, there was some scandal involving the District Attorney's office in those days and the detectives that worked for them. What has to be remembered was after the death of Mr. Duggan, when the Board of Judges had to select a new District Attorney to fill out his term, the one condition, and every judge was unanimous on this, whoever the new DA was, they had to agree to disband the District Attorney's detectives, and that's really how the Allegheny County Police picked up that function; and in the more than 30 years since then, I think the important thing that everybody should note is there's never been any hint of scandal in any of the work that's been done by the Allegheny County Police, and it should remain that way.

Thank you.

MR. WEBB: Thank you.

Floyd Nevlung.

MR. NEVLING: My name is Floyd Nevlung. I have been the Police Chief of Pleasant Hills Borough for the last 11 years. Prior to that, I was with the Allegheny County Police for 29 years.

Superintendent Fulton, I helped train him when he was in the Police Academy and I was his supervisor for many years in the detective branch, and I take credit for giving Allegheny County such an outstanding police chief.

MR. WEBB: Thank you, sir.

MR. NEVLING: Just as a little more background, the Allegheny County Police was formed in May of 1932 by County Commission Chairman Charles "Buck" McGovern, Ex-Colonel United States Army, Secret Service agent, detective, man of really outstanding character. He formed the County Police by joining the County Road Guards, which patrolled the roads, with the County Mounted Guards in the parks and made a police department. When he did this, he said that it will be done without politics or favoritism. Now, in 1932 there was no Civil Service. It was all patronage, so that was a very bold statement to make in those days.

The County Police developed under Buck McGovern and as time went on, the County Police did get Civil Service and have the authority to operate as a police agency anywhere within the county. However, the County Police has a policy not to go into local municipalities without being invited to handle specific cases; or in the area of organized crime, they initiate them and then work with the local PD, but that's the policy.

Whenever we organized the Organized Crime Division in 1972, I was approached by a gentleman who's a numbers man and asked: What's it going to take for us to function? And I had to tell him: It's a new game. We don't do that anymore.

Unfortunately, back in those days police officers did things they shouldn't have done. They don't do that today. It's different, and I told that gentleman he has to operate at his own risk; and, as I mentioned, we have never had any scandal.

I hear a lot of talk about duplication, which I say is a smoke screen because the times I was with the County Police, we never had enough people. Allegheny County has never properly financed or budgeted their law enforcement organizations. Every organization had their own responsibilities and they were like the County Police, there was more work than personnel; and I'm sure Superintendent Fulton is working with that today.

However, again, the County Police, besides going and assisting us in the local departments, is the central depository for some information. When a crime happens in one part of the county and a crime happens in another part of the county, they do bring it

together and be able to disseminate that information to work with all of us.

Obviously I'm very proud of the County Police. It is a very necessary organization and I think things should continue to function as they have in the past. Personalities come and go, the system has to stay in place.

Thank you.

MR. WEBB: Thank you.

Those are all the names that I have on the list. Are there other individuals who would like to give information with respect to the Sunset Review?

(No response.)

MR. WEBB: Not seeing anyone else, let me thank all the speakers for the information that they brought to our attention this afternoon.

Let me thank again our staff members and staff in this process and remind everyone here for the record that if there are any additional comments or thoughts that anyone has, they can submit them to us in writing.

Thank you for coming this evening, and this public hearing is concluded.

(At 5:45 p.m., the hearing was closed.)

C E R T I F I C A T E

I hereby certify that the proceedings and evidence are contained fully and accurately in the notes taken by me at the hearing of the within cause and that this is a true and correct transcript of the same.

URSULA H. PAPPAS

Registered Merit Reporter