

APPENDIX 1 – IACP CALCULATIONS

See following pages.

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**City of McKeesport
Police Department 2009 IACP Calculation**

Current Employee Staffing - 61 Officers

Chief - 1
 Assistant Chief - 1
 Deputy Chief - 1
 Lieutenants - 7
 Sergeants - 6
 Detectives - 7
 Patrol officers - 38

Step 1 - Determine the number of complaints and/or incidents responded to annually by the police department

Calculation Based on Actual Calls:

Calculation Based on Population:

Ending 12/31/09	26,720	Call Factor	X	Population	Estimated Calls
		0.55		24,040	13,222

Step 2 - It is generally assumed that it takes 45 minutes or .75 hours to handle an incident

Incidents		Time per Call	Incident Hours
13,222	X	0.75	9,916
26,720	X	0.75	20,040

Step 3 - Add a multiplier of 3 as a buffer factor and time for preventative patrol. Experience has shown that 1/3 of an officer's time should be spent handling requests for service. Other time is supervision, eating, personal time, service of equipment, and other unknowns.

	Incident Hours		Multiplier	Total Hours
Calculation Based on Population =	9,916	X	3	29,748
Calculation Based on Actual Calls =	20,040	X	3	60,120

Step 4 - Divide by 2,920 - the number of hours for one basic patrol officer for one entire year (365 X 8)

	Total Hours		Hours/Years	Officers
Calculation Based on Population =	29,748	÷	2920	10.18
Calculation Based on Actual Calls =	60,120	÷	2920	20.58

For rounding purposes - the number of police officers needed to respond to the incidents is between 10 and 21

Step 5 - If police officers worked every day of the year, the number of officers need would be between 8 and 14. However, it is necessary to determine the average amount of time off that must be assumed for each officer. This number is calculated below.

	Non-Patrol Hours
Average Vacation Hours = 15 days x 8 hours	120
Regular Days Off - 52 weeks x 2 days x 8 hours	832
Sick Days = 14 days x 8 hours	112
Personal Days = 1 day x 8 hours	8
Holidays = 14 days x 8 hours	112
Bereavement Leave = 5 days x 8 hours	40
Training Days = 5 days x 8 hours	40
Total Time Off	1,264 (158 days)
Total Available Hours	1,650 (207 days)

Step 6 - Calculate the factor for the hours that are unavailable times the total hours in one year.

Total Hours		Unavailable	Factor
2920	÷	1264	2.3

Step 7 - Multiply the factor for available time for patrol duty by the number of officers needed to respond to patrols.

	Factor		# Officers	Total Needed
Calculation Based on Population =	2.3	X	10	23
Calculation Based on Actual Calls =	2.3	X	21	48.3

Based on the IACP calculation there is a range between 23 and 48 officers necessary to staff the patrol function. This figure does not include administration or specialties such as detectives or investigators, or supervisors who do not generally answer calls, generate reports, and make arrests.

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APPENDIX 2 – IACP PROFESSIONAL ASSISTANCE

See following pages.

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INTERNATIONAL ASSOCIATION of CHIEFS OF POLICE

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Management Studies

IACP is available to conduct comprehensive surveys of the management and operations of police agencies. The surveys aim to determine the degree to which a department is properly accountable, is operating cost-effectively, complies with professional police standards, and satisfies the crime control and service requirements of the citizens it serves.

Survey Objectives

- Evaluate the degree to which police philosophy, objectives and operations conform to expectations of government officials and the public.
- Assess a department's readiness to cope with the rapidly changing cultural and technological environment of policing.
- Assess degree to which a department is incorporating and/or experimenting with contemporary philosophical and programmatic innovations.
- Identify crimes, victims and police services that require more effective response.
- Evaluate how efficiently a department is organized to conduct operations.
- Evaluate how productively personnel and other resources are used to conduct current operations.
- Identify policies, procedures and operations that do and do not comply with professional police standards.
- Project future workload and service demands.
- Specify appropriate levels of personnel needed to conduct current and future departmental operations.
- Identify functions performed by a department that can be performed more effectively by alternative means and/or agencies.
- Identify proper police functions that are not being performed by the police.
- Analyze operations and management issues of special concern to municipal officials and the police department.

The surveys produce an extensive set of practical, prioritized recommendations to upgrade the effectiveness, productivity and professionalism of municipal police services.

The recommendations enable the department to cope successfully in the future with emerging conditions or trends, placing special emphasis on actions to ensure that the department is accountable to elected officials and the public. To promote successful implementation of recommendations, IACP provides an extensive series of products, services and training.

Survey Scope

- Community trends analysis
- Policing style
- Mission, goals, objectives, values
- Accountability
- Crime, service and workload requirements
- Quality management/customer-oriented programming
- Organization
- Staffing
- Patrol allocation, deployment, scheduling
- Labor-management relationships
- Management, leadership and supervision
- Quality assurance and risk management
- Citizen complaints and internal affairs
- Management support services
- Public information
- Crime prevention and police/community engagement
- Personnel management
- Career development
- Patrol, traffic and investigations records
- Communications
- Evidence and property management
- Fleet management
- Facilities and space utilization
- Data and information processing
- Interagency relationships
- Performance indicators review
- State-of-the-art programming and technology review
- Effectiveness and productivity review
- Work force survey

Survey Products

- State-of-the-art programs, practices and technologies
- Productivity improvement and cost-reduction techniques
- Program and practice improvement recommendations
- Recommended organization and staffing patterns
- Patrol staffing requirements, assignments and schedules
- Structured and prioritized implementation plan
- Implementation support package
- Professional seminar enrollment
- Continued access to IACP professional staff and services
- Special issues and practice analysis

IACP's technical assistance and problem-solving services complement the management survey program. Our professional staff is available to help police agencies deal with problems or needs in any of the individual areas covered during management surveys or others that are unique. This service is especially useful in emergency situations and/or when funds are limited.

For more information, contact [Jerry Needle](#) at IACP headquarters, 1-800-THE IACP.

515 North Washington St, Alexandria, VA USA 22314 phone: 703.836.6767 or 1.800.THE IACP fax: 703.836.4543

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APPENDIX 3 – SAMPLE POLICIES – WESTERN PENNSYLVANIA CHIEFS

See following pages.

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Allegheny County Chiefs of Police Association

FIRST VICE PRESIDENT

DALE VIETMEIER
Chief of Police
Robinson Township

SECOND VICE PRESIDENT

THOMAS OGDEN
Chief of Police
Mount Lebanon

THIRD VICE PRESIDENT

T. ROBERT AMANN
Chief of Police
Pine Marshall Bradford Woods

SECRETARY

TIMOTHY LOGUE
Chief of Police (Retired)
Green Tree Borough
P.O. Box 79026
Pittsburgh, PA 15216



PRESIDENT
JOHN W. MACKEY
Chief of Police
Municipality of Bethel Park

TREASURER
GEORGE KANASKIE
Chief of Police (Retired)
Robinson Township
412-787-1908

SERGEANT-AT-ARMS
ROBERT WILSON
Chief of Police
Indiana Township

CHAPLAIN
DAVID LAUX
Chief of Police
Fox Chapel Borough

LEGAL COUNSEL
MICHAEL J. COLARUSSO
1 Gateway Center
13th Floor North
Pittsburgh, PA 15222

PRESIDENT EMERITUS
CHIEF RICHARD R. BAER - 1971
Pine Marshall-Bradford Woods
Joint Police Force-Wexford
(Retired)

May 4, 2007

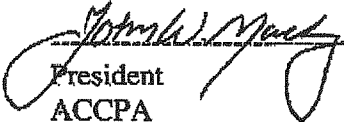
Dear Chief:

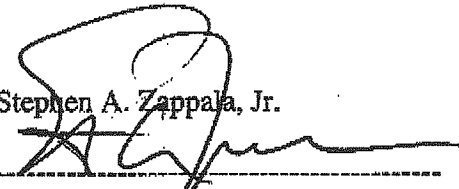
As a result of the ongoing working partnership between the Allegheny County Chiefs of Police Association and the Allegheny County District Attorney's Office, enclosed for your consideration is the following:

A SAMPLE "Informant and Source of Information Policy" which addresses Informants, Source of Information, Confidential Informant, Control Officer, Informant Evaluation, Use of Juvenile Informants, Use of Informants on State Parole or Probation, Use of Informants on County Probation, Use of Informants with Criminal Charges pending, Initial Comprehensive Interview, Officer Prohibited Conduct, Misconduct Complaints, Informant History Report, Criminal History Search, Informant Prohibited Conduct, Responsibilities of Supervisors, Informant Files, Supervising Informants, Multiple Informants, Polygraph Examinations, Informant Compensation, Informant Deactivation, Informant History Report, Debriefing Questionnaire, Informant Conditions Statement and State Parole and Probation Agreement.

Sincerely,

John W. Mackey


President
ACCPA


Stephen A. Zappala, Jr.
District Attorney
Allegheny County

Allegheny County Chiefs of Police Association

FIRST VICE PRESIDENT

DALE VIETMEIER
Chief of Police
Robinson Township

SECOND VICE PRESIDENT

THOMAS OGDEN
Chief of Police
Mount Lebanon

THIRD VICE PRESIDENT

T. ROBERT AMANN
Chief of Police
Pine Marshall Bradford Woods

SECRETARY

TIMOTHY LOGUE
Chief of Police (Retired)
Green Tree Borough
P.O. Box 79026
Pittsburgh, PA 15216



PRESIDENT
JOHN W. MACKEY
Chief of Police
Municipality of Bethel Park

March 16, 2007

TREASURER

GEORGE KANASKIE
Chief of Police (Retired)
Robinson Township
412-787-1908

SERGEANT-AT-ARMS

ROBERT WILSON
Chief of Police
Indiana Township

CHAPLAIN

DAVID LAUX
Chief of Police
Fox Chapel Borough

LEGAL COUNSEL

MICHAEL J. COLARUSSO
1 Gateway Center
13th Floor North
Pittsburgh, PA 15222

PRESIDENT EMERITUS

CHIEF RICHARD R. BAER - 1971
Pine Marshall-Bradford Woods
Joint Police Force-Wexford
(Retired)

Dear Chief:

As a result of the ongoing working partnership between the Allegheny County Chiefs of Police Association and the Allegheny County District Attorney's Office, enclosed for your consideration are the following:

(1) Revised Sample "Mobile Video Recorders Policy" that is in compliance with Pennsylvania Statutory and Regulatory provisions which require that an Officer must inform, as soon as reasonably practicable, the individuals identifiably present that he/she has intercepted and recorded the oral communications and addresses provisions for disclosure and retention requirements. See Pa. C.S. §5704 - Exceptions To Prohibition Of Interception And Disclosure Of Communications and Pa. C.S. §5749 - Retention Of Certain Records.

(2) Revised Sample "Traffic Stop Policy" which has been expanded to include "Vehicle Inventory," definitions of "Reasonable Suspicion," "Probable Cause," what actions that can be taken if an Officer develops PC to believe an occupant possesses or a vehicle contains a weapon, and " High Risk Vehicle Stops."

(3) Revised Sample "Pursuit or Emergency Driving Policy" with Pennsylvania Statutory and Regulatory provisions that require each Police Vehicle must be equipped with audible and visual signals that meet specifications so they may respond to emergency calls for assistance, engage in traffic stops and pursue vehicles for the protection and safety of the public. See, 75 Pa.C.S.A. §3105(c); 75 Pa.C.S.A. §4571(b)(2); 75 Pa.C.S.A. §3328(a) 37 Pa. Code §42.22(b); 67 Pa. Code §173. (Also addresses Pursuit & Road Block with Unmarked Cars).

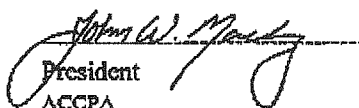
(4) Sample "Search and Seizure Policy" which addresses Consent, Investigative Stops, Terry Stops, Frisk/Pat Down, Plain Feel Doctrine, Plain View, Moveable Vehicle Exception, Exigent Circumstances, Crime Scenes, Vehicle Inventory, In-Custody Searches, Seizure, Strip Searches, Body Cavity Searches, Search Warrant requirements and a standardized "Voluntary Consent to Search Form."

(5) Sample "Interview and Interrogation Policy" which addresses Interviews, Custodial Interrogation, Miranda Warnings, Right to Counsel and Waiver of Counsel and a standardized "Miranda Rights Form."

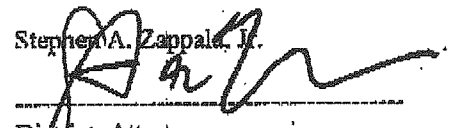
(6) Sample "Court Appearance Policy" which addresses Reporting for Duty, Court Appearances, Civil Cases, Appearing as a Character Witness in Criminal Proceedings, Appearing as a Defense Witness and Civil Actions.

Sincerely,

John W. Mackey


President
ACCPA

Stephen A. Zappala, Jr.


District Attorney
Allegheny County

TO: All Western Pennsylvania Chiefs of Police Association Members

FROM: Education committee

SUBJECT: SAMPLE "Off-Duty Action Policy"

DATE: January 2009

Attached is a **SAMPLE** "Off-Duty Action" policy offered by the Western Pennsylvania Chiefs of Police Association that may be of use to your department.

Please understand that it should serve only as a "**Starting Point**" for those departments who may wish to update their Rules & Regulations Manual in this area. To best serve your department, it should be reviewed and revised by you and your Municipality and Insurance Carrier.

If you would like a copy of this Sample Policy in "Word" contact me at tim.logue@da.allegheny.pa.us

Sample Off-Duty Action Policy

01 Purpose:

The purpose of this policy is to provide all Police Officers with general guidelines on the carrying of firearms off duty, response to criminal activity while off duty and other possible related activity. This policy is for Departmental use only, and should serve as a general guideline, which, under unusual circumstances, may warrant departure from in order to respond appropriately.

- A. Officers **may** carry a firearm while off-duty in accordance with state and federal law. It is not necessary that a member, who chooses to carry a firearm off-duty, carry his/her primary service weapon, however, any firearm that a Officer chooses to carry must be approved by the Department Rangemaster and/or Chief of Police, and said Officer must be qualified with the firearm.
- B. Officers are **prohibited** from carrying or handling a firearm if they have used alcohol, medications or controlled substances to the point where they are unable to exercise reasonable care and control of the firearm.
- C. Officers should refrain from carrying a firearm under other circumstances where the need to carry a firearm is outweighed by safety issues associated with the situation(s) that the Officer will be undertaking (Common sense should apply).
- D. A Officer who becomes aware of an incident which poses a threat of serious bodily injury or death to an individual shall take "action" to minimize the risk of serious bodily injury or death.
- E. "Action" under subsection C (above) **DOES NOT** require the Officer to place him/herself in a position of peril. The most reasonable and prudent course of "Action" may be to monitor the situation and contact Police/911 with detailed information.

02. Policy:

- A. First, if possible get to a safe location and call Police/911.
- B. Second, if you encounter a situation off-duty that seems to require immediate police action, you should consciously evaluate whether your involvement is necessary and reasonable, given the circumstances and information available.
- C. A number of circumstances may impact your decision to get involved in any situation. First, you may be alone, with family members or other non-police personnel. Second, it is unlikely that you will have all of the necessary police equipment while off-duty, for example; OC spray, baton, handcuffs, a firearm or extra ammo. You may be faced with multiple suspects or unaware of hidden suspects. There may also be tactical or environmental factors working against you, such as: lack of cover, innocent civilians, darkness, etc. Your intervention may actually cause an escalation of violence. Therefore, your best plan of action may be to:

1. Be a **great witness**, gather/relay as much accurate intelligence/information as you can until on-duty police arrive.
2. Remember, there is no legal or departmental obligation to become **physically** involved, especially if such intervention requires that you behave in recklessly or carelessly manner.
3. While department policy mandates that you “take action” when witnessing a serious crime, that obligation can be fulfilled by calling Police/911 and monitoring the situation from a **SAFE** vantage point (Section 01, subsection D).
4. Most Law Enforcement Trainers suggest **NOT** to intervene off-duty **UNLESS** your life or the life of another innocent party is **IMMINENTLY** in danger. In other words, you should only consider intervention when deadly force would be justified. You should not intervene just to make an arrest while off-duty. The decision to take action, beyond simply monitoring and reporting to Police/911, is a personal one and is not a requirement of this department.
5. If you decide you must get involved, attempt to have someone call Police/911, advising the operator that an off-duty officer is on scene. Have the caller inform the operator if you are armed. If possible, have them describe you and your clothing. This will help affect the mindset of the responding officers. When uniformed police officers arrive, have your badge out and visible. (if you carry your badge while off-duty, some officers chose to carry only their photo credentials). Do not rely on showing your identification as a means of providing any protection. Remember, at a distance, in dim light and under stress, your badge **may not** be seen. Or, the identification may not be given credibility if the responding officers do not recognize you personally (If Use of Force is necessary, Dept. Use of Force Guidelines apply).
6. Some Law Enforcement Trainers suggest officers hold their badge next to their gun for the best chance of being seen because the eyes of the responding officers are most likely to go immediately to your drawn firearm. It may be safer to **RE-HOLSTER** your gun when other officers arrive, unless doing so would put you and the responding officers or innocent civilians, in jeopardy. Until the responding officers sort out who is who, your gun may be your greatest personal liability.
7. If you have cover, maintain it. You can communicate verbally from there.
8. Make your hands visible. Having responding officers see that you are unarmed and non-threatening will work to calm them and protect you.
9. **Verbally identify yourself as a police officer—not once and not in a normal tone of voice, but repeatedly and very loud. ie. “POLICE OFFICER! DON’T SHOOT! OFF-DUTY POLICE OFFICER!”** until you get acknowledgment and directions as to what you should do. Remember, the noise and excitement of the scene, combined with stress induced auditory blocking may prevent responding officers from hearing you initially.

10. When commands are issued by the responding officers,

FOLLOW THEM PROMPTLY AND COMPLETELY.

DO AS YOU ARE TOLD.

Expect to be treated like a suspect until your law enforcement status is verified.

11. **Most importantly, if you have a gun in your hand,**

DO NOT turn toward a responding on-duty officer.

12 If needed assist responding officers with any arrest(s).

13. When carrying a firearm off-duty it should be concealed from public view.

03. Reporting :

1. Whenever a Officer becomes involved in an incident while in an off-duty capacity, he/she shall notify the A/Chief as soon as possible and complete a written report on the incident that will be forwarded to the Chief of Police.

TO: All Western Pennsylvania Chiefs of Police Association Members
FROM: Education Committee
SUBJECT: SAMPLE Interview (Garrity) Warnings Forms
DATE: January 2009

Attached are **SAMPLE** Interview (Garrity) Warning **forms** offered by the Western Pennsylvania Chiefs of Police Association that may be of use to your department.

Please understand that it should serve only as a “**Starting Point**” for those departments who may wish to update their Rules & Regulations Manual in this area. To best serve your department, it should be reviewed and revised by you and your Municipality and Insurance Carrier.

If you would like a copy of these Sample Forms in “Word” contact me at tim.logue@da.allegheny.pa.us

**WPCPA SAMPLE
INTERVIEW WARNINGS
(For disciplinary and criminal investigations)**

Law enforcement officers and other public employees who are interviewed in an investigatory or adversary setting should be advised of the nature of the inquiry.

1. If the inquiry is administrative or disciplinary, the **Garrity Warning** is commonly given. Police officers who are interviewed in a disciplinary setting should be warned that they are under investigation for violation of departmental rules, that they are obligated to give statements for internal purposes, and these answers may not be used against them in a criminal proceeding. Garrity v. New Jersey, 385 U.S. 493, 87 S.Ct. 616 (1967).
2. If the inquiry is criminal and the officer is under arrest or in custody, the **Miranda Warning** should be given.
3. If the inquiry is criminal but the officer is not under arrest, the **Reverse Garrity Warning** are more appropriate.

Form may be used on your department letterhead

**ADMINISTRATIVE INTERVIEW ADVICE OF RIGHTS
(GARRITY WARNING)**

I wish to advise you that you are being questioned as part of an official administrative investigation of the Police Department. You will be asked questions specifically directed and narrowly related to the performance of your official duties or fitness for office.

I further wish to advise you that if you refuse to testify or to answer questions relating to the performance of your official duties or fitness for duty, you will be subject to departmental disciplinary charges which could result in your dismissal from the Police Department.

Neither your statements nor any information or evidence which is gained by reason of such statements can be used against you in any subsequent criminal proceeding. However, these statements may be used against you in relation to subsequent departmental disciplinary charges. *Since this is an administrative matter and any self-incriminating information you may disclose will not be used against you in any subsequent criminal proceeding, you must answer my questions fully and truthfully or be subject to departmental disciplinary charges.*

My signature below signifies that I have been advised of and had the opportunity to review the above **ADVICE OF RIGHTS**, in advance of being interviewed, and that I understand my rights and duty as summarized therein.

Officer's Signature & Date _____

Officer's Name (Print) _____

Interviewer/Investigator _____

Witness _____

Form may be used on your department letterhead

**POLICE DEPARTMENT
MIRANDA RIGHTS WARNING**

PLACE _____

DATE & TIME _____

- (1) You have the right to remain silent.
- (2) Anything you say can and will be used against you in a court of law.
- (3) You have the right to talk to an attorney and have him/her present with you while you are being questioned.
- (4) If you cannot afford to hire an attorney, one will be appointed to represent you free of charge before any questioning, if you wish.
- (5) You can decide at any time to exercise these rights and not answer any questions or make any statements.

WAIVER

I am not unduly under the influence of drugs and/or alcohol.
I am making this waiver voluntarily and without threats, pressures, coercion or promises of any kind being made to me.
I understand my rights and I am willing to answer questions.

Signature _____

I certify the above statements were read to _____
before he/she was questioned.

Police Officer _____

Police Officer _____

**Form may be used on your department letterhead
Criminal Investigation Advice of Rights
(REVERSE GARRITY WARNING)**

This interview is part of a Criminal Investigation.
You are not under arrest.
You have the right to remain silent.
You are not required to say anything at any time or to answer any questions.

If you do make a statement or answer questions, anything you say can be used against you in a court of law.

You have the right to talk to a lawyer for advice before making a statement or answering any questions and you may have a lawyer present with you during questioning if you wish. If you do want a lawyer but cannot afford one, a lawyer will be provided for you. If you want to answer questions now without a lawyer present, you still have the right to stop answering at anytime. You also have the right to stop answering at any time until you talk to a lawyer.

Even though you are an employee of the Police Department and ordinarily you would be required by regulations to answer questions put forth to you by a superior officer regarding your official duties, in this instance those regulations do not apply, and you will not be required to answer.

If you do not wish to answer any of these questions, your refusal to answer alone will not subject you to disciplinary action by the Police Department.

Do you understand that I want to question you about criminal matters? _____

Do you understand that you do not have to make a statement or answer any questions? _____

Do you understand that if you do make a statement or answer questions, anything you say which incriminates you may be used against you in a court of law? _____

Do you understand that you have the right to talk to a lawyer and have one present during questioning? _____

Do you understand that if you do not wish to make a statement or answer questions, your desire to remain silent alone will not subject you to disciplinary action by the Police Department? _____

Do you have any questions concerning the rights I have just explained to you? _____

Do you wish to talk to a lawyer? _____

Do you wish to answer questions at this time? _____

My signature below signifies that I have been advised of and had the opportunity to review the above **ADVICE OF RIGHTS**, in advance of being interviewed, and that I understand my rights and duty as summarized therein.

Officer's Signature & Date _____

Officer's Name (Print) _____

Interviewer/Investigator _____

Witness _____

IACP Foundation Research Center Identity Crime Volunteers in Police Service
 Less Lethal Weapons IACP Technology IACP International IACP Net DECP/DRE



INTERNATIONAL ASSOCIATION of CHIEFS OF POLICE

global leadership in policing

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National Law Enforcement Policy Center

[Order Model Policies \(Credit Card Payment Only\)](#)

[Model Policy List—in alphabetical order](#)

[Model Policy List](#)

[Model Policy Information Packet and Order Form in PDF](#)

In 1987, the International Association of Chiefs of Police entered into a cooperative agreement with the U.S. Justice Department's Bureau of Justice Assistance to establish a National Law Enforcement Policy Center. The objective of the center was to assist law enforcement agencies across the country in the critical and difficult task of developing and refining law enforcement policy.

Organized under the direction of a broad-based advisory board of recognized law enforcement professionals, the center has carried out its mission through the development of a wide variety of model law enforcement policies. Each model incorporates the research findings, the input of leading subject experts and the professional judgment of advisory board members who have combined this information with their extensive practical field and management experience. The end product is some of the best contemporary thinking in the field.

The policies addressed by the center are selected because they represent some of the most difficult issues facing law enforcement administrators. The policy center continues to develop models in other priority areas.

To receive model policies as they are published, we encourage you to join the center as a subscribing member. The subscription to the policy is sent electronically and provides each agency with policies in both Word and PDF formats. To subscribe, contact policycenter@theiacp.org, or call 1-800-THE-IACP x 319.

In addition to the Policy Center subscription program, model policies are also available in volume format. Available on CD-ROM or in a 3-ring binder format. Cost is \$149 per volume. Volume breakdown is as follows (see [list of model policies](#)).

Volume I—Policy # 1–21

Volume II—Policy # 22–41

Volume III—Policy # 42–61

Volume IV—Policy #62–81

Volume V—Policy #82–101

Volume VI—Policy #102–

All other model policies are only available on an individual basis, cost is \$6.25 for subscribers, \$9.25 for nonsubscribers. If ordering policies individually and not using a credit card, please fax or mail the order form along with an attached model policy list and provide payment either by purchase order or check. Please circle the policies that are being ordered and provide an e-mail address to which they can be sent. The order form and list can be faxed to the IACP National Law Enforcement Policy Center at 703-836-4544 or mailed to IACP Policy Center, 515 North Washington Street, Alexandria, VA 22314

[Order Model Policies by Volumes \(Credit Card Payment Only\)](#)

For more information, contact policycenter@theiacp.org at IACP headquarters at 1-800-THE IACP.

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515 North Washington St, Alexandria, VA USA 22314 phone: 703.836.6767 or 1.800.THE IACP fax: 703.836.4543

IACP Foundation Research Center Identity Crime Volunteers in Police Service
 Less Lethal Weapons IACP Technology IACP International IACP Net DECP/DRE



INTERNATIONAL ASSOCIATION of CHIEFS OF POLICE

global leadership in policing

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





APPENDIX 4 – 2010 ALLEGHENY COUNTY IN-SERVICE TRAINING

See the following pages.

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Police Training Academy**2010 Elective In-Service Training Courses**



Course Description	Regist. Form	Days	Dates		Times		Fees
			From	To	From	To	
  Registration Form for All ILEE Courses							
 Vehicle Search and Seizure	ILEE	F	1/8	1/8	8 am	5 pm	N/A
 Case Law 2009-2010	ILEE	F	1/29	1/29	8 am	4:30 am	N/A
 High Risk Vehicle Stops	ILEE	F	2/5	2/5	8 am	5 pm	N/A
 Instrument Operator Certification - BAC DataMaster	ILEE	M-Th.	2/8	2/11	8 am	5 pm	N/A
 Standardized Field Sobriety Testing Practitioner Update	ILEE	Th.	2/18	2/18	8 am	5 pm	N/A
 Sobriety Checkpoints - PA Only	ILEE	F	2/19	2/19	8 am	5 pm	N/A
 Developing and Designing Performance Appraisal Systems	Penn State	M-W	3/1	3/3	8 am	5 pm	\$355
 Spanish for Cops CANCELLED	Chief Jonny Rife	Tu- Th.	3/9	3/11	8 am	5 pm	\$75
 PPCT Defensive Tactics Instructor Recertification	Jack Leonard	M-W	3/15	3/17	9 am	5 pm	\$250
Collision Reconstruction (10 Days)	 PSP	M-F	3/15	3/26	8 am	4 pm	N/A

 <u>PPCT Defensive Tactics Instructor Course</u>	Jack Leonard	M-F	3/29	4/2	9 am	5 pm	\$400
 <u>Budgeting for Law Enforcement</u>	Penn State	M-Tu.	4/5	4/6	8 am	5 pm	\$300
 <u>Event Data Recorder Use In Traffic Crash Reconstruction</u>	<u>IPTM</u>	M-F	4/5	4/9	8 am	5 pm	\$695
 <u>Enforcement of Vehicle Inspection Regulations (EVIR)</u>	ILEE	M-W	4/12	4/14	8 am	4:30 pm	N/A
 <u>Drug Field Testing Certification-NIK System</u>	ILEE	Th.	4/15	4/15	8 am	4:30 pm	N/A
 <u>Motorcycle Collision Investigation</u>	ILEE	M-W	4/19	4/21	8 am	5 pm	N/A
 <u>Police Executive Development I POLEXI</u>	Penn State	M-F	4/19	4/23	8 am	5 pm	\$620
 <u>Traffic Patrol/Drug Interdiction</u>	ILEE	Th.-F	4/22	4/23	8 am	4:30 pm	N/A
 <u>Field Training Officer (F.T.O.)</u>	Penn State	M-W	4/26	4/28	8 am	5 pm	\$390
 <u>Handling Anger in Interviews and Traffic Stops-</u> RESCHEDULED for June 8, 2010	ILEE	Th.	4/29	4/29	8 am	4:30 pm	N/A
 <u>Grant Writing</u>	Penn State	M-W	5/3	5/5	8 am	5 pm	\$390
 <u>Ground Avoidance/Ground Escape Instructor (GAGE)</u>	Jack Leonard	M-W	5/3	5/5	9 am	5 pm	\$300
 <u>Property Room Management</u>	<u>IAPE</u>	Th.-F	5/6	5/7	8 am	5 pm	Varies

W W <u>Disruptive Student Management Instructor Course</u>	Jack Leonard	W-F	6/23	6/25	9 am	5 pm	\$300
W W <u>Card Seat Certification Class</u>	NCPS	M-Th.	6/28	7/1	8 am	5 pm	\$60
W W <u>Sexual Harassment, Assault, Rape Prevention Instructor (SHARP)</u>	Jack Leonard	M-W	6/28	6/30	9 am	5 pm	\$300
W W <u>Technical and Advanced Analysis Collision Investigation (10 Days) CANCELLED</u>	ILEE	M-F	7/12	7/23	8 am	5 pm	N/A
W W <u>What's New In Drugs CANCELLED</u>	ILEE	M	7/12	7/12	8:30 am	11:30 pm	N/A
W W <u>Interviewing Juveniles CANCELLED</u>	ILEE	Tu.	7/13	7/13	8 am	5 pm	N/A
W W <u>Spanish for Cops II</u>	Chief Jonny Rife	M-W	7/19	7/21	8 am	5 pm	\$75
W W <u>Handling the Drug Abuser</u>	ILEE	M	8/2	8/2	8:30 am	4:30 pm	N/A
W W <u>BAC's of Alcohol (Pharmacology and Toxicology, Myths and Facts)</u>	ILEE	M	8/9	8/9	9 am	4 pm	N/A
W W <u>Spontaneous Knife Defence Instructor</u>	Jack Leonard	M-W	9/13	9/15	9 am	5 pm	\$300
W W <u>Instrument Operator Certification-BAC DataMaster</u>	ILEE	M-Th.	9/13	9/16	8 am	5 pm	N/A
W W <u>Collision Investigation Level Three Traffic Collision Reconstruction (10 Days) CANCELLED</u>	ILEE	M-F	9/13	9/24	8 am	5 pm	N/A
W W <u>Interviewing Juveniles</u>	ILEE	W	9/22	9/22	8 am	5 pm	N/A

 Standardized Field Sobriety Testing Practitioner Update	ILEE	M	11/2	11/2	8 am	12:00 noon	N/A
 Sobriety Checkpoint Refresher	ILEE	M	11/2	11/2	1 pm	4:30 pm	N/A
 Drug Field Testing Certification-NIK System	ILEE	W	11/3	11/3	8 am	4:30 pm	N/A
 DUI Case Law 2009-2010	ILEE	Th.	11/4	11/4	8 am	4:30 pm	N/A
 Grant Writing Workshop	GWU	Th.-F	11/4	11/5	8 am	5 pm	\$425
 Conducting Complete Traffic Stops	ILEE	F	11/5	11/5	8 am	5 pm	N/A
 Police Conduct: Personal Guidelines and Department Strategies	 Penn State	Th.-F	12/16	12/17	8 am	5 pm	\$300

2010 Firearms Courses

Course Description	Regist. Form	Days	Dates		Times		Fees
			From	To	From	To	
 Urduan Tactics Instructor	 ITI	M-F	5/3	5/7	8 am	5 pm	\$795
 NRA Basic Handgun/Shotgun Instructor	NRA	M-F	5/17	5/21	8 am	6 pm	\$525
 NRA Patrol Rifle Instructor	NRA	M-F	6/21	6/25	8 am	6 pm	\$525
 Specialty Impact Munitions Instructor	 BAE	Tu.-W	7/13	7/14	7:30 am	5 pm	N/A

 <u>Extreme Close Quarters Shooting on Reactive Steel</u>	 ITI	Tu.-Th.	7/13	7/15	8 am	5 pm	\$395
 <u>Glock Armorers School</u>	<u>Glock</u>	Tu.	8/31	8/31	8 am	5 pm	\$150
 <u>Law Enforcement 3-Gun Instructor</u>	 ITI	Tu.-Th.	10/12	10/14	8 am	5 pm	\$595

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APPENDIX 5 – NEW POLICE CHIEF MENTORING PROJECT

See the following pages.

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New Police Chief Mentoring Project

How do you plan to succeed?

RESOURCES

NETWORK



Network with chiefs who know the challenges you face.



International
Association of
Chiefs of Police



BJA Bureau of
Justice Assistance

Mentors
lead to
Success



New Police Chief Mentoring Project

Newer Chiefs

RESOURCES
NETWORK



Benefits:

- Acquire no-cost, confidential, one-on-one mentoring with experienced mentor chiefs from similar sized agencies across the country
- Obtain resources tailored to meet individual needs
- Build your executive skill set and capacity through a professional development experience
- Access to individual mentor, nationwide mentoring network, and Mentoring Project staff

Requirements:

- In your first three years of appointment as a chief in a smaller or tribal police department
- Serve a population up to 50,000

"The Mentoring Project and the relationship with my mentor helped me to **establish** additional **relationships and resources** that will benefit my organization for many years to come, learn from the early mistakes of others, and understand the position better so I can serve better. Thank you for the opportunity."

*Jeffrey W. Faries, Chief of Police,
Colonial Heights Police Department, VA*



"Overall the Mentoring Project has helped me to make more **informed decisions**, increased my awareness as a chief, and eased the transition into my new position."

*Edna Johnson, Chief of Police,
Brunswick Police Department, GA*

How to Become Involved

- No cost to participate
- Do not need to be an IACP member
- Download mentor and/or newer chief application online at www.IACPMentoring.org or email Mentoring@theiacp.org



Mentors

KNOWLEDGE
EXPERIENCE

"The Mentoring Project has allowed me to provide **valuable assistance** to fellow chiefs, stay current and committed to my profession, and gives me the opportunity to hear new ideas."

*Paul Schultz, Chief of Police,
Lafayette Police Department, CO*

"Participation in the Mentoring Project enabled me to assist a new chief in finding the **road to success**, continue contributing to the law enforcement profession in a meaningful way, and continue learning from the current issues of others."

*J. Stephen Cox, Chief of Police, Ret.,
Leawood Police Department, KS*

Benefits:

- Improve existing skill set and capacity through a no-cost professional development program
- Access to Mentoring Project staff and nationwide mentoring network
- Continue a legacy in law enforcement by sharing your knowledge of unique smaller and/or tribal department challenges

Requirements:

- Possess 5 years minimum experience as a police chief in a smaller or tribal police department and must have been active in law enforcement within the past 5 years
- Serve a population up to 50,000
- Desire to share your experiences with others

Resources

Complimentary copy of Police Chiefs Desk Reference, Second Edition (available to the public for \$35 at www.PoliceChiefsDeskReference.org)

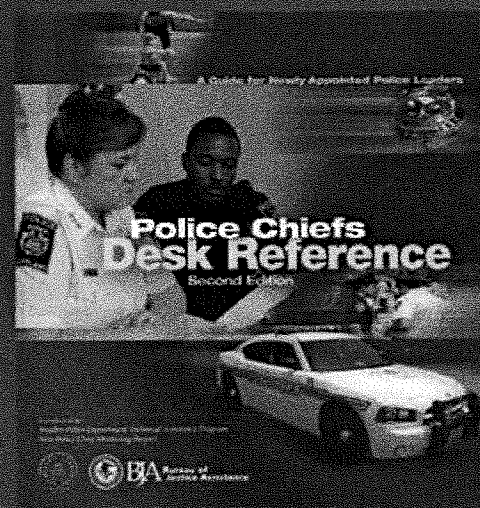
Mentoring Project Guidebook

Big Ideas for Smaller Police Departments Quarterly E-Newsletter

Best Practices Guides

One-to-one relationships

Nationwide network of peers through project Listserv



Project Overview

The New Police Chief Mentoring Project is a major component of the Smaller Police Department Technical Assistance Program. With support from the Bureau of Justice Assistance, U.S. Department of Justice, the Mentoring Project provides resources to newer chiefs from smaller and tribal agencies across the nation. Experienced mentor chiefs are matched with newer chiefs for three to six months of formal mentoring, supported by the IACP Mentoring Project team.

"The Mentoring Project is a great program that fills a void and provides a new chief an avenue to talk to someone removed from the immediate situation and ask questions without feeling embarrassed to not know an answer. I wish I had this experience when I first became chief."

*David Kurz, Chief of Police,
Durham Police Department,
NH - Mentor*

**Mentors
lead to
Success**



New Police Chief Mentoring Project



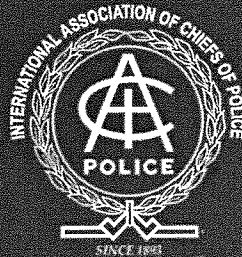
Contact Information

**IACP New Police Chief
Mentoring Project**

1-800-THE-IACP ext 844 or 847

Mentoring@theiacp.org

www.IACPMentoring.org



**International
Association of
Chiefs of Police**

This project was supported by Grant No. 2007-DD-BX-K113 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, and the Office for Victims of Crime. Points of view or opinions in this document are those of the author and do not represent the official position or policies of the U.S. Department of Justice.

APPENDIX 6 – POLICE DEPARTMENT DETAILED BUDGET

See the following pages.

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CITY OF MCKEESPORT
POLICE EXPENDITURES HISTORY

Account	Expenditure Category	ACTUAL 2002	ACTUAL 2003	ACTUAL 2004	ACTUAL 2005	ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	PROJECTED 2009	BUDGET 2009	BUDGET 2010	ESTIMATED 2011	ESTIMATED 2012	ESTIMATED 2013	ESTIMATED 2014
1410	POLICE														
99999	School Crossing Guard Life ins.	-	-	-	-	-	-	-	-	-	100.80	102.31	103.85	105.40	106.99
99999	School Crossing Guard Buy Back	-	-	-	-	-	-	-	-	-	4,800.00	4,872.00	4,945.08	5,019.26	5,094.55
99999	Crossing Guards Medical	-	-	-	-	-	-	-	-	-	58,897.44	67,732.06	77,891.86	89,575.64	103,011.99
41001	DARE Officer MASD	-	-	-	-	-	-	-	3,500.00	5,000.00	3,511.00	3,651.44	3,797.50	3,949.40	4,107.37
41002	School Resources Officer	-	-	-	-	-	-	-	24,000.00	24,999.00	45,000.00	46,800.00	48,672.00	50,618.88	52,643.64
41101	Chief of Police	58,376	56,725.35	2,219.34	47,660.60	49,208.84	59,824.32	61,633.83	61,500.00	62,985.00	62,790.00	65,301.60	67,913.66	70,630.21	73,455.42
41102	Deputy Chief (2)	61,053	45,104.13	46,473.28	41,356.80	39,941.69	46,577.60	49,793.84	49,750.00	49,441.00	50,924.23	52,961.20	55,079.65	57,282.83	59,574.15
41103	Captain of Detectives	41,621	43,049.36	44,729.28	35,291.28	40,372.00	46,556.80	49,772.24	49,750.00	49,431.00	50,913.93	52,950.49	55,068.51	57,271.25	59,562.10
41104	Lieutenant Salary (4)	204,189	220,776.56	254,725.25	171,338.24	155,974.85	187,200.66	224,330.05	235,000.00	243,430.00	150,440.11	156,457.71	162,716.02	169,224.66	175,993.65
41105	Detectives (3)	156,839	146,819.20	131,525.44	58,847.13	39,176.80	45,164.80	89,462.80	95,000.00	95,913.00	49,395.37	51,371.18	53,426.03	55,563.07	57,785.60
41106	Traffic Inspector	40,997	76,665.36	66,047.76	40,723.20	39,765.60	45,850.40	50,965.84	51,000.00	48,686.00	50,146.70	52,152.57	54,238.67	56,408.22	58,664.55
41107	Juvenile Lieutenant Salary	40,999	42,393.36	47,458.56	44,116.80	41,496.00	45,850.40	49,037.84	51,000.00	48,686.00	50,146.70	52,152.57	54,238.67	56,408.22	58,664.55
41108	Juvenile Detectives	46,309	41,754.56	43,822.56	42,731.76	39,176.80	52,396.96	48,283.60	49,450.00	47,957.00	49,395.37	51,371.18	53,426.03	55,563.07	57,785.60
41109	Sergeants (4)	138,806	200,867.77	144,878.40	183,562.24	196,809.20	243,259.60	239,744.96	259,800.00	278,889.00	287,255.67	298,745.90	310,695.73	323,123.56	336,048.50
41110	Wardens	47,747	36,117.60	25,985.44	35,399.64	28,873.88	-	-	-	-	-	-	-	-	-
41111	Patrlmen	724,383	477,433.96	450,675.52	639,114.66	653,271.60	822,322.02	803,498.31	825,200.00	824,612.00	1,051,162.70	1,093,209.21	1,136,937.58	1,182,415.08	1,229,711.68
41112	Canine Officers	127,802	131,186.52	136,074.04	125,451.52	125,395.12	147,938.65	154,094.54	157,345.00	88,372.00	136,534.74	141,996.13	147,675.97	153,583.01	159,726.33
41113	Chief's Secretary Salary	29,518	30,476.16	31,625.00	30,868.96	27,556.74	32,108.16	35,542.53	37,000.00	34,946.00	36,495.68	37,955.51	39,473.73	41,052.68	42,694.78
41114	Detective Bur. Clerk Salary	28,596	31,611.97	31,768.00	29,356.80	28,941.00	33,544.90	35,703.87	38,000.00	35,104.00	36,340.72	37,794.35	39,306.12	40,878.37	42,513.50
41115	Court Appearances	187,713	192,742.41	180,111.08	199,173.51	190,107.19	262,377.63	261,832.03	268,231.00	225,000.00	225,000.00	234,000.00	243,360.00	253,094.40	263,218.18
41116	Longevity	27,675	27,580.74	28,105.05	27,908.90	29,204.25	36,394.20	38,186.50	39,445.00	42,600.00	43,900.00	45,656.00	47,482.24	49,381.53	51,356.79
41117	Buy Back/Sick Pay	158,474	155,161.01	16,923.16	305,452.41	23,577.20	163,409.98	191,961.14	195,000.00	150,000.00	150,000.00	156,000.00	162,240.00	168,729.60	175,478.78
41118	Turn Differential	7,256	8,223.20	8,118.80	12,359.20	11,689.60	13,301.60	12,718.00	14,215.00	15,000.00	15,000.00	15,600.00	16,224.00	16,872.96	17,547.88
41119	Overtime	59,565	41,798.88	34,795.62	39,989.29	31,642.61	20,455.03	41,848.51	51,499.64	30,000.00	60,000.00	62,400.00	64,896.00	67,491.84	70,191.51
41120	Data Entry Clerk	23,923	26,571.41	25,964.80	24,960.00	24,606.40	28,520.70	24,610.19	-	-	-	-	-	-	-
41121	Special Police	15,001	13,407.12	15,794.95	23,188.92	25,115.50	29,851.58	23,797.20	24,312.00	18,000.00	-	-	-	-	-
41122	Patrolmen	21,098	249,401.40	254,316.96	-	-	-	-	-	-	-	-	-	-	-
41123	Housing Patrol	112,833	120,072.25	69,644.00	53,886.20	16,562.00	7,737.00	7,148.00	7,215.00	6,000.00	-	-	-	-	-
41124	Part Time Patrolman	30,884	31,589.04	42,044.58	44,607.22	137,275.11	215,345.02	232,566.46	273,465.00	349,222.00	213,447.31	221,985.20	230,864.61	240,099.19	249,703.16
41125	Narcotics Detective	40,089	41,768.56	43,558.80	68,341.76	81,662.40	135,494.40	144,866.40	147,000.00	143,870.00	148,186.11	154,113.55	160,278.10	166,689.22	173,356.79
41126	Patrolmen	-	-	-	-	-	-	-	-	-	-	-	-	-	-
41127	Summer Help	8,587	-	-	-	860.05	-	-	-	-	-	-	-	-	-
41128	Employment Screenings	-	-	2,275.00	17,569.80	1,641.00	34.00	462.00	1,045.00	1,000.00	1,200.00	1,248.00	1,297.92	1,349.84	1,403.83
41129	2002 Hires	30,298	119,529.49	153,714.40	-	-	-	-	-	-	-	-	-	-	-
41130	Weed & Seed Program	171,336	-	-	19,361.00	2,047.47	217.62	-	-	49,700.00	38,558.03	40,100.35	41,704.37	43,372.54	45,107.44
41131	Weed & Seed Program	-	-	-	-	484.64	-	693.41	500.00	19,650.00	-	-	-	-	-
41133	Asstistant Chief of Operations	-	-	20,678.40	41,356.80	40,390.40	46,577.60	49,793.84	50,000.00	49,411.00	50,924.23	52,961.20	55,079.65	57,282.83	59,574.15
41134	Lieutenants/Detectives	-	-	-	40,705.28	39,765.60	40,556.00	-	-	-	-	-	-	-	-
41135	Narcotics Lieutenant	-	-	-	40,723.20	39,765.60	45,850.40	49,043.20	49,000.00	48,686.00	50,146.70	52,152.57	54,238.67	56,408.22	58,664.55
41136	Narcotics Patrolmen	-	-	-	48,920.80	35,800.80	-	-	-	-	-	-	-	-	-
41138	Danet Overtime	-	-	-	26,392.33	35,728.99	15,095.65	47,941.07	28,713.00	20,000.00	15,000.00	15,600.00	16,224.00	16,872.96	17,547.88
41139	Lieutenant (Intelligence)	-	-	-	16,968.00	39,764.80	45,530.40	46,386.96	47,000.00	47,957.00	49,395.37	51,371.18	53,426.03	55,563.07	57,785.60
41150	Wages Payable	-	-	-	-	-	-	-	-	-	-	-	-	-	-
41154	Violent Crime Task Force	-	-	-	-	-	-	15,537.41	5,062.26	-	5,000.00	5,075.00	5,278.00	5,489.12	5,708.68
41155	Drug Seizure FY06 Arrest	-	-	-	-	-	-	2,880.00	-	-	-	-	-	-	-
42200	Supplies	41,959	45,064.44	22,428.06	44,163.53	22,046.25	19,565.01	19,338.56	20,000.00	20,000.00	5,000.00	5,075.00	5,151.13	5,228.39	5,306.82
42201	Uniform Allowance	41,347	38,430.95	40,099.28	38,732.34	46,071.00	42,839.00	40,337.80	40,093.00	43,960.00	43,260.00	43,908.90	44,567.53	45,236.05	45,914.59

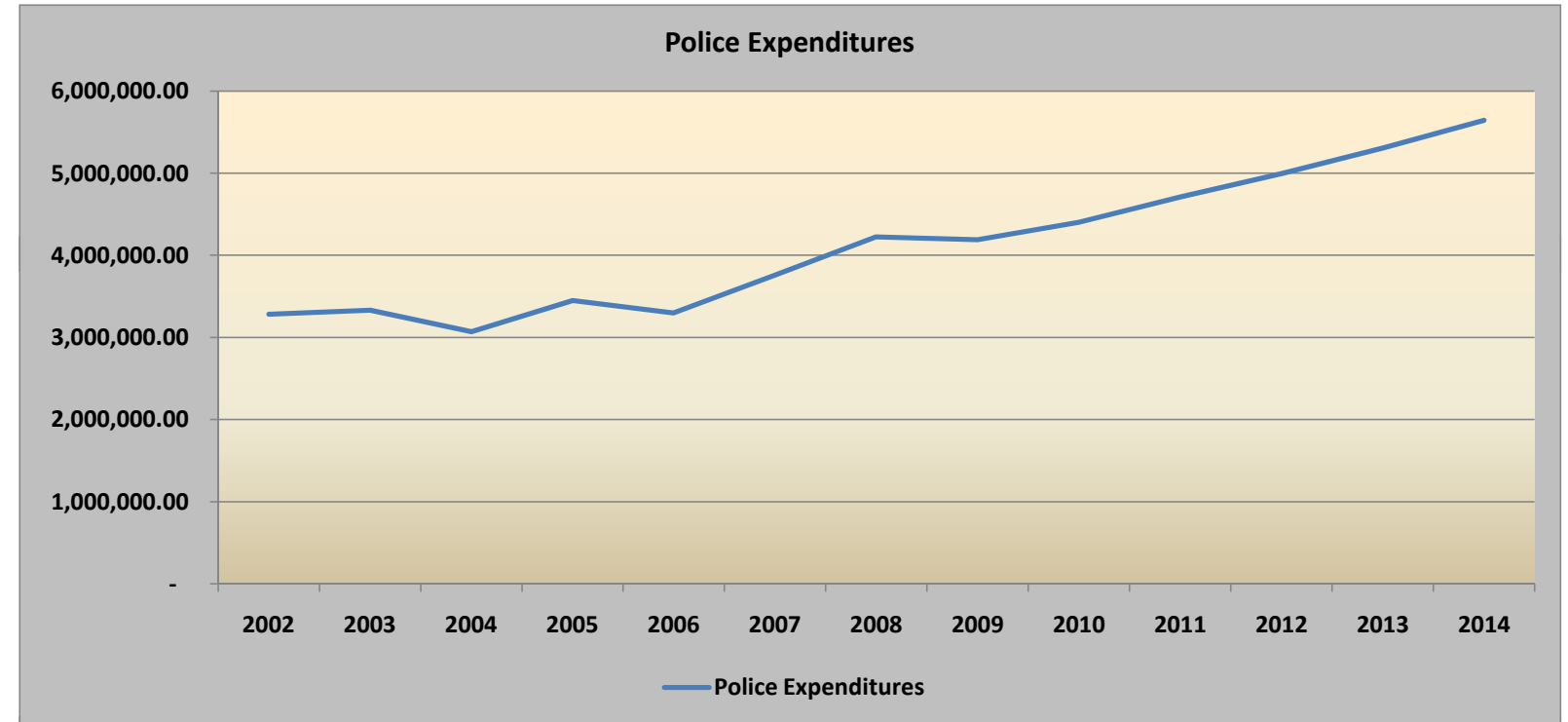
CITY OF MCKEESPORT
POLICE EXPENDITURES HISTORY

Account	Expenditure Category	ACTUAL 2002	ACTUAL 2003	ACTUAL 2004	ACTUAL 2005	ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	PROJECTED 2009	BUDGET 2009	BUDGET 2010	ESTIMATED 2011	ESTIMATED 2012	ESTIMATED 2013	ESTIMATED 2014
1410	POLICE														
42202	Damaged Clothing	325	990.79	-	-	-	-	829.95	850.00	1,000.00	1,000.00	1,015.00	1,030.23	1,045.68	1,061.36
42203	Feeding Prisoners	1,392	775.57	736.62	201.00	54.00	12.18	-	305.00	1,200.00	1,200.00	1,218.00	1,236.27	1,254.81	1,273.64
42205	Photography Supply/Equipment	288	-	-	111.00	-	-	-	-	100.00	100.00	101.50	103.02	104.57	106.14
43303	Canine Food	2,876	3,181.67	1,125.43	745.22	9,198.71	8,099.95	2,065.06	11,000.00	12,000.00	23,207.00	23,555.11	23,908.43	24,267.06	24,631.06
43304	Animal Control	12,000	12,711.00	12,186.94	12,074.99	12,063.70	14,039.27	15,308.06	15,000.00	15,000.00	15,000.00	15,225.00	15,453.38	15,685.18	15,920.45
43305	Radio Service	5,007	6,142.54	5,092.02	4,736.29	54.40	647.49	787.86	2,100.00	2,400.00	2,400.00	2,436.00	2,472.54	2,509.63	2,547.27
43306	Fire Arms Training/VCR	9,964	12,341.76	(691.64)	4,058.39	6,141.93	5,116.29	159.48	1,907.07	2,500.00	2,500.00	2,537.50	2,575.56	2,614.20	2,653.41
43307	Car Repairs/Supplies	64,591	69,283.65	36,303.50	54,591.33	77,784.71	71,431.75	70,144.02	70,225.00	50,000.00	50,000.00	71,278.38	72,347.55	73,432.76	74,534.26
43310	School Guards	81,863	83,481.53	92,867.72	85,245.36	94,285.41	92,371.45	118,034.59	127,000.00	126,096.00	70,000.00	130,175.00	132,127.63	134,109.54	136,121.18
43321	Byrne Justice Asst. Grant	-	-	-	102,894.00	49,732.00	1,388.52	-	-	-	-	-	-	-	-
49101	Medical	234,179	312,849.49	370,975.68	388,842.10	537,165.63	406,547.48	509,218.32	505,124.00	505,169.00	717,426.00	825,039.90	948,795.89	1,091,115.27	1,254,782.56
49102	Dental & Eye	44,912	49,633.48	50,856.43	56,094.38	50,287.37	51,955.16	58,691.72	59,000.00	56,814.00	55,178.00	59,592.24	64,359.62	69,508.39	75,069.06
49103	Life	15,625	26,614.95	24,758.75	24,736.35	8,461.18	11,042.35	8,755.30	9,000.00	7,337.00	8,275.00	8,937.00	9,651.96	10,424.12	11,258.05
49106	FICA	50,424	44,537.69	45,910.32	49,913.71	64,788.99	62,631.29	62,904.68	63,000.00	64,000.00	64,000.00	66,560.00	69,222.40	71,991.30	74,870.95
49108	Benefits Buyout	33,944	16,317.25	14,375.00	5,636.53	4,467.29	21,751.98	22,855.85	23,505.00	19,500.00	19,500.00	21,060.00	22,744.80	24,564.38	26,529.53
49119	Lt. Public Safety Administration	-	-	-	-	-	33,142.34	49,037.84	51,223.00	48,686.00	50,146.70	54,158.44	58,491.11	63,170.40	68,224.03
49120	Expenses/Travel	-	-	-	-	-	200.00	-	500.00	600.00	500.00	540.00	583.20	629.86	680.24
49122	Police Taser Program	-	-	-	-	-	705.60	-	-	1,500.00	-	-	-	-	-
49124	Medical Reimbr. Escro	-	-	-	-	-	-	-	322.00	35,000.00	-	-	-	-	-
49125	Grant for Police Car Purchase	-	-	-	-	-	-	161,358.83	-	-	35,000.00	-	-	-	-
99999	New Capital Equip (COPS grant)	-	-	-	-	-	-	-	-	-	93,000.00	-	-	-	-
	SUBTOTAL	3,282,663	3,331,184.13	3,071,077.58	3,450,460.77	3,296,254.30	3,758,831.19	4,223,964.49	4,189,151.97	4,403,701.61	4,403,701.61	4,708,253.42	4,993,022.49	5,304,261.71	5,645,274.75

CITY OF MCKEESPORT
POLICE EXPENDITURES HISTORY

Account	Expenditure Category	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGET	BUDGET	ESTIMATED	ESTIMATED	ESTIMATED	ESTIMATED
		2002	2003	2004	2005	2006	2007	2008	2009	2009	2010	2011	2012	2013	2014
1410	POLICE														

Year	Expenses	Inc/Dec	Status
2002	3,282,662.58		Actual
2003	3,331,184.13	1.46%	Actual
2004	3,071,077.58	-8.47%	Actual
2005	3,450,460.77	11.00%	Actual
2006	3,296,254.30	-4.68%	Actual
2007	3,758,831.19	12.31%	Actual
2008	4,223,964.49	11.01%	Actual
2009	4,189,151.97	-0.83%	Projected
2010	4,403,701.61	4.87%	Budget
2011	4,708,253.42	6.47%	Estimated
2012	4,993,022.49	5.70%	Estimated
2013	5,304,261.71	5.87%	Estimated
2014	5,645,274.75	6.04%	Estimated
Average Inc		4.48%	Estimated



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APPENDIX 7 – ISO CLASSIFICATION

See the following pages.

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Grading Sheet For: McKeesport, PA
Allegheny County

Public Protection Class: 6

Surveyed: August, 1995

<u>Feature</u>	<u>Credit Assigned</u>	<u>Maximum Credit</u>
Receiving and Handling Fire Alarms	4.85%	10.00%
Fire Department	18.10%	50.00%
Water Supply	26.79%	40.00%
*Divergence	-6.16%	
Total Credit	<u>43.58%</u>	<u>100.00%</u>

The Public Protection Class is based on the total percentage credit as follows:

<u>Class</u>	<u>%</u>
1	90.00 or more
2	80.00 to 89.99
3	70.00 to 79.99
4	60.00 to 69.99
5	50.00 to 59.99
6	40.00 to 49.99
7	30.00 to 39.99
8	20.00 to 29.99
9	10.00 to 19.99
10	0 to 9.99

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

The above classification has been developed for use in property insurance premium calculations.

INSURANCE SERVICES OFFICE, INC.

CLASSIFICATION DETAILS

Graded Area: McKeesport
County: Allegheny
Date Surveyed: August, 1995
Total Credit: 43.58 Class: 6
State: PA
Pop.: 26016

RECEIVING AND HANDLING FIRE ALARMS

This section of the Fire Suppression Rating Schedule reviews the facilities provided for the general public to report fires, and for the operator on duty at the communication center to dispatch fire department companies to the fires.

	<u>Actual</u>	<u>Credit</u> <u>Maximum</u>
1. Credit for Telephone Service (Item 414)		
This item reviews the facilities provided for the public to report fires, including the listing of fire and business numbers in the telephone directory.	1.90	2.00
2. Credit for Operators (Item 422)		
This item reviews the number of operators on-duty at the communication center to handle fire calls.	1.20	3.00
3. Credit for Dispatch Circuits (Item 432)		
This item reviews the dispatch circuit facilities used to transmit alarms to fire department members.	1.75	5.00
4. Total Credit for Receiving and Handling Fire Alarms:	4.85	10.00
Relative Classification for Receiving and Handling Fire Alarms:	6	

CLASSIFICATION DETAILS

Graded Area: McKeesport
 County: Allegheny
 Date Surveyed: August, 1995
 Total Credit: 43.58 Class: 6
 State: PA
 Pop.: 26016

FIRE DEPARTMENT

This section of the Fire Suppression Rating Schedule reviews the engine and ladder-service companies, equipment carried, response to fires, training and available fire fighters.

	<u>Actual</u>	<u>Credit</u> <u>Maximum</u>
1. Credit for Engine Companies (Item 513)		
This item reviews the number of engine companies and the hose equipment carried.	5.02	10.00
2. Credit for Reserve Pumpers (Item 523)		
This item reviews the number of reserve pumpers, their pump capacity and the hose equipment carried on each.	0.49	1.00
3. Credit for Pump Capacity (Item 532)		
This item reviews the total available pump capacity.	3.43	5.00
4. Credit for Ladder-Service Companies (Item 549)		
This item reviews the number of ladder and service companies and the equipment carried.	0.29	5.00
5. Credit for Reserve Ladder-Service Companies (Item 553)		
This item reviews the number of reserve ladder and service trucks, and the equipment carried.	0.62	1.00

CLASSIFICATION DETAILS

Graded Area: McKeesport
 County: Allegheny
 Date Surveyed: August, 1995
 State: PA
 Total Credit: 43.58 Class: 6
 Pop.: 26016

FIRE DEPARTMENT
 (continued)

	<u>Actual</u>	<u>Credit</u> <u>Maximum</u>
6. Credit for Distribution (Item 561)		
This item reviews the percent of the built-upon area of the city which has an adequately-equipped, responding first-due engine company within 1.5 miles and an adequately-equipped, responding ladder-service company within 2.5 miles.	1.86	4.00
7. Credit for Company Personnel (Item 571)		
This item reviews the average number of equivalent fire fighters and company officers on duty with existing companies.	3.33	15.00+
8. Credit for Training (Item 581)		
This item reviews the training facilities and their use.	3.06	9.00
9. Total Credit for Fire Department:	18.10	50.00+
Relative Classification for Fire Department:	7	

+ This indicates that credit for company personnel is open-ended, with no maximum credit for this item.

CLASSIFICATION DETAILS

Graded Area: McKeesport
 County: Allegheny
 Date Surveyed: August, 1995
 Total Credit: 43.58 Class: 6
 State: PA
 Pop.: 26016

WATER SUPPLY

This section of the Fire Suppression Rating Schedule reviews the water supply system that is available for fire suppression in the city.

	<u>Actual</u>	<u>Credit</u> <u>Maximum</u>
1. Credit for the Water System (Item 616)		
This item reviews the supply works, the main capacity and hydrant distribution.	24.21	35.00
2. Credit for Hydrants (Item 621)		
This item reviews the type of hydrants, and method of installation.	1.34	2.00
3. Credit for Inspection and Condition of Hydrants (Item 631)		
This item reviews the frequency of inspections of hydrants and their condition	1.24	3.00
4. Total Credit for Water Supply:	26.79	40.00
Relative Classification for Water Supply:	4	

PUBLIC PROTECTION CLASSIFICATION

**IMPROVEMENT STATEMENTS
FOR
McKeesport
Allegheny County, PA**

**Prepared by
INSURANCE SERVICES OFFICE, INC.
4B Eves Drive, Suite 200, Marlton, NJ 08053
800 444-4554 FAX 856 985-6491**

The following statements are based upon the criteria contained in our Fire Suppression Rating Schedule and upon conditions in McKeesport, PA during August, 1995. They indicate the performance needed to receive full credit for the specific item in the Schedule, and the quantity you have provided. Partial improvement will result in receiving a partial increase in the credit. These statements relate only to the fire insurance classification of your city. They are not for property loss prevention or life safety purposes and no life safety or property loss prevention recommendations are made.

RECEIVING AND HANDLING FIRE ALARMS

Credit For Telephone Service (Item 414).

Actual = 1.90%; Maximum = 2.00%

For maximum credit in the Schedule, both the number to report a fire and the fire department business number should be listed under "Fire Department" in the white pages directory (or government section of the white pages). Your fire number is listed but your business number is not listed under "Fire Department".

Credit For Operators (Item 422).

Actual = 1.20%; Maximum = 3.00%

For maximum credit in the Schedule, 5 operators are needed on duty at all times. You have an average of 2 operators on duty.

Credit For Dispatch Circuits (Item 432).

Actual = 1.75%; Maximum = 5.00%

For maximum credit in the Schedule, there should be two (2) alarm dispatch circuits to each fire station and/or firefighter in accordance with National Fire Protection Association Standard, 1221.

For maximum credit in the Schedule, the primary alarm dispatch circuit should be monitored for integrity in accordance with National Fire Protection Association Standard, 1221.

For maximum credit in the Schedule, the alarm dispatch circuits should have recording facilities at the communication center.

For maximum credit in the Schedule, both alarm dispatch circuits should have an emergency power supply in accordance with National Fire Protection Association Standard, 1221.

Total credit for Receiving and Handling Fire Alarms (Item 440)

Actual = 4.85%; Maximum = 10.00%

FIRE DEPARTMENT

Credit For Engine Companies (Item 513).

Actual = 5.02%; Maximum = 10.00%

For maximum credit in the Schedule, 3 engine companies are needed in your city. These are calculated as follows:

3 for the Basic Fire Flow of 3500 gpm.

You have 2 engine companies in service. These are calculated as follows:

77 percent for Engine EL-1 because of insufficient equipment. Additionally Engine EL-1 is lacking: an adequate hose testing program, an adequate pump testing program.

73 percent for Engine E-2 because of insufficient equipment. Additionally Engine E-2 is lacking: an adequate hose testing program, an adequate pump testing program.

Credit For Reserve Pumpers (Item 523).

Actual = 0.49%; Maximum = 1.00%

For maximum credit in the Schedule, 1 fully-equipped reserve pumper is needed. You have 1 reserve pumper.

This is calculated as follows:

75 percent for Engine RE-3 because of insufficient equipment.

Additionally Engine RE-3 is lacking: an adequate hose testing program, an adequate pump testing program.

Credit For Pump Capacity (Item 532).

Actual = 3.43%; Maximum = 5.00%

For maximum credit in the Schedule, at least 3500 gpm in fire department pump capacity is needed. You have 2400 gpm in creditable pump capacity.

This is calculated as follows:

2400 gpm in service and reserve	= 2400 gpm
Total	= 2400 gpm

Credit For Ladder And Service Companies (Item 549).

Actual = 0.29%; Maximum = 5.00%

For maximum credit in the Schedule, 1 ladder company is needed in your city.

This is calculated as follows:

1 ladder company due to method of operation.

You have 1 ladder company.

This is calculated as follows:

*5 percent for Engine-Ladder EL-1 because of insufficient equipment, insufficient aerial device testing and insufficient aerial device length.

*Limited to 50% credit maximum by Fire Suppression Rating Schedule due to dual operations. The percentage shown has been adjusted to reflect this limitation.

Credit For Reserve Ladder And Service Companies (Item 553).

Actual = 0.62%; Maximum = 1.00%

For maximum credit in the Schedule, 1 fully-equipped reserve ladder truck is needed.

You have 1 reserve ladder truck.

This is calculated as follows:

61 percent for Ladder RL-1 because of insufficient equipment and insufficient aerial device testing.

Credit For Distribution (Item 561).

Actual = 1.86%; Maximum = 4.00%

For maximum credit in the Schedule, all sections of the city with hydrant protection should be within 1½ miles of a fully-equipped engine company and 2½ miles of a fully-equipped ladder, service, engine-ladder or engine-service company. The distance to be measured along all-weather roads.

Credit For Company Personnel (Item 571).

Actual = 3.33%; Maximum = 15.00%

An increase in the on-duty company personnel by one person will increase the fire department credit by 0.83.

Credit For Training (Item 581).

Actual = 3.06%; Maximum = 9.00%

For maximum credit in the Schedule, the training program should be improved. You received 34 percent credit for the current training program and the use of facilities.

For maximum credit in the Schedule, pre-fire planning inspections of each commercial, industrial, institutional and other similar-type building should be made twice a year by company members. Records of the inspections should include complete and up-to-date notes and sketches.

For maximum credit in the Schedule, complete records should be kept of all training.

Total credit for Fire Department (Item 590)

Actual = 18.10%; Maximum = 50.00%

WATER SUPPLY

Credit For Supply System (Item 616).

Actual = 24.21%; Maximum = 35.00%

For maximum credit in the Schedule, the needed fire flows should be available at each location in the city. Needed fire flows of 2500 gpm and less should be available for 2 hours, 3000 and 3500 gpm for 3 hours and all others for 4 hours. See the attached table for an evaluation of fire flow tests made at representative locations in your city.

All AWWA standard hydrants within 1000 feet of a building, measured as hose can be laid by apparatus, are credited; 1000 gpm for hydrants within 300 feet; 670 gpm for 301 to 600 feet; and 250 gpm for 601 to 1000 feet. Credit is reduced when hydrants lack a pumper outlet, and is further reduced when they have only a single 2½-inch outlet.

Credit For Hydrants (Item 621).

Actual = 1.34%; Maximum = 2.00%

For maximum credit in the Schedule, all hydrants should: have a pumper outlet, have a 6-inch or larger branch connection.

Credit For Inspection and Condition of Hydrants (Item 631).

Actual = 1.24%; Maximum = 3.00%

For maximum credit in the Schedule, all hydrants should be inspected twice a year, the inspection should include operation and a test at domestic pressure. Records should be kept of the inspections. Hydrants should be conspicuous, well located for use by a pumper, and in good condition.

Total credit for Water Supply (Item 640)

Actual = 26.79%; Maximum = 40.00%

FIRE FLOW TESTS

McKeesport, PA

Tests witnessed on August 1, 1995

Test No.	Needed Fire Flow† gpm	Limited By Supply Works, gpm	Limited by Distribution Mains (flow tests), gpm	Limited By Hydrant Spacing, gpm
2	3000		800	
5	2500		2300	
6†	5000		4000	
7†	4500		1100	2840
7A	3500		1100	2840
8	3500		600	
8A	1500		600	
9	3000		1900	
10	1750		600	
11	2500		550	
11A	1500		550	
13	3000		800	
13A	1500		800	
14	1750		1700	
15	2250		2000	
16	2000		1800	
18†	4500		2200	
18A	3500		2200	
20†	7000	5944	3300	6430
20A†	5000		3300	
20B†	4500		3300	3760
20C	3500		3300	

†Needed fire flows exceeding 3500 gpm are not considered in Item 616 (CSS) Credit for System Supply

INSURANCE SERVICES OFFICE, INC.
HYDRANT FLOW DATA SUMMARY

City: McKeesport State: PA Witnessed by: Insurance Services Office, Inc. Date: August 1, 1995
 County: Allegheny

TEST NO.	TYPE DIST. *	TEST LOCATION	SERVICE	FLOW - GPM		PRESSURE		FLOW - AT 20 PSI		REMARKS***
				INDIVIDUAL HYDRANTS	TOTAL	STATIC PSI	RESID.	NEEDED **	AVAIL.	
1	Comm	5th Ave. 7 Locust St.	Low	1500	1500	127	118	4500	5700	
1A	Comm	5th Ave. 7 Locust St.	Low	1500	1500	127	118	4500	5700	
1B	Comm	5th Ave. 7 Locust St.	Low	1500	1500	127	118	3500	5700	
2	Comm	5th Ave. & Water St.	Low	340	340	132	110	3000	800	
3	Comm	Walnut St. & 8th Ave.	Low	930	930	123	119	2500	5400	
4	Comm	Water St. & 9th Ave.	Low	900	900	135	130	2250	4900	
5	Comm	5th Ave. bet Huey St. & Coursin St.	Low	1280	1280	121	88	2500	2300	
6	Comm	5th Ave. & Evans Ave.	Low	1120	1120	124	114	5000	4000	
6A	Comm	5th Ave & Evans Ave.	Low	1120	1120	124	114	2500	4000	
7	Comm	Eden Park Blvd. & Oxford Dr.	High	920	920	119	46	4500	1100	(A)-(2840 gpm)
7A	Comm	Eden Park Blvd. & Oxford Dr.	Low	920	920	119	46	3500	1100	(A)-(2840 gpm)
8	Comm	Highland Park Ave. & Vine St.	Low	520	520	79	34	3500	600	
8A	Res	Highland Park Ave. & Vine St.	Low	520	520	79	34	1500	600	
9	Comm	Atlantic Ave. & Rebecca St.	Low	890	890	125	99	3000	1900	
10	Comm	W. 5th Ave & Windsor St.	Low	580	580	113	27	1750	600	
11	Comm	Manning Ave. & Lysle St.	Low	560	560	90	17	2500	550	

THE ABOVE LISTED NEEDED FIRE FLOWS ARE FOR PROPERTY INSURANCE PREMIUM CALCULATIONS ONLY AND ARE NOT INTENDED TO PREDICT THE MAXIMUM AMOUNT OF WATER REQUIRED FOR A LARGE SCALE FIRE CONDITION. THE AVAILABLE FLOWS ONLY INDICATE THE CONDITIONS THAT EXISTED AT THE TIME AND AT THE LOCATION WHERE TESTS WERE WITNESSED.

*Comm = Commercial; Res = Residential.

**Needed is the rate of flow for a specific duration for a full credit condition. Needed Fire Flows greater than 3,500 gpm are not considered in determining the classification of the city when using the Fire Suppression Rating Schedule.

***[A]-Limited by available hydrants to gpm shown.

INSURANCE SERVICES OFFICE, INC.
HYDRANT FLOW DATA SUMMARY

City: Mekeessport State: PA Witnessed by: Insurance Services Office, Inc. Date: August 1, 1995
 County: Allegheny

TEST NO.	TYPE DIST.*	TEST LOCATION	SERVICE	FLOW - GPM <small>Q₂₀-850(Q₂₀)^{2/3}</small>		PRESSURE PSI		FLOW - AT 20 PSI <small>Q₂₀-Q₂₀(100^{2/3}/7.48^{2/3})</small>		REMARKS***
				INDIVIDUAL HYDRANTS	TOTAL	STATIC	RESID.	NEEDED **	AVAIL.	
11A	Res	Manning Ave. & Lysle St.	Low	560	560	90	17	1500	550	
12	Comm	5th Ave. & Fawcett St.	High	870	870	115	101	2000	2400	
13	Comm	Baile Ave. & Cornell Ave.	Low	530	530	108	67	3000	800	
13A	Res	Baile Ave. & Cornell Ave.	Low	530	530	108	67	1500	800	
14	Comm	Soles Ave. & Jenny Lind St.	High	860	860	87	68	1750	1700	
14A	Res	Soles Ave. & Jenny Lind St.	High	860	860	87	68	1500	1700	
15	Comm	Beaver Ave. & Sunac St.	High	680	680	80	72	2250	2000	
15A	Res	Beaver Ave. & Sunac St.	High	680	680	80	72	1500	2000	
16	Comm	Grandview Ave & Beaver Ave.	High	900	900	52	43	2000	1800	
17	Comm	Eden Park Blvd. & Roy St.	High	1120	1120	194	181	2500	4500	
18	Comm	Walnut St. & 35th St.	Low	1070	1070	129	101	4500	2200	
18A	Comm	Walnut St. & 35th St.	Low	1070	1070	129	101	3500	2200	
19	Comm	Walnut St. & 31st St.	Low	1320	1320	122	89	2000	2400	
20	Comm	(C.P. Industries) Walnut St. & 23rd St.	Low	1280	1280	120	103	7000	3300	(A)-(6430 gpm) (D)-(5944 gpm)
20A	Comm	(C.P. Industries) Walnut St. & 23rd St.	Low	1280	1280	120	103	5000	3300	
20B	Comm	(C.P. Industries) Walnut St. & 23rd St.	Low	1280	1280	120	103	4500	3300	(A)-(3760 gpm)

THE ABOVE LISTED NEEDED FIRE FLOWS ARE FOR PROPERTY INSURANCE PREMIUM CALCULATIONS ONLY AND ARE NOT INTENDED TO PREDICT THE MAXIMUM AMOUNT OF WATER REQUIRED FOR A LARGE SCALE FIRE CONDITION. THE AVAILABLE FLOWS ONLY INDICATE THE CONDITIONS THAT EXISTED AT THE TIME AND AT THE LOCATION WHERE TESTS WERE WITNESSED.

*Comm = Commercial; Res = Residential.

**Needed is the rate of flow for a specific duration for a full credit condition. Needed Fire Flows greater than 3,500 gpm are not considered in determining the classification of the city when using the Fire Suppression Rating Schedule.

***[A]-limited by available hydrants to gpm shown. Available facilities limit flow to gpm shown plus consumption for the needed duration of (D)-4 hours.

APPENDIX 8 – STANDARDS OF EFFECTIVE GOVERNMENT – MUNICIPAL FIRE MANAGEMENT

INTRODUCTION

Fire protection is among the most basic of services provided by a local government. It is expected to be available to citizens seven days a week; 24-hours a day. There is no one model used for delivering fire protection. Large local governments can be expected to have a fully paid fire department, operating under the supervision of a municipal manager and/or elected officials. Small local governments most frequently, but not always, operate with all-volunteer fire companies. In between are models which have both paid and volunteer firefighters. Some have a paid driver and volunteers. In some cases two or more local governments may enter into a formal agreement to cooperate in providing fire service. Many times cooperation among municipal fire companies is informal. When additional help is needed, neighboring companies respond. Regardless of the method of delivery, every effort should be made to meet the basic standards for fire suppression and fire prevention which follow.

The fire standards are designed to accomplish the objectives of accountability, and an acceptable level of adequacy in the delivery of fire service. Several of the standards draw upon those developed by the National Fire Protection Association. Others reflect effective administrative practices.

MUNICIPAL FIRE MANAGEMENT**FACTOR: BASIC FIRE STANDARDS***STANDARD NO. 1*

The municipality has received at least a mid-point rating of 5 (a rating of 6 for more rural municipalities) from the Insurance Services Office (ISO).

COMMENTARY

The ISO regularly rates fire service delivery for each local government for the sole purpose of fire insurance rate-making. The rating is on a scale of 1 - 10. A Class 1 community is considered most capable of coping with a fire. A Class 10 municipality has no fire department or water supply meeting the Grading Schedule requirements of the ISO. Insurance rates on identical risks would normally be lower in a Class 1 local government and highest in Class 10. Since insurance rates for residents and businesses are affected by the ISO rating, local officials need to be knowledgeable about this rating and the factors which affect it. Water supply counts for 40% of the rating; equipment, 26%; personnel, 15%; alarm and dispatch, 10%; and training, 9%.

RATING SCALE*STANDARD IS:*

1. ___ Met, and is effective. (___ verified ___ not verified)
2. ___ Met, but is not effective. (comment below)
3. X Not met. (Check "Reason" and provide comment below.)

Reason

___ Not relevant ___ No interest ___ Lack resources

___ Lack administrative capacity/initiatives X Other

COMMENTS:

ISO Rating of 6, almost 7, due to a lack of annual hose, pump, and aerial testing; lack of structured training program and training records; and insufficient equipment on apparatus.

LIST items to be incorporated in Action Plan.

Department needs to correct deficiencies, including the implementation of a structured training program and maintaining training records, and request a re-evaluation. An improved ISO rating could save residents and property owners 4% - 8% on insurance premiums.

MUNICIPAL FIRE MANAGEMENT

FACTOR: BASIC FIRE STANDARDS (CONTINUED)

STANDARD NO. 2

All fire personnel, whether paid or volunteer, have received basic, certified, training in firefighting and have regular and mandatory in-service training and drills. Training goals are based on the standards set by the National Fire Protection Association (NFPA).

COMMENTARY

The standards developed by the NFPA impact upon a local government, whether fire service is provided by volunteer or paid personnel. NFPA publishes standards covering a wide range of topics which are seen as essential safeguards against loss of life and property from fire, including training. NFPA Standard 1500, the Health and Safety Standard, places 100-plus requirements on fire departments, including volunteer companies. The International Association of Fire Fighters has established as a national goal total compliance with 1500.

In other words, NFPA requirements have become the standard for the industry. Although not mandatory upon local governments, the fact that they have been recognized nationally allows it to be argued that any equipment or operating procedure that does not comply is unsafe and substandard. Liability can, then, attach to a local government not meeting the standard. Compliance with these standards carries a financial impact, and raises the level of management and professionalism that are needed as fire service evolves from its traditional fire suppression role to one of involvement in a full range of emergency and life safety services, hastened by new and emerging federal and State mandates arising from the 9-11 attack and emerging homeland security efforts.

RATING SCALE

STANDARD IS:

1. Met, and is effective. (verified not verified)
2. Met, but is not effective. (comment below)
3. Not met. (Check "Reason" and provide comment below.)

Reason:

Not relevant No interest Lack resources
 Lack administrative capacity/initiatives Other

COMMENTS:

Personnel have received basic, certified, training in firefighting; however, there aren't any regular and mandatory in-service drills. NFPA training standards are not referenced or met. There aren't any training goals.

LIST items to be incorporated in Action Plan.

The Department needs to implement a structured training program meeting ISO and NFPA Standards. The training program should include 40-hours of documented training for new apparatus drivers / operators, 12-hours of annual driver / operator training, 12-hours of annual officer training, and 10-hours of monthly firefighter training.

MUNICIPAL FIRE MANAGEMENT

FACTOR: BASIC FIRE STANDARDS (CONTINUED)

STANDARD NO. 3

Fire equipment is adequate, and suited to the needs/experience of the municipality. Basic fire apparatus, and personal equipment and clothing of firefighters, meet NFPA standards.

COMMENTARY

Fire equipment needs will vary from local government to local government. Community characteristics, such as population size, land area, density, terrain, and type of structures, will have an effect of what is needed. Municipal officials should seek a briefing from fire officials on equipment needs, and ISO and NFPA standards. See, also, the Commentary for Standard 2, above.

RATING SCALE

STANDARD IS:

1. Met, and is effective. (verified ___ not verified)
2. ___ Met, but is not effective. (comment below)
3. ___ Not met. (Check "Reason" and provide comment below.)

Reason:

___ Not relevant ___ No interest ___ Lack resources

___ Lack administrative capacity/initiatives ___ Other

COMMENTS:

Apparatus and protective clothing are adequate. Small tools, equipment, and hose needs updated and/or replaced.

LIST items to be incorporated in Action Plan.

MUNICIPAL FIRE MANAGEMENT

FACTOR: BASIC FIRE STANDARDS (CONTINUED)

STANDARD NO. 4

Water, and water pressure, and pumper capacity, always are sufficient to meet firefighting needs.

COMMENTARY

Again, ISO and NFPA set standards for water supply. Municipal officials should inquire about these standards and be satisfied that the municipal water supply is adequate. Rural areas should establish dry hydrant sites whenever practical, and this should be done on a regional, cooperative basis.

RATING SCALE

STANDARD IS

1. Met, and is effective. (verified ___ not verified)
2. ___ Met, but is not effective. (comment below)
3. ___ Not met. (Check "Reason" and provide comment below.)

Reason

___ Not relevant ___ No interest ___ Lack resources

___ Lack administrative capacity/initiatives ___ Other

COMMENTS:

LIST items to be incorporated in Action Plan.

MUNICIPAL FIRE MANAGEMENT

FACTOR: BASIC FIRE STANDARDS (CONTINUED)

STANDARD NO. 5

The procedures and equipment used to dispatch fire equipment are adequate to support a rapid response to a fire call or other emergencies for which fire personnel are responsible.

COMMENTARY

A rapid response to a fire is key to minimizing the loss of life and property. Procedures for reporting a fire should be simple and well understood by the public. At the other end, those who dispatch fire equipment should be well trained, and their dispatching equipment, to the extent possible, should be state-of-the-art. See, also, the next part of this section in Fire Suppression, and the standards for call-taking and dispatch.

RATING SCALE

STANDARD IS:

1. Met, and is effective. (verified ___ not verified)
2. ___ Met, but is not effective. (comment below)
3. ___ Not met. (Check "Reason" and provide comment below.)

Reason:

___ Not relevant ___ No interest ___ Lack resources

___ Lack administrative capacity/initiatives ___ Other

MUNICIPALITY'S COMMENTS:

LIST items to be incorporated in Action Plan.

MUNICIPAL FIRE MANAGEMENT

FACTOR: FIRE SUPPRESSION

STANDARD NO. 1

Adequate firefighting service is available seven days a week, 24-hours a day.

COMMENTARY

Meeting this standard generally is not a problem for a local government with a full-time, paid, department. For volunteer companies the standard may be more difficult to meet at times, particularly as these companies experience difficulty in recruiting volunteers. Particular attention should be paid to the ability of volunteer companies to cover, adequately, morning and afternoon hours.

The standard is met if the municipality and its volunteer companies have entered into formal mutual aid agreements with neighboring communities which can guarantee needed coverage.

RATING SCALE

STANDARD IS:

1. Met, and is effective. (verified ___not verified)
2. ___ Met, but is not effective. (comment below)
3. ___ Not met. (Check "Reason" and provide comment below.)

Reason:

___ Not relevant ___ No interest ___ Lack resources

___ Lack administrative capacity/initiatives ___ Other

EVALUATOR'S COMMENTS:

LIST items to be incorporated in Action Plan.

MUNICIPAL FIRE MANAGEMENT

FACTOR: FIRE SUPPRESSION (CONTINUED)

STANDARD NO. 2

Fire manpower is sufficient to provide a minimum of three persons on each apparatus responding to a fire.

COMMENTARY

This manpower standard can be open to question, and may vary depending on a number of factors such as whether volunteers report directly to the fire scene. However, in weighing the adequacy of fire manpower, the following should be kept in mind. The NFPA standard calls for 4 persons on each apparatus. Both safety and the manpower requirements at the fire scene support this standard. For example, there are distinct and specialized duties which should be performed simultaneously to minimize loss of life and property -- locate fire, plan attack, develop lines, raise ladders, rescue, ventilate, etc. For water flow of 150 GPH it takes two individuals to maneuver the hose line, and there needs to be an operator at the pumper. Two to 4 individuals are needed to raise ladders for rescue, depending on the length of the ladder.

RATING SCALE

STANDARD IS:

1. Met, and is effective. (verified not verified)
2. Met, but is not effective. (comment below)
3. Not met. (Check "Reason" and provide comment below.)

Reason:

Not relevant No interest Lack resources

Lack administrative capacity/initiatives Other

COMMENTS:

Current staffing of 5-person minimum places two firefighters on engine located at Renziehausen Park. Part-time staffing beyond the 5-person minimum and provision for minimum staffing of 6 persons in 2012 will address deficiency.

LIST items to be incorporated in Action Plan.

MUNICIPAL FIRE MANAGEMENT

FACTOR: FIRE SUPPRESSION (CONTINUED)

STANDARD NO. 3

The response time to a first alarm is within approximately 8 minutes.

COMMENTARY

The bottom line is whether or not firefighters and equipment arrive in time to minimize loss of life and property. A key factor is the time from ignition to flashover (simultaneous ignition of all combustibles), at which time the spread of the fire will increase dramatically. Studies show that the time to flashover in a structural fire varies from 5 to 9 minutes.

RATING SCALE

STANDARD IS:

- 1. Met, and is effective. (verified not verified)
- 2. Met, but is not effective. (comment below)
- 3. Not met. (Check "Reason" and provide comment below.)

Reason:

- Not relevant No interest Lack resources
- Lack administrative capacity/initiatives Other

COMMENTS:

LIST items to be incorporated in Action Plan.

MUNICIPAL FIRE MANAGEMENT

FACTOR: FIRE SUPPRESSION (CONTINUED)

STANDARD NO. 4

If fire service is provided by volunteers, and more than one volunteer company services the municipality, these companies not only work cooperatively, but also have formal arrangements for assisting one another.

COMMENTARY

When more than one company responds to a fire there should be well understood procedures governing, especially, when, and in what order, additional companies will be called, and command responsibilities (who is in charge). Otherwise, the fire scene can become confused, and firefighting inefficient. This standard is critical for liability protection for both the municipality and the fire companies.

RATING SCALE

STANDARD IS:

1. Met, and is effective. (verified not verified)
2. Met, but is not effective. (comment below)
3. Not met. (Check "Reason" and provide comment below.)

Reason:

Not relevant No interest Lack resources
 Lack administrative capacity/initiatives Other

COMMENTS:

LIST items to be incorporated in Action Plan.

MUNICIPAL FIRE MANAGEMENT

FACTOR: DISPATCHING FIRE EQUIPMENT

STANDARD NO. 1

Whether as part of a county-wide 911 emergency communications network/center, or a system operated independently by the municipality/fire department or other regional arrangement, the call-taking and dispatch system serving the fire department is in operation 24-hours a day, seven days a week.

COMMENTARY

An efficient call-taking and dispatch system supports the need for a rapid response to fire calls. Ideally, all municipalities should strive to be part of a county or regional 911 system which, in Pennsylvania, puts in place appropriate standards for the emergency communications system.

RATING SCALE

STANDARD IS:

1. Met, and is effective. (verified not verified)
2. Met, but is not effective. (comment below)
3. Not met. (Check "Reason" and provide comment below.)

Reason:

Not relevant No interest Lack resources

Lack administrative capacity/initiatives Other

EVALUATOR'S COMMENTS:

LIST items to be incorporated in Action Plan.

MUNICIPAL FIRE MANAGEMENT

FACTOR: DISPATCHING FIRE EQUIPMENT (CONTINUED)

STANDARD NO. 2

All personnel dispatching fire equipment are property trained and certified for this function.

COMMENTARY

Ideally, dispatch personnel should seek certification from an appropriate agency such as the American Association of Public Communications Officers, and meet all of the appropriate standards established for 911 systems in Pennsylvania.

RATING SCALE

STANDARD IS:

- 1. Met, and is effective. (verified ___not verified)
- 2. ___ Met, but is not effective. (comment below)
- 3. ___ Not met. (Check "Reason" and provide comment below.)

Reason:

- ___ Not relevant ___ No interest ___ Lack resources
- ___ Lack administrative capacity/initiatives ___ Other

EVALUATOR'S COMMENTS:

LIST items to be incorporated in Action Plan.

MUNICIPAL FIRE MANAGEMENT

FACTOR: DISPATCHING FIRE EQUIPMENT (CONTINUED)

STANDARD NO. 3

The number of call-takers/dispatch personnel is adequate to answer at least 90 percent of fire calls within ten seconds.

COMMENTARY

This is the standard set for 911 systems in Pennsylvania. (See also the standards and commentary for Police Communications found in the Police Section of this Workbook.

RATING SCALE

STANDARD IS:

- 1. Met, and is effective. (verified ___not verified)
- 2. ___ Met, but is not effective. (comment below)
- 3. ___ Not met. (Check "Reason" and provide comment below.)

Reason:

- ___ Not relevant ___ No interest ___ Lack resources
- ___ Lack administrative capacity/initiatives ___ Other

EVALUATOR'S COMMENTS:

LIST items to be incorporated in Action Plan.

MUNICIPAL FIRE MANAGEMENT

FACTOR: FIRE PREVENTION

STANDARD NO. 1

The municipality has adopted a nationally recognized fire code or the equivalent--the latest edition.

COMMENTARY

A comprehensive fire code is fundamental to public safety, and provides necessary standards for safety for both established and new construction. Examples of fire codes include that of the Building Officials and Code Administrators International, Inc. (BOCA), and of the National Fire Protection Association (NFPA).

RATING SCALE

STANDARD IS:

1. ___ Met, and is effective. (___ verified ___ not verified)
2. ___ Met, but is not effective. (comment below)
3. **X** Not met. (Check "Reason" and provide comment below.)

Reason:

___ Not relevant **X** No interest ___ Lack resources

___ Lack administrative capacity/initiatives ___ Other

COMMENTS:

The city should adopt the International Fire Code and the fire department should conduct fire safety inspections of commercial properties.

LIST items to be incorporated in Action Plan.

MUNICIPAL FIRE MANAGEMENT

FACTOR: FIRE PREVENTION (CONTINUED)

STANDARD NO. 2

Responsibility for enforcement of the fire code has been placed with an individual certified by the State as a fire inspector, and the fire code is regularly enforced.

COMMENTARY

The individual charged with fire code enforcement might be a general code enforcement officer, a fire Marshall, or other responsible individual.

RATING SCALE

STANDARD IS:

- 1. ___ Met, and is effective. (___verified ___not verified)
2. X Met, but is not effective. (comment below)
3. ___ Not met. (Check "Reason" and provide comment below.)

Reason:

- ___ Not relevant ___ No interest ___ Lack resources
___ Lack administrative capacity/initiatives ___ Other

COMMENTS:

Deputy Chiefs and Captains are certified as fire inspectors; however, a fire code is not enforced in all property types.

LIST items to be incorporated in Action Plan.

MUNICIPAL FIRE MANAGEMENT

FACTOR: FIRE PREVENTION (CONTINUED)

STANDARD NO. 3

The fire code enforcement officer participates in the review of construction plans, at the initial/early stage, to provide input as to compliance with the fire code.

COMMENTARY

In fairness to builders, it is important for them to know early-on whether or not their plans are in compliance with the fire code. It saves many problems later when it may be very costly to correct a mistake, or a code violation may be permitted to stand. If a municipal official cannot handle these duties, an outside contractor can accomplish the task for a fee.

RATING SCALE

STANDARD IS:

1. ___ Met, and is effective. (___ verified ___ not verified)
2. ___ Met, but is not effective. (comment below)
3. **X** Not met. (Check "Reason" and provide comment below.)

Reason:

___ Not relevant ___ No interest **X** Lack resources

___ Lack administrative capacity/initiatives ___ Other

COMMENTS:

LIST items to be incorporated in Action Plan.

MUNICIPAL FIRE MANAGEMENT

FACTOR: FIRE PREVENTION (CONTINUED)

STANDARD NO. 4

Under the direction of the appropriate fire official, fire lanes and fire hydrant placement have been established in accordance with recognized professional standards.

COMMENTARY

In municipalities with volunteer fire service, this standard requires close cooperation and communication between the appropriate fire official and municipal officials.

RATING SCALE

STANDARD IS:

1. Met, and is effective. (verified not verified)
2. Met, but is not effective. (comment below)
3. Not met. (Check "Reason" and provide comment below.)

Reason:

Not relevant No interest Lack resources

Lack administrative capacity/initiatives Other

COMMENTS:

LIST items to be incorporated in Action Plan.

MUNICIPAL FIRE MANAGEMENT

FACTOR: FIRE PREVENTION (CONTINUED)

STANDARD NO. 5

There are regular inspections and fire drills in such areas as schools, hospitals, and other public buildings.

COMMENTARY

Fire officials should schedule and conduct these tasks.

RATING SCALE

STANDARD IS:

- 1. Met, and is effective. (verified not verified)
- 2. Met, but is not effective. (comment below)
- 3. Not met. (Check "Reason" and provide comment below.)

Reason:

Not relevant No interest Lack resources

Lack administrative capacity/initiatives Other

COMMENTS:

Drills and inspections are being conducted in high hazard occupancies. Enforcement of codes in these types of occupancies is unknown.

LIST items to be incorporated in Action Plan.

MUNICIPAL FIRE MANAGEMENT

FACTOR: RECORDS

STANDARD NO. 1

Whether fire service is provided by a full-time or volunteer staff, or combination of the two, the governing body has available to it on a regular basis information on the number, day and time of fires; property loss data, fire response time, fire prevention activities, training, etc.

COMMENTARY

This standard is important, if not essential, in keeping municipal officials informed about the fire delivery service in the community. Good records also are a critical element in the ISO rating schedule. For example, as mentioned in an earlier standard, the ISO schedule equates the response of three volunteers to one paid firefighter. If fire companies have no records available, the grading schedule requires that the ratio of 6:1 be used to rate response time. Municipalities should be aggressive in ensuring that fire companies serving them participate in NFIRS (National Fire Incident Reporting System), administered through the State Fire Commissioner's Office. This centralized reporting system is crucial to recording incident response, and establishes a permanent record of each company's capabilities.

RATING SCALE

STANDARD IS:

1. Met, and is effective. (verified not verified)
2. Met, but is not effective. (comment below)
3. Not met. (Check "Reason" and provide comment below.)

Reason:

Not relevant No interest Lack resources

Lack administrative capacity/initiatives Other

COMMENTS:

Overall, departmental record keeping is poor. Personnel are not fully utilizing the capabilities of the department's Firehouse Reporting Software. Incident data entered is minimum required. Training is not logged in Firehouse.

LIST items to be incorporated in Action Plan.

The Department should include turnout time, estimated fire loss, injuries, building info, training records, etc. in the Firehouse Reporting Software. The department should generate an annual report, available to residents and local officials, including number of incidents, incident types, inspections, violations, public education activities, fire loss, response times, training hours, average turnout per incident, etc.

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APPENDIX 9 – MCKEESPORT FIRE DEPARTMENT ORGANIZATIONAL SURVEY

PART I.

	STRONGLY DISAGREE	DISAGREE	SLIGHTLY DISAGREE	SLIGHTLY AGREE	AGREE	STRONGLY AGREE
1. I enjoy my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. My supervisor is skilled and experienced.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. People at my level help each other out when the workload is heavy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. In general, I am satisfied with my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Our organization has a diverse membership, including people with many varying personal characteristics and backgrounds.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I know that as long as I do good work, my job here is secure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This organization is committed to producing high-quality services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. In general, I work under unpleasant conditions, such as crowding, dirt, noise or poor lighting. (Exclude emergency scenes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. I am satisfied with my pay.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Promotions in this organization depend more on having the right connections than on performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I look forward to going to work every day.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Job stress is affecting my health.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		STRONGLY DISAGREE	DISAGREE	SLIGHTLY DISAGREE	SLIGHTLY AGREE	AGREE	STRONGLY AGREE
13.	New ideas are welcomed and nurtured here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	Our organization has a good performance appraisal system in place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	People with diverse backgrounds- - such as different religions, races, and nationalities- - work harmoniously together in our organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.	The organization’s workload is effectively and evenly distributed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Quality is important here, both in terms of the services we provide and how we work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The chief officers have a clear vision of where we are going.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19.	My dissatisfaction with this job has led me to consider quitting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20.	Our officers set good examples of ethical behavior.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21.	When I am under stress, I have someone at work I can talk to about the problem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22.	I have a lot of freedom to decide how to do my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23.	Change comes slowly here; people would rather do things the old way.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24.	I am afraid that some unexpected change might eliminate my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25.	A visible, clearly stated planning process is used to guide our future actions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26.	Our organization expects the truth up and down the line; honesty is part of our way of life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	STRONGLY DISAGREE	DISAGREE	SLIGHTLY DISAGREE	SLIGHTLY AGREE	AGREE	STRONGLY AGREE
27. My working space has the equipment that I need to do good work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Substandard performance is tolerated to meet goals, budgets, or quotas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. I admire the way our organization handles questions of right and wrong.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. I have the necessary time, freedom, and resources to try new approaches.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Our organization does a poor job of keeping us informed about current developments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. In general, I work in a pleasant, attractive setting. (Exclude emergency scenes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. New projects here are usually well planned.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Many of my co-workers are under a lot of job stress.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. The chief officers are dynamic and effective leaders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. We are not paid as well as people with similar jobs in other organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. The work that I do is important.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. I feel pressured here to do things that are unethical or dishonest.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. In this organization, people take advantage of others to get ahead.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. On my job, I use a wide range of skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	STRONGLY DISAGREE	DISAGREE	SLIGHTLY DISAGREE	SLIGHTLY AGREE	AGREE	STRONGLY AGREE
41. Our organization deals fairly with people of diverse backgrounds (for example, different religions, ethnic groups, or alternative lifestyles).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. My co-workers continually try to improve the way we do things.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. My supervisor believes in helping subordinates grow and develop.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. My job is dull and boring.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. Feedback on performance for people at my level is timely, accurate, and constructive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. Our organization has a stable, secure future, so we do not need to worry about job security.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. My supervisor treats people fairly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. If I do a good job, my chances for promotion here are good.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. The chief officers send a clear message that quality is important in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. Because the pace is so demanding here, mistakes often happen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. Our fringe benefits- - such as holidays, insurance, vacations, and retirement plans- - are good.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. There is little planning in my work group; we just go from crisis to crisis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. I would rather work here than anywhere else I know.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. The people I work with treat me in a warm and friendly manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	STRONGLY DISAGREE	DISAGREE	SLIGHTLY DISAGREE	SLIGHTLY AGREE	AGREE	STRONGLY AGREE
55. At work, I constantly feel under tension and stress.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. The chief officers are conservative and slow to take advantage of new opportunities for our organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. This job is a good stepping-stone for the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. My co-workers offer support and encouragement to help each other succeed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59. My supervisor keeps me up-to-date about what is happening.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60. The way this organization handles ethical issues makes me uneasy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61. The members of our organization treat people fairly, no matter what their gender, race or age.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62. My supervisor is difficult to work for.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. There is a good feeling of teamwork in the department, with people working well together.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64. The harder you work here, the better you will be rewarded.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65. I am proud of the people who hold the top leadership positions in our organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66. I have the time, freedom, and resources to identify problem areas and to make improvements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67. On decisions that affect me, my opinion is listened to here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	STRONGLY DISAGREE	DISAGREE	SLIGHTLY DISAGREE	SLIGHTLY AGREE	AGREE	STRONGLY AGREE
68. Men and women of equal ability, education, and experience have equal opportunities here for promotion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
69. I have adequate time to perform all of my assigned and expected duties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
70. The staff can be counted on to perform assigned tasks with little direct supervision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71. The department should explore and participate in more regional based services or teams.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
72. I am adequately trained to perform my job assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
73. The number of non-emergency services offered to the community has over-extended the department's resource capability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74. There is a good working relationship between management and labor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
75. The department assumes too many primary emergency response roles and is reluctant to depend on regional services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

What are the department's strengths?

What are the department's weaknesses?

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

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

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APPENDIX 10 – SAMPLE FEE SCHEDULE

See the following pages.

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FIRE

Appendix 10

Construction Permit Fee

Description	2010 Permit/ Plan Review/Inspection Fee
Automatic fire-extinguishing systems	\$165.00
Commercial hood system	\$110.00
Compressed gases	\$110.00
Fire alarm and detection systems and related equipment	< 5,000 sq. ft. = \$110.00 5,000 - 19,999 sq. ft. = \$275.00 20,000 - 40,000 sq. ft. = \$550.00 > 40,000 sq. ft. = \$825.00
Fire Pumps and related equipment	\$165.00
Flammable and combustible liquids	\$125.00
Hazardous materials	\$220.00
Industrial Ovens	\$110.00
Life Safety Systems including emergency lighting, smoke evacuation systems, exit signage and fire extinguishers	\$110.00 less than 5 floors and 40,000 sq. ft. \$220.00 5 floors or over or 40,000 sq. ft. or greater
LP-gas	\$110.00
Private Hydrants	\$55.00
Spraying or dipping	\$110.00
Sprinkler System	< 5,000 sq. ft. = \$110.00 5,000 - 19,999 sq. ft. = \$275.00 20,000 - 40,000 sq. ft. = \$550.00 > 40,000 sq. ft. = \$825.00
Standpipe System	\$110.00 less than 5 floors and 40,000 sq. ft. \$220.00 5 floors or over or 40,000 sq. ft. or greater
Temporary membrane structures, tents and canopies	\$25.00

FIRE

Operational Permit Fee

Description	2010 Operational Permit Fee
Aerosol products (annual)	\$35.00
Amusement devices operational permit fee (annual)	\$75.00
Aviation service facilities (annual)	\$35.00
Battery systems	\$35.00
Cellulose nitrate film (annual)	\$35.00
Combustible dust-producing operations (annual)	\$70.00
Combustible fibers (annual)	\$35.00
Compressed gases (annual)	\$35.00
Covered mall buildings	\$70.00
Cryogenic fluids (annual)	\$70.00
Cutting and welding	\$35.00
Dry cleaning plants (annual)	\$70.00
Explosives	\$140.00
Fire hydrants and valves	\$35.00
Flammable and combustible liquids (annual)	\$35.00
Floor finishing	\$35.00
Fruit and crop ripening (annual)	\$35.00
Fumigation and thermal insecticidal fogging	\$35.00
Hazardous materials (annual)	\$140.00
High-piled storage (annual)	\$35.00
Hot work operations	\$35.00
HPM facilities (annual)	\$140.00
Indoor exhibits and trade shows	\$70.00
Industrial ovens (annual)	\$70.00
Liquid-or-gas-fueled vehicles or equipment in assembly buildings	\$70.00
L.P.-gas (annual)	\$70.00
Lumber yards and woodworking plants (annual)	\$70.00
Magnesium (annual)	\$70.00
Miscellaneous combustible storage (annual)	\$35.00
Open burning	\$35.00
Open flames and candles in places of assembly (annual)	\$10.00
Open flames and torches	\$35.00
Organic coatings (annual)	\$70.00
Outdoor carnivals and fairs	\$35.00
Places of assembly (annual)	\$70.00
Private Alarm System (annual)	\$35.00
Private fire hydrants	\$10.00
Pyrotechnic special effects material	\$70.00
Pyroxylin plastics (annual)	\$70.00

FIRE

Description	2010 Operational Permit Fee
Refrigeration equipment (annual)	\$35.00
Repair garages and motor fuel-dispensing facilities (annual)	\$35.00
Rooftop heliports (annual)	\$35.00
Special Amusement Buildings (annual)	\$70.00
Spraying or dipping (annual)	\$35.00
Storage of scrap tires and tire byproducts (annual)	\$140.00
Temporary membrane structures, tents and canopies	\$25.00
Tire-rebuilding plants (annual)	\$140.00
Torch applied roofing	\$35.00
Waste handling (annual)	\$70.00
Wood products (annual)	\$35.00

- Note #1 Tests / inspections performed outside normal dayshift working hours will be billed at 1-1/2 times the hourly inspection / test fee of \$50.00/hour/inspector.
- Note #2 Inspections and fire watches performed outside normal dayshift working hours, or which require overtime to maintain minimum staffing, will be billed at 1-1/2 times the hourly inspection/test fee of \$50.00/hour/inspector.
- Note #3 Additions or modifications to existing fire protection features will be billed at 1/2 of the base permit/plan review/inspection fee.
- Note #4 Re-inspections will be billed at \$50.00/hour/inspector.

False Alarm Charge – Fire Alarms

A Permit Holder shall pay to the Municipality a charge for each False Fire Alarm emanating from his/her Alarm Device due to an alarm device malfunction and/or failure to take necessary precautions during construction for any calendar year, as follows:

Description	2010 False Alarm Fee
First, second, and third False Alarm	No charge - Written Warning
Fourth and fifth False Alarm	\$50.00
Sixth and seventh False Alarm	\$100.00
Each false alarm after the eighth	\$150.00
Failure to Notify - See Note #5	\$150.00

Note #5: The Municipality shall charge for each False Fire Alarm that was caused by a failure of the Permit Holder, his/her representative, service technician, or contractor to notify the Municipal Alarm Receiving Station of work being performed on the system, a test, or a drill at the premises. The charge for this response shall be \$150.00 per occurrence.

FIRE

Administrative Fees

Description	2010 Fee
Fire Incident Report	\$10.00 per copy
Fire Inspection Reports	\$10.00 per copy

Special Operations Service Fees

The fire department is authorized to collect fees for costs incurred during operations at non-fire incidents. Non-fire incidents shall include but not be limited to vehicle accidents, physical rescues, hazardous materials incidents, utility (electric, natural gas, water) incidents and stand-by requests. The fire department, or its authorized agent, shall send an invoice to the insurance carrier, owner or occupant of the property, vehicle, facility or utility at which the following fire department services are required. Payment of such fees shall be remitted in full immediately upon receipt.

SCOPE:

DAMAGED/DESTROYED/CONTAMINATED EQUIPMENT: The following charges shall apply for equipment used by the fire department that was damaged, destroyed or contaminated as a result of its use at the incident.

Description	2010 Fee
Firefighter Boots - Leather	\$ 375.00 per pair
Firefighter Boots - Rubber	\$ 200.00 per pair
Firefighter Gloves	\$ 90.00 per pair
Hard Hat	\$ 30.00 each
Helmet	\$ 200.00 each
Hose - 1.75"	\$ 125.00 per 50' section
Hose - 2.5"	\$ 125.00 per 50' section
Hose - 3.5"	\$ 300.00 per 50' section
Hose - 5"	\$ 700.00 per 100' section
Other Damaged/Destroyed/Contaminated Equipment	Actual Replacement Cost
Portable Radio	\$1,100.00 each
Protective Hood	\$ 40.00 each
Self Contained Breathing Apparatus Facepiece	\$ 400.00 each
Self Contained Breathing Apparatus less Facepiece	\$4,000.00 each
Turnout Coat	\$ 1,000.00 each
Turnout Pants	\$ 800.00 each

FIRE

RESPONSE: The following charges shall be charged for fire department response. Charges shall include the services of the responding vehicle(s) and manpower.

Description	2010 Fee
Absorbent Booms	\$10/each
Absorbent Pads	\$30/Bag
AFFF Foam	\$400/hour (includes staffing)
Air Bags	\$80/gallon
Barricade Tape	\$150.00
Can Liners / Trash Bags	\$15/roll
Chief's Vehicle	\$5/each
Class A Engine	\$150/hour (includes staffing)
Class A Foam	\$400/hour (includes staffing)
CO2 Extinguisher	\$60/gallon
Cribbing	\$50/each
Disposable Chemical Coveralls	\$75.00
Dry Chemical Extinguisher	\$50/each
Emulsifier	\$50/each
Foam Extinguisher	\$20/gallon
Hydraulic Spreaders / Cutters	\$10/each
Latex Gloves	\$250.00
Leak Seal Kit	\$2/pair
Level A Suits	\$50.00
Mobile Command Post	\$300/each (includes staffing)
Oil Dry	\$10/bag
Other Consumable Materials	Actual Replacement Cost
Plug & Dike	\$65/each
Pneumatic Tools	\$50.00
Rescue (Heavy)	\$400/hour (includes staffing)
Rescue Rope	\$100.00
Salvage Cover	\$15/each
Sawzall	\$45.00
Stair Runner	\$24/each
Support Truck	\$200/hour (includes staffing)

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APPENDIX 11 – FIRE DEPARTMENT DETAILED BUDGET

See the following pages.

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CITY OF MCKEESPORT
FIRE DEPARTMENT EXPENDITURE

Expenditure Category	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROJECTED	BUDGET	ESTIMATED	ESTIMATED	ESTIMATED	ESTIMATED
	2002	2003	2004	2005	2006	2007	2008	2009	2009	2010	2011	2012	2013	2014
FIRE														
Fire Chief Salary	54,934	54,070	51,479	46,386	46,816	55,128	59,259	58,286	38,031	59,929	61,726	63,578	65,486	67,450
Deputy Fire Chief (4)	171,792	302,049	298,333	170,578	159,297	189,361	203,190	200,962	205,114	206,991	213,201	219,597	226,185	232,970
Electrician Salary	41,159	42,162	43,414	40,156	38,981	44,943	48,059	47,724	49,355	49,156	50,630	52,149	53,714	55,325
Drivers	487,157	411,173	424,221	290,887	177,744	204,601	192,294	188,861	194,322	194,526	200,362	206,372	212,564	218,941
Hoseman	105,867	93,755	103,819	-	-	-	-	-	-	-	-	-	-	-
Data Entry Clerk	7,334	13,204	-	-	-	325	-	-	-	-	-	-	-	-
Hoseman 2001	127,409	106,519	117,093	-	-	-	-	-	-	-	-	-	-	-
No. 4 Hoseman	-	-	-	128,013	31,150	-	61,717	13,725	31,255	-	-	-	-	-
No. 3 Hoseman	-	-	-	37,946	-	51,091	14,164	-	-	-	-	-	-	-
No. 2 Hoseman	-	-	-	33,091	34,901	13,430	-	-	-	-	-	-	-	-
No. 1 Hoseman	-	-	-	-	14,319	-	-	-	-	-	-	-	-	-
Captains	-	-	-	138,608	151,537	180,191	193,238	190,662	195,224	196,381	202,272	208,340	214,591	221,028
Part-Time Firefighters	-	-	-	6,448	150,841	183,641	175,188	107,135	180,002	110,376	113,687	117,098	120,611	124,229
Hoseman	-	-	-	31,671	182,945	259,887	280,466	348,075	290,282	376,624	298,990	307,960	317,199	326,715
Dues & Fees Fire Dept.	-	-	-	-	-	-	-	-	70	100	103	106	109	113
Station Supplies	4,567	1,370	1,072	2,494	2,240	2,249	1,566	1,800	475	1,500	1,523	1,545	1,569	1,592
Uniform Allowance	13,750	13,750	14,300	14,360	16,086	17,043	16,714	16,714	16,714	16,714	16,965	17,219	17,477	17,739
Building Supplies	2,114	1,630	-	1,426	750	2,605	3,424	3,600	3,235	3,000	3,045	3,091	3,137	3,184
Repairs & Capital Improve.	26,638	16,608	1,848	21,722	19,605	29,622	26,414	30,000	21,000	24,000	24,360	24,725	25,096	25,473
Electrical Equipment	2,535	1,961	1,069	146	1,882	3,649	636	3,600	8,413	10,000	10,150	10,302	10,457	10,614
Fire Fighting Equipment	3,494	6,934	1,917	6,912	4,821	7,398	8,942	10,000	3,250	-	-	-	-	-
River Patrol	8,921	3,936	-	908	277	-	-	3,600	136	3,600	3,654	3,709	3,764	3,821
Training	539	504	420	800	1,485	2,169	-	3,000	755	1,500	1,523	1,545	1,569	1,592
Hydrant Rentals	30,200	29,448	-	22,091	22,091	36,758	28,554	30,000	29,268	30,000	30,450	30,907	31,370	31,841
Fire Trucks	-	-	-	-	80,284	-	-	80,284	82,000	64,806	65,778	66,765	67,766	68,783
Capital Equipment Purchase	-	-	-	-	-	80,284	-	-	-	-	-	-	-	-
Medical	186,443	203,709	291,806	282,865	229,956	204,128	252,691	305,493	290,595	380,394	334,184	339,197	344,285	349,449
Dental & Eye	23,439	26,079	25,758	27,959	21,904	17,610	22,657	25,038	24,223	25,139	27,150	27,557	27,970	28,390
Life	12,332	11,282	11,025	10,911	3,989	3,295	3,534	3,366	3,645	3,274	3,355	3,439	3,525	3,613
FICA	7,330	8,087	8,145	10,704	23,336	24,685	25,468	24,000	26,359	24,000	27,150	27,965	28,804	29,668
Benefit Buyouts	6,800	6,661	4,808	3,269	2,211	673	-	-	-	-	-	-	-	-
Longevity	60,178	61,041	33,198	58,443	46,210	49,056	52,151	58,298	53,977	58,298	55,596	57,264	58,982	60,751
Buy Back/Sick Pay	82,814	66,729	16,527	192,537	7,969	91,830	62,362	75,000	64,545	75,000	66,481	68,476	70,530	72,646
Overtime	52,082	28,487	32,997	82,872	69,732	54,885	85,019	60,000	87,995	60,000	90,635	93,354	96,154	99,039
Medical Reimb. Escrow	-	-	-	4,230	19,003	29,348	37,652	44,100	74,487	68,000	68,000	-	-	-
FEMA Grant Equipment	-	124,360	-	-	-	-	-	-	-	-	-	-	-	-
Mck Ambul Rescue Service	-	-	-	-	-	-	-	-	-	50,000	50,000	50,000	50,000	50,000
SUBTOTAL	1,521,685	1,635,577	1,483,410	1,669,065	1,562,364	1,839,884	1,855,360	1,933,323	1,974,726	2,093,306	2,020,970	2,002,261	2,052,913	2,104,966

CITY OF MCKEESPORT
FIRE DEPARTMENT EXPENDITURE

Year	Expense	Inc/Dec	Status
2002	1,521,685		Actual
2003	1,635,577	7.48%	Actual
2004	1,483,410	-9.30%	Actual
2005	1,669,065	12.52%	Actual
2006	1,562,364	-6.39%	Actual
2007	1,839,884	17.76%	Actual
2008	1,855,360	0.84%	Actual
2009	1,974,726	6.43%	Projected
2010	2,093,306	6.00%	Budget
2011	2,020,970	-3.46%	Estimated
2012	2,002,261	-0.93%	Estimated
2013	2,052,913	2.53%	Estimated
2014	2,104,966	2.54%	Estimated
Average		3.00%	

