

The McKeesport Plan

Early Intervention Program EIP Management Plan



The preparation of The McKeesport Plan was financed in part through an Early Intervention Program – grant from the Pennsylvania Department of Community and Economic Development, as administered by the Governor’s Center for Local Government Services.

**Step IV – Police
and Fire Report**



Submitted by:

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September 2010

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POLICE DEPARTMENT

The review of the McKeesport Police Department was conducted by John J. Daley, police consultant for Delta Development Group, Inc. (Delta), as part of Step IV of the Early Intervention Program (EIP) Five-Year Financial and Management Plan for the City of McKeesport. Mr. Daley has over 30 years of experience in law enforcement, 17 as second-in-command of a suburban Milwaukee, Wisconsin, police department followed by 4 years as a police chief in Pennsylvania. He has a master’s degree in criminal justice from the University of Wisconsin, and he has taught college-level classes in the police science curriculum. He is a graduate of the FBI National Academy and serves as an Executive Board member of the Western Pennsylvania Chapter of the FBI National Academy Associates. Mr. Daley also serves as a security consultant, conducting internal investigations for a large corporation. To complete this evaluation, the police consultant conducted fieldwork and site investigations, analyzed data, gathered information from comparable local government operations, and conducted extensive research. Personal interviews were held with the Police Chief and other key personnel in the police department, including officers and a police union steward. The ICMA publication *Standards for Effective Local Government* and publications available through the International Association of Chiefs of Police (IACP) were used as part of the review of the department. The recommendations contained in this report are based on recognized standards, accepted practices, and government mandates.



It is the intent of the police consultant and Delta to provide McKeesport’s public officials with a complete, comprehensive, and professional evaluation of the provision of police services to their community. This report is developed and submitted with the sole purpose of improving existing conditions through a comprehensive evaluation of the police operations.

The high number of vacant properties and low rent areas can be breeding grounds for crime.

BACKGROUND

The City of McKeesport is a diverse, densely populated, urban community located in Allegheny County, approximately 15 miles southeast of the City of Pittsburgh. McKeesport is 5.15 square miles in area and has a population of 24,040, according to the 2000 Census, 23% of whom live below the poverty level. In the 1940s, McKeesport was a fast-growing city with a population of 55,340. McKeesport has since lost 56% of its population due, in large part, to the loss of the steel industry that was a critical part of McKeesport’s economic lifeline. As a result, there are a significant number of vacant and substandard buildings in both the residential neighborhoods and in the business district.

McKeesport has two Section 8 housing developments owned and operated by the Housing Authority and patrolled by the Police Department: Crawford Village with 63 buildings and Harrison Village with 17 buildings. Security for these facilities is provided by off-duty McKeesport police officers. There are also several other privately owned Section 8 housing developments in McKeesport that are patrolled by private security guards. These facilities are involved in a disproportionate percentage of the criminal activity reported for the City of McKeesport.

Within McKeesport there are many high-end and moderate family homes in good repair, as well as some in severe disrepair or vacant, which invites criminal activity. The high number of vacant properties and low-rent areas can be breeding grounds for crime, and as a result, the call volume for the McKeesport Police Department is relatively high, which presents a significant challenge for the police force. Although data is not available for all years through the U.S. Bureau of Justice, the number of violent crimes in McKeesport from 2002 through 2008 has averaged 326 annually. Table 1 below shows the actual number of violent crimes in McKeesport and 12 comparable communities.

TABLE 1 — VIOLENT CRIME — OFFENSES KNOWN TO LAW ENFORCEMENT
COMPARABLE COMMUNITIES (2002 – 2008)

City	2002	2003	2004	2005	2006	2007	2008	% Change from 2002 - 2008
Chester	677		731	934	984	945	1055	55.8%
Duquesne	137	123		91	100	88	97	N/A
Easton	217	158	165	176	166	156	157	N/A
Johnstown	149	179	226	164	132	145	114	-23.5%
Lebanon	164	180	184	168	152	112	114	-30.5%
McKeesport	320			355		299	331	3.4%
Monroeville	94	114	99	93	84	104	99	5.3%
New Castle	213		206			2	230	8.0%
Norristown	375	344	349		523	408	406	8.3%
North Versailles	57	61	64	60	38	37	66	15.8%
Pottstown	199	222	215	164	206	221	202	1.5%
Wilksburg	191	209			165	193	184	-3.7%
Williamsport	128	116	108	134	112	98	99	-22.7%

Source: U.S. Department of Justice — Federal Bureau of Investigation

The numbers of violent crimes in McKeesport were lower in 2008 than they were in 2005, but not as low as they were in 2007.

A more relevant measure of criminal activity in a community is the rate of violent crime. Table 2 below shows a 13.14% increase in the violent crime rate in McKeesport over the same six-year period.

TABLE 2 — VIOLENT CRIME RATE— COMPARABLE COMMUNITIES

City	2002	2003	2004	2005	2006	2007	2008	% Change from 2002 - 2008
Chester	18	N/A	20	25	27	26	29	57.44%
Duquesne	19	17	N/A	13	15	13	15	-21.74%
Easton	8	6	6	7	6	6	6	-26.80%
Johnstown	5	6	8	6	5	6	5	-5.19%
Lebanon	7	7	8	7	6	5	5	-29.46%
Liberty	N/A	N/A	N/A	N/A	N/A	1	2	N/A
McKeesport	13	N/A	N/A	15	N/A	13	15	13.14%
Monroeville	3	4	3	3	3	4	4	12.76%
New Castle	8	N/A	8	N/A	N/A	5	9	17.75%
Norristown	12	11	11	N/A	17	14	13	9.04%
North Versailles	5	6	5	5	3	3	5	6.05%
Pottstown	9	10	10	8	10	10	9	4.70%
White Oak	N/A	N/A	N/A	N/A	N/A	N/A	1	N/A
Wilkinsburg	10	11	N/A	N/A	9	11	11	6.10%
Williamsport	4	4	4	4	4	3	3	-18.81%

**rate illustrates number of violent crimes per 1,000 people*
Source: U.S. Department of Justice — Federal Bureau of Investigation

Actual numbers of violent crimes in McKeesport have fluctuated over the past six years but demonstrate an overall increase. McKeesport experienced a substantially larger increase in violent crime rate than comparable communities. In fact, only Chester and New Castle experienced a greater percentage change in violent crime rate. McKeesport had roughly the same percentage change in violent crime rate as the communities of Monroeville, and Norristown.

ORGANIZATIONAL STRUCTURE

The police department, as established by a City Ordinance under the City's home rule charter, is under the supervision of the Mayor, with the Chief directing the day-to-day operations. The police department includes 61 sworn officers, two clerical staff employees, and six school crossing guards. The Mayor has a close working relationship with the Chief, who regularly keeps the Mayor updated on the department's activities. The Chief has indicated that he enjoys a good working relationship with the Mayor, City Council, and the City Administrator. Currently, the police department is composed of the following:

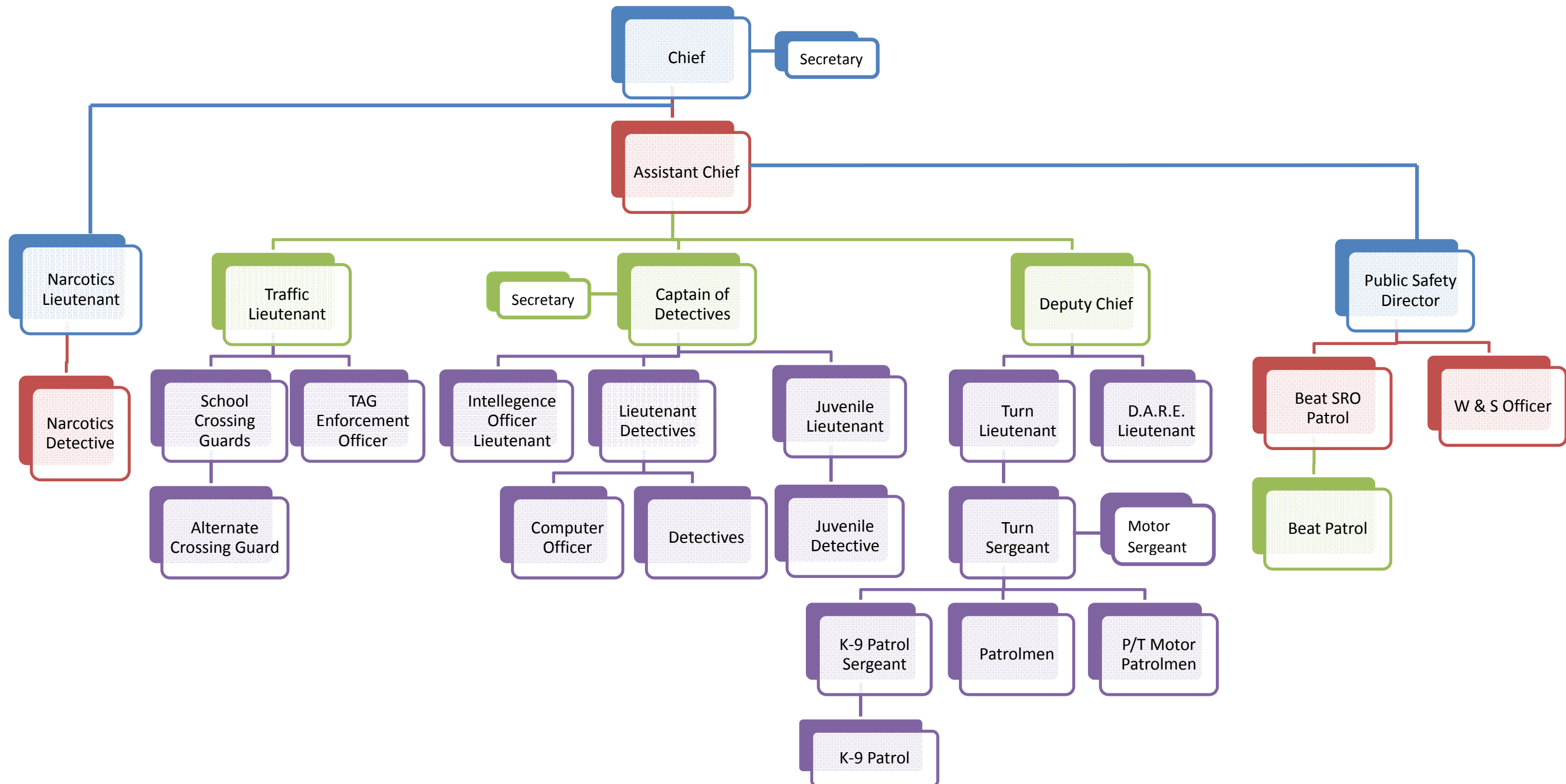
- Chief of Police
- Assistant chief
- Deputy Chief
- 3 Patrol Lieutenants (one vacancy)
- 1 Detective Lieutenant

- 1 Juvenile Lieutenant
- 1 Traffic Lieutenant who is also the D.A.R.E. Lieutenant
- 1 Weed and Seed Lieutenant
- 1 Narcotics Sergeant
- 3 Narcotics Detectives
- 3 General Investigation Detectives
- 1 Juvenile Detective
- 1 Intelligence Sergeant
- 1 Motor Vehicle Carrier Enforcement Sergeant
- 3 Patrol Sergeants
- 1 K9 Sergeant
- 27 full-time Patrol Officers, 3 of whom are K9 Officers
- 10 part-time (32 hours weekly) Foot Beat Officers
- 1 Parking Enforcement (TAG) Officer
- 1 School Resource Officer
- 1 Computer Crimes Officer
- 2 clerical staff
- 6 school crossing guards

Figure 1 displays the current configuration of the police department, which was provided by the Chief of Police. There are some changes that have been made that are not yet reflected in the draft and other changes that are contemplated by the Chief. Currently the Narcotics Lieutenant position is held by a Sergeant; there is no Captain of Detectives; there is an Intelligence Sergeant rather than an Intelligence Lieutenant; and the Weed and Seed Officer is a Lieutenant who holds the Public Safety Director position. In addition to the sworn personnel, there are two clerical support personnel and six school crossing guards.

The current organizational chart displayed in Figure 1 reflects a department that is in need of reorganization. Currently, the department has more command level ranks (lieutenants and above) than would be expected for an agency the size of the McKeesport PD. The Chief is aware of this fact and has indicated that he intends to streamline the department when the opportunity is presented.

FIGURE 1 — CURRENT ORGANIZATIONAL STRUCTURE OF MCKEESPORT POLICE DEPARTMENT



POLICE MANAGEMENT

There has been significant transition in the upper ranks of the McKeesport Police Department in the past year. In late 2009, Chief Joseph Pero retired after six years as chief and was replaced by Alfred Tedesco. Chief Tedesco served briefly until retiring in January 2010, when he was replaced by Chief Bryan Washowich. Chief Washowich, who was hired as a part-time Patrol Officer in 1993, has advanced through the department ranks and most recently had been the Captain of Detectives prior to his selection as chief. In addition to that promotion, former Lieutenant Tom Greene, who has been with the department for 23 years, was promoted to the position of Assistant Chief of Police. The Deputy Chief of Police has held the position for 11 years and he has expressed his intention to retire in February 2011 with over 20 years of service with the police force.



The members of the McKeesport Police Department who were interviewed for this report, including command level personnel, supervisors, a Union Steward and Patrol Officers, expressed support and confidence in the new Chief. The opinions expressed were very favorable of the Chief's style of management and it is believed that the overall morale of the police department has improved with the selection of the Chief to head the department.

Police department employees recognize that McKeesport has limited financial resources for fulfilling its function. Hence, the City cannot routinely provide the officers with equipment that other police departments provide for their personnel as standard issue. Each officer receives a badge and a hat shield from the City, but the rest of the equipment has to be purchased by the officer using the annual \$700 uniform allowance or personal funds. Officers are required to buy their own duty weapons, soft body armor, gun belts, handcuffs, flashlights, and tasers. Many of the officers have purchased their own handheld radios, since there are not enough portable radios for everyone to have one assigned exclusively to each officer. A number of officers have also purchased their own patrol rifles. The department does not have enough shotguns to equip every vehicle with one, so officers who wish to take a shotgun on patrol must sign one out at the beginning of each shift and return it afterwards.

Since the City does not have the resources to fund new equipment purchases on its own, the department managers watch for available grants to help acquire equipment. Most recently, a grant was used to purchase five new patrol vehicles. The department has also benefitted from grants that were obtained by other agencies in the City:

- The Housing Authority and the McKeesport School District used grants to purchase and install video surveillance cameras to monitor their property. These

surveillance camera systems can be invaluable to the police when investigating crimes.

- A grant request has been submitted to obtain funds for a Port Security surveillance system, which will allow some 25 remote-controlled cameras to be installed in and around the riverfront and the downtown area.
- A grant has been submitted for the department to acquire two Forward Looking Infra Red (FLIR) cameras that provide night vision viewing/recording capability to the police.
- A grant has been submitted to acquire technology to perform Geographical Map Analysis in order to show when and where crimes are being committed. This program would assist the department decision makers on how best to deploy their officers to deter criminal activity and apprehend offenders.¹

The department also takes advantage of no-cost programs that are available to police agencies. Examples of two free programs that the McKeesport Police Department has begun using are “Nixle” (<http://www.nixle.com>), which is a public networking site that allows the department to send secure instant emergency messages to all users in a designated geographic area. Members of the public can sign up to receive important information directly from the police department about incidents occurring in their area. The other free program that McKeesport is participating in is called “A Child Is Missing.” This service is used whenever a child is reported missing and the department wishes to instantly alert members of the community in an attempt to help locate the missing child. An automated message with the child’s description and other relevant information is sent to all telephone subscribers in a designated area.

It is commendable that despite having limited financial resources from which to draw, the McKeesport Police Department management team strives to take advantage of programs that are available through grants or are no cost to them. This helps the department obtain programs and equipment that it otherwise would have to do without.

PATROL FUNCTION

The patrol division is the backbone of every local police department, and its importance is best depicted by the following statement:

Patrol is the primary and most important activity of the police organization. The patrol force is the largest unit of the police organization, is distributed throughout the community and operates on a 24-hour basis; its members are in constant contact with the public. The patrol function is so basic to meeting the police responsibility that its objectives are synonymous with the total police responsibility. These objectives include the prevention and suppression of crime, the safeguarding of lives and property, the apprehension of

¹ *The Visual Alert RMS that the McKeesport Police Department already uses may already have this function, or there might be an upgrade available. Refer to the Technology Report for additional information*

criminals, the control of traffic and non-criminal conduct and the provision of public services.²



Currently, McKeesport PD has 47 officers of its 61 sworn officer complement (75%) assigned to patrol duties providing around-the-clock police coverage for the City. This number includes the patrol supervisors and K-9 Officers, motor carrier enforcement sergeant and the TAG Officer. The collective bargaining agreement requires that at a minimum, there shall be a patrol shift commander, a warden (officer assigned to the police station to handle walk-in complaints and monitor the lock-up

facility), and three motor patrol units on daylight shift. On the 3 p.m. to 11 p.m. and the 11 p.m. to 7 a.m. shifts, four motor patrol units are required. Usually there are five or six motor Patrol Officers and a supervisor working each shift. In addition to the motor patrol units, there are two Foot Patrol Officers working various shifts in the downtown area along with Bicycle Officers being used to patrol neighborhoods.

When sick days, compensatory time, vacation time, bereavement days, holidays, and other time off are factored into this equation, this complement of patrol personnel is about what is required given the number of calls for service received by the police department. The IACP, which is widely recognized as an authority on police administration, has developed a formula designed to address the requirements of any given municipality with respect to the patrol function of a police

department. The formula takes into account the annual calls for service and the number of hours that are available and required to perform routine patrol functions such as responding, clearing, and reporting incidents. In utilizing this formula, the requirement for the McKeesport Police Department is a maximum of 48 police Patrol Officers. (See Appendix 1 for the detailed calculation of the patrol requirements.) This is the minimum number of Patrol Officers that should be assigned to the patrol function. This number does not include Detectives, Investigators, Juvenile Officers, supervisors, or any officers who do not directly and routinely undertake patrol activities. As stated earlier, McKeesport has 47 police Patrol Officers (including the TAG Officer), which is only one less Patrol Officer than the IACP recommends.

In utilizing this IACP formula, the requirement for the McKeesport Police Department is a maximum of 48 police patrol officers.

² Vern L. Foley, *Police Patrol Techniques and Tactics* (Springfield, IL.: Charles C. Thomas, 1973).

The IACP recognizes this formula cannot be used by all communities to determine staffing levels because communities are unique and the type of policing is not the same in every community. The IACP offers a service, free of charge to cities, whereby it will bring a team into a community to specifically evaluate the patrol needs. There are several factors that they consider when making a recommendation:

- Policing philosophy
- Police policies and practices
- Number of calls for service
- Population style and density
- Composition of population, particularly age structure
- Stability and transiency of population
- Cultural conditions
- Policies of prosecutorial, judicial, correctional, and probation agencies
- Crime reporting practices of citizenry
- Municipal resources³

Some police departments divide up their officers' time by having them dedicate one-third of their time to answering calls for service, one-third of their time for patrolling and engaging in proactive activities, and one-third for performing administrative duties, breaks, and meetings with supervisors, while other police departments might not have time for their officers to provide any patrol or engage in proactive activity due to the high volume of calls for service. If a department/community wants its officers to be dedicated to community relations, problem solving, or using more proactive activities, more officers will be required to fulfill the patrol function. On the other hand, departments/communities that do not emphasize the community-oriented approach to policing can get by with fewer officers.

In determining how many patrol officers are needed for a community, the amount of available municipal resources is most often the controlling factor. In other words, the question is not "How many patrol officers does McKeesport need?" Rather, the question is "How many patrol officers can McKeesport afford?" The answer to that question must come from the political decision makers in the City, with consideration of input from the police managers. The Chief believes that the department is adequately staffed at this time, although he sees a need to reduce the number of command level officers and increase the number of Patrol Officers.

³ International Association of Chiefs of Police, *Patrol Staffing and Deployment Study*. (See Appendix 2 for information about the IACP Professional Assistance Program.)

SPECIAL WEAPONS AND TACTICS

The former Police Chief was considering the creation of a McKeesport Police Department Special Weapons and Tactics (SWAT) team; however, that concept is no longer under consideration. To properly select, equip, and train a competent and effective SWAT team is far too expensive an endeavor for the McKeesport Police Department to undertake. This is especially true when one considers that the Allegheny County Police Department (ACPD) already has a SWAT team available to assist any agency in Allegheny County at no cost to the agency. McKeesport will continue to rely heavily upon the ACPD whenever it is necessary to have a SWAT team respond to an incident in McKeesport.

The McKeesport Police Department recently participated in a training exercise at McKeesport High School in which the ACPD SWAT team was involved. The training was well received and among lessons learned was that the McKeesport Police Department's portable radios did not work reliably within the school building and that created a serious communication problem for the officers who were involved in the training scenario. It is recommended that the police consultant will investigate whether radio repeaters installed inside the school buildings would alleviate the radio communication problem. If so, the McKeesport School District should be asked to purchase and install a repeater so that police communications would be ensured in the event an incident occurred inside the school buildings. If this same radio communication problem exists in other facilities, such as McKeesport Hospital, a similar approach should be taken to solve the problem and have the owners pay for the radio repeater.

DETECTIVE DIVISION

The McKeesport Police Department has a Detective Division that consists of a detective lieutenant, three detectives, a juvenile lieutenant, a juvenile detective, an intelligence sergeant, a narcotics sergeant, three narcotics detectives (two of whom are assigned to a drug task force), and a Computer Crimes Officer. The position of detective captain has remained vacant for some time, so a detective lieutenant is in command of the Detective Division. The Detective Division provides coverage from 8 a.m. to 10 p.m. every day except Sunday and from 2 p.m. to 10 p.m. on Saturdays. Whenever detectives are needed outside those hours, they are called in to work overtime.

Generally, detectives are not dispatched to respond to calls along with Patrol Officers. However, if a serious offense occurs, or if the Patrol Officers need their expertise, detectives will respond to the scene and assist the Patrol Officers. *Note: This reviewer witnessed detectives assisting the patrol division three times during a ride-along session on July 15, 2010. The first incident was a multi-vehicle crash with injuries, the second was a fight involving juveniles, and the third was an attempted arson to an occupied apartment.*

Typically, the Patrol Officers generate crime reports of incidents that have been assigned to them, or that they initiated themselves, during their respective shifts. Those reports are reviewed each day by the detective sergeant (intelligence sergeant), who then assigns detectives to do follow-up investigation when appropriate. The assigned detective then

becomes responsible for completing the investigation on the case. When the case involves juveniles, the case is forwarded to the juvenile lieutenant for assignment of follow-up investigation. The detective sergeant also provides copies of the reports to the detective lieutenant for review, who then gives the reports to the Police Chief.

Although most criminal investigations are handled by the McKeesport Police Department itself, occasionally the ACPD is called in to assist in an investigation. This happens in homicide cases, arsons, and for other cases where their assistance is needed, particularly if there is a need for the ACPD's crime scene investigators. In instances where the ACPD does assist the McKeesport Police Department, it is a cooperative effort.

The detective sergeant also functions as the police department's Property Officer, and he is responsible for the evidence room.

SUPPORT STAFF

There are two clerical support staff personnel: a police clerk who handles and files all departmental reports, and the Chief's secretary, both of whom are regarded as valuable employees by all members of the department. Reports completed by all officers are entered by the police clerk. The Chief's secretary handles administrative clerical duties and prepares paperwork for cases that are referred to court for prosecution. There was previously a data entry clerk who worked for the police department. Funding for that position was through a three-year grant. When the funding expired, the data entry clerk position was eliminated.

As previously stated, the department also has one TAG (parking enforcement) Officer and six school crossing guards, which is typical within the context of a police department. This seems to be adequate for the size of the department and the needs of the community. The supervision of these individuals should fall under the responsibilities given to the traffic lieutenant, and all matters concerning their work performance should be handled by the lieutenant, or delegated to a subordinate sergeant.

RECORDS MANAGEMENT

The "Visual Alert" records management system (RMS) has been used by the police department for the past 17 years, and is a capable RMS when used to its full potential. Officers are required to enter their own reports into the RMS and complete all their reports before going off duty. There are computer terminals at various locations in the police station that are available for use by department personnel. After the reports are completed, a copy gets printed for the shift commander to review and approve. The reports are subsequently disseminated as needed



within the department and incidents requiring further investigation are assigned to the detectives.

Many Pennsylvania police departments have installed mobile data terminals (MDTs) in their police patrol cars, thus enabling officers to exchange data directly with the dispatch center, the National Crime Information Center (NCIC), Pennsylvania's Computerized Law Enforcement Network (criminal records), the Pennsylvania Department of Transportation (PennDOT), as well as other police agencies and officers. Using an MDT, an officer can quickly run queries to determine whether a person is wanted, has a criminal record, has a valid driver's license, or is driving a properly registered vehicle or a stolen car. In addition to running queries on the MDTs, officers are able to receive data from the dispatch center regarding assignments they are dispatched to handle. All the information is sent by the dispatch center in a format that the officer can insert into an incident report or a crime report and thus save the officer from having to return to the police station to do a report. A typical example might be that the dispatch center receives a complaint of a burglar alarm activated at a residence. The dispatcher inputs the information into the Computer Aided Dispatch (CAD) system and dispatches police units to investigate. The information is sent via computer to the police officer's MDT as the officer responds to the scene. If after investigating the call, the officer determines it was a false alarm, the officer would enter a brief narrative report giving the disposition of the investigation and whatever action the officer took. The incident report is completed without the officer ever having to leave the beat area. In the event that a burglary has been committed and a crime report needs to be completed, the officer can automatically transfer all the data from the dispatch to the police report form. The officer would have the option of doing the police report in the vehicle or completing the report at the police station.

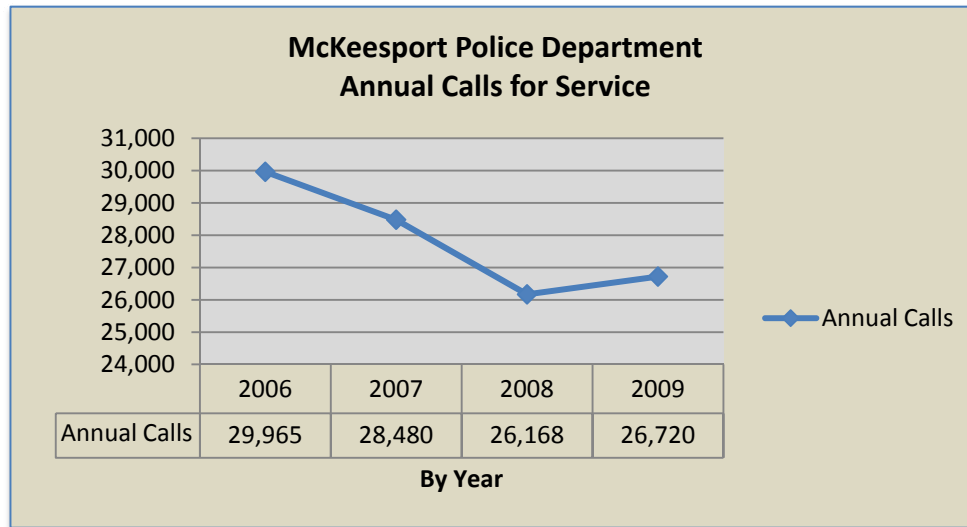
The MDTs give officers the ability to complete their required reports without having to return to the police station, and thereby keeps them on the street to respond immediately to other calls and continue to provide a police presence in the community.

CALLS FOR SERVICE – HISTORICAL DATA

The computer-generated records of the McKeesport Police Department indicate that the total number of calls for service from 2006 through 2009 have decreased 9%. Over this four-year period, the annual calls for service averaged 27,833, or 2,319 per month. These numbers do not reflect officer-generated activities.

Figure 2 below is a detailed history of the annual calls for service from the McKeesport community to the police department.

FIGURE 2 – MCKEESPORT POLICE ANNUAL CALLS FOR SERVICE



One must keep in mind when considering these statistics that they are only one measure by which the planning of police services can be calculated. In utilizing the formula used by the IACP, these numbers were one of the factors used to calculate the number of Patrol Officers the department needs to conduct effective police patrols.

SCHEDULING

Patrol division personnel choose their annual shift assignments (7 a.m. to 3 p.m., 3 p.m. to 11 p.m., or 11 p.m. to 7 a.m.) on the basis of seniority. The shifts rotate backwards weekly. The detective division personnel provide coverage from 8 a.m. to 10 p.m. every day except Sunday and from 2 p.m. to 10 p.m. on Saturdays. The Chief, Assistant Chief, Deputy Chief, Detective Lieutenant, Traffic Lieutenant/D.A.R.E. Lieutenant, and the Weed & Seed Lieutenant routinely work the daylight shift and are not factored into the duty schedule, which is appropriate. Part-time Patrol Officers, who perform foot patrol and bicycle patrol, are primarily assigned to work shifts Thursday through Sunday. The 10 part-time officers are not factored into the regular duty schedule. While they are not considered as part of the minimum staffing requirement, part-time officers can be used to fill in vacancies when there is an insufficient number of full-time officers available to work. When part-time officers are off work, the position remains vacant until they return to work.

POLICY AND STANDARD OPERATING PROCEDURES

The current policy manual is an eclectic composition of various policies, written directives, and standard operating procedures that have been developed and implemented by several past and present police administrators, with some of the policies dating back to 1979. The manual was updated in 1988 and various additions have been made since then. One of the reasons that it is difficult to use the policy manual to find a specific policy or procedure is that when new policies have been added, the old policies were not removed from the manual.

For example, if an officer wanted to see what the McKeesport Police Department's policy on the use of firearms is, the officer would look in the Table of Contents and find that General Order 1978-9 covers Use of Firearms to Apprehend or Arrest Suspects. If an officer looked no further in the manual, he would not know that General Order 1978-9 had been amended by an unnumbered Memorandum dated December 23, 1986, or that General Order 1978-9 had been rescinded by Memorandum M-91-2. The officer would not know about Memorandum M-98-5 and Memorandum M-98-6 on September 11, 1998, both of which address the use of firearms by officers.

The policy manual should be a living, working, ever-changing document that must keep up with all changes in the law and contemporary police procedures. It should also be easy for officers to refer to the manual to get the current policy and procedure on the topic they are researching. That is not possible with the current policy manual, which can potentially cause officers to unwittingly violate a policy or procedure through lack of documentation and organization of material. There can also be legal ramifications if an officer follows an outdated policy and the department is sued because of the officer's actions.

Many police departments now have their policies and procedures on compact discs, which allows for each officer to be given a copy of a disc rather than to issue each officer a three-ring binder with the manual. Policy updates can be e-mailed to officers and downloaded onto the discs. Outdated policies and procedures can be easily deleted, thereby keeping the officers' copies current.

The Western Pennsylvania Chiefs of Police Association and the Allegheny County Chiefs of Police Association offer sample policies for consideration by local law enforcement agencies. These policies have been reviewed and approved by the District Attorney and can be adapted to almost any police department's policy manual. Examples from the Western Pennsylvania Chiefs of Police Association can be found in Appendix 2 and 3.

The IACP is recognized as the authority for law enforcement policy. Chiefs are invited to take its policies and amend them, as needed, for implementation by their individual departments.

ACCREDITATION

In 2001, Pennsylvania implemented a process through which police departments of all sizes can assess their agency's policies and procedures and determine if they are compliant with recognized professional police standards. The Pennsylvania Chiefs of Police Association developed an accreditation program that addresses all of the elements, policies, procedures, and standard operations that should be in existence in a contemporary Pennsylvania police department. Currently, there are 68 accredited agencies in Pennsylvania and another 280 are in the process of becoming accredited.

In preparation for accreditation certification, members of the department scrutinize every element of the structure and operations of the department to make certain that they are consistent with contemporary standards. This includes everything from operating

procedures and policies, training, facilities and equipment, to citizen complaint-filing procedures. The complete Accreditation Standards Manual developed by the Pennsylvania Chiefs of Police Association is available online at www.pachiefs.org .

Accreditation is a three-phase process. The first phase is the application and enrollment in the accreditation program, for which there is a \$250 fee. The agency is then supplied with all the material needed to create files and to begin the second phase, which is the self-assessment phase. In the second phase the department examines its own operations to determine what policies and procedures need to be implemented or amended to be in compliance with the standards manual. When the agency has completed the second phase, a team of outside assessors will come to the agency for the third phase, which is the On-Site Assessment. The assessors will conduct a thorough two-day review of the agency's files to ensure the policies are in compliance. Upon successfully passing the assessors' review, the agency will become accredited and remain so for a three-year period.

When a police department gains accreditation from the Pennsylvania Chiefs of Police Association, it becomes recognized as being among the best police agencies in Pennsylvania. It instills a sense of pride in the officers and it can be an incentive for other communities to contract services from that department. Not only does the accreditation process ensure that a police department has up-to-date policies and procedures, it also qualifies an accredited agency for a 10% reduction in their liability insurance premiums. The reduced premium is because the insurance industry recognizes that an accredited police department is dedicated to maintaining a professional standard of excellence in the performance of their duties and thereby reduces the risk of lawsuits.

EVIDENCE STORAGE AND RESPONSIBILITY

The McKeesport Police Department's evidence room appears to be secure, with only three people having access to the room. There are procedures in place for officers to submit items of evidence for retention, as well as for officers to obtain evidence from the evidence room for court purposes. It appears that the property within the evidence room is well tagged, sorted, and easily retrievable. The chain-of-custody is documented. Currently, the collection and storage procedures employed by members of the department are adequate and consistent with acceptable police standards. However, there is no policy or procedure for disposing of evidence that is no longer needed for court purposes, or for disposing of property if the owner is unknown. As a result, the evidence room is packed full of property and evidence that could and should be disposed, which would create available space in the evidence room.

Accreditation standards require that an annual audit and inventory be performed on all evidence and property that is being stored. This ensures the reliability, integrity, and accountability of the evidence process. It also ensures that evidence and property that no longer need to be retained are removed from the evidence room in a timely manner.

At this time, all evidence and property in the custody of the McKeesport Police Department are logged in and tracked manually. The Visual Alert RMS system provides a module for

logging and tracking evidence electronically that is already available as part of the basic system. Although it would be a time consuming task to convert all currently held evidence/property records to a computerized evidence tracking system, in the long run it would be much easier to manage the system once all evidence/property records are on a computer. This would also help to ensure the integrity of the evidence system and it could automatically notify designated personnel when evidence that has been held beyond the statute of limitations for a crime should be disposed.

POLICE TRAINING

Training is a critically important aspect of any police department and needs to be an ongoing process for the department personnel to remain proficient in performing their duties. Training can cover everything from a refresher course in police defense tactics to the latest in forensic computer crime searches. The only way a police department can ensure that it has competent and capable police officers on the street is by being committed to having the officers as well-trained as possible.

Several issues relative to training were identified. First, in the police budget, there is no account established for police training. Therefore, whenever the Chief wishes to send an officer to a training class, he must submit a request through channels and have the request approved by the Mayor and City Council. This hampers the ability of the department to reliably plan training classes throughout the year and manage the training account. A training account would allow the department to schedule training according to what is needed and what can be provided in a given fiscal year.

Another issue is that currently officers are free to request permission to attend any training opportunity that may be of interest to them. Although this willingness on the part of the City to authorize an officer's attendance at any training opportunity as requested is commendable, it is not the proper way for training to be approached. In fact, officers should be interviewed in an attempt to ascertain what aspects of their occupation they are most interested in pursuing. At the same time, police administration has an obligation to identify the training needs of the department. Officers' interests should then be matched with the perceived needs of the department and a training source should be sought to fulfill these needs.

Officers who have a demonstrated interest in traffic enforcement, for example, could enhance their careers by undertaking the traffic enforcement activities that have to be addressed by the department. When officers are afforded the opportunity to engage in certain aspects of law enforcement in which they have specific interest, both the department and the officers benefit in terms of improved morale and a sense of making significant contributions to the department and the community.

The needs of the department in terms of training must take priority over individual interests and preferences. Officers' ability to attend training seminars should also be in conformance with departmental needs.

Police administration must take an analytical approach to identifying voids and gaps in training that exist within the department, finding officers who are interested in filling those gaps, and finding appropriate training sources where those deficiencies can be addressed. Although many, if not most, training opportunities are offered free of charge to police departments, the absence of the officer(s) from their primary responsibilities impacts the police budget by triggering overtime to fill positions.

The Allegheny County Police Training Academy offers many training opportunities based on those mandated by the MPOETC in addition to numerous others that are intended to improve the skills of police officers. There are always training opportunities for police executives, to teach them how to develop and manage a police department's budget. It is recommended that the Chief or the appointed Training Officer monitor the training opportunities that are free and to provide a fully coordinated and integrated training plan for each of the officers in the department. (Appendix 4 provides information about in-service training opportunities through MPOETC.)

The MPOETC offers grants to law enforcement agencies within the Commonwealth for classes that any department may need. These grants are easy to apply for and almost always approved for funding.

UNION REPRESENTATION

Teamster Union Local #205 has been representing all McKeesport Police Department officers, with the exception of the Police Chief, since 2000. Teamsters Local Union #205 now handles all of their labor affairs, including contract negotiations and grievances. Prior to the Teamsters becoming the bargaining agent for the police department, the officers were represented by the Fraternal Order of Police (FOP), with McKeesport police officers being members of the bargaining committee.

The needs of the department in terms of training must take priority over individual interests and preferences.

The Teamsters were brought in to represent the officers because of prior political decisions that deeply affected the police operation. Reportedly, 12 officers were demoted and transferred to other jobs without cause, while other individuals were promoted. Lawsuits were subsequently filed and the demotions were overturned. That, at least in part, has resulted in an unusually high number of

command level positions within the police department. The police employees believe that the Teamsters can help to prevent political interference in the police department.

A five-year collective bargaining agreement was signed on March 17, 2010, and will be in effect through December 31, 2014.

According to the union steward, there is a good relationship between the police department administration and the union. It was described as “a give and take” relationship as opposed to a “union vs. the administration.” There have been a minimal number of grievances filed in the last six years (approximately five grievances) by the union, as problems have usually been resolved through discussions with the Chief.

Given the history of political interference in the police department where demotions occurred without just cause, it is understandable that the command level personnel are members of the labor union. However, in most police departments where the command level personnel (lieutenants and above) are unionized, they are not in the same union that the rank and file personnel belong to. Command level personnel should be viewed as managers who are responsible for the supervision and disciplining of the line officers. In McKeesport’s case, the command level officers (with the exception of the Chief) are in the Teamster’s union along with the rank and file officers. This creates an obvious conflict of interest.

For example, when it is suspected or alleged that a police officer has acted improperly, an internal investigation is done by a ranking officer. Afterwards, if disciplinary action is initiated against the officer, the union will defend the officer. In such a case, there is a union member charging a fellow union member with a violation of a rule, regulation, or policy. Also, when the police administration issues policies, procedures, or directives to the rank and file that the union does not find to its liking, the union will file a grievance challenging the order. Again, the union is filing a grievance against the police commander, who in many instances will be a fellow union member. The command level personnel have a duty to support and be loyal to the Police Chief, yet by being in the Teamster’s union and paying dues each month, they are paying to fight a battle against themselves.

The command level officers should be removed from the Teamster’s union if possible. If those officers believe they need to be represented by a union, they should either form their own union, or become affiliated with a union other than the Teamster’s union.

STAFFING LEVELS

As a result of obtaining a COPS grant in August 2009, the City of McKeesport promoted nine part-time officers to full-time status. Prior to being promoted, those officers had been working 32 hours weekly. Prior to them being hired as part-time officers, the City of McKeesport obtained a grant that paid their tuition to attend the Allegheny County Police Academy to become ACT 120 certified. In addition to having their tuition paid, the “police cadets” also received a stipend from the grant during their time in the academy. Upon graduation from the Academy, the cadets were sworn in as officers and assigned to foot patrol in various areas of the city. The more senior full-time officers are assigned to patrol by vehicle. It should be noted that while many communities require police officer applicants to be ACT 120 certified prior to testing to become a police officer, McKeesport has a residency requirement and has had difficulty in attracting a pool of applicants who already are ACT 120 certified. Therefore, the City has used grant money to send desirable candidates to the police academy.

A review of the staffing history for McKeesport is shown in Table 3 below.

TABLE 3 — MCKEESPORT 15-YEAR STAFFING HISTORY

Year	F/T Officers	P/T Officers
1995	35	11
1996	35	11
1997	35	11
1998	37	29
1999	43	29
2000	43	19
2001	46	17
2002	50	9
2003	49	13
2004	44	13
2005	43	13
2006	50	14
2007	47	12
2008	45	14
2009	53	9
2010	51	10

Source: McKeesport Police Department

The current number of staff and line officers appears to be adequate for the needs of this department in order to maintain the style of policing McKeesport utilizes. It should be noted, however, that while the population in McKeesport has decreased by 18% in the past 10 years, the number of full-time officers has increased from 43 to 51 (+18%) and the number of part-time officers has decreased from 19 to 10 (-52%). The McKeesport Police Department has the flexibility to make adjustments to their duty assignments by using the part-time officers to augment the normal patrol force and/or other department components as necessary.

. It should be noted, however, that while the population in McKeesport has decreased by 18% in the past 10 years, the number of full-time officers has increased from 43 to 51 (+18%) and the number of part-time officers has decreased from 19 to 10 (-52%).

Currently, the McKeesport Police Department has not appointed an officer as the Public Information Officer (PIO).

The assignment of an officer as the Community Relations/PIO could greatly enhance the image and reputation of the department as a whole. It is recommended that the Chief assign an officer to the appropriate training for this very significant role.

OVERTIME

There are always factors that cannot be predicted when developing a budget, including court and hearing time, and overtime due to arrests, investigations, unexpected sick days,

Type	2002	2003	2004	2005	2006	2007	2008	2009
Regular	\$59,565	\$41,799	\$34,796		\$67,372	\$35,551	\$89,790	\$60,445
Court	\$187,713	\$192,742	\$180,111		\$190,107	\$243,260	\$261,832	\$121,177
Training	\$0	\$12,342	\$692		\$6,142	\$5,116	\$159	\$1,907
Total	\$247,278	\$246,883	\$215,599		\$263,621	\$283,927	\$351,781	\$185,529

Source: McKeesport Financial Reports 2002 - 2009

and absences of officers on temporary disability. The use of part-time officers to cover open shifts helps to control the use of overtime. Also, the department does not allow two officers from the same shift to be off at the same time if it will require overtime to maintain the minimum staffing level. Requests for compensatory days off will be denied if overtime is required.

TABLE 4 – POLICE OVERTIME – EIGHT-YEAR REVIEW

The McKeesport Police Department has three separate overtime accounts: “regular” is overtime that is used to cover the regular 24-hour a day shifts; “court” is the overtime necessary to appear in the various courts to prosecute cases; and “training” is overtime needed to cover shifts while officers are involved in either mandatory or discretionary training classes. Table 4 shows overtime use from 2002 through 2009 (figures for 2005 are not available). For the seven years that figures are available, the following may be seen:

- The average annual *regular* overtime is \$55,618 or 22% of the overtime budget.
- The average annual *court* overtime is \$196,706 or 77% of the overtime budget.
- The average annual *training* overtime is \$3,765 or 1% of the overtime budget.
- The average *total* overtime use is \$256,374.

Clearly, court time consumes the majority of the overtime account, and there is little the department can do to control that expense. The collective bargaining provisions concerning minimum hours of pay for court time are consistent with other municipalities' benefits. The scheduling of court cases is done by the District Magistrate's office or the District Attorney's office, and the officers are required to appear when ordered. Court cases are often adjourned and rescheduled, necessitating officers returning to court on another day. When that happens, it is beyond the control of the police department.

Notably, from 2006 through 2008, total overtime rose by \$88,000, but decreased sharply in 2009 by over \$166,000. In 2009, court overtime costs decreased by just over \$140,000 and regular overtime decreased by \$29,000. Total overtime dropped 48% in 2009 and is attributable to a shortage of available funds to pay police overtime. As a result, when there were manpower shortages that would have required overtime, supervisory personnel or a part-time officer was temporarily shifted to the vacant position and thus overtime pay was not required.

POLICE FACILITIES

The facility at 201 Lysle Boulevard in which the police department is located is inadequate and not conducive to a healthy work environment for department personnel. The police station is situated in the basement and on the first and second floors of the same building that houses the fire department and a satellite office of the Allegheny County District Attorney. Access to the police station is gained through a door located in the rear of the building. Citizens entering the building are directed down the stairs to the basement level, to be greeted by either the police warden or the police clerk, both of whom are located behind bullet-resistant glass. Citizens can pay parking tickets and make general inquiries to the receptionist, including requests to speak with the Chief or an officer. The warden handles walk-in complaints. The point of access to the McKeesport Police Department is not very inviting nor does it create a positive or professional image to the first-time visitor.



File cabinets and storage areas are cramped and aging. The interior offices/rooms of the police department are in various states of disrepair. The cell block area is in need of cleaning and painting. There is no sally port/garage that prisoners can be driven into, thereby keeping them secure when taking them from a police car into the lock-up area. Building walls lack fresh paint, doors are old and worn, and the building is generally dirty and not conducive to a modern, clean work environment.

The Mayor and City Administrator are aware of the inadequate conditions in the police station and that there is a definite need to improve these facilities. However, the City management is holding off any renovations at the police department facility because the City may be able to take advantage of a plan that calls for the Allegheny County District Attorney's office to establish a Criminal Justice Hub within McKeesport. The new facility will be a central court for the 28 communities in the Mon Valley area, and the plan calls for the McKeesport Police Department to be housed in the proposed new facility. A site has already been selected for the facility and the City and the District Attorney are working with the Pennsylvania Department of Community and Economic Development to acquire funding for the project. Given the status of the County budget and the deficit in the Pennsylvania state budget, the future of this proposed project is subject to considerable uncertainty.

POLICE VEHICLE FLEET

The police fleet consists of 12 marked units, 11 unmarked units and 2 Harley-Davidson police motorcycles. The Chief, the Deputy Chief, and the Assistant Chief all have vehicles that they take home to their respective residences.

Although funds are placed in the budget each year to purchase replacement police vehicles, the budget allocations are frequently transferred by the City to other line items, which then requires the police department to make due with the vehicles they have. Since 2000, the City has relied upon grants in order to buy replacement police vehicles. In 2000, five vehicles were bought with grant money and four more were obtained through grants in 2005 and 2006. In 2010, the department purchased five new vehicles through a grant. The new vehicles replaced vehicles that had approximately 200,000 miles on them. The remaining vehicles in the police fleet vary greatly in accumulated mileage and condition. Most of the department patrol vehicles are necessarily driven around the clock because of breakdowns and damage to fleet vehicles that make them unusable for periods of time.

EQUIPMENT

Department shotguns are stored inside the station and must be signed out by officers wishing to take them out on their shift. This is not consistent with acceptable police practices. These weapons should be installed in locked mounts within the patrol units. There are no automated external defibrillators (AEDs) in the patrol cars. The patrol cars also lack simple things such as reflective traffic vests for officers to wear when directing traffic or investigating crashes; highway flares; crime scene tape; blankets; and other equipment routinely carried in patrol cars. The lack of proper equipment is contrary to acceptable police standards for protection of the public and should be addressed without delay.

RECOMMENDATIONS

RECOMMENDATION NO. 1 – THE CHIEF SHOULD PARTICIPATE IN THE IACP NEW POLICE CHIEF MENTORING PROJECT.

This opportunity is open to all new police chiefs who serve a population of 50,000 people or less and who have been a chief for less than three years. Mentors would address all aspects of the position and would be readily available to answer questions both during and after the project has been completed. There is no cost to the municipality, and the Chief does not have to be a member of the IACP to participate. (See Appendix 5 for information regarding the New Police Chief Mentoring Program.)

RECOMMENDATION NO. 2 – ELIMINATE THE POSITION OF DEPUTY CHIEF.

Typically, police departments the size of McKeesport's would be expected to have either an Assistant Chief or a Deputy Chief, but not both. (This issue may be resolved with the retirement of Deputy Chief Holtzman.) It is recommended that when Deputy Chief Holtzman retires, his position should be eliminated. The Captain of Detectives and the Patrol Captain would report to the Assistant Chief of Police.

RECOMMENDATION NO. 3 – CREATE A POSITION OF PATROL CAPTAIN.

Beneath the Assistant Chief, it is recommended that there should be a Patrol Captain who would oversee all the department personnel who perform patrol activities and traffic-related activities. That group would include all the uniform personnel, the DARE/Traffic Lieutenant, the TAG Enforcement Officer, and the school crossing guards.

RECOMMENDATION NO. 4 – FILL THE CAPTAIN OF DETECTIVES POSITION.

The Captain of Detectives should be in charge of all investigative personnel. That group would include all the non-uniformed officers: the Detective Lieutenant, the general assignment detectives, the Computer Crimes Officer, the Juvenile Lieutenant and Juvenile Detective, the Narcotics Sergeant, the Narcotics Detectives, and the Intelligence Sergeant.

RECOMMENDATION NO. 5 – ELIMINATE THE JUVENILE LIEUTENANT POSITION.

Currently, the Juvenile Lieutenant supervises only one Juvenile Detective. Instead of having a Juvenile Lieutenant, there could be two Juvenile Detectives beneath the Detective Lieutenant. This would not create too wide a span of control for the Detective Lieutenant, who now supervises only three detectives and the Computer Crimes Officer.

RECOMMENDATION NO. 6 – ELIMINATE THE NARCOTICS LIEUTENANT POSITION.

There is no Narcotics Lieutenant at this time; the position is occupied by a Sergeant, who is responsible for supervising three Narcotics Detectives. Two of those three Narcotics Detectives are assigned to a Regional Drug Task Force and are not under the day-to-day supervision of the Narcotics Sergeant. The Narcotics Sergeant should report to the Detective Lieutenant, since many of the crimes that end up being investigated by detectives involve drug abusers. This would ensure a sharing of helpful investigative information between the Narcotics Detectives and the other detectives.

RECOMMENDATION NO. 7 – ELIMINATE THE INTELLIGENCE OFFICER LIEUTENANT POSITION AND REPLACE IT WITH AN INTELLIGENCE OFFICER SERGEANT.

There is a sergeant currently in the position of Intelligence Officer Lieutenant, and he also functions as the Evidence Room Officer. By continuing to have a sergeant fill this position, the department eliminates a higher rank and saves money in salary and benefits.

RECOMMENDATION NO. 8 – REPLACE THE TAG ENFORCEMENT OFFICER WITH A CIVILIAN PARKING ENFORCEMENT OFFICER.

Parking enforcement is routinely handled in other jurisdictions by civilians and does not require a sworn police officer to perform this function. McKeesport's TAG Officer is a sworn officer whose duties are limited to parking law enforcement. Having a civilian perform this function would be economically advantageous in salary savings alone.

RECOMMENDATION NO. 9 – ELIMINATE THE D.A.R.E. LIEUTENANT POSITION AND HAVE A SCHOOL RESOURCE OFFICER TRAINED TO BE A D.A.R.E OFFICER.

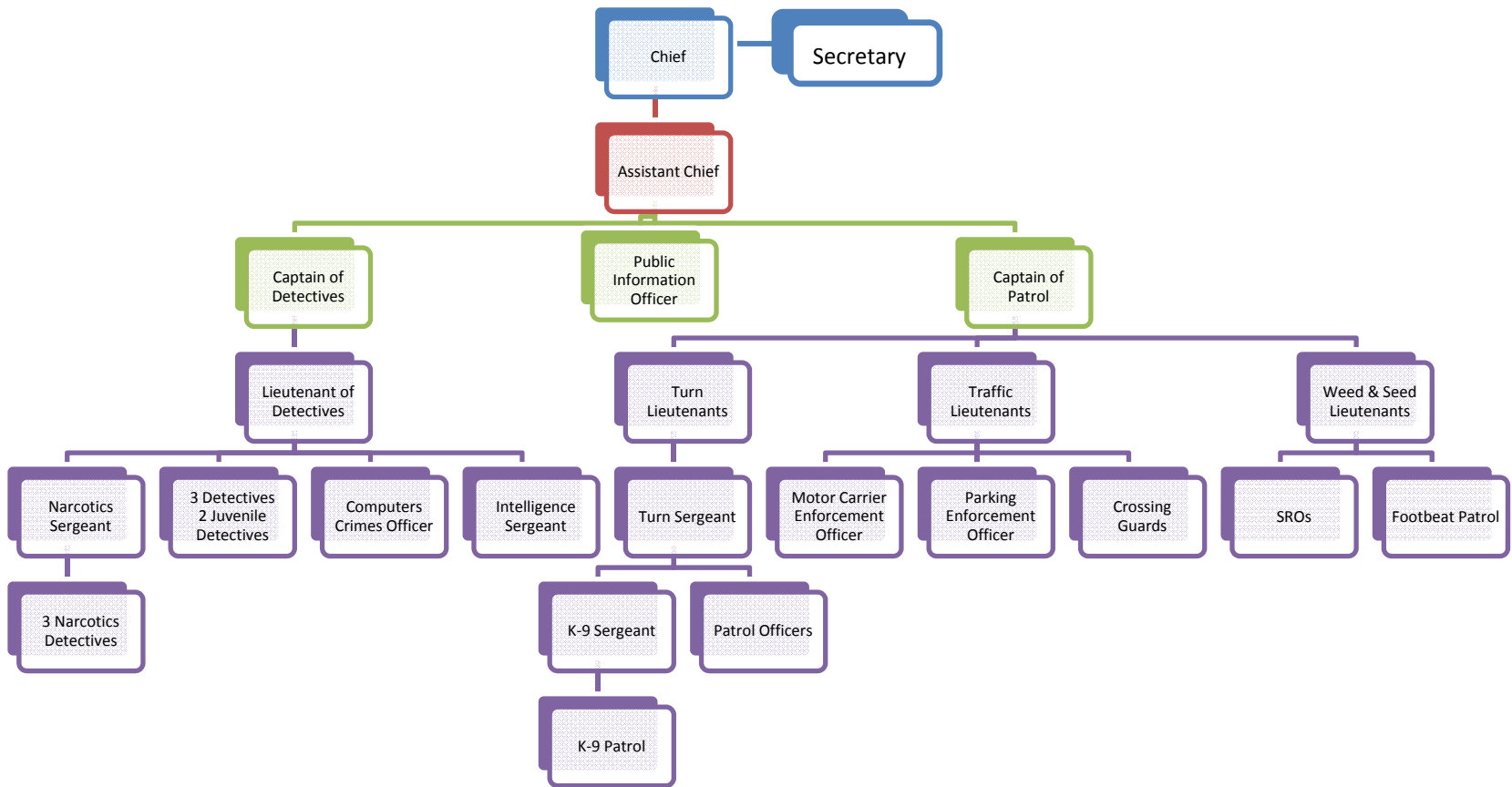
There is no need to have a command level officer perform the duties of a D.A.R.E. officer. Since there are already three School Resource Officers who are in the schools anyway, it is recommended that one of them be trained and take over the D.A.R.E. Officer duties.

RECOMMENDATION NO. 10 – PLACE THE MOTOR CARRIER ENFORCEMENT SERGEANT UNDER THE COMMAND OF THE TRAFFIC LIEUTENANT.

The enforcement of motor carrier laws is a traffic function and as such, should be under the authority of the Traffic Lieutenant.

The following suggested organizational chart reflects recommendations 2 through 10.

FIGURE 3 – Recommended Organization Chart



RECOMMENDATION No. 11 – ELIMINATE THE RESIDENCY REQUIREMENT FOR ALL POLICE PERSONNEL.

By eliminating the residency requirement for the police department, the City will have a larger pool of candidates from which to choose and will eliminate the need to obtain grants to pay for applicants to go through the police academy to obtain ACT 120 certification. The residency requirement serves no real practical purpose other than the theoretical generation of additional tax revenue. The belief that one's residency provides for increased investment in the community is unsubstantiated. Police officers, by their very nature and their sworn oath, have a genuine interest in the community in which they serve. When individual attitude or work performance indicates that this is not the case, remedial action should be taken in the form of discipline.

Most municipalities in Allegheny County have eliminated the residency requirement with little to no adverse impact upon the community. In fact, some communities encourage their police officers to live outside of the community in which they serve in order to avoid the appearance of conflict of interest or selective enforcement. It is difficult to enforce the law in a community in which you live when the threat of retaliation against the officer's family, particularly against his/her children in school, is real.

In communities where a residency policy is in place, it is a common occurrence that a certain number of the municipal employees do not live in the community; they merely maintain an address in the community in which they are employed while actually living in other communities. Conducting internal investigations to determine whether employees actually live within the community can be very time consuming and use up valuable resources. In cases where administrators are aware that an employee does not reside in the community as required, and they do not subject the employee to discipline, it undermines the residency requirement and creates a double standard, ultimately affecting the morale in an organization..

One of the best ways to improve organizations is to hire the best people available to fill the positions and then to retain those people as long-term employees. It is counter-intuitive to limit the pool of available applicants to only those willing to reside in McKeesport. There is no way of knowing how many excellent candidates don't even apply for jobs because of the residency requirement.

RECOMMENDATION No. 12 – CONTINUE TO PURSUE GRANTS FOR ADDITIONAL TECHNOLOGY, INCLUDING GEOGRAPHICAL CRIME MAPPING SYSTEM, MOBILE DATA TERMINALS, IN-CAR VIDEO RECORDERS, AND ADDITIONAL SECURITY CAMERAS FOR SPECIFIC CITY LOCATIONS.

Financial resources are scarce in McKeesport, so grants should be sought out to purchase needed equipment that otherwise could not be afforded.

RECOMMENDATION No. 13– DETERMINE WHAT WILL BE REQUIRED TO ENSURE POLICE RADIO OPERABILITY FROM WITHIN THE MCKEESPORT SCHOOL BUILDINGS. OBTAIN THE FUNDING FROM THE SCHOOL DISTRICT TO PURCHASE AND INSTALL THE NECESSARY EQUIPMENT.

During a recent training exercise with the ACPD SWAT team, it was learned that the McKeesport police radios were inoperative inside the school building due to the building construction. It is imperative that the police have a reliable radio system that will allow them to communicate inside the school building should there ever be an emergency situation (e.g., hostage/active shooter) that occurs in the school. Installing a radio repeater in the building may be all that is necessary to rectify the problem and the school district could fund the purchase and installation.

RECOMMENDATION No. 14– THE DEPARTMENT SHOULD ENROLL IN THE PENNSYLVANIA CHIEFS OF POLICE ASSOCIATION ACCREDITATION PROGRAM AND BECOME AN ACCREDITED AGENCY.

Accreditation is a proven way for institutions to evaluate and improve their organization's overall performance. The process requires an agency to assess itself and its operations and determine whether or not it is meeting its professional objectives. When its procedures are adapted to meet the standards, an outside team of professionals will come in and review the agency to verify the standards are being met. The process culminates when accreditation is awarded to the agency in recognition of it being in compliance with the standards. Since the *Policy and Procedure Manual* needs to be re-written anyway, the policies should be written in accordance with the standards adopted by the Pennsylvania Law Enforcement Accreditation Program.

RECOMMENDATION No. 15 – A COMPLETE INVENTORY OF THE EVIDENCE ROOM SHOULD BE DONE ON AN ANNUAL BASIS, AND EVIDENCE OR PROPERTY THAT NO LONGER NEEDS TO BE KEPT SHOULD BE DISPOSED. UNANNOUNCED AUDITS OF THE EVIDENCE ROOM SHOULD ALSO BE DONE BY A THIRD PARTY ON A PERIODIC BASIS.

This attention to the integrity of the process will add credibility to the storage of evidence and the resulting criminal prosecution. This obligation is one of the most important responsibilities in a police department and can result in serious consequences if and when there are any discrepancies in the documentation and storage of evidence. The honesty and capability of those charged with this responsibility are not being called into question. In fact, many of the practices currently in place are very effective. But it is imperative that this basic function of a police department include the proper internal controls and security requirements in order to preserve the ability to prosecute criminal cases.

RECOMMENDATION No. 16– THE DEPARTMENT SHOULD USE THE VISUAL ALERT RMS EVIDENCE TRACKING SYSTEM.

An evidence tracking system that is integrated with the Visual Alert RMS currently in use by the McKeesport police department would simplify the record keeping and would make it

easier to audit and keep track of the evidence and property. It would also enable queries to be done much more quickly than manually checking evidence. For example, if there was a reason to determine how many firearms are in the evidence inventory, a computer query would quickly answer that question. A physical search of all the evidence cards to find the answer would take much longer.

RECOMMENDATION No.17 – THE CHIEF SHOULD APPOINT A PUBLIC INFORMATION OFFICER.

The Chief should carefully choose and train a police officer to act as the department's PIO. Having a trained public spokesperson providing information to the media can generate a positive response from the public. When emergency situations occur, the PIO is made available to meet with the media and thereby allows the Chief to deal with the emergency. The appointed PIO should be the sole point of contact with the media as approved by the Police Chief.

RECOMMENDATION No. 18 – THE CITY SHOULD CONTINUE ADVOCATING FOR THE DISTRICT ATTORNEY’S OFFICE TO BUILD A CRIMINAL JUSTICE HUB AS SOON AS POSSIBLE THAT INCLUDES A NEW STATION FOR THE MCKEESPORT POLICE DEPARTMENT.

The police station is cramped and work area is limited. The building is in disrepair and does not project a very professional image to visitors. It would take major expenditures to bring the police station up to a professional standard that would make it safer for the employees, the public, and prisoners. There are between 150 and 250 prisoners held in the McKeesport lock-up each month. The prisoners are taken in and out of the police station through the same entrance that the public uses. There is no secure sally port for taking the prisoners in and out of the building, and this creates increased risk for the officers, the public, and the prisoners.

RECOMMENDATION No. 19 – THE CITY SHOULD SELECT SOME OFFICERS TO BECOME FIELD TRAINING OFFICERS (FTOs) AND ATTEND AN FTO COURSE.

Although the department has several FTOs at this time, each of them has been promoted to command level and as such, should not be FTOs any longer. FTOs fulfill a vital task that results in new officers being equally and consistently trained in conformance with standard police operations and with the expectations of the Chief.

RECOMMENDATION No. 20 – CREATE SPECIFIC JOB DESCRIPTIONS FOR EACH POSITION.

Every position in the department should have a job description that establishes a title, position in the organization chart, threshold qualifications for initial hire and permanent appointment, duties and responsibilities, and physical requirements necessary to carry out the essential functions of the job.

RECOMMENDATION NO. 21 – THE COMMAND LEVEL OFFICERS SHOULD BE REMOVED FROM THE UNION THAT REPRESENTS THE RANK AND FILE OFFICERS WHEN POSSIBLE.

Having the command level officers in the same union that represents the rank and file officers is a conflict of interest for the union. The union cannot fairly and effectively represent both the management and the workers. It is the responsibility of management to investigate suspected wrongdoing by officers. If an officer is charged with a violation of a department rule, policy, or procedure, as a result of an internal investigation done by the Assistant Chief of Police, it is likely that the Teamster's union (which represents the Assistant Chief) will be defending the officer. This arrangement is analogous to an attorney prosecuting and defending the same case.

RECOMMENDATION NO. 22 – SET UP AN EMPLOYEE ASSISTANCE PROGRAM TO HELP EMPLOYEES DEAL WITH STRESS ON THE JOB.

Police work is recognized as being one of the most stressful professions a person can have; this is especially true for those working in urban environments. Officers encounter traumatic and tragic incidents during their careers and they need to have a way to decompress. Alcohol and/or drug abuse are two unhealthy ways that some officers choose to deal with the events they encounter, which can lead to problems at home and at work. Ultimately, it can lead to job burnout, divorce, health problems, and death. It is far preferable to provide officers with an employee assistance program where they can receive confidential help from professional counselors trained to deal with law enforcement officers and their issues.

It is also recommended that in order to avoid any stigmatism about participating in such a program, that a policy be created that mandates all officers involved in situations involving the use, or threatened use, of deadly force attend and participate in an employee assistance session with a trained counselor before returning to duty.

RECOMMENDATION NO. 23 – SET UP A FLEET VEHICLE REPLACEMENT ROTATION.

A sufficient amount of funds should be placed in the operating budget each year for the department to purchase five or six new vehicles. The manager of the department's fleet should be able to reliably plan on retiring a certain number of vehicles each year and to know replacements are going to arrive. Keeping police vehicles on the road when they are worn out is unsafe for the officers and the public. The department should not rely on obtaining grants every few years to replace the worst of the bad vehicles.

SUMMARY

The employees in the McKeesport Police Department are experienced, well-qualified, hardworking individuals who are dedicated to the core mission of quality delivery of local police services. Despite the lack of available funds that could be used to improve the workplace, buy equipment, pay more competitive salaries, and generally provide an

improved quality of living for the employees, the department is doing a remarkable job. People in the community express their appreciation to the police and are supportive of the department.

A community policing approach has been implemented on a number of levels:

- Officers walking beats and meeting with citizens and business owners
- Officers on bike patrol making frequent contact with the citizens
- Officers and volunteers in the Weed & Seed Program identifying the blight and crime, and then “reseeding” the neighborhoods with revitalization
- The department also actively participates in the McKeesport Action Committee Against Crime program.

Each of these initiatives helps to encourage citizens to become involved with the police and together make McKeesport a better place to live and work.

The City Council should continue to hold the department and its managers to the highest professional standards, recruit and retain the best possible candidates for all positions, and demand that the McKeesport Police Department conform to the core principles of a model police operation.

FIRE DEPARTMENT

BACKGROUND

MISSION, FUNCTION, AND TASKS

The McKeesport Fire Department provides service seven days a week, 24 hours a day, from two fire stations – a central station located at the Public Safety Building at 201 Lysle Boulevard next to the downtown business district and a substation located at the intersection of Eden Park Boulevard and Tulip Drive in Renziehausen Park. The department's current staffing consists of 20 full-time and 11 part-time firefighters, excluding the Fire Chief and City Electrician. The



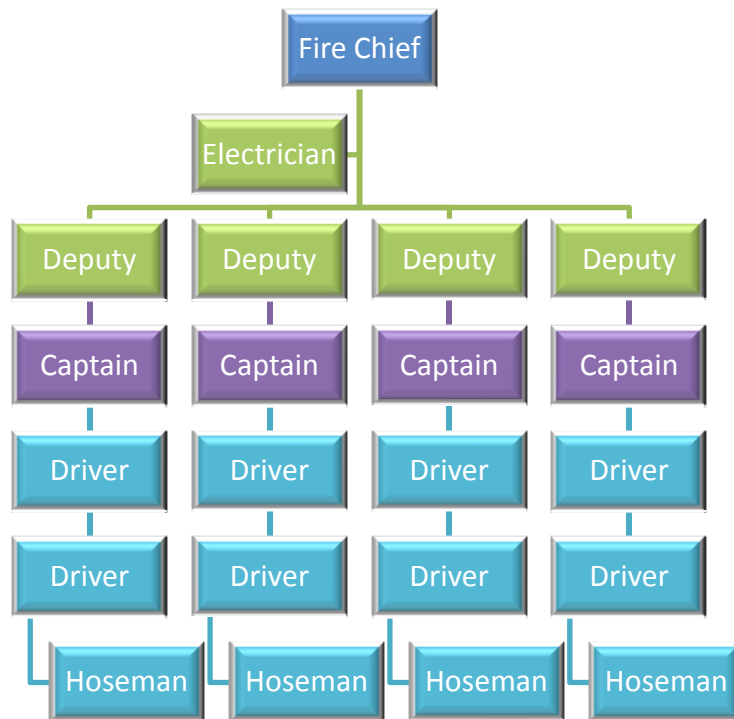
department responds to approximately 1,100 calls per year, delivering fire suppression, vehicle rescue services, water rescue, and fire responder services. In addition to emergency response, the department also delivers nonemergency services in the form of rental inspections, a fire safety education program in schools, and fire extinguisher training. The department does not have a mission statement. Emergency medical transports are delivered by a private ambulance service.

ORGANIZATIONAL STRUCTURE

The fire department is organizationally structured as a four-platoon system consisting of a Fire Chief and four platoons of five full-time personnel. Three part-time personnel are scheduled per shift, with one part-time firefighter on duty for a 24-hour period and two part-time firefighters on duty for 12-hour periods. The average daily staffing is seven personnel. The City Electrician is an employee of the fire department and is covered under the terms of the bargaining agreement.

The Fire Chief is responsible for the overall management and administration of the fire department. Each of the Deputy Chiefs is responsible for the management and daily operations of one of the four platoons. Deputy Chiefs are also responsible for conducting rental inspections and oversight of one of four functional areas: communications, apparatus, river rescue, and knox box/incident command. The Deputy Chiefs and Captains are certified fire inspectors.

FIGURE 4 – MCKEESPORT FIRE DEPARTMENT ORGANIZATIONAL STRUCTURE



HISTORICAL CALL VOLUMES

The McKeesport Fire Department responded to an average of 1,065 calls annually over the previous five-year period. McKeesport’s total call volume of 44.30 calls per 1,000 population is slightly less than the national average of 60.51 for communities with populations under 100,000. Of the annual call load, an average of 42 are classified as structure fires. Over the same time period, there have been seven civilian fire casualties and two civilian fire deaths. Average fire loss is not estimated or reported by the department.

False alarms accounted for an average of 198 calls per year or 19% of the total call volume, consistent with the national average of 18% of the total call volume for fire departments serving communities with populations under 100,000. Of the rescue and emergency medical incidents, 47% are vehicle accidents, 30% are landing zone setups, and 19% are emergency medical incidents. The annual call volume by incident type for the previous five-year period is broken down as follows in Table 5.

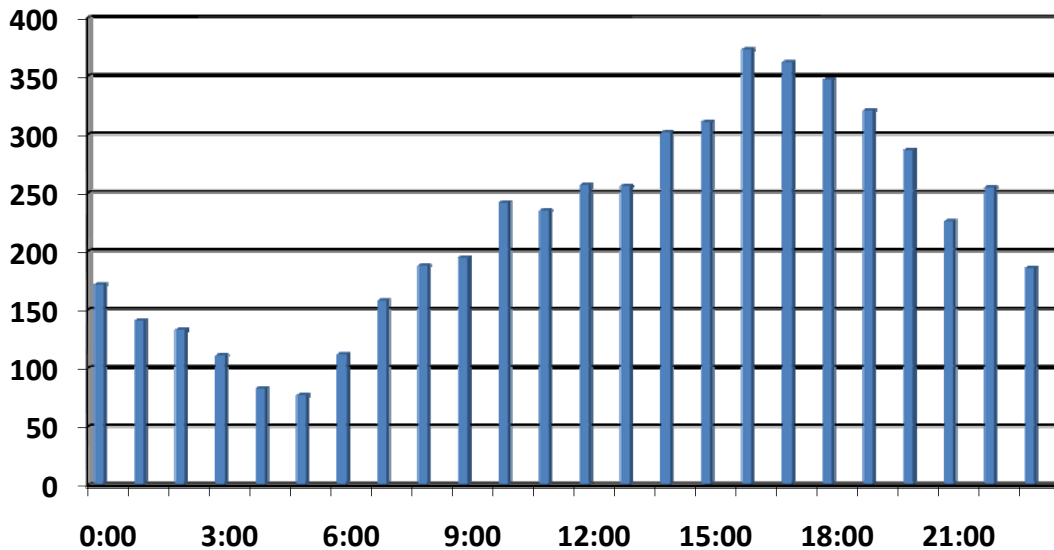
TABLE 5 – CALL VOLUME BY INCIDENT TYPE (2004-2008)

INCIDENT TYPE	2004	2005	2006	2007	2008
Building Fires	30	49	57	28	48
Other Fires – Vehicle, Trash, Etc.	158	143	147	104	112
Overpressure, Overheat	5	5	10	3	8
Rescue & Emergency Medical	264	310	264	276	281
Hazardous Condition	218	152	170	132	134
Service Calls	167	148	188	154	227
Good Intent Calls	45	38	38	51	37
False Alarms	205	206	219	213	149
Severe Weather	25	10	7	13	3
Special Incident Type	19	5	14	12	25
TOTAL	1,136	1,066	1,114	986	1,024

SOURCE: MCKEESPORT FIRE DEPARTMENT

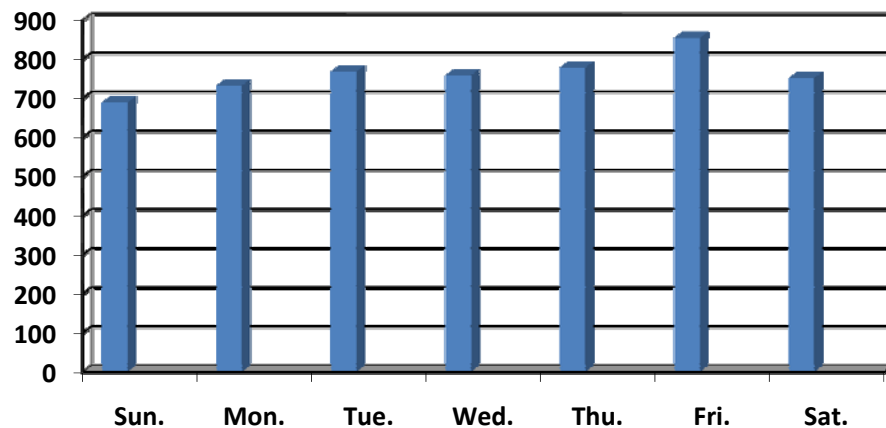
Over the previous five-year period, 2004 – 2008, the call load by time of day and day of week is:

FIGURE 5 – CALLS BY TIME OF DAY (2004-2008)



SOURCE: MCKEESPORT FIRE DEPARTMENT

FIGURE 6 – CALLS BY DAY OF WEEK (2004-2008)



SOURCE: MCKEESPORT FIRE DEPARTMENT

SCHEDULING

The full-time staff, excluding the Fire Chief and the City Electrician, works a schedule that consists of 24-hour shifts followed by 72 hours off duty (42-hour work week). Part-time firefighters work either 24-hour or 12-hour shifts up to a maximum of 36 hours per week. A minimum of five firefighters are assigned at all times. The Fire Chief and City Electrician work a Monday through Friday day shift schedule and are not included in minimum staffing levels.

UNION REPRESENTATION

The nonexempt employees are unionized and are represented by the International Association of Firefighters (IAFF) Local 10. The union members are currently working under a five-year contract that expires on December 31, 2014.

OBSERVATIONS

STAFFING LEVELS

Staffing levels range from a maximum of seven personnel to a minimum of five personnel. A minimum of three on-duty personnel are full-time staff per the collective bargaining agreement. In general, the ladder truck that responds from the Lysle Boulevard Station is staffed with three personnel, and the engine that responds from the Renziehausen Park Station is staffed with two personnel. Current staffing levels range from 62% to 88% of the recommended Standards of Cover of four personnel per apparatus. A comparison of staffing levels for benchmark communities follows in Table 6.

TABLE 6 – 2006 FIRE SERVICES TOTAL STAFFING AND RESOURCES FOR BENCHMARK COMMUNITIES

Municipality	Population	Full-Time Personnel	Part-Time Personnel	Volunteers	Stations	Apparatus	Avg. Wage
Chester	36,854	62	N/A	No	2	4	\$57,300
Norristown	31,282	22	N/A	Yes	3	6	\$58,000
Williamsport	30,706	38	N/A	No	1	5	\$48,750
Monroeville	29,349	N/A	N/A	Yes	5	13	N/A
New Castle	26,309	23	N/A	No	2	4	\$55,225
Easton	26,263	48	N/A	No			\$62,660
Lebanon	24,461	21	N/A	Yes	9		\$50,990
McKeesport	24,040	22	12	No	2	4	\$44,450
Johnstown	23,906	44	N/A	No	3	5	\$41,720
Pottstown	21,859	N/A	N/A	Yes	4	9	\$44,328
Wilkinsburg	19,196	28	3	No	2	4	\$41,200

SOURCE: DCED MUNICIPAL STATISTICS

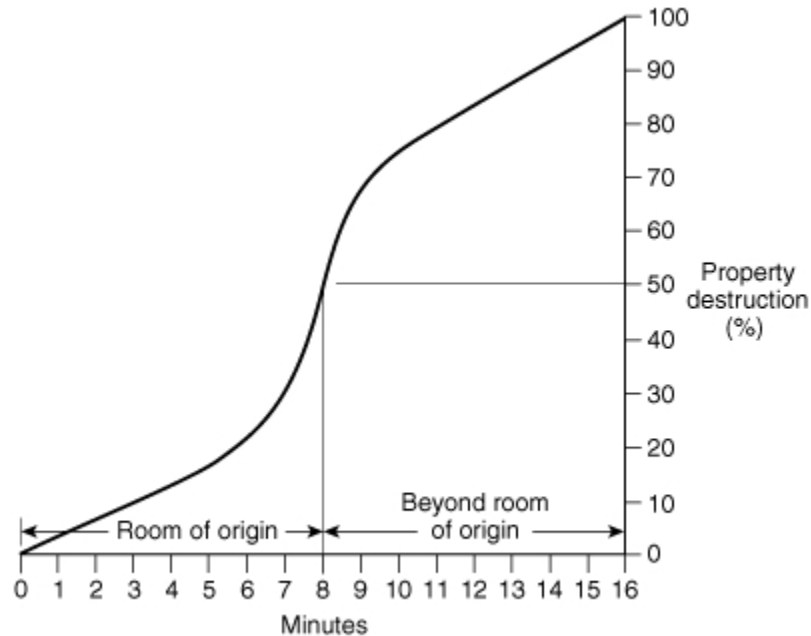
Provisions in the current labor contract increase staffing from a minimum of five firefighters to a minimum of six firefighters per shift effective January 1, 2012. To the extent possible, the City should try to maintain the current practice of scheduling seven firefighters (combination of full-time and part-time) per shift as required by National Fire Protection Association Standards for fires in moderate risk structures. This staffing level should ensure the assembly of an effective response force of 15 firefighters, including an anticipated average off-duty response of nine firefighters, based on the department's current off-duty response attendance.

The basic premise behind the need for 15 firefighters is based on Standards of Cover (National Fire Protection Association Standard 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, 2004 edition). Research has shown that in order to control a building fire with minimal life and property loss, a fire department must be able to place an adequate amount of firefighters and equipment on the fire scene, ready to engage an emergency, within a given timeframe.

The resource needs and time frame are driven by the growth process of a typical fire. Once ignition occurs, a fire does not grow in a linear fashion, it grows exponentially. Unchecked, it ultimately reaches a point known as "flashover." At flashover, a fire changes from involvement of a limited area of the room to a full fire involvement of the space. This event occurs almost explosively. Flashover is a critical stage of fire growth for two reasons. First, a person in a flashover room cannot survive. Others within the building will likely be injured and possibly

trapped. Second, the rate of combustion and fire spread increases dramatically, making victim location and rescue far more difficult. Fire control will require more hose lines and water flow.

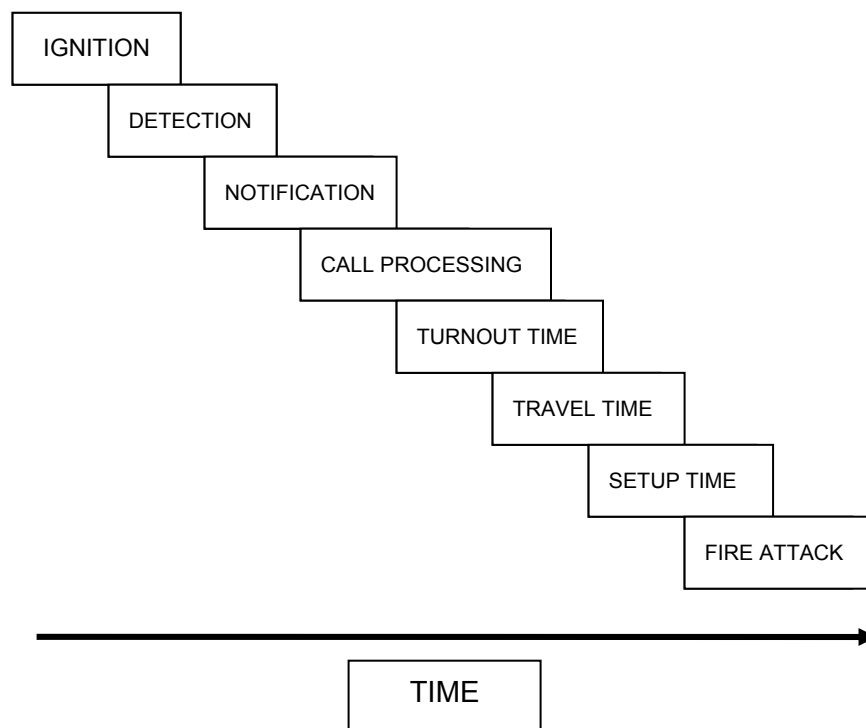
FIGURE 7 – FLASHOVER TIME –TEMPERATURE CURVE



Control of a pre-flashover fire can be safely accomplished with a minimum amount of resources. When a small crew of firefighters is able to begin fire control activities on a small appliance fire, a cooking accident, an overheated motor, a smoldering mattress, or similar incident prior to flashover, the chance of injury or loss of life is low and damage is usually minor.

Once a flashover occurs, a large complement of firefighters will be needed for fire control, and the likelihood of life loss or injury to both occupants and firefighters is high. Damage will be substantial, often resulting in total destruction of the building and contents. Clearly, a fire department's best opportunity to alter the course of the emergency, stop loss, and minimize the negative consequences is to intervene as early as possible in the fire timeline. The continuum below illustrates the necessary steps for fire department intervention:

FIGURE 8 – STEPS TO FIRE DEPARTMENT INTERVENTION



The only three elements of this continuum that are within the fire department's control are turnout time, response time, and setup time.

Recognizing that a quickly arriving unit may be able to engage a fire before flashover, Standards of Cover establishes two time benchmarks: one for the arrival of the first unit and a second for the arrival of the remaining resources. Therefore, the standard expects an initial firefighting unit staffed with a minimum of four personnel to have a turnout time of one minute or less and a travel time of four minutes or less, for a total turnout time of five minutes. Subsequent firefighting units (second due engine and a truck staffed with a minimum of four firefighters each) should arrive within a total of nine minutes from dispatch. Setup time is a function of the magnitude of the fire upon arrival, the ease of deployment of hose lines, and the number of firefighters arriving and their level of skill and training. Thus, setup time will be longer for more serious incidents and in situations with personnel shortages.

Substantial research on resource needs for fire control has been conducted by the National Fire Protection Association (NFPA), the Commission on Fire Accreditation International (CFAI), and several large city fire departments. The data collected determined that at a fire in an occupied structure, a minimum of eight tasks must be simultaneously conducted to stop the loss of civilian lives, stop further property loss, and keep the risk to firefighters at a reasonable level. The critical tasks on the initial alarm for a response to a structural fire in a typical 2,000-foot,

two-story, single-family occupancy without a basement and with no exposures (a detached home) are as follows:

- Establishment of incident command outside of the hazard area for the overall coordination and direction of the initial full alarm assignment. A minimum of one individual shall be dedicated to this task.
- Establishment of an uninterrupted water supply of 400 gpm for 30 minutes. Supply line(s) shall be maintained by an operator who shall ensure uninterrupted water flow application.
- Establishment of an effective water flow application rate of 300 gpm from two handlines, each of which shall have a minimum of 100 gpm. Each attack and backup line shall be operated by a minimum of two individuals to effectively and safely maintain the line.
- Provision of one support person for each attack and backup line deployed to provide hydrant hookup and to assist in line lays, utility control, and forcible entry.
- A minimum of one victim search and rescue team shall be part of the initial full alarm assignment. Each search and rescue team shall consist of a minimum of two individuals.
- A minimum of one ventilation team shall be part of the initial full alarm assignment. Each ventilation team shall consist of a minimum of two individuals.
- If an aerial device is used in operations, one person shall function as an aerial operator who shall maintain primary control of the aerial device at all times.
- Establishment of a Rapid Intervention Crew that shall consist of a minimum of two properly equipped and trained individuals.

Based on this scenario, the hazards presented are not unusual, as all communities respond to fire incidents in this type of structure on a regular basis, and a minimum of 15 firefighters are needed to accomplish these tasks. Other occupancies and structures in the community that present greater hazards should be addressed by additional firefighter functions and additional responding personnel on the initial full alarm assignment.

The ability of adequate fire suppression forces to greatly influence the outcome of a structural fire is undeniable and predictable. Data generated by NFPA provide empirical data that rapid and aggressive interior attack can substantially reduce the human and property losses associated with structural fires.

TABLE 7 – FIRE EXTENSION IN RESIDENTIAL STRUCTURES (1994–1998)

Rate per 1,000 Fires			
Extension	Civilian Deaths	Civilian Injuries	Dollar Loss per Fire
Confined to the room of origin	2.32	35.19	\$3,185
Beyond the room but confined to the floor of origin	19.68	96.86	\$22,720
Beyond the floor of origin	26.54	63.48	\$31,912
Note: Residential structures include dwellings, duplexes, manufactured homes (also called mobile homes), apartments, row houses, townhouses, hotels and motels, dormitories, and barracks.			

Combining the time benchmarks and resource needs, a fire department should be able to place at least one firefighting unit and a minimum of four firefighters at a fire scene within a time frame between 5 minutes and 20 seconds and 6 minutes and 42 seconds from dispatch 90% of the time. Other units with the remaining 11 firefighters should arrive within a timeframe between 9 minutes and 20 seconds and 11 minutes and 34 seconds 90% of the time. It must also be noted that times are benchmark (preferred) and baseline (minimum acceptable) response times for fires in relatively small single-family dwellings.

The challenge that any community faces is how to achieve this level of fire protection for its citizens at a cost that is affordable. McKeesport is like countless cities nationwide that are struggling with this issue. Currently, this level is being achieved through a combination of on-duty personnel, off-duty callbacks, and mutual aid. The system can be improved by calling mutual aid at the same time the off-duty force is recalled, thus eliminating delays in mutual aid response and the implementation of a rapid intervention team.

When a fire service agency considers effective response options, the measurement of time itself must be defined and understood. The CFAI has provided the following standardized definitions of response time elements:

Detection – The point at which a human being or technological device (e.g., smoke detector, infrared heat detector, etc.) becomes aware that conditions exist requiring activation of the emergency response system. This is considered the point of awareness.

Notification – The point at which an alarm is received by the public safety answering point (PSAP). This transmittal may take the form of electronic or mechanical notification received and answered by the PSAP.

Call Processing Interval – The interval between the first ring of the 9-1-1 telephone at the dispatch center and the time the CAD operator activates station and/or company alerting devices.

Dispatch Time – The time when the dispatcher, having selected appropriate units for response, initiates the notification of response units.

Turnout Time – The interval between the activation of the station and/or company alerting devices and the time when the responding crew notifies dispatch by voice that the company is responding. During turnout time, crews cease other activities, don appropriate protective clothing and/or equipment, determine the location of the call, and board and start the fire apparatus. It is expected that the unit will go in service when personnel are aboard the apparatus and the apparatus is beginning to roll toward the call.

Travel Time – Begins at the termination of the turnout time and ends when the responding unit notifies the dispatcher that it has arrived on scene.

On-Scene Time – The point at which the responding unit arrives on scene.

Setup Time – The point at which operations to mitigate the event begin. This numeric figure will vary. Setup time is a multidimensional variable that corresponds with the location of the emergency and/or how complex or severe it is.

For the purpose of analyzing response times, this audit takes into account only those response time elements that the fire department has control over: turnout time and travel time. While many fire departments describe response time as an “average” time, this description implies that for 50% of the time the travel time is actually longer than the average. McKeesport’s average response times are as follows:

- The average response time of the first arriving unit is 00:07:59.
- The average response time of the second arriving unit is 00:08:05.

Turnout time is the interval between the activation of the station and/or company alerting devices and the time when the responding crew notifies dispatch by voice that the company is responding. Turnout time should be between 80 seconds and 90 seconds for 90% of the time.

Travel time is the time that begins at the termination of the turnout time and ends when the responding unit notifies the dispatcher that it has arrived on scene. Travel time should be between 4 minutes and 5 minutes and 12 seconds for 90% of the time. Travel time is a product of distribution (station locations). Fire departments have very little impact on travel time as driving faster is not a safe solution to decreasing travel times.

For the purpose of this audit, and based on the fact that the department does not separate turnout time from travel time in its incident reporting software, response time is defined as turnout time plus travel time. Utilizing the NFPA Standard, response time (turnout time + travel time) should be between 5 minutes and 20 seconds and 6 minutes 42 seconds for 90% of the time.

Because McKeesport is only 5.5 square miles, emergency responses should consistently meet the time benchmark for the arrival of the first-due apparatus within 5 minutes and 12 seconds for 90% of the time. The response time of the first-due apparatus in McKeesport is within the initial recommended turnout time of 5 minutes and 12 seconds for 82.8% of the time. While the department is not meeting the 90% benchmark, the first-due apparatus is arriving within the minimum established baseline of 6 minutes and 42 seconds for 92.7% of the time.

- Responses with a response time of less than one minute accounted for 9.7% of all responses.
- Responses with response times between one minute and two minutes accounted for 10.1% of all responses.
- Responses with response times between two minutes and three minutes accounted for 23.4% of all responses.
- Responses with response times between three minutes and four minutes accounted for 23.5% of all responses.
- Responses with response times between four minutes and five minutes accounted for 16.1% of all responses.
- Responses with a response time of greater than five minutes accounted for 17.2% of all responses.

It should be noted, however, that the first arriving apparatus may not be staffed with the recommended minimum of four personnel, depending on full-time staff being off and/or the number of part-time staff assigned. It should also be noted that a number of less-serious incident responses are taken in a nonemergency mode (no lights and sirens), and the current practice of incident reporting does not separate emergency responses from nonemergency responses.

The second NFPA time benchmark requires the second-due apparatus to arrive within 9 minutes and 10 seconds of dispatch with the balance of the alarm. The balance of the alarm should not only include the second-due apparatus but also the additional personnel necessary to meet the 15-person staffing necessary to safely and efficiently operate at moderate risk structure fires. Thus, McKeesport's shortcoming in meeting the Standards of Cover is the assembly of an effective response force of 15 firefighters within 9 minutes and 20 seconds of dispatch. While the arrival of both apparatus will allow the department to meet the minimum of four firefighters required for initial attack, the recommended 15 responders necessary to meet Standards of Cover needs and safely perform critical fire ground tasks at single-family dwellings can only be achieved via callbacks and mutual aid. Therefore, callbacks should not be delayed and should be requested immediately upon indication of a working structure fire.

The second measure of fire department service is the Insurance Services Office (ISO) Public Protection Classification Rating System. Using a scale of 1 to 10 (1 being best, 10 being no protection), the ISO rates fire protection in thousands of communities throughout the country. The rating is used by insurance companies to set premiums on properties it insures. Commercial, industrial, mercantile, institutional, and multifamily dwellings are the most highly impacted properties when a city's rating changes.

The Insurance Services office conducted a community classification survey in August 1995. These classifications have been developed for use in property insurance premium classifications for properties in the City. The City received an ISO Public Protection Classification of 6, which is fairly poor for a community with a full-time fire department. The credits assigned are as follows:

TABLE 8 – CITY OF MCKEESPORT ISO PUBLIC PROTECTION CLASSIFICATION GRADING SHEET

Feature	Credit Assigned	Maximum Credit
Receiving & Handling Fire Alarms	4.85	10.00
Fire Department	18.10	50.00
Water Supply	26.79	40.00
*Divergence	-6.16	
Total Credit	43.58	100.00

Source ISO Public Protection Classification Report

* Divergence is a reduction in credit to reflect a difference in the relative credits of Fire Department and Water Supply.

Each component is evaluated using a fractional point scale and added together to establish the community point total. Additionally, points are subtracted (known as divergence) when the water supply is relatively better than the fire department or vice versa. The thinking is that a good water supply would be underutilized with an ineffective fire department and conversely, the best fire departments would be less effective with a substandard water supply. McKeesport’s divergence is relatively low due to a high water supply score (relative classification for water supply = Class 1) and a slightly less than average fire department score (relative classification = Class 5).

When an ISO representative conducts a community assessment, areas examined include recordkeeping practices; pumper, aerial, and hose tests; apparatus equipment; personnel training; and deployment protocols.

TABLE 9 – CITY OF MCKEESPORT ISO CREDIT FOR RECEIVING AND HANDLING FIRE ALARMS

Receiving and Handling Fire Alarms		
Category	Actual Credit	Maximum Credit
1. Credit for Telephone Service	1.90	2.00
2. Credit for Operators	1.20	3.00
3. Credit for Dispatch Circuits	1.75	5.00
Total - Receiving & Handling Fire Alarms	4.85	10.00

Receiving and handling fire alarms reviews the facilities provided for the general public to report fires, and for the operator on duty at the communications center to dispatch fire department companies to the fires. Credit in this category is based upon the facility that was responsible for dispatching the fire department in 1995. Today, this category would be an evaluation of the Allegheny County 9-1-1 Center. The County’s current rating for receiving and handling fire alarms is 6.40, an increase of 1.55 credits.

TABLE 10 – CITY OF MCKEESPORT ISO CREDIT FOR FIRE DEPARTMENT

Fire Department		
Category	Actual Credit	Maximum Credit
1. Credit for Engine Companies	5.02	10.00
2. Credit for Reserve Pumpers	0.49	1.00
3. Credit for Pump Capacity	3.43	5.00
4. Credit for Ladder-Service Companies	0.29	5.00
5. Credit for Reserve Ladder-Service Companies	0.62	1.00
6. Credit for Distribution	1.86	4.00
7. Credit for Company Personnel	3.33	15.00
8. Credit for Training	3.06	9.00
Total – Fire Department	18.10	50.00

The fire department section reviews the engine and ladder-service companies, equipment carried, response to fires, training and available firefighters. Based on required fire flow, three engine (pumpers) companies for the Basic Fire Flow of 3,000 gpm and one ladder company is needed for maximum credit. Two engines and a reserve engine are currently in service. Each of the three engines received 77%, 73%, and 75% of the maximum credit because of insufficient equipment and a failure to maintain adequate hose and pump testing programs. The ladder truck received 5% of the maximum credit because of insufficient equipment, insufficient aerial device testing, and dual operations (also credited as an engine).

Distribution is based on the premise that all sections of the City with hydrant protection should be within 1 ½ miles of a fully equipped engine company and 2 ½ miles of a fully equipped ladder. This distance is measured along all-weather roads. Distribution credits have likely increased since the last evaluation, with the addition of the second fire station.



The most important factor is firefighter response to structural fires. The grading schedule’s premise, much like the Standards of Cover, is that fires will be controlled quicker and with less damage when large numbers of firefighters are available in a short time frame. As such, the single largest point factor is awarded for firefighter response. Because of immediate availability, full credit is given for any on-duty firefighters. Since it is assumed that any firefighter not on-duty will have a longer response time, only one-third credit is given for

any firefighter who is not on duty. In McKeesport, based on an average turnout of four firefighters, the fire department received 3.33 personnel credits out of a maximum of 15.00. These credits would increase by approximately 2.00 credits based on current staffing.

Based on the required companies, three engines and one truck, ISO-required staffing would be 18 firefighters. Eighteen firefighters is based upon an interactive relationship between a first alarm assignment of two engine companies and one ladder company and the credit assigned for firefighters responding with these companies. Full credit for company personnel is awarded when six firefighters with each company, including company officers, respond with two engines and one ladder on the first alarm to structure fires.

The ISO evaluation showed that the training program should be improved. The fire department received only 3.06 credits out of a maximum of 9.0 credits for its training program and use of facilities. Recommendations regarding the department’s training program are included in the Recommendations section of this report.

Total fire department credit was 18.10 out of a maximum of 50.00. In comparison, Wilkinsburg’s credit for a fire department is 25.06, Mt. Lebanon’s is 32.09, and Aliquippa’s is 24.49.

TABLE 11 – CITY OF MCKEESPORT ISO CREDIT FOR WATER SUPPLY

Water Supply		
Category	Actual Credit	Maximum Credit
1. Credit for Supply System	24.21	35.00
2. Credit for Hydrants	1.34	2.00
3. Credit for Hydrant Inspection	1.24	3.00
Total – Water Supply	26.79	40.00

Water supply includes the supply works, water main capacity, hydrant distribution, types of hydrants, and frequency of inspection of hydrants and their condition. The total credit for water supply for McKeesport is slightly above average.

The total credit for handling fire alarms, fire department, and water supply is 43.85, which equates to a Class 6 ISO rating. There are several steps the fire department can take to improve its current rating. These steps are included in the recommendations section of this report and include the implementation of a structured training program; pre-planning of commercial occupancies; implementation of annual hose, aerial, and pump testing programs; and compliance with NFPA 1901, Standard for Automotive Fire Apparatus, equipment requirements.

The Southwestern Pennsylvania Commission's (SPC) Standards for Effective Local Government, Basic Fire Standard No. 1 requires that the municipality has received at least a mid-point rating of 5 from the ISO. The City does not meet this mid-point requirement. A copy of the City's ISO Classification Report is included in Appendix 7

In 2010, the ISO Fire Suppression Rating Schedule will be revised. Some of the recommended changes, if adopted, could have a greater negative effect on the City's ISO rating, dropping it to a Class 7. The following revisions could have a negative effect on the City:

- Increased reference to NFPA standards
- Evaluation of pumper equipment and hose and ladder/service tools and equipment based on the current edition of NFPA 1901
- Recognition of Initial Rapid Intervention Crew and Rapid Intervention Crew teams, in accordance with NFPA 1500
- Additional emphasis on firefighter safety and training
 - No credit for training without proper documentation, in accordance with NFPA 1401
 - Credit for credentialing of fire officers in accordance with the National Incident Management System (NIMS) recommendations and NFPA 1021, in addition to continuing education officer training
 - Increased credit for training of fire apparatus drivers and operators in accordance with NFPA 1002 and NFPA 1451
 - Pre-incident building familiarization and planning surveys reduced to annual frequency, with up-to-date notes and sketches available to the incident commander, in accordance with NFPA 1620
- Maximum automatic-aid plan credit expanded from 0.9 to 1.0 if the fire departments have standard operating procedures (SOPs) that outline the expectations and responsibilities for first-alarm response
- Expanded credit for automatic-aid engine and ladder companies based on proximity coverage
- Credit for responding automatic-aid personnel not previously included in the grading
- Operational considerations
 - Credit for an incident management system according to NFPA 1561
 - Credit for SOPs/guidelines

- New approach for fire department deployment analysis using a fire department’s demonstrated performance analysis (Credit is based on the extent to which the department meets the time constraints for the initial arriving engine company and deployment of full-alarm assignment as outlined in NFPA 1710.)

OR

- Revised approach to the existing 1½ mile and 2½ mile
- Standard response evaluation of engine and ladder/service company coverage areas without establishing additional needed company locations, with an increased emphasis on the actual distribution (deployment analysis) coverage by existing companies

REFERENCE TO COMMUNITY RISK-REDUCTION PROGRAMS

- Credit for adoption and enforcement of a model building code
- Credit for adoption and enforcement of a model fire-prevention code, including fire-prevention inspector certification and training
- Credit for public fire-safety education
 - Public fire-safety educator qualifications and training
 - Residential fire-safety education
 - Fire-safety education in schools
 - Juvenile firesetter program
- Credit for fire cause and origin investigation, including fire investigator certification and training
- Credit for use of the National Fire Incident Reporting System (NFIRS)

The ISO Grading Schedule should be referenced and used as a guideline for delivering current services, developing a structured training program, implementing new programs, and maintaining equipment.

OVERTIME USE

Overtime is used to contractual minimum staffing levels to fill for sick time and vacations. A minimum of three career staff must be on duty at all times to fill the Deputy Chief, Captain, and driver positions. Part-time staff can be used to fill the hoseman positions. Additional overtime is incurred for callbacks.

TABLE 12 – OVERTIME PAY

Year	Overtime
2002	\$52,082
2003	\$28,487
2004	\$32,997
2005	\$82,872
2006	\$69,732
2007	\$54,885
2008	\$85,019
2009	Projected \$87,995

SOURCE: MCKEESPORT FIRE DEPARTMENT

Overtime has increased 69% based on 2009 projections. There were only two lost-time injuries during the previous five-year period. There does not appear to be any abuse of sick time, workers' compensation, etc. Overtime usage is not tracked by category (e.g., regular, training, callback, etc.); thus, it is not possible to determine the specific factors that are leading to overtime usage. It is recommended that the department and/or the City break overtime usage into specific categories to allow for a more focused analysis. Part-time firefighters are effectively utilized to fill shift openings, with the exception of the contractual required minimum full-time staffing of three firefighters.

RECOGNIZED STANDARDS

As part of the evaluation process, the consultant relied on standards, benchmarks, and "best practices" commonly used to measure fire service delivery.

National Fire Protection Association (NFPA) – The NFPA is an organization that develops, publishes, and disseminates timely consensus standards covering all areas of fire safety. These NFPA standards have been adopted by numerous state and federal authorities, giving them the force of law. In Pennsylvania, NFPA standards are recognized as voluntary consensus standards.

Southwestern Pennsylvania Commission's (SPC) Standards for Effective Local Government – These standards are designed to assist local elected and appointed officials in determining the capacity and effectiveness of municipal operations in all areas of government, including fire operations, emergency medical services, and emergency management.

Insurance Services Office (ISO) – The Fire Suppression Rating Schedule (FSRS) is a manual containing the criteria ISO uses in reviewing the firefighting capabilities of individual communities. The schedule measures the major elements of a community's fire-suppression system and develops a numerical grading called a Public Protection Classification (PPC).

Center for Public Safety Excellence (CPSE) – The CPSE, a nonprofit organization developed through a cooperative effort of the International City/County Manager's Association (ICMA) and the International Association of Fire Chiefs (IAFC), establishes and promotes recognized professional standards to help fire agencies move beyond tactical deployment to continuous strategic improvement.

COMPENSATION, FRINGE BENEFITS, AND PENSION

The average hourly rates for staff members are within national averages of \$17.40 (\$36,192) to \$26.92 (\$55,993). The average salary nationally for firefighters for 2006 was \$48,872. The average salary for firefighters in the benchmark communities for 2006 was \$50,463.00. McKeesport salaries were approximately 10% below the national average and 12% below the average for benchmark communities. Salaries have increased at a rate of 17% over the previous eight-year period while the consumer price index has increased 22%. The fire chief's salary has increased only 6% over the previous eight-year period. The current contract calls for 3.5% annual increases over the term of the contract.

TABLE 13 – SALARY COMPARISON OF BENCHMARK COMMUNITIES (2006)

Municipality	Population	Full-Time Personnel	Avg. Wage
Chester	36,854	62	\$57,300
Norristown	31,282	22	\$58,000
Williamsport	30,706	33	\$48,750
Monroeville	29,349	N/A	N/A
New Castle	26,309	23	\$55,225
Easton	26,263	48	\$62,660
Lebanon	24,461	21	\$50,990
McKeesport	24,040	20	\$44,450
Johnstown	23,906	44	\$41,720
Pottstown	21,859	10	\$44,328
Wilkinsburg	19,196	28	\$41,200

SOURCE: DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT (DCED) MUNICIPAL STATISTICS

STANDARD OPERATING GUIDELINES

Standard Operating Guidelines (SOGs) are written documents that set forth organizational expectations for service delivery. They provide a framework for how employees are expected to function in a wide variety of situations they may be likely to encounter. SOGs should be reviewed and updated on a periodic basis. The McKeesport Fire Department does not have a current set of SOGs. These guidelines will be required under the new ISO Grading Schedule.

BUDGET AND FINANCIAL TRENDS

The fire department operating budget has increased 22% over the previous seven-year period, an increase of approximately 3% per year, slightly above the consumer price index increase of 19.8% over the same time period. Medical benefits have increased by 35%.

TABLE 14 – FIRE DEPARTMENT BUDGET (2005 – 2009 PROJECTED)

FIRE	2005	2006	2007	2008	2009	% +/- 2005 TO 2009
Fire Chief	\$46,386	\$46,816	\$55,128	\$59,259	\$58,286	25%
Deputy Fire Chief	\$170,578	\$159,297	\$189,361	\$203,190	\$205,114	20%
Electrician Salary	\$40,156	\$38,981	\$44,943	\$48,059	\$49,355	23%
Drivers	\$290,887	\$177,744	\$204,601	\$192,294	\$194,322	(33%)
Data Entry Clerk	-	-	\$325	-	-	(100%)
No. 4 Hoseman	\$128,103	\$31,150	-	\$61,717	\$31,255	(76%)
No. 3 Hoseman	\$37,946	-	\$51,091	\$14,164	-	(100%)
No. 2 Hoseman	\$33,091	\$34,901	\$13,430	-	-	(100%)
No. 1 Hoseman	-	\$14,319	-	-	-	(100%)
Captains	\$138,608	\$151,537	\$180,191	\$193,238	\$195,224	41%
Part-Time	\$6,448	\$150,841	\$183,641	\$175,188	\$180,002	
Hoseman	\$31,671	\$182,945	\$259,887	\$280,466	\$290,282	
Overtime	\$82,872	\$69,732	\$54,885	\$85,019	\$87,995	6%
WAGES	\$1,006,655	\$1,058,264	\$1,237,482	\$1,312,594	\$1,291,835	28%
Medical	\$282,865	\$229,956	\$204,128	\$252,691	\$290,595	3%
Dental & Eye	\$27,959	\$21,904	\$17,610	\$22,657	\$24,223	(1%)
Life	\$10,911	\$3,989	\$3,295	\$3,534	\$3,645	(66%)
FICA	\$10,704	\$23,336	\$24,685	\$25,468	\$26,359	146%
Benefit Buyouts	\$3,269	\$2,211	\$673	-	-	(100%)
Longevity	\$58,443	\$46,210	\$49,056	\$52,151	\$53,997	(8%)
Buy Back/Sick Pay	\$192,537	\$7,969	\$91,830	\$62,362	\$64,545	(66%)
Medical Reimb.	\$4,230	\$19,003	\$29,348	\$37,652	\$74,487	
FRINGES	\$590,918	\$354,578	\$420,625	\$456,515	\$537,851	(9%)
SUBTOTAL	\$1,597,573	\$1,412,842	\$1,658,107	\$1,769,109	\$1,829,686	15%
Station Supplies	\$2,494	\$2,240	\$2,249	\$1,566	\$475	
Printing Materials	\$635	-	-	-	-	(100%)
Uniform Allowance	\$14,360	\$16,086	\$17,043	\$16,714	\$16,714	16%
Building Supplies	\$1,426	\$750	\$2,605	\$3,424	\$3,235	126%
Repairs & Capital	\$21,722	\$19,605	\$29,622	\$26,414	\$21,000	(3%)
Electrical	\$146	\$1,882	\$3,649	\$636	\$8,413	
Firefighting Equip.	\$6,912	\$4,821	\$7,398	\$8,942	\$3,250	
River Patrol	\$908	\$277	-	-	\$136	
Training	\$800	\$1,485	\$2,169	-	\$755	
Hydrant Rentals	\$22,091	\$22,091	\$36,758	\$28,554	\$29,268	
Capital Equipment	-	\$80,284	-	-	\$82,000	
SUBTOTAL	\$1,669,067	\$1,562,363	\$1,839,884	\$1,855,360	\$1,994,932	20%

SOURCE: CITY OF MCKEESPORT FINANCIAL RECORDS

Wages have increased an average of 2% per year over the previous six-year period. The overall fire department budget has increased by approximately 21% over a six-year period. Total personnel-related costs have increased by 21%. Fringe benefits have increased by 34%. Non-personnel-related costs for vehicles and equipment have increased by 43%.

An analysis of 2005 fire protection expenditures for 58 Pennsylvania communities with populations between 20,000 and 50,000 revealed that average fire protection expenditures for communities this size were slightly over \$1.5 million while fire protection expenditures per capita averaged \$52. Adjusted for inflation, the 2008 average fire protection expenditures should be around \$1.65 million or \$57 per capita for communities with populations between 20,000 and 50,000 people.

TABLE 15 – COMPARISON OF 2008 FIRE EXPENDITURES FOR BENCHMARK COMMUNITIES

Municipality	Population	Total Expenditures	Fire Expenditures	Fire Exp./Capita	% Fire Exp. / Total Exp.
Chester	36,854	\$48,036,445	\$5,753,682	\$156	12%
Williamsport	30,706	\$31,805,479	\$4,442,538	\$145	14%
Monroeville	29,349	\$31,086,320	\$3,099,395	\$106	10%
New Castle	26,309	\$16,789,869	\$1,795,765	\$68	11%
Easton	26,263	\$43,594,414	\$4,933,361	\$188	11%
Lebanon	24,461	\$20,744,867	\$2,033,382	\$83	10%
McKeesport	24,040	\$27,008,569	\$1,811,937	\$75	7%
Johnstown	23,906	\$39,944,059	\$2,265,825	\$95	6%
Pottstown	21,859	\$29,271,298	\$10,270,024	\$47	4%
Wilkesburg	19,196	\$13,489,494	\$2,027,024	\$10	15%

SOURCE: DCED MUNICIPAL STATISTICS

A comparison of 2005 fire protection expenditures for benchmark communities for McKeesport revealed that the per capita funds allocated for fire protection are below the benchmark community average of \$90 per capita and below the average percentage of total expenditures.

FINDINGS

ANALYSIS OF OPERATIONAL DEFICIENCIES

1. The fire department needs to increase its inspection efforts. The mission of the fire service is to protect property and save lives, not only in a reactive manner, but also in a proactive one. Fire departments can no longer rely solely on response to meet the priorities of firefighter and civilian safety; instead, they must heighten their focus on public education coupled with aggressive fire codes and enforcement to protect against the threat of fire. The McKeesport Fire Department must seek to enlist an aggressive code enforcement program that's strongly supported by elected officials and political appointees to avoid the acceptance of variances that impose unnecessary risk to firefighters and civilians alike.

Fire safety inspections help to minimize the risk of life and property loss from fire. The fire safety inspection process can make strides toward accomplishing this goal by observing, making recommendations, and controlling or eliminating hazardous conditions. These inspections should not only be performed in rental properties and high-risk occupancies, but also in all commercial, industrial, public assembly, and multi-residential occupancies. During the inspection process, the department can also prepare pre-fire plans that can be used if an emergency situation ever does occur at a particular facility. A recommendation is included to apply for grant funding to purchase laptop computers and pre-planning software for fire apparatus. A typical fire inspection should include fire suppression systems, fire alarm systems, exit access, occupant capacity loads, and general life safety. These inspections raise awareness level and help to provide a safe place for employees, residents, and customers.

The city does have a rental property inspection program that is intended to ensure that rental housing in the City is decent, safe, and sanitary and is so operated and maintained as not to become a nuisance to the neighborhood or to become an influence that fosters blight and deterioration or creates a disincentive to reinvestment in the community. The operation of rental residential properties is a business enterprise that entails certain responsibilities. Operators are responsible to take such reasonable steps as are necessary to ensure that the citizens of the City who occupy such units may pursue the quiet enjoyment of the normal activities of life in surroundings that are safe, secure, and sanitary; free from noise, nuisances, or annoyances; and free from unreasonable fears about safety of persons and security of property.

The fire department estimates that it does approximately 400 rental inspections annually. The fee for these inspections is \$50.00. Whereas these inspections should be generating approximately \$20,000 annually, they are generating approximately \$1,200 annually due to a lack of follow-up by and communication with the building inspections department. These inspections should be included in the department's Firehouse Reporting Software for increased tracking and the dissemination of information to other fire department personnel.

2. The majority of the fire department staff does not have access to an organizational e-mail account. Informal communication has become important in all types of organizations to ensure the effective conduct of work. In many organizations, e-mail is used by management to communicate to lower levels, including the implementation of guidelines, policies, etc.
3. Overtime is filled on a seniority basis by shift. This creates a problem, as a hoseman or driver can be acting as an officer, thus outranking an officer on the shift. The current system has been past practice and is not included in the collective bargaining agreement and/or any rules and

regulations. Essentially, a hoseman who cannot drive apparatus or operate the aerial can be in command of an incident. Overtime should be filled by rank.

4. The department does not fully utilize the capabilities of its Firehouse Reporting Software. Occupancy inspection and training records are not entered into the software. Incident reports do not include estimated fire loss, turnout time, and the type of response (emergency or non-emergency). Fire service injuries are also not recorded.
5. Based on several interviews, there appears to be a lack of accountability and continuity among the shifts. The development of SOGs and rules and regulations would help to define expectations, provide consistency, and hold personnel accountable.
6. On structural fire responses, only the deputy or the acting deputy can recall off-duty personnel. While this helps limit the potential for unnecessary overtime, the development of guidelines regarding callbacks and greater accountability would also allow the captains to recall off-duty personnel in those instances where they arrive on the scene of a working fire prior to the deputy, decreasing the amount of time necessary to assemble an effective response force.
7. The Fire Chief is not involved in the budget process. He does not develop the department's budget, he does not have a copy of the annual budget, and he does not receive monthly updates regarding the department's budget.
8. The department is often lacking essential supplies, including toilet paper, paper towels, soap, and office supplies. In addition, essential fire suppression items, including nozzles and hose, are not properly tested, maintained, and replaced as necessary. The lack of insufficient equipment is cited several times in the department's ISO report.
9. The department does not have a designated Training Officer and lacks a structured on-duty training program. Maintaining the competency of fire department personnel in the twenty-first century can challenge departments of all sizes. It is a challenge that lasts throughout each member's career. New members need to learn the basics, and firefighters with proven operational skills need additional instruction to take on supervisory roles. As the fire service becomes more complex and diversified, required knowledge, government regulations, and professional standards all lead to increases in overall training needs for a department. Documentation and records management are essential elements of this process. It is the responsibility of the Fire Chief or designated Training Officer to organize and schedule training.

There is no formal driver/operator training program for new drivers and continuing education for current drivers. Officers do not receive required annual officer training. Firefighters are not receiving annual required suppression training. There are no training records.

POSITIVE AND NEGATIVE BUDGET AND FINANCIAL TRENDS

Cost of Living Adjustments based on CPIs published by the Bureau of Labor Statistics have increased 22% over the eight-year period from 2002 to 2009, used to analyze the fire department's operating budget. While salaries have increased only 17% over this same period, fringe benefits have increased 77%. Medical costs has risen 64%.

EXISTING PRACTICES

Overtime to fill minimum staffing requirements is based on seniority. Generally, seniority is the concept of a person or group of people being in charge or in command of another person or group. While rank in the fire department is obtained due to testing and experience and constitutes seniority on the fire ground, the system used by the McKeesport Fire Department to fill minimum staffing requirements allows for the potential to have a lower ranking staff member, even a hoseman, in charge of a higher ranking officer in certain circumstances. Overtime should be filled by rank.

SERVICE DELIVERY AREAS

The fire department delivers a wide range of emergency services including fire suppression, vehicle extrication, river rescue, and routine hazard response. In addition, the department provides for inspections of rental properties and delivers a public education program in area schools.

Emergency medical services are delivered by McKeesport Ambulance Rescue Service, which provides emergency medical care to the residents of McKeesport, Port Vue, Dravosburg, and Versailles. McKeesport Ambulance Rescue Service was founded in 1991 and responds to approximately 10,000 calls annually. The fire department provides first responder services (first aid/CPR) on those occasions when the ambulance service is overloaded.

The current contract provides a provision to explore the possible future implementation of first responder services for priority emergency medical calls.

REVIEW OF BEST PRACTICES

The fire department is not in compliance with NFPA 1710, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. The fire department is not meeting the Level II Standard of Coverage benchmark by assembling 15 firefighters within 9 minutes of receiving a call. Without a residency requirement or the use of automatic and/or mutual aid at all structural fires, the department is not capable of meeting this benchmark.

The fire department meets NFPA 1001, Standard for Firefighter Professional Qualifications. All but two staff members are certified to the Firefighter I Level and over 90% of the full-time staff is certified to the Firefighter II Level.

The fire department is not in compliance with NFPA 1002, Standard for Fire Apparatus Driver/Operator Professional Qualifications. There is no formal 40-hour initial training program for new drivers or annual 12-hour continuing education program for existing drivers.

The fire department is not in compliance with NFPA 1021, Standard for Fire Officer Professional Qualifications. There is no certification, testing, or formal training to ensure fire officers meet the prerequisite knowledge and skills required of a fire officer.

The fire department meets NFPA 1031, Standard for Professional Qualifications for Fire Inspector and Plan Examiner. All Deputy Chiefs and Captains are certified to the Fire Inspector I Level.

Although the fire department does not have a designated Training Officer, at least one staff member meets NFPA 1041, Standard for Fire Service Instructor Professional Qualification.

The fire department is not in compliance with NFPA 1500, Standard on Fire Department Occupational Safety and Health Program:

- The fire department does not have a risk management plan.
- The fire department does not have medical requirements for existing members.
- The fire department does not have physical performance requirements.
- The fire department does not have a wellness program.
- The fire department does not consistently utilize a fire ground accountability system.

The fire department is not in compliance with NFPA 1521, Standard for Fire Department Safety Officer:

- The fire department does not have a fire department Health and Safety Officer (HSO) to administer and manage the fire department occupational safety and health program.
- The fire department does not have an occupational safety and health program.
- The fire department does not have a pre-designated ISO system to ensure that a separate ISO, independent of the Incident Commander (IC) is appointed and responds automatically to pre-designated incidents.

The fire department is not in compliance with NFPA 1582, Standard on Comprehensive Occupational Medical Program for Fire Departments:

- The fire department does not have a comprehensive occupational medical program that includes medical evaluations for current members.
- The fire department does not have an officially designated physician responsible for guiding, directing, and advising the members with regard to their health, fitness, and suitability for duty.
- The fire department does not annually conduct a mandatory fitness evaluation that is not punitive or competitive as part of an individualized program.

The fire department is not in compliance with NFPA 1584, Standard on the Rehabilitation Process for Members During Emergency Operations and Training Exercises:

- The fire department does not have a SOG that outlines a systematic approach for the rehabilitation of members operating at incidents and training exercises.
- Due to limited personnel, members may be unable to undergo rehabilitation following the use of a second 30-minute self-contained breathing apparatus (SCBA) cylinder, a single 45-minute or 60-minute SCBA cylinder, or 40 minutes of intense work without SCBA.
- Due to limited personnel, members may be unable to rest for a minimum of 20 minutes following the use of a second 30-minute SCBA cylinder, a single 45-minute or 60-minute SCBA cylinder, or 40 minutes of intense work without SCBA.

The SPC's Standards of Effective Local Government evaluation is included as an Appendix 8 to this audit. The fire department receives a slightly better than average rating per this standard, meeting 66% of the performance indicators.

The City of McKeesport has a Class 6 ISO Rating. A detailed summary of the ISO is included in Appendix 7.

The CPSE evaluation focuses on identifying the efficiency and significance of the organization's activities. It seeks to answer questions such as the following:

- Is the organization producing benefits that justify expenditures?
- Is there a better way of achieving the same goals?
- Have these various means been evaluated?
- Are the goals and objectives being achieved safely with the minimum allocation of resources?
- Will the achievement of the goals contribute to providing a quality level of service for the area being protected, or are there other higher goals that need to be identified?
- To what extent are the activities of the organization making an impact on the stated purpose (mission) of the organization?

Performance indicators are those activities that the CPSE has agreed upon as being appropriate in achieving the goals and objectives of a credible organization and that are quantifiable within a reasonable time frame. Of the 240+ performance indicators, this audit focuses on several of the performance indicators identified as essential for accreditation.

Some of the deficiencies identified by the CPSE audit include the following:

- The fire department does not have a strategic plan. A strategic plan describes "a set of concepts, procedures and tools designed to assist leaders and managers in exercising control, coping with change and developing a basis for decision making."⁴ Strategic planning is the process of formulating and implementing decisions about an organization's future direction.⁵

⁴ Bryson, 1988

⁵ Melcher and Kerzner, 1988.

The purpose of a strategic plan is to serve as a single source collector for results from various planning and administrative processes. The information contained within should provide the reader with a clear and concise overview of the most recently adopted organizational goals and objectives, budgetary commitments, mission statements, and assessments of organizational activity. It will serve the governing body, administrators, managers, and the public as a snapshot of current organizational programs' effectiveness and efficiency. The document should cover a long-range planning period consistent with the needs of the community. Recommendations found in available texts recommend a range of 5 to 10 years. The strategic plan should address four fundamental questions:

1. Where are we going? (Mission)
2. How do we get there? (Strategies)
3. What is our blueprint for actions? (Budget, Goals, and Objectives)
4. How do we know if we are on track? (Control)

Today's fire service organizations are very complex and dynamic. Organizations must identify what they are doing and why they are doing it. Strategic planning aids departments in developing a future vision of what they want to be, where they want to go, and why they want to do it. It provides the road map for the journey and allows a means to check on progress along the way. Without such a plan, organizations often find themselves lost, traveling in a circle, without an idea as how to straighten the course.⁶

In order to rationally define the organization's mission, the department should have a basic source of data and information, gathered via thorough incident response data and pre-planning. An ongoing analysis of service delivery and up-to-date pre-plans are essential to evaluate effectiveness and identify community fire protection needs.

- The fire department does not have a published community-wide risk assessment and it lacks pre-fire plans. The risk assessment for a community should include determining the difference in risk between a detached single-family dwelling, a multiple-family dwelling, an industrial building, and a high-rise, by placing each in a separate category with different response needs. The risk assessment should be based on pre-fire plans and demographic information. Fire stations, staffing, and apparatus will have to be distributed in the community to provide an initial response force to all of them. Conversely, the fire station locations and staffing patterns must be prepared to respond to a need that requires a higher concentration of resources for worst-case scenarios. There are many factors that make up risk: ability of occupants to take self-preserving actions, construction features, built-in fire protection, fire flow requirements, nature of the occupancy and its location, probability that an incident will occur, the economic and environmental impact of an incident, etc.
- The fire department does not have established standards of response coverage based on a community-wide risk assessment. A standard of response coverage should include

⁶ Center for Public Safety Excellence, 2006.

response time goals, response levels to identified target risks, critical tasks that staffing plans must meet, and desirable levels of distribution, concentration, and reliability.

EVALUATION OF CONDITIONS

- The fire department does not currently have a mission statement. Nor does the department operate under a specific set of performance objectives that have been approved by the Mayor or Council.
- Fire prevention inspections are limited to rental inspections, high-hazard occupancies, and complaints.
- There is no follow-up on rental inspections, and revenues generated by these inspections are well below what they should be.
- Fire department personnel do not have access to an organizational e-mail account.
- Fire inspection activities are limited to Deputy Chiefs and Captains.
- The fire department does not have a structured training program and/or conduct regular on-duty training.
- Overtime is filled by seniority, not by rank.
- The community's ISO rating is low for a community with a career fire department.
- The department does not have a wellness/fitness program.
- The department does not have a set of rules and regulations or SOGs.
- All off-duty shifts must be recalled prior to mutual aid, delaying the implementation of a rapid intervention team to provide for the rescue of firefighters in the event of a lost, injured, or trapped firefighter(s).

The McKeesport Fire Department personnel were asked to complete an anonymous survey about their department. This survey consisted of 75 questions meant to better understand the group's perception of the organization. A total of 12 surveys were completed and returned. The results of this survey yielded interesting results discussed below.

The survey questions mirrored the Campbell Organizational Survey. This survey asked employee perception on several key organizational areas: the work, coworkers, supervision, leadership, communication, pay, ethics, etc. These questions asked each person to rate their agreement on a six-point scale. The responses ranged from "strongly agree" to "strongly disagree." A copy of the survey is included in Appendix 9.

In order to analyze the results, the questions were grouped into similar categories. The responses were scored from 1 to 6, where 1 is "strongly disagree" and 6 is "strongly agree." The results were coded to reflect both positive and negative responses. Responses coded in red indicate a strong negative feeling and those in green indicate a strong positive feeling. Those coded in yellow indicate neither strong positive or negative responses. These results can be found in the attached spreadsheet.

The employee survey identified several areas that need attention. However, there are some positive areas as well. When the results are viewed as a whole, some trends emerge:

- Generally, the respondents like the work they perform. However, there does seem to be concern about the work environment. The work environment dimension did not score strongly negative overall, but was not considered to be strongly positive either. Another area of interest was the perception of the quality of services offered. This may in part be due to the organization's apparent resistance to change (see next bullet).
- They feel the work and the diversity of the workforce is a positive. However, question 68 dealing with equal opportunity for men and women with equal ability did score quite low. This may be reflective of the overall perception that rewards are not based on achievement (see question 64 on pay that deals with reward for work). This negative perception may be strongly rooted in the lack of perceived feedback. The respondents were very critical of the feedback they received/did not receive. This is clearly an area needing attention. In fact, many of the comments from the survey did indicate that the lack of formal policies and procedures is a concern. This all leads to the concern over the prospects for promotion as the results indicate.
- As with many surveys of this type, organizational change is ranked rather negative. This may be due to the issues with planning and feedback as identified in the results.
- Although supervisors are perceived relatively high, the leadership is not perceived as well. Of greatest concern is the perception of the organization's treatment of ethical issues. This may all be related to the apparent lack of communication that appears to be behind many of the issues identified, but does warrant further investigation in the future.
- As already mentioned, planning is an area identified by the respondents as weak. This is not necessarily surprising, since planning and communication are often identified as poor with many organizations. However, this perception is an important consideration as ideas move to implementation in this organization.
- Given the economic conditions, it is not surprising that job security is of concern. This was one area where the responses were universally negative. Alternatively, the group perceived regionalized services as positive and several respondents did identify the need to expand services (e.g., EMS first responder and a more regional approach).

This survey did identify areas for improvement and areas of strength. The survey is one instrument of perception and should be used with other pieces of information to identify a holistic approach to improve the organization. There are opportunities in the following areas:

- Communication is key in any organization, especially in an environment where livelihoods are at stake. Human nature is such that people will fill in information gaps (real or perceived) by themselves unless information is supplied. Management should provide open and honest communication. This information exchange should be two-way and encompass multiple mediums. Management by "walking around" is a highly effective technique to build trust and foster communication.
- Leverage the apparent willingness of the respondents to be open to new ideas. Keep them involved in areas where appropriate. Seek the feedback and ideas of the rank and file. This group still believes in the work they do and has a desire to deliver a quality product on the street, but they need support. By involving them in the process, communication is fostered and the strong positive feeling toward the work is supported.

- Act on the feedback from this survey and future input from the respondents. This does not imply that every idea should be implemented, but every idea should be considered, and when it is not included in a solution, it should be explained why. The respondents to this survey are still engaged in the process, as evident in the number of comments included on the surveys. By ignoring the feedback that was requested, there is a risk of creating apathy in the workforce. Once this happens, any change will be exceedingly difficult.

The survey concluded with several open-ended questions, including those regarding services that the department is currently providing that should be discontinued, services that the department currently is not providing that it should consider providing, and an assessment of the department's strengths, weakness, opportunities, and challenges (SWOT Analysis). Based on the nature of these responses, the consultant was required to group and categorize these responses while making certain assumptions as to the respondent's intent. These questions and the associated responses are as follows:

1. *Are there any programs or services that we should stop providing? If yes, which programs?*

The responses to this question overwhelmingly indicated that the programs and services currently offered are adequate but need to be reviewed and/or better organized. The ability to continue to deliver river rescue services with limited personnel, funding and equipment, as well as public service details traditionally handled by the fire department, including pump details and wash downs, were identified by a small percentage of respondents as services the department should stop providing.

2. *Are there any new services that the department should start providing?*

Fifty percent of the respondents were in support of starting a first responder program for high-priority emergency medical calls. Other suggested services included fire prevention in the schools and automatic aid to surrounding communities.

3. *What are the department's strengths?*

The staff indicated that the department's strengths were the knowledge and experience of the personnel, training of the personnel, response times, teamwork, involvement in the community, and ability to handle emergencies with limited personnel.

4. *What are the department's weaknesses?*

The staff indicated that the department's weaknesses were a lack of accountability on the fire ground, lack of rules and regulations, lack of SOGs, inconsistent policies such as uniforms, lack of departmental vision and direction, staffing, use of rapid intervention teams, lack of input from staff, leadership, training program, interdepartmental communications, and a lack of personnel accountability.

5. *What opportunities do you feel the department should pursue over the next 5 years?*

Opportunities that the department should pursue included a first responder program for priority emergency medical calls, pre-planning of occupancies, development of SOGs, implementation of a structured training program, certification of personnel, implementation of a rapid intervention team at fires, applying for grants, implementation of a fitness program, increased staffing, and utilizing better/newer tactics on the fire ground.

6. *What challenges does the department face, or do you envision the department facing, over the next 5 years?*

The challenges facing the department include a shrinking tax base, decline in population, financial crisis, old equipment, number of vacant structures in the city, maintaining services, and job security.

RECOMMENDATIONS

RECOMMENDATION 24 — STAFFING, ORGANIZATIONAL STRUCTURE, COMMAND STRUCTURE, AND SCHEDULING

The fire department does not currently have a mission statement, nor does the department operate under a specific set of performance objectives that have been approved by the City Manager or the Council. The Chief and Officers should develop a departmental mission statement. This should be done in conjunction with a broadly composed working group. The primary focus should be on developing a mission statement that is relevant to the special issues facing the McKeesport Fire Department. Specific performance goals and objectives should also be defined, in concurrence with the Manager and policy makers. Examples of performance goals may include maintaining a turnout time of 90 seconds or less for 90% of the time, maintaining a total response time of 5 minutes or less for 90% of the time, containing structural fires to the compartment of origin for 50% of the time, maintaining a per capita fire loss below the national average, certifying all fire officers to Fire Officer I, ensuring all members receive a minimum average of 10 hours per month of on-duty training, etc.

The Deputy Chiefs are currently responsible for conducting rental inspections and are assigned one of four functional areas: communications, apparatus, river rescue, and knox box/incident command. It is recommended that the Deputy Chief's functional responsibilities be reorganized to include training, fire prevention and pre-planning, operations, and resource management.

The current shift schedule, which results in a 42-hour average workweek, is not considered to be as efficient as the majority of fire department schedules found elsewhere in the United States. At the end of the current labor agreement, the City should work with the bargaining unit in an effort to increase the average hours worked per week from 42 to a higher figure ranging between 48 and 56 hours per week. Several staff reductions through attrition could be the result of successful negotiations on this issue, also resulting in higher pay for the remaining employees. This should not be allowed to affect the negotiated or recommended staffing levels of six to seven firefighters per shift.

RECOMMENDATION 25 – PROGRAMMING CHANGES OR ENHANCEMENTS

The department needs to implement a structured on-duty training program incorporating ISO and NFPA training requirements. All members should receive a minimum of 10 hours of on-duty training per month. A designated Training Officer should oversee the training program, provide training topics and materials, and ensure consistency. All training should be documented.

The department should implement an occupancy inspection program to include commercial and multifamily residential dwellings currently not being inspected. These inspections should be conducted by the companies, with pre-plans being developed during the inspection visits. Each company should inspect a minimum of four occupancies per month. An inspection fee should be included in the City's fee schedule. A sample fee schedule is included in Appendix 10.

The department should implement a first responder program to respond to and assist EMS at high-priority emergency medical calls. Per the current labor agreement, a committee has been established to explore the possible future implementation of this service and to address any related training and equipment requirements.

The department should consider adopting the IAFC/IAFF Joint Wellness/Fitness initiative, including the requirement for mandatory annual physicals and mandatory fitness training. Physical, mental, and emotional fitness requires an effective wellness program available to recruits, active firefighters, and retirees. The Fire Service Joint Labor Management Wellness/Fitness Initiative is an exciting challenge in what the IAFF and IAFC see as a positive process for the fire service. An overall wellness/fitness system is holistic, positive, rehabilitating, and educational. Key issues of the initiative incorporate the following points:

- Overcome the historic fire service punitive mentality of physical fitness and wellness issues
- Move beyond negative timed, task-based performance testing to progressive wellness improvement
- Require a commitment by labor and management to a positive individualized fitness/wellness program
- Develop a holistic wellness approach that includes medical, fitness, injury/fitness/medical rehabilitation, and behavioral health.

Firefighters must continue to respond to emergency incidents that require extreme physical output and often result in physiological and psychological outcomes. Such situations, over time,

can and do affect the overall wellness of the firefighting and emergency response system. Tomorrow's fire service requires that labor and management face their responsibility of keeping firefighters fit today. The ultimate goal of the Fire Service Joint Labor Management Wellness/Fitness Initiative is to improve the quality of life for all firefighters. The project seeks to prove the value of investing wellness resources over time to maintain a fit, healthy, and capable firefighter throughout his/her 25 to 30-year career and beyond. An effective program should realize significant cost savings in lost work time, workers' compensation, and disability.

An overall wellness/fitness system must be developed to maintain firefighters' physical and mental capabilities and should be the objective of every fire department in cooperation with its local IAFF affiliate. While such a program may be mandatory, agreement to initiate it must be mutual between the administration and its members represented by the local union. Any program of physical fitness must be positive and not punitive in design; require mandatory participation by all uniformed personnel in the department once implemented; allow for age, gender, and position in the department; allow for on-duty-time participation utilizing facilities provided or arranged by the department; provide for rehabilitation and remedial support for those in need; contain training and education components; and be reasonable and equitable to all participants.

The program must address the following key points:

- Confidentiality of behavioral, medical, and fitness evaluations
- Develop a physical fitness and wellness program that is educational and rehabilitative and is not punitive
- Require a commitment by labor and management to a positive, individualized fitness/wellness program
- Develop a holistic wellness approach that includes the following elements:
 - Fitness
 - Medical
 - Rehabilitation
 - Behavioral health
 - Available to retirees

RECOMMENDATION 26 – REVENUE GENERATION AND ENHANCEMENTS

The City needs to have a mechanism to ensure that rental inspections are followed up on and the associated fees are collected. It is estimated that the City is currently losing \$15,000 to \$20,000 per year in uncollected rental inspection fees. A commercial occupancy inspection could generate an additional \$10,000 to \$20,000, depending upon the frequency of inspections and whether or not the rental inspection program is eliminated. A sample operational permit and fee schedule is included in Appendix 10.

There are numerous grant opportunities that the City/fire department should pursue. The Assistance to Firefighters Grants (AFG) are designed to meet the firefighting and emergency response needs of fire departments, including wellness/fitness programs, SCBA, protective clothing, and small equipment. Since 2001, AFG has helped

firefighters and other first responders to obtain critically needed equipment and other resources to protect the public and emergency personnel from fire and related hazards. The City/fire department has applied for and received some grant funding from this program in the past. The City/fire department should apply for grant funding annually and budget for the 10% matching funds required by the grant program. Upgrading the department's tools and small equipment, including hose, nozzles, saws, meters, etc., should be a priority. Annual physicals and fitness equipment are also eligible for funding.

Fire Prevention and Safety (FP&S) Grants support projects that enhance the safety of the public and firefighters from fire and related hazards. The primary goal of the FP&S is to target high-risk populations and reduce injury and prevent death. Eligible programs include some detectors, escape planning, model homes, safety trailers, curriculum delivery tools, alarm system installation, lock-box installation, CO2 detectors, address marker, code enforcement awareness, juvenile firesetters, and fire and arson investigation.

Pennsylvania DCED Community Revitalization Assistance Grants are available through local state legislators. These grants, typically ranging from \$10,000 to \$20,000, have assisted numerous local fire departments in purchasing laptop computers and pre-planning software for fire apparatus.

Additional grant funding opportunities, with open deadlines, are available through Farmer's Insurance, the Firefighter's Charitable Foundation, the Firehouse Subs Public Safety Foundation, the Allstate Foundation, FM Global, and State Farm Insurance.

RECOMMENDATION 27 – IMPROVEMENTS TO PERSONNEL PROCEDURES

Beyond the labor agreement, there are no personnel procedures. As mentioned previously in this report, the department needs to develop a set of SOGs and rules and regulations.

RECOMMENDATION 28 – CAPITAL PLAN FOR EQUIPMENT, VEHICLES, AND FACILITIES

The fire department operates out of two stations: a central station located in the Public Safety Building at 201 Lysle Boulevard and a sub-station located at the intersection of Eden Park Boulevard and Tulip Drive. The central station was built in 1939 and has adequate facilities. The sub-station was built in 1950 and is adequate.

A summary of the department's fleet is shown below:

TABLE 16 – MCKEESPORT FIRE DEPARTMENT’S FLEET

Year	Make	Type	Condition
2009	Seagrave	Pumper	Excellent
2001	E-One	Quint	Satisfactory
1998	KME	Pumper	Satisfactory
1998	KME	Pumper	Poor

The average apparatus replacement cycle for fire apparatus ranges from 5 to 20 years of frontline service based on usage, terrain, climate, and technology. The optimum life cycle for frontline apparatus for a department with McKeesport’s call volume, hilly terrain, and rough climate should be approximately 10 years for a pumper and 15 to 20 years for a ladder or quint truck. The department is planning on getting rid of one of the 1998 KME Pumpers. An optimum replacement cycle would be to purchase a new piece of apparatus every 5 years.

Structural firefighting ensembles and ensemble elements shall be retired in accordance with NFPA 1582, Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Firefighting and Proximity Fire Fighting (2008 edition), no more than 10 years from the date the ensembles or ensemble elements were manufactured.

After discussion of the concept of mandatory retirement for protective elements, the consensus of the NFPA technical committee, led by the fire service segment, was that the life of a turnout suit is generally less than 10 years. Regardless of when the element was originally produced, it is imperative that the protective elements be routinely inspected to ensure that they are clean, well maintained, and still safe. Just knowing the age of the elements cannot do that.

RECOMMENDATION 29 – SAFETY PROCEDURES

The department should organize a departmental occupational safety and health committee, with representation from all ranks, and work toward greater compliance with NFPA 1500.

Firefighting and the delivery of other emergency services continue to be a hazardous job. However, the poor medical condition or physical fitness of some members, as well as problems with vehicle operator training and operation, use of an incident management system, and communication capability continue to further erode the safe delivery of emergency services. NFPA 1500, Standard on Fire Department Occupational Safety and Health Program (2007 edition) contains minimum requirements for a fire-service-related occupational safety and health program, emphasizing a holistic approach to health and safety in the fire service.

The standard is designed to help prevent and reduce the severity of accidents, injuries, and exposures. Specifically, the standard addresses the following: the organization of a safety and health program, the training requirements of personnel, maintenance and operation requirements of vehicles and equipment, protective clothing requirements, emergency operations management, medical and physical requirements of firefighters, and wellness programs.

NFPA 1500's requirements include the following when designing a Safety and Health Support System:

- Compose a written risk management plan and policy on safety and health
- Ensure guidelines are met for managing emergency operations
- Provide suitable clothing and equipment to protect against all types of hazards and emergency situations
- Establish a safety and health committee, with a designated HSO
- Establish a safety and health training program (e.g., Firefighter 1, emergency scene operations, etc.)
- Provide apparatus safety guidelines
- Provide regular maintenance and inspection of fire department vehicles
- Provide wellness, medical, and fitness programs

RECOMMENDATION 30 – SHORT- AND LONG-TERM PLANS FOR MAXIMUM DEPARTMENT EFFICIENCY

The McKeesport Fire Department does not have a current set of SOGs. A current SOG manual should be developed. The manual should include procedures for apparatus safety, mandatory seat belt usage, SCBA, training, protective clothing, incident command, fire ground operations, search and rescue, size-up and building construction, emergency evacuation, rehabilitation, news media, accountability, levels of response, personal alert safety systems, operations in vacant structures, rapid intervention, river rescue, and Mayday procedures.

In addition to SOGs, the department should have a set of departmental rules and regulations. The rules and regulations should address general conduct, a substance abuse policy, a sexual harassment policy, an ethics and conflict of interest policy, scheduling, daily duties, a uniform policy, grievance procedures, fitness requirements, medical requirements, job descriptions, training requirements, apparatus accident reporting procedures, injury reporting procedures, apparatus maintenance, employee evaluations, computer and Internet usage, etc.

SOGs and departmental rules and regulations should be developed by a committee, including the Fire Chief and Deputy Chiefs. Input should be solicited from all levels of the organization.

Upon implementing a structured training program, ensuring sufficient equipment on apparatus per NFPA standards, and conducting hose, pump, and aerial testing for one year, the fire department should request a re-evaluation of the City's ISO rating. In general, improving the City's ISO rating from a Class 6 to a Class 5 will save commercial and some residential property owners an average of 4% on their insurance premiums.

While the current labor contract provides for annual hose and pump testing, it does not provide for annual aerial testing. The labor contract stipulates that “all ground ladders and all fixed aerial mounted ladders on apparatus shall be certified every two (2) years.” Aerial testing should be performed annually.

The department should implement a company-level inspection program providing for regular fire and life safety inspections of commercial and multifamily occupancies. These inspections will help to will ensure the safety of individuals living in, visiting, or utilizing these occupancies, while allowing members to gather pre-plan information and become more familiar with the occupancy. Information gathered during these inspections should be entered into the occupancy module of Firehouse Reporting Software as well as a pre-plan book or pre-plan software. A fee should be charged for these inspections.