

# COUNTY OF ERIE THREE YEAR PLAN

## 2025-2027



Submitted to Members of  
Erie County Council

**PREPARED BY:**

Erie County Executive Brenton Davis



# COUNTY OF ERIE

## OFFICE OF THE COUNTY EXECUTIVE

**Brenton Davis,**  
Erie County Executive

July 1, 2024

Members of Council,

I am pleased to present the 2025-2027 Three-Year Plan. The financial projections in this document are intended to serve as a guide for navigating the future, rather than as actual budgets.

Planning for the road ahead is essential, especially as Erie County is responsible for delivering critical services to over 250,000 citizens. This document will assist the administration in making informed personnel and financial decisions. Each budget year will bring its own challenges and opportunities, and we look forward to working with the council to address them as they arise.

We extend our gratitude to the Erie County employees across all three branches of our government for their contributions to this plan. Each department has included its mission statement, responsibilities, services offered, trends in service usage, number of employees, goals for the next three years, and potential capital projects.

I hope you find this report informative and look forward to your review and response. Collaboration between the Council and the Administration is the most effective way to serve our fellow citizens in Erie County.

Sincerely,

A handwritten signature in black ink, appearing to read "B. Davis", is written over a light blue horizontal line.

Brenton Davis  
County Executive

Please see below a list of potential projects for consideration. These are simply budget numbers developed by operations with the help of contractors/vendors. These are not necessarily in order of importance.

- |      |  |             |
|------|--|-------------|
| 1.)  | Courthouse Fire Pump/Controls replacement                              | \$110,000   |
|      | a. Approximate age is 47 years.  |             |
|      | b. Cost could be much higher if required to be on emergency power.     |             |
| 2.)  | Prison Roof  | \$2,000,000 |
|      | a. Portion of roof replaced with insurance funds in 2020.              |             |
|      | b. New roof 20-25 year warranty.                                       |             |
|      | c. Further insurance claims will be denied.                            |             |
| 3.)  | Blasco Library masonry repair and sealing                              | \$150,000   |
|      | a. Many joints need repaired.  |             |
|      | b. Sealing will increase lifespan and reduce repairs.                  |             |
| 4.)  | Health Department windows and doors                                    | \$225,000   |
|      | a. Original to building 1967. Drafty and leak often.                   |             |
|      | b. Would benefit from energy savings if replaced.                      |             |
| 5.)  | Health Department roof   | \$270,000   |
|      | a. Roof has been bubbling for years. Leaks and requires repairs often. |             |
|      | b. Chimney/stair tower sealing required.                               |             |
|      | c. New roof 20-25 year warranty.                                       |             |
| 6.)  | Prison shower upgrade/sealing  | \$175,000   |
|      | a. Strip existing coatings and apply appropriate seal.                 |             |
|      | b. Leaking showers will cause long term damage to structure.           |             |
| 7.)  | Courthouse masonry repair and sealing                                  | \$60,000    |
|      | a. Many joints need repaired   |             |
|      | b. Sealing will increase lifespan and reduce repairs.                  |             |
| 8.)  | Human Services masonry repair/sealing                                  | \$40,000    |
|      | a. Many joints need repaired.  |             |
|      | b. Testing has indicated water is penetrating block.                   |             |
|      | c. Sealing will increase lifespan and reduce repairs.                  |             |
| 9.)  | Operations Roof  | \$20,000    |
|      | a. Roof is at the end of its useful life.                              |             |
|      | b. Repairs have been made in past.                                     |             |
| 11.) | Courthouse elevator upgrade/modernization                              | \$1,750,000 |
|      | a. New controls and user interfaces.                                   |             |
|      | b. Approximately \$350,000 per elevator.                               |             |
| 12.) | Blasco Library paving  | \$175,000   |
|      | a. Too many cracks to maintain.  |             |
|      | b. Beyond maintenance type repairs.                                    |             |
|      | c. Scope of work unknown until road construction is complete.          |             |
| 13.) | Courthouse flooring  | \$250,000   |
|      | a. Many offices have worn carpet that is beyond its useful life.       |             |
|      | b. This price is for much of the first, second and fourth floor.       |             |

14.)	Courthouse cameras and system upgrade	\$350,000
	a. Many cameras are not clear.	
	b. Recording equipment is outdated.	
	c. Length of recording shortens as we add cameras.	
15.)	County wide access control updates	\$100,000
	a. Update card readers and replace all ID badges for higher security.	
16.)	Courthouse roof coatings	\$160,000
	a. Flashings are being completed, large areas need completed.	
	b. Adds 10 year warranty.	
17.)	Sheriff's Office general renovations	\$150,000
	a. Very outdated and inefficient public interface.	
18.)	Prison paving	\$300,000
	a. Too many cracks to maintain.	
	b. Beyond maintenance type repairs.	
19.)	Courthouse paving	\$250,000
	a. Too many cracks to maintain.	
	b. Beyond maintenance type repairs.	
20.)	Blasco Library Roof	\$1,500,000
	a. Original to building, 1995.	
21.)	Blasco Library HVAC	\$800,000
	a. Update heat pump air handlers and controls.	
	b. Parts becoming hard to source. Original from 1996.	
22.)	Public Safety boilers	\$175,000
	a. Energy efficiency upgrade.	
23.)	Courthouse windows	\$1,600,000
	a. Windows leaking and not energy efficient.	
24.)	Health Department cameras	\$60,000
	a. Many cameras are not clear.	
	b. Recording equipment is outdated.	
25.)	Health Department HVAC controls	\$140,000
	a. Update pneumatic controls to electronic.	
	b. Comfort and efficiency upgrade.	
26.)	Health Department air handler replacement	\$200,000
	a. Original from 1967.	
	b. One for each floor. Possible rooftop conversion.	
27.)	Health Department chiller replacement	\$200,000
	a. Past its useful life.	
28.)	Edmund L Thomas Paving	\$300,000
	a. Many cracks and holes.	

County of Erie  
2024-2027 Three Year Plan

Department Name: Total Erie County

	2024	2025	2026	2027
	Projection	Estimate	Estimate	Estimate
Revenue				
Real Estate Taxes	\$ 97,345,494	\$ 98,318,949	\$ 100,285,328	\$ 103,293,888
Hotel Taxes	\$ 4,678,177	\$ 4,999,100	\$ 5,342,038	\$ 5,708,502
Charges for Services	\$ 115,175,594	\$ 116,120,034	\$ 116,120,034	\$ 116,120,034
Grant Revenue	\$ 308,096,183	\$ 317,339,068	\$ 320,420,030	\$ 323,500,992
Interest income	\$ 2,551,971	\$ 2,628,530	\$ 2,733,671	\$ 2,870,355
Other Income	\$ 3,001,528	\$ 3,121,589	\$ 3,277,669	\$ 3,474,329
Transfers from Other Funds	\$ 28,652,680	\$ 28,939,207	\$ 29,807,383	\$ 30,999,678
Fund Balance Appropriation	\$ 19,602,231	\$ 24,962,287	\$ 32,662,201	\$ 44,936,595
Total Revenue	\$ 579,103,858	\$ 596,428,764	\$ 610,648,354	\$ 630,904,373
Expenditures				
Wages & Fringes	\$ 143,202,694	\$ 147,255,330	\$ 151,422,656	\$ 155,707,917
Other Services	\$ 259,998,433	\$ 268,812,380	\$ 277,925,120	\$ 287,346,781
Materials & Supplies	\$ 7,768,707	\$ 8,090,331	\$ 8,425,271	\$ 8,774,077
Capital Outlay	\$ 9,122,662	\$ 9,213,889	\$ 9,306,028	\$ 9,399,088
Debt Service	\$ 8,592,486	\$ 6,980,456	\$ 1,614,706	\$ 1,614,206
Grant Expense	\$ 108,743,987	\$ 113,322,109	\$ 118,092,970	\$ 123,064,684
Transfers to Other Funds	\$ 41,674,889	\$ 42,754,269	\$ 43,861,604	\$ 44,997,620
Total Expenditures	\$ 579,103,858	\$ 596,428,764	\$ 610,648,354	\$ 630,904,373

**Mission**

The mission of Operations is to ensure that the daily operations of the Courthouse and related county facilities run efficiently and professionally by providing the public and county employees with quality and customer-friendly services in ID badges, mail processing, and facility management.

**Authority**

- Article V of the Erie County Home Rule Charter
- Article II, Section 2(B) of the Erie County Administrative Code

**Customers**

- Residents of Erie County
- Employees of Erie County
- Local and state governments

**Responsibilities and Services****Mailroom:**

- To provide internal and external mail service to County departments efficiently and at the lowest possible cost.

**Operations:**

- Provide an identification badge for each employee, visitor, associate, contractor and volunteer. Manage all contractor clearances.
- Provide statement of monthly charges for postage (including internal, FedEx, and UPS) and paper supplies (including business cards).
- Provide up-to-date information on various types of directories, signage, portraits, and floor plans that have County information.
- Process, pay, and file insurance claims for liability and automotive insurance claims, bonds, etc.
- Maintain, balance, and reconcile all County Facilities budgets and prepare accounts payables.

**Facilities:**

- Maintain all owned and leased locations either with County staff or contracted services.
- Make necessary repairs to facilities and respond to emergencies as needed.
- Identify risks and potential hazards in a timely manner.

**Trends in Use of Services****Mail:**

- Processing mail is an ongoing daily requirement utilizing the U.S. Postal Service as well as other vendors, i.e. Hagan, Tri-County, Federal Express, UPS.

#### Operations:

- Performs a variety of routine and unique operational duties on a daily, weekly, monthly, and annual basis.

#### Facilities

- Lighting is continually being upgraded to LED.
- HVAC units are being computerized to run more efficiently. Many units can be monitored remotely, allowing staff to see what is happening in the buildings without being there.
- Focus on updating building envelope at all locations.

**Number of Employees:** 3 in Operations and 13 in Facilities

#### **Goals for 2025-2027**

##### Operations

- Continue to provide quality operational functions (i.e. mail processing, ID badges, paper supplies, insurance claims, etc.) to all County employees and buildings.
- Focus on keeping paper, mail processing, ID printing costs as low as possible by quoting services and materials regularly.

##### Facilities

- Complete projects on time and within budget.
- Maintain safe, efficient operations of County facilities.
- With many new employees, cross-training is still an ongoing process.

#### **Capital Projects**

##### Operations

No capital projects are anticipated during this planning period.

##### Facilities

Completion of the following capital projects:

- See attached Capital Project List.

**Mission**

The Director of Administration works to enhance operational efficiency and effectiveness, as well as enhance the County's collaboration with local governments and key stakeholders, to make Erie County a model of good governance across Pennsylvania and the country. In addition, the Director of Administration provides leadership and direction for the operational and business functions of the County to advance the vision of the County Executive.

**Authority**

- Article V of the Erie County Home Rule Charter
- Article II, Section 2(B) of the Erie County Administrative Code

**Customers**

- Residents of Erie County
- County Executive
- County Council
- Departments of Erie County government
- Employees of Erie County government

**Responsibilities and Services**

- Oversee approximately 800 employees and 10 departments as well as their annual budgets for the County of Erie.
- Ensure all county employees are empowered to effectively and efficiently serve County residents, businesses, institutions and other government agencies to the best of their abilities.
- Provide leadership and direction to all departments, managers and staff.
- Implement the County Executive's initiatives, goals/objectives, and action plan to benefit Erie County.
- Provide executive leadership and direction for the operational and business functions of Corrections, Public Health, Procurement, Public Safety, Human Services, Public Library, Planning, Public Defender, Facilities and Operations, and Veterans Affairs.
- Maintain a positive working relationship with County Council regarding key initiatives to be developed and implemented by the County Executive and administration.
- Manage County capital projects through coordination with the Department of Finance, Department of Procurement, Manager of Facilities & Operations and the appropriate public officials and/or department directors.

**Trends in Use of Services**

- Partner with various groups and agencies in developing and implementing key initiatives that will enhance the quality of life for all Erie County residents.
- Collaborate with economic development organizations to create new business growth and opportunities through the region.
- Assess and evaluate all County operations to ensure maximization of efficiency and effectiveness of county government.
- Oversee Facilities and Operations Team to develop a strategic plan regarding short- and long-term use of all County facilities.



**Number of Employees: Approximately 800 in 10 departments**

**Goals 2025-2027**

- Improve operational efficiency and reduce waste in each department by developing and implementing an action plan reflecting the operational goals of the County Executive and Director of Administration.
- Improve transparency and accountability by creating a professional work environment that promotes and encourages all County employees to follow accepted procedures in their daily interactions with clients and customers.
- Enhance the County's collaboration with local governments and key stakeholders to advance the County Executive's vision for the future of Erie County.
- Make Erie County a model of good governance across Pennsylvania and the country by developing and implementing best practices for each of the departments under the County Executive's jurisdiction.

**Capital Projects**

- Erie County Prison: Roof Replacement Project.
- Erie County Health Department: Roof Replacement Project.
- Develop a comprehensive capital projects needs assessment to assist the administration and council in developing a plan to meet Erie County's long-term capital needs.

**Mission**

The mission of the Clerk of Courts Bureau is to efficiently and accurately maintain the records of criminal court according to the State requirements and to accurately collect and account for court fees, costs, fines and restitution.

**Authority**

- Pennsylvania Constitution Article V.S15
- 42 PA C.S.A. 2700

**Customers**

- Residents of Erie County
- Court of Common Pleas
- The Commonwealth of Pennsylvania

**Responsibilities and Services**

- Maintain, docket and index all criminal court records.
- Assess and collect court costs, fines, fees and restitutions.
- Distribute court costs, fines and restitutions.
- Miscellaneous duties required by state or local mandates.

**Trends in Use of Services**

- Activity in this office is expected to increase in the future. More and more County departments have been relying on the Clerk of Courts to assist them in their operations, and we have had several new mandates from the Court of Common Pleas as well as the Supreme Court that have increased our workload significantly.

**Number of Employees:** 13, including Records Manager and Warehouse Supervisor

**Goals for 2025-2027**

- Increase revenue streams where applicable, such as through fees and bond forfeiture collections.
- Stay within budget, contingent upon no changes in services, requirements or state statutes.
- Utilize record storage facility to its optimum efficiency.

**Capital Projects**

- Move forward with electronic filing of pleadings through the CPCMS system.

**Mission**

The mission of the Recorder of Deeds is provide Erie County residents and real estate professionals the most prompt, efficient and courteous services available and to perform those services in a manner that is consistent with the Pennsylvania laws and regulations that govern the office.

**Authority**

- 16 P.S. 301 et. seq.
- 17 P.S. 8108C et. seq.

**Customers**

- Residents of Erie County
- Legal professionals and their staffs
- Lending institutions, banks, real estate brokers/agents and credit agencies
- Contractors, developers, surveyors, oil and gas professionals, and title searchers
- Numerous other individuals and businesses from across the state and the country.

**Responsibilities and Services**

- Inspect for legality, record, receipt and properly index hundreds of documents that are filed each day and provide for their return to appropriate party.
- Act as collection agent for the Pennsylvania Department of Revenue, the County of Erie and each municipality and school district within the County of Erie.
- Maintain an accurate index of its records for use by the public and real estate professionals, and coordinate a system so that those records can be retrieved, viewed and copied in a timely manner.

**Trends in Use of Services**

- The number of documents recorded and the volume of services provided each year is dependent upon the market conditions in the area. When certain economic indicators, such as interest rates and inflation, are favorable to the public, the business of the Recorder of Deeds office substantially increases.
- Increased demand for public access to records via the Internet.
- Increased demand for electronic filing of records.

**Number of Employees: 10****Goals for 2025-2027**

- Maintain/expand e-mail service to customers.
- Expand electronic filing for document recording.
- Verify historical information entered on computer database.
- Continue to image and index historical records back to 1823.

**Capital Projects**

- Update/upgrade the computer systems/image servers to increase speed and efficiency.

**Mission**

The mission of the Prothonotary Bureau is to comply efficiently and accurately with all local and state rules of procedure and all applicable statutes and court orders relating to the processing and maintenance of civil court records. The goal of the office is to maintain these records securely while maintaining their accessibility to users and performing the Prothonotary's mandated functions according to the above legal authorities.

**Authority**

- Pennsylvania Rules of Procedure and local rules of procedure
- Rules of Appellate Procedure and Judicial Administration
- Pennsylvania Consolidated Statutes, federal law and court opinions and orders

**Customers**

- Residents of Erie County, the public at large
- Court of Common Pleas and other government agencies
- Members of the bar
- Financial institutions

**Responsibilities and Services**

- Index, docket, file and maintain all civil matters filed with the Court of Common Pleas.
- Accept for filing all civil documents.
- Receipt and account for County and state filing fees.
- Manage court escrow funds.
- Process all civil matters filed.
- Administer the master, mediator and arbitrator system.

**Trends in Use of Services**

- Use of office services continues to increase in volume as well as types of services, complexity of functions and customers, including more use by law enforcement agencies.
- Increased need for adequate off-site storage of records.

**Number of Employees: 13****Goals for 2025-2027**

- Continue expanding computer software capabilities and hardware facilities, including computer imaging of history files, electronic filing and improved online access, as well as entering more data on the system.
- Encourage usage of the electronic filing system.
- Further streamline day-to-day operations.
- Improve the facilities for safeguarding and storing permanent records.
- Increase revenue streams where applicable
- 

**Capital Projects**

- Upgrades are needed in the main office area, including replacing the front counter and cubicles as well as redesigning the area for safety concerns.

**Mission**

This office consists of the Register of Wills, Clerk of the Orphans' Court and the Marriage Bureau, consisting of various different functions within each office.

The mission of the above offices is to efficiently and accurately maintain records pertaining to the Probate of Wills, Orphans' Court decisions, and marriages efficiently and accurately, and in according to state requirements while keeping them accessible, within the confines of Pennsylvania law

**Authority**

- Title 20, Pennsylvania Consolidated Statutes
- Title 23, Pennsylvania Consolidated Statutes
- Probate, Estate and Fiduciary Codes
- State and Local Orphans' Court Rules

**Customers**

- Residents of Erie County
- The Orphans' Court
- Attorneys
- The Commonwealth of Pennsylvania

**Responsibilities and Services**

- To maintain official records pertaining to marriage, adoptions, incapacitated individuals, minors and estates.
- Process Petitions for Probate of Wills, Petitions for Letters of Administration and many miscellaneous Orphans' Court documents.
- Collect Inheritance Tax payments as Agent for the Department of Revenue.
- Take marriage applications and issue marriage licenses.
- Provide certified copies and other miscellaneous marriage documents as requested.
- Process applications in adoption searches, as well as access the adoption file to assist the Orphans' Court investigator.

**Trends in Use of Services**

- As the records are maintained on computer, and with the increased capability of email/scanning, the use of communication via computers has increased, along with the necessity of electronic dockets.
- Increased need for off-site storage of records.
- Increased demand for information and forms via the Internet.
- Guardianship of incapacitated files are being accessed via the internet to limited parties. The inventories and annual reports are filed via the Guardian Tracking System (GTS).
- Our records are a matter of public record (with the exception of adoption records), but there is now more limited access to confidential information, pursuant to the newly enacted Pennsylvania Public Policy Act.
- Increased need for videoconferencing for swearing in personal representatives of estates,

as well as for hearings before the Register of Wills/Clerk of Records.

**Number of Employees: 7**

**Goals for 2025-2027**

- Maintain office efficiency.
- Increase public accessibility, while also limiting confidential information pursuant to the Pennsylvania Public Policy Act.
- Scanning all older documents in the office to computerize all images.
- The Guardian Tracking System has allowed us to track the overdue filings of inventories and annual reports more readily, and have allowed the Courts to review these issues in a more timely manner.

**Capital Projects**

- We are in the first phase of updating our case management and software support system. Implementing this new system will entail the conversion of all the records held in this office to a new and more updated system. This will increase efficiency and reduce costs in the future by implementing electronic filing and making the records, which are not confidential, more accessible to the public.

**Mission**

The County Controller serves the electorate as fiscal watchdog of Erie County government, protecting the taxpayers' dollars from fraud, waste and misuse and by promoting transparency and accountability internally and to the public.

**Authority**

- Article IV, Section 2 and Article VIII, Section 13 of the Erie County Home Rule Charter
- County Administrative Code Article II, Section 3C and Section 5,2G Article III, Section 1D, Article IV, Section 12
- County Pension Law, Act 96 of August 31, 1971, Section 5
- Act 76 of 1982 by the General Assembly of the Commonwealth of Pennsylvania

**Customers**

- Taxpayers and residents of Erie County
- Erie County Council and Administration
- Erie County Employees' Retirement Plan Members and Pleasant Ridge Manor PensionMembers.

**Responsibilities and Services**

- Insure by performing continuous examinations and performance audits that all payments and obligations incurred by the County and each of its agencies, boards, commissions, departments and offices are in accordance with the law, the Home Rule Charter, contracts and/or established procedures, and report any exceptions which have not been rectified by County Council.
- Conduct special audits as the Controller deems necessary or as requested by the County Council or the County Executive.
- Report the results of the Annual Controller's Audit Report to County Council, the Administration and the Public.
- Audit Erie County's 13 Magisterial District Judges as mandated by Act 76 and verify their remittances to the County.
- Receive and record all County sealed bids and proposals and perform such other duties as are required by the terms of the Purchasing and Sale Procedures set forth in Article III of the Administrative Code.
- Review and approve all County Fixed Asset disposals prior to removal from the annual County Inventory.
- Member of the County Audit Committee.
- Voting member and Secretary of the Erie County Employees' Retirement Board and Pleasant Ridge Manor Pension Committee. Prepare all Board materials, record and post all Board meeting minutes. Facilitate all securities litigation including depositions and testimony.
- Verify all retirement distribution requests from Actuary and Payroll, approve all retirement-related transactions and payments, and maintain the Fund's accounting on a daily basis.
- Verify Employee Payroll rate changes for accuracy and authorization daily.
- Maintain the phone and web-based Erie County Fraud, Waste and Misuse Hotline.

Investigate all reports involving Erie County and take appropriate action to maintain the integrity of Erie County monies.

- Cooperate with other audit or evaluation organizations such as the Auditor General of the Commonwealth in order to maximize the extent of intergovernmental cooperation and protect tax dollars.

### **Trends in Use of Services**

- The need to perform additional audits has been demonstrated by prior incidents of fraud and theft found in various County departments. The expenditures of County monies to outside organizations, grant reporting and compliance, and position classifications and wage increases are areas that require additional monitoring. Audits lead to controls to prevent future fraud and theft and act as a deterrent.
- The Pennsylvania Attorney General instituted new guidelines for compliance. Government Accounting Standards Board (GASB) which requires accountability and transparency in public sector financial reporting continues to issue new and updated GASB standards. The Controller's Office may require an increased audit staffing as well as increased continuing education, training and certification to meet these standards and insure County taxpayers' dollars are protected from fraud, waste and misuse.

### **Number of Employees: 5**

### **Goals for 2025-2027**

- Conduct additional special audits to present the Administration, departments and Council with data to recommend controls and assist in implementing the controls and formulating cost saving strategies.
- Expand the continuous review of all County contracts and purchasing procedures.
- Increase the number of internal audits of Erie County departments and offices performed annually to find and stop waste, fraud or abuse of tax dollars.
- Continue to implement County fixed asset controls and accountability.
- Provide additional training to all audit staff.
- Work with the Administration to improve efficiency and accountability and transparency internally through implementation of technology.
- Increase accountability and transparency of Erie County expenditures to the citizens of Erie County.
- Increase the level of cooperation and trust between the Controller's Office and all County departments / department heads.



**Mission**

The mission of the Coroner's Office is to carry out the requirements of the State of Pennsylvania to investigate sudden, unexplained, unnatural, suspicious and violent deaths so that the truth can be determined as to the cause and manner of death with medical certainty and scientific exactness for families, physicians, hospitals, courts, law enforcement agencies, insurance companies and the community in general. By conscientious investigation utilizing science, technology and dedication, the objective is to arrive at the truth

**Authority**

- Purdon's Statutes
  - Section 8607, Act of June 30, 1972, No. 164, 20
  - Act of Nov. 29, 1990 (PL602)
  - Act of Aug. 9, 1955 (PL 323) Sections 1232-48 and Sections 2390-93
  - Act 1990, Dec. 19, P.L. 1240, No. 206
  - 1953, June 29, P.L. 304 Amended 1991, Dec. 20 P.L. 399, No. 46
  - Act of April 9, 1929 (PL 177) Section 923
  - Act of Aug. 9, 1955 (PL 323)
- Article IV, Section 3 of the Erie County Home Rule Charter
- Public Health Laws

**Customers**

- Residents of Erie County
- Eleven other Northwestern Pennsylvania counties for which we provide contracted services
- Law enforcement agencies and District Attorney's Offices in Northwestern Pennsylvania
- The SIDS Center and the Pennsylvania Department of Health
- Insurance agencies in Western Pennsylvania

**Responsibilities and Services**

- Investigate all sudden and suspicious deaths and all deaths due to violence, which includes all accidents, homicides and suicides. As part of the investigation, on many occasions, post-mortem examinations are necessary to determine the cause of death and are performed through our forensic services provided by this office for 11 counties, including Erie County. In that capacity, we have a contract with a Board Certified Forensic Pathologist.
- Cooperate and interact with law enforcement agencies throughout Northwestern Pennsylvania and District Attorney's Offices in criminal cases.
- Report Sudden Infant Death Syndrome to families, insurance companies and law enforcement.
- Provide Coroner, Autopsy and Toxicology Reports when requested by interested agencies and individuals including families of the deceased.
- The law requires continuous education for the Coroner and Deputy Coroners in this office.

**Trends in Use of Services**

- Because of the heightened awareness of the importance of forensic investigation by both the public and law enforcement, our caseload is expected to increase.

**Number of Employees: 5**

**Goals for 2025-2027**

- Continued training for Coroner and Deputies.
- Annual meeting of the Pennsylvania State Coroners Association.
- Continue to update our Disaster Plan.
- Continued training for Pathologist.
- Contractors to scrub carpeting and furniture on a timely basis.

**Capital Projects**

- Update and reduce stored records and autopsy samples – \$2,500
- Install walk-in body cooler – estimated at \$10,000
- Locking cabinets in garage – estimated at \$2,500
- Adequate parking for staff and out of County hearses – Priceless

**Mission**

The mission of the Erie County Department of Corrections is to protect society by housing criminal offenders in a manner that creates a safe working environment for staff and a safe living environment for inmates, while preparing the inmate for his or her eventual return to society. The prison must accomplish this task in a cost-efficient manner. The vision of the Erie County Department of Corrections is to be recognized by federal, state and local criminal justice agencies as the national leader for incarceration.

**Authority**

- PA Code Title 37 Chapter 95: Third Class County Code
- Title 61 of Purdon's Statute: P.O. 245, 1140 and 1237.

**Responsibilities and Services**

- The department is responsible for the care and custody of all offenders placed under its supervision. Services provided include the continuum of items ranging from medical care to daily sustenance.
- House inmates in main facility and provide food, clothing and shelter accordingly. Work release will remain closed due to staffing issues. We will continue to provide a variety of inmate programming, including G.E.D., alternative education high school, anger management groups, drug/alcohol awareness and treatment, life skills, religious education and inmate work programs to include CWP as requested.
- Provide information to the community including secondary school and college tours of the prison, public presentations to civic organizations and clubs, Internet access to prison information and notification to victims prior to release of high-risk offenders.

**Goals for 2025-2027**

- Continue to enhance and add additional training to our current curriculum for our staff as applicable and recruit for staffing on a daily basis.
- Continue to explore all best practices as well as technological advances to provide a safer and more secure environment while continuing to provide needed services to inmates.
- Continue strategic planning and contracting of inmate re-entry services that will possibly reduce recidivism and improve community outcomes from our current programming for re-entry into the community.
- Continue to broaden relationships with federal agencies with the goal of obtaining additional revenue. This will be achieved by assisting in transportation and housing of federal detainees and ICE inmates through our newly initiated respective contract effective May 1, 2024.
- Continue to develop and improve our contracted mental health services. As the population increases, so does our mental health population which currently is 50%+.
- Continue to ensure the Erie County Department of Corrections maintains and follows a fiscally responsible spending pattern well within the proposed budget as designated by the administration.

**Mission**

To serve the citizens of Erie County as their legislative voice in articulating and funding their prerogatives and needs as well as the services mandated by Commonwealth law.

**Authority**

- Articles II – XII of the Erie County Home Rule Charter

**Customers**

- Citizens of Erie County
- Departments and entities funded by Erie County government
- The Commonwealth of Pennsylvania

**Responsibilities and Services**

- Adopt a balanced County budget by December 1 of the preceding year and to make supplemental appropriations of funds during the year as needed while maintaining the fund balance.
- To consider for adoption all ordinances and resolutions of the County of Erie and to exercise the powers and duties conferred or imposed on it by the Home Rule Charter and other applicable laws.
- Govern the Erie County Pension Board and Pension Fund.
- Oversee the Election process in Erie County as members of the Election Board.
- Govern Pleasant Ridge Manor through their role as the Board of Trustees.
- Fund and provide Staff to assist Human Relations Commission.

**Trends in Use of Services**

- Use of technologies to webcast County Council meetings as a means of informing the public about Council's role and activities as the County's legislative branch.
- Civic Clerk Public page allows interested citizens to see meeting documents, and minutes for older or upcoming meetings as well as meeting videos.

**Number of Employees: 11****Goals for 2025-2027**

- Increase funding for Elections to achieve Commonwealth mandates
- Increase funding of Human Relations Commission.
- Continue to provide funding and support of the Erie County Community College.
- Maintain the fiscal health of County government while serving the needs of Erie County residents and the mandates of the Commonwealth.
- Maintain enough Unassigned Fund Balance to cover at least two months' County expenditures.

**Capital Projects**

- No new capital projects in the foreseeable future.

**Mission**

To ensure that Erie County elections are legal, transparent and accurate, engendering public confidence and belief in the election process and the County's voting technology.

**Authority**

- Pennsylvania Elections Code
- Article VI, Section 4 of the Erie County Home Rule Charter

**Customers**

- Residents of Erie County, especially registered voters.
- Individuals seeking election to public office

**Responsibilities and Services**

- Conducting legal, fair and open primary and general elections.
- Constructing Erie County ballots in primary and general elections.
- Ensuring fair election process by providing equipment and personnel for elections at accessible locations.
- Ensuring accurate programming of voting machines.
- Providing safe storage and timely delivery and recovery of voting machines.
- Test performance of equipment before election.
- Perform post-election audits of results.
- Train Poll Workers.

**Trends in Use of Services**

- Federal and Commonwealth requirements will continue to change the way local elections are conducted.
- Election security and transparency costs will continue to increase.
- In order to process mail-in votes in a timely way, the use of mail-house services and acquisition and service of automated equipment to open and sort ballots will continue to be necessary.
- The use of mail ballots requires public outreach and communication to ensure voters understand the proper way to vote and package their ballots
- The cost for conducting elections will grow year over year due to increases in the cost of printing/shipping, election personnel, contracted security personnel, equipment and related service agreements, and facility costs.
- Election changes may necessitate upgrades to the electronic poll book system to improve syncing and capabilities.

**Number of Employees: 2****Goals for 2025-2027**

- Provide access for all election staff to receive training and attend election seminars as appropriate to ensure that the Erie County Elections Department is using best practices.

- Improve safety and security of election process while promoting transparency and integrity.
- Create a new full time staff position at the Warehouse due to increased demands.

### **Capital Projects**

- Facility upgrades are imperative at the Warehouse on West 12<sup>th</sup> Street or an entire relocation will be necessary to accommodate safety and security issues as well as the increased inventory and need for additional storage.
- Modifications in the Elections Office at the Erie County Courthouse are urgently needed for improved security, storage, and functionality. The election equipment is bulky, and takes up considerable space. While the election equipment is vital to the operations of the department, it impinges upon employee workspace during the conduct of the election, when there is an increase in personnel, number of workstations, and office activity.

**Mission**

The mission of the Human Relations Commission is to eliminate discrimination in employment, housing and public accommodations. The Commission acts as a quasi-judicial administrative agency in enforcing the Erie County Human Relations Commission Ordinance. Through the enforcement of the Ordinance, the Commission affords individuals the opportunity to obtain employment for which he/she is qualified, and reasonable access to any public property or facility, any rental housing and commercial property, without discrimination. Race, color, familial status, religious creed, ancestry, age, sex, sexual orientation, gender identity, national origin, disability of the person, the use of guide or support animals because of the disability of the person, or because the person is a handler or trainer of support or guide animals are recognized as civil rights that shall be enforceable under the Ordinance.

**Authority**

- Title VII of the 1964 Civil Rights Act
- The Age Discrimination in Employment Act
- The Americans with Disabilities Act of 1990
- The Pennsylvania Human Relations Act
- Any federal, state or local law protecting individuals from discrimination
- Erie County Human Relations Commission Ordinance Number 59 of 2004

**Potential Complainants**

- Any person domiciled in Erie County who wishes to file a complaint in the areas of employment, housing and public accommodations on the basis of race, color, familial status, religious creed, ancestry, age, sex, sexual orientation, gender identity, national origin or disability.

**Responsibilities and Services**

- Investigate complaints of citizens of Erie County who allege discrimination in the areas of employment, housing and public accommodations and sexual orientation.
- If warranted, provide the forum of an en banc Commission hearing board to make findings of fact and conclusions of law.
- Secure additional funding through the U.S. Housing and Urban Development Office (HUD) and through the Equal Employment Opportunity Commission (EEOC).
- Serve Commissioners, Advisory Board members and County Council members; communicating fully all legally permissible agency information or business.
- Update yearly a Practices and Procedures manual in conformance with the Pennsylvania Rules of Civil Procedure, which illustrates to attorneys the civil rules necessary to comply with to practice before the Commission.
- Remain a quasi-judicial neutral administrative agency by disclosing any and all conflicts of interest and affirming the fact that the Commission is not a legal advocate for the complainant, but a quasi-judicial fact-finding entity.
- Submit reports to County administrators, city administrators, and to the general public while still protecting the confidentiality of the complainant (plaintiff) and the respondent (defendant).

**Trends in the Use of Public Services**

- The Commission office will likely see an increase in complaints and inquiries due to more efficient and effective outreach and improved community relations

**Number of Employees:** Two – the director and the civil rights investigator.

**Goals for 2025-2027**

- Increase countywide awareness of agency functions and services through outreach events in front of nontraditional audiences.
- Help more citizens outside the city limits to resolve housing and employment discrimination problems.
- Keep current on all casework, dismissing those without probable cause and filing timely complaints for all others.
- Maintain alignment with the PHRC for support and access to resources.
- Attend and provide training to HRC staff and board members.
- Continue cooperation between agency office staff and commission members for the overall success of the HRC mission.
- Routinely evaluate the structure of the HRC and adapt to meet the needs of the community and growth of the program.

**Capital Projects**

- The Erie County HRC needs immediate office space that is safe, accessible, and able to accommodate day-to-day operations as well as board meetings, mediations, and hearings.



**Mission**

Ensure the accuracy and fairness in elections through the accurate registration of Erie County residents and the proper and legal maintenance of the voter registration database. Coordinate and oversee the process by which citizens become candidates for elected office in Erie County. Assist in the conduct of Erie County elections.

**Authority**

- Article VI, Section 4 of the Erie County Home Rule Charter
- The Pennsylvania Election Code

**Customers**

- Citizens of Erie County
- Individuals seeking election to public office
- Local, State and Federal government

**Responsibilities and Services**

- Provide efficient and accurate registration of Erie County voters.
- Conduct voter list maintenance activities; removing inactive voters accordingly.
- Make voter lists and candidate financial information available to candidates and citizens.
- Process candidate petitions.
- Enable the filing of legally required financial reports by candidates.
- Provide election information to citizens, candidates and the media.
- Conduct required election mailings.
- Process mail-in and absentee ballot applications.
- Sort and store mail-in ballots in a secure location until Election Day.
- Provide training for poll workers and coordinate their assignments.
- Assist in conduct of elections via canvassing and pre-canvassing of results.
- Provide election tabulation according to state-authorized schedules and requirements.

**Trends in Use of Services**

- Changes to election laws have required additional staff, both permanent and per diem.
- Election security and transparency costs will continue to increase.
- The use of mail ballots requires voter outreach programs that focus on education.
- Mail ballot sorting, storage, pre-canvassing, and canvassing utilizes a large portion of the office space. Making modifications to the existing office space will be necessary to accommodate the new equipment and additional workspaces.

**Number of Employees:** There are currently 5 employees.

**Goals for 2025-2027**

- Provide online tools and resources for candidates running for election in Erie County.
- Ensure all poll workers can attend training by providing an online class option.
- Establish working relationships with all of the High Schools in Erie County to bolster the student poll worker program and provide additional staff at the polls on Election Day.

- Grow our outreach and communications to educate voters and instill trust in the election process.
- Provide access for all election staff to receive training and attend election seminars as appropriate to ensure that the Erie County Elections Department is using best practices.

**Capital Projects**

- Purchase software to enable online poll worker training.
- Install customer service window and framed security door in lobby of Voter Registration.
- Modify existing wall of Courthouse hallway to install security windows.
- Modify existing office space to accommodate the additional work stations and large election equipment
- Install shelving units in the Voter Registration Office for short term storage.
- Consider expansion of office as existing space is extremely limited.

**Mission**

The County Executive's role is to provide visionary leadership for the region. This involves working to create a model county known for its vibrant, healthy residents; its flourishing, inclusive economy; the resilience of its natural and built environments; a quality of life that attracts visitors and engages citizens; and its efficient, innovative and transparent government. This is achieved by collaborating with elected officials, business and nonprofit leaders, and the citizens of Erie County. The County Executive oversees the administration of all County departments, administrative units, boards, commissions, agencies and offices of Erie County in accordance of the Home Rule Charter and the laws of the Commonwealth of Pennsylvania and the United States

**Authority**

- Article III, and Article I, II, IV, V, VI, VII, VIII, IX and XI of the Erie County Home Rule Charter

**Customers**

- Residents of and visitors to Erie County
- Local, state and federal governments, including elected officials
- Employees of Erie County
- Businesses of Erie County, both current and potential
- Regional leaders in government and business
- Non-governmental agencies and organizations

**Responsibilities and Services**

- Provide leadership within County government and in the County in general.
- Ensure County government is transparent, accessible and accountable to the residents of Erie County.
- Work with government and community partners to support job growth and economic development.
- Work with government and community partners to improve the physical, mental and emotional well-being of Erie County residents.
- Work with other elected County officials and department heads to improve Erie County services.
- Supervise, directly or through subordinate employees, the administration of County departments, administrative units, boards, commissions and offices under the authority of the County Executive.
- Execute and enforce the provisions of the Home Rule Charter and all ordinances and resolutions of County Council, along with defining specific powers of the Executive Offices. the Legislative Office in relation to expenditures within the current budget.
- Exercise the power to veto as set forth in the Home Rule Charter.
- Appoint, suspend or remove County employees under the authority of the County Executive, and as stipulated in the Home Rule Charter.
- Prepare and submit to County Council the annual operating budget and the capital improvement budget of the County.
- Assure that the laws of the Commonwealth relating to the affairs and government of the County are duly executed and enforced.

- Maintain frequent communications with County Council concerning the business and affairs of the County and recommend such measures for legislative action as may be in the best interest of the County.
- Sign or cause to be signed on the County's behalf all deeds, contracts and other instruments.
- Appoint and dissolve voluntary committees of citizens to assist and advise the County as to issues and matters pertaining to the County.
- Appoint and remove members of boards and commissions except as otherwise provided by the Home Rule Charter.
- Appoint and remove members of County authorities with the advice and consent of County Council.
- Be responsible for the negotiation of labor relations agreements, subject to ratification by County Council.
- Prepare and submit to County Council each year a current Three-Year Plan for all functions of County government, including but not limited to matters of budget, capital improvement, program and personnel.
- Serve on boards and commissions as required by law.
- Have all necessary incidental power to perform and exercise any of the duties and functions set forth in the Charter.

### **Trends in Use of Services**

- Increased involvement by the administration in matters of interest to the entire Erie County community - including in matters of general public health, public safety, education, poverty and economic development - continue to stretch staff capacity as well as offer opportunities to bring about systemic change, internally and externally.
- County Administration will continue to take a leadership role in bringing together partners to promote the County to internal and external markets as a desirable location for new or expanded business.
- There continues to be a significant number of experienced County employees who are retiring or close to retirement, making succession planning essential to ensure uninterrupted County services.
- With the creation of the Erie County Community College of Pennsylvania, it is imperative the County Executive continue to work with County Council to limit potential financial burden on County taxpayers.
- Continue to develop and expand the role of the Erie County Economic Development Department to assist existing business to thrive and grow in Erie County, as well as attracting new businesses to the region.
- Develop a program of municipal outreach that will assist all municipalities in Erie County with their infrastructure and economic development issues so that they can attract new opportunity and continue to grow and thrive.

**Number of Employees:** Approximately 800 in 10 departments

### **Goals for 2025-2027**

- Put forth an annual budget that is balanced with a prioritization on limiting use of County reserve funds.
- Continue to work with department heads and elected officials to reduce costs and

improve efficiency throughout the County.

- Continue to increase accountability and training within all aspects of County government, allowing personnel to perform at their highest level of expertise.
- Continue to provide visible leadership to the region's economic development initiatives, building partnerships with industry, other levels of government and other regional counties.
- Continue to promote a culture of entrepreneurship, innovation and technology throughout the County.
- Continue to improve communication with other elected officials to foster a spirit of collaboration throughout the County.
- Continue to work toward creating a healthier and more vibrant community.
- Continue to emphasize clear and consistent communication of County services to the general public, working with direct messaging as well as through traditional media and social media, in order to ensure that all residents are aware of what services are available to them and how their taxpayer dollars are being used.
- Continue working toward creating a more connected community, looking for additional opportunities and strategies to expand broadband access in all corners of Erie County.
- Work with local elected officials and leaders of local agencies to promote collaboration and regionalism in order to maximize finite resources in a way that will improve services and increase efficiencies for taxpayers.
- Continue to develop a program of municipal outreach that will assist all municipalities in Erie County with their infrastructure and economic development issues so that they can attract new opportunity and continue to grow and thrive.

### **Capital Projects**

- Potential relocation/construction of Millcreek Library Branch and Edinboro Library Branch.
- Potential study of combining human services and public health departments into a single new facility. Both departments are out of space for current employment.
- Health department building renovation if above not pursued.
- Complete the roof replacement project at the Erie County Prison.
- Develop a comprehensive capital projects needs assessment to assist the administration and council in developing a plan to meet Erie County's long-term capital needs.
- Develop a funding strategy to address the long-term capital needs of Erie County.
- Complete the as many of the most urgent projects identified by the comprehensive capital needs project as can be funded.

**Mission**

The mission of the County Solicitor's Office is to provide legal representation for the County of Erie and its departments and agencies.

**Authority**

- Article V, Section 3 of the Erie County Home Rule Charter

**Customers**

- Residents of Erie County
- The County Executive, County Council and Court of Common Pleas
- Departments, agencies and offices of the Erie County government

**Responsibilities and Services**

- Chief Legal Officer for the County of Erie.
- Serve as Open Records Officer under the Right-to-Know Law.

**Trends in Use of Services**

- Activity levels have increased and are expected to continue to increase in the future, particularly in the areas of litigation and Right-to-Know requests.

**Number of Employees:** 1 County Solicitor; 1 First Assistant Solicitor; 2 Assistant Solicitors

**Goals for 2025-2027**

- Represent the County in potential and actual legal actions.
- Review all contracts and documents to which the County is a party.
- Act as the County's Open Records Officer under the Right-to-Know Law and oversee all requests for Erie County records from the public.
- Provide ongoing advice to the County Executive and directors, as requested.
- Oversee and supervise litigation by outside counsel.

**Capital Projects**

- No capital projects are anticipated in this planning period.

**Mission**

The Economic Development Department is focused on creating an ecosystem in Erie County that will allow current businesses to flourish, foster business growth and create new opportunities for this region. This will be done through a series of calculated initiatives designed around our strongest resources. This will make Erie County competitive for both growth of existing businesses and attraction of new businesses that can be more successful and profitable in the global market by of operating in this region. The Economic Development Department is also focusing on small business success. The Fusion Cell is designed to bring county resources to bear on the issues facing our small businesses, in an attempt to remove obstacles and allow for maximum success.

**Customers**

- Residents of and visitors to Erie County
- Local, state and federal governments, including elected officials
- Employees of Erie County
- Businesses of Erie County, both current and potential
- Regional leaders in government and business
- Non-governmental agencies and organizations

**Responsibilities and Services**

- Provide leadership within Erie County Economic Development Organizations.
- Work with government and community partners to support job growth and economic development.
- Work with government and community partners to improve the quality of place throughout Erie County.
- Prepare and submit to County Council the annual operating budget and the capital improvement budget of the County.
- Prepare and submit to County Council each year a current Three-Year Plan for all functions of County government, including but not limited to matters of budget, capital improvement, program and personnel.
- Serve on boards and commissions as required by law.
- Have all necessary incidental power to perform and exercise any of the duties and functions set forth in the Charter.

**Initiatives**

- Identify and develop new sites that will allow us to attract new business opportunities and accommodate the expansion of existing businesses in Erie County.
- Work with municipalities throughout Erie County to utilize resources at our disposal to support their economic development plans and goals.
- Work with the state legislators and the Governor's staff to develop a legislative agenda that will help to attract specific new business opportunities to northwest Pennsylvania and specifically Erie County.
- Prepare a comprehensive economic development plan for Erie County.
- Expand our efforts to assist small businesses to be successful by utilizing available local and state resources to solve the daily challenges facing these businesses in the post pandemic economy.

- Continue to work with Senator Laughlin's Office and the State Representatives to secure a CRIZ program for this region and to determine the most effective areas and opportunities that will result in the greatest impact on our local economy..
- Continue to develop and expand the role of the Erie County Economic Development Department to assist existing business to thrive and grow in Erie County, as well as attracting new businesses to the region.
- Develop a program of municipal outreach that will assist all municipalities in Erie County with their infrastructure and economic development issues so that they can attract new opportunity and continue to grow and thrive.

**Number of Employees:** 3 in 1 department

#### **Goals for 2025-2027**

- Implement new site identification and development strategy to accommodate new and expanding business opportunities in Erie County. Complete the development and marketing of Erie County's newest Business Park along Sterrettania Road and I-90.
- Continue to implement a strategy designed to attract new business opportunities by capitalizing on the advantages created by the energy resources provided by the Marcellus and Utica Shale deposits in Northwest Pennsylvania.
- Continue to provide visible leadership to the region's economic development initiatives, building partnerships with industry, other levels of government and other regional counties.
- Continue to promote a culture of entrepreneurship, innovation and technology throughout the County.
- Continue Create and advocate for a legislative strategy that will make Northwest Pennsylvania competitive with neighboring states for business attraction.
- Continue to work toward creating a healthier and more vibrant community.
- Implement a program that will help small businesses throughout Erie County to providing resources that can help to enhance their success.
- Continue to utilize the CRIZ initiative to create new opportunity for economic development along the Bayfront and other designated areas.
- Initiate and support Workforce Development initiatives throughout Erie County to develop a skilled competitive workforce.
- Continue to develop a program of municipal outreach that will assist all municipalities in Erie County with their infrastructure and economic development issues so that they can attract new opportunity and continue to grow and thrive.



**Mission**

- Community-based supervision and programs for adult offenders that enhance public safety.
- Reducing recidivism for adult offenders on supervision using evidence-based practices.
- The provision of related (support) services to the Court's Trial Division.
- The preparation of presentence investigations and other court-related and internal reports.
- The collection of court-imposed fines, fees, costs and restitution on adult offenders

**Authority**

- Article V, Section 5 of the Constitution of the Commonwealth of Pennsylvania

**Customers**

- Adult offenders sentenced by the Erie County Court of Common Pleas to a period of probation and/or parole, intermediate punishment, ARD or PWOV
- Victims of crime in Erie County

**Responsibilities**

- Supervision of offenders sentenced by the Court. This is achieved by considering the risk each offender poses to the community in conjunction with individual needs. The department's primary objective is to enhance public safety, reduce recidivism and provide for a more effective use of public funds through the implementation of evidenced-based practices in the County Adult Probation and Parole system.

**Trends in Use of Services**

- Average field service caseloads are now in the 144 per officer range.
- Offender population in Pennsylvania has increased 33 percent in a 15-year period.
- 86 percent (6 out of 7) people under community supervision are under County supervision.
- Oversight of State Grant-In-Aid funding for County, community supervision services has been assumed by PCCD.
- Specialized programs, particularly the sex offender and mentally ill programs, have seen an increase in numbers and intensity. All have reached maximum numbers of offenders. Treatment Court covering Drug Court, Veterans Court and Mental Health Court and Day Report Center are displaying good results.
- DUI school programming will increase to maximum capacity by the end of 2021.
- The state has continued to implement additional unfunded mandates either via legislation or policy. This pattern continues as exemplified by DNA collection, sex offender registration requirements of the new sentencing act, and the pending total change in the state-required standards to an evidence-based practice model.
- Electronic monitoring equipment changes to reflect changes in advancing technology.

**Number of Employees: 82**

**Goals for 2025-2027**

- Continue to adopt and implement evidence-based practices for all staff to use.
- Continue utilization of the fourth-generation evidence-based risk and needs assessment system (ORAS).
- Continued utilization of case plans developed through the administration of the risk and needs assessment.
- Re-develop the policies and procedures manuals for the department.
- Improve re-entry strategies for offenders who are paroled from the Erie County Prison and are placed on parole supervision.
- Monitor the overall impact of increasing mental health cases and their future impact on the Court and Adult Probation.
- Continued expansion of in-house safety-related training via Awareness Training, Response Training and Defensive Tactics.
- Continue with state-mandated DNA collection and sex offender registration, as required.
- Continue to participate in and monitor the nuances of the CPCMS docketing system.
- Continue to expand JNET-related services such as electronic reporting of offender demographics and JNET system-generated alerts.
- Continue to increase collections of court-ordered fines, costs and restitution.
- Continue to comply with performance-based standards for County Adult Probation/Parole.
- Increase the number of Probation Officers in order to meet caseload demands.
- Full implementation of a day-reporting center to provide a “one-stop-shop” for offenders to reduce recidivism and provide needed services for offenders.
- Administration of the Erie County DUI Alcohol Safety Program.
- Create and implement standardized recidivism measures.

**Capital Projects**

- Refer to Erie County Court of Common Pleas – Court Administration Section.

**Mission**

To effectively administer the daily operations of a nine-judge Trial Court of general jurisdiction, and to ensure fair, impartial and expedient delivery of judicial services to the community

**Authority**

- Article V, Section 5 of the Constitution of the Commonwealth of Pennsylvania

**Customers**

- The citizens of Erie County that require judicial action

**Responsibilities and Service**

- As the third separate but equal branch of government in Erie County, primary responsibilities include managing day-to-day operations of the Court, overseeing all Court departments: Court Administration, Law Library, Computer Bureau, Court Reporters, Adult Probation, Domestic Relations, Juvenile Probation, Office of Custody Conciliation, Protection from Abuse Office, Jury Coordinators Office and the Magisterial District Judge Offices.
- Monitor Court activity to determine accurate levels of judicial involvement, workload and time. These statistics enable the Court to assess demands and most efficiently and effectively utilize all available resources to administer justice in Erie County.
- Procure an annual budget that is efficient and responsible while ensuring proper funding for the administration of justice.

**Trends in Use of Services**

- The Court has experienced a slight increase in most areas prior to the onset of the pandemic. It is anticipated that case numbers will continue to rise post-pandemic. Criminal, Civil, Juvenile Delinquency and Dependency filings have continued to decline. Future demands on the Court are determined by the community that it serves.
- Changes in the state's Interpreters Program (Hearing impaired and Foreign Language) will cause an increase in interpreter costs. Certified Interpreters are now required.
- In a continuing effort to ease the prison population, the Court has expanded its rehabilitative programs. Drug Court was extended to become a Treatment Court, providing services for people with drug addictions, mental health issues or with a dual diagnosis. A Veterans Court has been established to help the special needs of military veterans involved in the criminal justice system. In addition, earlier intervention for sex offenders was addressed with the creation for the first time at the County level of a Sex Offenders Program. We will continue to develop the Day Report Center and support its proper usage.
- Anticipating a need for increased costs for the representation of indigent clients in all areas of the Court but most specifically in the homicide and guardianship cases.
- Continue to develop new ways to administer justice by limiting social contact and adjust practices that require citizens and staff to be physically present in the Courthouse. Develop and utilize improved forms of electronic communication.

**Number of Employees:** 72 (Court Administration, Law Library and Computer Bureau)

**Goals for 2025-2027**

- Timely reporting of all judicial activity to the AOPC, President Judge and the Bench on a monthly, quarterly and annual basis.
- Manage, project and analyze a total Court budget of approximately \$20+ million.
- Accurate appraisal of operational budget on a continual basis to assess variances between budget projections and actual usage, for the total Court.
- Utilize Court resources that reduce the need for judicial intervention.
- Develop and administer policies and procedures for a total Court staff of 311 employees.
- Assess the current needs of the Court to meet the demand of future trends.
- Utilize in-house report and document preparation where feasible and cost effective.
- Accurately and professionally prepare all correspondence, reports and documents.
- Courteous and polite interaction with all clients served and with the community.
- Recognize the exceptional efforts of any Court employee that exemplifies service to the Court and the Community.
- Encourage the continued use of video conference technology in all areas of the Court and use wherever permissible by law. This effort will include the utilization of video conferencing and/or internet communication among the 13 Magisterial District Judges and local police agencies and the prison.

**Capital Projects** (for all Court Departments)

- Needed upgrades and repairs to courtrooms and court-related offices, including but not limited to carpeting and furniture. IT increased demands.

(The above listed Capital Projects describe the projects that encompass the budgets of Court Administration, Computer Bureau, Law Library, District Judges, Adult Probation, Domestic Relations and Juvenile Probation.)

**Mission**

The Domestic Relations Section (DRS) serves as Erie County's Child/Spousal Support Agency for parents/families requesting services. DRS also works with the Department of Human Services to ensure financial reimbursement for children currently receiving welfare and the IV-E Agencies in collection of maintenance from parents whose children were removed from their custody by the Juvenile Probation or the Office of Children and Youth. The department is responsible for establishing and enforcing financial and medical support orders

**Authority**

- Article V, Section 5 of the Constitution of the Commonwealth of Pennsylvania and Title IV-D of the Social Security Act

**Customers**

- Parties needing to establish financial responsibilities for the support of children

**Responsibilities and Services**

- The Court's Domestic Relations Section is responsible for administering the child/spousal support program through the requirements outlined in the Title IV-D Cooperative Agreement.

**Trends in Use of Services**

- Domestic Relations works within a federally approved, statewide computer system that will prompt workers to take all the necessary steps in order to collect the maximum amount of child support possible. Our goal is to secure child support payments from the non-custodial parent in a consistent manner.
- The State of Pennsylvania is committed to improving the child-support system with the latest technology available in both software applications and hardware. Effective January 2020 the first phase of converting from PACSES to e-PACSES was completed. Full conversion is anticipated to be completed in 2025. This continued enhancement will improve the efficiency of Child Support Services.
- Pennsylvania has an online website. This technology allows clients to have access to our system 24/7. This enables the client to view their case, file a petition, make payments and also communicate with the DRS staff, all from a home computer or smart phone.
- BCSE (Bureau of Child Support Enforcement), our Commonwealth partner, supplied DRS with a document imaging system in April 2016.
- In June of 2020 Erie County Domestic Relations implemented a payment Kiosk in our Finance Unit. The Kiosk is part of BCSE's enhancement options for payments of child support. The Kiosk accepts cash, credit and debit cards.
- In December of 2019, Erie County DRS purchased Trans Union Locate Services (TLOXP) which provides resources for our Enforcement Workers to locate clients who are uncooperative.

**Number of Employees:** 68 full-time

**Goals for 2025-2027**

- Monitor all DRS services to ensure compliance with federal, state and local guidelines.
- Strives to continue meeting the benchmark of 80 percent in each of the four federally mandated Performance Measures, which include Establishment of Orders, Establishment of Paternity, Collection of Current Support and Collection of Arrears. This is done by the hard work and dedication of the staff.
- Conference and Paternity Workers – Continue to establish paternity and establish support orders by promptly completing genetic testing and successfully mediating the establishment of Support Orders.
- Financial Workers – Financial unit will quickly identify and disburse monies on hold in order to raise collection/disbursement rates. Also: Process requests for refunds and reversals and collect court costs that are assessed outside of PACSES.
- Enforcement Workers – All remedies for enforcement of Court Orders will be acted upon within the established time frames in order to improve collections.
- Customer Service Workers – Promptly answer questions from internal and external clients as well as work on special projects in order to keep data accurate.
- Continue cross-training among all units of Domestic Relations.

**Capital Projects**

- Refer to Erie County Court of Common Pleas – Court Administration Section.

**Mission**

To provide an approach to caseload management developed to meet the requirements of the Juvenile Act's emphasis on a "balanced approach" to juvenile justice. It promotes government and community partnerships in an effort to maximize the effective supervision of juvenile offenders and reduce delinquent conduct. Direct supervision of juveniles in neighborhood settings is employed in order to facilitate the utilization of community resources and assure the accountability of juvenile offenders

**Authority**

- Article V, Section 5 of the Constitution of the Commonwealth of Pennsylvania

**Customers**

- Juvenile offenders and their families
- Victims of juvenile offenders
- Communities in which crime occurs

**Responsibilities and Services**

- The department is multi-faceted. It provides intake, detention, court and placement services for official handling. It also provides electronic monitoring, individual and group counseling, drug and alcohol intervention, intensive supervision, school-based probation, restitution and community service programs and diversionary programs.

**Trends in Use of Service**

- We have seen a reduction in overall petitions of delinquency, but have seen an increase in serious delinquent allegations, especially in the area of firearms/weapons/assault. Delinquent caseloads and placement numbers have been reduced, which allows for manageable caseloads for line staff probation officers.
- We are continuing to support the Juvenile Justice System Enhancement Strategy (JJSES), which includes employing evidence-based practices, using a delinquency risk assessment, and using data to impact the recidivism rate of youthful offenders.

**Number of Employees:** 45

**Goals for 2025-2027**

- Reduce recidivism by offenders under the supervision of the Juvenile Probation Department and increasing the number of evidence-based programming.
- Increase the involvement of competency development activities as well as community service hours completed.
- Increase feelings of citizen safety while enhancing their confidence in the Juvenile Justice System through community interaction and nightly surveillance.
- Improve Family Engagement in Juvenile Justice initiatives.
- Continue the JJSES initiative and use of evidence-based practices.

- Continue support of the Victims of Juvenile Offenders Bill of Rights within the Juvenile Court System, and utilize the Victim Claim form used by both Adult and Juvenile Court Systems.
- Administer graduated responses to juvenile offenders that commit technical probation violations to increase accountability.
- Encourage and reward positive behavior of juvenile offenders at home, school and in the community through incentive-based initiatives.
- Provide cost-efficient intervention that is effective in reducing juvenile crime.
- Increase the potential of parent(s)/guardian(s) to learn how to set clear expectations for their children's behavior and monitor that behavior effectively.
- Provide an atmosphere through which problem-solving and individualized treatment planning can be undertaken by the client, family, victim and community.
- Provide competency driven groups for at-risk clients that enhance pro-social development.
- In collaboration with the Erie Earn It Program and the Pennsylvania Academic, Career and Technical Training (PACTT) curriculum, provide age appropriate clients the necessary skills to gain employment.
- Provide career / technical training to age appropriate youth and assist with job placement through PACTT.
- Provide clients with skills that will help develop the internal controls necessary to remain crime-free and become productive members of their community.
- Enhance the department's placement management approach with agencies to ensure quality care and treatment as well as manage costs.
- Utilize the Standardized Program Evaluation Protocol (SPEP) data to assist with placement evaluations and program usage.
- Transition the school-based probation department program within the City of Erie and Millcreek Township to a model that incorporates increased family involvement through the youth's educational setting.
- Continue to provide screenings and assessments of mental health, drug and alcohol and trauma related issues for juveniles in custody as well as street-level cases.
- Examine and reallocate resources to better implement aftercare services for juveniles coming out of residential placements.
- Help facilitate the finger printing and photographing of juveniles with local police agencies to increase juvenile offense tracking numbers and state identification numbers.
- Utilize interviewing tools such as Motivational Interviewing and EPICS to elicit change in juveniles by their own volition.

### **Capital Projects**

- Refer to Erie County Court of Common Pleas – Court Administration Section



**Mission**

The mission of the Magisterial District Judges is to provide a forum for the resolution of disputes between parties in a fair and expeditious manner and to act as an independent judicial officer to review criminal cases at the preliminary stage

**Authority**

- Article V, Section 5 of the Constitution of the Commonwealth of Pennsylvania

**Customers**

- The citizens of the County that require judicial intervention or services of the 13 Magisterial District Judge Courts.

**Responsibilities and Services**

- Conduct open, fair hearings
- Avoid the appearance of impropriety
- Expeditious scheduling of hearings
- Prompt decision in disputed cases
- Collection of fines and costs to help offset the cost of operating the Magisterial District Judge Courts.

**Trends in use of Services**

- Between 2021 and 2023, the MDJ offices as a whole have experienced a 16 percent increase in total cases with numbers in 2024 continuing to show growth. Most notably, landlord /tenant filings have increased by 61 percent, civil filings by 18 percent, non-traffic filings by 20 percent, criminal filings by 18 percent, and traffic filings by 15 percent.
- Although all offices have been impacted, the offices in the City of Erie have seen the biggest increases in most areas although staffing in those offices has remained the same.
- Staff turnover during that same period was 45 percent thus requiring additional training burdens on existing staff

**Number of Employees: 40****Goals for 2025-2027**

- All hearings will be scheduled within the mandated time frames.
- All decisions are made on a timely basis.
- All funds received are deposited on a daily basis.
- All funds are disbursed to proper recipients on a weekly basis.
- Annual compliance audit performed by the state auditor.
- Review and evaluation of additional staffing and training needs to maintain current level of services
- Encourage the segregation of duties within MDJ Offices for tight internal control.
- Be proactive in anticipating continued growth in case numbers to find ways to absorb increased activity

**Capital Projects**

- Refer to Erie County Court of Common Pleas – Court Administration Section.

**Mission**

The mission of the District Attorney's Office is to oversee and prosecute all criminal cases filed by municipal police departments of Erie County and the Pennsylvania State Police.

**Authority**

- Purdon's Statutes, Titles 16, 18, 35, 42 and 75
- Pennsylvania Rules of Criminal Procedure and Appellate Procedure
- Federal Rules of Criminal Procedure and Appellate Procedure
- Pennsylvania Gaming Laws

**Affected Entities**

- All residents of Erie County
- Victims and witnesses of crime
- Law enforcement of Erie County
- All agencies regarding criminal investigations

**Responsibilities and Services**

- Prosecute criminal cases at trial and at all pre-trial proceedings, including adult and juvenile
- Attend all Court proceedings held before the Appellate Courts on both the state and federal levels involving criminal cases prosecuted by this office
- Staff preliminary hearings held before Magisterial District Judges during the course of Central Court proceedings and, upon request, at County preliminary hearings.
- Act as an advocate for victims of crimes
- Operate the Erie County District Attorney's Drug Task Force
- Collaborate with state, federal and municipal law enforcement agencies
- By Pennsylvania statutes, required criminal investigations conducted specifically by the District Attorney's Office, i.e., teacher abuse, elderly abuse, gambling violations and offenses committed by police officers and County employees, as well as prison personnel and inmates
- Staff and participate in the operation of Treatment Court
- Staff and participate in the operation of the Children's Advocacy Center
- Staff and participate in the operation of the Erie County Fugitive Task Force
- Staff Erie County Digital Forensic Lab
- Staff and track Indirect Criminal Complaint (ICC) statistics from Court proceedings
- Staff and participate in the operation of Veterans Court.
- Operate the Erie County DUI Task Force
- Operate and staff the District Attorney's Domestic Violence Unit

## **Trends in Use of Services**

- The Erie County District Attorney's Office has seen a steady increase in the number of digital-related crimes and criminal investigations. In seeking out grant opportunities and training, the office has secured, at no cost to the County, hardware and computer software necessary for investigating all crimes involving the use of digital devices. As these types of cases continue to increase, so too will their level of sophistication and complexity. It is anticipated frequent upgrades to equipment and training will be needed to maintain an acceptable level of expertise in these investigations.
- Juvenile crime in Erie County continues to place a substantial demand upon this office. The crimes of juvenile delinquents have become more frequent and have certainly become more violent. Due to recent changes in Pennsylvania law, the office is now pursuing the prosecution of juvenile offenders in adult criminal court where authorized by law.
- The District Attorney's Office has also seen an increase in crimes committed within the confines of SCI Albion, a Pennsylvania Department of Corrections facility. These crimes are prosecuted by the District Attorney's Office with reimbursement to be provided by the Department of Corrections.
- The District Attorney's Office is required to staff criminal Court proceedings, both adult and juvenile, which take place in each of nine separate courtrooms on a daily basis, and all Court proceedings held before the Appellate Courts on both the state and federal level.

### **2023 Court Statistics:**

- 3432 new criminal cases
  - 47 criminal jury trials
  - 39 non-jury trials
  - 3420 criminal sentencings
- 
- The District Attorney's Office continues to be responsible for overseeing the Erie County Drug Task Force. The Drug Task Force is composed of law enforcement officers from 12 law enforcement agencies in Erie County. The main objective of the Drug Task Force is to decrease drug trafficking, gun crimes and gang-related activities.
  - The District Attorney's Office began the specialized prosecution of child abuse cases through the creation of a Child Abuse Prosecution Unit and the Children's Advocacy Center (CAC). The CAC is permanently staffed with a County Detective. We do have Assistant District Attorneys in our office who specialize in the investigation and prosecution of these particular kinds of cases. In 2023, the CAC received 247 reports of sexual or physical abuse, of which 190 were fully investigated.
  - The District Attorney's Office investigates and prosecutes all forms of elder abuse including financial exploitation, physical abuse and neglect.
  - The District Attorney's Office continues to coordinate and operate the Erie County DUI Task Force. Local police departments request the Task Force to come to their jurisdictions for DUI enforcement.

- Due to the alarming heroin overdose epidemic, our office initiated a Naloxone Program for all police departments in Erie County. The initiative provides naloxone kits to all patrol officers, providing police the opportunity to administer naloxone to any victim of a heroin/opioid overdose. Police officers have administered naloxone on hundreds of overdose victims during the past several years.
- The District Attorney's Office dramatically increased its efforts to prosecute individuals who deliver drugs to another which result in that person's death.
- The Erie County District Attorney's Office Digital Forensic Unit has been established and conducts hundreds of digital-related crime investigations each year. Two County Detectives are fully certified digital forensic examiners and one civilian is becoming a fully certified examiner. Digital Forensic Examiners conduct highly technical examinations of computers, related media and mobile devices for evidence in criminal investigations. Virtually every major investigation requires the examination of electronic device for evidence. The Detective Bureau is an affiliated agency of the Pennsylvania Internet Crimes Against Children (ICAC) Task Force. The Digital Forensics Unit services all local, state and federal agencies within the Erie County region. The unit has seen a marked increase in requests for digital evidence recovery services.
- The Erie County District Attorney has developed a website, CrimeWatch, to inform the public about activities that the prosecutors, county detectives, and local law enforcement are undertaking to address criminal activity throughout the County.
- A County Detective is a full-time member of the U.S. Marshals Western Pennsylvania Fugitive Task Force (WPAFTF). In 2022, the task force apprehended 176 felony fugitive and in 2023, apprehended 105 felony fugitives. The WPAFTF primarily focuses on fugitives wanted for arrest warrants for crimes of violence involving firearms, assault, narcotics and sex offenses.
- A County Detective serves as a part-time member of the DEA Pittsburgh Task Force Group 62 which covers the Western District of Pennsylvania.
- Because gun violence crosses jurisdictional boundaries, the District Attorney's Office spearheads a regional task force approach involving local, County, state and federal agencies to combat gun violence and illegal firearm possession in Erie County. Erie County law enforcement joined forces to tackle soaring gun violence in the Erie area. Hundreds of arrests have been made, with hundreds of illegal guns seized due to this effort.
- In 2021, The Domestic Violence Unit (DVU) was created to reduce family violence in our communities. The unit is staffed by a specially trained county prosecutor, county detectives, local law enforcement officers, county probation officers, and crime victim/witness advocates. The unit works closely with all Erie County Law Enforcement agencies in the investigation and prosecution of those who commit domestic violence. The primary purpose of the DVU is to treat domestic and family violence as a crime and ensure the safety of those affected.
- The District Attorney's Office oversees a Cold Case Team that continues to investigate a number of unsolved homicide cases that have occurred in Erie County. There is no statute of limitations on the charge of homicide; therefore, these cases are never closed.

**Number of Employees: 38**

**Goals for 2025-2027**

- Meet the anticipated future demands upon the District Attorney's Office for the staffing of various court proceedings
- Continue to train clerical support staff in the areas of new technology in the courtroom
- Expand the use of video-conferencing in criminal prosecution
- Prosecute juvenile crime cases, especially those in which the offender is being prosecuted as an adult
- Prosecute child abuse cases through the Child Abuse Prosecution Unit and the Children's Advocacy Center
- Focus prosecution efforts on domestic violence cases
- Focus prosecution efforts on gun violence cases
- Focus prosecution efforts on cold case homicides
- Implement the National Integrated Ballistic Information Network (NIBIN) in Erie County
- Continue to expand the effort to target drug-related residential and personal property for forfeiture under the drug laws of Pennsylvania
- Continue to effectively address the opioid addiction problem within the County not only through collaborative efforts in Treatment Court, but in the aggressive prosecution of those who deliver drugs resulting in death
- Continue to keep pace with technological advances in computer forensics tools and software. Expand the capabilities of the digital forensic laboratory

**Capital Projects**

- No capital projects are anticipated in this planning period

**Mission**

The mission of Finance Administration is to exercise all powers and duties necessary to administer the financial affairs of the County of Erie in accordance with the provisions of the Home Rule Charter and generally accepted accounting principles.

**Authority**

- Article V, Section 5(D); Article VI, Section 2(A) of the Erie County Home Rule Charter
- The County Pension law as outlined in Act 96 of August 1971

**Customers**

- Residents of Erie County
- Erie County Executive and the departments of County government
- The Erie County Employees Retirement Board
- The Pleasant Ridge Manor Retirement Committee

**Responsibilities and Services**

- Prepare the annual administrative budget proposal.
- Assist in the preparation of the County's Three-Year Plan.
- Monitor the operating results of all funds related to budgetary performance.
- Establish County financial policies and procedures.
- Serve as a member of the Erie County Employees Retirement Board.
- Serve as Treasurer of Pleasant Ridge Manor.
- Serve as a member of the Pleasant Ridge Manor Retirement Committee.
- Control County travel.
- Supervise the offices of Assessment, General Accounting and Tax Claim/Revenue.
- Oversee the introduction of new technologies to all areas of the Finance Department.
- Participate in advisory groups, committees and task forces.

**Trends in Use of Services**

- The majority of the director's time is spent monitoring and analyzing County finances and preparing the administration's annual budget proposal.

**Number of Employees: 2****Goals for 2025-2027**

- Expand the knowledge base regarding the inner workings of accounting, tax claim, and assessment functions.
- Upgrade the access and utility of the digital databases to better serve the local municipalities, real-estate, legal and banking professionals.
- Administer LERTA property taxation abatement program for Erie residents.
- Fully implement upgrades on the FMS, IAS and RBA and all mission-critical systems.
- Make preparations for the execution of the next County-wide reassessment.

- Continue to refine and fully utilize the capabilities of the payroll/personnel processing systems.
- Complete the implementation of the new A/P systems.
- Maintain favorable financial performance.
- Implement audit recommendations.
- Evaluate the performance of potential successor Tax Claim and Revenue office processing software systems.

**Mission**

The mission of General Accounting is to record the financial operations of Erie County, and to provide accurate and timely financial information to be used by the citizens of Erie County and to the County Executive, County Council and County department heads in the financial management and planning of Erie County.

**Authority**

- Article 5D and Article VIII Sections 1, 2, 7, and 11 of the Home Rule Charter

**Customers**

- Citizens of Erie County
- All elected officials of Erie County, County department heads and employees
- Vendors who do business with Erie County
- Various federal, state and local governmental agencies
- External, local and state auditors

**Responsibilities and Services**

- Prepare monthly financial statements.
- Pre-audit and process the payment of invoices.
- Manage the cash and investments of Erie County.
- Process the County payroll.
- Safeguard and manage the County's fixed assets.
- Prepare Trust & Agency and grant reporting.
- Administer the Liquid Fuels program.
- Prepare the Annual Comprehensive Financial Report.
- Prepare audit work papers.
- Manage the financial software.
- Prepare the annual County budget, budget changes and monitor budget performance.
- Establish and enforce fiscal policy and procedures under the direction of the Director of Finance.
- Collect and account for hotel room rental tax.
- Collect, disburse and account for gaming revenues.
- Manage and process the community grant applications.
- Audit quarterly community grant reports and process quarterly payments.
- Serve on various work groups and committees.
- Cost out labor negotiations proposal and serve as financial consultant.

**Trends in Use of Services**

- Using technology to aid in the efficient operations of the department and transparency of County financial information has been and continues to be the main goal in General Accounting. The office has upgraded the general ledger and accounts payable system and trained users how to perform inquiries. We now post line-item financial information and detailed payments to vendors on the County website so citizens can see how their tax



dollars are spent. All posted batches are no longer printed but stored on the server. We have implemented an RFID inventory system using radio frequency asset tags that report in, making the inventory process more accurate and efficient. In the near future, we will eliminate the use of old impact printers and print reports to laser printers. We will implement a paperless accounts payable system, scanning and attaching all backup to invoices entered by departments and electronically approved and routed to Accounting for pre-auditing and payment. We will also continue the cross training of higher level accounting duties. We are also looking to improve and streamline the Community Grant application process, making it easier and more understandable for applicants.

**Number of Employees: 9**

### **Goals for 2025-2027**

- Continued receipt of an annual GFOA Certificate of Excellence in Financial Reporting. The Finance Department has received this award for 30 consecutive years.
- Upgrade positions and job duties as current staff members workload has increased over the years.
- Close the monthly financial statements within ten working days after the end of the month for all months except June and December.
- Review and sign off on trust and agency reports within 15 working days of receipt.
- Pre-audit and process accounts payable invoices within 10 working days of receipt for all funds with weekly disbursements except for the month of December or during periods of leaves of absence.
- Maximize interest income by minimizing the balance of funds that are not invested, while maintaining adequate cash balance.
- Transmit the county payroll by 4 p.m. every transmission day with minimal errors.
- Update the fixed asset system by processing maintenance within 10 working days. Perform a minimum of two random physical inventories each year.
- Submit an annual balanced budget meeting the County Executive's approval on or before Oct. 1 of each year.
- Upgrade the accounts payable system utilizing current technology to gain efficiencies in the office by scanning documents, running reports to disc and electronically distributing information, reducing the cost of paper and storage of documents and insuring convenient retrieval of records. This will move the office toward a paperless system.
- Process the monthly hotel room rental tax and remit tax by end of each month. Provide a monthly report of hotels that failed to report and remit or were late.
- Continue cross-training within department and succession planning.
- Monitor the impact of federal and state budget changes on County services.
- Act as a resource for the County Executive and County Council as requested.
- Provide information and aid to all departments having any financial issues or questions
- Streamline Community grant process and make information accessible to the different County offices involved in the process.

### **Capital Projects**

- Add/Upgrade features of existing system payroll system

**Mission**

The mission of the Assessment Office is to accurately and uniformly assess all real estate in Erie County, effectively implement tax programs, and provide an assessment tax duplicate for Erie County, thirty-eight (38) municipalities and thirteen (13) school districts.

**Authority**

- General County Assessment Law 72 PA C.S. 5020-101 et. Seq.
- Third Class Assessment Law 72 PA C.S. 5342 et. Seq.
- Consolidated Assessment Law Municipalities Generally" Pa 53 C.S. 8202 et seq.

**Customers**

- The residents of Erie County.
- Property owners, real estate agents, lawyers, title searchers, banks and other lending institutions, credit bureaus, appraisal and data companies, the taxing districts (cities, townships, boroughs, and school districts), and the tax collectors.

**Responsibilities and Services**

- Conduct annual review and on-site inspections to place appropriate assessed values on assessment records.
- Maintain the assessment database.
- Provide services to the public in accessing information, process various applications including, but not limited to appeal and exemption, Clean & Green, LERTA, KOZ/KOEZ (Keystone Opportunity Zone), Homestead and Farmstead, and PURTA.
- Process deeds, combinations, land splits and land development plans.
- Work in tandem with Public Safety, IT, and Planning departments to improve and better utilize the GIS system and our mapping capabilities.
- Distribute mandated tax rolls, tax bills, and notices.
- Prepare maintenance and statistical reports.

**Number of Employees**

18

**Goals 2025-27**

1. Maintain new construction on assessment rolls; review approximately 3,300 annual permits.
2. Update sales history file, analyze and validate Sales to Assessed Value ratios in preparation for future reassessments
3. Maintain Homestead/Farmstead applications and adopt office procedures to reflect the changing legislations, as required by State Property Tax Reform Legislation.
4. Settle outstanding Court Cases; schedule and track new appeal and exemption applications.
5. Continue to develop cost effective means of maintaining up-to-date Fair Market Values, utilizing updated flyovers and GIS mapping.

6. Initiate on-going review processes for future reassessments, either mandated by State Laws or initiated by Taxing Bodies.
7. Develop user-friendly parcel maps in GIS; incorporate all sources of data on an interactive website.
8. Improve upon our professional appraisal staff (a) to increase in our level of excellence and service to the public; (b) expand our capability of handling the expanded demands and services related to real estate taxation; and (c) prepare for cyclical reassessments to maintain equitable fair market values.
9. Redefine responsibilities within the office, separating the appraisal duties from the accounting aspects of tax preparation and billing duties.
10. Correct and secure office alignment of personnel and responsibilities through proper training and promotion to properly function at the level of competence demanded by present day public needs.
11. Expand staff knowledge and functionality of GIS software specific to Assessment Office data related to public information, and internal use for reassessment and other statistical analyses; i.e., market trends, permitting, appeals, etc.

**Mission**

The mission of the Procurement Bureau is to procure high quality goods and services at competitive prices for the County of Erie, while utilizing cost effective, efficient, ethical and transparent processes to meet and exceed our internal and external customer's expectations

**Authority**

- Article II, Section 2, paragraph C4 of the Administrative Code of Erie County
- Article III of the Administrative Code of Erie County
- Article V of the Home Rule Charter

**Customers**

- Erie County departments and elected officials
- Vendors for Erie County government
- Residents of Erie County

**Responsibilities and Services**

- Assist all departments in the procurement of goods and services.
- Review requisitions for completeness.
- Obtain quotes or bids as required.
- Issue purchase orders.
- Administer the superfund account, a budgetary line item established to control the acquisition of capital assets for various County departments.
- Assist departments in registrations and hotel room reservations that require the use of the County credit card.
- Arrange reservations for car rentals on an as needed basis
- Monitor the credit card usage of all departments to make sure they follow proper guidelines.
- Purchase goods and services utilizing the company credit card.

**Trends in Use of Services**

- As the County continues to computerize its operations, an increase in the purchase of computer technology has resulted.
- The County is committed to supporting local vendors whenever possible.
- The department will continue to increase its workload by limiting the use of open purchase orders.
- Discussions with new vendors for future business endeavors will become commonplace.
- Work closer with the Facilities and Operations team to find new solutions with new vendors to reduce costs.
- Due to the pandemic, purchasing's work volume has increased immensely due to grant monies being available.

**Number of Employees: 2**

**Goals for 2025-2027**

- Enhance the Mitchell & Humphrey procurement software so data and reports can be collected.
- Educate county departments so the requisitioner's can utilize the FMS software system effectively.
- Obtain goods and services for Erie County efficiently and effectively, which will provide a cost savings for the County.
- Show a decline in open purchase orders to bring more control back to the Procurement department.
- Improve the bid and request-for-proposal processes so they are consistent throughout the County.

**Capital Projects**

- Purchasing is planning to slightly update/renovate its office.

**Mission**

The mission of the Tax Claim & Revenue Bureau is to collect all delinquent taxes for the County of Erie, Erie County school districts, the City of Erie and Corry, and various townships and boroughs. The Tax Claim Bureau disburses all funds to the various taxing authorities and conducts various tax sales in accordance with Pennsylvania Real Estate Tax Sale Laws (RETSL). The Erie County Bureau of Revenue is responsible for the issuance of various State and County licenses, payment of witness fees, and timely receipting/depositing of County funds. This also encompasses the receipting, depositing and balancing of the current tax year duplicate, as well as interim duplicates.

**Authority**

- Game & Wildlife Code Title 34 Chapter 27
- Section 200 of the Dog Law of 1982 (amended 1996) 3 P.S. 459-200
- Fish & Boat Code Act of 1980-175 Title 30 Chapter 27
- Local Option Small Games of Chance Act of 1988, P.L. 1262, No. 156 10 P.S. and 311
- Bingo, Senate Bill No. 1389 amending act of July 10, 1981 (P.L. 214, No. 67)
- Pennsylvania Real Estate Tax Sale Law act of July 7, 1947 (P.L. 1368 No. 542) as amended.
- Tax Advisory Committee of the Joint State Government Commission enacted on July 7, 1947

**Customers**

- Residents of Erie County
- Departments of Erie County government
- Real estate owners of Erie County
- Tax collectors
- Individuals involved in restricted activities requiring various licenses
- Taxing bodies within Erie County
- Escrow administrators, attorneys, mortgage companies and title searchers

**Responsibilities and Services**

- Deposit and receipt all funds under the County Executive.
- Issue dog, hunting, fishing, small games of chance and bingo licenses.
- Maintain an accounting system for all delinquent property taxes.
- Collect delinquent taxes for the County, 38 municipalities and 13 school districts.
- Monthly/annual settlement with tax collectors.
- Work with property owners to arrange a payment schedule to avoid tax sale.
- Conduct various tax sales in accordance to Pennsylvania Real Estate Tax Sale Laws (RETSL).

**Trends in Use of Services**

- Financial procedures within the bureau reviewed and best practices adopted.

- Ongoing review and upgrades of accounting systems to provide better audit and reporting capabilities.
- Maintain current delinquent tax files for public and escrow administrators, and expand available information on the County website.
- Continue to refine the web-based Point-of-Sale process for the sale of state hunting and fishing licenses.
- Review and integration of upcoming system wide enhancements to the delinquent tax accounting system, including possible alternatives for future needs.
- Refine and expand processes involved with sales and issuance of online dog license using web-based applications, including various contracted sub-agents, and other related software options.

**Number of Employees: 9**

### **Goals for 2025-2027**

- Ongoing review and update of office layout, and staff procedures, to maximize safety of General Public, and Staff, in regards to CDC, State, or Local guidelines related to ongoing Covid-19 Safety Standards.
- Continue the integration and enhancement to the delinquent tax accounting system, including review of alternatives for future needs, and incorporation of local tax collectors via web-based software to allow for immediate and seamless settlement(s).
- Continue the development of best-practices procedures for the Bureau.
- Update existing Procedure manuals for training purposes.
- Maintain current records of Bankruptcy, Sheriff Sales, and other procedures to maximize revenues and decrease potential legal and financial liabilities to Erie County, including staffing needs and assignments.
- Continue efforts to increase collection of current year and delinquent taxes.
- Maximize collection of Bureau fees to offset departmental cost.
- Monitor current contract for contracted vendor/legal counsel to conduct judicial lien-free tax sale(s).
- Collect taxes and funds due from contracted judicial sales, bankruptcies and sheriff sales.
- Review the delinquent receivables, working with the taxing bodies to ensure accurate reflection of collectible delinquencies.
- Maintain timely collections, reporting, and settlements from all Erie County tax collectors.
- Work closely with Assessment, and other related offices, to maintain the integrity of the delinquent tax database.
- Maximize the use of the statewide, point-of-sale, and other licensing software for sale of hunting and fishing licenses.
- Continue to incorporate available web-based dog license sales with sub-agents.
- Remain current on pending legislation that would impact work processes.

## Capital Projects

- Enhance or replace current Tax Claim Software System with ability to incorporate web-based access for local tax collectors and provide for immediate and streamlined settlement of County tax collections. Work with other municipal authorities and school districts for possible inclusion in this project. This capital project would provide Erie County's Tax Collectors, and possibly other municipalities and school districts, with the ability to access real-time current and delinquent tax information via a web-based portal. System would require safeguards to protect the integrity of system and confidential data.
- Enhance or replace current licensing software in Revenue. Review alternative programs available, which comply with County's auditing, receipting and documentation guidelines, and implement the best practice model.
- Review boxes of historical data maintained in off-site, non-County storage facility, including review of contents; shred and/or destroy any unnecessary and outdated documents; and re-box legal and other items for storage in County-maintained storage facility. Submit same for consideration to Records Improvement Committee for possible funding.
- Continue review for possible public computer kiosk within the Erie County Courthouse with available public information and to be used to order various license(s) or to pay current or delinquent taxes using a credit or debit card. Future options would also include kiosk(s) being placed in various locations around Erie County to allow those living in the County to have real-time access to this information and enhanced payment options.



## **HUMAN RESOURCES**

### **Mission:**

The Human Resources Department works strategically with each department to maximize the potential of our greatest asset – our employees. We are a catalyst for positive change and are focused on delivering quality services. We provide leadership and guidance in the employee recruiting, engagement, training, and policies to foster a positive work environment.

### **Scope:**

- Manage and administer all functions of the Human Resources Department identified in the Home Rule Charter, Administrative Code, Personnel Code, and Employee Handbook.
- Assure compliance with state and federal employment laws and regulations
- Uniform application of the Human Resources Code and Employee Handbook.
- Negotiate and administer all County labor agreements.
- Maintain personnel records relating to employee pay rates, paid time off, disciplinary actions and work performance.
- Develop and administer employee insurance programs such as medical, dental, vision, life, disability, unemployment and workers compensation.
- Organize and coordinate essential employee training, wellness, and safety programs.
- Promote and develop wellness and safety programs for county employees.
- Serve as a member of the County ADA Roundtable; represent Erie County on CCAP committees and boards, and others as designated by the County Executive.

### **Trends in Use of Services:**

- Continue to follow legislative changes to relevant laws and regulations, including the Affordable Care Act, EEOC, FLSA, FMLA, ADA etc.
- Total migration from paper to electronic data and processes.

### **Goals for 2025-2027:**

- Provide strategic guidance to facilitate succession planning for key positions within the county by identifying and developing future leaders. Includes recruiting, training, development and engagement initiatives.
- If the recruiting position is restored through court action, expand recruiting programs beyond current levels.
- Work with Finance and IT to select a payroll/personnel management system that addresses current workforce needs.
- Continue to negotiate with PSSU Prison Counselors for a 3-year contract cycle of 2024 – 2026. At this writing, a counterproposal our final offer is pending.

**Mission**Office of Children and Youth

The mission of the Erie County Office of Children and Youth (ECOCY) is to keep children safe and to respectfully engage families by using community-based services and supports in order to assist families to successfully care for their children

The primary function of ECOCY is to protect children and strengthen families. The goal of ECOCY is to keep children in their homes when it is deemed safe and to provide them with a safe environment when they are determined to be at risk.

ECOCY fulfills the requirements of the Federal Child Abuse Prevention and Treatment Act (CAPTA), the Preventing Sex Trafficking and Strengthening Families Act, the PA Child Protective Services Law (CPSL) and the Juvenile Act as well as other initiatives, bulletins, and statewide directives. The primary responsibilities of ECOCY as dictated by the laws and acts are as follows:

- Assessing reported child abuse cases and concerns related to general child well-being.
- Providing families with supportive services if needed.
- Monitoring the effectiveness of supportive services.

Edmund L. Thomas Adolescent Center/Shelter

The Edmund L. Thomas Adolescent Center (ELTAC) is the residential component of ECOCY and consists of two short-term therapeutic residential programs: secure juvenile detention and dependent shelter.

The primary function of ELTAC is to provide care for children who are court-ordered to reside at either of the residential programs offered there. At ELTAC children and youth receive:

- A safe and structured environment.
- Thorough screenings and assessments to evaluate any treatment needs, including medical, emotional, or behavioral.
- Therapeutic services necessary to meet identified needs.
- Educational instruction.
- Independent living skills in preparation for the transition to adulthood.

**Trends Impacting ECOCY and ELTAC**Erie County Office of Children and Youth

- Increase in reports of child abuse and neglect due to the expansion of the definitions of what constitutes abuse and who is considered a Perpetrator of abuse under the CPSL.
- Increase in number of families with alcohol/substance use/abuse concerns.
- Increase in complex cases with co-occurring concerns, including substance abuse,

- mental illness, homelessness, criminal justice involvement, and intellectual disabilities.
- Decrease in provider capacity due to staffing shortages.
- Increase in expectations related to provider monitoring resulting from the Family First Prevention Services Act.
- Increase in utilization of technology to improve efficiency and data-informed decision making.
- Increase in focus on workforce recruitment.

#### Edmund L. Thomas Adolescent Center/Shelter

- The youth placed at shelter frequently have complex needs including physical health concerns that are not easily met in foster/kinship.
- Utilization of Shelter beds (8) has stabilized.
- Detention census has increased due to:
  - An increase in juvenile crime.
  - Changes in federal policy which impacts the placement of juveniles charged as adults under Pennsylvania's Fisher Bill.
- The age and complexity of needs of youth are increasing, requiring staff to attain enhanced training to meet the needs of the children in care.
- ELTAC received certification as a Specialized Setting which enhances programing and maximizing federal funding.

#### **Combined Number of Employees (ECOCY and ELTAC): 279 Positions**

#### **Goals for 2025-2027**

- Increase the number of children in kinship care.
  - Review and revise the standards for Kinship Care as guided by the PA Office of Children, Youth, and Families.
- Decrease the number of children in congregate/institutional care.
- Reduce length-of-care days for youth in out-of-home care.
- Reduce length-of-care days for youth in shelter and residential levels of care.
  - Increase utilization of family centered strategies including engaging fathers and family engagement initiatives.
  - Identifying kin and engaging families' natural supports.
- Increase integrated data sharing and case planning to avoid duplication and enhance outcomes in shorter timeframes.
- Implement fiscal efficiencies (i.e., utilizing electronic service authorizations, records processing, and billing).
- Ensure high quality staff training and education.
- Increase community integration and collaboration to identify and remedy any gaps in the local service system for children and families.
- Support Enhanced Legal Representation for Client Families.
- Continue participation in a countywide collaborative approach to truancy.
- Reduce the overall agency vacancy rate for available positions.

#### **Capital Improvement Projects**

- Continue evaluation of workspace needs for staff.

**Mission**

The mission of the Office of Drug and Alcohol Abuse is to maintain a drug and alcohol service delivery system that makes available all necessary prevention and intervention, treatment, and recovery services, as well as case management, to the citizens of Erie County. This task must be accomplished in a cost-effective manner

**Authority**

- Pennsylvania Drug & Alcohol Abuse Control Act; Act 1972-63 (Amended Act 1985-119)
- Pennsylvania Race Horse Development & Gaming Act 2004-71 (Amended Act 2010-01)

**Customers**

- Residents of Erie County
- Persons suffering from substance abuse disorders
- Contracted service providers.

**Responsibilities and Services**

- Administer the County Drug and Alcohol Abuse Program by developing and implementing written policies and procedures governing the manner in which business is conducted.
- Assure that programs are in place to provide for a full array of drug and alcohol prevention, intervention, treatment, recovery, and case management services and make them accessible to the citizens of Erie County based on the availability of funding.
- Review and assess the community needs and ensure sufficient capacity to meet service and treatment needs through a community-wide process.
- Prepare the annual Prevention, Treatment, Recovery and Gambling Assessment & Plan.
- Prepare budgets for appropriate County, state and federal funding sources.
- Develop and coordinate a service delivery system.
- Administer earmarked gaming funds and programs related to drug and alcohol use and problem gambling.
- Administer the Opioid Settlement funds for proper disbursement and use within the County.
- Facilitate the Regional Recovery Hub initiatives and related activities.

**Trends in Use of Services**

- Drug and alcohol service utilization has continued to steadily grow over the past 10 years.
- Fentanyl/heroin/opiate abuse have resulted in an increased Overdose Death rate and need for overdose response (naloxone availability and warm handoff) and enhanced Opioid Use Disorder treatment and Medication Assisted Treatment (MAT) modalities.
- Alcohol, marijuana, stimulant, and opiate use are most prevalent in Erie County. The trend of increased use of stimulants (methamphetamine, cocaine) and opiates/heroin/fentanyl is seen throughout all zip codes of Erie County and in all adult age and demographic groups.
- Increased utilization of treatment by youth, those in the criminal justice system and an increased demand for long-term treatments and housing.

**Number of Employees: 22**

**Goals for 2025-2027**

- Work collaboratively within the Erie County Department of Human Services (DHS) and with the PA Department of Drug and Alcohol Programs (DDAP) on plans that best meet the needs of the citizens of Erie County.
- Increase Case Management Services to include intensive case management and case coordination to improve the treatment outcomes for individuals receiving D&A treatment services in Erie County.
- Expand the integration of DHS programs for the youth, adults and families served.
- Develop a cooperative drug and alcohol prevention/education strategy in the community that educates parents about prevention, intervention and available treatment.
- Utilize Opioid Settlement funds to work collaboratively to address and reduce fentanyl/heroin/opiate abuse in Erie County.
- Improve continuing education and training opportunities (including trauma-based) for direct care staff within the D&A service system to address the demand of increasing needs in conjunction with the decreasing health of the client.
- Collaborate with the Regional Recovery Hubs located throughout Pennsylvania to address the increasingly complex needs of persons in recovery.

**Capital Projects**

- None at this time but the department will continue ongoing review of the physical space needs of the staff at DHS.

**Mission**

The mission of the Office of Mental Health and Intellectual Disabilities is to administer the County Mental Health/Intellectual Disabilities, Homeless Assistance and HealthChoices programs and to assure that all necessary mental health and intellectual disabilities services are available to the residents of Erie County

**Authority**

- Mental Health and Intellectual Disabilities Act of 1966, Amended 2010

**Customers**

- Residents of Erie County
- Residents of Erie County who have mental illness, intellectual disabilities, or autism; or who are homeless, poor and in need of adult social services
- Children with serious emotional disturbances, significant developmental delays or who are at risk of serious emotional disturbance
- Providers of service.

**Responsibilities and Services**

- Assure that a program exists to provide support, treatment and rehabilitation for persons with mental illness.
- Assure that a program exists to provide housing, habilitation and vocational and/or supported employment services to persons with intellectual disabilities.
- Assure that a program exists to provide early intervention services to children with developmental delays.
- Assess community needs and assure sufficient capacity to meet service and treatment needs.
- Prepare annual needs-based plan and grant applications for services.
- Prepare budgets for appropriate County, state and federal funding sources.
- Serve as Primary Contractor for the HealthChoices program.
- Develop and coordinate a service delivery system.
- Negotiate, prepare and execute contracts with provider agencies and monitor performance.
- Coordinate planning and services with other human service agencies and systems (Education, Health, ODP, OVR, Corrections, United Way, Aging, etc.).
- Submit required periodic reports to funding sources.

**Trends in Use of Services**

- A challenged workforce that still lacks the critical mass of staff to meet the systemic needs of the community.

- The provider landscape continues to move toward more full-service health systems that include behavioral and physical health.
- Delivering service to residents in an integrated fashion among categorical programs.
- Provided care to 22,275 MH unduplicated consumers and 1,879 Intellectual Disabilities consumers.

**Number of Employees:** 30

#### **Goals for 2025-2027**

- Ongoing work on the Management structure of the Department of Human Services, including managers that work in MH/ID/OCY/D&A. Target areas continue to include Compliance, Quality, Contracting, Information Systems, Fiscal and Operations.
- Work collaboratively with the Office of Developmental Programs for policies that provide local control of program capacity management.
- Continue ongoing work on Contracting, Quality, Monitoring and Compliance activities inclusive of HealthChoices, base-funded services, OCY and D&A categoricals.
- Continue working toward integration of DHS programs for the youth, adults and families served.
- Continue to develop transitional services for adolescents transitioning from the child system to the adult system for adolescents with serious emotional disturbances (SED) and/or Intellectual Disabilities.
- Improve continuing education for direct care staff within the MH/ID service system.
- Continue joint meetings with DHS providers and advisory boards.
- Focus and lead the community efforts on the homeless/housing needs of the County via the Coordinated Entry system, the Homeless Management Information System (HMIS) and community partnerships.
- Continue to develop Value Based Purchasing to improve outcomes and quality for consumers with a focus on Blended Case Management, Mental Health Inpatient and Mental Health Outpatient services.

#### **Capital Projects**

- There are no current projects but the department will continue working with the administration on the ongoing physical space needs of the staff at DHS.

**Mission**

To align and support technological resources and services with the organizational goals of the County of Erie. Improve operational efficiency, enhancing customer service while driving innovation. Implementation of robust security measures, education of best practices for employees while maintaining a proactive role in identifying and mitigating risks.

**Authority**

- IT Policies and Procedures
- Internal Standard Operating Procedures

**Customers**

- Employees of the County of Erie
- Residents of the County of Erie

**Responsibilities and Services**

- Provide support and maintenance for all technological equipment, including virtual server infrastructure, workstations and peripherals, network infrastructure, software applications, storage devices, and other supporting hardware and software
- Deliver end-user support services to Erie County employees
- Implement robust backup and disaster recovery procedures: Real-time replication of all data across multiple data centers, following the 3-2-1-1 principles of backup and recovery
- Protect the County's technological assets and data through security initiatives: Provide data integrity utilizing immutable storage technology and encryption of data in rest and in transit. Utilization of NIST 2.0 Cybersecurity Framework to achieve standardization. Participation in annual penetration testing.
- Establish, implement, and enforce computer usage policies for employees, ensuring comprehensive documentation
- Create, review and enforce internal standard operating procedures for internal IT processes with the ultimate goal of achieving SOC II compliance
- Assist in delivering GIS mapping information and provide system support to multiple departments and Erie County residents
- Manage the County website and deliver public data to Erie County residents, supporting Open Government and transparency initiatives related to County budgeting processes and expenditures. Provide housing and tax assessment information, and facilitate online payment services for various county agencies.
- Facilitate and implement IT projects that enhance efficiency for various departments
- Create and implement both short-term and long-term IT strategic plans
- Ensure continuous 24/7/365 network and software access, maintaining a minimum of 99.9% resource availability



## **Trends in Use of Services**

As more processes become digital, the need for enhanced cybersecurity has increased. To address this, we initiated the first phase by establishing a full-time Cybersecurity Administrator position, completed in 2023.

The second phase involves a comprehensive organization-wide effort to migrate to FedRAMP-certified Government Office 365 services. This includes transitioning all on-premise email services to a secure cloud platform and utilizing SaaS to implement additional security features such as multi-factor authentication and advanced phishing protection. The second phase will be completed by the end of 2024.

The third phase entails deploying AI-assisted endpoint detection and response software to bolster our capability in identifying and mitigating cyber threats. Additionally, this phase involves establishing a 24x7 Network Operations Center for ongoing monitoring and alerting. Completion of all three phases is slated for the end of 2025

## **Number of Employees: 26**

### **Goals for 2025-2027**

- Adjust Information Technology job responsibilities to better align with technological advancements
- Enhance employee security awareness through quarterly training sessions and simulation exercises
- Secure robust cybersecurity insurance with higher coverage limits
- Centralization of virtual infrastructure platforms, resulting in decreased annual expenditures on hardware and support contracts
- Establishment and delegation of a Data Governance initiative. Centralize Erie County data into centralized repositories and databases
- Strive for SOC II compliance for the Health Choices program in collaboration with the Department of Human Services
- Enhance online payment services for all constituents by implementing an online tax payment service
- Support ongoing training initiatives and foster continuous career development opportunities for all Information Technology staff
- Continue refinement and citizen engagement activities using social media and the County Website
- Continue the process of migrating each County location to the centralized data center
- Collaboration with all county agencies to modernize software usage and implementation through the RFP process upon contract expirations

### **Capital Projects**

- Replacement of outdated analog phone systems, moving to modern VoIP services
- Implementation of MFA, advanced phishing, enhanced employee visibility
- Replacement and consolidation of wireless technology for employees and constituents
- Complete redesign and further enhancements to the County of Erie website

**Mission**

Our mission is to build a culture of curiosity and creativity by connecting people to information and interactions that ignite ideas, excite passions and inspire action to improve our collective quality of life.

**Responsibilities and Services**

- The Erie County Public Library shall be the public agency to provide the highest degree of access to library materials, services, information, and programs for the residents of Erie County through innovative, imaginative delivery techniques.
- Provide access to current and up-to-date materials, as well as provide access to the human records of the past — factual, imaginative, scientific and humanistic — partly through its own collections and partly through the interlibrary loan network in the region, state, and nation.
- Collect and organize the human record on all intellectual levels in many packages — print, non-print, and electronic with emphasis on the cultural and ethnic differences of our heritage.
- Provide access for the lifelong educational, recreational and vocational needs of Erie residents.
- Assist in preserving the history of the Erie community as well as cooperating with local, regional and state historical and/or genealogical agencies in this activity.
- Operate as the District Library Center for Erie and Crawford counties, appointed by the State Librarian (24 C.S. §9314)

**Goals for 2025-2027- Current Number of Employees: 76**

- Implement our 2024-2027 strategic plan for the Erie County Public Library (ECPL) to include District Library Center plans, and implement the 5-year District plan.
- Evaluate the needs at the identified new Millcreek branch location. Potentially add two new positions in 2026: one library clerk and one librarian to the renovated/new Millcreek Branch Library. Positions will be needed due to the anticipated expansion of the branch and offering of additional services.
- Continue to implement safety improvement recommendations from the County's Safety Audit.
- Through the JOC review, implement methods to increase awareness of the library's multiple meeting rooms, spaces and services.
- Continue applying the new collection acquisition strategy to account for the age of the collection, print/digital materials and language options while maintaining the mandated 12%.
- Create a streamlined method for children's and adult programming at all library locations. Continue offering digital programming options where there is demand.
- Continue the growth of Idea Lab services and maintain the Idea Lab's role in the Northwest Pennsylvania Innovation Beehive Network. Continue the Idea Lab's role in the Erie Regional Chamber's LEAD team through biweekly meeting attendance and idea sharing.
- Increase digitization of historical collections in Heritage Room.
- Create and implement a new policy review cycle. Policy committee reviews relevancy and current practices for policies, makes revisions and recommendations for Library Advisory Board review and approval.

**Capital Projects**

- HIRT Auditorium updates, estimated at \$500,000-\$700,000 (high priority)
- Branch renovations, including replacement of carpeting, ceiling and roof work, estimated \$50,000-\$75,000 (high priority)
- Blasco Master Plan Phase 4 (Childrens Dept Renovation), estimated at \$700,000 (medium priority)
- Accessibility and parking updates, \$25,000-\$75,000 (high priority)
  - Including renovating Blasco's public staircase
- Blasco Master Plan Phase 3, estimated at \$750K (lower priority) Carpet, paint, shelving
- Heritage Room equipment update, sound proofing and memory lab (lower priori

**Mission**

To allocate funds from the Liquid Fuels Tax Fund to the political subdivisions within Erie County for road and bridge maintenance, and construction.

**Responsibilities and Services**

- The Administrator of County Liquid Fuels prepares the annual budget, monthly financial statements and the year-end Pennsylvania Department of Transportation Report. Related financial information includes grant analysis, projection of unencumbered fund balance and the historical summary of revenue, expense and change in fund balance.
- The Administrator is also responsible for assisting municipalities with emergency applications, scheduling and recording minutes of the Emergency Liquid Fuels Committee meetings, and preparing resolutions for emergency applications for final Council approval. The Administrator serves as liaison for PennDOT Compliance Review Meetings.

**Emergency Liquid Fuels Committee**

- The Emergency Liquid Fuels Committee was established by County Council through Ordinance Number 40, 1978, "1979 Liquid Fuels Tax Fund Budget." The nine-member Committee consists of three representatives from the boroughs, three from the townships, and three from the cities. The purpose of the Committee is to review emergency applications on behalf of Erie County and forward approved applications to County Council for consideration. The Committee is also responsible for reviewing the annual budget and financial statements.
- On April 27, 1982, the Liquid Fuels Formula Committee was formed to determine a fair and equitable formula for the distribution of County liquid fuels funding. The Committee approved a 50 percent mileage, 22 percent population and 28 percent millage formula on September 14, 1982. This formula was presented to County Council for the first time in the 1983 Liquid Fuels Tax Fund Budget. Distribution factors are updated annually and the 50-22-28 formula remains in effect to date.

**Trends in Use of Services**

- The amount of Liquid Fuels tax revenue is declining annually.

**Goals for 2025-2027**

- To continue to allocate Liquid Fuels Tax Funds on a fair and equitable basis, provide administrative support to municipalities and record financial information in accordance with generally accepted accounting principles.

**Mission Statement**

The Erie County Department of Planning and Community Development provides strategic, coordinated guidance over the growth, planning, and development activities in Erie County with the goal of creating a healthy, prosperous, and vibrant community for all residents.

The Erie County Department of Planning and Community Development achieves its mission by providing professional planning services, program administration and project management activities that enhance the Erie community using a data-driven approach and open public engagement in decision making.

**Responsibilities and Services**Regional/Comprehensive Planning

- Coordinate with Erie County municipalities, the Erie County Planning Commission, area organizations and stakeholders, and the public to develop, maintain and implement the Erie County Comprehensive Plan; and assist the County's 38 municipalities in their comprehensive planning and land use regulatory efforts.
- Perform reviews and prepare recommendations pertaining to local planning and zoning, including changes in local zoning maps, amendments of zoning and subdivision ordinances, and adoption of new municipal comprehensive plans.
- Coordinate the development of Geographic Information Systems (GIS) for mapping and analysis to support Comprehensive Plan elements, and various local and regional planning initiatives.
- Administer and manage planning and construction projects in conjunction with various federal and state grant programs.
- Lead Broadband expansion efforts for Erie County.
- Assist with Emergency Service planning projects.
- Prepare grant applications on behalf of the County of Erie and local municipalities.
- Provide technical assistance for County-sponsored projects.

Compliance/Consistency Reviews

- Administer, maintain and periodically recommend amendments to the Erie County Subdivision and Land Development Ordinance
- Perform reviews and prepare recommendations for all subdivision and land development proposals located in Erie County.
- Perform mandated compliance/consistency reviews for all Subdivision/Land Development Plans; Act 247 Municipal Ordinance/Comprehensive Plans; Act 537 Municipal Sewage Facilities Plans and Modules; Acts 14/67/68/127 Permit/Land Use Notifications; and Executive Order 12372 Federal Grant Projects.
- Perform compliance/consistency reviews for all applicable grant proposals submitted by municipalities, organizations and agencies within Erie County to various federal and state grant programs.

### Grant Related Programs

- Coordinate and administer the Pennsylvania Agricultural Land Preservation Program
- Coordinate and administer the Pennsylvania Coastal Resource Management Program
- Coordinate and administer the Community Development Block Grant (CDBG) programs for Erie County, and the entitlement communities of the Borough of Edinboro, Girard Township, McKean Township, North East Borough and Millcreek Township. New entitlement communities for 2024 include Conneaut Township and for 2025 Washington Township.
- Coordinate and administer affordable housing initiatives through the HUD, DCED, HOME, and the Erie County (Act 137) Affordable Housing Fund.
- Coordinate and administer single-family home rehabilitation activities with funding received from the DCED Whole-Home Repairs fund and Act 137.
- Coordinate and administer the Erie County Recycling Program, maintain and implement the Erie County Municipal Solid Waste Management Plan.
- Implement the Erie County Recycling 5 - Year Strategic Plan.
- Coordinate and administer the Erie MPO Metropolitan Transportation Planning process and implement Erie County Transportation Plan initiatives.
- Coordinate and administer the NBIS Local Bridge Inspection Program.
- Coordinate and administer the Act 89 Local Use Fee and Act 13 Marcellus Shale funded Erie County At-Risk Bridge Program.
- Coordinate and administer the Erie County Greenways Program.
- Implement the Erie County Parks, Trails, and Recreation Plan and the Erie To Corry Trail plan.
- Provide assistance to municipalities on parks planning and implementation.

**Number of Employees:** 13 employees plus one per diem intern.

### **Goals for 2025 -2027**

#### Planning Services

- Provide professional planning services to municipalities including updates to the Erie County Comprehensive Plan, including trends in the areas of land use, housing, transportation, community facilities and utilities, natural resources and historic/cultural resources.
- Administer the demolition fees (Act 152) and local use fees (Act 89).
- Prepare plans that will help to achieve community goals and visions.  
Areas of focus include:
  - Housing and real property planning
  - Energy conservation
  - Agricultural preservation

- Historic and cultural asset plan
  - Greenways and recreation asset planning
  - Long Range Transportation Plan
- Continue to expand the Planning Program specialties by provide needed programmatic and planning support to municipalities, including:
  - Municipal comprehensive planning
  - Parks, Recreation and Greenspace planning
  - Community blight strategies and housing rehabilitation
  - Data analysis
  - Special project development
  - Broadband Expansion
  - Fire and EMS coordination and planning
  - Grant identification and assistance with grant application preparation

#### Build Community Capacity

- Identify gaps within municipal services that can be provided by the Department of Planning and Community Development team. Work to provide as many services within the mission of the department as possible.
- Facilitate the use of the Erie County Data Center as a tool for our municipalities to make data informed decisions.
- Coordinate with local officials to continue to upgrade public water and sanitary sewers systems in areas qualifying for CDBG funds under HUD's guidelines.
- Administer and monitor Erie County grant programs including ARPA Municipal Infrastructure Gap, Fire and EMS Transformational grants and Parks, Recreation and Greenways grants.
- Secure sustainable funding for Housing Rehabilitation Program and Erie County Community College Construction Trades Training Program.

#### Promote Sustainability and Environmental Protection

- Promote the County's Agriculture Preservation Program through conservation easements to promote agricultural land use.
- Continue operation of the Erie County Recycling Convenience Center site.
- Continue to host Electronics and Household Hazardous Waste (HHW) drop-off events countywide.
- Continue to host annual Erie County Recycling Summit.
- Implement recommendations of the Erie County Parks, Trails, and Recreation Plan to improve our community's portfolio of recreational assets and build capacity.

#### **Capital Projects**

- Carpet replacement in offices with buckling carpet for safety.

**Mission**

The mission of Pleasant Ridge Manor (PRM) is to assure that the medically and financially indigent of Erie County, who are determined to be in need of long-term care, shall receive the highest quality medical and nursing home care in an environment that promotes the psychological, social, spiritual, recreational and rehabilitative development of the individual.

**Authority**

- Institutional Laws of the state of Pennsylvania
- Pennsylvania Department of Health and Department of Public Welfare
- PRM Articles of Incorporation and Amendments

**Customers**

- Residents of Erie County
- Patients who meet the qualifications for nursing home care agreed upon by the Pennsylvania Department of Health, the Department of Public Welfare, and the Centers for Medicare and Medicaid Services (CMS)
- Families of PRM residents
- Erie County Executive and Erie County Council.

**Responsibilities and Services**

- Provide quality long-term care, palliative care and rehabilitation services to those admitted in line with state and federal requirements.

**Trends in Use of Services**

- The number of private, charitable and hospital-based nursing care facilities has stabilized. This will continue the competition among facilities for customers/patients. With the changes in Medicare reimbursements, funding patterns continue to be redirected to alternative care providers (home-and community-based, personal care and assisted living). Increased competition among service providers can have a negative effect on PRM's revenues. Length of stay for PRM residents has reduced, reflecting shorter stays due to residents returning home and/or delaying admission until the later stages of a chronic illness. Additional admissions need to be realized and are required to sustain desired occupancy levels. Explore "niche" services to enhance revenue. Recover from the impact of the pandemic on census, staffing and the challenges presented in operations throughout the Nursing Home Industry.

**Number of Employees: 260****Goals for 2025-2027**

- Continue to evaluate the impact of the market area on the demand for PRMskilled nursing and other related services.
- Improve hiring rate of nursing staff to maintain regulated staffing mandates and reduce agency cost.
- Continue to assess the impact of Community HealthChoices (Medical Assistance Managed Care)and supplemental revenue sources.



- Develop strategies for responding to the demand for services and available funding in a facility with 90 percent Medical Assistance population.
- Provide quality care and service to PRM customers.
- Assure compliance with the CMS Phase 3 revised regulations in order to minimize potential exposure to civil money penalties, sanctions and fines.
- Inform the Board of Trustees on issues that will influence its ability to make sound policy and programmatic decisions.
- Assist Erie County government in meeting the needs of Erie County residents while minimizing the need for County funding support.
- Work with local, state and federal elected officials to restore and maintain funding levels reflecting the cost and acuity of care for consumers. Continue to work with/through the Pennsylvania Association of County Affiliated Homes (PACAH) and enhance supplemental funding through the Intergovernmental Transfer and other programs as they become available.

### **Capital Projects**

- Short- and long-range planning will be completed, focusing on the completion of planned projects. The Board of Trustees and the Administration's input and guidance will be central to the process.
- Capital projects will be considered based on compliance, resident need and increasing operational effectiveness.

**Mission**

The Erie County Public Defender's Office serves the citizens of Erie County by providing legal representation to indigent adults facing incarceration or involuntary mental health commitment. The office also advocates for juveniles accused of delinquent acts.

**Funding and Legal Mandate**

Erie County, Pennsylvania, funds the Public Defender's Office as mandated by the Sixth Amendment of the United States Constitution, the Erie County Home Rule Charter (Article V, Section 2), and the landmark United States Supreme Court decision in *Gideon v. Wainwright*, 372 U.S. 335 (1963).

To meet these legal obligations, Erie County employs a team comprising ten full-time and nine part-time public defenders, an office manager, two investigators, and three administrative assistants.

**Caseload and Services**

In the past year, the Erie County Public Defender's Office represented clients in 3,770 adult criminal cases. The office also handled daily juvenile hearings, with 225 new juvenile cases. Additionally, public defenders attended multiple mental health hearings each week at Erie's hospital mental health units and conducted monthly hearings at North Warren.

The average caseload for a full-time public defender last year was 414 adult criminal cases, significantly exceeding the recommended caseload for court-appointed counsel.

According to the 2022 Legislative Budget and Finance Committee report on indigent defense funding, Erie County spend \$5.56 per capita across its county population on indigent defense with 2019 the most recent year the study provides for per capita funding. The national average of per capita funding on indigent defense is \$19.82.

**Goals for 2025-2027**

- Fill Attorney Vacancies: Actively recruit and hire to fill all attorney positions.
- Enhance Online Presence: Improve the Public Defender's online presence with informational materials and videos for clients and their families.
- Resource and Training Development: Equip trial attorneys with the necessary resources and training to utilize courtroom technology effectively for the benefit of their clients.
- Balance Caseloads: Implement strategies to balance attorney caseloads, enhancing effective counsel and preventing attorney burnout.
- Support Diversionary Programs: Continue to support diversionary programs such as treatment court and veterans' court to reduce recidivism and improve client quality of life.
- Dedicated Representation for Mentally Ill Defendants: Maintain dedicated representation for criminal defendants identified as seriously mentally ill.
- Accessible Public Defender Applications: Provide multiple means for clients to access and complete the public defender application.
- Paralegal Services: Offer paralegal services to assist attorneys in providing optimum

representation

The Erie County Public Defender's Office remains committed to ensuring justice and effective legal representation for all its clients.

**Mission**

To preserve, promote and protect the health, safety and well-being of the people and the environment of Erie County.

**Authority**

- Act 315 – Local Health Administration Law 1951, P.L. 1304 as amended (16 P.S. 12001 et. Seq.)
- 28 PA Code, Chapter 13, 15, 17, 18, 19, 27
- Act 537, Pennsylvania Sewage Facilities Act
- Act 106 of 2010, Retail Food Safety Act
- Local Ordinances (Manufactured Home Parks, Body Art, Campgrounds, Nuisance)
- General provisions, Erie County Administrative Code – Ord. 24 – 2006

**Customers**

- Residents of Erie County
- Business, education, insurance, social services and health-care organizations
- Local, state, and federal government organizations
- Owners of facilities that must comply with applicable laws
- Visitors to Erie County
- Public safety organizations and first responders.

**Responsibilities and Services**

- Develop and provide oversight of departmental budget and expenditures
- Complete the Community Health Needs Assessment
- Develop and implement the Community Health Improvement Plan
- Coordinate efforts and all required documentation for Public Health Accreditation Board (PHAB) re-accreditation and performance/quality improvement activities
- Seek grant funding to expand programs and diversify funding streams
- Provide clinical services for tuberculosis, STD/HIV, and immunizations
- Implement the Nurse Family Partnership home visiting program
- Investigate and report on communicable diseases
- Provide community health education to refugees and New Americans
- Conduct investigations on all reported animal bites and scratches to prevent rabies in humans
- Conduct inspections and investigations applicable to environmental regulations
- Provide educational programs in proper food handling for residents of Erie County
- Provide educational programs in Small Flow Treatment Facility (SFTF) maintenance and traditional On-Lot Sewage Systems
- Regulate on-lot septic and sewer systems
- Issue permits and licenses to regulated facilities
- Enforce environmental rules and regulations

- Oversee water quality of streams and waterways via assistance with DEP spill response/HAZMAT
- Conduct surveillance of mosquito and tick populations
- Provide service to identify ticks and educate about Lyme disease
- Manage and administer programs related to maternal child health, chronic diseases, and public health preparedness
- Provide lead screening services
- Participate on boards and task forces throughout the county to remain apprised of public health concerns in the community
- Establish strategic leadership, direction, assessment, and coordination of preparedness activities (including Strategic National Stockpile response) to ensure readiness
- Work in conjunction with the Erie County Department of Public Safety and regional emergency response groups to provide a coordinated response to public health threats
- Analyze and share epidemiological data with the community
- Facilitate and maintain the Northwest PA Medical Reserve Corps
- Maintain birth, death, and cancer databases for Erie County
- Establish and facilitate a community advisory board to provide guidance and feedback regarding ECDH service

### **Trends in Use of Services**

- The demand for public health services continues to increase.
- Services at ECDH are impacted by a number of factors at this time:
  - Staffing shortages and hiring difficulties
  - Modified services due to difficulties in hiring Public Health Nurses
- National public health trends continue to evolve. The national focus on public health at all levels has revealed that funding support for public health infrastructure is a long-term necessity.
- CHS - Sexually Transmitted Diseases (STD):
  - Since 2020, chlamydia cases have remained level, gonorrhea cases have dropped significantly, and syphilis cases have increased
  - The STD clinic has increased in the number of patients seen since 2020. High risk populations include individuals between the ages of 15 and 40.
- Tuberculosis (TB):
  - Cases of Tuberculosis have increased since 2020, and use of the TB program at ECDH has increased.
- Communicable Disease Control:
  - Case numbers investigated annually have increased since last year.
- Nurse Family Partnership:
  - Programmatic staffing requirements have hindered the local operations of this service.
- The majority of the Environmental division's resources are expended in the inspection and licensing of regulated facilities. The overall trend for the following programs is stable with very little variation in the number of facilities. As the workforce has received training and stability since 2023, there has been an increase in the number of inspections completed.

Within the first quarter of 2024, over 800 annual inspections were conducted.

- Complaints continue to come into the department about a variety of issues. As of June 2024, the department has responded to over 200 complaints from the general public.
- Applications, permitting and inspection in the on-lot septic program and small flow treatment facility program have increased annually. As of June 2024, 597 small flow treatment facilities have been permitted.
- The Title V program has shifted its focus from nurse home visits to collaborating with a community-based organization for doula services to women of color to improve health disparities. This is a national trend supported and funded by the PADOH.
- Statewide, there is insufficient funding for screening and education surrounding lead poisoning prevention. This has contributed to elevated cases of lead poisoning in Erie County when compared to other counties. The department has assumed this responsibility and is providing screening and referral services based on this community need.

### **Number of Employees**

- 71

### **Goals for 2025-2027**

- Work with community partners and others to improve preparedness in the County for public health emergencies and events, such as the COVID-19 pandemic
- Combine all Divisions' policies into a consolidated Policy and Procedure Manual
- Recruit for and fill the Director of Nursing position
- Expand the ability to provide vaccines to the uninsured and underinsured population
- Regularly review and analyze programs through the quality assurance/quality improvement committee and annual review of policies and procedures
- Reinvigorate the utilization of the performance management platform
- Expand clinical services for tuberculosis, sexually transmitted diseases, HIV, and immunization
- Build out reporting features of environmental health inspection software
- Restructure current environmental licensing and permitting fee schedule with supporting policy
- Explore funding sources for small flow treatment facility (SFTF) program to continue with research sampling
- Explore funding sources for Harmful Algal Bloom program to continue at current standard
- Conduct workload analysis for environmental health services
- Improve access and understanding of public health data and information through data visualization techniques
- Utilize data enhancements to improve internal operations
- Build a robust educational and awareness program surrounding lead testing in children
- Implement and lead a Community Advisory Board (CAB) consisting of a diverse group of community members and leaders
- Research, develop, and implement community-based programming to improve health and safety of the community

- Identify health disparities to develop programs for groups that are disproportionately affected
- Establish an opioid fatality review committee leveraging opioid settlement funds
- Expand wastewater data surveillance capacity
- Coordinate department-wide performance management and quality improvement projects

**Capital Projects**

- Roof replacement
- HVAC replacement
- Install new windows throughout building
- Replace flooring departmentwide
- Upgrade security system

## **PUBLIC SAFETY**

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### **Mission**

The Erie County Department of Public Safety provides for the safety and welfare of the public through comprehensive programs: 9-1-1 / Emergency Dispatch Services and Emergency Management (prevention, mitigation, preparedness, response and recovery) while providing the highest standard of customer service with a customer friendly approach, public transparency and accountability.

### **Authority**

- Pennsylvania Emergency Services Code, 35 Pa. C.S.
- Erie County Administrative Code
- Erie County Emergency Operations Plan
- Erie County Directives, Policy and Procedures.

### **Responsibilities and Services**

- Provide 9-1-1 / Emergency Dispatch Services to the citizens, visitors and emergency services providers (EMS, Fire and Law Enforcement) of Erie County.
- Provide public education programs to our community to ensure the safety and welfare of our citizens and visitors of Erie County.
- Coordination with municipal stakeholders to mitigate against, prepare for, respond to, and recover from emergencies including natural disasters, acts of terrorism, or other man-made disasters.
- Collaborate with local, county, state and federal officials and non-governmental organizations to provide the highest standard of customer service to our citizens and visitors of Erie County.

### **Number of Employees:**

- 26 administrative (including 2 GIS; and 3 IT employees);
- 52 PublicSafety Telecommunicators

### **Specialized Volunteer Teams:**

- |   |               |
|---|---------------|
| • Erie County Hazardous Materials Response Team         | 30 volunteers |
| • Erie County Auxiliary Communications Service/RACES    | 50 volunteers |
| • Erie County Community Emergency Response Team (CERT)  | 15 volunteers |
| • Erie County Local Emergency Planning Committee (LEPC) | 40 volunteers |

### **Goals for 2025-2027**

- Enhance community safety by creating a framework for regional coordination of Public Safety and emergency preparedness efforts, including:
  - Recruitment and retention
  - Improvement of incident response times
  - Identifying cost efficiencies and safety improvements
  - Determining educational needs and programs
  - Disaster preparedness
- Implement Prepared Assist Artificial Intelligence (AI) applications to improve the efficiency and accuracy of 9-1-1 call processing and dispatch services.



**Capital Projects:**

- Replacement of dispatch consoles; re-organization of the dispatch center.
- Upgrade the administrative phone system.
- Replacement of the Hazmat Vehicle 808

**Mission**

The mission of the Erie County Sheriff's Office is to fulfill its obligation to the citizens of Erie County by providing services and programs to maintain safety and education for all who live in the community. To meet all statutory and constitutional standards of this office while working with all of law enforcement within Erie County to provide a safer environment for the citizens we serve.

**Authority**

- Constitution of Pennsylvania
- Purdon's Statutes
- Case Law

**Customers**

- Residents/taxpayers of Erie County

**Responsibilities and Services**

- Serve all citizens of Erie County by enforcing the laws of the Commonwealth of Pennsylvania, serving Court Orders, providing / maintaining security and order in the Courthouse, and any and all duties set forth in Purdon's Statutes and Case Law.

**Trends in Use of Services**

- The number of actions performed by this office can vary dramatically based on events in the community.

**Number of Employees:** 40 full time, 5 per diem (Alotted)

**Goals for 2025-2027**

The addition of 10-15 full time Deputies to restructure our office to institute a specified Courtroom Security Section , as we now take all from other sections that now creates a drastic loss of productivity. One to assist in the daily operation(s) of the Erie County DayReport Center which opened in 2020 (delays were caused by COVID-19). This position was agreed upon by members of council in 2019. And one Deputy to add to this Office's Warrant section to assist in effectuating the backlog of warrants, due to Covid 19

- Seek / Provide ongoing training for deputies to deal with high stress situation(s) non-lethal and lethal as well as improving communication skills.
- Add a clerical staff position to keep up with the demands of license to carry applicants in a timely manner, which is mandated by law. The addition of a clerical position would also assist with daily preparation and process of civil papers and including Protection From Abuse Orders. There has been no additional staff to assist in this area for some time and leaves this office understaffed when employees are sick and or afforded time off for one reason or another. This has been an ongoing issue that needs to be addressed by this office.
- Continue to be a supportive role in the Erie County law enforcement community.
- Enhance present building security to provide a safer/more secure environment by improving and attaining the proper equipment/training to properly secure / protect the Courthouse and employees and public in a time of disaster. i.e. active shooter, rioting / assault on the

building.

- Continue to develop a plan within the Courthouse to train employees, how to respond in the event of an emergency to include fire, bomb threat, activeshooter or assault on the building.
- Continue to expand School Resource Program if requested.
- Institute the addition of software to assist with online Licence to Carry permits.
- Continue to support and participate with the PAL program with EPD.
- Obtain grant monies, whenever available, for equipment and training. As to be a cost effective savings to the taxpayers.
- Utilize the many systems of the 911 Center ie. RMS, GPS and to stay informed with the Next Generation Public Safety System.

#### CAPITOL PROJECTS

- Upgrade fleet vehicles each year with 3 new vehicles instead of 2 due to our aging fleet and repair costs. (approximately \$175- 200,000.00 with upfitting)
- Acquire / Upgrade computers as per IT they soon will be obsolete.
- Expand the size of our prisoner holding facility to enhance security and safety for county employees and prisoners .This area still remains a major security and needs to be addressed.
- Upgrade front office façade to improve appearance and safety concerns of our clerical staff. And to create a professional environment for staff and patrons.

\*\* Create a bigger space for LTC to alleviate the larger growing volume of visitors to the 4<sup>th</sup>. Floor and to reduce the over use of an already aged elevator system. This was done during Covid pandemic utilizing a first floor location which made for a smoother and safer process for all.

And to initiate Permittium an online LTC program.

## **Veterans Services**

### **Mission**

The mission of the Erie County Department of Veterans Services is assist the over 17,000 veterans and their families by securing the benefits and services they are entitled under the laws of the Commonwealth of Pennsylvania and Federal Laws and Regulations. We also assist veterans with these services through education, training and advocacy. We provide Erie County VSO's, funeral homes and cemeteries with flags and markers for veterans grave sites and process County burial benefits

### **Authority**

- State Act 1278 (established a Graves Registration Office in the County)
- State Act 323 of 1955 (changed the office to the present Department of Veterans Affairs)

### **Scope**

- Process Federal VA Disability Compensation, Pension and Education benefits.
- Process State Veterans Benefits Programs.
- Collaborate with other Veterans Organizations and Non-Profits within Erie County and Commonwealth.
- Ensure that all Erie County Veterans receive their County burial benefits.
- Provide training and education through outreach programs and in-house seminars.
- Service as member of the Veterans Treatment Court and it's Mentor Program.
- Maintain and update the DD-214 database and retrieve DD-214's for veterans and their families.
- Advocate for veterans benefits at the County, State and Federal levels.

### **Goals for 2025-2027**

- Increase our public awareness through local media channels and outreach events to increase our available services and increase VA disability claims.
- Develop outreach programs to assist veterans in outer locations by collaborating with local elected officials by holding workshops at their locations.
- Work with the DMVA and NCA to establish a State Veterans Cemetery in Erie County.
- Team up with the Erie VAMC and the DMVA to provide workshops and seminars on available benefits for Erie County Veterans and their families.