

COUNTY OF



ALLEGHENY

RICH FITZGERALD
COUNTY EXECUTIVE

June 30, 2017

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

The Honorable Members
Allegheny County Council
County Courthouse - Room 119
436 Grant Street
Pittsburgh, PA 15219

Dear County Executive Fitzgerald & Members of Allegheny County Council:

In accordance with Article VI and Article VII of the Home Rule Charter and Article XII of the Administrative Code of the County of Allegheny, I respectfully submit the 2017 Sunset Review for your consideration.

As referenced by the Sunset Review of June 30, 2014, the administration of County Executive Rich Fitzgerald in its efforts to ensure that the functions of Departments are reviewed in a manner that reflects intersecting roles and missions of Departments and agencies, a staggered process is being implemented with this review. (Note Appendix A). As you recall, this process was embraced by the Government Review Commission.

While all the Departments reflect the full intent of the Charter, reviews were conducted that fulfill the charge of the Charter for the Departments of Police, Jail/Bureau of Corrections, Emergency Services, Medical Examiner and the Shuman Juvenile Detention Center.

Given that these entities were fully evaluated in June 30, 2014, minimal changes in the essential elements required by the Code from the previous report are noted in this Sunset Review process. However, in the subsequent review in 2020, it is expected that numerous changes will be cited.

As the Code allows the County Manager "in the exercise of his best professional judgment to include other issues that would aid in the furtherance of making County government more competitive and performance-oriented" the Sunset Review for Departments also includes a Vision and Mission Statement, as well as, achievements that occurred since the previous review in 2014.

The review is composed of the following elements:

- Overview of Allegheny County Home Rule and Process of Sunset Review;
- Elements of the Sunset Review Process;
- Methodology;
- Ensuring Public Safety and Maintaining Quality Public Services; and
- Sunset Reviews of Departments and Related Agencies and appropriate recommendations.

OFFICE OF THE COUNTY MANAGER

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*The Honorable Rich Fitzgerald
The Honorable Members of Council*

*June 30, 2017
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I would also like to extend deepest gratitude to all members of our government that contributed to this effort.

If for your easy reference you would like a hard copy in addition to the two (2) copies provided to County Council, please advise.

Thank you for your consideration.

Sincerely,



William D. McKain CPA
County Manager

MEV/wdm/hp



SUNSET REVIEW
ALLEGHENY COUNTY
JUNE 30, 2017

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Deepest appreciation to the Department members for their assistance in the preparation of this report including Lilian Reese-McGhee, Louis Blauth, Robert (Bob) Huston, Rebecca Frazier, Gary Thomas, Warden Orlando Harper and Ian Jenkins. Special acknowledgement and appreciation to our young artists from the Shuman Juvenile Detention Center Richard M. (Main cover/Department headings artwork) and Daziah S. and Lillian A. (Back cover and Committee headings) for creating oil pastels of the Pittsburgh sunset for the 2017 report.

Overview of Allegheny County Home Rule and Process of Sunset Review

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

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

To fulfill this charge, the Commissioner form of government was replaced by a new structure composed of an elected Chief Executive, a fifteen member (15) County Council and an appointed County Manager as specified in the Administrative Code of Allegheny County enacted on June 20, 2000. Under this new structure of government, the general duties of county government were retained despite separating legislative and executive functions. As such, authority for county government is vested with 1,225,365 residents (Census estimates, July 1, 2016) residing within the 130 municipalities in 731 square miles.

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

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

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

To accomplish this, the County Manager conducted a full Sunset Review of twenty (20) Departments and twenty-nine (29) Authorities, Commissions and Boards by June 2014 using a more comprehensive approach. (Refer to: http://www.alleghenycounty.us/manager/sunset_2014.pdf) Within the report, a staggered process for future Sunset Reviews was developed (Note Appendix A) and submitted to Allegheny County Council on June 30, 2014. It should be noted that in embracing a staggered schedule, the cycle of review will address

Departments that are congruent in their services for the community. As such, in 2015 the Departments of Economic Development and Minority Women and Disadvantaged Business Enterprise that promoted “economic vitality” were reviewed together with Departments that fostered the “quality of life” including the Departments of Health, Human Services and the John J. Kane Regional Centers. (Please refer to: <http://www.alleghenycounty.us/county-manager/reports/index.aspx>)

The focus in 2016 was related to “internal and external structural” issues of the Departments of Administrative Services and Facilities and “land and public spaces” involving the Departments of Parks and Public Works. Refer to Sunset Review report 2016 at: <http://www.alleghenycounty.us/county-manager/reports/index.aspx>

In 2017, the focus is those Departments related to public safety and public services involving Emergency Services, Jail, Medical Examiner, Police and Shuman. In June 2018, the review of the Departments of Court Records, Law, Public Defender addressing issues of civil liberties, and organizational efficiencies and effectiveness in the Departments of Budget and Finance and Human Resources will occur.

Due to the comprehensive review of all Department and Authorities, Boards and Commissions as defined in the Code, in 2014 the decision was rendered to retain nineteen (19) Departments and the corresponding twenty-eight associated entities. Specifically, the 2014 Sunset Review recommended that due to the interrelationship of functions within the Department of Administrative Services and the Department of Real Estate, the transfer of the functions of the Department of Real Estate to the Department of Administrative Services was appropriately and subsequently approved by County Council. Because of this, subsequent reviews will involve nineteen (19) Departments.

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

Elements of the Sunset Review Process

To enhance the understanding of the congruence of Departmental functions and related entities, the Sunset Review crafted for each Department is followed by the Sunset Review of the related agency, authority, commission or board that enhances the mission of the County. Additionally, as the Code allows the County Manager in the exercise of his best professional judgment to include other issues that would aid in the furtherance of making County government more competitive and performance-oriented, the Sunset Review for Departments also includes a Vision and Mission Statement. The review for a Department will be as follows:

- ◇ Vision
- ◇ Mission
- ◇ Overview
- ◇ The Legal Mandate or Necessity for the Department
- ◇ A Determination of Public Need for the Department's Services
- ◇ A Review of the Methods Used in the Implementation of each Department's Programs and an Analysis of Alternative Methods that may be Employed to Achieve the Department's Legal Mandates
- ◇ An Evaluation of Whether County Government is the Most Effective Body to Implement the Department's Programs
- ◇ An Evaluation of Whether the Absence or Reduction of the Department or the Department's Provision of Services would Significantly Harm or Endanger the Public Health, Safety or Welfare
- ◇ An Analysis Showing the Costs of Compliance for Individuals or Other Entities Regulated by the Department
- ◇ The Efficiency with which Formal Public Complaints Filed with the Department have been Processed
- ◇ Recommendation

With respect to Agencies, Authorities, Commissions or Boards, the review will include the issues required in the Code of:

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

Methodology

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

- ◇ Applied the instrument created for the 2014 Sunset Review that adheres to the standards for evaluation delineated in Section 1201 of the Code, as well as, the prerogative of the County Manager that included the creation and/or review of the Vision and Mission statements for each Department.
- ◇ Conducted an analysis of the Departments and related agencies, authorities, commissions and/or boards to determine the appropriate changes from the 2014 report. As the review was done in 2014, minimal changes were identified in some of the departments.
- ◇ After a review of the County Department, a recommendation was provided to:
 - ◆ Continue the existence of the Department;
 - ◆ Abolish the Department; or
 - ◆ Reorganize the Department subject to evaluation and review
- ◇ With respect to the agencies, authorities, commissions and/or boards, a recommendation was made to:
 - ◆ Continue the existence of the affected agency, authority, commission or board ;
 - ◆ Abolish the affected entity, if appropriate, or sever the relationship with the entity; or
 - ◆ Reorganize the entity subject to evaluation and review, if appropriate, or alter the relationship with the entity

Ensuring Public Safety and Maintaining Quality Public Service

Espousing the charge within the preamble of the Home Rule Charter of Allegheny County which states that “a home rule government that provides the structure, accountability, leadership, representation, effectiveness and efficiency necessary to improve the delivery of County services” the 2017 Sunset Review was conducted within that context.

While all the Departments reflect the full intent of the Charter, focus in 2017 was given to the charge to ensure the effectiveness and efficiency of government as evidenced by the **Department of Police, Department of the County Jail/ Bureau of Corrections, Department of Emergency Services, Department of the Medical Examiner, and the Department of Shuman Juvenile Detention Center.**

From the perspective of ensuring public safety, the primary services are provided by the Police and the Jail. The Police ensure public safety by patrolling the Pittsburgh International Airport, the County Airport, nine County Parks and other regional parks. Additionally, they investigate all criminal activity which occurs on county-owned property, while providing assistance to local police departments and criminal justice agencies. From the Jail perspective, public safety is enhanced through the provision of a safe and secure facility for incarcerated individuals.

Recognizing that dignity and efficiency in the delivery of service to community members must be a priority especially in one’s challenging times, the Departments of the Medical Examiner, Emergency Services and Shuman Juvenile Detention Center serve a vital role. Because of this, it is imperative that a commitment to quality service remains at the forefront of services.

To illustrate the commitment of these Departments, the following achievements have occurred since the previous review of their services in 2014.

Achievements of the Department of Police

The achievements occurring in 2014, 2015, and 2016 related to the mission are as follows:

- ◇ Assumed primary jurisdiction of the Borough of Wilmerding in response to a community request for County support for police services. As a result, the Department has become the primary policing service for the community.
- ◇ Reaccredited by the Pennsylvania Law Enforcement Accreditation Commission set forth by the Pennsylvania Chiefs of Police Association in 2014. This accreditation is achieved by meeting or exceeding 369 separate standards. Formal reaccreditation is expected in July of 2017 for a three year period concluding in March of 2020.
- ◇ Established a Citizens Police Academy in October of 2016 by which citizens including elected officials of the Borough of Wilmerding were trained in various aspects of police activities. To date, 56 community members have received certification for this unique service.
- ◇ Implemented a Motor Carrier Safety Assistance Program which involves officers being trained and fully certified. This certification allows officers to initiate inspection details. Through this process, 2011 violations were cited yielding a revenue of \$437,824.
- ◇ Deployed an Impact Squad to assist municipal police agencies throughout Allegheny County to address rising violent crime rates. Through advanced intelligence gathering and proactive enforcement activities taken in conjunction with local police patrols, Impact Squad members have seized 32 firearms to date, and made more than 60 arrests for various illegal narcotics offenses. A total of 196 arrests occurred in 2016. Anecdotally, one suburban police chief ascribed a 90% reduction in “shots fired” calls in the community due to the intervention of the Impact Squad.

- ◇ Launched the Mobile Device and Computer Forensic Unit (MDCFU) in 2016, by which evidence gleaned from these devices has been used to aid in successful prosecutions of sex offenders, child predators and homicide suspects. Initially envisioned as a unit to forensically examine cell phones and tablets obtained in criminal investigations, the “lab” was expanded to examine computers as well. Due to this system, all municipal police departments in Allegheny County can submit evidence to the unit free of charge. In 2016, the lab processed 870 devices with a successful extraction rate of 85 percent. Of particular note is the fact that information downloaded in one particular case was able to lead to the recovery of a missing child. Additionally, the FBI has incorporated this unit’s capabilities into their Violent Crimes Against Children Task Force. Given this structure, it is anticipated that information retrieved from 1200 devices will be processed in 2017.
- ◇ Initiated in collaboration with the Department of Health a Naloxone (Narcan) distribution program to address individuals in medical distress from overdoses due to opioids. The program that is conducted in forty-eight (48) municipalities resulted in fourteen (14) individuals being saved from death in 2016.
- ◇ Developed a program involving a cadre of officers trained to appropriately respond to incidents involving persons with mental illnesses, emphasizing de-escalation techniques for the immediate incident and alternative dispositions/referrals following the crisis that brought about the 911 call. A total of 39 officers have attended Crisis Intervention Training (CIT), with an ultimate goal to train every officer in these techniques.
- ◇ Trained approximately 11,000 officers from departments throughout Allegheny County The Allegheny County Police Training Academy in basic recruit curriculum and ongoing in-service training. An additional 4000 officers from regional departments were qualified through the firearms range.
- ◇ Implemented a two-day active shooter training course for all officers while minimizing costs through the use of in-house instructors. In 2015, 96 officers were trained on the use of patrol rifles which allows them to be authorized to carry and be equipped with patrol rifles of the AR-15 platform.

Achievements of the County Jail/ Bureau of Corrections

Charged with managing a multifaceted mission, achievements occurring in 2014, 2015 and 2016 related to that mission are as follows:

- ◇ Enhanced trade skills programs, including a machine shop course in connection with the Pennsylvania Department of Labor and the Jail Collaborative, improving inmates ability to successfully reenter the work-force.
- ◇ Implemented the Renovo visitation system which expedited the process of scheduling and increased efficiency of the visitation system at the Allegheny County Jail. This process allows for visitors to schedule the visit, arrive at the facility fifteen minutes prior to a visit while eliminating the inmate's need to submit a visitation list in advance.
- ◇ Created an in-house Medical Services Department by partnering with the Allegheny Health Network to provide a Medical Director, all physicians, mid-level providers and psychiatrists who work with the Jail's medical unit to meet the physical and mental health needs of all inmates at the Allegheny County Jail.
- ◇ Introduced a tablet program in collaboration with Jail Education Solutions on two housing units, one of each gender. Through the program inmates receive computer based training in a wide variety of areas including parenting skills, and financial management. Certificates are awarded for successful completion of programs.
- ◇ Upgraded its Offender Management System (OMS) which allows for modernized and efficient procedures increasing accuracy in recordkeeping.
- ◇ Focused on developing procedures and policies that are both aligned with and embracing the standards of the American Correctional Association (ACA) and National Commission on Correctional Health Care (NCCHC) for areas of physical and mental health and substance abuse services..

- ◇ Began implementation processes and procedures to install an Electronic Health Record system with completion to take place in 2017. This will dramatically improve record keeping and delivery of physical and mental health services.
- ◇ Implemented an improved security risk classification system in 2016. The system requires that each inmate be assessed through the use of a validated tool and assigned a score, ranging from minimum to maximum risk that is used to make housing and programming decisions. The system is a result of an extensive process that involved external consultants, internal planning, revised procedures and staff training. Since the implementation of this system, several benefits have included reductions in paperwork and reducing the backlog of inmates awaiting classification.

Achievements of the Department of Emergency Services

Major achievements congruent to the mission that occurred in 2014, 2015 and 2016 were structural and programmatic in nature. They are as follows:

- ◇ Collaborated with the City of Pittsburgh, University of Pittsburgh and the Hillman Foundation on a project to communicate cardiac events occurring within Allegheny County. The end result was a project application for mobile devices called PulsePoint. The application has been downloaded by thousands of potential residents that when notified of a cardiac event in the county, may be close by and able to administer aid in the form of CPR or the application of a local Automatic External Defibrillator (AED). An additional benefit of the program is the ability to account and map all available AEDs within the county.
- ◇ In compliance to requirements set forth by Pennsylvania Emergency Management Agency (PEMA) Completed a County Emergency Management Coordinator testing and an Emergency Operations Center (EOC) activation exercise for the newly appointed Director. The EOC activation exercise involved over 72 county/ city officials and associated supporting agencies with 120 injects (incidents) within two hours. The exercise and test were deemed to be extremely successful and brought together all the key personnel needed in the event of a large scale county disaster.
- ◇ Partnered with Community College of Allegheny County (CCAC) Public Safety to draft improvements to a new co-sponsorship program for first responder training in 2017, in addition to the annual compliment of completed training and certifications for our county first responders. Through such a partnership, significant improvement in the network of training options occurs by increasing the availability of the best resources and instructors for the lowest or no cost to the student.
- ◇ Through the efforts of the EMS Command School created a training environment that challenges our EMS professionals to strive for improvement and multi-agency cooperation in large scale incidents.
- ◇ Completed one of the first government agency approved Federal Aviation Administration (FAA) licenses for DRONE operations for investigations after significant reviews of standards of various government agencies.

- ◇ Installed the Eventide NextLog Media Works Recording System to comply with Next Generation 911 technology which creates the ability to record, Text, Video, and still picture information. The recorder also provides the ability to record the Computer-Aided-Dispatch screen monitors to enhance training and remedial training efforts.
- ◇ Completed the 9-1-1 Simulation Training Lab which replicates the actual layout of a 9-1-1 call-taker/ Dispatch console. This provides the ability to train on the actual equipment in a safe environment and better prepares the new hire trainee for the actual operations floor training for real live 9-1-1 calls.
- ◇ As technology advances and social media become more prevalent in our everyday lives, the Emergency Services Command Staff determined a necessity to enhance our public outreach by the deployment of an application that is compatible with iOS and Android devices. Within this application, each of the four divisions of Emergency Service are represented with a brief synopsis of the duties and responsibilities of the staff, training schedules and a contact us section to allow reaching out to our agency easier.
- ◇ Moved into a new Fire Station near the field which houses apparatus and equipment used by Allegheny County Emergency Services (ACES,) Allegheny County Facilities Management (ACFM) and Allegheny County Medical Examiner. Funded by the County Capital budget, the building protects millions of dollars in response equipment which previously was outside and exposed to the elements.
- ◇ Developed a Mass Casualty Response Plan intended to be utilized in emergency mass casualty situations involving multiple casualties within Allegheny County. The plan will be implemented when a mass casualty incident develops requiring resources beyond the normal day-to-day operations, mutual aid or which may overwhelm an individual department, service, hospital or community.
- ◇ Implemented text to 9-1-1 which enhanced the ability of community members to access emergency services.
- ◇ Completed the installation of the ESInet (Emergency Services IP network) which will serve as the foundation for Next Generation 911 core applications (e.g., real time text messages, video, still pictures, etc.).

Achievements of the Department of the Medical Examiner

- ◇ Accredited by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) International in 2014 after an extensive assessment by nine members with expertise in various forensic disciplines, conducted the on-site assessment regarding the management and technical operations of the laboratory. This prestigious accreditation applies to forensic science testing laboratories that perform forensic testing activities including the disciplines of Drug Chemistry, Toxicology, Trace Evidence, Biology, Firearms/Tool marks, Latent Prints, and Crime Scene. Subsequently in 2015, the ASCLD/LAB certified compliance with the rigorous testing Program accreditation requirements thereby affirming the continuation of accreditation.
- ◇ Recognized as a testing laboratory by the Pennsylvania Department of Health as a laboratory approved to determine blood alcohol content under The Clinical Laboratory Act, the Vehicle Code, the Fish and Boat Code and the Game and Wildlife Code. The certification occurred after an inspection by the Pennsylvania Department of Health of the Toxicology Laboratory in 2015 in accordance with Section 353 of the Public Health Services Act (42 U.S.C 263a) as revised by the Clinical Laboratory Improvement Amendments (CLIA). Because of this, the Pennsylvania Bulletin (45 Pa. B. 2559, May 23, 2015) recognizes this office as approved to perform alcohol analyses for serum, plasma, and blood.
- ◇ Established a Continuing Education Curriculum for all Medical Examiner employees which included a "Sexual Assault Evidence Collection Training for Medical Professionals" during 10 sessions of 16 hours each. Additionally, implemented a structured internship program resulting in revenue.
- ◇ Implemented the "Move It Program" for a receiving medical record, using E-Files on a secure File Transfer Protocol (FTP) Client. With a phone call from the Medical Examiner's office, the hospital can upload the medical records and we can also download those records, regardless of the size. Such a process, eliminates the need to drive a vehicle transfer to hospital to retrieve medical records.

- ◇ Secured certification in 2015 by the American Board of Medicolegal Death Investigators (ABMDI) for nine (9) staff members who demonstrated knowledge and skills necessary to perform medicolegal death investigations.
- ◇ Instituted an automatic referral system for the Center For Organ Recovery and Education (CORE) in 2015. The expedited process via electronic data transfer facilitates the determination of a suitable donor . If an appropriate donor is identified, CORE can initiate the process of making contact to request donation authorization.
- ◇ Implemented Lean Six Sigma methodology in conjunction with Sorenson Forensics a process that relies on a collaborative team effort to improve performance by systematically removing waste. Adopted by the Forensic Biology section, specifically serology, the process resulted in a 48% reduction in the time it takes to perform documentation on a single item (equates to almost 30 minutes per item, 20 minutes gained per review). In addition, the average rework rate was reduced from 65% of cases requiring additional administrative work to 0% requiring additional work in the pilot program. The significant outcome of this process resulted in gaining a minimum of 45 min per case thereby increasing the amount of time that can be redirected to review of additional cases.
- ◇ Serves as a major contributor to the OverdoseFree PA initiative by posting county's statistics on fatal drug overdoses. Such an action allows the residents to see the locations of overdose deaths, the demographics of the victims and which drugs were used. More importantly, the data can be referenced by law enforcement and public health entities for intervention.

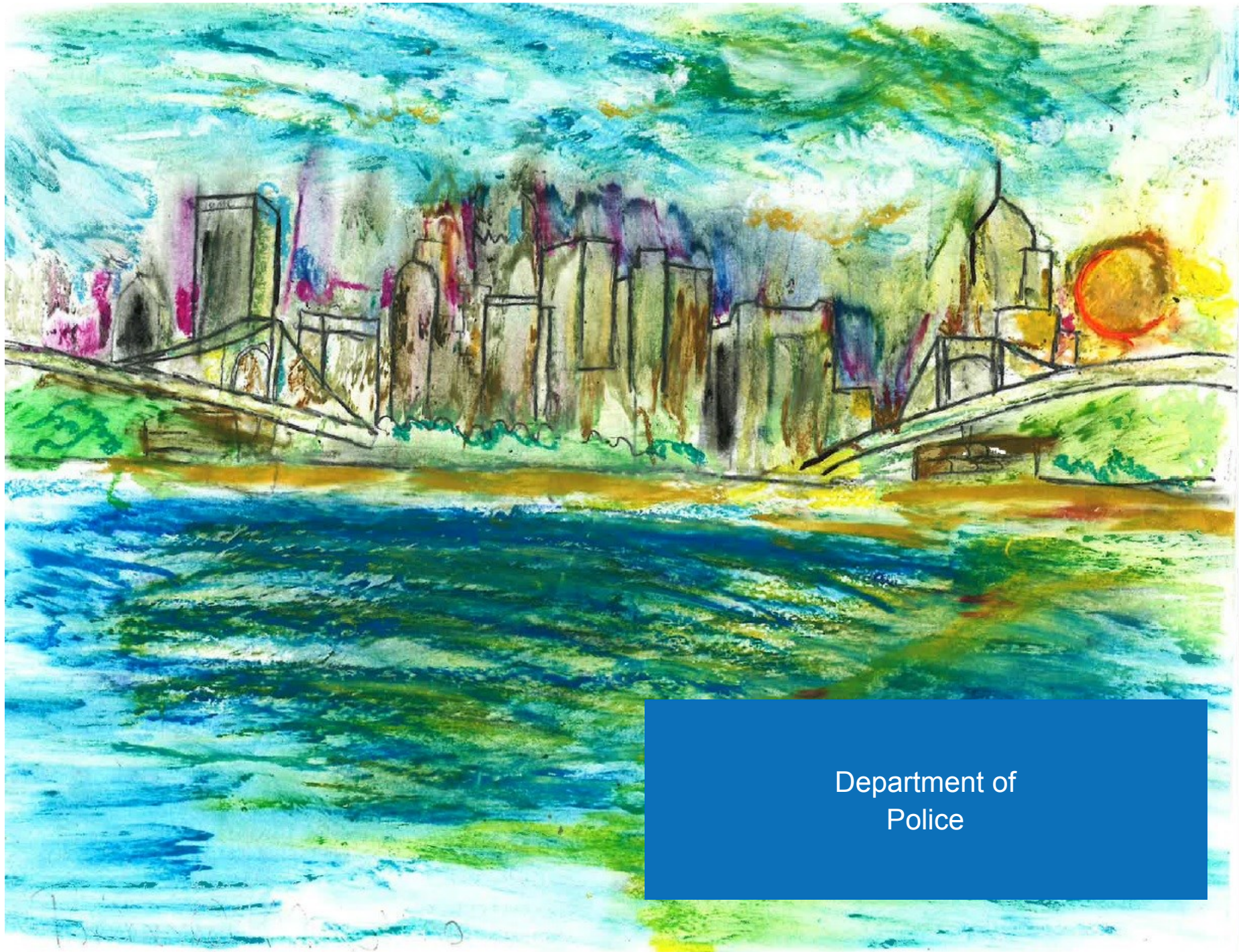
- ◇ Secured \$354,894 in grant funding due to a significant increase in grant applications of over \$2.2 million dollars in state, federal, and foundation grants in 2016. Assets that will be acquired by the ACOME using the awarded funds include: multiple staff trainings and certifications; staff overtime for validation in Toxicology and casework in Forensic Biology and Evidence Receiving; DNA technical review outsourcing; additional Qualtrax licenses; ISO standard documents; an External DNA audit; a new CODIS server; a Lean Six Sigma Kaizen Project in DNA; validation of Armed Xpert software in DNA; and a part-time quality control technician for NAME accreditation work.
- ◇ Upgraded Imaging Systems within the autopsy division which involved replacing the existing x-ray unit with a LODOX (Low Dose Digital x-ray) unit in 2016. Since the upgrade in 2016, The LODOX unit has greatly reduced the amount of time technicians spend x-raying a body. The unit produces higher quality images with better resolution. Additionally, the images are more easily manipulated (zoom, contrast, etc.), allowing the physician and technician to easily locate objects of interest (projectiles, foreign objects, etc.)

Achievements of the Department of Shuman Juvenile Detention Center

Charged with managing a multifaceted mission, achievements occurring in 2014, 2015 and 2016 related to that mission are as follows:

- ◇ Developed a partnership between the Allegheny Intermediate Unit (AIU) and the National Restaurant Association to enable youth to perform and complete the ServeSafe Food Handler Course Certification. Thus, enabling the students the opportunity to secure employment in the hospitality industry.
- ◇ Won the Compass GoQuest project competition in the summer of 2015. Over eighty participants and ultimately, six Shuman youth won first place. As a reward for winning, the Shuman Center received a one-year GoQuest program license, six hours of professional development training for staff and technical support. In addition, the GoQuest after school program received a \$5,000 cash award for supplies and equipment to further enhance the quality of education.
- ◇ Recognized by the County Commissioners Association of Pennsylvania (CCAP) for their detention and alternative programs. The Center was honored for its arts program in which students learned to cultivate salvaged and recycled material to create beautiful jewelry. Such a program develops life skills.

- ◇ Established a STEM Speakers series which gave insight on science, technology, engineering and math. Specific topics include: Alternative energy sources, flight physics and electricity.
- ◇ Created a new scheduling plan for all Child Care Workers by converting a four shift scheduling plan to a three shift scheduling plan resulting in a reduction of scheduled and unscheduled overtime costs.
- ◇ Transformed one of the residency units at the Shuman Juvenile Detention Center's into an art gallery entitled, "Gallery Studio Blue", which provides a therapeutic and artist approach to rehabilitative needs of at-risk youth. Two Significant examples of this transformation were:
 - ◆ Furniture Exchange and ReVamp Project: Collaborated with Habitat for Humanity, Construction Junction, Sherwin Williams, the National Council of Jewish Women, St. Vincent de Paul Society, and Store Express to provide distressed furniture and supplies. Participants cleaned, sanded, primed, painted and decorated the old furniture. Upon completion, the finished furniture is returned to the donor organization and re-sold in their resale shops, with all proceeds benefiting their respective organization's community service programming.
 - ◆ WHY ART? Port Authority Billboard Project: A grant funded project which involved creating twelve billboard announcements on Port Authority buses in efforts to bring attention to the abilities of at-risk youth and create opportunities to identify and direct the valuable talents these youth possess by showcasing them in a positive public light.



Department of
Police

Department of
Police

Vision:

The Allegheny County Police Department exists for the purpose of maintaining social order through prevention, deterrence and prosecution within prescribed ethical and constitutional limits; to develop a sense of personal security within Allegheny County, by public knowledge and assurance that timely emergency and professional assistance will be rapidly dispatched when needed; To provide effective services to the citizens of Allegheny County while maintaining the highest standards of professionalism, integrity and efficiency; To enhance public confidence by continual development of positive, proactive public relations involving all department employees to encourage the spirit of cooperation between the Allegheny County Police and the citizens of Allegheny County.

Mission:

The mission of the Department of Police is to promote, preserve and deliver security and safety throughout Allegheny County through uniformed patrols, Incident investigations and technical assistance to local police departments and criminal justice agencies.

Overview of the Department

The Department of Police under the Superintendent has a bifurcated responsibility of the investigation of all criminal activity which occurs on County-owned property and the provision of assistance to local police departments and criminal justice agencies within Allegheny County. The Department is one of 95 accredited police agencies within the Commonwealth, distinguishing itself from the 1200 police departments statewide.

In the discharge of its duties, the Department appropriately collects, processes, maintains and purges approximately 250,000 total pieces of evidence annually while obtaining all evidence associated with approximately 13,000 countywide calls for service per year.

To achieve these goals, the organizational design of the Police has three primary areas with their respective Assistant Superintendents:

- **Uniformed Division:** Has primary responsibility for the airport, uniformed patrol and community relations
- **Investigative Division:** Focuses on general investigations, narcotics/vice, Homicide and Allegheny County Jail investigations
- **Headquarters and Administration:** Oversees evidence, records, finance, payroll, property and supplies, research and development, building guards and data systems.

Additionally, the Police have eleven (11) Specialized County Police Units including:

- ♦ **Audio and Video Forensic Unit:** Processes audio, video and digital image evidence by using equipment with the highest quality forensic analysis computer systems. The unit utilizes well-trained and experienced detectives in forensically correct evidence processing and criminal investigations, law enforcement agencies inside Allegheny County can submit evidence for processing without charge.
- ♦ **Airport Drug Interdiction Team:** Conducts daily surveillance of airline flights while utilizing dogs trained to detect concealed drugs and paraphernalia passing through the Pittsburgh International Airport.
- ♦ **Mounted Patrol:** Provides patrol on horseback in the park districts and special events when necessary.
- ♦ **Motorcycle Detail:** Motorcycle patrol officers work in all weather and are assigned to uniform districts to work traffic control, conduct police escorts, parades and patrol duty.
- ♦ **Community Awareness Program:** Shares information of a wide range of topics on community safety including the D.A.R.E. program and AAA Traffic Safety Program.
- ♦ **Bicycle Patrol Unit:** The department utilizes 10 police bicycle units within the uniform districts which permit greater accessibility and mobility within their respective areas.

- ◆ **Explosive Ordinance Disposal Team:** Provides for the safe rendering of various types of explosive devices, including military ordnance, and conducting post-blast investigations for possible criminal prosecution. The EOD Team responds to 170 calls for service within the region per year. Once dispatched, the EOD Team is able to identify, remove, disarm, explode, collect as evidence or transport explosive devices, as well as, conducts post blast investigations.
- ◆ **Explosive Ordinance Disposal K-9:** The Department maintains 5 EOD K-9 teams which perform 3600 searches per year. The teams respond to calls within the Pittsburgh International Airport and other areas within the region responsive to oral and written bomb threats as well as searches involved with dignitary visits.
- ◆ **Detention Services:** Enhances the effectiveness within District 1 which maintains two cells with video camera that may be utilized by personnel transporting prisoners through the Pittsburgh International Airport.
- ◆ **Narcotic Detention K9:** Conducts searches of areas, homes, packages and vehicles. Additionally, they assist other law enforcement in conducting searches and in the execution of search warrants.
- ◆ **Special Weapons and Tactics Team (SWAT):** Assists in the execution of high-risk arrest and search warrants, hostage rescue situations, barricaded armed individuals, and other high risk situations within the County. The SWAT team is on a constant 24-hour standby. The Crisis Negotiations Team is a separate unit made up of patrol and investigative officers who work hand in hand with the SWAT Team.

Additionally, the police training academy provides Act 120 Police Officer Certification and Firearms Qualification training to 16,000 individuals annually in Allegheny County and surrounding county agencies, including many state and federal agencies.

The Legal Mandate or Necessity for the Department

Historically, the Department of Police derives its authority from the Second Class County Code, 16 P.S. §3101 et seq. The Code authorizes the County commissioners in any county of the second class to employ police officers who shall have jurisdiction anywhere within the county employed to make arrests, without warrant, for all violations of the law and to serve and execute warrants issued by the proper authorities, 16 P.S. §4501. The Allegheny County Commissioners exercised this authority and created the Allegheny County Bureau of Police by legislative enactment in 1932.

As employees of the county police department are assigned to law enforcement duties, sworn officers are certified as “Police Officers” under the act of June 18, 1974, P.L. 359, No. 120, establishing the Municipal Police Officers’ Training and Education Commission and are subject to the certification standards set forth therein.

A Determination of Public Need for the Department's Services

Recognizing that the Department is the primary law enforcement agency, the police provide public safety and security services at the Pittsburgh International Airport, the Allegheny County Airport, and Allegheny County parks as well as investigative services to all of the municipalities within Allegheny County which include:

- ◇ Homicide and criminal assault investigations;
- ◇ Rape, child abuse, arson, burglary, theft, insurance fraud, and illegal computer usage;
- ◇ Narcotics/vice-related crimes; and
- ◇ Drug Trafficking

Given the changing demographics, tax base and organizational capacity of communities, municipalities have the option of having the County be the primary provider of police services. As such, the public need for police services of the Borough of Wilmerding is being addressed by the County.

Coupled with the eleven (11) specialized service areas, there is a clear and critical need for this Department with respect to serving the public.

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

The intensity and scope of the work the Department accomplishes lends itself to being provided at the county level. However, an option would be to rely on individual municipalities to provide these services which would likely result in an inefficient duplication of crime prevention and investigation services, and would leave some municipalities without access to these services. Another option would be to request the Pennsylvania State Police to provide similar functions. However, such reliance would be problematic and leave the individual municipalities without local resources.

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

Recognizing that the police provide comprehensive investigative services and assistance to 130 municipalities which involves special equipment and training for advanced and ongoing investigation procedures, it can be concluded that County government is the most effective body to render this vital service, rather than relying on a patchwork of services. Since the implementation of policing services to the community of Wilmerding, the effectiveness of this body in addressing community need is clearly visible.

More importantly, as this service involves the evidence collection and storage, Special Weapons and Tactics, Explosive Ordnance Disposal, Canines, Equestrian, Audio and Visual resources, Motorcycles and Bicycles, as well as, a community relations officer, it can reasonably concluded that such a broad spectrum of specialized service is outside the scope and budget of the majority of municipal departments.

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

In the absence or reduction of the Department, municipal police would be burdened with additional responsibilities involving investigations that were beyond their financial capacities.

Acknowledging that the majority of departments in Allegheny County do not have the necessary manpower, equipment or training to conduct specialized investigations such as homicide, child sexual assaults and abuse, video/audio enhancement labs for use when such evidence is applicable, it can be concluded that the absence or reduction of services would significantly harm or endanger the public health, safety and welfare of the residents of the county.

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

The costs of compliance for this Department are referenced in Operating Budget # 25-16-RE and Capital Budget # 26-16-RE both signed December 12, 2016, and the Special Revenues/Grants Budget # 24-16-RE signed November 30, 2016.

Additionally, the costs of compliance for the approved budget listed above are delineated within the 2017 Adopted Budgets which can be referenced at: <http://www.alleghenycounty.us/budget-finance/county-budgets.aspx>

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

Specifically, it is policy of the Allegheny County Police Department to resolve any allegations of questionable actions by any of its members as expeditiously as possible. It is the policy of the department to accept and investigate any allegations made against any member of the Allegheny County Police, by any person, on matters involving the scope of the officers employment, whether on or off duty or any alleged violations of law, rules, regulations, policies or procedures. Complainants are informed that complaints can be submitted in writing, by phone, or by e-mail and the department provides a form for doing so if needed.

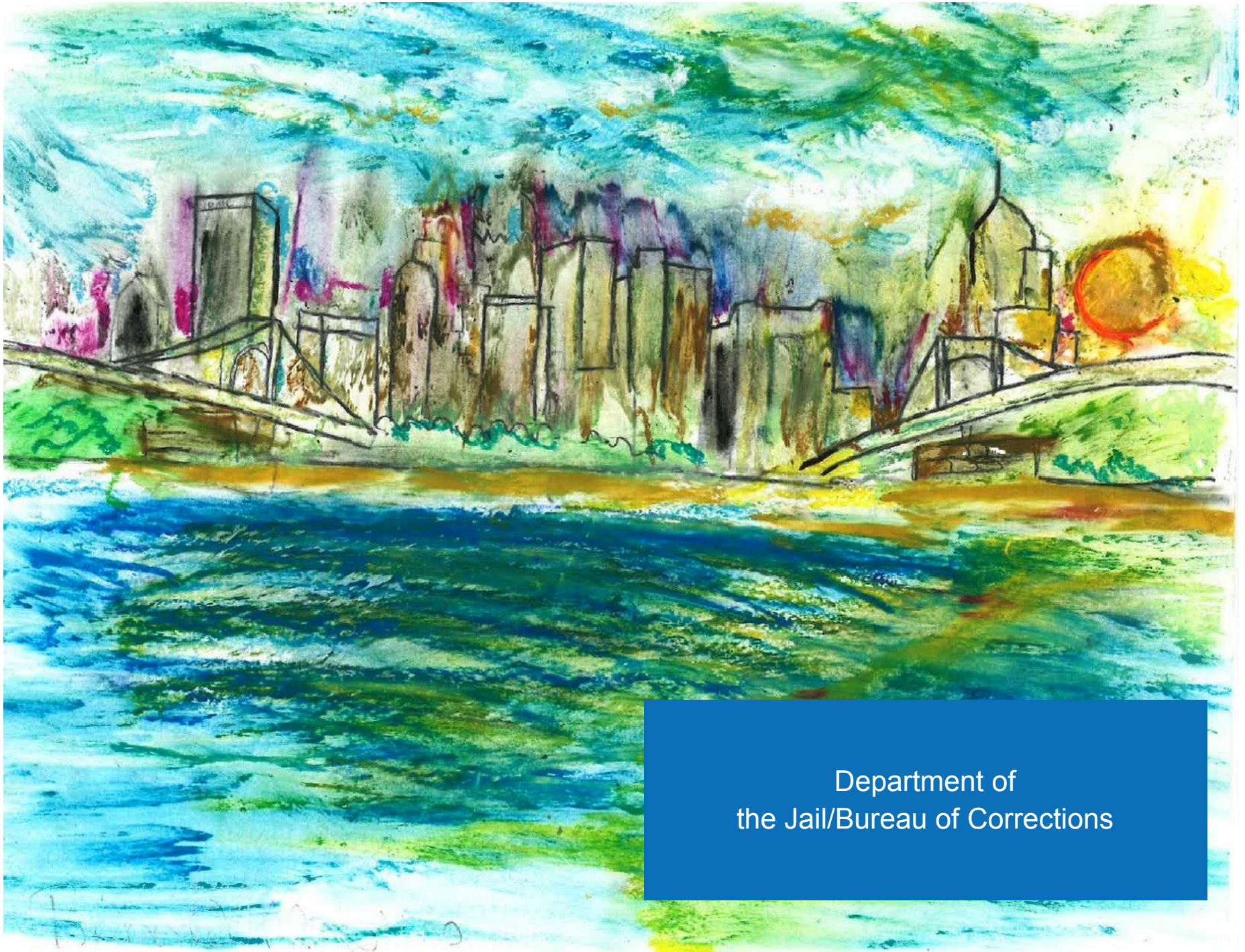
Upon receipt of a citizen complaint, district/unit commanders forward it to the Superintendent of Police for investigative assignment. All Complaint submissions are directed towards the Superintendent of Police. Any officer of the department who receives an oral complaint from a citizen concerning any other officer of the department is required to refer the complainant to his/her shift supervisor.

All internal investigations are kept confidential except as required for the continuation of the investigation. Only reports adjudicated founded or those that cannot be proven or disproven, become a permanent part of member's personnel file. All complaints received, regardless of disposition, by the department are maintained in a separate confidential file by the Superintendent of Police.

During the calendar years 2014-2016, the County Information Center received 100 inquiries of which only one occurred in 2016. Of significant importance is the fact that during the accreditation process, zero complaints were processed from March 2016 through March of 2017.

Recommendation:

Recognizing that the Department of Police exists for the purpose of maintaining the social order through its primary responsibilities of investigation of criminal activity and the provision of assistance to local police departments, the role of this Department is integral to the County. Therefore, it is recommended that this Department be retained.



Department of
the Jail/Bureau of Corrections

Department of
the Jail/Bureau of Corrections

Vision:

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

Mission:

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

Overview of the Department

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

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

- ◇ **Internal Affairs:** Conducts investigations on all prisoners and or employees involved in criminal activity.
- ◇ **Payroll:** Ensures all correctional employees are paid and maintains primary responsibility of the annual budget and purchasing of all items at the jail
- ◇ **Re-Entry:** Prepares prisoners for their successful re-entry into society.
- ◇ **Case Workers:** Provides services to the inmates such as notary, legal phone calls, personal phone calls, answer questions pertaining to their case etc.
- ◇ **Alternative Housing:** Manages placement of inmates that qualify for Alternative Housing Programs.

Additionally, to enhance the achievement of its mission, the Allegheny County Jail Collaborative was created in a joint effort between the Jail, Department of Human Services, the Health Department and the Allegheny County Court of Common Plea. This group has utilized screening tools to identify the needs of inmates and to develop solutions to address those needs. The collaborative has built an infrastructure specifically to provide the support and services to fill the gaps and remove the barriers that relate directly to a high rate of recidivism. It has established reintegration programs, drug and alcohol treatment programs, GED programs and Alternative Housing.

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

The Legal Mandate or Necessity for the Department

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

Additionally, the County Jail Oversight Board Act, 16 P.S. 6001-A, et seq., sets out the provisions for the County Jail Oversight Board and the PA Department of Corrections has adopted regulations which govern the operations of the County Correctional Facilities.

A Determination of Public Need for the Department's Services

Recognizing that the primary mission is to preserve public safety, the Jail is needed to segregate offenders that commit crimes against society. This segregation provides for the safe and secure environment of our citizens. Additionally, the Jail is used to hold offenders until due processes of the law and jails are completed. The Jail provides rehabilitation for offenders who will return to society. Given the complexity of the approximate 17,000 individuals who enter the Jail with significant physical and mental health needs exacerbated by opioid addiction, the Jail offers the following array of services that enhance the successful reintegration of individuals back to the community :

1. Drug and Alcohol Services
2. Cognitive Behavior Therapy
3. Digital Tablet Program
4. Education, Employment and Training Services
5. Family Support Services
6. Batterer's Intervention Program
7. Mentoring and Aftercare
8. Residential Program Pods

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

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

- ◇ Alternative housing programs by Renewal Inc., The Program Center (TPC), Goodwill Of Southwestern PA and Allegheny County Treatment Alternative (ACTA) all of which also provide various programs including family support, employment and training, drug and alcohol and mental health services.
- ◇ Food services by Summit Food Services
- ◇ Program services to inmates through collaborative agreements with various service delivery organizations within Allegheny County including:
 - ◆ Pre-trial services to inmates who leave and return to the jail from court appearances as directed by court orders and public services, including family visitations, attorney/client interviews, telephone and computer information and public accommodations in visiting areas with children's play areas.

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

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

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

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

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

The costs of compliance for this Department are referenced in Operating Budget # 25-16-RE and Capital Budget # 26-16-RE both signed December 12, 2016, and the Special Revenues/Grants Budget # 24-16-RE signed November 30, 2016.

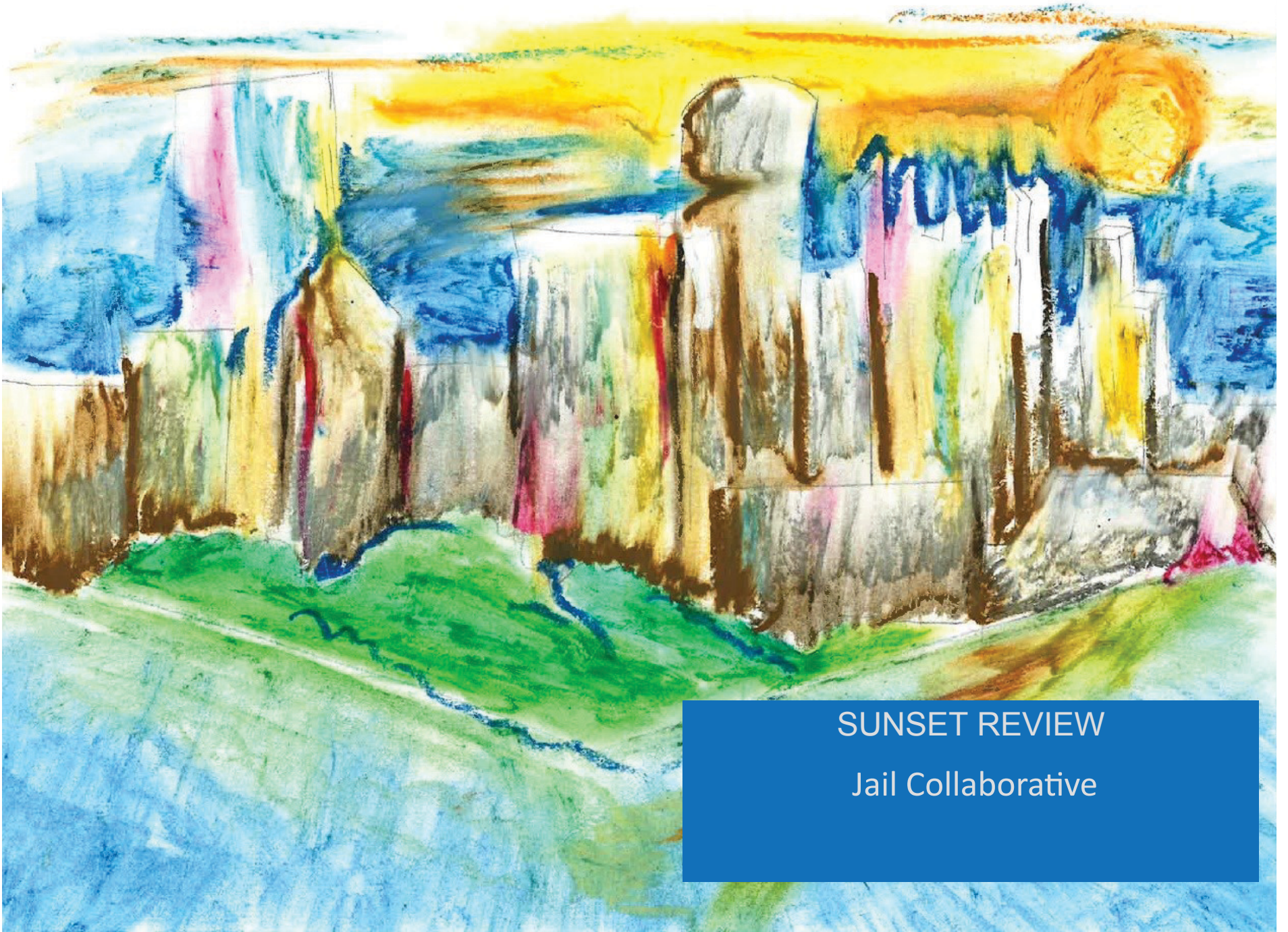
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The Efficiency with which Formal Public Complaints Filed with the Department have been Processed

The County Information Center directs inquiries it cannot resolve to the relevant employee within the Department. During the 2014, 2015 and 2016 calendar years, 170 issues were forwarded to the Department for analysis and resolution. Documentation of these issues are retained by the County Information Center

Recommendation:

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



SUNSET REVIEW

Jail Collaborative

The Legal Mandate or Necessity for the Agency

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

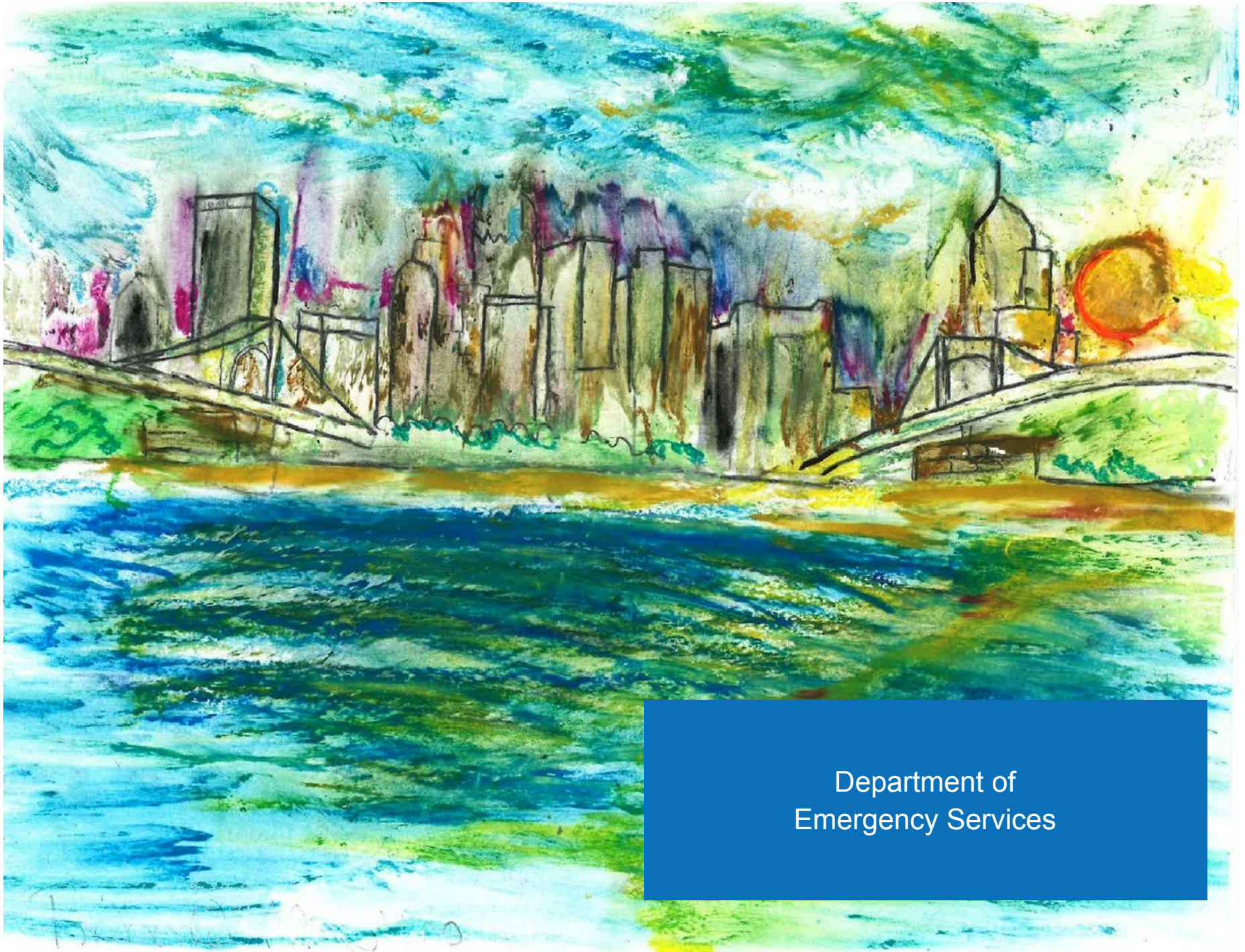
**In the Case of an Agency that Has Received Appropriations from the County's Operating Budget in Any
of the Five (5) Years Prior to the Sunset Review, a Financial Audit of the Agency Performed by an Entity
independent of the County.**

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

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

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

Recommendation: Continue



Department of
Emergency Services

Vision:

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

- ◇ **Professionalism:** In order to fulfill this vision, a pledge to learn from our past, train for the present, and plan for the future.
- ◇ **Respect:** We recognize that if we support, respect, empower, and challenge our people, they will deliver superior service and continuous improvement.
- ◇ **Integrity:** An organization that fosters an environment of trust, involvement, innovation, creativity, and accountability throughout the entire organization.
- ◇ **Dedication:** An organization that is responsive to the needs and concerns of the citizens, first responders and municipalities we serve.
- ◇ **Excellence:** Strategically plan and benchmark programs and services which will be performed in an economical and efficient manner mindful of their financial impact.

Mission:

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

Overview of the Department

In support of the mission of the Department to ensure the safety and sustainability of the residents, four (4) primary divisions provide services:

- ◇ **9-1-1 Communications:** Serves as a vital link between the residents, business, visitors and public safety agencies of Allegheny County. By providing interoperability and redundancy for radio and data communication systems, as well as standardized training, systems and operations for the proper servicing of emergency 9-1-1 calls for service from start to finish.
- ◇ **Emergency Management:** Mitigates the potential effects of the various hazards and vulnerabilities that might impact the county, to implement measures which will preserve life and minimize damage, to respond effectively to the needs of the citizens and local jurisdictions during emergencies, and to provide a recovery system to return the county and its communities to a normal status as soon as possible from the effects of natural or man-made disasters, technological accidents, national security threats, and other disrupting incidents that may impact our area. The EMA Division maintains coordinators for each of the respective types of public safety response agencies. Hazardous Materials, Emergency Medical Services (EMS), Fire/Logistics and Homeland Security/Law Enforcement. Effectively providing for a department liaison for each discipline.

- ◇ **Fire Academy:** Strives to provide the highest level of Fire, Rescue, Hazardous Materials and Terrorism Training and Certification programs to emergency service responders and private industry emergency response teams in Allegheny County and the region. The on-going program of curriculum development and delivery meets Pennsylvania State Fire Academy and the National Fire Academy standards and accreditation criteria. Courses and field exercises are designed to replicate real emergencies necessary to insure a competent, efficient and effective emergency response organization.

- ◇ **Fire Marshall's Office:** Protects our community from the perils of fire, explosions and other hazardous conditions through fire prevention education, fire investigations and compliance inspections following the applicable regulations of Allegheny County and the Commonwealth of Pennsylvania. To accomplish this, the office actively participates with our community, serve as role models, and effectively and efficiently utilizes all resources made available so as to provide safety and excellent customer service to the citizens, businesses and visitors of Allegheny County.

The Legal Mandate or Necessity for the Department

Due to the broad spectrum of services, various legal mandates must be respected:

Emergency Management

- ◇ **Act 165:** Hazardous Materials Emergency Planning and Response Act: The Act established a State-wide hazardous material safety program; ... further providing the powers and duties of the ...counties...; imposing obligations on certain handlers of hazardous materials; and imposing penalties.” (Act of 1990 P.L. 639, No. 165 35)
- ◇ **Act 147:** Radiation Protection Act: The Act requires the maintenance of a comprehensive environmental radiation monitoring program around nuclear power plants and at other locations throughout the Commonwealth.” (Act of 1984, P.L. 688, No. 147 27, §102.(3))
- ◇ **Title 35:** Emergency Management Services Code: The Commonwealth Code mandates that the County “Reduce vulnerability of people and communities of this Commonwealth to damage, injury and loss of life and property resulting from disasters” (Title 35, §7103.(1)). Additionally requires Allegheny County to have an Emergency Management Coordinator (EMC), Emergency Operations Plan (EOP), and Emergency Operations Center (EOC).
- ◇ **Stafford Act:** Disaster Relief and Emergency Assistance Act: Federal legislation noted that “It is the intent of the Congress, by this Act, to provide an orderly and continuing means of assistance by the Federal Government to State and local governments in carrying out their responsibility to alleviate the suffering and damage which results from such disasters...” (FEMA 592 §101.(b))
- ◇ **Swift Water 1A Certification:** Became the first certified 1A Swift Water Team in the State. More importantly, the total revamp of our equipment made our Division better prepared to respond to calls for service at a moment’s notice. Allowing us to offer the best possible response to for our first responders and the community.

Emergency Medical Services

Act 45 of 1985: Emergency Medical Services Act: The Act stipulates that the “The purpose of the emergency medical services are to prevent premature death and reduce suffering and disability that arise from critical illness and injury. (Act 45 §2.(a))

Act 37 of 2009: Emergency Medical Services System Act: The Act ensures that “It is in the public interest to assure that there are high quality and coordinated emergency and urgent medical services readily available to the residents of this Commonwealth...” (Act of 2009 P.L. 308, No. 37 35 §8102.(2))

Fire Academy

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

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

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

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

Fire Marshal’s Office

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

A Determination of Public Need for the Department's Services

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

- ◇ Assigns and coordinates all available resources in a comprehensive and integrated program of prevention, mitigation, preparedness, response, and recovery for emergencies or disasters.
- ◇ Receives calls for emergency 9-1-1, wireless, text messages and non-emergency requests for police, fire and emergency medical services, and dispatches the appropriate public safety field units.
- ◇ Ensures for the rapid arrival of medical resources, hazardous material responders and swift water teams during emergency situations and responds to the medical needs of the residents and visitors of Allegheny County.
- ◇ Assists the County's municipalities with the investigation of all fires, permits the storage of flammable and combustible liquids in above and underground tanks, and assists with burn permit inspections.
- ◇ Provides fire, rescue and hazardous material training to the emergency service providers within the County and region.

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

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

While it is the County's goal to provide a centralized process for a single answering and dispatch point for greater efficiency and effectiveness, decentralization is an option. However, such an action would be counterproductive given the significant progress that has occurred in this area.

Contracting with the State Fire Marshal or relegating control of arson investigations to local agencies are alternatives.

Local municipalities could develop their own medical disaster plans; represent themselves at county, regional and state meetings which may result in duplicate planning and response efforts. This process would be inefficient resulting in increase costs for the services and municipalities

Local municipalities have the option of training their own emergency providers, though this would result in a costly duplication of efforts and diminish the consistency of training in the county.

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

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

- ◇ In addition to the Federal and state laws mandates that require the County implement these functions, the County is able to transcend local municipal boundaries and jurisdictions, thereby effectively coordinating and delivering emergency management planning services.
- ◇ The County's implementation of the 9-1-1 system allows for the rapid sharing of information between all parties during an emergency, reducing response times and expediting communication between different entities.
- ◇ In addition to a state mandate, the County Fire Marshal's office ensures a standardized method for investigation across multiple municipal agencies.
- ◇ The County is the level of government that has the responsibility to plan and direct the responses of municipal designated EMS agencies at the direction of the municipality and therefore is the appropriate entity for coordination.
- ◇ The County has exclusive access to facilities and materials to conduct extensive fire, rescue, and hazardous material training and simulations.

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

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

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

The method of communication to police, fire, emergency medical services and 9-1-1 services would have to be provided locally at a greater expense. This would also cause reduced coordination in response to emergencies and terrorism.

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

Elimination would cause a planning and mass casualty response void within Allegheny County and region. The elimination of the Division would cause the municipalities to duplicate the planning and response functions, causing a variety of responses and requests that may not be similar in nature when needed.

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

As the representative of Allegheny County, the loss of this Department would potentially eliminate the Allegheny County government's active/direct representation in EMS matters within southwestern PA and the Commonwealth.

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

The costs of compliance for this Department are referenced in Operating Budget # 25-16-RE and Capital Budget # 26-16-RE both signed December 12, 2016, and the Special Revenues/Grants Budget # 24-16-RE signed November 30, 2016.

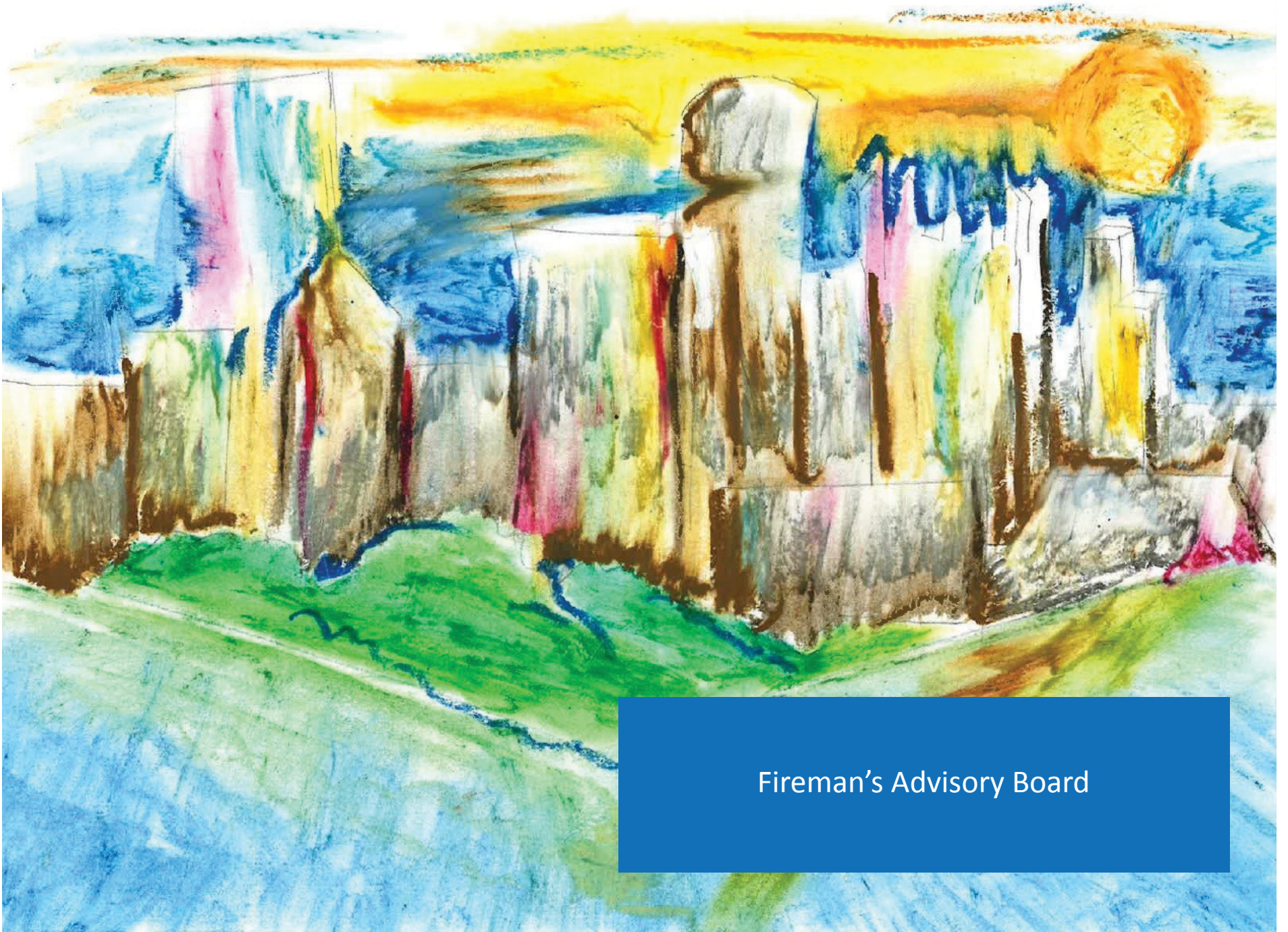
Additionally, the costs of compliance for the approved budget listed above are delineated within the 2017 Adopted Budgets which can be referenced at: <http://www.alleghenycounty.us/budget-finance/county-budgets.aspx>

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

The County Information Center directs inquiries it cannot resolve to the relevant employee within the Department. During the 2014, 2015 and 2016 calendar years, 105 issues were forwarded to the Department for resolution. Documentation of these issues are retained by the County Information Center

Recommendation:

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



Fireman's Advisory Board

The Legal Mandate or Necessity for the Agency

This Board does not require County appointments. The board was established by the Board of Commissioners in the 1980's as a mechanism to have information and contact with various fire and emergency service units in Allegheny County. The representative county Fire Associations appoints a member to the Fire Advisory Board on a yearly basis.

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

The main function of these members is to identify any problem area in fire protection services and to advise on curriculum and scheduling for the training courses at the Fire Academy. The Board is also used as an Instrument to determine appropriate radio communication and dispatch procedures countywide. Additional areas of involvement are the Hazardous Materials Teams and associated field response units. This Board advises the County Executive of any problems arising in Fire Services. Membership is comprised of one chairman, one vice-chairman, one secretary, eight county regional fire association areas and the City of Pittsburgh. The Board is comprised of eleven voting members, County liaisons, and other interested parties. There is no set term length.

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

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

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

This Board was established as the best model to accommodate a practical forum in having the key Municipal and County Fire Officials meet and discuss various related subject matter. Such a process increases the effectiveness of service delivery.

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

The County's fire services consist of 190 Fire Departments. There are 4 career, 6 combination, and 180 fully volunteer departments spread across Allegheny County, which represents approximately 6,000 active fire fighters. The sharing of information and coordination of best practices, knowledge, and skills is essential to the delivery of quality fire suppression, rescue, property preservation, and fire prevention. An essential responsibility of government is the provision of Public Safety. Recognizing that fire protection is a fundamental component of public safety, the absence or reduction of services would compromise the health, safety and welfare of the residents of the county.

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

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

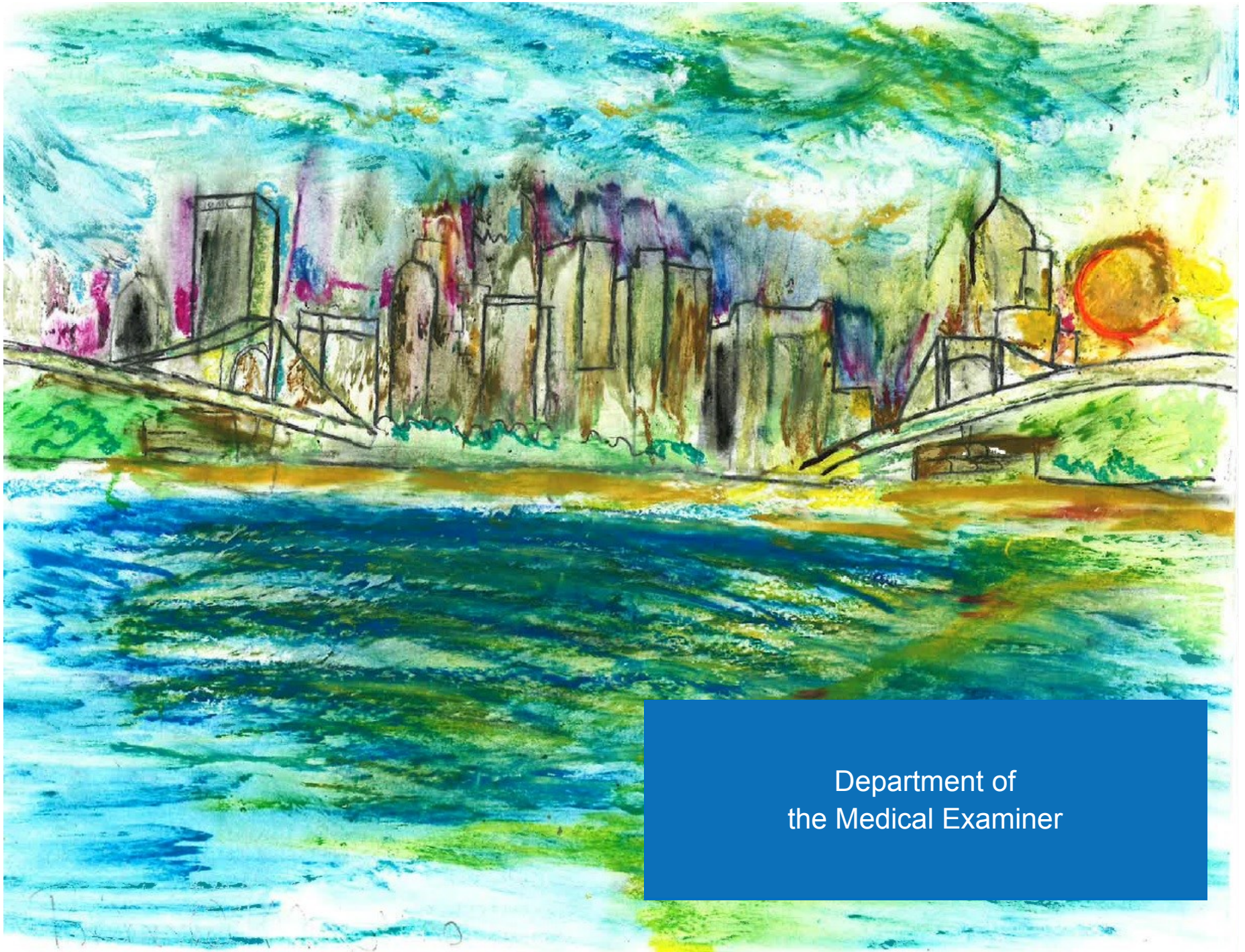
**The Efficiency with which Formal Public Complaints
Employed to Achieve the Agency's Legal Mandates
Filed with the Agency have been Processed**

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

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

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

Recommendation: Continue



Department of
the Medical Examiner

Department of
the Medical Examiner

Vision:

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

Mission:

The mission of the Office of the Medical Examiner is to support the Allegheny County criminal justice system with high quality medicolegal death investigation; forensic, clinical and environmental analysis; consultation; and expert testimony services. The office uses the knowledge obtained in this process to promote education and research into the key public health problems facing the citizens of the county such as gun violence, drug overdose, suicide and other issues.

Overview of the Department

With the fundamental charge to investigate sudden, unnatural and violent deaths occurring within the County, the Medical Examiner must determine jurisdiction, cause and manner of death, and if necessary complete an autopsy to assist in determining cause and manner of death. If required, an investigator visits scenes/hospitals/residences and transports any remains to the Medical Examiner's Office. When necessary, the Medical Examiner will issue a death certificate.

To ensure the quality of service and fulfill that charge, the office operates 24 hours a day, 7 days a week to investigate each death reported to the Medical Examiner.

The office contains the following three (3) Divisions:

- **The Administrative Division:** Has responsibility for personnel, payroll, accounting, purchase of supplies and equipment, planning and budgeting, providing secretarial and clerical services to the staff, maintenance of records and files of the Medical Examiner's Office, compilation of statistical data, and a variety of public information services and reporting activities. The Administrative Division also works in close collaboration with the Investigative Division to ensure the efficiency of services.
- **The Investigative Division ;** Conducts the initial phase of the investigation of each death reported to the Medical Examiner and coordinates its findings with Pathology, Toxicology, throughout and other governmental agencies. A Medical Examiner's investigation typically begins with a telephone report of a death which falls under one of the categories of "Reportable Deaths". This call initiates a detailed inquiry into the facts and circumstances surrounding the death, including medical history, condition of the body, and other information which may be relevant to determining whether or not the case is within the Medical Examiner's jurisdiction. Due to the nature of this service, the division must be on duty 24 hours a day.

- **The Laboratory Division** is composed of two (2) specialized laboratories of:
 - ◆ The National Accredited Forensic Laboratory: Analyzes all evidence seized in the enforcement of state and federal laws. The Laboratory also maintains/calibrates breath test devices located at a number of police agencies. A mobile crime unit is available 24 hours a day, 7 days a week at the request of law enforcements to document, collect and submit evidence associated with a crime. The Forensic Laboratory works closely with the District Attorney's Office, the Public Defender's Office, the County and City police, Federal Agencies as well as any municipal police agencies providing the necessary service to assist in the investigation of crime and the prosecution of criminals. If required, the Forensic Laboratory employees testify in court as to their findings after evidence has been analyzed.

 - ◆ The Environmental Chemistry Laboratory: Provides analytical support to the Allegheny County Health Department in the disciplines of Air, Food and Water quality. The Environmental Laboratory is accredited by the Pennsylvania Department of Environmental Protection for inorganics in potable water and provides air quality analysis under the guidelines of the Federal Environmental Protection Agency. Additionally, the Environmental Laboratory analyzes Air quality samples for the State of Maryland on a fee for service basis.

The Legal Mandate or Necessity for the Department

The Office of the Medical Examiner is authorized by Bill #1760-04-OR, enumerated in 16Pa. Stat 4232-48.

A Determination of Public Need for the Department's Services

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

Additionally, the office sponsors a variety of community service activities including various educational and training programs for health officials and law enforcement personnel. Intended to further educate youth regarding the dangers of drinking and driving, the Medical Examiner's Office participates in several mock motor vehicle accidents held at local high schools, Prom Promise, throughout the year. Maintaining the importance of the education of young people, a collaborative effort with the SIDS Alliance of Pennsylvania and the Pittsburgh Police Department has established the "Cribs for Kids" program. This program is designed to supply cribs to disadvantaged families in order to better maintain the welfare of their infant.

The Medical Examiner's Office also participates in the training of pathology residents from various medical institutions. And as a learning/training facility, the Medical Examiner's Office has developed an internship program designed to allow the students practical experience within their major field of study. The Medical Examiner's Office also maintains academic affiliations with both Duquesne University and the University of Pittsburgh, including programs in toxicology and law school. Establishing a formal affiliation with the University of Pittsburgh, all pathologists from the Allegheny County Medical Examiner's Office serve on the teaching staff of the School of Medicine. Benefiting medical and nursing students, technicians, police trainees, and other similar groups, the Medical Examiner's Office conducts guided/instructional tours of the entire facility.

Although surrounded by the destruction of human life, the Medical Examiner's Office is committed to assisting survivors. The recent development of the "Survivors' Guide" allows the survivor a reference brochure designed to instruct, guide and assist a grieving person through the tragic loss of a loved one. Although mandated by the Commonwealth of Pennsylvania to determine the manner and cause of death, the Allegheny County Medical Examiner's Office personnel is devoted to the preservation and quality of life.

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

Allegheny County could contract with private sector to transport bodies and perform autopsies and/ or contract with a Private Laboratory to analyze evidence or have police agencies submit all evidence to the State Forensic Laboratory.

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

The Medical Examiner's Office is to be under the jurisdiction of the County or the State. Currently, the State of Pennsylvania has a mix of County Coroners and Medical Examiners to fulfill the unique role. The City of Philadelphia and the County of Allegheny are the only two areas in the Commonwealth to have a Medical Examiner system in place.

Research (National Academy of Science 2009) indicates that ideally, public forensic science laboratories should be independent of or autonomous within law enforcement agencies. In these contexts, the director would have an equal voice with others in the justice system on matters involving the laboratory and other agencies. The laboratory is also able to set its own priorities with respect to cases, expenditures, and other important issues. Cultural pressures caused by the different missions of scientific laboratories vis-à-vis law enforcement agencies is largely resolved. The forensic science laboratory within the Medical Examiner's Office is able to set their own budget priorities and not have to compete with the parent law enforcement agencies. As such, the Office of the Medical Examiner is independent of the law enforcement agencies in the county.

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

The Chief Medical Examiner has the responsibility to investigate all deaths of persons Allegheny County occurring from criminal violence, by accident, by suicide, suddenly when in apparent health, or in any unusual or suspicious manner. Additionally, the Chief Medical Examiner has an obligation to investigate deaths of persons whose bodies are to be cremated and is also responsible for taking possession of suicide notes and writings and portable objects useful in establishing the cause of death; maintaining records on all deaths investigated; and delivering to the appropriate District Attorney copies of records relating to every death in which there is an indication of criminality.

The absence of the Examiner's Office will directly affect the health and welfare of the citizens of Allegheny County and potentially lead to the spread of disease if deaths are not reported and handled efficiently. The elimination would also affect the ability of the police agencies to investigate crime and the District Attorney's Office ability to prosecute criminals.

Given the unique credentials and accreditations of the office, it would be less effective for another entity to provide the services at the same professional level with respect to the Laboratory services. More importantly, the Commonwealth would have to agree to perform this service or a private contractor could be engaged. While some may view this as viable options, the ability to interface with all other Departments within the county especially the Health and Police would be significantly diminished. As such, one could conclude that the provision of services would be seriously compromised with the absence or reduction of this office.

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

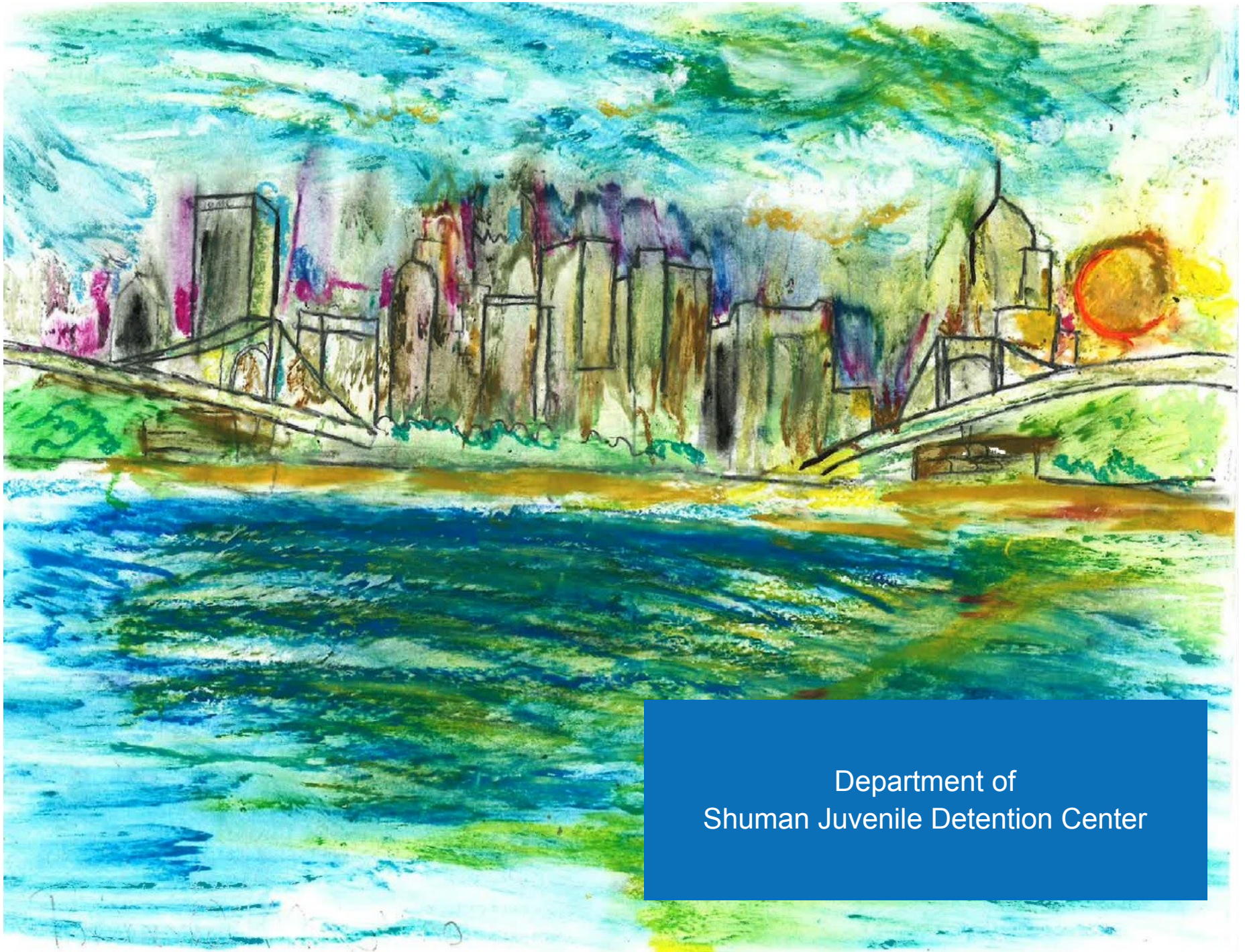
The costs of compliance for this Department are referenced in Operating Budget # 25-16-RE and Capital Budget # 26-16-RE both signed December 12, 2016, and the Special Revenues/Grants Budget # 24-16-RE signed November 30, 2016.

Additionally, the costs of compliance for the approved budget listed above are delineated within the 2017 Adopted Budgets which can be referenced at: <http://www.alleghenycounty.us/budget-finance/county-budgets.aspx>

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

Any Resident may contact the County Information Center which directs inquiries it cannot resolve to the relevant employee within the department. During the 2014 and 2015 and 2016 calendar years, 89 issues were forwarded for analysis and resolution.

Documentation of these issues are retained by the County Information Center



Department of
Shuman Juvenile Detention Center

Department of
Shuman Juvenile Detention Center

Vision:

Shuman Center aims to create an environment that fosters social, emotional, intellectual and physical development of youth.

Mission:

The mission of Shuman Center is to provide safe, 24-hour secure custody and to promote the health and well-being of youths committed to its care. Shuman Center also aims to create an environment that fosters social, emotional, intellectual and physical development for alleged or adjudicated delinquent youths awaiting court disposition or transfer to another jurisdiction or agency. In Pennsylvania, delinquency is defined as any crime under federal, state, or local law except murder, summary offenses, and offenses such as truancy

Overview of the Department

In accordance with the Pennsylvania Juvenile Act, Shuman Detention Center provides secure custody and temporary care in a physically restricted, humane environment for alleged or adjudicated delinquent youths awaiting court disposition or transfer to another jurisdiction or agency.

Jurisdiction extended to Allegheny County youth between the ages of ten and seventeen. If the delinquent act were committed before the age of eighteen, jurisdiction may be extended to age twenty-one. Youth from outside the County who are accused of an offense in the County or who are under court order may also be detained. At times persons charged with homicide before their eighteenth birthday may be detained in juvenile detention as a service to the Criminal Court which has initial jurisdiction over juvenile homicide cases.

Given this charge, the Shuman Detention Center has the following divisions to ensure that the mission of Shuman is achieved for the approximately 1,575 youths admitted (2016) for an average length of stay of 12 days:

- ◇ **Direct Care**: Child Care Workers were present at each unit 24-hours a day. The PA Dept. of Human Services regulations required one (1) direct service staff person for every six (6) youth during waking hours and one (1) direct service staff person for every twelve (12) youth during sleeping hours. In addition to having a safe and secure environment, they encouraged youth to accept responsibility for their actions, develop a positive self image and understand socially acceptable behavior by being positive role models.

- ◇ **Residential Services**: Orienting both youth and parents to services and developed a therapeutic plan designed to assist youth in adjusting to detention by providing individualized direct services to youth, consulting with staff on observations, interpretations and management of resident behavior and served as a focal point in the exchange of information about youth between detention and probation staff.

- ◇ **Health Services:** Provides medical screening, dental services, hearing screenings, routine care, and emergency treatment, proper nutrition, as well as, opportunities for professional, mental-health guidance. To facilitate this, a registered nurse was available throughout the day to screen youth upon admission for signs and symptoms of physical distress, contagious disease, or chemical ingestion and to obtain a medical history. Since the misuse of drugs and alcohol represent a major health issue for adolescents, new admissions are provided an educational program on chemical dependency.

- ◇ **Recreation:** Enables youth to have access to positive and a healthy release from the pressures of confinement. Programs include sports, arts and crafts, canteen, games, social events, special events, and opportunities to earn privileges and to participate in a range of activities because of good behavior. Recreational facilities include a gym, canteen/lounge, and a playground.

- ◇ **Education:** A multifaceted mandatory approach included a full-time school program operated by the Allegheny Intermediate Unit Alternative Education Program. Monday through Friday, during the regular school year. Title I grants funded support of the After School and Summer School Programs.

- ◇ **Pastoral Care:** Provides available religious services for youth who choose to participate. Additionally, Protestant, Catholic, and Muslim ministers were available to those youth who expressed requests based on their religious preference. If another preference were expressed, accommodations were made.

The Legal Mandate or Necessity for the Department

Shuman Center is mandated by the Second Class County Code, 16 P.S. 5537-5538. The mission of Shuman Center is pursued in accord with the Pennsylvania Juvenile Act and regulations governing secure detention as set forth in 55 Pennsylvania Code Chapter 3760.

The first provision in Pennsylvania law for the detention of juveniles was enacted July 2, 1901. "In every city of the first and second class there shall be provided a house of detention, for the reception of untried juvenile offenders and neglected and dependent children." (P.L. 601, Section 1) This legislation came out of the turn of the century movement to separate juveniles and adults in the justice system. The most recent amendment (P.L. 723, No. 230), the Second County Code, set forth provision for maintenance and care of children in custody awaiting trial or hearing in the courts of the County. Continuation of the department is authorized by Article XIII, Section 6(d) of the Home Rule Charter of Allegheny County.

A Determination of Public Need for the Department's Services

In Pennsylvania, delinquency is defined as any crime under federal, state, or local law except murder, summary offenses, and status offenses such as truancy and running away.

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

Given this, the public safety for the citizens of Allegheny County is assured by detaining youth who are accused of various offenses until the appropriate action has been determined by the Courts. To respond to the public need for appropriate placement, Shuman facilitates the discharge of youth released to the following entities:

- ◇ Home or Foster Placement
- ◇ Residential Treatment
- ◇ Day Treatment
- ◇ Group Home
- ◇ State Youth Development Center
- ◇ Transferred to other jurisdictions
- ◇ Children and Youth Services

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

Services provided at the Shuman Center are the following:

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

Specifically Shuman provides social services while allowing those youths to experience a therapeutic environment allowing them to learn life skills. The Shuman Center has established a partnership with the Carnegie Library of Pittsburgh (CLP) and created a Shuman community news program which included video cameras, digital cameras, mac computers and both audio and visual lighting equipment. This would train students in technical skills to build a career in the production industry. The CLP also brought their Books and More (BAM) program to Shuman which introduced literary and library services. In order to have a well rounded-multimedia program, residents also were introduced to the “Makey Makey” program which presented a musical aspect; This allowed for residents to produce beats, rhythms and music on iPads and mixers.

To foster self-expression in a meaningful and positive manner, the CLP developed a program that allowed youth to have a voice in the community, giving their thoughts towards controversial issues such as youth-police relations in the “Hear Me” Project. Subsequently, the youth were able to meet with local leaders and express their concern about issues such as race, violence and injustice.

While being detained, many youth need a positive way to reduce stress and engage in positive experiences that can be implemented later in life. The Shuman Garden, staffed by Grow Pittsburgh, teaches youth about healthy eating, gardening and sustainability, while showing them how to tend a garden and provide for themselves on occasions.

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

While there is no viable alternative for providing juvenile detention services as mandated by State legislation, certain ancillary services such as food service, recreation service and medical services could be contracted to private industry.

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

Recognizing that detention will be effective to the extent that its aims are consistent with those of the larger juvenile justice system, cooperation with the court, probations and other agencies is essential. As such, in addition to the statute that mandates the County to provide the services, the county has the unique ability to develop those interrelationships and therefore is the most effective body to implement this program. In ensuring Allegheny County's responsibility to the community and the youth for safety and security; several organizations under Allegheny County contribute to Shuman's operations. The Court of Common Pleas is responsible for youth admissions, providing them hearings on site and their final dispositions. The Sheriff's Office daily transfers youth to hearings and other court ordered appointments. The County Police oversee security and investigation incidents incurring within the facility, Facilities Management ensure the facility's infrastructure operations are in proper working order; the facility is cleaned and sanitized to reduce the risk of communicable disease. Public Works ensures access to the facility is maintain by ensuring outside grounds are maintained and roadways are clear. The Health Department ensures our food services preparation and storage are within Healthy food guidelines and the Parks Department ensures off-site housing is available in the event of a natural disaster to move youth for safety and security.

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

Given that secure custody and temporary care in a physically restricted, humane environment for alleged or adjudicated delinquent youths awaiting court disposition or transfer to another jurisdiction or agency is the primary mission of Shuman, the absence or reduction of services would have significant adverse consequences, including but not limited to, the following:

- ◇ **Security and Safety:** The community at large would be compromised if alleged or adjudicated delinquent youth were to remain in the community without appropriate supervision and intervention thereby effecting the safety and security of all.
- ◇ **Health and Well-Being:** Youth, although delinquent required appropriate services for physical and mental health, as well as, education. Therefore the absence or reduction of this service would diminish the opportunity for appropriate social, emotional, physical and educational needs of youth which would have a serious negative effect on their well-being in the future.
- ◇ **Accurate Observation, Assessment, and Reporting :** Given the sensitivity of the needs of delinquent youth , Shuman provides essential professional services via standardized instruments, interviews, and unstructured observation . Such information is vital to the court, probation, and placement agencies to make informed decisions regarding the status of youth that are alleged or adjudicated delinquent. Without this vital service, the public welfare of youth and the greater community would be compromised.

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

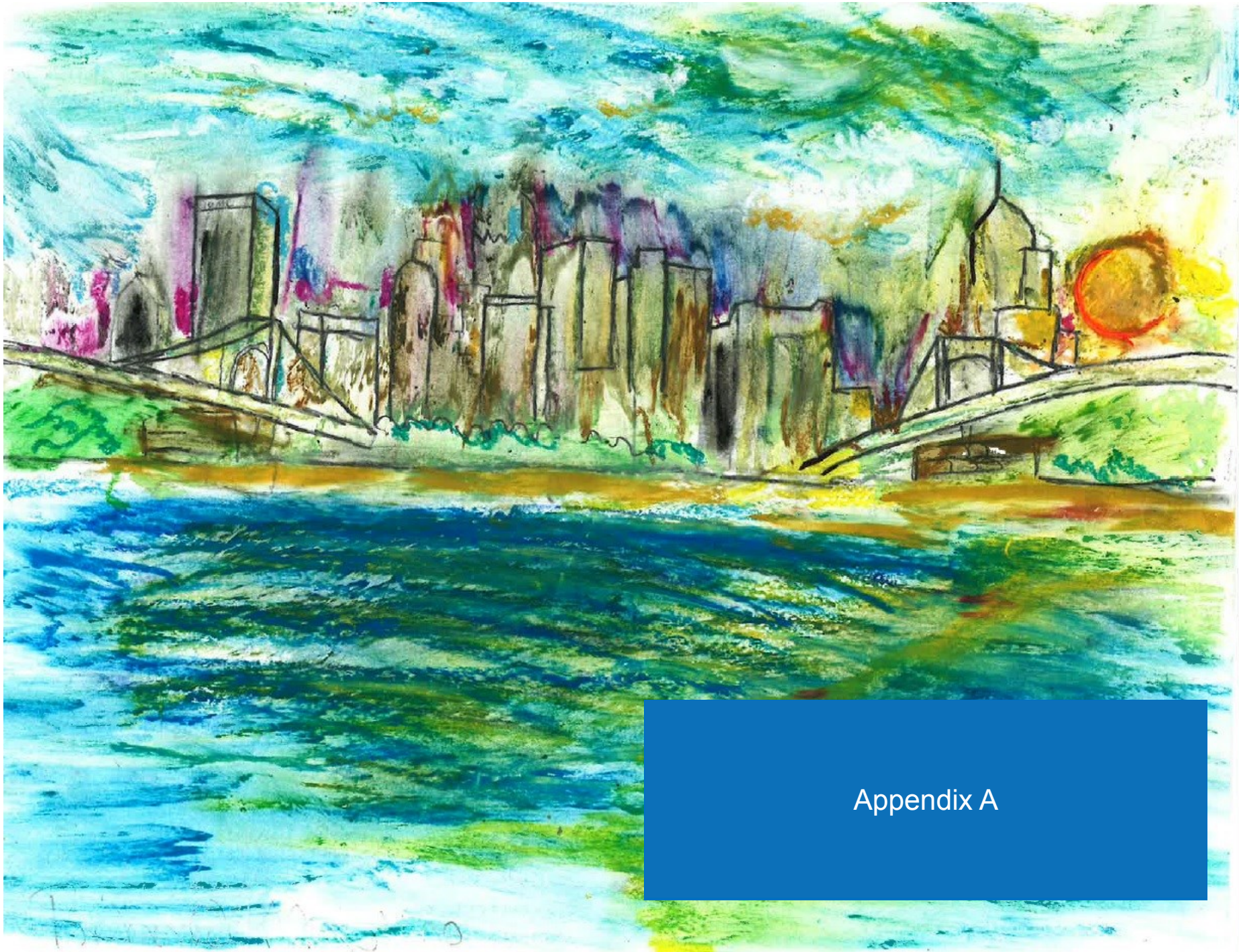
Operating Budget # 25-16-RE and Capital Budget # 26-16-RE both signed December 12, 2016, and the Special Revenues/Grants Budget # 24-16-RE signed November 30, 2016. Additionally, the costs of compliance for the approved budget listed above are delineated within the 2017 Adopted Budgets which can be referenced at: <http://www.alleghenycounty.us/budget-finance/county-budgets.aspx>

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

Any Resident may contact the County Information Center which directs inquiries it cannot resolve to the relevant employee within the department. During the 2016 calendar year ten (10) issues were forwarded for analysis and resolution. Documentation of these issues are retained by the County Information Center.

Recommendation:

As this Department provides a vital service to the youth, families and the community, the Department must be retained.



Appendix A

APPENDIX A

Staggered Schedule for Future Sunset Reviews

As adopted in 2014 and recommended by the Government Review Commission of 2016, a four year staggered process will be implemented for Departments and related agencies, commissions and/or boards and authorities, as follows:

	2003	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Administrative Services	x	x				x		x				x				x
Budget	x	x				x				x				x		
Court Records *	N/A	x				x				x				x		
Economic Development	x	x				x	x				x				x	
Emergency Services	x	x				x			x				x			
Facilities**	N/A	N/A				x		x				x				x
Health	x	x				x	x				x				x	
Human Resources	x	x				x				x				x		
Human Services	x	x				x	x				x				x	
Jail/Bureau of Corrections	x	x				x			x				x			
Kane	x	x				x	x				x				x	
Law	x	x				x				x				x		
Medical Examiner*	N/A	x				x			x				x			
Minority, Women, Disadvantaged Business Enterprise (MWD BE)	x	x				x	x				x				x	
Parks	x	x				x		x				x				x
Police	x	x				x			x				x			
Public Defender	x	x				x				x				x		
Public Works	x	x				x		x				x				x
Real Estate***	N/A	x				x										
Shuman Juvenile Detention Center	x	x				x			x				x			
Total						20	5	4	5	5	5	4	5	5	5	5

* Exists as 2008

**Exists as of 2013

***Merged with Administrative Services

