

# **COMMISSION ON FIRE ACCREDITATION INTERNATIONAL**

## **FIRE AND EMERGENCY SERVICES SELF ASSESSMENT MANUAL**

**8<sup>TH</sup> EDITION**

### **Mt. Lebanon Fire Department**

Nicholas W. Sohyda, Fire Chief

### **ELECTED OFFICIALS**

Dan Miller Commission President

David Brumfield, Commissioner

Joe Deluliis, Commissioner

Matt Kluck, Commissioner

D. Raja, Commissioner

July 11-14, 2011

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## **REFERENCES / EXHIBITS LIST**

**(Not attached)**

## **Category I: Governance and Administration**

For purposes of this Category, Governance is defined as the recognition of the authority that allows an organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the agency from undesirable external interference, determines basic policies for providing services and interprets the agency's activities to its constituency. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction. In fulfilling this responsibility, the agency or organization carries out the day-to-day operations.

The legal entity and governing authority defines the duties and responsibilities of the agency in an official policy statement, which should include a separation of powers between the policy-making function of the boards of directors or other elected officials and the executive and administrative responsibilities of those who carry out those policies. An organization's charter or local or state general statutes likely contain an agency's official policy statement.

The chief executive or chief fire officer should provide staff leadership in developing policy proposals for the legal civil authority having jurisdiction, so those officials can take action to implement public policy based upon knowledgeable input from public safety leadership. It is the primary responsibility of agency leadership that reports to an elected governing board and/or other high-ranking individual for the execution of policy, to keep that higher authority informed on all matters affecting the agency and delivery of emergency services to the public.

It must be recognized that other organizations participate in the governance of the agency, such as the state/provincial and federal governments through legislation, regulations and funding procedures, and other organizations through associations and bargaining units. The governing board has the responsibility for the administrative activity and coordinates all of these diverse interests to set the direction of the agency.

The agency administration exercises responsibility for the quality of the agency through an organized system of planning, staffing, directing, coordinating, and evaluating. The agency administration is entrusted with the assets and charged to uphold its mission and programs, to ensure compliance with laws and regulations, and to provide stability and continuity to the agency.

For many volunteer fire service organizations, the governing board is within the municipal or county government and is the executive/legislative body for municipal or county governance, some elected directly by the public, such as special districts.

In the absence of a municipally appointed fire chief, or chief executive officer, for purposes of accreditation, the duly elected or appointed fire chief shall be the individual responsible for the criteria and performance indicators.

In many city or county municipal organizations a separation of powers exists that give the governing body legislative responsibility while giving administrative responsibility for policy and administration with a strong mayor or city manager. The chief fire officer/chief executive officer in such organizations generally reports directly to the mayor, manager, or their designee. It is vital that the leadership of every agency understand who actually sets policy for the government structure they are working in and their role in implementing that policy.

**Criterion 1A: Governing Body**

*The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources.*

**Summary:**

Mt. Lebanon is legally established, per the Mt. Lebanon Code and Home Rule Charter, and consistent with the Home Rule Charter and Optional Plans Law (Act No. 62 of 1972, as amended), and other Acts of the Pennsylvania General Assembly. The Home Rule Charter and Optional Plans Law grants Pennsylvania municipalities the power to determine for themselves what structure their government will take and what services it will perform. Mt. Lebanon Municipality is a home rule municipal corporation with the ability to exercise any power and may perform any function not denied by the Constitution of Pennsylvania. These powers, including setting policies and guidelines, approving programs and services, and appropriating financial resources are vested in the Mt. Lebanon Commission. The Commission consists of five (5) members, one (1) elected by the qualified voters of each of five (5) wards.

A Manager is appointed by the Commission for an indefinite term, as the chief administrative officer of the Municipality, per the Mt. Lebanon Code and Home Rule Charter, Article V. The Manager is responsible to the Commission for the administration of all municipal affairs placed in his/her charge, including directing and supervising the administration of all departments and submitting the annual budget.

In addition, the Department operates legally per the Mt. Lebanon Code and Home Rule Charter, Chapter 1, Section 123.2, page I-10 and the volunteer department is chartered in the Court of Common Pleas of Allegheny County.

## **Performance Indicators:**

### **CC 1A.1 The agency is legally established.**

#### **Description**

Consistent with Pennsylvania legal requirements for the establishment of fire departments, the Department operates legally per the Mt. Lebanon Code and Home Rule Charter, Chapter 1, Section 123.2, page I-10. In addition, the Mt. Lebanon Code and Home Rule Charter establishes the maintenance of the volunteer fire department, the membership and management of the volunteer fire department, the appointment of the fire chief, the election of volunteer officers, the supervision of the volunteer department, and the ownership of fire apparatus in Chapter 4, Part 2, pages IV 11 – 12. The volunteer department is chartered in the Court of Common Pleas of Allegheny County.

#### **Appraisal**

The legal establishment of the Department has been satisfactory as there have not been any legal issues regarding the legality of the Department in fulfilling its mission with the exception of enforcing the fire code. In these fire code cases, the magistrate has overwhelmingly ruled in the favor of the Department.

#### **Plan**

The sections of the Mt. Lebanon Code and Home Rule Charter applying to the legal establishment of the Department will be reviewed annually and updated as necessary to maintain the Department's legal establishment and meet the requirements granted the municipality under the Home Rule Charter and Optional Plans Law.

#### **References**

Mt. Lebanon Code and Home Rule Charter, Chapter 1, Section 123.2, page I-10

Mt. Lebanon Code and Home Rule Charter, Chapter 4, Part 2, pages IV 11 – 12

Mt. Lebanon Volunteer Fire Department Charter, Volunteer Department Office

Options Plan Law, P.2

1A.2           The governing authority having jurisdiction over the fire service organization or agency periodically reviews and approves programs and ensures compliance with basic governmental as well as agency policies.

### **Description**

The governing authority's role in approving programs occurs as part of the annual budget process. The Municipality utilizes zero-based budgeting which ties staffing levels to major program areas (i.e. all volunteer company, weekday career staffing, 24-hour career staffing, community outreach and fire prevention, life safety education and administrative support, full career department) for the governing authority's consideration. Program areas that fall outside the budget process are approved by the Municipal Manager. Under the Mt. Lebanon Code and Home Rule Charter, Article V, the authority to review and approve programs and ensure compliance with basic governmental and agency policies is delegated to the Municipal Manager. This review of major program changes occurs with the Manager on an annual basis, or as a new program is being considered, as part of the fire chief's evaluation process and the establishment of department annual goals and objectives. Changes approved by the Manager may be communicated to the governing authority via the Manager or fire chief through discussion sessions and/or weekly, monthly, or annual reports.

### **Appraisal**

The Department has not encountered any problems regarding programs and compliance with basic governmental and/or agency policies. The approval of programs and ensuring compliance with basic governmental as well as agency policies is being accomplished in a manner consistent with the requirements of the Mt. Lebanon Code and Home Rule Charter and Municipality's Zero-Based Budgeting Process.

### **Plan**

The Department will communicate all program changes and new initiatives not included as part of the budgeting process or fire chief's evaluation and annual goal-setting with the Manager, to



the Manager for approval. These program changes or new initiatives will also be included in monthly and annual reports to ensure reporting to the governing authority. The Department will remain open to receiving feedback directly from the governing authority in regards to changing and/or implementing new programs and policies.

## **References**

Mt. Lebanon Annual Budget, Service Level Requests, PP. 58-59

Mt. Lebanon Code and Home Rule Charter, Article V, pages C- 11 and C-12.

Mt. Lebanon Fire Department Annual Report, PP.9-14

Mt. Lebanon Fire Department Goals and Objectives, PP.1-3 Example from chief & Member's section of website

1A.3 The method used to select the agency's chief fire officer/chief executive officer includes evaluation of candidate qualifications and credentials.

### **Description**

The Municipal Manager and Personnel Officer review applications for the position of fire chief to ensure the applicants possess the qualifications and credentials required of the position as established by the Municipality and consistent with the fire chief's job description. Following an initial review of applications, applicants meeting the qualifications and credentials receive a phone interview. Of those candidates, approximately five are chosen to participate in an assessment center. The assessment center is facilitated by a third-party consulting agency with demonstrated expertise in facilitating assessment centers for public safety personnel. Finally, an appointment is made by the Manager, with the advice and consent of the governing authority, based on appropriate executive, administrative and technical qualifications, per the Mt. Lebanon Code and Home Rule Charter, Article XI, Sections 1101 & 1102, page C-24.

### **Appraisal**

The method used to select the agency's fire chief has been effective based on the fact that the Department has had only five (5) fire chiefs in its 93-year history, has had historically low fire loss and number of civilian fire casualties, has been considered as progressive and a leader in the region by other fire departments, and continues to meet or exceed best practices in a number of areas per the 2009 Mt. Lebanon Efficiency Study.

### **Plan**

The fire chief, manager, and personnel officer will maintain an awareness of industry best practices and trends regarding chief fire officer/chief executive officer qualifications and credentials via fire service literature and professional organizations and recommend changes to qualifications and/or credentials to the personnel officer as part of the bi-annual job description reviews and updates.

**References**

Mt. Lebanon Personnel Manual Fire Chief, Job Description, Annex C, fire chief

Mt. Lebanon Code and Home Rule Charter, Article XI, Sections 1101 & 1102, P. C 24

Mt. Lebanon Efficiency Study, p. 31

1A.4 The governing body approves the administrative structure that carries out the agency's mission.

### **Description**

The fire chief develops the organizational structure of the Department based on the Department's staffing, mission, organizational goals, and objectives. Under the Mt. Lebanon Code and Home Rule Charter, Article V, the authority to approve the administrative structure of the Department is delegated to the Manager.

### **Appraisal**

While the Department's administrative structure is distributed to the governing body and the Manager as part of the Department's annual report, there is no formal process for approval of the administrative structure.

### **Plan**

As part of the fire chief's annual performance evaluation and goals and objectives review with the Manager, or any time there are changes to the administrative structure, the fire chief will provide the Manager with a copy of the fire department administrative structure for approval.

### **References**

Mt. Lebanon Fire Department Organizational Chart, Annual Report P.2

Mt. Lebanon Fire Department Annual Report, PP.1, 14

Mt. Lebanon Code and Home Rule Charter, Article V, PP. C11 & 12, I9

Mt. Lebanon Strategic Plan, P. 8

1A.5 The governing body has policies to preclude individual participation of governing board members and staff in actions involving possible conflict of interest.

### **Description**

The Mt. Lebanon Code and Home Rule Charter, Article XV, Sections 1505, page C-31, 1507, & 1509, Page C-32, the Mt. Lebanon Personnel Manual, Sections 13.1 through 13.4, and the Mt. Lebanon Fire Department Rules and Regulations (career & volunteer) outline and define conflicts of interest for Municipal officials and employees. The fire chief and volunteer board members are required to file ethics forms per state law annually.

### **Appraisal**

Due to the fact that there has never been any identified or known violations or issues related to conflict of interest, the policy is demonstrated effective. The current system appears to be working in an effective manner. To date, there have been no known problems

### **Plan**

The Department will continue to preclude individual participation in actions regarding possible conflicts of interest and file annual ethics forms annually per state law. The Department will also rely on its solicitor to advise the department when ethics laws are changed, updated, or challenged so that the Department can update its rules and regulations and make necessary improvements to avoid possible conflicts of interest.

### **References**

Mt. Lebanon Code and Home Rule Charter, Article XV, Sections 1505, 1507 & 1509, PP. C31 & C32 reference to Pennsylvania Public Official and Employee Ethics act, PP. 1,2,10-13, 18-19  
Mt. Lebanon Personnel Manual, Section 13.1, Conflict of Interest, P 198  
Mt. Lebanon Personnel Manual, Section 13.2, Outside Employment, p. 199  
Mt. Lebanon Personnel Manual, Section 13.3, Political Activity, P. 201  
Mt. Lebanon Personnel Manual, Section 13.4, Gifts and Favors, P. 202  
Mt. Lebanon Fire Department Career Rules & Regulations, Section 4.6, P. 11  
Mt. Lebanon Fire Department Volunteer Rules & Regulations, Section 13.7, PP. 47-48  
Memo from Mears, Smith, Houser & Boyle regarding State Ethics Commission Rulin

1A.6 A communication process is in place between the governing body and the administrative structure of the agency.

### **Description**

The fire chief meets with the municipal manager and department heads on a weekly basis and provides a weekly departmental administrative report to the manager and governing body. The fire chief attends all governing body discussion meetings and regular meetings. The manager publishes weekly administrative reports and a list of meeting dates, agendas, and governing body minutes for public information and for distribution within the organization. The municipal governing body meetings are televised on a local access channel. The municipality publishes a quarterly newsletter for all employees, and information is available to employees on both the municipal intranet and internet websites. All employees, including governing body members, have a municipal e-mail account.

### **Appraisal**

While there have not been any significant issues regarding communications between the governing body and the Department, communication is often cited as poor and/or needs improvement in many organizations, as well as the main reason that many organizations perform poorly.

### **Plan**

Annually, the fire chief, as part of the Department's formal program appraisal process, or if a problem arises, will ask for feedback from the governing body and the Manager regarding the quality, timeliness and expectations of communications they receive from the Department. The Department will make changes as necessary based on this feedback. Advances in communication technology will also be considered as they become available.

### **References**

Weekly Staff Meeting Agenda, 3/5/2009

Weekly Administrative Report, 7/2/2009

Commission Discussion Session Agenda, 2/20/2009

Commission Supplemental Agenda, 2/20/2009

Mt. Lebanon Internet, [www.mtlebanon.org](http://www.mtlebanon.org), municipal website

Mt. Lebanon Intranet, <http://lebolink.mtlebanon.org/default.aspx>, municipal intranet

Employee Newsletter, Spring 2011

1A.7 The role and composition of various policy making, planning and special purpose bodies are defined in a governing body organization chart for the authority having jurisdiction.

### **Description**

The governing body has an administrative organization defined in Chapter1 , Administration and Government Part 1 Administrative Code, of the Mt. Lebanon Code, Pages i-i through I-11. The organization of specific functions is the responsibility of each department director subject to the approval of the Manager. The Department is defined within this organizational system. The municipal organizational chart links the policymaking body to the areas of authorization. Within the Department, there is a separate organizational chart which further defines various roles and responsibility.

### **Appraisal**

The organizational chart has been adequate to define boards and authorities and their roles and relationship and hierarchy within the overall organization as there have not been any issues regarding their roles and responsibilities of which the Department is aware.

### **Plan**

The Municipality will continue to update and publish a governing body organization chart as part of the Municipality's Popular Annual Financial Report. The roles and composition of those bodies will be updated by the Personnel Officer, with the consent of the governing body, as necessary.

### **References**

Mt. Lebanon Popular Annual Financial Report,(PAFR), Mt. Lebanon Organizational Chart, P.11  
Mt. Lebanon Fire Department Organizational Chart, Annual Report, P.2  
Mt. Lebanon Code and Home Rule Charter, Chapter1, Administration and Government Part 1  
Administrative Code, of the Mt. Lebanon Code, Pages i-i through I-11



1A.8 The governing body publishes a mission statement for the agency.

### **Description**

The Department has a mission statement. The mission of the Mt. Lebanon Fire Department is to serve and safeguard our diverse community through the delivery of professional, efficient and effective services protecting life, property and the environment. The mission statement was updated/rewritten in 2009 as part of the strategic planning process with input from the membership. The mission statement is published in numerous documents/areas. The authority to approve and publish the mission statement is delegated to the Municipal Manager per the Mt. Lebanon Code and Home Rule Charter, Article V, Section 502, Number 8 and Part 1, Section 119.

### **Appraisal**

While there have not been any issues, nor has the Manager expressed any concerns related to the Department's mission statement, the Department has not had its mission statement formally approved by the Manager. Thus, the governing body (Manager) has not published a mission statement for the Department.

### **Plan**

The Department's mission and mission statement will be re-evaluated when the strategic plan is updated in 2014 unless it is necessary to change the mission statement prior to updating the strategic plan. The Department will seek input and approval from the Manager regarding the Department's mission statement when this occurs.

### **References**

Mt. Lebanon Fire Department Strategic Plan, p. 6

Mt. Lebanon Fire Department website [www.mtlfd.org](http://www.mtlfd.org)

Mt. Lebanon Fire Department Mission Statement, Member's section, about MTLFD

Mt. Lebanon Code and Home Rule Charter, Article V, Section 502, Number 8 and Part 1, Section 119, PP. C12 & I9

**Criterion 1B: Agency Administration**

*The established administrative structure provides an environment for achievement of the agency's mission, purposes, goals, strategies, and objectives.*

**Summary:**

The fire department is a municipal department per the Mt. Lebanon Code and Home Rule Charter and is; therefore, a part of the municipal administrative structure. The Mt. Lebanon Commission, Manager, Assistant Manager (Personnel Officer), and Municipal Department Heads contribute to the fire department's success and the overall success of the Municipality.

The fire chief reports to the Manager and Commission, attends bi-monthly Commission Discussion Sessions and Regular Meetings, attends weekly municipal staff meetings, attends budget meetings, and prepares weekly, monthly, and annual reports.

The Department's administrative structure has been designed to allow the Department to meet its mission, goals, strategies, and objectives in an effective and efficient manner. Department staffing consists of 17 career, 2 civilian, and 47 volunteers. The fire chief, administrative platoon chief and civilian staff are responsible for the overall administration of the organization, including ensuring that services are administered within the guidelines set forth by the Municipality, recommending hiring and promotions, administering the fire department budget, and providing support to all levels of the Department.

The staff is divided into five (5) platoons consisting of a platoon chief, two lieutenants, and varying numbers of volunteers. The assignment of staff functions to each platoon, fire prevention and life safety education, operations and emergency management, community services and outreach, training, and resource management, allows the Department to achieve its mission, goals, strategies, and objectives.

The volunteer administrative structure is comprised of elected officers that govern and support the volunteer membership per the Volunteer Fire Company of Mt. Lebanon Constitution and By-Laws

## **Performance Indicators:**

1B.1 The administrative structure reflects the agency's mission, goals, objectives, size, and complexity.

### **Description**

The Department's administrative structure has been developed, with feedback from staff, based upon the Department's mission, goals, objectives, and funding. An organizational chart of the Department details the functional units (platoons) of the organization, including both career and volunteer assignments. The Volunteer Fire Company of Mt. Lebanon Organization Structure provides administrative support to volunteer members. In addition, the Mt. Lebanon Fire Department Rules & Regulations (career and volunteer), staff duties, and Volunteer Constitution and By-Laws further explain the roles and responsibilities of each functional unit / position.

The administrative structure has been changed on five occasions over the previous ten-year period based upon funding for additional staffing, high priority objectives identified in the Mt. Lebanon Comprehensive Plan, the events of September 11<sup>th</sup>, and the strategic plan in an effort to meet changing priorities.

### **Appraisal**

Based on the 2009 Efficiency Study, conducted by Matrix Consulting, "the Fire Department has organized collateral duty assignments by shift to ensure that roles and responsibilities are clear for collateral duty assignments and that operations personnel are highly utilized, the Fire Department provides a number of community services / public education programming; and the Fire Department does a very good job of utilizing volunteer personnel to supplement its core of full time personnel during high risk, low probability incidents." The administrative structure has been changed on numerous occasions to meet changing needs, priorities, and staffing levels, and effectiveness.

## **Plan**

The fire chief, along with the Platoon Chiefs, will continue to try to improve the Department's administrative structure by discussing its effectiveness, at least annually, based upon changing priorities, standards of cover, goals and objectives, staffing levels, changing demographics, industry best practices, etc. Annual goals and objectives, strategic plan and standards of cover updates, annual budgets, and formal program evaluations will be used to evaluate the effectiveness of the administrative structure.

## **References**

Mt. Lebanon Fire Department Organizational Chart, Annual Report, P.2

Mt. Lebanon Fire Department Goals and Objectives, [www.mtlfd.org](http://www.mtlfd.org), Member's Section

Mt. Lebanon Fire Department Rules & Regulations (Career and Volunteer), Staff Duties, Section 9.7, PP. 27-34 & Section 4, PP. 8-14

The Volunteer Fire Company of Mt. Lebanon Organization Structure, Example Document (F. Duranti)

Volunteer Fire Company of Mt. Lebanon Constitution and By-Laws, Article III, PP. 10-12 (Constitution)

Mt. Lebanon Fire Department Strategic Plan 2010, P.2

Mt. Lebanon Comprehensive Plan, PP. 4-25 – 4-27

Mt. Lebanon Efficiency Study, p. 31

1B.2 Resource allocation reflects the agency's mission, goals, and objectives.

### **Description**

The proper allocation of resources has been accomplished through the strategic planning process and a continuous self assessment process that is mission based. The Department's functional units support this mission and goals and objectives. Personnel are assigned to meet the Department's mission via six functional platoons including administration, operations and emergency management, training, resource management, community services and outreach, and fire prevention and life safety education.

The strategic planning process allowed the department to verify, with both internal and external customers, the prioritization of programs and services. The self-assessment process used to allocate resources has traditionally included the analysis of data, community demographics and economic data, and the annual budget processes, community risk, and compliance with departmental and national response benchmarks.

### **Appraisal**

The Department's extremely low fire loss per capita, low number of civilian fire fatalities, increasing focus and delivery of fire and life safety education and fire prevention inspections, high utilization of staff, and ability to meet established goals and objectives are examples of its effective resource allocation.

### **Plan**

The Department will continue to monitor and adjust programs and analyze data at least annually, as part of the standards of cover update and development of the annual report to maintain optimum allocation of our resources to meet the Department's mission, goals, and objectives. These adjustments may be based on changes in fire experience, demographics, economics, and internal and external customer input.

### **References**

Mt. Lebanon Fire Department Mission Statement, P.6 Strategic Plan

Mt. Lebanon Fire Department Strategic Plan, PP. 1, 4 & 5

Mt. Lebanon Fire Department Goals and Objectives, Example Document (Chief)

Mt. Lebanon Fire Department Annual Budget, PP. 58-59

Mt. Lebanon Fire Department Organizational Chart, Annual Report, P.2

Mt. Lebanon Fire Department Annual Report, PP. 7, 9, &12

**CC 1B.3 The agency administration demonstrates compliance with legal requirements of local, state/provincial, and federal governments.**

**Description**

The Department supports and meets applicable legal requirements of state, local and federal governments. Hiring practices are consistent with Civil Service Rules & Regulations. Department staffing and work hours meet the Fair Labor Standards Act. Compliance with personnel, human resource, and Americans with Disabilities Act (ADA) requirements is overseen by the Municipality's assistant manager and solicitor through enforcement of the Mt. Lebanon Code and Home Rule Charter, Revised Ordinances of Mt. Lebanon, and the Mt. Lebanon Personnel Manual. All state & federal employment placards are posted in plain view in the fire station. The Municipality has policies on hiring, recruitment, promotion, training, performance appraisals, job descriptions, labor negotiations, ADA, salary and benefit administration, anti-discrimination, sexual harassment, employee conduct, grievances, diversity, and conflicts of interest. These policies are communicated to the Department via the assistant manager and solicitor. Through communication and training, the Department implements programs necessary to remain compliant with local, state, and federal requirements.

**Appraisal**

The municipal solicitor, volunteer solicitor, and personnel officer have been tasked with reviewing legal requirements and providing training and guidance. During a recent hiring process, civil regulations were referenced and the application packet documents reviewed by the municipal personnel manager. This process has been effective based on the fact that the Department has posted, cited, and referenced legal requirements as appropriate and has had no legal challenges or problems in at least the past ten years,

**Plan**

The Department will rely on the municipal solicitor, personnel manager, fire chief, and volunteer board members to maintain an awareness of changing applicable legal requirements via trade journals, professional associations, and court decisions. The Department will work

with the Municipality to improve the frequency in which major revisions to existing policies are made. Changes will be communicated to all staff members via e-mail or training as applicable / required.

### **References**

Mt. Lebanon Code and Home Rule Charter, PP, I32- I34

Mt. Lebanon Personnel Manual PP. 9-14 &129-133

Civil Service Rules & Regulations Sections 3, 4, 5

State & Federal employment placards (Posted)

Revised Ordinances of Mt. Lebanon

Memo from Mears, Smith, Houser & Boyle, May 2010



1B.4 Personnel functions, roles, and responsibilities are defined in writing, and a current organization chart exists that includes the agency's relationship to the governing body.

### **Description**

A current organization chart exists that include the Department's relationship to the governing body. In addition, the Department maintains an organizational chart outlining the roles of personnel within the organization. Job descriptions explaining roles, qualifications, and functions of the various positions in the organization exist. Shift responsibilities for each functional area are included in the Department's Rules & Regulations. Organizational and individual expectations are defined and published. The municipal and departmental organizational charts are updated at least annually. A review of personnel functions, roles, and responsibilities is included as part of a new member's orientation process.

### **Appraisal**

While personnel functions, roles, and responsibilities are defined in writing, and a current organization chart exists that includes the agency's relationship to the governing body, issues regarding areas of responsibility, expectations, and daily duties occasionally occur. The Department can improve in this area by more clearly defining the responsibilities for functions that may overlap platoons and reiterating / reviewing expectations more frequently with staff.

### **Plan**

At least annually, the fire chief will review shift responsibilities, organizational and individual expectations, and daily duties with staff. Feedback from these reviews will be used to improve and more clearly define functions, roles, and responsibilities.

### **References**

Mt. Lebanon Municipal Organizational Chart, Popular Annual Financial Report, P.11

Mt. Lebanon Fire Department Organizational Chart, Annual Report, P.2

Mt. Lebanon Fire Department, Job Descriptions, Personnel Manual, Appendix C

Mt. Lebanon Fire Department Career Rules & Regulations, Shift Responsibilities, Section 9.7, PP. 27-34

1B.5 The agency's title is consistent with its mission.

### **Description**

The agency's title is the Mt. Lebanon Fire Department. The Department's mission is to serve and safeguard our diverse community through the delivery of professional, efficient and effective services protecting life, property and the environment. To accomplish this mission the Department delivers a wide-range of proactive and reactive services, including fire suppression, vehicle extrication, hazardous materials, technical rescue, fire and life safety education, fire prevention inspections, plans review, and a number of community outreach programs.

### **Appraisal**

While many Departments have changed their title to incorporate rescue and/or EMS, it is general knowledge that the fire department delivers a wide-range of services in addition to fire suppression. Based on the fact that residents call 911 in an emergency and dispatchers know to dispatch the fire department for a wide-range of incidents, including technical rescue, service calls, hazardous condition calls, etc., the agency's title is adequate.

### **Plan**

The Department's administration will continue to monitor the need for the Department to change its title via events occurring in the fire service, feedback from professional fire service organizations, the dispatch center, residents, members, elected officials, or legal counsel. Unless otherwise necessary; the Department will consider the need to change its title as part of the strategic plan update in 2014.

### **References**

Mt. Lebanon Fire Department Mission Statement, Annual Report, table of contents

## **Category II: Assessment and Planning**

Assessment and planning are defined as the processes used to identify the community's fire protection and other emergency service needs in order to identify potential goals and objectives. All agencies should have a basic source of data and information in order to logically and rationally define the organization's mission. Assessment and planning is critical to the establishment of service level objectives, standards of response coverage, and ultimately, the quality of program outcomes.

The overall purpose of using these processes is to establish a long-range general strategy for the operation of the system.

## Criterion 2A: Documentation of Area Characteristics

*The agency collects and analyzes data specific to the distinct characteristics of the community served and applies the findings to organizational planning.*

### **Summary:**

The Department utilizes the Municipality's Geographical Information System (GIS) Department to provide maps outlining jurisdictional boundaries, street and highway networks, hydrant locations, building footprints, risk classifications, and mutual aid response zones. The Department has divided the community into ten (10) geographical planning zones for the purposes of analyzing risks and service provisions.

The Department analyzes specific data, including demographic information, including incident types, building fires, population density, housing characteristics, occupancy type, risk classifications, percentage of persons 65 years of age and over, percentage of persons under 5 years of age, percentage of calls, engine and ladder company distribution, call density, emergency responses, and non-emergency responses by planning zone. Economic indicators are identified by the finance department and used in the capital and annual budget development process.

As part of the community-wide risk assessment, the Department analyzed and documented the municipality's topography, climate, landslides, mine subsidence, transportation network, terrorism, physical assets, risk class by planning zone, commercial properties by risk class, average fire flow by risk class, average square footage by risk class, fire protection by risk class, construction type by risk class, development and population growth, calls for service, location of calls, peak load, earthquakes, floods, thunder and rain storms, winter storms, tornadoes, droughts, utility failure, and pandemic.

The Municipality received a Class 3 Public Protection Classification (PPC) Rating from the Insurance Services Office (ISO) in 2009. The water system, utilized in the planning process, has been documented, is utilized in pre-planning and response, and has an ISO relative classification

of a Class 1. Pre-fire plans have been developed for all commercial occupancies utilizing Firehouse Reporting Software and 1<sup>st</sup> Look Pro Pre-Planning and Response Software.

**Performance Indictors:**

2A.1 Geographical boundaries for the authority having jurisdiction are identified (e.g., street and local highway network, jurisdictional boundaries, mutual and automatic aid zones, contract service areas, etc.)

**Description**

The Department utilizes the Municipality's Geographical Information System (GIS) Department to provide maps outlining jurisdictional boundaries, street and highway networks, and mutual aid response zones. GIS layers include streets, zoning, wards, hydrant locations, storm and sanitary sewers, etc. Maps defining primary response areas are located in the Mt. Lebanon Fire Department Mutual Aid Response Zones Manual located in each apparatus and provided to each member of the Department. Each of the apparatus utilizes preplanning and response software on a laptop computer that includes the street and highway network and jurisdictional boundaries and Geographic Positioning (GPS). These maps include reference addresses, building footprints, and locations of fire hydrants. GIS has been used to assess community risk, call volumes, distribution, concentration, and improve response and turnout times via mobile data terminals in apparatus.

**Appraisal**

Geographical boundaries are identified. The Department has utilized GIS for approximately four years to improve data analysis by presenting data in a highly visual manner that people can understand and apply to the decision-making process. GIS can be utilized to an even greater extent for evacuation route planning, resource deployment, incident distribution, situational analysis, plume analysis, staging analysis, emergency vehicle dispatch and tracking, damage assessment, etc.

**Plan**

The Department plans to continue to expand its use of GIS for mapping and to train additional personnel to utilize GIS data for planning and data analysis. The Department's Fire Prevention Platoon Chief will work with the Municipal GIS Department and ESRI to maintain awareness as to how GIS is being utilized by other departments and make recommendations as to how the Department can make greater use of this technology. Greater use of GIS data will be included in annual SOC updates.

**References**

Mt. Lebanon Fire Department Mutual Aid and Response Zones Manual, (Duty Fire Office  
Mt. Lebanon Fire Department 1<sup>st</sup> Look Pro Response and Preplanning Software  
Mt. Lebanon Fire Department Standards of Cover, pp. 20 – 21 & p. 77  
Miscellaneous maps, Engine Bay

2A.2 The agency organizes the community into geographic planning zone(s) for purposes of analyzing service provision.

### **Description**

In the Mt. Lebanon Fire Department Mutual Aid and Response Zones Manual, the municipality is organized into ten (10) planning and response zones, two per electoral ward, for the purposes of analyzing needs for the provision of services. Firehouse Reporting Software response and occupancy data is imported into the ArcView software to provide a visual representation of an array of data for analysis. Through onboard computers located on the apparatus, 1st Look Pro Response and Preplanning Software are used to provide a variety of occupancy data.

### **Appraisal**

The establishment of these zones has allowed the Department to more thoroughly analyze calls for service, response, times and risk in the standards of cover document. This analysis has assisted the Department in identifying the need for an additional station, identifying the need to complete the installation of preemption along the Bower Hill Road corridor, and the reimplementation of automatic aid agreements.

### **Plan**

The Department plans to continue to expand its use of GIS by plotting call locations, call types, demographics, etc. for the purposes of analyzing needs for the provisions of services in the planning zones and to gain a greater understanding of what is happening in the community related to delivering fire protection and prevention services.

### **References**

ArcView Software

Firehouse Reporting Software, Example Document 2C1

Mt. Lebanon Fire Department Mutual Aid and Response Zones Manual, Duty Fire Office

Mt. Lebanon Fire Department Standards of Coverage, p. 14

Mt. Lebanon Fire Department 1<sup>st</sup> Look Pro Response and Preplanning Software



**CC 2A.3 The agency analyzes the community by service area/population density<sup>1</sup> for the purpose of developing total response time standards.**

**Description**

Based upon population density, the community is defined as Urban in order to provide the Department with guidance on acceptable variations for response times. Total response time standards have been developed based upon population density, historical response data, and what is achievable with the department's available resources. The fire station is located in the busiest service area where the largest percentage of calls, emergency responses, and building fires has occurred over the previous five-year period. Using these variations, the Department has developed a total response time benchmark (turnout time and travel time) for the arrival of the first due unit within 6 minutes of alarm 90% of the time. Response time standards are included in the department's standards of cover document. Response times are analyzed quarterly by the fire chief and discussed at officer's meetings.

**Appraisal**

The Department's total response time standards are within the acceptable variations for an urban demand zone. The Department successfully met its 6 minute total response time standard 91% of the time in 2010. This 6-minute benchmark is within the acceptable variations (5:20 to 6:42) provided in the CFAI Fire & Emergency Self-Assessment Manual, 8<sup>th</sup> Edition. The benchmark has been adjusted to 5:50 for 2011.

**Plan**

The Department will continue to analyze response times utilizing an urban population density, barring significant demographic changes, on an annual basis as part of the SOC update for the purpose of developing total response time benchmarks. Benchmarks will be adjusted based on this analysis. The Department will also continue to strive to improve its total response time, specifically turnout time, while maintaining firefighter safety.

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<sup>1</sup> See FESSAM pp. 70-71 for discussion of service area/population density.

**References**

Mt. Lebanon Fire Department Annual Report, P.8

Mt. Lebanon Fire Department Standards of Cover, p. 33-34

2A.4 Data including fire loss, injury and life loss, property loss, and other associated losses, are recorded for a minimum of three immediately previous years.

### **Description**

The Department records fire loss, injury and life loss, and property loss data. These losses have been reported on a monthly and annual basis since 1996. The Department's administrative platoon chief follows-up with insurance carriers to ensure accurate fire and property loss information. Civilian injury and life loss information is entered by the officer-in-charge of the incident. Firefighter life loss and injury information is entered by the staff and forwarded to the fire chief, safety officer, and the finance department for worker's compensation purposes. Fire fighter injuries are investigated by the safety committee. All reports are reviewed by the Department's data entry clerk while structural fire incidents are reviewed by the fire chief as part of the Department's quality control program.

### **Appraisal**

All response and loss records have been stored electronically since 1992. Incident information, including loss data, has been collected in the Department's Firehouse Reporting Software since 1998. This data has been beneficial in identifying trends and measuring effectiveness.

### **Plan**

As the Department upgrades its Firehouse Reporting Software when new versions of Firehouse become available, the Administrative Platoon Chief will discuss with Firehouse to determine if there are ways in which the software can enhance data and collection.

### **References**

Mt. Lebanon Fire Department Annual Report, p. 7 & p. 11

Mt. Lebanon Fire Department Monthly Reports, Year end 2010, 2009

2A.5 Demographics such as population, land use, topography, climate and occupancy groups are identified and documented.

### **Description**

The Mt. Lebanon Planning Department, the Mt. Lebanon Inspections Department, and the Mt. Lebanon Fire Department utilize census data to provide a demographic profile for the community, including population, land use, climate, topography, and occupancy groups. The Municipal GIS Department maintains land use, occupancy, and topography mapping. Occupancy groups are included in the Department's Firehouse Reporting Software. This information is included in the Department's Standards of Cover and is analyzed for the provision of services. The Department has periodically reviewed changes in total population and population groups, such as percentage of population over 65 years of age and percentage of population by ethnicity, in order to target specific groups in the development of fire prevention and life safety programs.

### **Appraisal**

Demographics, including population, land use, topography, climate, and occupancy groups have been documented and identified in the Department's strategic plan and Standards of Cover documents. Some of the data can be improved or updated based upon 2010 US Census data as compared to the 2000 Census data currently being used.

### **Plan**

The Department will continue to analyze changes in population, land use, topography, climate and occupancy groups annually as part of the SOC update or as changes requiring immediate action are identified to enhance or adjust service/program delivery. The 2010 US Census will be utilized to verify and/or adjust population, population density, and high risk populations.

### **References**

2000 Census Data, Example Documents

2005-2009 American Community Survey 3-Year Estimates, Example Documents

Firehouse Reporting Software, Example Document, 2A5

Mt. Lebanon Fire Department Standards of Cover, p. 5, & pp. 21 -

- 2A.6 Significant economic indicators used in the planning effort are identified (e.g., revenue sources, local economic factors, insurance evaluations, and assessed valuation of various components).

### **Description**

The Mt. Lebanon Tax Office and Finance Department track economic indicators. Periodic and annual reports are distributed to all Municipal departments. Economic indicators including County property assessments, property taxes, earned income taxes, local service taxes, real estate transfer taxes, fees for services, and bond rating have been used by the Municipality to prepare and execute the Municipal budget and capital improvement program.

### **Appraisal**

The Department and Municipality have successfully utilized projections and economic information provided by the Finance Department to develop the operating budget and capital improvement program. The Municipality has received the Certificate of Achievement for Excellence Reporting from the Government Finance Officer Association (GFOA) for thirty-two years, the longest of any Municipality in the state of Pennsylvania and maintains and has increased its bond rating from an Aa2 to an Aa1.

### **Plan**

The fire chief will continue to work and communicate with the Municipal Finance Department regarding economic indicators used for planning and for preparing the annual budget and capital improvement program.

### **References**

Mt. Lebanon Comprehensive Annual Financial Report for the Year End December 2010, pp. 2- 4  
2011 Mt. Lebanon Manager's Recommended Budget, pp. 1 - 6  
Mt. Lebanon Fire Department Budget  
Mt. Lebanon Capital Improvement Program (CIP)  
Mt. Lebanon Moody's Bond Rating, October 2010, Example Document

Government Finance Officer Association (GFOA) award, 2010 CAFRS report P.2

2A.7 The water supply system that provides available fire flow for the planning zones, major risks, key risks, and special hazard areas should be documented and included in the planning effort.

### **Description**

The water supply system that provides available fire flow to the community is owned and operated by the Pennsylvania American Water Company. The community is 100% hydranted. Flow data is available for all fire hydrants in the community; however, this data has not been updated for approximately ten years as the Water Company no longer provides this data due to liability. The Department is also unable to obtain water main sizes or GIS layers from the water company citing security issues. Fire flow data and needed fire flow are reviewed as part of the plans review process. Occupancies with a needed fire flows that exceed the capabilities of the water supply system are identified in the department's risk analysis. The department maintains a hydrant database that includes GIS information, hydrant information and fire flow data. The database is maintained in Firehouse Reporting Software. The fire hydrant database has allowed the Department to identify primary and secondary hydrants, flows, and hydrant locations and availability. This database has been utilized to populate water supply information in the Department's pre-planning software.

### **Appraisal**

The water supply system is effective as the relative Fire Suppression Rating Schedule classification for water supply for the community was a Class 1, as determined by the ISO's 2009 evaluation. Only one (1) occupancy in the community lacked the required fire flow as determined by the ISO. The Department needs to improve its relationship and exercise its influence with the water company to try to obtain up-to-date flow and water main information.

### **Plan**

The fire chief will meet with the Pennsylvania American Water Company to attempt to obtain more current water supply system data. Fire hydrant data will be updated as needed in the Firehouse Reporting Software database. As appropriate, the Department will work with building

owners to install fire protection systems to reduce needed fire flows, ultimately improving the community's ISO rating.

## **References**

Mt. Lebanon Fire Department ,1<sup>st</sup> Look Pro Preplanning Software

Mt. Lebanon Fire Hydrant Map, Engine Bay

Mt. Lebanon Fire Department Standards of Coverage, p. 19

Insurances Services (PPC) Public Protection Classification Summary Report, pp. 29 - 34



## **Criterion 2B: Fire Risk Assessment and Response Strategies**

*The agency assesses the nature and magnitude of the hazards within its jurisdiction and develops appropriate response coverage strategies.*

*Each significant fire risk should be categorized and listed to permit future analysis and study in determining standards of response coverage and related services.*

### **Summary:**

The Municipality is comprised of mainly residential and commercial occupancies. The Municipality has been divided into ten (10) planning zones, in order to evaluate risk and establish a Standards of Cover. Within each zone, all commercial and residential occupancies have been classified as special risk, high risk, moderate risk, and low risk, based on an overall occupancy vulnerability score and the probability and consequence of a fire-related incident occurring. The occupancy vulnerability score was developed by analyzing the occupancy type, fire flow, fire protection, construction type, number of floors, square footage, occupant load, occupant mobility, risk, combustibility, economic impact, probability, and consequence for all non-R3 (single-family and duplexes) occupancies.

A critical tasking analysis has been conducted to identify the resources necessary to establish an effective response force for fires in moderate, high, and special risk occupancies. The Department's 90th percentile travel time of 4:41 falls between the acceptable travel time variations of 4:00 and 5:12. The Department's total response time objective of arriving within 6 minutes of alarm 90% of the time includes a 1-1/2 minute turnout time and a 4-1/2 minute travel time. The Department met this total travel time objective 91 of the time in 2010 and has adjusted the benchmark to 5:50 for 2011.

Fire protection suppression and detection systems have been identified and considered as part of the community-wide risk assessment and risk classification of occupancies. The Department assesses the balance between fire suppression capabilities and fire risks utilizing monthly and annual response and activity data, the community-wide risk assessment, the standards of cover, and response benchmarks.

## **Performance Indictors:**

**CC 2B.1 Each planning zone and population area is analyzed and risk factors are evaluated in order to establish a standards of response coverage.**

### **Description**

The Municipality has been divided into ten (10) planning zones, two per electoral ward, in order to evaluate risk and establish a Standards of Cover. Within each zone, all commercial and residential occupancies have been classified as special risk, high risk, moderate risk, and low risk, based on an overall occupancy vulnerability score and the probability and consequence of an incident occurring. In addition, non-fire related risks including natural disasters, transportation, waterways, and hazardous materials incidents were evaluated. The community risk analysis, based on planning zones, has been included in the Standards of Cover document.

### **Appraisal**

A Standards of Cover, which includes risk factors by planning zone, has been developed. Historical response data has been analyzed by zone to ensure the Department is meeting the established Standards of Cover. All structural fire incident data is quality controlled by the fire chief. Firehouse Reporting Software provides a measurement tool for response analysis. Measurements are evaluated on a periodic basis and are included in the Department's annual report. Risks have been identified.

### **Plan**

The Department plans to use Arc View software to plot incidents by response zones to allow for further evaluation of risk factors. Risk factors will continue to be evaluated as changes and/or additions occur and on an annual basis as part of the Standards of Cover update.

**References**

Mt. Lebanon Fire Department Standard of Cover, Appendix A

Mt. Lebanon Fire Department Mutual Aid and Response Zone Manual, Duty Fire Office

Firehouse Reporting Software, Example Document, 2C1

2B.2 The frequency and probability of occurrence of fire suppression service demands are identified in each planning zone.

### **Description**

The Department assesses the probability and frequency of occurrence of fire suppression service demands by planning zone. The frequency and probability of occurrence of fire service suppression demands are also analyzed for high and special risk occupancies. Fires have been classified as moderate probability, low frequency events. Fires account for approximately 5% of the annual call volume. Calls classified as building fires account for approximately 4% of the total call volume. This analysis of service demands is done on an annual basis as part of the Standards of Cover update.

### **Appraisal**

The Department has identified the frequency of occurrence of fire service demands by analyzing the number of fire suppression-related calls to all special and high risk occupancies as well as the frequency of fire-suppression related calls per planning zone. The frequency and probability of occurrence has also been identified by the likelihood that a particular event will occur in a given time period. The frequency and probability of occurrence of fire suppression service demands has been included in the department's risk assessment and standards of cover, including time of day, day of week, and month of year analysis. The Department has been able to successfully meet these service demands with a reliability of 99.82%.

### **Plan**

The Department will continue to analyze the frequency and probability of fire suppression service demands as part of the annual Standards of Cover update.

### **References**

Mt. Lebanon Fire Department Standards of Cover, p. 37 & p. 80

Mt. Lebanon Fire Department Structure Fire Location Map, 2008 – 2010, Mezzanine

2B.3 The maximum or worst fire risk(s) in each planning zone is/are identified and located, i.e., hazards that require the maximum amount of fire protection resources or that would result in the greatest loss of life or property; the key or special hazard risk in each planning zone is identified and located, i.e., hazards, which if destroyed would be a critical or essential economic loss to the community (this also could include cultural, environmental, or historical loss); the typical or routine risks in each planning zone are identified, i.e., those risks most common to the planning zone; the remote or isolated risks in each planning zone are identified, i.e., those risks most distant from other risks as to be almost unique to the planning zone; and/or other locally adopted equivalencies are utilized to identify fire risk.

### **Description**

The Department classifies the maximum or worst fire risks within each planning zone as special risks. Special risks are defined as areas of substantial size that contain a predominant concentration of properties presenting a high risk of life loss, high loss of economic value to the community, or large loss to property in the event of fire. These properties include a hospital, nursing homes, a mall, a light rail transit tunnel, and high rise buildings with large senior populations. An Effective Response Force (ERF) of 36 personnel has been identified for these incidents.

### **Appraisal**

Response by risk/hazard type has proven to be effective. The Department has successfully utilized an adaptive response process in the past, effectively measured by the Department's ability to assemble an effective response force, low fire loss data, and lack of injuries/fatalities and major incidents. The adaptive response process takes hazard and risk type into consideration and has allowed the Department to base resource needs on occupancy risk, occupancy type, dispatch information, time of day, and number of personnel on duty. Automatic and mutual aid has been used to ensure a minimum ERF. These risks have been identified in the Department's 1<sup>st</sup> Look Pro Pre-Planning Software to ensure that the officer-in-charge is aware of the risk and ERF needs.

**Plan**

The Department will continue to review types of hazards and make changes and additions as new/changing risks are identified. The implementation of a new Computer Aided Dispatch System at the County 9-1-1 Center should allow the Department to have more flexibility in planning responses to special and high risk occupancies, beyond the current alarm assignments.

**References**

Mt. Lebanon Fire Department Standards of Coverage, pp. 30 -33 & Appendix A

Mt. Lebanon Fire Department Mutual Aid and Response Zones Manual, Duty Fire Office

1<sup>st</sup> Look Pro Pre-Planning Software

2B.4 A critical task analysis of each risk category and/or fire incident is conducted to determine the effective response force (ERF).

### **Description**

A critical task analysis for fire incidents in special, high, and moderate risk occupancies is included in the department's Standards of Cover. The analysis is the basis for the department's run cards and automatic / mutual aid assignments.

### **Appraisal**

A critical task analysis has been conducted, based upon fire flow requirements and risk category, to identify the effective response force necessary to minimize loss. The Department's ability to arrive quickly and assemble an effective response force has proven effective as the Department maintains a 5-year average per capita fire loss of under \$13.49 per capita and has had only thirteen civilian fire casualties in the past 55 years. Of the thirteen civilian fire casualties, ten have occurred in single family dwellings, two have occurred in multi-family dwellings, and one occurred in a vehicle.

### **Plan**

The Department will re-analyze the effective response force as part of the annual update to the Standards of Cover or as conditions dictate.

### **References**

Mt. Lebanon Fire Department Standards of Cover, pp. 62-63

Mt. Lebanon Fire Department Monthly Report, , Year end 2010, P. 2

**CC 2B.5 Agency baseline and benchmark travel time objectives for fire response conform to industry best practices as prescribed on pages 70-71 for first due and effective response force (ERF).**

**Description**

The Department meets the urban community benchmark travel time objective of 4:00 seventy percent (70%) of the time and the baseline travel time objective of 5:12 ninety-five percent (95%) of the time. The Department's 90<sup>th</sup> percentile travel time is 4:41. Fire response is calculated as Code 100, 200, and 700 incident types utilizing Firehouse Reporting Software, where the apparatus responded in the "emergency" mode. Due to the way the Department responds, the effective response force is calculated as the amount of time it takes to assemble 15 firefighters (not based on number of apparatus) for moderate risk classifications for calls classified as building fires. The Department meets the effective response force assembly benchmark 31% of the time and the effective response force assembly baseline 85% of the time.

**Appraisal**

The Department's 90th percentile travel time of 4:41 falls between the acceptable travel time variations of 4:00 and 5:12. The Department's total response time objective of arriving within 6 minutes of alarm 90% of the time includes a 1-1/2 minute turnout time and a 4-1/2 minute travel time. The Department met this total travel time objective 91% of the time in 2010. The department believes it can continue to improve its total response time by improving its turnout time and has readjusted its benchmark to 5:50 for 2011. Prior to November of 2009, the Department has not has an accurate method for measuring the assembly of an effective response force as off-duty and volunteer personnel respond directly to the incident scene. In November of 2009, the Department implemented a technology that will provide empirical data regarding the assembly of an effective response force. This technology will be utilized to evaluate effective response force assembly times on a regular basis. The current effective response force assembly time percentiles are based on a combination of anecdotal and empirical data.



**Plan**

The Department will continue to evaluate ways to improve its turnout time. The Department will continue to measure the assembly of an effective response force utilizing the Grace Industries Watchdog Monitor Radio Telemetry Transceiving Unit with In- Grace-Watch Software. The Department will re-evaluate its effective response force assembly time objectives based on this data.

**References**

Firehouse Reporting Software, Example Document 5A1-5A6

Grace Industries Watchdog Monitor Radio Telemetry Transceiving Unit with In- Grace-Watch Software, Example Document, From Vendor

Mt. Lebanon Fire Department Standards of Cover, pp. 53-55

**CC 2B.6 Given the fire risk(s), area of responsibility, demographics, economic indicators, fire loss data, water supply and automatic fire protection system information, an effective standards of response coverage strategy is established.**

### **Description**

A Standard of Cover has been developed for structure fires, hazardous materials incidents, technical rescue, and special risks. Responses have been identified as special risk, high risk, moderate risk, and low risk. An Effective Response Force has been established by incident objectives, alarm dispatch level, and specialized equipment required.

### **Appraisal**

The establishment of a standard of response coverage strategy has provided the foundation to measure data against a baseline. The measurement of response times has historically been based on times supplied by the County Dispatch Center that are unreliable. The Department began measuring response times in 2009 by listening to audio tapes of all calls where the first-due apparatus responded in an emergency mode. Due to the way in which off-duty responders arrive on a fire scene in personal vehicles, the Department had very little data, beyond anecdotal, prior to November 1, 2009 regarding how many responders are on the scene in a specific timeframe.

### **Plan**

The Department will continue to record response times for emergency responses via the audio recorder until the County 9-1-1 Center implements a new CAD system (2010 projection) that provides accurate response time information. The Department will continue to utilize its Grace Industries System to record the time a responder arrives on scene to ensure that it is meeting effective response force assembly objectives. The Department will also use this information to compare to NFPA 1710 benchmarks.

### **References**

Mt. Lebanon Fire Department Standard of Coverage, pp. 53-55

2B.7 Fire protection suppression and detection systems are identified and being considered in the planning process.

### **Description**

The Mt. Lebanon Inspections Department is the primary agency responsible for new construction and renovations and/or additions to existing construction. Construction plans are submitted to the Inspections Department for review prior to construction permit issuance. Working in conjunction with the Inspections Department, plans are reviewed by the fire inspector with regard to access, water supply and required fire and life safety systems such as fire alarm or sprinkler system installation. All installations of fire detection and suppression systems are permitted through the Fire Prevention & Life Safety Education Platoon. Plans for those respective systems are required to be submitted at the time of permit application. A plan review is conducted by the fire inspector to ensure compliance with applicable standards and a permit issued. Acceptance testing is required to be witnessed by inspectors for compliance during construction, modification, and/or additions to existing systems. All installed fire protection systems are required to be tested and maintained in accordance with the applicable standards. Documentation of testing must be provided and available for review at the occupancy during fire and life safety inspections. Fire protection suppression and detection systems have identified and taken into consideration as part of the community-wide risk assessment.

### **Appraisal**

The Fire Prevention & Life Safety Education Platoon has maintained an active role in ensuring compliance with all applicable codes regarding fire protection suppression and detection systems. Working in conjunction with the Inspections Department, the fire inspector's role has been to ensure that minimum standards based on adopted code are adhered to for all construction projects. Information gathered relative to fire and life safety systems within a given facility have been documented and entered into the Department's 1<sup>st</sup> Look Pro Response & Preplanning software. This information is easily retrievable and used in responses to facilities.

**Plan**

The Department will continue to take an active role in fire protection and detections systems installation and maintenance by monitoring compliance and making updates to the fire code as applicable. Through the inspections process, the Department will maintain the accuracy of fire protection and detection system information.

**References**

Mt. Lebanon Fee Schedule, p. 22-24

Mt. Lebanon Fire Department 1<sup>st</sup> Look Pro Preplanning & Response Software

Firehouse Reporting Software , Example Document 2B7

**CC 2B.8 The agency utilizes a formal process periodically to assess the balance between fire suppression capabilities and fire risks in the service area. Identified imbalances are addressed through the planning process.**

### **Description**

The Department assesses the balance between fire suppression capabilities and fire risks utilizing monthly and annual response and activity data, the community-wide risk assessment, the standards of cover, and response benchmarks. Imbalances are addressed via the department's strategic plan and standards of cover annual updates, quarterly and annual operational goals, and municipal budget process. The fire chief receives and reviews the departmental response and activity report on a monthly basis, prior to submitting a monthly report to elected officials. Any unusual trends or deficiencies are addressed by the fire chief or placed on the monthly officer's meeting agenda for discussion. The Department's response benchmarks are analyzed by the fire chief on a quarterly basis and also placed on the monthly officer's meeting agenda for discussion and disseminated to all officers. The recent ISO report has also been useful in assessing areas for improvement.

### **Appraisal**

Imbalances between fire suppression capabilities and fire risks have been addressed through the capital budget, annual operating budget, strategic plan, operational goals, and changes to mutual and/or automatic aid. This system has been effective in classifying fire risks and improving alarm assignments to ensure an effective response force is assembled.

### **Plan**

The Department will continue to assess the balance between fire suppression capabilities and fire risks utilizing the municipality's ISO report, monthly and annual response and activity reports, and response benchmarks. Imbalances will be addressed via the capital and annual operating budgets, annual strategic plan and standards of cover updates, and quarterly and annual operational goals.

**References**

Quarterly and Annual Operational Goals, Example Document, P. 3, Operations, Fire Chief  
Mt. Lebanon Fire Department Strategic Plan, p. 5, p. 12, p. 15  
Mt. Lebanon Fire Department Standards of Cover, pp. 36 – 38, pp. 53-55, pp. 67-72  
Annual Operating Budgets, Example Document, Budget Service Levels, Fire Protection.  
Officer Meeting Agendas, Example Document, March 11, 2009  
Insurances Services Office (PPC) report

## **Criterion 2C: Non-Fire Risk Assessment and Response Strategies**

*The agency assesses the nature and magnitude of other hazards and risks within its jurisdiction and identified appropriate strategies, methods of operation, and resource allocation required to mitigate potential emergencies.*

*These may include a wide variety of risk and service demands, e.g., hazardous materials, emergency medical services, rescue, etc. Special attention should be paid to identify, analyze and develop strategies for non-fire or limited fire risks that gain importance due to cultural, economic, environmental, or historical value.*

### **Summary:**

Non-fire risks such as topography, climate, landslides, mine subsidence, earthquakes, floods, thunderstorms, winter storms, tornadoes, droughts, utility failure, pandemic, transportation emergencies, terrorism, technical rescue, and medical emergencies have been evaluated. A summary of the frequency and probability of these events is included in the standards of cover. Additional non-fire risks, including the light rail transit tunnel and Cedar Lake have been assessed with appropriate strategies developed.

Critical tasking and the development of an effective response force for routine hazards, hazardous materials incidents, basic vehicle entrapments, confined space rescue, low/high angle rescue, water/ice rescue, trench rescue, elevator entrapments, and industrial entrapment have been identified. Deployment objectives have been developed and are being analyzed on a continuing basis. Mutual aid agreements are in place to assist with the mitigation of non-fire risks beyond the Department's capabilities.

Non-fire risks with important cultural, economic, environmental, or historical value have been evaluated as part of the community wide risk assessment and included in the standards of cover.

## **Performance Indicators:**

**CC 2C.1 Each planning zone and population area is analyzed and non-fire risk factors evaluated in order to establish a standards of response coverage.**

### **Description**

Each zone has been analyzed and non-fire risks including medical emergencies, weather related emergencies, utility failures, hazardous materials incidents, and technical rescue incidents have been evaluated in order to establish a standard of response coverage.

Annually, approximately 4.5% of all responses are rescue and emergency medical incidents including approximately 20 car and elevator extrications; 28.5% are hazardous condition calls including spills and leaks, downed wires, and approximately 180 vehicle accidents; 14% are service calls including lock outs, assisting the police department with entry, and water evacuations; 20% are good intent calls including approximately 40 carbon monoxide detector activations with nothing found. The fire department is also challenged by weather-related emergencies including snow, ice, wind and rain storms, causing power outages, downed wires, flooding, and delayed responses. The potential for tornadoes and earthquakes is low. The potential and frequency of technical rescue incidents is low. EMS is provided by a private ambulance authority.

### **Appraisal**

The Department does analyze non-fire risks by planning zone. The Department can improve its analysis of non-fire risks by plotting incidents utilizing GIS to further pinpoint problem areas within planning zones.

### **Plan**

The Department will continue to evaluate data and improve response effectiveness as conditions dictate., including plotting incidents utilizing GIS.



**References**

Firehouse Reporting Software, Example Document 2C1

Mt. Lebanon Fire Department Annual Report, P.8

Mt. Lebanon Fire Department Standards of Cover, pp. 20-49 & Appendix A

2C.2 The frequency and probability of occurrence of service demands other than fire are identified in each planning zone.

### **Description**

The Department utilizes Firehouse Reporting Software to retrieve information needed to determine the probability and frequency of service demands. The Department publishes and distributes a monthly incident report by type of incidents.

### **Appraisal**

The Department provides monthly and annual reports to local officials which lists all responses by incident type and frequency. Examples in the 2010 report included , medical (6.5%), extrication (1.1%), hazardous materials (4.2%), vehicle accidents (4.3%), and false alarms and false calls (24.5%). A distribution of calls by type and planning zone are included in the standards of cover. The development of a standard of cover has allowed the Department to analyze and evaluate service demands other than fire. The frequency and probability of non-fire service demands have been evaluated as part of the standards of cover.

### **Plan**

The Department will begin to record incidents by planning zone to allow for the mapping of incidents by planning zone. The incident report data will integrate GIS to provide a visual representation of service demands.

### **References**

Mt. Lebanon Fire Department Monthly Report, 2010

Mt. Lebanon Fire Department Annual Report, P.6

Mt. Lebanon Fire Department Standards of Coverage, pp 20 – 49

Firehouse Reporting Software Example Document, 2C1

2C.3 The maximum or worst non-fire risk(s) in each planning zone is/are identified and located; the key or special hazard risk in each planning zone is identified and located, i.e., hazards, which if destroyed would be a critical or essential economic loss to the community (this could also include cultural, environmental, or historical loss); the typical or routine non-fire risks in each planning zone are identified, i.e., those risks most common to the planning zone; the remote or isolated non-fire risks in each planning zone are identified, i.e., those risks most distant from other risks as to be almost unique to the planning zone; and/or other locally adopted equivalencies are utilized to identify non-fire risks.

### **Description**

The maximum or worst non-fire risks have been identified and located for each planning zone, including hazards, which if destroyed, would be a critical or essential economic loss to the community. These worst non-fire risks include the light rail transit tunnel, St. Clair Hospital, and government / public safety buildings.

### **Appraisal**

Specific information on each commercial occupancy has been downloaded to the Department's 1<sup>st</sup> Look Prop Preplanning and Response Software which is on each piece of apparatus. Examples of information that has been downloaded includes hazardous materials stored on site, hazardous construction features, Knox box locations, number of units, and special needs residents. The Department has also identified non-occupancy related risks such as waterways, transportation routes, and flood plains. Information regarding economic, historical, cultural, or environmental impact has been included in the Department's standard of cover.

**Plan**

The Department will continue to review and update the 1<sup>st</sup> Look pro Preplanning and Response Software via data collected during routine inspections, incident responses, building renovations, etc.

**References**

Mt. Lebanon Fire Department Standards of Coverage, Appendix A

1<sup>st</sup> Look pro Preplanning & Response Software

2C.4 A critical task analysis of each risk category and/or non-fire incident is conducted to determine the effective response force (ERF).

### **Description**

The Department has a critical task analysis for vehicle accidents, various technical rescue incidents, and hazmat/WMD incidents. All other non-fire incidents (wires down, CO calls, accidents without entrapment, water evacuations, etc.) are assumed to be a minimum of two personnel. The shift commander has the ability of to request more resources for non-fire incidents based on the size and complexity of the incident.

If an incident is beyond the capabilities or resources of the department, mutual aid is available through the SHACOG Technical Rescue Team, Allegheny County Hazardous Materials Team, Pittsburgh EMS, MRTSA, or the Pennsylvania Region Strike Team based on the size and nature of the incident.

### **Appraisal**

The Department has conducted a critical task analysis and evaluated it's capabilities for a first-alarm assignment for vehicle accidents with entrapment, large vehicle rescues, industrial rescues, confined space rescues, trench rescues, water rescues, rope rescues, elevator rescues, structural collapse incidents, EMS calls, and hazmat/WMD incidents. These critical task analysis are consistent with NFPA standards and industry best practices.

### **Plan**

The Department will continue to evaluate its capabilities and ability to meet the critical task analysis and assemble an effective response force. The Department will also maintain a working relationship with the above listed external agencies for incidents that exceed the department's capabilities and/or resources.

### **References**

Mt. Lebanon Fire Department Standards of Cover, pp. 63-67  
Standard Operating Guideline 220, 240, 241, 242, 243, 244, 245, 246, 247, 248, Example  
Document, Duty Fire Office

**CC 2C.5 Agency baseline and benchmark travel time objectives for non-fire incident response conform to industry best practices as prescribed for first due and effective response force (ERF).**

### **Description**

The Department meets the benchmark travel time objective 75% of the time and the baseline travel time objective 89 % of the time for the arrival of the first due unit for non-fire incident response. Non-fire response is calculated as Code 300, 400, 500, and 600 incident types utilizing Firehouse Reporting Software, where the apparatus responded in the “emergency” mode. Only 19% of non-fire incident responses are taken in an “emergency” mode. For these non-fire responses, the Department meets its total response time objective of arrival of the first-due apparatus in 6 minutes or less 86% of the time.

While critical tasking and effective response force have been developed for various technical rescue and hazardous materials/wmd incidents, the assembly of these resources have not been calculated due to the very low frequency of these events. Over the previous five-year period, the Department has responded to one trench rescue, three rope rescues, two machinery extrications, two moderate hazardous materials incidents, and an average of four vehicle extrications, one building extrication, and fifteen stalled elevators per year.

### **Appraisal**

For an urban community, the industry benchmark is 4 minutes travel time and the industry baseline is 5 minutes and 12 seconds travel time 90% of the time for the first due unit. The industry benchmark for the balance of the first alarm is 8 minutes travel time 90% of the time and the industry baseline is 10 minutes and 24 seconds travel time 90% of the time. While the Department cannot change its travel times to incidents, it does believe that it can improve its total response time objective of arrival of the first-due apparatus in 6 minutes or less 90% of the time (88%91% in 2010 and re-adjusted to 5:50 for 2011) by improving its turnout time. Over time, the Department will try to more accurately measure the assembly of an effective response force as it continues to gather data in an effort to have enough data to provide an accurate evaluation. The Department believes it falls within industry baseline best practices; however, the

infrequency of “emergency” non-fire incidents such as technical rescue and hazardous materials incidents of any magnitude make this data difficult to evaluate.

### **Plan**

The Department will continue to evaluate ways to improve its turnout time. The Department will continue to measure the assembly of an effective response force utilizing the Grace Industries Watchdog Monitor Radio Telemetry Transceiving Unit with In- Grace-Watch Software. The Department will re-evaluate its effective response force assembly time objectives based on this data. The Department will further evaluate and break down non-fire incidents into those “critical” incidents for which critical tasking has been developed.

### **References**

Firehouse Reporting Software, Example Document 2C5

Mt. Lebanon Fire Department Standards of Cover, pp. 55 - 58

**CC 2C.6 Given the importance and magnitude of service demands, a standards of response coverage strategy is established for each type of non-fire risk(s) and service demand.**

### **Description**

Non-fire strategy has been identified for hazardous materials response, various technical rescue incidents, and routine hazardous condition, good intent, and service calls. The Department has identified critical tasking and developed emergency staffing protocols and apparatus assignments for non-fire risks and service demands. Non-fire risks are identified in the Department's Standards of Cover. Service demands by non-fire risk are included in monthly and annual reports are retrievable via Firehouse Reporting Software.

### **Appraisal**

The Department has successfully responded to and mitigated the large majority of non-fire risks in the past. Significant information has been evaluated and analyzed for each type of non-fire risk based on historical response data and the community risk assessment. Standard Operating Guidelines and critical tasking have been established for responses to many of these non-fire risks. Mutual aid resources have been identified for those non-fire risks that are beyond the Department's capabilities. Many of the non-fire risks, including technical rescues and hazardous materials incidents, have been categorized as low frequency events.

### **Plan**

The Department will continue to analyzed and evaluate service demands and strategy for non-fire risks based on incident response data and the annual Standards of Cover update.

### **References**

Mt. Lebanon Fire Department Standard of Coverage, pp. 55 - 59

Mt. Lebanon Fire Department Monthly Report, 2010, PP 1,2

Mt. Lebanon Fire Department Annual Report, 2010, PP. 6,8

Standard Operating Guideline 209, 210, 220, 240, 241, 242, 243, 244, 245, 246, 247, 248, Example Document, Duty Fire Office



**Criterion 2D: Strategic Planning**

*A strategic plan or other form of long-term planning (3 to 5 years in the future) is in place and, along with the budget, is guiding the activities of the agency. The plan is submitted to the appropriate authority having jurisdiction.*

**Summary:**

The Department's strategic plan was first published in September of 2008. The plan is updated annually by the fire chief and strategic planning committee. A copy of the plan is distributed to elected officials and the municipal manager. The Department is also involved in the development of the municipal capital improvement, strategic and comprehensive plans.

The strategic plan is utilized in the development of departmental goals and objectives, budgeting, decision-making, and resource allocation. The strategic plan is published on the Department's website and available at the Mt. Lebanon Library.

The strategic plan was developed by a strategic planning committee, consisting of two career and two volunteer members. The procedures utilized in the development of the strategic plan included a survey of volunteer staff, a survey of career staff, a survey of residents, resident focus groups, business and facility focus groups, career staff focus groups, volunteer staff focus groups, SWOC analysis, mission and values discussions, fire officer's retreat, and departmental review and comment

## **Performance Indicators:**

### **CC 2D.1 The fire service agency has a published strategic plan.**

#### **Description**

The Department has a published strategic plan. The plan is available in the Mt. Lebanon Library, at the fire department, and on the fire department's website. A copy of the plan has been given to elected officials and the municipal manager. The plan is updated annually by the fire chief and strategic planning committee. The process utilized to develop the Department's strategic plan and gauge community expectations and performance goals included survey of internal and external customers, internal and external customer focus groups, a SWOC analysis, departmental discussions, and a fire officer's retreat.

#### **Appraisal**

The Department's strategic plan was first published in September of 2008 and distributed to the Manager and local officials. The plan has guided departmental goals and objectives, decision-making, and resource allocation. The plan was linked to the Department's website to allow member and public access.

#### **Plan**

The Department will continue to annually update and publish the strategic plan.

#### **References**

Mt. Lebanon Fire Department Strategic Plan

Mt. Lebanon Fire Department Website, [www.mtlfd.org](http://www.mtlfd.org)

Mt. Lebanon Fire Department Goals & Objectives, Strategic Plan PP 11-26

2D.2 The strategic plan is approved within the agency and submitted to the governing body or administrative officer with responsibility over the fire agency and to whom the chief fire officer/chief executive officer reports.

### **Description**

The Municipal Manager and local officials have a copy of the Department's strategic plan. The plan is also available via the Department's website.

### **Appraisal**

The Department's strategic plan was distributed to the Manager and local officials in September 2008. The plan was linked to the Department's website to allow member and public access. A story regarding the Department's strategic plan appeared in the Mt. Lebanon Magazine. The plan was adopted in September 2008 when it was released; however, there was not a vote of the membership to adopt. The plan was formally adopted by the membership at a monthly business meeting in April of 2009.

### **Plan**

The fire chief will continue to provide copies of the strategic plan to the Municipal Manager and local officials as it is updated (at least every 5 years). Updated copies will also be distributed/available to the membership.

### **References**

Mt. Lebanon Fire Department Strategic Plan  
May 2009 Volunteer Monthly Meeting Minutes

### **Category III: Goals and Objectives**

Agencies should establish general organizational goals designed to implement their assigned mission and short-range plans. Additionally, agencies should establish goals and objectives for and to direct the priorities of operational programs (to include at least those outlined in Category V) and support services. All goals and objectives should be developed consistent with the elements of the published Strategic and Capital Improvement Plans.

Goals are general statements that identify where the agency wants to be at some point in time. Goals establish targets for performance improvement.

Objectives are specific statements designed to document the steps necessary to achieve the agency's goal statements, and apply to a specific time period. For purposes of accreditation, objectives should be consistent with the elements of the acronym "S.M.A.R.T."<sup>2</sup>

- Specific
- Measurable
- Attainable
- Realistic
- Time-bound

Standards of Cover incorporate performances objectives written to measure current (baseline) and future (benchmark) response capability and performance and should be depicted as appropriate within the written responses to the criteria outlined below. An agency that wishes to make improvements in their standards of cover performance should include goals and objectives to that effect.

Agencies should establish a systematic method of communicating and implementing the established goals and objectives. Agencies also should enact a formal process to routinely assess their organizational progress toward achievement. Each of the goals and objectives should be re-examined and modified routinely with an eye toward their necessity and appropriateness. In this way, the agencies can ensure their goals and objectives remain consistent with their mission and their short/long-range plans.

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<sup>2</sup> Peter F. Drucker (1986). *The Practice of Management*, New York: HarperCollins Publishers, Inc.

### Criterion 3A: Goals and Objectives

*The agency has established general goals and specific objectives that direct the agency's priorities in a manner consistent with its mission and appropriate for the community it serves.*

#### **Summary:**

Departmental goals and objectives are identified in the Department's strategic plan, annual goals and objectives, program area goals, and quarterly operational goals. The Department's strategic plan sets goals in eight major areas, including service delivery, organizational effectiveness, community outreach and involvement, equipment and facilities, fiscal responsibility, leadership, communications, and master planning. Annual goals and objectives, program area goals, and quarterly goals assist the Department in directing priorities consistent with the goals and objectives identified in the strategic plan. Annual goals include personnel, safety, resources, operations, management, and emergency management. Program area goals are developed by functional area, fire prevention and life safety education, resource management, training, community outreach, and operations and emergency management, and are utilized as part of annual goal development and employee / functional area evaluations. Quarterly goals and objectives are developed and communicated in order to meet annual goals. Goals and objectives incorporate specific objectives and measurable elements and are available to elected officials, the public, and the membership. Goals and objectives for fire suppression, hazardous materials response, and technical rescue have been developed and are continuously evaluated.

Goals and objectives have been effectively identified through the analysis of response and program delivery data and the development of the Department's strategic plan, standards of coverage, annual budget, and capital improvement program. Measurable results have provided a quality evaluation that is used to adjust goals and objectives. The Department's annual budget and capital improvement program are utilized to meet goals. The allocation of funds and resources is an indication that the Department is working towards its goals and objectives. These goals and objectives are consistent with the Department's mission and the community it serves.

## **Performance Indicators:**

**CC 3A.1 The agency publishes general organizational goals directed toward achieving the agency's long-range plans. Corresponding specific objectives are published to implement these goals and incorporate the measurable elements of time, quantity, and quality.**

### **Description**

Goals and objectives have been identified through the analysis of response and program delivery data and the development of the Department's strategic plan, standards of coverage, annual budget, and capital improvement program. Departmental goals, directed towards achieving the goals and objectives identified in the Department's strategic plan, are developed and published by the fire chief on an annual basis. These annual goals and objectives are utilized as part of the fire chief's evaluation process and reviewed by the municipal manager. Goals and objectives incorporate specific objectives and measurable elements and are available to the membership via the Department's website. Quarterly goals and objectives are also developed and communicated, both at monthly officer's meetings and on the department's website, in order to meet annual and strategic goals. The strategic plan, which includes goals and objectives, is published on the fire department's website with copies distributed to the manager and elected officials and on file at the local library.

### **Appraisal**

Measurable results such as improving turnout times, increasing inspection activities, and improving and/or maintaining both response-related and non-response benchmarks, have provided a quality evaluation that is used to adjust goals and objectives. Published quarterly and annual goals have provided for a prioritization for implementation of organizational goals meeting the Department's strategic plan.

### **Plan**

The fire chief will continue to measure the effectiveness of services against established goals and objectives, monitor local and national conditions, and update quarterly and annual goals. The strategic planning committee will update the strategic plan on a 5- year basis with stakeholder

input. This process can be improved by providing the manager with quarterly goals and elected officials with both quarterly and annual goals.

## **References**

Mt. Lebanon Capital Improvement Program (CIP) pp. –62-66

Mt. Lebanon Fire Department Budget, Budget Service Levels, Fire Protection

Mt. Lebanon Fire Department Annual Goals and Objectives, Example Document, 2011

Mt. Lebanon Fire Department Standards of Coverage, pp. 11-12 & pp. 53-59

Mt. Lebanon Fire Department Strategic Plan, PP. 11-26

Mt. Lebanon Fire Department Website, Member's Section, Quarterly and Annual Goals  
Officer Meeting Agendas, March 11, 2009

3A.2 The agency establishes goals for each operational program with corresponding specific objectives that incorporate the measurable elements of time, quantity and quality.

### **Description**

The Department's Standards of Coverage adopts distribution and concentration policy statements to measure time, quantity, and quality. For example, the distribution policy statement for structural fires states that for 90 percent of all incidents, the first due engine will be en-route in 90 seconds or less; the first-due engine will arrive on scene in 6 minutes or less from the time of alarm; and the total response time for the first-due engine, including alarm handling time, will be 7 minutes and 30 seconds or less. The concentration policy statement states that an effective response force of 15 firefighters shall arrive within thirteen minutes, including alarm handling time, and provide 1,500 gpm for firefighting for moderate risk structures 90% of the time. The strategic plan adopts goals that are further defined by objectives and recommendations. The annual report provides a yearly review of the quality of services provided to the community.

Goals and objectives for operational programs, including fire prevention and life safety education, resource management, training, community services, and operations and emergency management are developed by the individual platoons, submitted to the fire chief, and incorporated into the Department's quarterly operational goals, annual goals, and individual performance evaluations.

### **Appraisal**

Through the development of a standard of coverage and annual goals and objectives, the Department has adopted goals and objectives that provide an excellent measurement of time, quantity, and quality for structure fires, hazardous materials response, technical rescue incidents, and some operational program areas. Program areas goals are formally evaluated as part of an annual program evaluation and individual performance evaluations; however, not all program goals have incorporated the measureable elements of time, quantity, and quality.



**Plan**

The Department will continue to develop annual and quarterly goals, identify needs, and modify the standards of coverage annually and strategic plan on a 5-year basis. Where applicable, the fire chief will utilize the budget process to carry out the objectives necessary to meet the established goals. The fire chief will work with the shifts to incorporate the measureable elements of time, quantity, and quality, where possible, into program goals and objectives, as part of the formal annual program evaluation.

**References**

Mt. Lebanon Fire Department Annual Report., p. 9 & p. 14

Mt. Lebanon Fire Department Goals & Objectives, Example Document, 2011, Fire Chief

Mt. Lebanon Fire Department Strategic Plan, PP. 11-26

Mt. Lebanon Fire Department Standards of Coverage, pp. 11-12

Mt. Lebanon Fire Department Website, Member's Sections, Annual and Quarterly Goals,  
Members section of website

3A.3 Published materials accurately portray the agency's goals and objectives as well as mission, vision and values in context.

### **Description**

The Department's strategic plan, standards of coverage, monthly reports, annual reports, rules and regulations, brochures, and website are ways that the agency communicates its goals and objectives both electronically and in written format.

### **Appraisal**

Published materials have accurately portrayed the Department's mission and what is attempting to accomplish as evidence of the resident survey feedback received as part of the strategic planning process. The Department's mission, vision, values, goals, and objectives have been included in the Department's strategic plan, standards of coverage, annual reports, and on the Department's website. Brochures related to outreach, fire and life safety education programs, and volunteer recruitment have been published to support the Department's mission. Numerous articles have been published in the Mt. Lebanon Magazine related to the Department's mission, service delivery, and safety-related programs.

### **Plan**

The fire chief and platoon chiefs will continue to update and evaluate published materials as necessary and as part of the annual formal program evaluation process, at a minimum. The department will continue to work with the public information office to find opportunities to market the Department. The fire chief will expand the Department's PIO's responsibility to seek out and improve ways to ensure the department's mission, vision, values, and goals and objectives are communicated.

### **References**

Mt. Lebanon Fire Department Strategic Plan, p. 1 & p. 6

Mt. Lebanon Fire Department Standards of Cover, pp. 11 & 18 - 19

Mt. Lebanon Annual Report, p. 9 & p. 14

Mt. Lebanon Fire Department Career Rules & Regulations, pp. 3 – 6

Mt. Lebanon Fire Department Volunteer Rules & Regulations, p.4

Mt. Lebanon Fire Department Volunteer Recruitment Brochure, Example Document

About Mt. Lebanon Fire Department Brochure, Example Document

Mt. Lebanon Fire Department Citizen's Fire Academy (CFA) Brochure, Example Document

3A.4     Agency goals and objectives are submitted to and reviewed by the governing authority responsible for establishing policy.

### **Description**

The Department's goals and objectives are submitted to and reviewed by the Municipal Manager on an annual basis. The fire chief, with input from staff, submits the department's goals and objectives for the coming fiscal year to the Municipal Manager as part of the fire chief's performance evaluation. These goals and objectives are thoroughly reviewed with the Manager. Departmental goals and objectives may also be submitted to the fire chief from the Municipal Manager as part of this process. In addition, the Municipal Manager and elected officials receive copies of the Department's annual report, strategic plan, and standards of cover, which also include these goals and objectives.

### **Appraisal**

Under the Municipal Code & Home Rule Charter, this authority for establishing departmental policy has been delegated to the Municipal Manager. This process has been adequate in the sense that goals and objectives are communicated, discussed, and reviewed and there have not been any known issues. The process for communicating goals and objectives to elected officials can be improved by having the fire chief provide a summary report of how the department did in meeting its goals and objectives for the previous year and communicating what its goals and objectives are for the coming year by submitting goals and objectives, approved by the Manager, to the elected officials.

### **Plan**

The Department will continue to follow the process stipulated by the Manager for developing goals and objectives and submitting them for review. The fire chief will; however, attach, as part of the annual reporting process, a copy of the Department's goals and objectives along with the annual report and solicit and remain open to feedback from the elected officials. The solicitation of ideas from elected officials will be either through direct discussion and/or by e-mail request.

### **References**

Mt. Lebanon Fire Department Strategic Plan

Mt. Lebanon Fire Department Standards of Coverage

Mt. Lebanon Fire Department Annual Report

Fire Chief's Employee Evaluation

Mt. Lebanon Fire Department Website, Member's Section, Annual and Quarterly Goals

### **Criterion 3B: Implementation of Goals and Objectives**

*A management process is utilized for implementation of goals and objectives.*

#### **Summary:**

The Department implements organizational goals and objectives that are derived from numerous sources including the strategic plan, annual goals, quarterly goals, shift goals, and individual goals. Once these goals and objectives are identified, they are prioritized, and supported by department management to the extent possible. New goals and objectives may be established via the development of annual or quarterly goals in support of the strategic plan and/or the Department's mission, officers meetings, volunteer board meetings, shift meetings, stakeholder feedback, etc. Communications mechanisms include the Department website, organizational meetings, e-mail, and officer's meetings.

## **Performance Indictors:**

**CC 3B.1 Some form of organizational management process is identified and used to implement and track the agency's goals and objectives.**

### **Description**

The Department identifies goals and objectives through the evaluation of data, the strategic planning process, and organizational and individual goals developed as part of annual employee performance evaluations. Standard Operating Guidelines, memorandums, policies and procedures, and budgeting are used to implement goals and objectives.

### **Appraisal**

Measurable results have provided a quality evaluation that is used to adjust goals and objectives. These have included adjusting turnout times from 90 seconds 90% of the time to 80 seconds 90% of the time for 2011. Published standard operating guidelines, annual budgets, capital improvement program, and policies and procedures have provided for adequate implementation of goals and objectives as they are being implemented; however, the management process is not identified in the sense that it is not written.

### **Plan**

The Department will continue to measure the effectiveness of services against established goals and objectives and utilize standard operating guidelines, policies and procedures, budgeting, and quarterly and annual goal setting to achieve the Department's goals and objectives. The fire chief will formalize this implementation process by putting it in writing.

### **References**

Mt. Lebanon Fire Department Strategic Plan, PP. 11-26

Mt. Lebanon Fire Department Standards of Coverage

Mt. Lebanon Annual Report, P. 14

Mt. Lebanon Fire Department Career and Volunteer Rules & Regulations, Duty Fire Office

Mt. Lebanon Fire Department Standard Operating Guidelines, Duty Fire Office

Mt. Lebanon Fire Department Website, Member's Section

Annual Goals and Objectives, [http://www.mtlfd.org/index.php?page=prv\\_members](http://www.mtlfd.org/index.php?page=prv_members)



3B.2 The agency's goals and objectives are disseminated to all members of the organization.

### **Description**

The Department's strategic plan is available on the fire department's website. All career staff members receive a copy of the annual goals and objectives in their mailboxes and they are annually reviewed with the entire membership at the January departmental meeting. The Department implemented a member's section of the website in 2009 to improve communications. The members section of the organization's website allows for each individual to stay abreast of the department's goals and objectives. The members section of the agency's website lists the department's quarterly and annual goal and objectives. This resource is available by providing each member with a login capability to the information. The fire chief sends an e-mail to all members to inform them that the members section has been updated, usually quarterly, as new quarterly goals and objectives are posted. In addition, goals and objectives are regularly discussed at monthly officer's meetings.

### **Appraisal**

The dissemination of goals and objectives has been effective from the standpoint that they have been reviewed annually with the entire membership at a departmental meeting, are available to the membership on the Department's website, are reviewed at officer's meetings, and are being implemented. It is not known to what extent; however, that the entire membership is utilizing the member's section to stay abreast of the status of departmental goals and objectives and quarterly operational goals.

### **Plan**

The Department will continue to use various communication tools to keep its membership informed of the agency's goals and objectives. In an effort to continually improve, the agency will consider new avenues as they arise to achieve the same goal. The fire chief will solicit feedback from the membership as part of the strategic plan update to determine if current communication mechanisms are effective.

**References**

Officer's Meeting Agendas March 2009

Business Meeting Minutes, May 2009

Mt. Lebanon Fire Department Goals and Objectives, 2011, Fire Chief

Mt. Lebanon Fire Department Strategic Plan, P 24

Mt. Lebanon Fire Department Website, member's Section, Annual and Quarterly Goals

[http://www.mtlfd.org/index.php?page=prv\\_members](http://www.mtlfd.org/index.php?page=prv_members)

### **Criterion 3C: Measurement of Organizational Progress**

*Processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically.*

#### **Summary:**

Goals and objectives included in the Department's strategic plan are evaluated and updated annually by the strategic planning committee. This evaluation measures progress towards completion of existing objectives and adds goals and objectives for the upcoming year, making the strategic plan a continuous improvement document.

Annually, goals and objectives are developed by each individual and functional area and submitted to the fire chief. Individual goals and objectives are included in the employee's performance evaluation. Functional area goals and objectives are included in the annual formal program evaluation. Utilizing individual and functional area goals and objectives, the fire chief develops departmental annual goals and objectives as part of the fire chief's performance evaluation process with the municipal manager. These annual goals and objectives support the Department's mission and community and support the goals and objectives identified in the strategic plan.

Annual goals and objectives are added to the strategic plan to ensure it continues to be a working document. Quarterly operational goals are developed by the platoon chiefs and fire chief, in support of annual goals and objectives. Quarterly operational goals and annual goals and objectives are published to the fire department website for member access.

Performance measurements for response are evaluated on an on-going basis and updated, at least annually, as part of the standards of cover update.

## **Performance Indicators:**

**CC 3C.1 The agency's goals and objectives are examined and modified at least annually for quality and to ensure they remain current and consistent with the agency's mission, vision, and long range plan(s).**

### **Description**

Programs, services, goals, and objectives are reviewed at least annually via officer meetings, volunteer board meetings, performance evaluations, formal program evaluations, monthly and annual data analysis and reporting, budget development, needs assessments, program and Departmental goals and objectives development, and goals and objectives progress reports completed by the strategic planning committee. The Department has utilized many different processes for reviewing programs, services, goals, and objectives. Programs, services, goals, and objectives have been evaluated annually, at a minimum, through the development of the annual budget and report and employee evaluations. Quarterly goals and objectives have been developed and are reviewed at monthly officers meetings to support annual and strategic goals and objectives. Quarterly and annual goals have been disseminated to all members via e-mail and the Department's website. A training needs assessment has been developed to address the Department's training program.

### **Appraisal**

The process of examining and modifying goals and objectives has improved significantly with the development of a strategic plan and annual and quarterly goals and objectives that support the strategic plan and the department's mission. With the development of the Department's 1<sup>st</sup> strategic plan in late 2008, it is probably too soon to determine the effectiveness of the current process; however, many goals and objectives are being implemented and the department's compliance towards meeting benchmarks has improved.

### **Plan**

The fire chief, officers, and volunteer board will continue to review programs, services, goals, and objectives, at least annually. The Department will remain open to new ideas or processes that might enhance this process and the strategic plan and feedback from members, the manager, and elected officials as a barometer for developing quality annual goals.

## **References**

Mt. Lebanon Fire Department Strategic Plan  
Mt. Lebanon Fire Department Annual Report  
Mt. Lebanon Fire Department Monthly Report  
Mt. Lebanon Fire Department Budget  
Mt. Lebanon Fire Department Website, Member's Section  
Monthly Officer's Meeting Agendas, 3/2009  
Volunteer Board Meeting Agendas, 2/2009  
2009 Fire Suppression Program Evaluation  
2010 Fire Suppression Program Evaluation  
2009 Mt. Lebanon Fire Department Goals & Objectives  
2010 Mt. Lebanon Fire Department Goals & Objectives  
2011 Mt. Lebanon Fire Department Goals & Objectives

3C.2 The agency establishes performance measures to evaluate achievement of general organizational and operational program goals and objectives.

### **Description**

Goals and objectives are assessed primarily on a “met”, “not met” or “%” basis as part of the annual program evaluation. Quality and achievement of goals are part of the formal program review, based on both empirical and anecdotal evidence. Performance measures are utilized to measure turnout time, travel time, total response time, capability to initiate attack, assembly of an effective response force, fire loss, fires confined to the area of origin, attendance at calls and drills, injuries, inspections, public education activities, etc..

### **Appraisal**

Prior to the development of a strategic plan in 2008, the Department utilized annual goals and objectives developed as part of the employee performance evaluation process to set organizational goals and objectives. These goals and objectives generally encompassed a one year period. This system has been effective and now supports the strategic plan. The implementation of an annual formal program review, as required for accreditation, has allowed the Department to more formally evaluate program delivery and effectiveness. Performance measures for response have allowed the Department to empirically evaluate the effectiveness of the level of service(s) it is providing. Goals and objectives incorporating the elements of time, quality, and quantity need to be included in more program areas.

### **Plan**

Goal and objectives will continue to be assessed annually by the strategic planning committee and fire chief to determine the quality achievement and need for each goal and objective. Staff members will continue to develop goals and objectives for operational areas that will be incorporated into the Department goals as part of the fire chief’s evaluation and used as part of the annual formal program evaluation. The elements of time, quality, and quantity will be incorporated into more program areas as part of the formal annual program evaluations.

**References**

Mt. Lebanon Fire Department Strategic Plan , p. 27

Mt. Lebanon Fire Department Employee Evaluation

Mt. Lebanon Fire Department Goals and Objectives

Mt. Lebanon Fire Department Standards of Cover, pp. 53 - 59

## **Category IV: Financial Resources**

This category evaluates the financial condition of an agency to determine its ability to fund operational priorities, its effectiveness in serving the community needs, and its prognosis for long-range quality of service given what can be a dynamic and adverse fiscal environment.

Resources must be adequate to maintain the various programs to which an agency has made a commitment. Whether the agency is public or private, stability of revenues (demonstrated by a consistent history through at least the past three years) is fundamental.

The chief fire officer or chief executive officer, professional staff, and governing board share responsibility for planning, management, and stability of financial resources. Budget preparation is the ultimate responsibility of the chief fire officer or chief executive officer and administrative staff. Since the budget is the financial expression of agency programs and priorities, it should be developed through appropriate consultation with the governing board of the authority having jurisdiction, departments, divisions, and other units. In approving the budget, the governing board approves the acquisition and allocation of resources consistent with agency goals, objectives, and stated priorities.



#### Criterion 4A: Financial Planning

*Financial planning and resource allocation is based on agency planning involving broad staff participation.*

*The agency's plan for financing should reflect sound strategic planning and a commitment to its stated goals and objectives. Financial support for programs and services should be deemed by the agency as adequate to maintain the number and quality of personnel and other operational costs.*

#### **Summary:**

The Department is given direction by the municipal government with regard to budget planning and preparation. This includes policies and guidelines that manage the budgeting process. Career personnel and the governing body on the volunteer department play an active role in the budget formation process. Operating from their areas of responsibility, recommendations are made to the fire chief for items or services to include in the budget.

The Department references its strategic plan, goals and objectives during the budget formation process to ensure that these items are properly represented in the final version of the document. Because of municipal ordinance, the government must operate using zero-based budget process. Therefore, services levels are established in the budget to ensure that adequate personnel are available for service delivery. These are reviewed annually during the budget formation process.

## **Performance Indicators:**

- 4A.1 The governing body and regulatory agencies give the agency appropriate direction in budget and planning matters within their scope of services.

### **Description**

The Department is given appropriate direction in budget and planning via the Municipal budget schedule and budget process. The budget schedule outlines budget meeting dates, when service levels are due, and when the Department can expect to receive budgetary information from the Finance Department. Annually, the Finance Department has facilitated a preliminary budget meeting with department directors and applicable staff to provide appropriate direction. The objective of this initial meeting has been to present the budget schedule and the responsibilities of each department in formulating their Department's budget. Budgetary information including salary, fringe benefits, utilities, revenues, and contractual obligations are provided to the Department. Monthly, the Department receives a listing of account balances in addition to maintaining its own budget ledgers.

### **Appraisal**

The budget schedule and process have worked well for the Department. The Manager, in conjunction with local officials, has given the Department appropriate direction regarding revenues and expenditures in order to prepare the budget. The department has been within budget the previous three years and has had adequate funds to deliver services, perform required maintenance, meet payroll obligations, etc.

### **Plan**

The manager, finance director, and fire chief will continue to monitor local conditions and priorities in developing the annual budget and capital improvement program as part of the annual budget and capital improvement program submissions. The fire chief will continue to at least annually, as part of the fire chief's annual evaluation process, discuss major budget items and issues with the manager.

**References**

Budget Schedule Memo, Example Document, Finance Office

Mt. Lebanon Fire Department Annual Budget

Mt. Lebanon Capital Improvement Program (CIP)

Mt. Lebanon Fire Department Budget Ledgers, Fire Chief

Mt. Lebanon Monthly Finance Report April, 2011

**CC 4A.2 Policies, guidelines and processes for developing the annual budget are defined and followed.**

**Description**

Policies, guidelines and processes for developing the annual budget are defined in the Mt. Lebanon Home Rule Charter, Article IX, and the Mt. Lebanon Municipal Code, Chapter 1, Part 1. These policies, guidelines, and processes are in reference to the Manager's and elected officials responsibilities in preparing the budget. The Department has developed a critical procedure for developing the Department's annual operating budget and the capital improvement program submissions. Each department's responsibilities and deliverables are outlined in the preliminary budget meeting and include guidelines and requirements for developing budget submissions, reviews and final recommendations to the manager and ultimately the elected offices. The municipality is a home-rule charter community and utilizes zero-based budgeting for developing an annual operating budget. The process requires the Department to participate by compiling and submitting information.

**Appraisal**

The Department has followed the Municipalities' policies, guidelines and process for developing the annual budget by submitting required information, attending meetings, and presenting the Department's budget to elected officials per the Budget schedule and requirements of the Mt. Lebanon Code and Municipal Charter. The Municipality has consistently met the requirements of the Municipal Code and Home Rule Charter in developing and presenting the budget to the public. The process may be improved by having the finance department develop written policies and guidelines for the individual departments to follow.

**Plan**

The Municipality will continue to follow the policies, guidelines and processes as outlined in the Municipal Code and Home Rule Charter while maintaining an awareness of changes to any state or federal laws that may require changes or changes implemented by elected officials. The fire chief will work with the finance department over the next year to ensure its critical procedure is adequate to serve as a written procedure for developing the fire department budget.

**References**

Budget Schedule Memo, Example Document, Finance Office

Mt. Lebanon Home Rule Charter & Municipal Code, Chapter IX – Budget and Fiscal Matters.,  
PP. C17-C22

Mt. Lebanon Home Rule Charter & Municipal Code, Section 1, Part 1, Administration, PP. I9-  
I10

Mt. Lebanon Fire Department Critical Procedure 101, S:\Critical Procedures Manual, see exhibit  
101 Operating Budget

Mt. Lebanon Fire Department Critical procedure 102, S:\Critical Procedures Manual, see exhibit  
102 Capital Budget

4A.3 The budget process involves input from appropriate persons or groups, including staff officers and other members of the agency.

### **Description**

The Department's budget process includes input from all career staff by operational area and the volunteer board of directors. The submissions from staff have included include the costs for contractual obligations, major repairs, equipment replacement, new equipment, and program or service level changes. The members have ranked the submissions in order of priority, from high to low. Budget submissions have also been placed on officer and volunteer board of directors meeting agendas for discussion and volunteer members review the volunteer budget prior to submission. Budget proposals are forwarded to the fire chief for inclusion in the Department's annual budget requests. Funds are allocated to support program areas such as maintenance, prevention and education, training, etc.

### **Appraisal**

All members of the organization have some level of input, with the volunteer board of directors; career officers, and platoon chiefs making budget submissions in writing. This process has been effective from a budget development standpoint but not as effective as it could be from the standpoint that the "most important" requests are being funded. The priority of the budget submissions are currently determined by the fire chief. This process could be improved by reviewing the budget submissions to a monthly officer's meeting and allowing the platoon chiefs to review the submissions and provide additional input.

### **Plan**

The Department will continue to solicit input from staff for budget development. The fire chief will look into developing a standardized form for budget submissions. All budget submissions will be reviewed annually at an officer's meeting with input from the platoon chiefs prior to the fire chief developing a final budget.

## **References**

2009 Budget Submissions from Staff, Individual Documents from Staff

4A.4 The annual budget, short and long-range financial planning, and capital expenditures are consistent with agency priorities and support achievement of the agency's strategic plan and goals and objectives.

### **Description**

The annual budget is organized around agency mission and program delivery. These programs result from an assessment of demands for service, demands for programs, changing demographics, the Department's goals and objectives, and economic indicators. The fire chief prioritizes goals and objectives to reflect the importance of funding. Expanded service levels are provided for consideration. The priorities identified in the Department's strategic plan are considered in the budget process. The Capital Improvement Plan reflects needs that are part of the Department's long-range planning.

### **Appraisal**

The Department goals and objectives have remained at the core of the annual budget and capital improvement program development. The annual budget has accurately reflected the Department's needs, goals, and objectives; however, the economic climate and current elected officials are opposed to expanding service. The Department continues to try to do more with less. The Department needs to improve how local government views and funds fire protection and is hopeful that this process will be helpful in explaining these needs to elected officials.

### **Plan**

The fire chief will continue to plan according to the Manager's and local officials' budget and service priorities. The budget will continue to be developed to meet the Department's plans and priorities as identified in the strategic plan and will continue to include service level improvements for consideration.

### **References**

Mt. Lebanon Fire Department Annual Budget, pp. 77-77.1 Budget Service Levels, Fire Protection  
Mt. Lebanon Capital Improvement Program(CIP) 2011-2015, pp. 62-66  
Mt. Lebanon Fire Department Strategic Plan, PP 11-26



Mt. Lebanon Fire Department Goals & Objectives,2011, Examples Document, Fire Chief

#### 4A.5 Budgeted expenditures are consistent with projected financial resources.

##### **Description**

Budgeted expenditures are kept in line with projected financial resources as the recommended budget is balanced (i.e. total revenues equal total expenditures). Revenues are forecasted for the annual budget along with the expenditures departmental expenditure submissions. The fire chief and administrative platoon chief maintain accurate records and ledgers to ensure the Department does not go over budget. If a difference exists, the fire chief works with the finance department to look for any reduction in expenditures or appropriate increases to revenues and the impact to the services delivered to the community. If unforeseen problem occur, the fire chief works with the manager and the finance department to resolve.

##### **Appraisal**

The Municipality has implemented an effective system of checks and balances to ensure that budget expenditures remain in line with projected financial resources. To illustrate that budgeted expenditures are in line with projected financial resources, Moody's Investor Services has reaffirmed Mt. Lebanon's very strong Aa2 bond rating in 2008, In 2010, the Municipality's bond rating increased from an Aa2 to an Aa1. one of only 11 municipalities in Pennsylvania that were rated Aa2. The fire department has also been within budget for at least the past three years while cutting non-personnel related costs by 28%.

##### **Plan**

The fire chief and administrative platoon chief will continue to work with the manager and finance director to ensure expenditures are in line with projected financial resources. This will continue to be an on-going process as account overruns are experienced and based on monthly departmental financial reports. The fire chief will also continue to communicate and work with the manager and finance director as unforeseen expenses occur.

##### **References**

Moody's Investor Services Aa1 Bond Rating for Mt. Lebanon, Example Document, 2010

Mt. Lebanon Fire Department Budget Ledgers: S:/Fire Chief/Budget Ledgers

Mt. Lebanon Fire Department OT Summary: S:/Administration Platoon/Payroll/2010

Mt. Lebanon Monthly Budget Report, April 2011

Mt. Lebanon Manager's Recommended Budget, p. 7

#### **Criterion 4B: Financial Practices**

*Financial management of the agency exhibits sound budgeting and control, proper recording, reporting and auditing.*

*NOTE: An agency that has already received the Certificate of Achievement for Excellence in Financial Reporting (Certificate) from the **Government Finance Officers Association (GFOA)** for their **Comprehensive Annual Financial Report (CAFR)** may submit that certificate and their **Comprehensive Annual Financial Report** as prima facie compliance with this criterion. (The agency need not address performance indicators 4B.1 – 4B.8). Reciprocity for this is acknowledged by review of the GFOA's process for reviewing CAFRs submitted to its Certificate Program.*

#### **Summary:**

The municipal government associated with the Department has attained the Certificate of Achievement for Excellence Reporting from the Government Finance Officer Association (GFOA) for over thirty years, the longest of any municipality in the state of Pennsylvania.

**Performance Indictors:**

4B.1 Financial resources management adheres to generally accepted accounting practices (GAAP) for budgeting and accounting. Appropriate safeguards are in place for expenditures, fiscal reports are provided for administrative decision making, and sufficient flexibility exists to meet contingencies.

**Description**

In November 2010, the Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to Mt. Lebanon, Pennsylvania for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ended December 31, 2009. Mt. Lebanon has received this award for 34 consecutive years, the longest of any municipality in Pennsylvania.

**Appraisal**

The certificate of achievement is the highest form of recognition in governmental accounting and reporting, and its attainment represents a significant accomplishment by a government and its management. In order to be awarded a Certificate of Achievement, a governmental unit must publish an easily readable and efficiently organized comprehensive annual financial report, whose contents conform to program standards. Such reports must satisfy both generally accepted accounting principles and applicable legal requirements

**Plan**

The Municipality of Mt. Lebanon plans to continue with its certification from the GFOA.

**References**

Certificate of Achievement for Excellence of financial reporting from the GFOA.,P P. 7-9 2010  
Comprehensive Annual Financial Report

4B.2 Financial administration responsibilities are organized into specific assignments, which are supported by specific clearly-defined policies.

**Description**

The Municipality of Mt. Lebanon is certified by the Government Finance Officers Association (GFOA).

**Appraisal**

Reciprocity is granted to the Municipality because of its GFOA certification.

**Plan**

The Municipality plans to continue its certification with the GFOA.

**References**

Performance Indicator 4B.1

Certificate of Achievement for Excellence in Financial Reporting (GFOA).

4B.3 Any projected operating deficit (expenditures exceeding revenues in a budget year) is explained, and a plan developed to rectify the deficit.

**Description**

The Municipality of Mt. Lebanon is certified by the Government Finance Officers Association (GFOA).

**Appraisal**

Reciprocity is granted to the Municipality because of its GFOA certification.

**Plan**

The Municipality plans to continue its certification with the GFOA.

**References**

Certificate of Achievement for Excellence in Financial Reporting (GFOA).

4B.4 Periodic financial reports are reviewed by the agency.

**Description**

The Municipality of Mt. Lebanon is certified by the Government Finance Officers Association (GFOA).

**Appraisal**

Reciprocity is granted to the Municipality because of its GFOA certification.

**Plan**

The Municipality plans to continue its certification with the GFOA.

**References**

Certificate of Achievement for Excellence in Financial Reporting (GFOA).



**CC 4B.5 Independent financial audits are conducted annually for the prior fiscal year.**  
**Deficiencies are noted and plans made to resolve audit exceptions.**

**Description**

The Municipality of Mt. Lebanon is certified by the Government Finance Officers Association (GFOA).

**Appraisal**

Reciprocity is granted to the Municipality because of its GFOA certification.

**Plan**

The Municipality plans to continue its certification with the GFOA.

**References**

Certificate of Achievement for Excellence in Financial Reporting (GFOA).

4B.6 The agency and any subsidiary entities or auxiliaries have financial risk management policies and programs that protect the agency and its assets.

**Description**

The Municipality of Mt. Lebanon is certified by the Government Finance Officers Association (GFOA).

**Appraisal**

Reciprocity is granted to the Municipality because of its GFOA certification.

**Plan**

The Municipality plans to continue its certification with the GFOA.

**References**

Certificate of Achievement for Excellence in Financial Reporting (GFOA).

4B.7 Programs designed to develop financial support from outside sources are planned and coordinated to reflect the objectives of the agency. All fund-raising activities are governed by agency policy, comply with GAAP and/or other recognized financial principles, and are subject to public disclosure and periodic independent financial audits.

**Description**

The Municipality of Mt. Lebanon is certified by the Government Finance Officers Association (GFOA).

**Appraisal**

Reciprocity is granted to the Municipality because of its GFOA certification.

**Plan**

The Municipality plans to continue its certification with the GFOA.

**References**

Certificate of Achievement for Excellence in Financial Reporting (GFOA).

4B.8 Any revenue producing organizations permitted to use the agency's name and/or reputation conform to agency principles of financial operation.

**Description**

The Municipality of Mt. Lebanon is certified by the Government Finance Officers Association (GFOA).

**Appraisal**

Reciprocity is granted to the Municipality because of its GFOA certification.

**Plan**

The Municipality plans to continue its certification with the GFOA.

**References**

Certificate of Achievement for Excellence in Financial Reporting (GFOA).

#### **Criterion 4C: Resource Allocation**

*Financial resources are allocated appropriately to support the established organizational mission, the stated long-term plan, and goals and objectives, and to maintain the quality of programs and services.*

*Financial stability is a fundamental aspect of an agency's integrity. The agency must ensure that programs and services provided can be supported by the necessary fiscal resources using sound budgetary practices.*

#### **Summary:**

Financial resources are budgeted to support the goals and objectives of the Department. Service levels are used to determine the programs that the Department delivers to the community. These programs are made available based upon current and anticipated revenue levels.

The Agency's parent government operates through a zero-based budgeting process. All service levels are approved annually through budget meetings between the fire chief and elected officials. The municipal government associated with the Department has attained the Certificate of Achievement for Excellence Reporting from the Government Finance Officer Association (GFOA) for over thirty years, the longest of any municipality in the state of Pennsylvania.

## **Performance Indicators:**

**CC 4C.1 Programs and activities based on current and anticipated revenues are adequate to maintain adopted levels of service.**

### **Description**

Service levels (programs and activities) are based on current and anticipated revenues. The Finance Director and Tax Collector have the responsibility of projecting revenues. The Finance Department provides reports of annual revenue projections and identifies the impact of the projections on the budget. The Municipality maintains a fund balance of approximately 10% and an Aa1 Bond Rating. The Department has operated at its current service level of 17 full-time staff since 2000. This service level has allowed the Department to deliver the current level of programs and activities, including fire and life safety education and community outreach programs while meeting response objectives. The Municipality has utilized zero-based budgeting to develop its annual budget and allocate funds to Municipal departments. Zero-based budgeting has required Municipal departments to start from a "zero base" and every function within the organization has been analyzed for its needs and costs. Budgets have been built around what is needed for the upcoming period, regardless of whether the budget is higher or lower than the previous one.

Zero-based budgeting has allowed top-level strategic goals to be implemented into the budgeting process by tying them to specific functional areas of the organization, where costs can be first grouped, then measured against previous results and current expectations.

### **Appraisal**

The Department has been able to adequately maintain its service level, Service Level 5, consisting of 17 full-time staff and up to 50 volunteers since 1999 while the budget has increased from 1.72 million to 3.00 million annually. During this time period, the Department has not only maintained many of its programs, but has implemented several new programs, with current staffing, to meet changing needs and demographics.

**Plan**

The fire chief will continue to develop the annual fire department budget utilizing zero-based budgeting and focusing on program delivery. During budget presentations, at a minimum, the fire chief will continue to offer increased service level options for municipal consideration. The Municipality will continue to base adopted levels of service on revenue projections utilizing zero-based budgeting.

**References**

Mt. Lebanon Manager's Recommended Budget, p. 7 & p. 58  
Mt. Lebanon Fire Department Budget, Budget Service Levels, Fire Protection  
Moody's Investor Services Aa1 Example Document, October,2010

#### 4C.2 Plans exist for the payment of long-term liabilities and debts.

##### **Description**

For budgeting and disclosure purposes, a perpetual current and outstanding debt service schedule is maintained by the Finance department. This schedule is updated with each bond issuance by the municipality's financial advisor. The debt service amounts for each year are included in the annual budget which is submitted by the manager and voted for adoption by the Mt. Lebanon commission. The municipal solicitor and bond issue counsel review and file all appropriate debt documents in accordance to all applicable laws. In 2006, a formal debt policy was adopted by Mt. Lebanon. The key objectives of the policy are to:

- Strategically use the Municipality's credit to fund projects to meet the community's highest priority capital needs, properly maintain infrastructure and provide a platform for economic revitalization and growth.
- Manage the Municipality's credit to maintain the highest possible credit rating thereby enabling the issuance of debt at favorable rates.
- Maintain balance between debt service requirements and their impact on the operating budget.

##### **Appraisal**

The debt policy has served as a guide to articulate Mt. Lebanon's philosophy regarding debt and to establish a framework to guide decisions regarding the use and management of debt. The effectiveness of this debt policy is exhibited by Mt. Lebanon's Aa1 bond rating.

##### **Plan**

The Municipality (Manager & Assistant Manager) will continue to evaluate the plans for the payment of long-term liabilities and debt, per the Mt. Lebanon Debt Policy. Debt will continue to be issued only through a 4/5 vote of the elected officials per the Mt. Lebanon Code & Home Rule Charter.



**References**

Mt. Lebanon Debt Policy, Example Document, October 2006

Mt. Lebanon Manager's Recommended Budget, p. 7 & p. 58

Mt. Lebanon Code & Home Rule Charter, Article IX, PP. C17-C22

4C.3 Future asset maintenance costs are projected with related funding plans.

### **Description**

Maintenance costs are projected as part of the annual budget process. The Department and Public Works Department has projected and included future maintenance costs in its annual budget submission. Maintenance costs associated with apparatus repair and facilities have been communicated to the Public Works Director for inclusion into the Public Works budget submission for vehicle and facility maintenance. Unforeseen maintenance costs are discussed with the manager and funding has been available when the Department or public works department exceeds the annual maintenance budget.

### **Appraisal**

Overall, the communication and projection of future maintenance costs has worked well as funding has been available for maintenance.

### **Plan**

The fire chief will continue to annually project maintenance costs and communicate with the Public Works Department and Finance Director to ensure future maintenance costs are projected and plans made to fund them as part of the annual budget process and capital improvement program.

### **References**

Mt. Lebanon Manager's Recommended Budget, p. 74 & p. 76

Mt. Lebanon Fire Department Budget, P. 6. Section 43101 & P.8 Section 45101

4C.4 Financial plans avoid the use of one-time funding sources to cover ongoing costs unless plans are provided to ensure a means of continuity for personnel resources and capital assets.

### **Description**

The Municipality's financial plans avoid the use of one-time funding sources to cover on-going costs through cost containment and a culture of being good stewards of the taxpayer's resources. The municipality has maintained a strong financial position through cost containment and being good stewards of the taxpayer's resources. At year-end 2008, the Municipality's general fund undesignated fund balance which is the difference between assets and liabilities grew by \$283,500 during 2008. Through careful management of resources, the community's undesignated fund balance has increased from 4.1 percent of general fund revenues in 2004 to a 10.8% of general fund revenues at the end of 2008 and 11% at the end of 2010. In 2010, the Municipality's bond rating increased from an Aa2 to an Aa1.

### **Appraisal**

This effort has provided a sufficient level of fund balance to absorb unpredictable and unanticipated events and serve to protect the community's attractive Aa1 bond rating, which translates to lower interest rates on municipal debt, and the community's undesignated fund balance.

### **Plan**

The fire chief will continue to communicate with the manager and finance director to ensure on-going costs are planned for. As part of both the annual budgeting process and capital improvement program development and routinely as necessary.

### **References**

Moody's Investor Services Aa1, Example Document, October,2010

Mt. Lebanon Comprehensive Annual Financial Report, 2010, P.7

4C.5 Contingency funds are maintained in accordance with GAAP recommendations and anticipate budgetary restrictions and/or shortfalls.

### **Description**

Contingency funds are maintained through the Municipality's undesignated fund balance. Both rating agency and industry practices set an undesignated general fund balance range of 5 to 15 percent as the appropriate level. An attractive bond rating reduces the Municipality's interest rates over the life of bond issuances to fund capital expenditures and is favorably viewed as a best practice for governments. In addition, a sufficient level is maintained to meet operating cost needs and allow for unforeseen needs of an emergency nature and to permit an orderly adjustment to changes from significant fluctuations of revenue sources.

### **Appraisal**

At year end 2010, the general fund undesignated fund balance was 11% of general fund revenues which continues to contribute to a strong bond rating. In 2010, the Municipality's bond rating increased from an Aa2 to an Aa1 and has translated to lower interest rates on municipal debt for appropriate and authorized project expenditures.

### **Plan**

The Municipality's plan is to try to maintain an undesignated fund balance of around 10% and Aa1 bond rating.

### **References**

Moody's Investor Services Aa1 Bond rating for Mt. Lebanon, October, 2010  
Mt. Lebanon Comprehensive Annual Financial Report, 2010, P.7

## **Category V: Programs**

This category is defined as the services, activities and responses provided by the agency for the community or facility that are designed, organized, and operated in compliance with the agency's mission, goals and objectives. Category VIII – Training and Competency, however, appraises the level of proficiency with which personnel actually perform within these programs.

The key elements used to evaluate these services are: adequacy, deficiency, effectiveness, methods, and results of programs. For purposes of accreditation, these terms are defined within the glossary.

The agency's mission, goals, and objectives should determine the applicability of all the listed programs. The agency should decide the relevancy of each criterion in their self-assessment report. For criterion in Category V, "Programs," that are not applicable to the agency; the agency should briefly explain why it does not provide this program.

## Category V

### Criterion 5A: Fire Suppression

*The agency operates an adequate, effective, and efficient fire suppression program directed toward controlling and/or extinguishing fires for the purposes of protecting people from injury or death, and reducing property loss.*

#### Summary:

The effectiveness of the Department's fire suppression program can be measured in its very low fire loss per capita (5-year average of \$17.96 per capita), low number of civilian fire fatalities (twelve civilian fire casualties since 1960), and percentage of fires contained to the compartment of origin (95%), and ISO Rating (High Class 3). The entire community is classified as an "urban" service area. The Allegheny County Dispatch Center's call handling baseline was 1:53 for structural fires in 2010, but has shown steady improvement and the department is exercising its influence to improve call handling times. The Department's baseline turnout time is 81 seconds, the baseline first due travel time is 4:41, the baseline second due travel time is 5:57, the baseline effective response force assembly travel time is 11:00. The baseline total response time for the 1<sup>st</sup> due unit, including call handling, is 7:07 for structural fires.

The Department averages 25 members per structural fire incident and has written mutual and automatic aid agreements with surrounding departments. Including automatic and mutual aid, the Department averages 42 personnel per structural call. Apparatus and equipment is adequate per ISO Standards. The water system has a relative ISO Rating of a Class 1. Standard operating guidelines, including a standardized incident management system, are in place.

Because the number of on-duty personnel varies, from a maximum of eight to a minimum of two firefighters on duty, and any number of volunteers in station, the Department utilizes "adaptive" response protocols to deploy resources. These protocols take into consideration time of day, number of personnel on duty, dispatch information, life hazard, etc. On any incident, approximately 50% of the off-duty career and volunteer staff respond directly to the incident

scene to allow for the assembly of an initial firefighting force of four (4) members an effective response force in the quickest time possible. Average on-duty staffing for 2010 was 5.13 firefighters per shift, including volunteers on duty shifts. The Department's baseline assembly for an initial firefighting force of four (4) firefighters was :50.

Firehouse Reporting Software allows for the analysis of the fire suppression program by providing reports on turnout times, response times, incident types, incident locations, etc. The effectiveness of the fire suppression program is documented in the standards of cover, including a historical analysis time and on scene performance expectations, critical tasking, distribution, concentration, reliability, first-due analysis, effective response force, and stop-loss points.

## **Performance Indicators:**

**CC 5A.1 Given the agency's standards of response coverage and emergency deployment objectives, the agency meets its staffing, response time, pumping capacity, apparatus and equipment deployment objectives for each type and magnitude of fire suppression emergency incidents.**

### **Description**

The Department's first unit benchmark is to respond to all suppression events in 6 minutes and 20 seconds or less, total response time, 90% of the time. The first-due unit shall be staffed with a minimum of three (3) firefighters and be capable of carrying 500 gallons of water and flowing 1,500 gpm, establishing a rapid intervention crew and entry team and advancing a 1-3/4" line for fire control or affecting rescue within one minute of arrival with four firefighters 90% of the time.

The Department's moderate risk effective response force (ERF) assembly benchmark is to provide an ERF of fifteen (15) firefighters in 10 minutes and 20 seconds or less total response time, 90% of the time. The ERF shall be capable of establishing command, establishing an uninterrupted water supply, advancing an attack and backup line for fire control, forcible entry, utility control, victim search and rescue, and ventilation. High and special risk benchmarks, ERF's and 1<sup>st</sup> unit baselines are included in the standards of cover.

### **Appraisal**

The Department's 1<sup>st</sup> unit total response time baseline was 7:07. The Department's baseline turnout time is 81 seconds, the baseline first due travel time is 4:41, the baseline second due travel time is 5:57, the baseline effective response force assembly travel time is 11:00. The first-due unit was staffed with a minimum of three firefighters 76% of the time and had the capability to initiate attack with 4 firefighters within 1 minute of arrival 82% of the time with a baseline



assembly time of :50 The ERF total assembly baseline time was 15:02 and needs to be improved; however, the Department is still struggling to obtain accurate ERF assembly times due to personnel responding directly to the scene. The Department's apparatus, pumping capability, and equipment are adequate based on the 2009 ISO evaluation. The use of automatic and mutual aid agreements have allowed the Department to meet its deployment objectives for high and special risk occupancies.

### **Plan**

The fire chief and operations chief will continue to evaluate the Standards of Cover and emergency deployment objectives for fire suppression, at least annually, as part of the SOC update and fire suppression program evaluation. The Department will implement additional procedures in July of 2011 to try to gather better ERF assembly data. The fire chief, will continue to exercise the community's influence with the dispatch center by reviewing data and calling meetings as necessary. The Department will also implement a mobile CAD and update its run cards in an effort to improve dispatch and data accuracy by May 1, 2011. The Department will continue to try to improve its ISO rating and utilize mutual aid for incidents that exceed the Department's capabilities.

### **Reference(s)**

Mt. Lebanon Fire Department Standards of Coverage, pp. 53 – 55 & pp. 67 - 72  
Mt. Lebanon Public Protection Classification Summary Report, PP. 6 & 35  
Grace Industries Incident Log, Examples Document, November 2009  
Firehouse Reporting Software, Example Document 5A1 & 5A6

5A.2 The agency defines and provides appropriate and adequate equipment to accomplish the stated level of response for fire suppression and to be compliant with local, state/provincial and national standards.

### **Description**

The Department's maintains three first line engines, a quint, and an advanced rescue truck to accomplish its stated level of response for fire suppression. All fire apparatus are manufactured in compliance with NFPA Standards and designed to meet the stated level of response and community ISO requirements for needed engine companies, ladder/service companies, pump capacity, and basic fire flow. At least two engine companies and a ladder/service company respond to reported fires in the district, not including automatic and mutual aid. An additional engine is available to respond to overlapping calls. Equipment inventories are in compliance with ISO, NFPA, and Departmental requirements/needs. Apparatus committees consider local, state, and national standards/requirements when developing specifications. Firehouse Reporting Software is used to track equipment.

### **Appraisal**

Fire apparatus and equipment effectively meet the stated level of response for fire suppression as defined by the community's risk assessment and ISO requirements. Equipment carried on apparatus is compliant with ISO requirements and NFPA recommendations. The Department received a perfect score for equipment carried on fire apparatus during its most recent ISO evaluation and meets apparatus and pump capacity requirements

### **Plan**

The fire chief and platoon chiefs will continue to evaluate, upgrade, test, and replace apparatus in accordance with the Fleet Replacement and Capital Improvement Programs to meet the stated level of response and industry best practices. New committees will be formed for apparatus specifications and major equipment purchases. Local, state, and national standards will be referenced.

**Reference(s)**

Apparatus Inventory, Example Documents, Resource Management Platoon  
Equipment Inventory, Example Documents, Resource Management Platoon  
Mt. Lebanon Fire Department Standards of Cover, p. 10  
Mt. Lebanon Public Protection Classification Summary (CIP) Report, P.6  
Mt. Lebanon Capital Improvement Program, pp. 62-66  
Mt. Lebanon Fleet Replacement Program, Example Document, 2009

5A.3 Supplies and materials allocation (e.g., foam, gasoline, fuel, batteries, etc.) is based on established objectives, is appropriate to meet fire suppression operational needs, and is compliant with local, state/provincial and national standards.

### **Description**

The Department has access to fuel at the public works department located in the western district of the municipality. In addition, other operational resources (foam, batteries, tarps, etc.) are stored at the fire department in various locations. Each platoon chief budgets for supplies and materials within their functional areas. The resource management platoon is responsible for maintaining an appropriate stock of equipment and materials to meet operational needs. Supplies and materials are included in the Department's annual budget.

### **Appraisal**

The current system of storing resources has met the operational needs of the Department as there is no recent history of any issues regarding supplies and materials allocation.

### **Plan**

The resource management platoon will continue to maintain an adequate stock of supplies and materials. These resources will be evaluated on an ongoing basis and budget accordingly. The emergency management platoon will develop a business continuity plan in 2011 to ensure the availability of backup supplies and materials.

### **References**

Inventory of resources, mezzanine, workshop and lower storage  
Mt. Lebanon Fire Department Annual Budget, PP 11-13

**CC 5A.4 Current standard operating procedures or general guidelines are in place to direct fire suppression activities.**

**Description**

The Department has established Standard Operating Guidelines (SOG's) for fire suppression. SOG's have been developed based on local conditions, community risk, and industry best practices. NFPA standards were considered. These include Operations at Structure Fires, High-Rise Fires, Command Procedures, Overhaul, Water Supply, Thermal Imaging Camera (TIC) Usage, Mayday Procedures, Vehicle Fires, Air Management, RIT, Staffing, and Response Protocols SOGs are reviewed and updated on an ongoing basis. These procedures and policies are available to every employee via the member's section of the Department's website. Updates are done on a quarterly basis and a revised version of SOGs is published to the master document. A bound copy is also available to the members at the station in the duty fire office. All members receive mandated training on departmental SOGs.

**Appraisal**

SOGs for fire suppression have been effective based on the community's low fire loss as compared to national fire loss, low civilian and firefighter casualty data, % containment to the compartment of origin, and overall organizational culture that places emphasis on critical tasking, risk management, safety, and accountability. Fire suppression SOG's are consistent with those referenced in the accreditation manual and those in place in other progressive fire service organizations.

**Plan**

The operations platoon chief will continue to develop and review SOGs on an ongoing basis, annually at a minimum. Changes, corrections, or additions will take place during these reviews. The development and implementation of SOGs will continue to follow the procedures as

outlined in Section 15.5 of the Mt. Lebanon Fire Department Career Fire Fighter Rules & Regulations.

**Reference(s)**

Mt. Lebanon Fire Department Career Fire Fighter Rules and Regulations, Section 15.5, P.52

Mt. Lebanon Fire Department SOG's – 201, 202, 203, 203.1, 203.2, 203.3 & 206, Example Documents, Duty Fire Office

**CC 5A.5 The agency uses a standardized incident command/management system.**

**Description**

The Mt. Lebanon Fire Department uses a National Incident Management System (NIMS) compliant Incident Command System to effectively manage personnel and resources at all incidents. The current incident command system allows for various options to manage incidents as they occur. Three command options, investigative, fast attack and command are at the disposal of the first arriving officer to determine the level of command and the command structure necessary to mitigate an incident.

**Appraisal**

The Department has followed a standardized Incident Management System for decades, consistent with industry best practices and national standards. The system has allowed the Department to integrate with local, county and state agencies and successfully manage numerous incidents.

**Plan**

The Department will continue to follow its NIMS compliant Incident Command System to provide for the effective management of all incidents. An evaluation of the suppression program, including the Incident Command System, will be conducted annually.

**References**

Mt. Lebanon Fire Department SOG, 201, Example Document, Duty Fire Office

5A.6 The agency's information system allows for documentation and analysis of its fire suppression response program and incident reporting capability.

### **Description**

The Department utilizes Firehouse Reporting Software to analyze response data since 1998. In addition to analyzing data, the Department's informational system is also utilized to develop annual and monthly reports that are submitted to elected officials. The Department began tracking ERF assembly times utilizing a Grace Industries Telemetry System in November of 2009 to document when responders arrive on scene from home. Call handling times are received from the dispatch center in an Excel Spreadsheet at the end of the year; however, the Department began including in Firehouse in January 2011.

### **Appraisal**

The software has been effective for analyzing the majority of emergency response capabilities as the data necessary to develop the standards of coverage was exported from Firehouse to Excel spreadsheets to allow for sorting and filtering of data. The Department has since developed several queries to improve the analysis of response data pertaining to the Department's ability to meet the benchmarks established in the Department's Standards of Coverage document. The Department needs to improve its retrieval of ERF assembly times in the field and continue to track call handling times in Firehouse.

### **Plan**

The Department will continue to utilize Firehouse Reporting Software and the fire chief and administrative chief will develop additional ways to improve the retrieval of data for analysis and reporting. The administrative platoon chief will attend Firehouse Reporting Software seminars every few years to maintain current on its capabilities. Procedural changes will be implemented in the Spring of 2011 to improve the operation of hardware and software for ERF assembly



times. The implementation of a new mobile CAD by May 1, 2011, should address the call handling times as data will be imported directly from the CAD to Firehouse.

**Reference(s)**

Mt. Lebanon Fire Department Standards of Coverage, p. 55

Mt. Lebanon Fire Department Annual Report, 2010, pp. 6 - 11

Mt. Lebanon Fire Department Monthly Reports, 2010

Firehouse Reporting Software, Example Document 5A1 & 6

**CC 5A.7 An appraisal is conducted, at least annually, to determine the effectiveness of the fire suppression program.**

**Description**

The Department provides appraisal of the fire suppression program through monthly reporting, annual reporting, officers meetings, post-incident analysis, and Standards of Cover updates. Fire suppression and loss data is generated by the administrative platoon chief and provided to the fire chief and elected officials on a monthly basis. The effectiveness of the fire suppression program is evaluated on an ongoing basis at monthly officer's meetings and during an annual review with the Operations and Emergency Management Platoon.

Firehouse Reporting Software has allowed the Department to generate numerous reports regarding response times, fire loss, incident types, injuries, sources of ignition, etc. Post-incident critiques have helped the Department identify close calls, safety issues, training needs and equipment failures. The development of a standard of coverage document has provided the Department with numerous data points to evaluate the effectiveness of the emergency response program and to identify trends.

**Appraisal**

The appraisal system has allowed the Department to identify areas in need of improvement such as ways to improve turnout times; the need for a stationary, isolated command; and run card changes. Changes to the fire suppression program including response protocols and equipment have resulted from these appraisals

**Plan**

The fire chief and operations platoon chief will continue to evaluate the Standards of Cover and emergency deployment objectives for fire suppression, at least annually, review data, and submit monthly and annual reports to elected officials. The platoon chiefs will request and receive member feedback via incident critiques and officer's meetings in an effort to provide additional information to improve the fire suppression program.

**Reference(s)**

Mt. Lebanon Fire Department Standards of Cover, p. 55

Mt. Lebanon Fire Department Annual Report, pp. 6 - 11

Mt. Lebanon Fire Department Monthly Reports, 2010

Officer Meeting Agendas, March 2009

2010 Fire Suppression Program Evaluation Form, January 2011, Example Document, Fire Chief

## Category V

### Criterion 5B: Fire Prevention/Life Safety Program

*The agency operates an adequate, effective, and efficient program directed toward fire prevention, life safety, hazard risk reduction, the detection, reporting, and control of fires and other emergencies, the provision of occupant safety and exiting, and the provisions for first aid fire fighting equipment<sup>3</sup>.*

*NOTE: Fire Investigations are covered in Criterion 5D.*

#### **Summary:**

The Department enforces state and locally adopted fire and building codes with local amendments. Fire safety inspections are conducted by the Fire Prevention and Life Safety Education platoon, and through a company inspection program utilizing the suppression platoons. Department policies and standard operating guidelines for fire inspection activities have been established. All occupancies subject to inspection are inspected on a schedule with a frequency based on occupancy type. Violations are followed up with re-inspections, in accordance with department policy, with citations issued for non-compliance. The Fire Prevention and Life Safety Education Platoon also administer code required permits, reviews plans, and witnesses' acceptance tests of new and modified fire protection systems. The Department is adequately equipped to perform fire inspections, and documents all inspection activities using Firehouse Reporting Software. The Department plans on continuing its current fire prevention / life safety program, and will seek ways to improve the frequency of inspections for occupancies not inspected annually.

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<sup>3</sup> For more information about "first aid firefighting equipment," reference NFPA 10 and the current International Fire Code

## **Performance Indictors:**

### **CC 5B.1 The authority having jurisdiction has an adopted fire prevention code.**

#### **Description**

The Department uses the State and locally adopted International Building Code (IBC) and administers the International Fire Code (IFC) when referenced in the IBC for new construction. In addition, the earlier adopted National Fire Prevention Code of the Building Officials and Code Administrators (BOCA) International, Ninth edition, 1993 building and fire codes, with local amendments to address specific municipal ordinances, are referenced. An established plans review process is in place to ensure compliance with applicable codes. Maintenance of the current IFC and earlier codes are the responsibility of the Fire Prevention and Life Safety Education Platoon.

#### **Appraisal**

The Fire Prevention and Life Safety Education Platoon has had documented success over the years achieving voluntary code compliance within the community with a 99% violation correction rate through the efforts of required annual facility inspections, annual operational permits, scheduled multi-family, commercial and business inspections as well as complaints of code violations from citizens and fire department personnel.

#### **Plan**

The Fire Prevention & Life Safety Education Platoon will continue to follow and enforce the adopted fire prevention code to achieve community wide compliance. The Fire Prevention Platoon Chief will remain current on all fire and building code changes as adopted by the State of Pennsylvania and the Municipality. He will recommend changes and updates to the fire chief and elected officials for consideration.

## **References**

2009 International Building Code, Fire Prevention Suite

2009 International Fire Code, Fire Prevention Suite

B.O.C.A. National Building Codes 1993, Fire Prevention Suite

B.O.C.A. National Fire Prevention Codes 1993, Fire Prevention Suite

Mt. Lebanon, Pennsylvania 2010 Comprehensive Fee Schedule, Example Document, municipal website

Mt. Lebanon. Pennsylvania Ordinance No. 3096, Bill No. 05-04 June 14, 2004, Example Document, Municipal Offices micro fiche

Mt. Lebanon. Pennsylvania Ordinance No. 2930,, Bill No. 13-94 June 13, 1994, Example Document, Municipal Offices micro fiche

Mt. Lebanon Pennsylvania Ordinance No. 2929, Bill No. 12-94, June 13, 1994 Example Document, Municipal Offices micro fiche

Mt. Lebanon Fire Department Code Modification Policy, Example document, fire prevention

Mt. Lebanon Fire Department Fire Inspections Program and Reporting Policy, Example document, fire prevention

Mt. Lebanon Fire Department Fire Inspection Re-Inspection Policy, Example document, fire prevention

**CC 5B.2 The code enforcement program is designed to ensure compliance with applicable fire protection law and agency objectives.**

**Description**

The Department is currently conducting fire inspections through the Fire Prevention and Life Safety Education Platoon and four suppression platoons. Throughout the year, each suppression platoon conducts two monthly multi-family (R-2) inspections as well as applicable re-inspections. The multi-family (R-2) inspections are on a two year rotation. The Fire Prevention and Life Safety Education Platoon conduct annual inspections for all daycare, churches, health care facilities, schools and operational permit required occupancies. Additional business inspections are completed on a scheduled basis on a 3-year rotation. Plans are reviewed for fire and life safety compliance. Acceptance tests for new or modified fire protection systems are witnessed. All inspection activities and violation notices are recorded in the Firehouse Reporting Software. Citations are filed with the local magistrate as necessary for non-compliance.

**Appraisal**

The Department has had success with the current program with over 1,282 violations discovered and a correction rate of over 99% in 2009 and 2010. The Department has increased the frequency of inspections, by over 50% via a reprioritization of programs and as identified as a high priority in the strategic plan, and improved compliance through re-inspections and record keeping. The Department can improve the program by increasing the frequency of inspections to annually; however, this would require an increase in full-time staffing in the Fire Prevention & Life Safety Office, greater volunteer participation, and/or the elimination of other programs, all of which will continue to be options for discussion.

**Plan**

The Department plans to continue its fire inspection program by maintaining a fire prevention and life safety education platoon, providing professional training opportunities, encouraging volunteer firefighter participation, continuing the company inspection program, and remaining visible in the community. The program will continue to be evaluated annually by the fire chief and fire prevention and life safety education platoon as part of the formal program evaluation

process. The fire chief will continue to request an additional full-time staff member to increase inspection activities. Monthly and annual reports will be analyzed by the fire chief to identify trends/problems in the program that may need attention.

## **References**

Firehouse Reporting Software, Example Document 5B2, , 5B3, 5B7 &5B8 exported from Firehouse

Mt. Lebanon. Pennsylvania Ordinance No. 2930, Bill No. 13-94 June 13, 1994,Example Document, Municipal Offices micro fiche

Mt. Lebanon, Pennsylvania 2010 Comprehensive Fee Schedule, Example Document, <http://ebooks.mtlebanon.org/reports/feeres-2010/>

Mt. Lebanon Code chapter IV and chapter VIII, Part 5 ,



**CC 5B.3 The program has adequate staff with specific expertise to meet the fire prevention/life safety program goals and objectives.**

**Description**

The Department has a Fire Prevention and Life Safety Education Platoon, consisting of a platoon chief, two lieutenants and several volunteer fire inspectors. All personnel are certified to a minimum of Fire Inspector I. Suppression platoons, all of which are also certified to a minimum Fire Inspector I, are also utilized to conduct company inspections of multi-family (R-2) occupancies. Program goals are to inspect all operational permit and special and high hazard occupancies annually, all multi-family occupancies biannually, and all remaining commercial occupancies triennially, and to maintain a voluntary violation correction rate of over 95%.

**Appraisal**

While staffing is adequate to meet the program goals of inspecting target hazard and operational permit occupancies annually, multi-family bi-annually, and other commercial triennially, staffing is not adequate to complete annual inspections of all commercial properties. To increase the frequency of inspections, a volunteer fire inspector and company inspection program have been implemented. In 2009, the frequency of inspections increased 89% as a result of these efforts. As annual and bi-annual inspections are resulting in less frequent violations, suppression crews may be able to perform some commercial inspections as well.

**Plan**

The Department has identified the need to increase the frequency of inspections by including an additional staff member in its budget service level submission to the municipality. The Department will also attempt to recruit and train more volunteer inspectors. Program goals and frequencies of inspections will be evaluated at least annually by the fire chief and fire prevention and life safety education platoon as part of the formal program evaluation process. The fire chief

and platoon chiefs will continue to annually evaluate the potential for the suppression crews to perform additional inspections.

## **References**

Firehouse Reporting Software, Example Document 5B2, , 5B3, 5B7 &5B8 exported from Firehouse

Budget service level submission, Example Document, 2011 budget

Training files (certifications), Training Platoon Chief's Office

Mt. Lebanon Fire Department Organizational Chart, Annual Report P. 2

5B.4 A plan review process is in place to ensure that buildings and infrastructure (e.g., hydrants, access, street width, etc.) are constructed in accordance with adopted codes and ordinances.

### **Description**

The Department has a plan review process in place through the Fire Prevention and Life Safety Education Platoon. New construction plans and changes to buildings or fire protection systems are required to be reviewed and approved by the building official, and fire inspector as appropriate. The Department reviews life safety systems, fire alarm systems, fire suppression systems, exit signs, emergency lighting, fire extinguishers, fire department access and water supply. The fire inspector, working with the municipal buildings inspection department, ensures that developers submit plans prior to the start of any work through a permit process.

### **Appraisal**

The plan review process, along with the Department's relationship with the buildings inspection department, has ensured that buildings and infrastructure are constructed in accordance with adopted codes and ordinances as verified during final and occupancy inspections and acceptance tests.

### **Plan**

The fire prevention and life safety education platoon will continue to review plans for all new construction and changes to buildings or fire protection systems as applicable. The platoon will continue to work with the municipal building inspections department to maintain a process of tracking and reporting for plans review.

### **References**

2009 International Building Code, Fire Prevention Suite

2009 International Fire Code , Fire Prevention Suite

Mt. Lebanon, Pennsylvania 2010 Comprehensive Fee Schedule, p. 24

Mt. Lebanon Municipal Code chapters II and IV

5B.5 The agency defines and provides appropriate and adequate equipment, supplies and materials to meet the fire prevention/life safety program needs.

### **Description**

Currently, there is adequate equipment and supplies allocated to the fire prevention and life safety programs. The Fire Prevention and Life Safety Education Platoon has a separate office suite with all the necessary office equipment, computers and reference materials to complete the assigned workload. The life safety program has mobile AV equipment, a fire safety trailer, a fire extinguisher trainer, and brochures to support the school education curriculum and other training programs. The fire prevention program has measuring devices for length and decibel levels, canned smoke, flashlights, small hand tools, digital cameras and writing materials. Handheld tablet computers were purchased for inspection activities in 2010. The Fire Prevention and Life Safety Education Platoon submits annual budget request to the fire chief for equipment, supplies and materials.

### **Appraisal**

Over the past several years, the Fire Prevention and Life Safety Education Platoon has enhanced its ability to deliver services by replacing older equipment and evaluating the needs of the platoon annually. Items such as portable computers and projectors, as well as fire prevention student awards, have been budgeted for and purchased using this method.

### **Plan**

The Fire Prevention and Life Safety Education Platoon will continue to evaluate its equipment and supply needs at least annually as part of the formal program evaluation process and request as necessary through the budgetary process.

### **References**

Mt. Lebanon Fire Department Operating Budget, PP. 9 & 10

5B.6 Current standard operating procedures or general guidelines are in place to direct the fire prevention/life safety program.

### **Description**

The Department's Fire Inspection\Re-inspections SOGs gives specific details for the inspection process including the violation notice, the reporting and documentation method and the frequency of fire inspections. Other SOGs address complaints of code violations, overcrowding, and the handling of significant code violations. The fire inspection process is guided by the locally adopted fire code. The Department also uses a critical procedures manual to fully explain, in a step by step process the correct procedures to address complaints and referrals of fire code violations, permits, and citations.

### **Appraisal**

In the past, procedures and guidelines for the fire prevention program were not well documented or defined. Recently, procedures and guidelines to direct the fire prevention program have been developed and implemented. The effectiveness / adequacy of the standard operating procedure is still being evaluated; however, there have not been any issues and the program (frequency of inspections) has improved.

### **Plan**

The Fire Prevention and Life Safety Education Platoon will continue to evaluate, develop, and modify procedures and guidelines as necessary to direct the fire prevention program. The guideline will be updated as necessary and evaluated at least annually by the fire chief and platoon as part of the formal program evaluation process.

### **Reference**

2009 International Fire Code, Fire Prevention Suite

Mt. Lebanon Fire Department critical procedures 400, 401, 402, Example Documents, S:\Critical Procedures Manual\400 Fire Prevention

Mt. Lebanon Fire Department SOG's 710, 711, 712, Example Documents, Duty Fire Office

5B.7 The agency's information system allows for documentation and analysis of the fire prevention program.

### **Description**

The Fire Prevention and Life Safety Education Platoon uses the Firehouse Reporting Software for recording all activities. The activities recorded in Firehouse include all fire inspections, violations, corrective actions, plans reviews, complaints, and citations. By using Firehouse Software and recording all fire prevention program activities, the Department can measure its effectiveness.

### **Appraisal**

The Firehouse Reporting Software has allowed the Department's to successfully document and analyze fire prevention program activities. The number of activities completed, programs delivered, inspections completed, violations discovered, violations corrected, and individuals reached are examples of how services are analyzed. The data has been valuable in prioritizing resources, including the implementation of a company inspection program and is currently being evaluated to determine if suppression companies can potentially do more inspections as numbers of violations found decrease.

### **Plan**

The Fire Prevention and Life Safety Education Platoon will continue to record all fire prevention program activities in the Firehouse Reporting Software. The platoon and fire chief will continue to analyze fire prevention program activities on an ongoing and annual basis. Upgrades to the Department's information system will be made by the administrative platoon chief as necessary.

### **References**

Firehouse Reporting Software, Example Document 5B2, 5B7 & 5B8 exported from Fire house  
Monthly Report 2010, Example Document  
Mt Lebanon Fire Department Annual Report 2010, PP. 6-8

**CC 5B.8 An appraisal is conducted, at least annually, to determine the effectiveness of the fire prevention program and its efforts in risk reduction.**

### **Description**

Annually, the fire chief meets with the Fire Prevention and Life Safety Education Platoon to evaluate the effectiveness of the fire prevention program. This evaluation includes a review of activities, including the number of fire inspections and plan reviews completed, violations noted and corrected, fire experience, and fire pre-planning information.

### **Appraisal**

The Department's annual appraisal of the effectiveness of fire prevention programs was formally initiated in January of 2010. Prior to 2010, this process was less formal with the data being analyzed individually by area of responsibility. The process has identified areas for improvement, has led to the development of new programs, and has required the department to reallocate resources and reevaluate program benchmarks. The implementation of the formal program evaluation should improve communication between the platoon and fire chief, ultimately identifying areas for improvement.

### **Plan**

The fire chief will continue to conduct a formal analysis of the effectiveness of the fire prevention program by meeting, at least annually, with the Fire Prevention and Life Safety Education Platoon to review activities, analyze data, review standard operating guidelines, and discuss program effectiveness and needs.

### **References**

Firehouse Reporting Software, Example Document 5B2, 5B7 & 5B8 exported from Fire house Monthly Report, 2010

Mt Lebanon Fire Department Annual Report 2010, PP. 6-8

2010 Fire Prevention Program Evaluation



## **Category V**

### **Criterion 5C: Public Education Program**

*A public education program is in place and directed toward identifying and reducing specific risks in a manner consistent with the agency's mission.*

#### **Summary:**

The Department's Public Education program addresses several at risk groups including school aged children, preschool children and the elderly. In addition, programs targeting the staff of eldercare facilities are also conducted. The fire and life safety programs developed include individual, business and community involvement. Fire safety education programs are conducted by the Fire Prevention and Life Safety Education platoon, and augmented by volunteers and additional career personnel. Department policies and standard operating guidelines for fire and life safety activities have been established. The Department is adequately equipped to perform fire and life safety programs as currently conducted. Documentation of all fire and life safety activities can be found in the Firehouse Reporting Software. The Department plans on continuing its current fire and life safety program, and will seek ways to improve or expand programs to

**Performance Indictors:**

5C.1 The diversity and delivery of the public education program includes individual, business, and community audiences.

**Description**

The Department works with various groups and organizations to provide targeted and appropriate educational programs to the community. This program covers pre-school, elementary education, secondary education, staff training (local businesses), and senior citizens through classroom and small group education.

Each educational program that is developed by the Department is done so with the input of various groups depending on the targeted audience. The school program was originally developed in 1987 through a collaborative effort with the teachers from the school district. A subsequent revision of the program in 2006 developed by school district administration and fire department personnel tied all fire safety lessons to the Pennsylvania Department of Education standards.

Staff training conducted by the Department is jointly developed with the facility's administration to ensure the audience is properly targeted. In addition, we also provide support for in-house staff training through facility's safety committees.

The senior fire and life safety program is based on data and information collected as part of an Applied Research Project, including what other departments are doing and the National Fire Protection Association's Remembering When Program.

**Appraisal**

The elementary education program has proven effective based on the fact that it reaches near nearly 100% of all school-aged children in grades kindergarten through fifth grade, children taking the comprehensive fire and life safety exam administered to all fifth grade students are consistently scoring 80% and above, there have not been any fire-related fatalities in this age group in the community, and teachers and school administrators have been involved in

development. Test scores are reviewed by the fire prevention and life safety education platoon at least annually to determine if changes to the test and/or curriculum may be necessary. The Department would like to compare test scores in schools that are not delivering a fire and life safety education program to further validate the test data. The department can improve this program by getting safe cooking classes reinstated in the middle schools and delivering its campus fire safety program to high school students at least biannually.

The staff training program has proven effective based on the observations of fire department staff at witnessed drills and compliance with evacuation times and during responses to actual incidents in these facilities where staff has acted appropriately. In addition, all facilities are meeting annual Department of Health fire and life safety training requirements. This program may be improved by increasing frequency of training to minimum quarterly at all facilities to ensure new staff members do not wait up to a year to receive this training.

Although Mt. Lebanon has a program geared to senior citizen's and fire safety, the Department has not identified a means to effectively deliver this program. The program has been delivered as several special and high risk multi-family occupancies; however, this is only a small fraction of Mt. Lebanon's 18.8% of population over 65 years of age.

Delivery of this program is currently the focus of an Applied Research Project.

## **Plan**

The Public Education programs will continue to include individual, business and community participation to focus on the identified at risk target groups. These programs will continue to adhere to the mission of the Department. Any new programs or modification of existing programs will involve the appropriate outside groups to ensure the program continues to meet the needs of the audience. In addition, the platoon will continue to seek avenues to deliver the programs that it develops and identify new target audiences through data analysis.

## **References**

Mt. Lebanon Fire Department School Education Program Curriculum, Fire Prevention Suite

Staff Training, Senior Fire Safety Program, Russian Resident Programs, Example Documents  
Fire Prevention and Life Safety Education Platoon, Firehouse Reporting Software, Example  
Document, 5C1 exported from Firehouse.

5C.2 The program has staffing with specific expertise to accomplish the program goals and objectives.

### **Description**

The Department has one career Lieutenant within the Fire Prevention and Life Safety Education Platoon dedicated to Public Education. The Public Education Specialist is augmented by volunteers and additional career personnel as noted in the Mt. Lebanon Fire Department Career Employee Rules and Regulations. Some programs are delivered through the Community Services and Outreach Platoon. Personnel delivering public education programs are trained both by outside agencies and in-house and are certified Public Education Specialists

### **Appraisal**

The Department has adequate staffing to deliver the current set of public education programs as no issues related to staffing and delivery have been noted. Individuals delivering the program have been trained both through outside agencies and in-house. Documentation of those qualified to deliver specific programs needs to be formalized.

### **Plan**

The fire prevention and life safety education platoon will continue to deliver the current set of public education programs using the Public Education Specialist, volunteers and suppression personnel as needed. The personnel will continue to be trained in-house short-term with a longer term plan of fire and life safety educator certification. The fire prevention and life safety education platoon will develop and implement a formalized tracking mechanism to identify properly trained personnel and personnel will be certified by the end of 2012.

### **Reference(s)**

Mt. Lebanon Fire Department Career Employee Rules and Regulations Manual (April 2008 Revision) sections 9.7.3.7 - 9.7.3.9; 9.7.6.1; 9.7.6.3; 9.7.6.6 – 9.7.6.8, Example Document, PP. 29-32

Fire and Life Safety Education 2010 Program Evaluation, Example Document, Fire Chief

5C.3 The agency defines and provides appropriate adequate equipment, supplies and materials to meet the public education program needs.

### **Description**

The Department adequately supports all present programs with funding, equipment and supplies. When a new need is identified, budget requests are made to support the modifications. The Fire Prevention and Life Safety Education Platoon have an extensive library of children's books, videos and brochures to support the education programs. In addition, the Department also has a fire safety trailer and computer with a projector that is dedicated to public education activities. Finally, the Department owns a fire extinguisher trainer that is used for the practical sessions of extinguisher staff training.

### **Appraisal**

Over the past several years, the Fire Prevention and Life Safety Education Platoon has enhanced its ability to deliver programs by adding and replacing equipment and supplies as necessary (i.e fire safety trailer, fire extinguisher trainer, dedicated laptop and projector, updated videos) The equipment is properly maintained and of sufficient quality for the current programs conducted. Funding for equipment and supplies has been budgeted annually.

### **Plan**

The Fire Prevention and Life Safety Education Platoon will continue to evaluate its equipment and supply needs at least annually as part of the formal program evaluation process and request as necessary through the budgetary process.

### **References**

Mt. Lebanon Fire Department Operating Budget, PP. 9&10

Prevention Video Library (Fire Prevention Office Suite)

Prevention Children's Library (Fire Prevention Office Suite)

Public education brochures (Mezzanine Store Room across from FP Office Suite)

Mt. Lebanon Fire Department School Education Program Curriculum, Fire Prevention Suite

Fire Safety Trailer. Public Works

Fire Extinguisher Trainer, Basement Storage

Fire Prevention and Life Safety Education Platoon (laptop and projector), Fire Prevention suite

**CC 5C.4 The public education program targets specific risks and risk audiences as identified through incident, demographic and program analysis.**

**Description**

The Department's school based programs have been designed to target the specific grade levels. These lessons were developed with assistance from a Curriculum Specialist and Elementary School Principals from the Mt. Lebanon School District to ensure the lesson material matched the developmental stage of the students. Other programs for preschools, staff training, senior citizens and additional groups outside of the elementary school system, are designed to meet the needs of that group including incident, demographic, program data, and nationally recognized at-risk audiences. Requests for these programs are passed on to the Public Education Specialist who works with each group on any new requests for individualized programs.

**Appraisal**

A combination of empirical and anecdotal data including monthly and annual reports, census data, community risk, code violations, citizen inquiries and field unit reports have been successfully used to identify specific risks and risk audiences. For example, Mt. Lebanon's high percentage of senior population, and incidents involving senior citizens led to the development of a senior fire safety program. In addition, an influx of eastern European immigrants led to the delivery of a fire safety presentation in Russian. The Department needs to deliver the senior program more frequently to reach a larger percentage of that population.

**Plan**

The current public education programs will continue to target specific groups and the needs of that group. All programs delivered by the Department will continue to meet the needs of the individual at the appropriate developmental level for the students. The fire chief and fire prevention and life safety education platoon will continue to review and modify programs based on incident, demographic, and program data. These programs will continue to adhere to the mission of the Department and be evaluated, at least annually, as part of the formal program



evaluation. Delivery of the senior program is the focus of an applied research project that will be reviewed upon its completion.

## **References**

Mt. Lebanon Fire Department School Education Program Curriculum, Fire Prevention Suite

Mt. Lebanon Fire Department Train the Trainer Staff Training Guide, Staff Training folder, Fire Prevention and Life Safety Education Platoon

Mt. Lebanon Fire Department Standards of Cover

Mt. Lebanon Fire Department Senior Fire and Life Safety Program, Example Document,

Mt. Lebanon Fire Department Fire Safety Presentation Eastern European audience, Example Document

**CC 5C.5 Current standard operating procedures or general guidelines are in place to direct the public education program.**

### **Description**

The Department utilizes standard operating guidelines, lesson plans and other documents to guide the delivery of public education activities. It is the objective of these documents to ensure a consistent delivery of all public education programs.

### **Appraisal**

The standard operating guidelines cover the necessary aspects of public education program management and proved successful during recent changes in program staffing as programs continued to be delivered without issue. These documents and others have provided a method for consistent program delivery regardless of who completes these activities. These documents have proved effective based on positive feedback from fire department staff, teachers, fifth grade test results, and feedback from audience members.

### **Plan**

The current public education standard operating guidelines, lesson plans and other documents will continue to provide direction for the current public education programs. As new or expanded programs are added or current programs are modified, guidelines, lesson plans and other documents will be developed or updated as necessary by the fire and life safety education platoon and at least annually reviewed as part of the formal program evaluation.

### **References**

Mt. Lebanon Fire Department SOGs 701-704, 706, Example Documents, Duty Fire Office

5C.6 The agency's information system allows for documentation and analysis of its public education program.

### **Description**

The Department utilizes Firehouse Reporting Software to track the number of public education programs conducted, the number of public reached and dates and times of each session. The school based program also utilizes Firehouse Reporting Software to track the previously mentioned metrics, with the addition of school, grade level and lesson delivered. Finally, the school program utilizes a fifty question test administered to all fifth grade students to gather data on program effectiveness.

### **Appraisal**

Firehouse Reporting Software has provided substantial metrics for tracking public education programs in the community, including the number of programs delivered and the public reached. The fire safety test administered to fifth grade students also provide a mechanism for analyzing the retention of material covered in the school program with test scores consistently over 80%.

### **Plan**

The current public education programs will continue to be tracked via the Firehouse Reporting Software for the number of programs delivered and the public reached. The fire safety test results will continue to be analyzed to evaluate program effectiveness. The effectiveness of documentation and analysis will be evaluated at least annually by the fire chief and fire prevention and life safety education platoon as part of the formal program evaluation.

### **References**

Firehouse Reporting Software, Example Document, 5C6 & 5C7 exported from Firehouse  
Fifth Grade Fire & Life Safety Test Results (FP Mezzanine Storage Room)

**CC 5C.7 An appraisal is conducted, at least annually, to determine the effectiveness of the public education program and its effect on reducing identified risks.**

**Description**

Annually, the fire chief meets with the Fire Prevention and Life Safety Education Platoon to evaluate the effectiveness of the public education program. This evaluation includes a review of activities, including the number of programs delivered, public reached, school test scores, community fire experience, and a review of program documents and guidelines.

In addition, the Public Education Specialist periodically reviews programs to ensure they are accurate, timely and relevant to the audience. All programs incorporate a participative style approach where audience participation is encouraged. This feedback is used to identify students understanding and ability to apply lesson objectives. The school program also incorporates homework assignments into every class and the fifth grade takes a 50 question exam that tests the fire safety knowledge gained throughout the program. These results are utilized to identify needs and gaps in the program and individual lessons. Additional methods of evaluation incorporate informal feedback and observation. Also, observation of staff response to fire alarms and drills where staff training is conducted is used to identify program needs.

**Appraisal**

Program evaluation is conducted on all programs to varying degrees. Most tend to be more informal, anecdotal appraisals. However, the school program is evaluated both through informal feedback as well as more formal, quantitative methods. The Department's annual appraisal of the effectiveness of public education programs was formally initiated in January of 2010. The Department believes the evaluation process and the program can be enhanced via this annual process.

**Plan**

The fire chief will continue to conduct a formal analysis of the effectiveness of the public education program by meeting, at least annually, with the Fire Prevention and Life Safety

Education Platoon to review activities, analyze data, and discuss program effectiveness. In addition, programs will continue to be evaluated by the public education specialist for their effectiveness in communicating and meeting lesson objectives and relevance to the audience.

### **References**

Firehouse Reporting Software, Example Document, 5C6 & 5C7 exported from Firehouse  
Fifth Grade Fire & Life Safety Test Results (FP Mezzanine Storage Room)  
2010 Public Education Program Evaluation Form, Example Document, Fire Chief

5C.8 There are programs in place that enable improved fire protection and injury prevention for low income families (e.g. as free smoke alarm installation, free bicycle helmet program, etc.)

### **Description**

The Department has numerous programs in place for all residents of the municipality, including free smoke detector installations for lower income, senior citizens, and residents with disabilities. A limited number of carbon monoxide detectors are also on hand. Additional programs include free chimney inspections, free home fire and life safety inspections, free fire escape planning, a special needs resident database and program, free fire safety presentations for groups and organizations, and free juvenile fire setter intervention counseling. Fire and injury prevention training starts in the elementary schools with a six-year prevention program and extends through the senior citizen safe living programs.

According to US Census Data, the median household income in Mt. Lebanon is 22% higher than the US median household income and 19% higher than Allegheny County median income. The percentage of families below the poverty level is 2.2% compared to 9.2% nationally.

### **Appraisal**

The Department has done a target population survey utilizing census and program data to find areas of prevention that are being missed by the department. Three populations we have identified that would like to better target are high school students about to go to college, senior citizens, and a growing number of immigrants that may not be familiar with fire safe behaviors in the United States.

### **Plan**

The fire chief, fire prevention and life safety education, and community outreach platoons will continue to monitor community needs with respect to fire and life safety programs utilizing program, incident, and census data. The community services and outreach platoon will work with the police department and school district to deliver the campus fire and safety program and building owners to deliver fire safety education to special populations. The results of the senior

program applied research project will be used to increase delivery of the senior program. The fire chief will continue to budget for a supply of smoke detectors for low income, seniors, and persons with disabilities.

### **References**

SOG Block Parties, SOG # 801, Example Document, Duty Fire Office

Senior Life Safety Program, Example document

Home and Chimney inspection programs, Chimney Inspection file

Fire Department Budget, P. 11, smoke detectors

Campus Fire and Safety Program, Example Document

## **Category V**

### **Criterion 5D: Fire Investigation Program**

*The agency operates an adequate, effective and efficient program directed toward origin and cause investigation and determination for fires, explosions, and other emergency situations that endanger life or property.*

#### **Summary:**

The origin and cause of all fires in Mt. Lebanon are investigated by the Mt. Lebanon Fire Department. The Department is staffed with certified fire investigators supported by the Allegheny County Fire Marshal's Office, law enforcement, and other outside agencies. The Department utilizes a standard operating guideline for fire cause investigations that is based on the scientific method and nationally recognized fire investigation methodology. Department fire investigators have access to the equipment necessary to conduct fire investigations, and document investigation activities using Firehouse Reporting Software. The current fire investigation program meets the Department's needs at this time. The Department plans on increasing the number of certified fire investigators in the future.



**CC 5D.1 The agency's fire investigation program is authorized by adopted statute, code, or ordinance.**

### **Description**

Mt. Lebanon adopted by reference the B.O.C.A. National Fire Prevention Codes 1993 ed. with local amendments, by enacting ordinance # 2930. Section F109.1 of the fire code grants authority to the fire department to investigate the cause, origin, and circumstances of any fire, explosion, or other hazardous condition. Police and other enforcement agencies are granted authority to assist in the investigation of fires, when requested, through section F109.1 of the fire code. The Allegheny County Fire Marshal's Office is required by the Pennsylvania Second Class County Code to investigate or provide assistance in the investigation of fires in any Allegheny County municipality, when requested.

### **Appraisal**

State statute and code, along with adopted local ordinance and code provide legal authority for the Department to investigate the origin and cause of all fires and explosions in Mt. Lebanon. Police, the Allegheny County Fire Marshal's Office, and other enforcement agencies are further authorized to assist the Department. There have been no issues or legal actions against the Department regarding fire cause investigations.

### **Plan**

The Department's certified fire investigators will maintain an awareness of changes and/or updates with assistance from the Allegheny County Fire Marshall's Office to ensure the Department continues to maintain the legal authority to investigate all fires and explosions in Mt. Lebanon. The Department will continue to rely on the Fire Marshall's Office as necessary and as outlined in the Department's SOG.

### **References**

Commonwealth of Pennsylvania Second Class County Code, Example Documents, Fire Marshall  
2<sup>nd</sup> Class County , Second class county data

B.O.C.A. National Fire Prevention Codes 1993 ed, P.4., Fire Prevention Suite

Mt. Lebanon Ordinance # 2930, Bill No. 13-94 June 13, 1994

Mt. Lebanon Fire Department SOG 720, Example Document, Duty Fire Office

**CC 5D.2 The scientific method (or an equivalent) is utilized to investigate and determine the origin and cause of all significant fires and explosions.**

**Description**

The origin and cause of all fires in Mt. Lebanon are investigated by the Mt. Lebanon Fire Department. The Department has developed a standard operating guideline for conducting fire cause investigations. The standard operating guideline references use of NFPA 921 – Guide for Fire and Explosion Investigations when conducting fire investigations. NFPA 921 specifies the use of a systematic approach following the scientific method.

**Appraisal**

The scientific method used by the Department to investigate fires has proven effective as the determinations have not been challenged and have been consistent with those made by insurance investigators. Whenever the Department is not able to definitely determine a cause and origin, the Allegheny County Fire Marshall's Office has been called to assist.

**Plan**

The fire investigators will continue to use the scientific method when investigating the origin and cause of significant fires. The Department also plans on continuing utilization of its current fire cause investigation standard operating guideline which will be reviewed by the fire investigators at least annually as part of the formal program evaluation. The fire cause investigation standard operating guideline will be updated as needed to ensure that the Department follows nationally recognized fire investigation methodology and utilizes the Allegheny County Fire Marshall's Office as necessary.

**References**

Mt. Lebanon Fire Department SOG, 720, Example Document

NFPA 921 – Guide for Fire and Explosion Investigations, 2008 Edition., Fire Prevention Suite,  
NFPA online service.

**CC 5D.3 The program has adequate staff with specific expertise, training, and credentials to accomplish the program goals and objectives.**

**Description**

The Department has two Lieutenants assigned fire investigation duties. Both of these personnel have formal training in fire cause investigation. They are also certified through the National Board on Fire Service Professional Qualifications (NBFSPQ) and International Fire Service Accreditation Congress (IFSAC), in accordance with NFPA 1033, as a Fire Investigator I. Other career staff is trained to conduct basic company level investigations of minor fires as outlined in SOG 720.

The Department's certified fire investigators are available through callback if not on-duty when required per SOG 720. If no certified Department fire investigator is available to respond when needed, a fire investigator from the Allegheny County Fire Marshal's Office will respond as requested. The Allegheny County Fire Marshal's Office will also assist, as indicated by the fire scene and requested by the on-scene fire investigator. The Allegheny County Fire Marshal's Office has certified fire investigators and an accelerant detection canine certified by the United States Bureau of Alcohol, Tobacco, Firearms and Explosives on-duty or on-call at all times. Detective support is provided to the Department through the Mt. Lebanon Police Department.

Copies of incident and cause and origin reports are forwarded to the County for investigations performed by Department personnel for review.

**Appraisal**

The Allegheny County Fire Marshall's Office, which most departments rely solely upon, has adequate staff with specific expertise, training, and credentials. The Department's current fire investigator staffing has been adequate to cover almost all of the incidents where a certified Department fire investigator was needed in Mt. Lebanon. The Allegheny County Fire Marshal's Office has responded in a timely manner when the Department's certified fire investigators were

unavailable or required assistance. An increase in the number of Fire Investigator certified personnel is recommended to prevent any potential gap in the Department's certified fire investigator coverage and provide additional on-scene investigative support.

The Department has not experienced any problems with its findings or reports by any outside agencies.

### **Plan**

The fire chief plans on assigning two additional career personnel fire investigation duties by the end of 2012. All new fire investigators will attend a formal Fire Investigator training course, and attain Fire Investigator I Certification, in accordance with NFPA 1033. Fire Investigator certified staff will be maintained by the Department. The Department will continue to rely on the Allegheny County Fire Marshall's Office for incidents beyond the capabilities of Department staff or incidents that involve fatalities, significant loss, or are undetermined by Department staff.

### **References**

Mt. Lebanon Fire Department SOG 720, Example Document

NFPA 1033 – Fire Investigator Professional Qualifications, 2009 Edition, Online Service

5D.4 The agency defines and provides appropriate and adequate equipment, supplies and materials to meet the fire investigation program needs.

### **Description**

The Department's primary response engines are equipped with the tools necessary to conduct basic fire cause investigations. In addition, a fire investigation tool kit is maintained by the Department's certified fire investigators. Fire investigation personnel are equipped with personal protective equipment. Fire investigation equipment and supplies are ordered and replaced as needed. The Department's annual budget process allows for the planned purchase of new or replacement equipment and supplies. Specialty equipment not owned by the department but deemed necessary for an investigation can be requested through the Allegheny County Fire Marshal or the Mt. Lebanon Police Department.

### **Appraisal**

Basic fire investigation equipment and supplies have proved adequate based on fire investigations staff's feedback and consistent with industry best practices for the frequency and types of investigations Department personnel have been involved with. The budget has been adequate for the replacement and addition of needed fire investigation equipment and supplies as requested by fire investigations personnel.

### **Plan**

The fire chief and fire investigators plan on continuing the current program for fire investigation equipment and supplies. The replacement and addition of fire investigation equipment and supplies will be requested by fire investigations staff and budgeted for by the fire chief annually as necessary. New technologies will be explored and evaluated by fire investigations staff as needed and available and discussed as part of the formal annual program evaluation.

### **References**

Mt. Lebanon Fire Department Fire Investigation Tool kit Inventory

Mt. Lebanon Fire Department Vehicle Inventories, Example Documents, Resource Management Platoon.

Mt. Lebanon Fire Department Budget, P. 11



5D.5 The agency establishes agreements for support from other agencies to aid in accomplishing the program goals and objectives.

### **Description**

Pennsylvania Commonwealth Law, within the Second Class County Code, requires Allegheny County to investigate the origin and cause of fires within the county as requested. A fire investigator from the Allegheny County Fire Marshal's Office will respond when requested to assist the Department's certified fire investigators, or to conduct an investigation if no certified Department fire investigator is available. The Allegheny County Fire Marshal's Office has fire investigators and an accelerant detection canine certified by the United States Bureau of Alcohol, Tobacco, Firearms and Explosives on-duty or on-call at all times.

Detective support is provided to the Department through the Mt. Lebanon Police Department. For fire incidents involving fatalities, Allegheny County Police Department detectives will also respond. Forensic laboratory services are available through Allegheny County. Outside fire investigation support from state or federal agencies is coordinated through the Allegheny County Fire Marshal's Office.

### **Appraisal**

Outside agency support, through the Allegheny County Fire Marshal's Office and Mt. Lebanon Police Department, has been adequate based on all fires being investigated and no legal issues regarding investigations and outside agencies have been available when requested to conduct and/or assist with fire investigations. Outside resources or support beyond the county level have yet to be needed.

**Plan**

The fire chief and fire investigators will continue to work with outside agencies as necessary to meet its fire investigation program goals and objectives. Procedures for requesting outside agencies will be evaluated annually during the fire cause investigation program review.

**References**

Mt. Lebanon Fire Department SOG 720, Example Document

Pennsylvania Commonwealth Law, Second Class County Code

**CC 5D.6 Current standard operating procedures or general guidelines are in place to direct the fire cause and investigation program.**

### **Description**

The origin and cause of all fires in Mt. Lebanon are investigated by the Mt. Lebanon Fire Department. The Department has a standard operating guideline for conducting fire cause investigations. The guideline is based on established department practice, and follows nationally recognized fire investigation methodology (NFPA 921).

### **Appraisal**

The Department's current standard operating guideline for fire cause investigations is adequate for investigating the origin and cause of fires within Mt. Lebanon as the Department has not experienced any issues with the findings of its investigations, any legal problems, or any negative feedback from the Allegheny County Fire Marshall's Office.

### **Plan**

The fire chief and fire investigators plan on continuing utilization of its current fire cause investigation standard operating guideline and following nationally recognized fire investigation methodology. Fire investigations staff will update the SOG as necessary based on changes to standards and industry best practices, or as advised by the Allegheny County Fire Marshall's Office. The SOG will be reviewed by fire investigations staff at least annually as part of the formal program evaluation.

### **References**

Mt. Lebanon Fire Department SOG, 720

NFPA 921 – Guide for Fire and Explosion Investigations, 2008 Edition, Fire Prevention Suite

5D.7 The agency's information system allows for documentation and analysis of the fire investigation program.

### **Description**

The Department currently uses Firehouse Reporting Software to track fire incident data and fire investigation activities. The Firehouse Reporting Software collects and records incident and activity information in a format that is consistent with the National Fire Incident Reporting System (NFIRS). Fire investigation activities are documented in the incident reports. In addition, the Arson / Investigation module in the Firehouse Reporting Software is utilized for fire investigations beyond the company level as defined in SOG 720. Allegheny County Fire Marshal and relevant outside agency reports are attached to the associated incident reports. Data retrieval and analysis is accomplished through database queries. Hardcopies of incident reports are also maintained by year and date. Incident and fire investigation reports are kept for at least the duration specified in the Mt. Lebanon Municipality records retention policy.

### **Appraisal**

The Firehouse Reporting Software has been used by the fire chief to identify trends and patterns, as well as analyze fire investigation program results. Data fields in the Arson / Investigation module in the Firehouse Reporting Software only started to be used consistently beginning in the last quarter of 2009.

### **Plan**

The Department will continue to use the Firehouse Reporting Software for tracking all fire incidents and fire investigation activities. Due to the low number of fire investigations conducted annually, the Arson / Investigation module was used infrequently. Regular use of this module should be required to be completed in 2011.

New information system methods, equipment, and programs that relate to the fire investigation program will be explored and evaluated by the fire investigations staff as needed and available.

### **References**

Firehouse Reporting Software, Example Document, 5D8

Mt. Lebanon Fire Department SOG 720

Mt. Lebanon Municipality Records Retention Policy, Example Document,

**CC 5D.8 An appraisal is conducted, at least annually, to determine the effectiveness of the fire investigation program.**

**Description**

Annually, the fire chief meets with the Department's certified fire investigators to evaluate the effectiveness of the fire investigation program. This evaluation includes a review of activities, including the number of fire investigations, outcomes, status of pending investigations, and fire cause trends.

**Appraisal**

The Department's annual appraisal of the effectiveness of fire investigation program was formally initiated in January of 2010. Prior to 2010, this process was less formal with the data being analyzed individually by area of responsibility. The past process has identified areas for improvement, including personnel certification, equipment, procedures, and quality review of company level fire investigations.

**Plan**

The fire chief will continue to conduct a formal analysis of the effectiveness of the fire investigation program by meeting, at least annually, with the Department's certified fire investigators to review activities, analyze data, and discuss program effectiveness. Company level fire investigations will continue to be reviewed for quality assurance by the Department's certified fire investigators.

**References**

Firehouse Reporting Software, Example Document, 5D8

Mt. Lebanon Fire Department Monthly Reports, Example Document, December and Year 2010

Mt. Lebanon Fire Department SOG, 720

Fire Investigations Program Evaluation, Example Document, Fire Chief

## Category V

### Criterion 5E: Technical Rescue

*NOTE: The program described in this section may also be called 'Heavy Rescue,' 'Extrication' and/or 'Urban Search and Rescue.'*

*The agency operates an adequate, effective, and efficient program directed toward rescuing trapped or endangered persons from any life-endangering cause, e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse, fire, etc.*

#### Summary:

The effectiveness of the Department's technical rescue program can be measured, in part, by its Advanced Rescue Service Certification under the Pennsylvania Department of Health Voluntary Rescue Service Recognition Program. The certification includes an evaluation of departmental apparatus, equipment, training, and maintenance.

The Department's 1<sup>st</sup> unit benchmark is to respond to all technical rescue events in 7 minutes and 20 seconds or less, total response time, 90% of the time. The first-due unit shall be staffed with a minimum of three (3) firefighters and be capable of determining the scope of the incident, establishing a perimeter, and determining what additional resources are necessary.

The Department's technical rescue effective response force (ERF) assembly benchmark is to provide an ERF ranging from six to fifteen firefighters, depending on incident type. The ERF shall arrive within 13 minutes or less total response time, 90% of the time with an engine and an advanced rescue truck. The ERF shall be capable of executing a rescue with its available response force or stabilizing the incident until additional resources arrive to support the mitigation of the event. Assistance from the SHACOG Technical Rescue Team with a minimum of eight technician-level personnel shall arrive within 15 minutes of request, 90% of the time.

Over the previous 3-year period, the Department responded to eight vehicle extrications, two low-angle rescues, and one confined space rescue. Assistance from the SHACOG Technical

Rescue Team was not required. The Department's 90<sup>th</sup> percentile baselines are included in the Department's Standards of Cover. Critical tasking and effective response forces have been developed for specific types of technical rescue incidents. The frequency and probability of these types of events are low.

Twenty-three members of the Department are trained in the NFPA 1006 Rescue Technician Professional Qualifications Core Competencies and Vehicle and Machinery Rescue. The Department operates a heavy rescue truck and shares a trench / collapse rescue trailer with Upper St. Clair Volunteer Fire Department. The Departments have trained together and responded to actual emergencies in the past for trench collapses. The Department also participates in the South Hills Area Council of Governments (SHACOG) Technical Rescue Team and can utilize mutual aid from volunteer rescue squads in the south hills and the City of Pittsburgh EMS. For major structural collapse incidents, the department can utilize the PA USAR Strike Team 1. Strike Team 1 is part of the Pennsylvania USAR system with equipment and personnel in the Pittsburgh Area that can be deployed to Mt. Lebanon within 2 hours.



## **Performance Indicators:**

**CC 5E.1 Given the agency's standards of response coverage and emergency deployment objectives, the agency meets its staffing, response time, apparatus and equipment deployment objectives for each type and magnitude of technical rescue emergency incidents.**

### **Description**

The Department's 1<sup>st</sup> unit benchmark is to respond to all technical rescue events in 7 minutes and 20 seconds or less, total response time, 90% of the time. The first-due unit shall be staffed with a minimum of three (3) firefighters and be capable of determining the scope of the incident, establishing a perimeter, and determining what additional resources are necessary.

The Department's technical rescue effective response force (ERF) assembly benchmark is to provide an ERF ranging from six to fifteen firefighters, depending on incident type. The ERF shall arrive within 13 minutes or less total response time, 90% of the time with an engine and an advanced rescue truck. The ERF shall be capable of executing a rescue with its available response force or stabilizing the incident until additional resources arrive to support the mitigation of the event. Assistance from the SHACOG Technical Rescue Team with a minimum of eight technician-level personnel shall arrive within 15 minutes of request, 90% of the time. Critical tasking has been developed for vehicle entrapments, confined space rescue, low/high angle rescue, water/ice rescue, trench rescue, elevator entrapment, and industrial entrapment. The Department maintains a rescue truck that is certified by the Pennsylvania Department of Health to the Advanced Level.

### **Appraisal**

For tech rescue incidents, the Department is meeting its response time objective of arriving in 6 minutes or less from the time of alarm 73% of the time (8 of 11 incidents) over the previous three-year period. The Department's 90<sup>th</sup> percentile response time to technical rescue incidents is 6:34. For technical rescue incidents, the Department's baseline turnout time was 1:41, the baseline 1<sup>st</sup> due travel time was 5:52, the baseline second unit travel time was 5:44, and the effective response force assembly time baseline travel time was 9:30. The Department has

assembled an effective response force based on critical tasking for all incidents, and within required timeframes with the exception of one low-angle rescue incident which was 2:09 over the benchmark total response time. The Department averaged 17 personnel per technical rescue incident and ranging from a minimum of 6 to a maximum of 27 personnel based on critical tasking needs. There have been no issues with apparatus or equipment deployment. The Department has met the Pennsylvania Emergency Management Agency /Pennsylvania Department of Health Standard for the Voluntary Rescue Service Recognition Program to the Advanced Level. As part of the program, the Department's apparatus, equipment, training, and maintenance were evaluated. Use of external resources has not been necessary.

### **Plan**

The fire chief, deputy chief of operations, and special operations platoon will continue to evaluate the Department's ability to effectively meet its staffing, response time, apparatus and equipment deployment objectives for each type and magnitude of technical rescue incident at least annually as part of the formal program evaluation and following incident critiques. The fire chief will continue to collect and evaluate data for these low frequency events to try to improve service delivery. The Department will continue to utilize mutual aid, including the SHACOG Technical Rescue Team, for incidents beyond the Department's capabilities and re-certify to the Advanced Level in the Voluntary Rescue Service Recognition Program in 2011. The special operations platoon will continue to monitor industry best practices and suggest program and equipment changes as applicable.

### **Reference(s):**

Mt. Lebanon Fire Department Standards of Cover, pp. 56-59 & pp. 64-69

Mt. Lebanon Fire Department Technical Rescue Capabilities Matrix (Standards of Cover p.15)

Pennsylvania Voluntary Rescue Service Recognition Program Booklet, Example Document

Pro Board Certifications, Conference Room ,

5E.2 The agency defines and provides appropriate and adequate equipment to accomplish the stated level of response for technical rescue and to be compliant with local, state/provincial and national standards.

### **Description**

The Department maintains three first line engines, a quint, an advanced rescue truck, and a trench/structural collapse trailer to accomplish its stated level of response for technical rescue. All fire apparatus are manufactured in compliance with NFPA Standards and designed to meet the stated level of response and community technical rescue needs. The rescue truck equipment inventory is in compliance with the Pennsylvania Department of Health Standards for Advanced Rescue Service.

### **Appraisal**

The rescue truck and associated equipment are adequate based on the Pennsylvania Emergency Management Agency (PEMA) and PA Department of Health Standards to be certified as an Advanced Rescue Service under the Pennsylvania Voluntary Rescue Service Recognition (VRSR) Program. The VRSR program evaluators have inspected the rescue truck, equipment, and maintenance records.

### **Plan**

The special operations platoon will continue to evaluate units and equipment to meet the needs of the Department and prepare for the 2011 VRSR recertification. Units and equipment will be evaluated at least annually by the special operations platoon, deputy chief of operations, and the fire chief as part of the annual budget development and formal program evaluation.

### **Reference(s):**

Mt. Lebanon Fire Department Standards of Cover, p. 56

Vehicle Inventories, Example Document, Resource Management Platoon

Voluntary Rescue Service Recognition (VRSR) Program Booklet

5E.3 Supplies and materials allocation is based on established objectives, is appropriate to meet technical rescue operational needs, and is compliant with local, state/provincial and national standards.

### **Description**

The Department's operating budget provides for adequate supplies and materials to meet the needs of the Department. The maintenance platoon provides for the maintenance needs of the rescue truck and equipment. Programs are in place to resupply medical supplies and expendable rescue supplies. The platoon chiefs have the authority to purchase supplies and materials based on immediate need of an incident. The Department also works on yearly state and national grants to assist with the future equipment needs

### **Appraisal**

The current system of supplying small supplies for daily operation as well as vehicle maintenance has been adequate as supplies and materials have been readily available through existing inventories and met objectives and operational needs.

### **Plan**

The fire chief, deputy chief of operations, and special operations platoon will monitor existing practices, evaluate at least annually as part of formal program evaluation, and change as need for proper resource deployment based on operational needs and industry best practices. The special operations platoon will continue to submit annual budget requests to the fire chief.

### **Reference(s):**

Vehicle Inventory List, Example Document, Resource Management Platoon  
Mt. Lebanon Fire Department Annual Budget, p. 11

**CC 5E.4 Current standard operating procedures or general guidelines are in place to accomplish the stated level of response for technical rescue incidents.**

**Description**

Standard Operating Guidelines are in place and critical tasking identified for technical rescue operations including confined space, industrial, large vehicle, rope, elevator, structural collapse, trench, water/ice, and vehicle rescue. Critical tasking has been identified for each type of technical rescue incident to ensure minimal staffing and incident needs are being addressed. Mutual aid is available for incidents beyond the Department's capabilities.

**Appraisal**

The Department responds to a low frequency of these types of events so opportunities to evaluate these SOG's are limited; however, the SOG's have been developed in accordance with industry best practices and have been effective based on a limited number of incident outcomes (i.e. extrication times ranging from 11 to 23 minutes and continued safe removal of occupants from stalled elevators in accordance with industry best practices) resulting in no fire service personnel injuries. Critical tasking identified in SOG's and the SOC have been utilized to determine if a call is required to be upgraded.

**Plan:**

The fire chief, deputy chief of operations, and special operations platoon will continue to evaluate SOGs for effectiveness and update as necessary. The fire chief will continue to gather and analyze data, the platoon chiefs will continue to critique and discuss technical rescue responses, and the special operations platoon will continue to evaluate effectiveness and maintain an awareness of industry best practices. SOG's will be reviewed at least annually as part of the formal program evaluation.

**Reference(s):**

Mt. Lebanon Fire Department Standard Operating Guidelines 240, 241, 242, 243, 244, 245, 246, 247, 248, Example Documents, Duty Fire Office

5E.5 Minimum training and operational standards are established and met for all personnel who function in the technical rescue program.

### **Description**

The Department has established minimum training and operational requirements for personnel to function at technical rescue incidents. The Department's goal is to maintain a minimum force of technician and operation-level firefighters in each technical rescue discipline. To function at a particular type of technical rescue incident, a member must complete a certified training program and departmental competencies or obtain National Pro-Board Certification in the technical rescue discipline. A member qualifications chart is posted in the assembly room.

Due to this low frequency of events and numerous other training challenges, the Department has been instrumental in developing a regional South Hills Area Council of Government (SHACOG) Technical Rescue Team to ensure an adequate number of trained personnel. The team consists of approximately 35 members from 15 communities, including 9 members from the Mt. Lebanon Fire Department.

### **Appraisal**

The Department's minimum training and operational standards have been adequate in many areas based on the Department's ability to safely handle the types of incidents with which it is involved and the low frequency and/or lack of many types of technical rescue incidents. The Department has historically functioned at technical rescue incidents based upon the experience and levels of training of on scene personnel. While the Department has been able to safely and adequately address technical rescue incidents to which it has responded in the past, assembling an adequate number of Departmental technician trained personnel may be a challenge based on the type of technical rescue incident. Identification of individual member's levels of training can be improved.

**Plan**

The fire chief, deputy chief of operations, training officer, and special operations platoon will continue to evaluate training and operational standards for personnel functioning at technical rescue incidents and maintain a minimum force of technician and operation-level firefighters in each technical rescue discipline. Staffing and training levels of personnel will be evaluated at least annually as part of the formal program evaluation. The Department will try to implement a means to quickly identify a member's level of training for tech rescue incidents. The Department will continue to react based upon the experience and levels of training and of on scene personnel and rely on mutual aid for incidents beyond its capabilities.

**Reference(s)**

Certifications

Member Qualifications Chart, Conference Room, First Floor

Mt. Lebanon Fire Department Confined Space Rescue Competencies, Example Documents, Training Platoon

Mt. Lebanon Fire Department Trench Rescue Competencies Example Documents, Training Platoon

Mt. Lebanon Fire Department Rope Rescue Competencies Example Documents, Training Platoon



5E.6 The agency's information system allows for documentation and analysis of the technical rescue program.

### **Description**

The Department utilizes Firehouse Reporting Software to collect and track call data and frequency. Certifications provides for tracking of completion of training in each technical response area. Training hours are recorded in Firehouse for department review.

### **Appraisal**

Firehouse Reporting Software has allowed for the analysis of response times and incident types and training records. The data available to evaluate the effectiveness of the technical rescue program is limited as these incidents are low frequency and the accuracy of the data is in question prior to 2009; however, the information system is being utilized to analyze service delivery.

### **Plan**

The fire chief will continue to utilize Firehouse Reporting Software to provide data to analyze the technical rescue program and annually update the standards of cover document.

### **Reference(s)**

Firehouse Reporting Software, Example Document 5E6 & 7

Member Certifications, Conference Room, First Floor

Mt. Lebanon Fire Department Standards of Cover, pp. 56-58

**CC 5E.7 An appraisal is conducted, at least annually, to determine the effectiveness of the technical rescue program.**

**Description**

Annually, the fire chief meets with the Operations Officer, Training Platoon, and special operations platoon to review activities, including training, incidents, ability to meet deployment objective, and equipment needs. The effectiveness of the technical rescue program is measured by incident response data, civilian technical rescue injuries, technical rescue training, mutual aid resource availability, and compliance with deployment objectives and the Department's ability to meet stated levels of service. The Department has historically responded to a very low number of technical rescue incidents as indicated in the Standards of Cover.

**Appraisal**

The Department's annual appraisal of the effectiveness of the technical rescue program was formally initiated in January of 2010. Prior to 2010, this process was less formal with the data being analyzed individually by area of responsibility. This process has been effective in identifying training needs, updating SOG's, and in placing a greater emphasis on the management of tech rescue programs.

**Plan**

The fire chief, along with the deputy chief of operations and the special operations platoon will continue to conduct a formal analysis of the effectiveness of the technical rescue program at least annually and its ability to meet stated levels of service and deployment objectives. The fire chief will continue to collect and analyze data and response times to determine the Department's ability to meet its response time objectives.

**Reference(s)**

Firehouse Reporting Software Example Document 5E6 & 7

Mt. Lebanon Fire Department Annual Report, p. 6

Mt. Lebanon Fire Department Standards of Cover, pp. 56-58

Member Qualifications Chart, Conference Room

## 2010 Technical Rescue Program Evaluation Form Example Document, Fire Chief

## Category V

### Criterion -5F: Hazardous Materials (HAZMAT)

*The agency operates an adequate, effective, and efficient hazardous materials program directed toward protecting the community from the hazards associated with fires and uncontrolled releases of hazardous and toxic materials.*

#### Summary:

The Department's response area is vulnerable to hazardous material incidents, but has had a low frequency of occurrence. Hazardous materials incidents are classified as moderate probability, moderate consequence hazards.

The Mt. Lebanon Fire Department's 1<sup>st</sup> unit benchmark is to respond to all hazardous materials events in 7 minutes and 20 seconds or less, total response time, 90% of the time. The first-due unit shall be staffed with a minimum of three (3) firefighters and be capable of establishing command, isolating the area, and determining resource needs.

The Department's effective response force (ERF) assembly benchmark for Level "B" or greater hazardous materials events is to provide an ERF of twelve (12) firefighters in 13 minutes or less total response time 90% of the time. The ERF shall be capable of establishing command, establishing a perimeter including hot and cold zones, assisting with evacuations, conducting decontamination, suppressing related fires, and performing rescue of viable victims and administering emergency care. Assistance from the Allegheny County Hazardous Materials Team shall arrive within 30 minutes or less total response time, 90% of the time.

The Department responded to one Level "B" or greater hazardous materials incident over the previous three-year period. The Department is meeting its total response time benchmark and arrival of the County Hazardous Materials Team benchmark, but was 1:38 slower than the benchmark in assembling an ERF due to inadequate information at dispatch causing the on-duty crew to underestimate the seriousness of the event.

All volunteer members are trained to the operations level per NFPA 472 standards and all career personnel are trained to the technician level per OSHA 1910.120. Personal protective clothing

and associated equipment is carried on the Department' heavy rescue truck with additional clothing and equipment in storage. Any incident that cannot be mitigated by Department personnel will also have the county Hazardous Materials team dispatched. These incidents occur less than once per year. The large majority of hazardous materials incidents is vehicle accident related and require the cleanup of motor oil, gasoline, and antifreeze. The Department's service level objectives, training, and equipment have been adequate based on the levels of risk identified in the community wide risk assessment and the low frequency of hazardous materials incidents.

## **Performance Indicators:**

**CC 5F.1 Given the agency's standards of response coverage and emergency deployment objectives, the agency meets its staffing, response time, apparatus and equipment deployment objectives for each type and magnitude of hazardous materials emergency incidents.**

### **Description**

The Mt. Lebanon Fire Department's 1<sup>st</sup> unit benchmark is to respond to all hazardous materials events in 7 minutes and 20 seconds or less, total response time, 90% of the time. The first-due unit shall be staffed with a minimum of three (3) firefighters and be capable of establishing command, isolating the area, and determining resource needs.

The Department's effective response force (ERF) assembly benchmark for Level "B" or greater hazardous materials events is to provide an ERF of twelve (12) firefighters in 13 minutes or less total response time 90% of the time. The ERF shall be capable of establishing command, establishing a perimeter including hot and cold zones, assisting with evacuations, conducting decontamination, suppressing related fires, and performing rescue of viable victims and administering emergency care. Assistance from the Allegheny County Hazardous Materials Team shall arrive within 30 minutes or less total response time, 90% of the time.

### **Appraisal**

There has been only one incident requiring the Allegheny County Haz Mat Team over the previous 10-year period. The Haz Mat Team's response time was 28:37 and they responded 15 technician-level personnel. The Department's baseline turnout time for hazardous materials incidents was 66 seconds, the baseline first due travel time was 2:47, the baseline second due travel time was 2:24, the baseline effective response force assembly travel time was 10:36. Thirty-two Mt. Lebanon fire fighters were assembled, including 14 technician-level. An ERF of twelve personnel were assembled within 8 minutes of the call being upgraded to a technician-level emergency; however, this was 1:38 above the benchmark assembly time due to a delay in recognition.

**Plan**

The fire chief and special operations platoon will continue to evaluate the Department's ability to meet its emergency deployment objectives for hazardous materials emergency incidents at least annually as part of the formal program evaluation. The Department plans to continue to maintain its career staff trained and equipped to handle Level A emergencies with the assistance of the Allegheny County Hazardous Materials Team. All volunteer personnel will continue to be trained to the operations level. The Department is going to develop and measure tiered levels of hazardous materials emergencies, including carbon monoxide incidents with symptoms, odors of gas in residences, and fuel spills to provide more data.

**Reference(s)**

Member Certifications, Training Platoon Chief's Office

Member Qualifications Chart, Conference Room, First Floor

Mt. Lebanon Fire Department Standards of Cover, pp. 55-56

Firehouse Reporting Software, Example Document, 5F1,6,7

5F.2 The agency defines and provides appropriate and adequate equipment to accomplish the stated level of response for hazardous materials response and to be compliant with local, state/provincial and national standards.

### **Description**

The Department maintains three first line engines, an advanced rescue truck, and a mobile emergency management unit to accomplish its stated level of response for hazardous materials incidents. All of the engines are equipped with oil dry, absorbent pads, soda ash, gloves, coveralls, and monitoring equipment. The rescue truck is equipped with Level C through Level A personal protective clothing, oil dry, absorbent pads and booms, soda ash, monitoring equipment and decontamination equipment. Research manuals and a laptop computer with internet capability are available. Additional stockpiles of equipment are located in storage or through the Allegheny County Hazardous Materials Team.

### **Appraisal**

The Department's equipment has been adequate to meet its stated level of response to handle operations level and daily minor incidents without any known issues.

### **Plan**

The Department will continue to maintain adequate equipment to accomplish its stated level of response for hazardous materials incidents. Annually, the special operations platoon will provide a budget request to the fire chief to maintain and/or improve the Department's hazmat equipment and discuss equipment needs as part of the formal program evaluation. The Community Outreach and Special Operations Platoon will maintain an awareness of industry and state and local requirements and best practices.

### **Reference(s)**

Station Hazardous Materials Inventory, Lower Basement Storage and Example Document – Hazmat Supplies

Vehicle Inventory Lists, Example Document, Rescue 198 p.7 Resource Management Platoon



5F.3 Supplies and materials allocation is based on established objectives, is appropriate to meet hazardous materials response operational needs, and is compliant with local, state/provincial and national standards.

### **Description**

The Department maintains a supply of hazard control materials. These include foam concentrate for hydrocarbon and alcohol-related incidents, various absorbent pads and booms, a variety of patching and plugging materials, as well as all classes of entry suits. Additional materials are available through the Allegheny County Hazardous Materials Team.

### **Appraisal**

In addition to the supplies and materials carried on apparatus, an inventory of supplies and materials has been kept in storage. These supplies and materials have been restocked as necessary and there have been no known issues regarding inadequate supplies or materials.

### **Plan**

The Department will continue to maintain adequate supplies and materials to meet hazardous materials response operational needs. The special operations platoon will continue to maintain an inventory and request materials and supplies as necessary.

### **Reference(s)**

Vehicle Inventory Lists, Example Document, Rescue 198 p.7, Resource Management Platoon Station Hazardous Materials Inventory, Lower Basement Storage and Example Document-Hazmat Supplies

Mt. Lebanon Fire Department Operating Budget, p. 11

**CC 5F.4 Current standard operating procedures or general guidelines are in place to direct the hazardous materials response program.**

**Description**

The Department has Standard Operating Guidelines in place to direct the hazardous materials program. These guidelines include hazardous materials emergency operations and flammable gas emergency operations. The hazardous materials standard operating procedures were originally written many years ago and have served their purpose based upon the limited hazardous material response history of the Department and were updated in 2009 to include critical tasking. The Mt. Lebanon Emergency Operations Plan and the Allegheny County Emergency Response Plan provide additional guidelines and resources for response to hazardous material emergencies, including ICS and tactical plans.

**Appraisal**

The Department's SOG's for hazardous materials incident response are in place and have been effective based on the Department's ability to safely mitigate incidents without any significant loss or injuries; however, the Department has had very little opportunity based on a low frequency of major incidents, to determine what improvements may be necessary.

**Plan**

The Department's Special Operations Platoon, Deputy Chief of Operations, and Fire Chief will continue to evaluate the effectiveness of the Department's hazardous materials SOG's based on incident response critiques and maintaining an awareness of what other organizations are doing and an awareness of changes to industry best practices. This evaluation will be done at least annually as part of the formal program evaluation.

**Reference(s)**

Hazardous Materials Response SOG 220, 221 Example Document, Duty Fire Office  
Allegheny County Emergency Operations Plan, ESF 10  
Mt. Lebanon Emergency Operations Plan

5F.5 Minimum training and operational standards are established and met for all personnel who function in the hazardous materials response program, including for incidents involving weapons of mass destruction.

### **Description**

For incidents beyond the operations level, the Department's function is to determine the scope of the incident and either immediately execute a rescue with its available response force or stabilize the incident until the Allegheny County Hazardous Materials Team arrives to support the mitigation of the event. All members are trained to a minimum of the hazardous materials operations level with annual refresher training. All of the career staff is trained to the OSHA hazardous materials technician level including annual refresher training per 29 CFR 1910.120 and in emergency response to terrorism. Members function at their level of training at incidents involving hazardous materials / weapons of mass destruction. The complexity and size of the incident determines whether a dedicated hazardous materials team is needed to mitigate an incident.

### **Appraisal**

The Department's training and operational standards for hazardous materials / weapons of mass destruction incidents has worked well as the overwhelming majority of incidents to which the Department responds are operations level and related to vehicle accidents. The Department averages less than one incident per year that is beyond the operations level and which requires the Allegheny County Hazardous Materials Team. At these events, the technician level certified personnel have been able to successfully and safely execute rescues or stabilize the incident until the Allegheny County Hazardous Materials Team arrives.

### **Plan**

The Department will continue to train all personnel to the operations level and the career staff to the technician level, ensure that personnel function within their level of training, and rely on the Allegheny County Hazardous Materials Team for incidents beyond the Department's capabilities, training, or resources.

**Reference(s)**

Members Qualification Chart, Conference Room First Floor

5F.6 The agency's information system allows for documentation and analysis of the hazardous materials program.

### **Description**

The Department has utilized Firehouse Reporting Software since approximately 1998. To develop the standards of coverage, response data was exported to Excel spreadsheets to allow for sorting and filtering of data. The Department's informational system is also utilized to develop annual and monthly reports that are submitted to elected officials. Training records have played an essential part in documentation for certification of all personnel.

### **Appraisal**

The software has been effective for analyzing emergency response capabilities, providing incident type, response times, personnel, loss, etc. The Department has since developed several queries to improve the analysis of response data pertaining to the benchmarks established in the Department's Standards of Coverage document.

### **Plan**

The fire chief will continue to utilize Firehouse Reporting Software and develop additional ways to improve the retrieval of data for analysis and reporting.

### **Reference(s):**

Firehouse Reporting Software, Example Document, 5F1,6,7

Mt. Lebanon Fire Department Annual Report, PP.6 & 8

Mt. Lebanon Fire Department Standards of Cover, P. 39

**CC 5F.7 An appraisal is conducted, at least annually, to determine the effectiveness of the hazardous materials program.**

### **Description**

The Department provides appraisal of the hazardous materials program through monthly reporting, annual reporting, post-incident analysis, and Standards of Cover updates. Incident data is generated by the administrative platoon chief and provided to the fire chief and elected officials on a monthly basis. The effectiveness of the hazardous materials program is evaluated on an ongoing basis at monthly officer's meetings and during an annual review with the Special Operations Platoon, Deputy Chief of Operations, and Fire Chief.

The Department has historically responded to a very low number of moderate or high hazardous materials incidents as indicated in the standards of cover. The Department's annual appraisal of the effectiveness of the hazardous materials program was formally initiated in January of 2010. Prior to 2010, this process was less formal with the data being analyzed individually by area of responsibility.

### **Appraisal**

The appraisal has been effective in identifying areas of improvement including greater focus and dedication of a specific individual / individuals to monitor the program, and equipment and testing needs. Since the formal program evaluation is fairly new, items are still being added to the formal review process and the Department believes the process will lead to continued improvements.

### **Plan**

The Special Operations Platoon, Deputy Chief of Operations, and Fire Chief will continue to evaluate the effectiveness of the hazardous materials program at least annually and following major incidents or identified issues and maintain the levels of training and equipment stated to meet deployment objectives.

**Reference(s):**

Firehouse Reporting Software, Example Document, 5F1,6,7

Mt. Lebanon Fire Department Annual Report, PP. 6 & 8

Mt. Lebanon Fire Department Hazardous Materials Committee notes, Example Document, July 10, 2010

Mt. Lebanon Fire Department Monthly Reports, Example Document, 2010

Mt. Lebanon Fire Department Standards of Coverage, P. 39

Hazardous Materials Evaluation, Example Document, Fire Chief

## **Category V**

### **Criterion -5G: Emergency Medical Services (EMS)**

*The agency operates and EMS program that provides the community with a designated level of out-of-hospital emergency medical care.*

#### **Summary:**

EMS is provided by a private, not-for-profit service, Medical Rescue Team South Authority. MRTSA was established in 1977 to provide EMS service to Mt Lebanon and five other municipalities. MRTSA is a licensed Advance Life Support Service through the PA Department of Health. The Department provides Basic Life Support assistance when needed to assist MRTSA, normally at motor vehicle crashes or physical rescues. All of the Department's career staff and 13 of the volunteer staff are certified as EMTs. The Department is certified as a First Responder agency by the PA Department of Health.

The Department assists the EMS agency when requested (6 responses in 2010), and responds as a Basic Life Support (BLS) Provider on high priority incidents when all EMS units are busy and an EMS unit is called from a surrounding community.

MRTSA's 1<sup>st</sup> unit response time benchmark is to respond to all E0 and E1 emergency medical incidents with an ALS unit in 8 minutes or less from the time of dispatch 90% of the time.

The Mt. Lebanon Fire Department's 1<sup>st</sup> unit benchmark is to respond to all emergency medical incidents in 6 minutes or less, total response time, 90% of the time. The first due unit shall be staffed with a minimum of two emergency medical technicians and be capable of providing basic life support until advanced life support arrives.



## **Performance Indictors:**

**CC 5G.1 Given the agency's standards of response coverage and emergency deployment objectives, the agency meets its staffing, response time, apparatus and equipment deployment objectives for each type and magnitude of emergency medical incidents.**

### **Description**

The Department does not offer EMS transport services, but does limited first responder activities. The EMS provider is MRTSA, a licensed Advance Life Support Service through the PA Department of Health (PA DOH). To maintain licensure, MRTSA must meet stringent inspection, staffing, coverage area, and equipment on the medic units and response times must meet the PA DOH standards for a licensed ALS service. MRTSA averages 9000 emergency calls per year covering 6 communities, an average of 4500 calls per year come from Mt Lebanon. MRTSA's response time objective for E0 and E1 calls in Mt. Lebanon is to respond an ALS unit in 8 minutes or less from the time of dispatch 90% of the time.

The Department has a minimum of two firefighter /EMTs on duty 24 hours a day 365 days a year while MRTSA staffs 4 – 5 medics units per day with a paramedic and an EMT or two paramedics. The amount of medic units drops to two over night from 0001 – 0700.

The Department is a recognized Quick Response Service (QRS) by the PA DOH but at this time does not provide that level of service to the community, except as requested when medic units are not available. The organization does classify an average of 87 medical calls per year, mostly from crashes with injuries or walking medical patients to the station, and averages six first responder calls when medic units are not available.

The Mt. Lebanon Fire Department's 1<sup>st</sup> unit benchmark is to respond to all emergency medical incidents in 6 minutes or less, total response time, 90% of the time. The first due unit shall be staffed with a minimum of two emergency medical technicians and be capable of providing basic life support until advanced life support arrives.

**Appraisal**

MRTSA has provided a quality EMS service in Mt. Lebanon since 1976. There have not been any issues regarding their responses or standards of care of which the Municipality is aware. MRTSA met its response time objectives 91% of the time in 2010 with a 90<sup>th</sup> percentile response time of 8:00. The Department's 90<sup>th</sup> percentile total response time for first responder incidents in 2010 was 5:56. The first-due unit was staffed with a minimum of two EMT's 100% of the time.

**Plan**

The fire chief will continue to work with the MRTSA Director to assess the need to provide additional First Responder services. This assessment will be conducted at least annually as part of the formal program evaluation. The fire chief will also request that MRTSA begin providing call handling, turnout, and travel times beginning in 2011 as a new mobile EMS CAD capable of providing this data was implemented on January 1, 2011.

**Reference(s)**

DOH QRS Recognition manual, Example Document, 2009

Mt. Lebanon Fire Department Standards of Cover, pp. 40-42 & pp. 58-59

5G.2 The agency defines and provides appropriate and adequate equipment to accomplish the stated level of response for EMS incidents and to be compliant with applicable local, state/provincial and national standards and mandates.

### **Description**

The Department is a recognized QRS service and MRTSA is a licensed ALS service. Each agency is required to meet equipment requirements to maintain licensure.

Each piece of the organization's heavy apparatus has a jump kit with O2 and an AED, the Squads have a basic medical bag and an AED. The Rescue truck carries specialized patient packaging equipment for rescue purposes, high rise fire evacuations and to assist MRTSA with large patients.

MRTSA has seven ALS ambulances all with the same complement of equipment, these medic units, supplies and drugs are checked daily by the crews assigned to them and meet the PA DOH licensure requirements for an ALS ambulance.

### **Appraisal**

The Department and MRTSA meet equipment requirements required by the PA DOH for their respective levels of licensure.

### **Plan**

The special operations platoon will continue to monitor QRS certification requirements and budget for adequate equipment to meet PA DOH requirements. MRTSA will continue to equip ambulances to meet state licensure requirements.

### **Reference(s)**

DOH QRS Recognition manual. Example Document, Resource Management Platoon  
Apparatus Inventory List, Example Document, Engine 2, pp. 2 & 3 Resource Management Platoon

5G.3 Supplies and materials allocation is based on established objectives, is appropriate to meet EMS operational needs, and is compliant with local, state/provincial and national standards.

### **Description**

The PA DOH has established supply and material requirements for ambulance and QRS services. The Department maintains all supplies necessary for operating a first responder service by keeping a full inventory of BLS supplies at the station. The Department also have a restocking agreement with MRTSA, where items that the responding Department unit uses on a patient are replaced by the MRTSA transport unit.

### **Appraisal**

The Department and MRTSA have adequate supplies and materials based on PA DOH requirements and service level objectives.

### **Plan**

The fire chief will continue to annually budget for supplies and materials based on recommendations from the special operations platoon and maintain relations with MRTSA to ensure that supplies and materials not purchased by the Department continue to be available.

### **Reference(s)**

Apparatus Inventory List, Example Document, Engine 2, pp. 2 & 3 Resource Management Platoon

MLFD EMS Supplies Minimum, Example Document, The Pennsylvania Bulletin

Mt. Lebanon Fire Department Operating Budget, p. 11

**CC 5G.4 Standard operating procedures or general guidelines, and standing orders/protocols, are in place to direct EMS response activities and to meet the stated level of EMS response.**

### **Description**

The standards of response coverage identify car crashes, technical rescue incidents and medical emergencies as our stated levels of first responder service response. The Department follows the PA Department of Health BLS protocols. The Mt. Lebanon Fire Department operates under a system of established and approved standard operating guidelines. SOGs provide direction for organization personnel operating on the scene of emergency situations by depicting recommended strategic and tactical methods.

MRTSA utilizes the PA Department of Health Statewide ALS protocols, including patient care protocols, standard operating procedures, and employee policies and procedures.

### **Appraisal**

Standard Operating Guidelines are effective based on their compliance with PA Department of Health BLS Protocols and the Department's PA DOH First Responder Service Certification. There have been no issues or legal actions regarding the Department's delivery of service.

### **Plan**

The special operations platoon will continue to ensure the Department maintains compliance with PA DOH BLS Protocols. The Department will continue to maintain its QRS certification.

### **Reference(s)**

Standard Operating Guidelines, 219 & 219.1

PA DOH BLS Protocols, Duty Fire Office

PA DOH ALS Protocols, Duty Fire Office

5G.5 Online and offline medical control is available to the agency.

### **Description**

Through St Clair Hospital, online medical command is available 24 hours a day for the Mt. Lebanon Fire Department and MRTSA units if and as needed. The Department has a medical command physician overseeing the QRS and AED program. All the apparatus and hand-held portable radios have Med channels 1-10 available. Offline control can be reached by telephone for training and Q/A issues.

MRTSA being a licensed ALS service utilizes medical command on a daily basis and are very familiar with the system and can contact the other 26 medical facilities in the Pittsburgh area for command if needed

### **Appraisal**

Our current radio communication system allows units to have direct radio contact in order to access medical command at St. Clair Hospital, should the need arise.

### **Plan**

The Department will continue to maintain its ability to communicate with medical command.

### **Reference(s)**

Mt. Lebanon Fire Department Radio Frequency List (Med 3), See Zone G

412-561-1111 St. Clair Memorial Hospital direct line\*

412-942-2277 St. Clair Memorial Hospital direct line\*

\*These numbers are programmed into apparatus cell-phones.

**CC 5G.6 A patient care record is created and maintained for each patient encountered by the EMS system. This report contains patient history, incident history, data regarding treatment rendered, and the patient disposition recorded. The agency must make reasonable efforts to protect reports from public access and maintain them as per local and state/provincial records retention requirements.**

### **Description**

The Department does not write a patient care report for patient care but uses a fire report. The organization does not need to submit a PCR to the state and does not collect this data at this time. MRTSA being a licensed service is required to submit a PCR to the state per DOH requirements. MRTSA uses EMS Charts an online patient care report. MRTSA has an SOG regarding these reports.

### **Appraisal**

MRTSA uses EMS Charts that does require all the history, vitals, patient information to be documented, and stores the information electronically for the PA DOH mandated time period of 7 years and 18 years for a pediatric case. Patient care reports have restricted access.

### **Plan**

The special operations platoon will continue to monitor the DOH requirements as they pertain to the Department's need to maintain patient care records. MRTSA will continue to maintain patient care reports per DOH requirements and provide for the security of patient care information.

### **Reference(s)**

**CC 5G.7** The agency has a HIPAA<sup>4</sup> compliance program in place for the EMS program that meets with federal guidelines and all personnel have been properly trained in HIPAA regulations and procedures.

### **Description**

The Department does not keep a patient care reports. All patient information is stored in a Firehouse Reporting Software fire report. MRTSA does bill for services and has yearly update training in HIPPA compliance and has the training officer to run a compliance program. Being a non-billing agency the Department does not fall under any HIPPA regulation; however, HIPPA compliance is covered as part of the Department's annual CPR / AED Refresher Training.

MRTSA is fully HIPPA compliant and utilizes the Page, Wolfberg, and Wirth Compliance Program.

### **Appraisal**

MRTSA being a insurance billing entity does fall under the HIPPA guideline and has a compliance and training system in place with no known issues regarding HIIPA compliance.

### **Plan**

The Department will continue to include HIPPA compliance as part of its annual CPR / AED Refresher Training. The local EMS provider will continue to monitor its HIPPA compliance and maintain in accordance with federal regulations and train employees as necessary.

### **Reference(s)**

Training outline for HIPPA, Example Document

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<sup>4</sup> HIPAA=Health Insurance Portability and Accountability Act



5G.8 Patient care records receive an independent review and the agency has a quality assurance program in place.

### **Description**

The Department does not write a patient care report at this time, all Firehouse reports go through a QA process by an administrative assistant.

MRTSA used EMS Charts and utilize a peer review of all reports and any that are flagged with a problem are sent to the next level of QA and reviewed by a supervisor. The paramedic coordinator at St. Clair Hospital can also see all the reports and QA as needed.

### **Appraisal**

The Department has no independent review of patient care records.

MRTSA uses EMS Charts which has a very good review and flagging system in the software to let multiple levels of the organization QA reports and track issues in the program. Patient care records are reviewed by the medical director.

### **Plan**

MRTSA will continue to use EMS Charts and utilize the multi level QA process it is using at this time consistently evaluate its effectiveness.

### **Reference(s)**

5G.9 The agency's information system allows for documentation and analysis of the EMS program.

### **Description**

The Department has utilized Firehouse Reporting Software since approximately 1998. The software has been effective for analyzing emergency response capabilities. To develop the standards of coverage, response data was exported to Excel spreadsheets to allow for sorting and filtering of data. The Department has since developed several queries to improve the analysis of response data pertaining to the benchmarks established in the Department's Standards of Coverage document. The Department's informational system is also utilized to develop annual and monthly reports that are submitted to elected officials.

### **Appraisal**

The Department's documentation regarding EMS calls is limited as DOH record keeping requirements for QRS services are limited. The information system allows the Department to analyze incidents, call handling times, turnout times, and response times.

### **Plan**

The Department will continue to utilize Firehouse Reporting Software and the special operations platoon will look at the potential for expanding the EMS section of Firehouse regarding what additional information might be useful to enhance the QRS program.

### **Reference(s):**

Firehouse Reporting Software, Firehouse Document, 5G9

Mt. Lebanon Fire Department Annual Report, p. 6

Mt. Lebanon Fire Department Standards of Cover, pp. 41-42 & p. 59

**CC 5G.10 An appraisal is conducted, at least annually, to determine the effectiveness of the EMS program.**

### **Description**

The Department provides appraisal of the EMS program through monthly reporting, annual reporting, officers meetings, post-incident analysis, and Standards of Cover updates. The effectiveness of the EMS program is evaluated on an ongoing basis at monthly officer's meetings and during an annual review with the Special Operations Platoon. The appraisal includes a description of the program; goals, objectives, and outcomes; performance measures; program assessment; and an improvement plan.

### **Appraisal**

The Department implemented a formal appraisal process in 2009. This process has proved beneficial in communication goals and objectives, determining training needs, and discussing ways to improve the program. Although EMS responses and data are very limited, the Department can, and is, improving the EMS program and data for analysis.

### **Plan**

The fire chief and special operations platoon will continue to evaluate the EMS program as part of local reporting requirements, QRS certification updates, standard of cover updates, and the annual formal program evaluation. The Department will continue to evaluate and expand upon data related to the very limited EMS responses and what information might be useful to the program at the 2012 evaluation period.

### **Reference(s)**

2010 EMS Program Evaluation Form, Example Document, 2011

## **Category V**

### **Criterion 5H: Domestic Preparedness Planning and Response**

*The agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan, designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.*

#### **Summary:**

The Department maintains an emergency operations plan and includes an emergency management platoon as part of its daily operation. This shift conducts NIMS training for all municipal personnel that are related to emergency management functions. The Department also comes under the Allegheny County operations plan.

Additional resources are identified in the Department emergency operations plan and the county plan. The operations of the emergency management platoon are carried out through a series of standard operating guidelines. Periodic exercises and drills are conducted to test operational readiness in various forms and this information is tracked through Firehouse Reporting Software.

## **Performance Indicators:**

**CC 5H.1 The agency publishes an all-hazards plan that defines roles and responsibilities of all participating departments and/or external agencies. An appropriate multi-agency organizational structure is identified and authorized to carry out the all-hazards plan predetermined functions and duties.**

### **Description**

The Department publishes, maintains and exercises the Mt. Lebanon Emergency Operations Plan (the plan) for the municipality. An appropriate multi-agency structure is identified within the plan. The plan was officially adopted under resolution in October of 2003. Subsequent updates and a complete review and re-adoption by resolution were accomplished in January of 2009. Multiple copies of the plan are located in the fire department, emergency management office, police department, manager's office and files with Allegheny County.

### **Appraisal**

The All hazards plan has been successfully utilized for multi-agency events such as Hurricane Ivan, the G-20 Summit and an H1N1 Vaccination Clinic \ POD Exercise. In addition, the plan is used for any emergency management operations drills that the agency plays a role in. While the plan has been successfully used in the past, the document is in need of revision.

### **Plan**

The Department, through the emergency management platoon, will continue to update, utilize and exercise the plan annually, or more often as needed, to maintain a functional emergency operations plan for the community. Other agencies will continue to be incorporated into these exercises.

### **References**

Mt. Lebanon Emergency Operations Plan 2009 edition, Emergency Management Annex

5H.2 The agency is compliant with the National Incident Management System<sup>5</sup>(NIMS) and its operational methods are compatible with all external response agencies.

### **Description**

All Department personnel are trained to the level of NIMS required for their level of involvement in an emergency management setting. The current Emergency Operations Plan is NIMS compliant as adopted by resolution. NIM is used at all emergencies and emergency management events. NIM is also utilized in non-emergency events where applicable.

### **Appraisal**

In municipal wide drills and multi-agency events the use of the NIMS has proven beneficial. The Department has taken the lead role in training municipal and school district personnel to the 700 level of NIMS certification. The Department has a command procedure SOG and has utilized a NIMS compliant Incident Command System at all incidents.

### **Plan**

The department plans to train as needed those individuals requiring this certification. In addition, we will comply with any new mandates regarding NIMS compliance.

### **References**

Mt. Lebanon Emergency Operations Plan 2009 edition, Emergency Management Annex

Mt. Lebanon Fire Department SOG, 201, Example Document, Duty Fire Office

Mt. Lebanon Pennsylvania Emergency Operations Plan, Resolution Number R-1-09, Example Document

Mt. Lebanon Pennsylvania, NIMS adoption, Resolution Number R-26-04, Example Document  
Training records, Example Document, Training Platoon Chief

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<sup>5</sup> Federal Emergency Management Agency, Retrieved May 26, 2009 from About the National Incident Management System (NIMS) Web Site: <http://www.fema.gov/emergency/nims/AboutNIMS.shtm>

5H.3 The necessary outside agency support is identified and documented.

### **Description**

The Mt. Lebanon Emergency Operations Plan (EOP) outlines outside resources that are available during events that exceeds the municipality's capabilities. The Mt. Lebanon EOP falls under the Allegheny County Emergency Operations Plan. Mutual, automatic and specialized aid companies are identified through the use of run cards.

### **Appraisal**

The EOP has been utilized to identify and request outside support. This support has been successfully utilized for multi-agency events such as Hurricane Ivan, the G-20 Summit and H1N1 Vaccination Clinic \ POD Exercise. The use of run cards has allowed the dispatch center to efficiently dispatch predetermined mutual, automatic and specialized aid companies based on the magnitude and severity of incidents.

### **Plan**

The Department will continue to update the available resources and run cards as needed to maintain an effective response capability.

### **References**

Allegheny County Emergency Operations Plan, 2008 Electronic Version MLEMA file  
Mt. Lebanon Fire Department Run Cards, Example Document, 2009, Fire Chief  
Mt. Lebanon Municipality Emergency Operations Plan, 2009, Emergency Management Annex

**CC 5H.4 Current standard operating procedures or general guidelines are in place to direct domestic preparedness planning and response activities.**

**Description**

Currently, the Department has SOGs in place that direct the response to terrorist threats , major disasters and other large-scale emergencies. These include response to terrorism events, hazardous materials, evacuations, and tunnel and high-rise incidents. The Department also utilizes the Mt. Lebanon and Allegheny County Emergency Operations Plans to manage these types of incidents.

**Appraisal**

The structure of the response SOGs are relatively new to the organization. SOG's are geared to protect initial responders and identify the need for additional assistance. The Department has very few responses to allow it to measure the effectiveness of these guidelines. Domestic preparedness planning is done by the Emergency Management Platoon through the County ESF, Annex I, Allegheny County Emergency Operations Plan.

**Plan**

The Department will use the response SOGs during activations to assess their ability to meet the needs of the Department. The emergency management platoon will develop additional SOGs that direct the planning process for emergency preparedness activities. SOG's will be evaluated at least annually by the fire chief and platoon as part of the formal program evaluation.

**References**

Mt. Lebanon Emergency Operations Plan 2009 edition Emergency Management Annex  
Mt. Lebanon Fire Department SOGs 201.1, 202,204,220,302,304, Example Documents, Duty  
Fire Office  
Allegheny County Emergency Operations Plan, 2008, Example Document, Annex IX



**CC 5H.5 Processes are in place to provide for interoperability with other public safety agencies in the field including portable, mobile, and fixed communications systems, tools, and equipment.**

### **Description**

The agency has the ability to communicate with mutual aid fire departments, emergency medical providers, local schools, local health care facilities and police departments. The Department has the ability to communicate at the County and State level through regional radio channels. In addition, measures are in place to adapt to mutual aid fire departments in ways including hose connections. Because of the uniqueness of the agency operations, the organization has the ability to communicate to all local public service agencies as needed. This includes a backup dispatch center in the agency's headquarters. The Department serves as a tertiary back-up system for communications both stationary within the Alarm Room and mobile paging and communications through our mobile command post. This enables the organization to customize communications capabilities and support interoperability. This process has been in effect for numerous years.

### **Appraisal**

The interoperability processes have proven effective in times major events. The Department has communicated with the Pennsylvania Emergency Management Agency (PEMA), Allegheny County Emergency Management Agency (ACEMA), police, EMS, public works, and other agencies and facilities successfully, including during communications outages with the main dispatch center.

### **Plan**

The agency's plan is to continue to maintain interoperability with the local agencies that it is associated with. In addition, any changes or advances in this field will be monitored by the emergency management platoon and implemented as needed.

## **References**

Radio Programming lists, Example Documents, Resource Management Platoon

5H.6 A process is in place to record information and provide data on needed resources, scope, nature of the event, and field resources deployment.

### **Description**

The agency is able to track all information and provide supporting data for all levels of response. The agency uses various types of processes for information gathering depending upon the situation. These have included portable accountability boards (Tactron), white boards, multi-incident logs, FEMA forms, and Firehouse Reporting Software.

### **Appraisal**

The information processes have proven mostly effective during major incidents based on the Department's ability to record the necessary information to be entered into the Firehouse Reporting Software following major events where the Department may respond to 100-200 incidents over a 12 to 24-hour period. Very few incidents and incident information is lost; however, this can be improved and steps taken to ensure more accurate and comprehensive information include placing incident forms in the utility vehicles that respond to numerous incidents during major storms and moving the command and operations of major incidents from duty fire to the EOC Annex.

### **Plan**

The administrative platoon chief and emergency management platoon will continue to monitor the Department's ability to track resources as needed for all aspects of response, including evaluating recently implemented processes. The administrative platoon chief and emergency management platoon will continue to maintain an awareness of industry changes and software/hardware that may improve this process. Information processes will be evaluated on an on-going basis following major events.

## **References**

Tactron

EOC function folders / forms in general, Example Documents, Emergency Management Platoon

Firehouse Reporting Software, Example Document, 5H6

Knowledge Center

5H.7 The agency periodically conducts operational tests of and evaluates the all-hazards plan and the domestic preparedness program.

### **Description**

The agency regularly tests its all hazards plan in various means in its jurisdiction. These events include tabletop exercises, and Emergency Management Center activations for different drills. In addition, the agency works with various community stakeholders by holding mock disasters. The full-activation staff is recalled at least once per year for an annual table-top exercise. Included here are utility providers, schools and local businesses. The agency has a history of holding mock exercises in various capacities. In February 2010, a multi-jurisdictional Vaccination Clinic and Point of Distribution (POD) Exercise was conducted and managed by Mt. Lebanon Emergency Management. Included in the event staff were; Mt. Lebanon Schools, Medical Rescue Team South, Allegheny County Health Department and the Mt. Lebanon Police Department along with an expansive community volunteer group.

### **Appraisal**

The drills conducted throughout the year allow for the testing and refinement of the operational plan. This has enhanced the organization's relationship with community group's schools and other groups.

### **Plan**

The agency will continue to test its capabilities in this area through the various opportunities that become available.

### **References**

File material

5H.8 The agency conducts and documents a vulnerability assessment and has operational plans to protect and secure the agency's specific critical infrastructure, including but not limited to materials and supplies, apparatus and facilities security, fuel, and information systems.

### **Description**

The Department participates within a regional hazard vulnerability study through Allegheny County. The study is documented with the Allegheny County Emergency Operations Plan. In addition, the department conducted its first local hazard study in 2009 that was published within the Department's Standard of Cover document.

### **Appraisal**

The Standard of Cover risk analysis classified all occupancies in Mt. Lebanon into three hazard groups. This information was considered in the writing of the standard and is documented through pre-planning software available in station and on all first responding vehicles via mobile computer. The County Hazard and Vulnerability Study was updated in 2008 and includes Mt. Lebanon. The Department has not completed a study specific to its own critical infrastructure.

### **Plan**

The Department will continue to use the two systems identified above. In the near future, the agency needs to conduct a comprehensive Hazards and Vulnerability study specific to the critical infrastructure for the municipality. The development of a business continuity plan is a departmental goal for 2011.

### **References**

Allegheny County Emergency Operations Plan, 2008 Electronic Version, MLEMA file  
Mt. Lebanon Standard of Cover, 2010, PP. 20-25

## **Category V**

### **Criterion 5I: Aviation Rescue and Fire Fighting Services**

*The agency operates an adequate, effective and efficient program directed toward an aviation accident or incident occurring at, or in the immediate area.*

*This criterion report should be completed by agencies that have direct responsibility for operating programs that provide aircraft crash/rescue protection on airfields, or that have identified an aircraft emergency in the immediate area as a highly probable hazard in Category II, "Assessment and Planning." Simply because aircraft fly over the jurisdiction is not reason enough to require this criterion be completed.*

*If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.*

#### **Summary:**

The Mt. Lebanon Fire Department does not provide fire protection directly or in any form of aid

## **Category V**

### **Criterion 5J: Marine and Shipboard Rescue and Fire Fighting Services**

*The agency operates an adequate, effective and efficient program directed toward a marine or shipboard fire or incident occurring at, or in the immediate area.*

*This criterion report should be completed by agencies that have direct responsibility for operating programs that provide marine and shipboard firefighting and /or rescue services, or that have identified a marine emergency in the immediate area as a highly probable hazard in Category II, Assessment and Planning.*

*If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.*

#### **Summary:**

The Mt. Lebanon Fire Department does not provide fire protection directly or in any form of aid agreement for Marine or Shipboard Rescue and Fire Fighting Services.



## **Category VI: Physical Resources**

Physical resources are defined as the fire stations, training facilities, fire apparatus and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources.

Facilities that are leased and/or jointly operated may also be considered for agency use if this is accomplished in accordance with properly adopted and clearly established policies.

If work is contracted outside the agency and/or to another department within the a parent agency, it is incumbent on the agency to ensure that facilities, equipment, staff, record keeping, and procedures are consistent with the performance indicators and core competencies listed herein.

**Criterion – 6A: Physical Resources Plan**

*Development and use of physical resources is consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place.*

**Summary:**

The Department has used its mission, goals, objectives, and strategic plan to guide the recent (2003) design and construction of the public safety building. Input from all levels of municipal government was solicited and used to achieve a facility commensurate with the department's needs. Planned improvements and changes to the facility are based upon the department goals and objectives, which are updated annually.

**Performance Indicators:**

6A.1 The development, construction, or purchase of physical resources is consistent with the agency's goals and the strategic plan

**Description**

The development, construction, and purchase of physical resources are based upon the Department's mission, goals and objectives, and strategic plan. Funding for these resources is included in the Department's annual budget and Capital Improvement Program. The need for a new facility was identified in the Mt. Lebanon Comprehensive Plan. Equipment purchases have been consistent with service delivery and service demands and in-line with the strategic plan's goals of improving the current ISO rating, identifying the extent to which the Department will provide services, and providing advanced information management. An apparatus replacement schedule has been implemented as part of the Municipal Fleet Replacement Program and budgeted for in the Capital Improvement Program.

**Appraisal**

The design and construction of the public safety building and other physical resources was completed with departmental functions and service delivery in mind, including significant input from departmental members and working groups. While a more central location would have been ideal, the station is located in the busiest planning zone and is able to meet its response time objectives 91% of the time. A second station location would improve response times to some planning zones that are outside of or on the fringe of the response time objectives. Apparatus has been consistent with needs based on call volume, mission, and ISO requirements.

**Plan**

The Department will continue to evaluate its physical resource needs based on service demands and standard of cover benchmarking. The fire chief will refer to the strategic plan, update goals and objectives annually, and provide funding either through the annual budget or Capital Improvement Program for these resources. The Resource Management Platoon and Safety Committee will maintain an awareness of changes and new technology in apparatus and equipment design via conferences, media, and professional organizations.

**References**

Mt. Lebanon Fire Department Goals and Objectives, Example Document, 2011, Fire Chief

Mt. Lebanon Capital Improvement Program, CIP, 2011-2015, PP. 63-66

Mt. Lebanon Fire Department Annual Budget

Mt. Lebanon Fire Department Strategic Plan, P. 27

Municipal Fleet Replacement Program, Example Document, Apparatus Replacement Program

Mt. Lebanon Comprehensive Plan, P. 33, CIP 2004

**CC 6A.2 The governing body, administration and staff are involved in the planning for physical facilities.**

**Description**

The police and fire departments moved into the current facility in September of 2003. In planning for the building, the police and fire chiefs and their staffs were heavily involved in building design, work flow, and functional spaces. The Municipal Planner and Building Code official were involved with zoning, building code compliance, and property acquisition. The Municipal Engineer and Public Works Director assisted with building systems and bid documents for construction. The Municipal Manager recommended the facility and recommended a bond issue in the Capital Improvement Program to fund the facility. The elected officials voted to approve the bond issue and support the project. Some grant funding was obtained from the State with the assistance of the Manager and elected officials.

**Appraisal**

The governing body (elected officials) had to provide funding and approve a bond issue and the Municipal Manager, Assistant Manager, Municipal Planner, Public Works Director, Building Code Official, Municipal Engineer, Police Chief, and Departmental Staff were involved in the planning of the public Safety Building. The process was effective as the Department operates out of a state of the art facility with the space and amenities necessary to fulfill its mission and input and involvement came from many sources.

**Plan**

The Municipality and Department will continue to involve elected officials, administrative staff, and departmental staff in the planning of physical facilities, as appropriate, and as mandated by the municipal code and home rule charter.

**References**

Capital Improvement Program, PSB CIP, 2004

File Documents, employee involvement

**Criterion – 6B: Fixed Facilities**

*Fixed facility resources are designed, maintained, managed, and adequate to meet the agency's goals and objectives.*

**Summary:**

The Department operates out of a single station constructed in 2003 as a public safety facility, housing both police and fire departments. The facility was built to meet or exceed all applicable codes and standards in effect at that time. The Department of Public Works (DPW) is primarily responsible for maintenance and management of the facility, which is accomplished through a combination of municipal resources and third-party contractors.

**Performance Indictors:**

6B.1 Each facility has adequate space for agency functions (e.g., operations, fire prevention, training, support services, administration, etc.)

**Description**

The Department operates out of a single station constructed in 2003. Space is allocated for each functional unit of the organization. This includes: administration, operations and emergency management, resource management, community services and outreach, training, fire prevention and life safety education and volunteer department administration. This is detailed in the building's blueprints.

**Appraisal**

The new facility has been a welcome upgrade from our previous quarters, constructed in 1929. Significant improvements in safety with much fewer apparatus backing and responding incidents, accessibility for the disabled and separate facilities for females, and work flow efficiencies have been realized. Space has been adequate for all agency functions including operations, fire prevention, training, support services, administration.

**Plan**

As this is a newer facility, no significant changes or new construction are planned at present. Minor modifications are ongoing to better address the needs of the department and improve some infrastructure features. The senior staff will continue to monitor space needs based on departmental goals, objectives, and mission.

**References**

Mt. Lebanon Public Safety Center as-built blueprints, Mezzanine Storage Area

6B.2 Buildings and outbuildings are clean and in good repair and the surrounding grounds are well kept. Maintenance is conducted in a systematic and planned manner.

### **Description**

Facility maintenance is scheduled by the Department of Public Works. Building HVAC, backup electrical power, and snow removal are contracted out. Electrical system, plumbing and general building maintenance and repairs are handled by Public Works staff. Fire department staff handles housekeeping duties in the apparatus bay, exercise, and kitchen areas as outlined in the rules and regulations. Daily and weekly station duties are included in the rules and regulations. All remaining areas of the building are cleaned by a contractor. Unsatisfactory conditions or problems are reported to public works.

### **Appraisal**

The existing arrangement has been successful in providing both preventative maintenance and in scheduling repairs in a timely manner. Station cleanliness has been adequate based on daily observations and monthly safety inspections. When station cleanliness was not being performed to the standards stated in the municipality's contract with the cleaning company, the fire chief notified public works that ensured the problem was rectified. When ice was building up in the parking lot, the safety committee worked with public works to have salt boxes installed. Snow removal and landscaping maintenance; however, has been average at best.

### **Plan**

The fire chief and safety committee will continue to monitor the state of the facility and the safety committee will conduct monthly station and grounds inspections and recommend additional contractual services, equipment upgrades and/ or replacement as necessary. The fire chief will work with the public works director to try to improve snow removal.

### **References**

Mt. Lebanon Fire Department Career Fire Fighter Rules and Regulations, P.44  
Building Contract List, Example Document, Public Works Director



**CC 6B.3 Physical facilities are adequate and properly distributed in accordance with stated service level objectives and standards of response coverage.**

**Description**

The current facility, constructed in 2003, is located along the largest artery within the community, and is positioned near the central business district. As the community is nearly fully developed, the location is as close to ideal as possible. The location and design of the station were heavily researched and debated before the current facility was constructed. GIS software was utilized to define response parameters and study response routes. Available land, projected response times, accessibility, traffic flow patterns, and topography all played a role in the selection of a location and design features of the building. The design and layout of the structure provides a significant allocation of space to facilitate operations. All apparatus are housed in this facility. Space is available for operations, minor repairs, training, and administration of all facets of fire department operations. Traffic signal management devices are tied to the facility to improve response times and safety when exiting and returning to the building.

**Appraisal**

The Department is meeting its stated service level objective of responding within 6 minutes from the time of alarm 91% of the time and located in the planning zone that has 22% of the total call load; however, 6 minutes 90% of the time is not achievable in all planning zones, which are all classified as urban. In order to improve distribution and response times, the Department has identified the need for an additional station in the southern portion of the municipality. The addition of a second station has been included as a Department operating budget service level option and communicated to elected officials for municipal consideration.

**Plan**

The fire chief will continue to at least annually review response times and traffic conditions to gauge compliance with the Standards of Cover as well as include provisions for a second station in service level submissions.

**References**

Mt. Lebanon Fire Department Standards of Cover

Mt. Lebanon Fire Department Annual Budget

Public Safety Building space usage outline from file documents, March, 1999

**CC 6B.4 Facilities comply with federal, state/provincial and local codes and regulations.**

**Description**

The current facility houses the police and fire departments. The current facility was constructed in 2003 and was designed by architects who specialize in public safety facilities, to be in compliance with all codes, ordinances, and standards applicable at the time. All fire protection and alarm systems are maintained as required by ordinance. Particular attention was paid to Americans with Disabilities Act (ADA) accessibility and life safety regulations.

**Appraisal**

The building was constructed under the building and fire prevention codes and local amendments applicable at that time and complies with federal, state/provincial and local codes and regulations. There have been no compliance issues.

**Plan**

The fire chief and safety committee with the help of the building inspections department and municipal solicitor will continue to monitor changes to codes and regulations and ensure that the facility is in compliance with all applicable regulations pertaining to building use and operations.

**References**

B.O.C.A. National Building Codes 1993, Municipal Inspector's Office

B.O.C.A. National Fire Prevention Codes 1993Municipal Inspector's Office

Mt. Lebanon Code chapter IV, PP. IV1-10 and chapter VIII, Part 5 , PP. VIII 14-21.

Public Safety Building Certificate of Occupancy, 2003

**Criterion – 6C: Apparatus and Vehicles**

*Apparatus resources are designed and purchased to be adequate to meet the agency's goals and objectives.*

**Summary:**

The Department's complement of vehicles are designed and purchased to enable the department to respond to and successfully mitigate fires and other emergencies, handle multiple events simultaneously, provide safe transportation for training and support functions, and meet the Department's mission. Large apparatus are custom manufactured, purpose-built vehicles designed specifically for fire and emergency response. Equipment and features of the apparatus are selected to allow the department to safely and effectively accomplish its mission and meet its goals and objectives.

## **Performance Indicators:**

**CC 6C.1 Apparatus are located strategically to accomplish the stated standards of response coverage and service level objectives.**

### **Description**

The Department operates out of a single station located on the largest roadway within the community (Washington Road - US Truck-19), which bisects the community almost exactly in half. The station location was chosen in 2001 from available sites to provide the best access possible to the community. While the ideal location identified was at Cochran Road and Washington Road, in the geographic center of the community, the Municipality was unable to negotiate a fair price for this property. The current facility is however, located in the busiest and most densely populated response zone. The current location allows the Department to accomplish its overall stated service level objective of responding within 6 minutes from the time of alarm 91% of the time; however, not to all planning zones.

### **Appraisal**

The facility has proven to be in a geographically advantageous location for the majority of emergency responses, providing ready access to all arterial roadways within the community. In order to improve service level objectives, the Department has identified the need for an additional station in the southern portion of the municipality. The addition of a second station has been included as a Department operating budget service level option for municipal consideration.

### **Plan**

Response times to all emergencies will be reviewed post incident and on an ongoing basis to gauge the effectiveness of apparatus location. A second station location has been identified as part of the Standards of Cover in order to improve distribution and response times to the southern portion of the municipality. The building of a second station has been included as a service level increase in the budget process. The population densities of the southern planning zones will be re-examined by the fire chief with the release of the 2010 census data to re-examine response time objectives.

**References**

Mt. Lebanon Fire Department Standards of Cover

Mt. Lebanon Fire Department Annual Budget

6C.2 Apparatus types are appropriate for the functions served, e.g., operations, staff support services, specialized services, and administration.

### **Description**

The Department operates three engines (three with rescue and EMS capability), one 95' tower ladder (quint), one heavy rescue (trench, elevator, low/high angle, confined space, EMS, hazmat, breathing air, and lighting capabilities) that is certified to the advanced level through the PA Department of Health, one 32' mobile command/communications vehicle, and four utility vehicles (SUVs/van/pickup).

### **Appraisal**

The current complement of fire and rescue apparatus has proven to enable the department to respond to fires and emergencies of all descriptions, handle multiple events occurring simultaneously, and safely and effectively mitigate events the Department is likely to encounter. The apparatus types are effective based on the Department receiving maximum credit for engine companies and pump capacity during the recent ISO grading. In addition, the Department received 99% credit for reserve pumpers and 96% credit for ladder companies.

### **Plan**

The type and quantity of apparatus is reassessed by the fire chief and platoon chiefs prior to the scheduled replacement date for each vehicle. New apparatus will continue to be purchased only after referencing incident statistics, Standards of Cover, NFPA standards, ISO requirements, and department SOGs to guide specification details and meet the Department's mission.

### **References**

Firehouse Reporting Software

Mt. Lebanon Fire Department SOG– 210.1, Example Document SOG manual Duty Fire Office

Mt. Lebanon Fire Department Inventory of Apparatus, Resource Management Platoon

Mt. Lebanon Fire Department Standards of Cover

Mt. Lebanon Public Protection Classification Summary (PPC) Report, P. 6

### 6C.3 A current replacement schedule exists for all apparatus.

#### **Description**

The Department replaces fire apparatus based on a replacement schedule created by the fire chief with input from the platoon chiefs and reviewed by the Manager and distributed to elected officials as part of the Municipality's Fleet Replacement Schedule and Capital Improvement Program. Currently, all major fire apparatus is on a 15-year front-line schedule with the exception of the rescue truck, which is on a 20-year replacement cycle. The replacement schedule is included in a departmental SOG and the Municipality's Fleet Replacement Schedule. Funding is provided in the Capital Improvement Program. The apparatus replacement schedule was created considering the suitability, duty cycle, maintenance history, and life expectancy of each type of apparatus. Following a 2009 efficiency study conducted by an outside agency, the fire chief conducted an in-depth analysis of fire apparatus replacement schedules and fire department needs considering call volume, ISO requirements, needed fire flows, and NFPA recommendations.

#### **Appraisal**

While the current schedule meets the Department's needs, this schedule may be modified based on changing conditions. The Department is currently experiencing a lot of maintenance issues with its two front-line apparatus and the replacement schedule may need to be re-examined. A new truck which is expected to handle a larger call volume was modified from a 20-year replacement to a 15-year replacement based on anticipated call volume and recommendations of a 3<sup>rd</sup>-party consulting firm.

#### **Plan**

The fire chief and resource management platoon chief will continue to evaluate the apparatus replacement schedule and modify as necessary based apparatus age, usage, maintenance, and operating costs. Apparatus will be replaced based on the departmental SOG, Municipal Fleet Replacement Program, and the budget provided in the Capital Improvement Program. The SOG, Replacement Program, and CIP may be modified by the fire chief as necessary.



**References**

Mt. Lebanon Fire Department Apparatus Replacement SOG 605, Example Document, Duty Fire Office

Mt. Lebanon Capital Improvement Program, P. 63-66, see p.65

Apparatus Replacement Example Document, 2009,

Matrix Efficiency Study, PP. 36-37

6C.4 A process is in place for writing apparatus replacement specifications that allows for employee input.

### **Description**

Apparatus replacement specifications are produced by a committee appointed by the fire chief. The committees are comprised of both career and volunteer members, who either volunteer to participate or are chosen with respect to their knowledge and expertise in various disciplines. Task groups are formed to equitably distribute the workload, allow for peer review, and insure the specifications are both comprehensive and realistic in their level of detail.

### **Appraisal**

The committee method has been used successfully in the past, and has proven to provide a comprehensive and detailed specification tailored to meet the departments' operational goals and objectives.

### **Plan**

Future apparatus specifications will be produced using the same methodology, employing a cross-section of department members with subject area expertise relevant to the various systems, components, and functions of the apparatus being purchased.

### **References**

Engine Specification Committee Lists, File material

Rescue Specification Committee Lists, File material

**Criterion – 6D: Apparatus Maintenance**

*The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability needs.*

**Summary:**

Apparatus maintenance is conducted at several levels. Daily checks of major systems are performed by suppression crews; monthly detailed apparatus checks include all apparatus systems and equipment; and state-mandated annual safety inspections are conducted by authorized repair facilities. All maintenance activities are documents in the department's Record Management System (Firehouse Reporting Software).

Minor repairs and maintenance are performed in-house by personnel assigned to the Resource Management platoon. This includes light bulb replacement, pump valve replacement, most electrical and plumbing repairs, body hardware replacement (latches, etc.), etc. A well-stocked workshop is maintained to facilitate this work.

More involved repairs are performed by third-party repair shops. These activities would include engine and driveline repairs, brakes, bodywork, and chassis components.

A replacement schedule for apparatus is detailed in Performance Indicator 6C.3.

The current maintenance program meets the department's emergency service and reliability needs.

## **Performance Indictors:**

**CC 6D.1 An apparatus maintenance program is established. Apparatus maintenance is conducted in accordance with the manufacturer's recommendations and federal and/or state/provincial regulations. Attention is given to the safety, health, and security aspects of equipment operation and maintenance.**

### **Description**

The Department conducts apparatus maintenance in accordance with manufacturer's recommendations and federal/state regulations. The Department has an apparatus maintenance program SOG. The SOG includes provisions for inspections, maintenance, performance testing, documentation, removing apparatus from service and repair. Apparatus are inspected and maintained to ensure that they are in a safe operating condition. These maintenance activities are accomplished by the resource management platoon and certified third party vendors. Firehouse Reporting Software schedules and tracks all maintenance activities pertaining to apparatus.

### **Appraisal**

The utilization of licensed third-party vendors to perform annual state vehicle inspections, significant maintenance and major repairs has assisted the department in meeting manufacturer's recommendations and federal/state regulations. Firehouse Reporting Software has brought consistency and efficiency to the apparatus maintenance program by generating service reminders and providing statistical analysis of both repair costs and frequency. Based on the numerous maintenance issues experienced in 2010, the Department needs to determine if there are opportunities to identify some problems before they occur either through increased preventative maintenance or inspection.

### **Plan**

The resource management platoon will continue to be committed to maintaining apparatus in a safe operating condition, according to manufacturer recommendations and federal/state regulations. The apparatus maintenance program will be evaluated at least annually and incorporate changes as needed. The resource management platoon chief will evaluate the

potential/need for increased preventative maintenance and/or inspection in 2011 to determine if frequency of repairs can be decreased.

## **References**

Manufacturer's Apparatus Manuals, Repair shop

Fleet Care Duquesne Light Brochures, Example Document from vendor

Mt. Lebanon Fire Department SOG 604, Example Document Duty Fire Office

Firehouse Reporting Software, Example Document 6D1 & 3

6D.2 The maintenance and repair facility is provided with sufficient space and equipped with appropriate tools.

### **Description**

The fire department has a well equipped in-house repair shop, and the new fire station was built with routine apparatus maintenance in mind. The Department's apparatus bay space and repair shop has allowed for the ability to handle minor and routine repairs. The repair shop is stocked with a wide variety of common hand, electric and pneumatic tools. Heavy maintenance, detailed inspection and specialized repairs are performed by Department of Public Works mechanics. Third-party vendors are also used for repairs for issues beyond the scope/capabilities of fire department and public works staff, including Penn Diesel and Duquesne Light.

### **Appraisal**

The Department's apparatus bays and tool compliment have been adequate to perform minor and routine repairs. This facility; however, along with the public works facility are not conducive for major repairs, thus the use of third-party vendors. Facilities such as Duquesne Light and Penn Diesel have proven to have the space, equipment, and expertise to address the Department's major repair and maintenance needs.

### **Plan**

The Department will continue to utilize third-party vendors with the appropriate facilities and expertise to address major repairs and maintenance. The resource management platoon chief will continue to evaluate these vendors' ability to meet departmental needs on an on-going basis.

### **References**

Duquesne Light Fleet Care brochures, Example Document from vendor

6D.3 A system is in place to ensure the regular inspection, testing, fueling, preventive maintenance, and emergency repair for all fire apparatus and equipment.

### **Description**

The Department utilizes Firehouse Reporting Software to document all maintenance activities. This software generates maintenance reminders for inspection, testing and preventative maintenance for apparatus and equipment. SOGs are in place for the apparatus maintenance program and the fueling of apparatus and equipment. The resource management platoon is responsible for all fire apparatus and equipment, including emergency repairs.

### **Appraisal**

The resource management platoon's administration of apparatus and equipment preventative maintenance scheduling, record keeping, routine maintenance and minor repairs has been effective based on these items being performed in accordance with manufacturer recommendations and state laws. Emergency repairs have been completed in a timely manner. The utilization of Firehouse Reporting Software and departmental SOGs has ensured that apparatus and equipment are inspected, tested, fueled and maintained on a regular basis. The preventative maintenance program needs to be examined based on the extraordinary number of maintenance issues experienced with first-line apparatus in 2010 to determine if these issues could have been avoided.

### **Plan**

The fire chief will continue to task the resource management platoon with all apparatus and equipment maintenance functions. The resource management platoon will continue to utilize Firehouse Reporting Software and improve apparatus and equipment record keeping. The resource management platoon chief will evaluate the potential/need for increased preventative maintenance and/or inspection in 2011 to determine if frequency of repairs can be decreased/avoided.

**References**

Mt Lebanon Fire Department SOGs 603, 604, Example Document Duty Fire Office  
Firehouse Reporting Software, Example Document 6D1 & 3



6D.4 An adequate number of trained and certified maintenance personnel are available to meet the program needs.

### **Description**

The Department utilizes the members of the resource management platoon to perform routine maintenance and minor repairs on apparatus and equipment. Maintenance, repairs and inspections beyond the capabilities of departmental staff are contracted out to a third party vendor with trained and certified technicians.

### **Appraisal**

Based on the relatively small size of the Department, the lack of a maintenance facility capable of handling large apparatus, and the specialty systems on fire apparatus, the use of third-party certified maintenance personnel has worked well for the Department. The Department should; however, maintain a list of qualifications and certifications of the maintenance facilities.

### **Plan**

The resource management platoon will continue to utilize the two-tiered approach to maintaining its apparatus and equipment, while simultaneously working to train and certify the members of the resource management platoon to perform more maintenance tasks in-house. The resource management platoon chief will obtain copies of certifications from repair facilities in 2011.

### **References**

Firehouse Reporting Software, Example Document 6D4 & 7

**CC 6D.5 Current standard operating procedures or general guidelines are in place to direct the apparatus maintenance program.**

### **Description**

The Department has a standard operating guideline in place to direct the apparatus maintenance program. The apparatus maintenance program is managed by the resource management platoon. The guideline provides for annual inspections, monthly and daily inspections, routine maintenance, performance testing, documentation, removing apparatus from service, and repairs.

### **Appraisal**

The Department's apparatus maintenance SOG's address the present apparatus maintenance needs of the agency as apparatus are being maintained in accordance with manufacturer recommendations and repaired in a timely manner as necessary.

### **Plan**

The department will continue to utilize both in-house personnel and third-party vendors, as appropriate, for the inspection, maintenance, testing, and repair of fire apparatus. The SOGs will be evaluated at least annually as part of the formal program evaluation by the fire chief and resource management platoon and updated as necessary.

### **References**

Mt. Lebanon Fire Department Pump and Aerial Test Records,  
Mt. Lebanon Fire Department SOG 604, Example Document  
Duty Fire Office  
Daily Apparatus Inspection Checklist, Example Document  
Monthly Apparatus Inspection Checklist, Example Document

6D.6 The level of supervision is adequate to manage the program.

### **Description**

The Department has three staff members assigned to the resource management platoon; two lieutenants and a platoon chief. These members supervise the apparatus and maintenance program as well as the volunteers assigned to this platoon. The resources management platoon chief is the manager of the platoon who manages workflow and the overall program. The lieutenants have been assigned specific areas of responsibility to ensure a proper division of labor and area responsibility. One lieutenant is assigned to fire pumps and associated plumbing while the other is assigned to preventive maintenance and electrical systems. Volunteers assist with maintenance activities as available/necessary.

### **Appraisal**

Staffing has been adequate to supervise and manage the apparatus and equipment maintenance program as apparatus and equipment are being inspected, maintained, tested, and repaired in a timely manner within manufacture's recommendations and state/federal regulations.

### **Plan**

The Department's and resource management platoon's ability to manage the apparatus maintenance program will be reviewed at least annually and as part of the formal program evaluation by the fire chief and resource management platoon to ensure that apparatus and equipment are being inspected, maintained, tested, and repaired in a cost effective and timely manner within manufacture's recommendations and state/federal regulations.

### **References**

Mt. Lebanon Fire Department Organizational Chart p. 2 Annual Report

6D.7 The agency's information system allows for documentation and analysis of the apparatus maintenance program.

### **Description**

The Department utilizes Firehouse Reporting Software to document and analyze the effectiveness of the apparatus maintenance program, including routine maintenance, inspection, repairs, and testing of apparatus and equipment.

### **Appraisal**

Firehouse Reporting Software has been effective as it has allowed the Department to forecast upcoming maintenance events and to manage preventative maintenance activities on all of its apparatus and staff vehicles. The software has also provided a means of data analysis for all maintenance events, including down time and cost. The Department needs to improve its system of tracking repairs and costs that are invoiced to the public works department.

### **Plan**

The Department will continue to utilize Firehouse Reporting Software to document and analyze all apparatus maintenance. The software will be evaluated and updated by fire administration as necessary. The resource management platoon will meet with the public works director in 2011 to improve the communication process between public works and the fire department for invoices and repairs that are part of the public works budget.

### **References**

Firehouse Reporting Software, Example Document 6D4 & 7

6D.8 The reserve vehicle fleet is adequate or a documented contingency plan with another agency is in place for the event that apparatus must be taken out of service.

### **Description**

The Department fleet should consist of three first-run and one reserve pumper per ISO requirements. The reserve pumper failed state inspection on 2010 and was removed from service. The Department is down a pumper until a new one is purchased in 2012. Currently, if the Department has to take a first-line engine out of service, mutual aid is notified that it may need to fill for incidents to which it normally does not respond. In the event the aerial or rescue truck is taken out of service, the Department fills with a mutual aid company. The Department has a standard operating guideline (SOG) that outlines the procedures to be taken when a piece of apparatus is taken out of service.

### **Appraisal**

The reserve pumper, prior to failing inspection, was adequate based on it earning 0.99 of 1.00 credits during the most recent ISO evaluation. Aerial and rescue fills, though infrequent, have been effectively handled by mutual aid as there are numerous aerial and rescue trucks available locally. The current situation of being down a piece of apparatus is not ideal; however, the Department believes it can manage with the assistance of mutual aid until a new pumper is purchased and with the purchase of a quint to help fill this gap.

### **Plan**

The Department will continue to follow the fleet replacement program and purchase a new pumper in 2011 to place a unit in reserve status to have a unit to place it into first-run service whenever a pumper is taken out of service. The Department will rely on mutual aid in the short term. The Department will continue to rely on mutual aid departments for aerial and rescue trucks whenever Mt. Lebanon's aerial or rescue truck has to be taken out of service.

### **References**

Mt. Lebanon Fire Department SOG 601, Duty Fire Office

Mt. Lebanon Public Protection Classification Summary (PPC) Report, P. 6

Mt. Lebanon Fire Department Run Cards, Example Document, from fire chief

**Criterion – 6E: Tools and Small Equipment**

*Equipment resources are adequate and designed and maintained to meet the agencies goals and objectives.*

**Summary:**

Tool and small equipment quantities and capabilities are more than adequate to meet the departments' goals and objectives. Both apparatus and the station are well-equipped All department small equipment resources requiring maintenance are tracked using Firehouse Reporting Software, which provides scheduled maintenance reminders.

**Performance Indicators:**

6E.1 Tools and equipment are distributed appropriately in sufficient quantities.

**Description**

Tools and equipment are distributed on Department apparatus and around Department facilities to meet the Department's goals and objectives. This includes specialized equipment outside of that used for everyday fire fighting. Metering capabilities, spill control materials and other task specific tools are carried to address a variety of incidents. In addition, reserve supplies are stocked for resupply. The Department has always designed and equipped apparatus with equipment to meet the needs of the community. Equipment not purchased on apparatus but identified as necessary to accomplish a specific task has been recommended to the fire chief for inclusion in the annual budget.

**Appraisal**

Tools and equipment are sufficient based on the Department's ability to successfully mitigate hazards, comply with NFPA equipment standards, receive 100% equipment scores on the most recent ISO evaluation, and meet PA. Department of Health Advanced Rescue Certification Guidelines.

**Plan**

The Department will continue to provide tools and equipment to meet the needs of the community and comply with NFPA, ISO, and DOH requirements. Any new resources deemed necessary will be recommended to the fire chief for consideration in the annual budget.

**References**

Apparatus specifications

Mt. Lebanon Fire Department Annual Budget. P.11

Vehicle Inventories, Example Document, Individual Inventory of Apparatus

Mezzanine and Lower Basement storage.



6E.2 Tools and equipment replacement is scheduled, budgeted, and implemented, and is adequate to meet the agency's needs.

### **Description**

Tools and small equipment are purchased and replaced per manufacturer's recommendations or as necessary through the Department's annual budget. The Department has historically budgeted \$25,000- \$30,000 annually for the replacement and purchase of minor equipment. Annually, the individual platoons submit a list of requested tools and equipment to the fire chief, who then prioritizes and consolidates these lists into the department's annual operating budget. Additional tools and equipment purchases are identified based on historical need or damage. Items such as SCBA and protective clothing that have a recommended replacement are scheduled appropriately in the capital improvement program and or annual budget. The Department has also been successful as securing state and federal grants.

### **Appraisal**

Tools and equipment replacement and budgeting has been sufficient based on the Department's ability to successfully mitigate hazards, comply with NFPA equipment standards, receive 100% equipment scores on the most recent ISO evaluation, and meet PA. Department of Health Advanced Rescue Certification Guidelines.

### **Plan**

The platoon chiefs and lieutenants will continue to identify and request tools and equipment for addition and/or replacement as part of the annual budget process. The fire chief will include scheduled replacement items in the annual and/or capital budget as necessary.

### **References**

Annual Platoon Budget Requests, Example Documents from Personnel  
Vehicle Inventories, Example Document, Resource Management Platoon  
Mt. Lebanon Fire Department Annual Budget, P. 11

**CC 6E.3 Equipment maintenance, testing, and inspections are conducted by qualified personnel and appropriate records are kept.**

**Description**

The Department conducts some equipment repairs in-house, but relies primarily upon and has maintenance agreements with qualified third-party vendors for most maintenance activities, including breathing air compressor, SCBA, hydraulic tools, hose, ladders, etc. Records of equipment maintenance, testing, and inspections are maintained in the Department's Firehouse Reporting Software.

**Appraisal**

As the Department has gotten busier and is delivering more programs, it has found the use of qualified third-party vendors for repairs, maintenance, and testing to be cost-effective and allowed for more efficient use of staff time. The record management system for tracking maintenance and repair activities has also effective; however, entry of these items needs to be done in a more efficient and timely manner.

**Plan**

The maintenance, testing and inspection of specialized tools and equipment will continue to be performed by qualified, third-party vendors unless economic or other conditions warrant a change. The staff rotation plan to be implemented in January 2011 should address the shortcomings in the repair activity documentation as the platoon chief being assigned has greater working knowledge of the records management system.

**References**

Firehouse Reporting Software, Example Document 6E3

6E.4 An inventory control and maintenance tracking system is in place and is current.

### **Description**

Department equipment and maintenance is tracked through the use of Firehouse Reporting Software to provide accurate inventory and maintenance history on all department-owned equipment. In addition, a repair tag system is used to tag equipment out of service.

### **Appraisal**

The use of Firehouse Reporting Software has allowed maintenance personnel to routinely log maintenance and repair activities of apparatus and equipment. With this information, the Department has been able to provide an in-depth history of every piece of equipment, to include the cost of labor and repair parts. Improvements can be realized through greater communication with public works for maintenance and repairs charged to public works and more timely and efficient entry.

### **Plan**

The Department will continue to maintain an inventory control and maintenance tracking system. In the future, the maintenance platoon will be expanding its data collection/entry efforts to also track equipment downtime and shop turn-around times for outsourced events. The resource management platoon chief will meet with the public works director in 2011 to implement a system for improving communication and manage a more timely and efficient entry of maintenance activities and inventory.

### **References**

Firehouse Reporting Software, Example Document 6E4

Repair Tag System, SCBA fill station, engine bays

**Criterion – 6F: Safety Equipment**

*Safety equipment is adequate and designed to meet the agency goals and objectives. For the purposes of this criterion, safety equipment includes personal protective equipment (PPE) and related equipment (SCBA).*

**Summary:**

All personnel who are not on probation are issued two complete sets of structural PPE that meets or exceeds NFPA standards in effect at time of purchase. A five-year replacement schedule is in place, so that an interior-qualified firefighter's PPE is 10 years old maximum. All structural PPE is washed a minimum of twice per year, more frequently if necessary, and inspected annually. Repairs are completed by a certified third-party vendor.

A total of 69 SCBA are available; all units are third-party tested for functionality on an annual basis, and cylinders are hydro tested every five years. Personnel requiring corrective lenses are issued an SCBA face piece with a spectacle kit installed.

Class 2 and class 3 harnesses are available to provide fall protection when working from heights. The most recent purchase of structural PPE has a class 2 harness included. Additional harnesses are available on several apparatus.

To increase safety when operating on roadways, primary apparatus carry 10 traffic cones and 8 Turbo-Flares (an electronic traffic flare). In addition, all personnel are issued an ANSI Class-2 traffic vest, and there are a minimum of one vest per riding position in each piece of apparatus.

All repairs and inspections are logged in the department's Record Management System (Firehouse Reporting Software).

## **Performance Indicators:**

**CC 6F.1 Safety equipment is identified and distributed to appropriate personnel.**

### **Description**

All Department personnel are equipped with PPE and safety items appropriate for their designated duties. Personnel are also issued personal flashlights, earplugs, safety glasses, traffic vests, TAC III Evac Communicators, personal escape harnesses and a radio. Prior to using any of this equipment, probationary fire fighters are instructed in the proper use of all equipment. PPE is inspected annually.

### **Appraisal**

The identification and distribution of personal protective equipment has been effective based on four minor thermal injuries, two respiratory injuries, three hand lacerations, and three eye injuries over the previous 5-year period with the respiratory, hand, and eye injuries being a result of failure to wear appropriate safety equipment. There have been no significant injuries and replacement schedules meet recommended standards.

### **Plan**

The safety committee will continue to examine firefighter injuries on an on-going basis and make recommendation to the fire chief for additions and/or changes to safety equipment. PPE will be replaced as recommended by standards and manufacturer recommendations and budgeted appropriately by the fire chief.

### **References**

Members Equipment List, Example Document, Resource Management Platoon

6F.2 Distributed safety equipment is sufficient for the functions performed.

### **Description**

All personnel are equipped with PPE that is compliant with NFPA 1971 (Structural firefighting). Equipment for specialized functions, including hazardous materials, water rescue, and technical rescue is available on specific apparatus.

### **Appraisal**

Safety equipment has proven effective based on injury data and compliance with NFPA Standards. Supplying equipment used on a daily basis to personnel while limiting the distribution of specialized equipment only to those situations that require its use has been a cost-effective use of resources.

### **Plan**

The Department will continue to outfit personnel for basic fire fighting needs and make specialized equipment available on apparatus. Safety equipment will be evaluated by the safety committee with changes and/or recommendations made to the fire chief.

### **References**

Members Equipment List, Example Document, Resource Management Platoon

6F.3 Safety equipment replacement is scheduled, budgeted and implemented, and is adequate to meet the agency's needs.

### **Description**

The Department utilizes a standardized replacement cycle for major safety items. The replacement cycle is based on manufacturer recommendations and industry best practices. For example, the replacement of protective clothing has been scheduled on a 5-year rotating basis and the replacement of SCBA has been scheduled on a 15-year rotating basis. Both items are included in the Mt. Lebanon Capital Improvement Program. Other safety-related equipment has been replaced, budgeted, and implemented on an as-needed basis based upon usage, testing, and manufacturer recommendations.

### **Appraisal**

The current safety equipment replacement schedule has allowed the Department to plan and budget for replacement based on manufacturer's recommendations and industry best practices. Safety equipment replacement has been adequate based on injury data and the Department's ability to meet service level objectives.

### **Plan**

The fire chief will continue to budget for and replace safety equipment based on manufacture and safety committee recommendations and industry best practices. The safety committee will continue to be involved in replacement recommendations.

### **References**

Firehouse Reporting Software, Example Document, 6F3

Mt. Lebanon Capital Improvement Program, P. 66

Mt. Lebanon Fire Department Annual BudgetP.11

6F.4 Safety equipment maintenance, testing, and inspections are conducted by trained qualified personnel and appropriate records are kept.

### **Description**

The Department utilizes factory-trained third-party vendors to perform maintenance and testing on breathing apparatus, the breathing air compressor, turnout gear, hydraulic tools, level A suits, ladders and hose. Because of the size of the department, it has been more efficient to have many of these service performed by third-party vendors. After any vendor services or tests a piece of equipment, department personnel make appropriate entries into the Firehouse Reporting Software to document these actions.

### **Appraisal**

Maintenance, testing, and inspections by third-party vendors has been effective based on the fact that there have not been any issues or failures related to safety equipment. The use of Firehouse Reporting Software to document service and testing has allowed for regular scheduling.

### **Plan**

The resource management platoon will continue to utilize qualified third-party vendors to repair and maintain all safety equipment that cannot safely or effectively be performed by staff members, or that requires specific certification or training. Such activities will continue to be documented in the fire department records management system.

### **References**

Firehouse Reporting Software, Example Document, 6F4&5

Maintenance contract for turnout gear, Example Document, from vendor, service contracts #1

Maintenance contract for breathing compressor service, Example Document, from vendor, service contracts #2

Maintenance contract for hydraulic tools



6F.5 A safety equipment inventory control and maintenance tracking system is in place and current.

### **Description**

The Department utilizes Firehouse Reporting Software to document all inventory and maintenance activities. Purchasing, vendor information, maintenance and inventory/location for everything from fire apparatus to hose to cleaning supplies are documented.

### **Appraisal**

The use of Firehouse Reporting Software has allowed for inventory control and maintenance tracking.

### **Plan**

The Department resource management platoon will continue to utilize the Firehouse Reporting Software for inventory control and maintenance tracking for all equipment.

### **References**

Firehouse Reporting Software, , Example Document, 6F4&5

## **Category VII: Human Resources**

Human resources are defined as all aspects of personnel administration except those of training and competency, which are addressed in Category VIII. The heart of any organization is its people and this category is designed to appraise the importance and results of the human resources program. It is recognized that the completion of this human resources section may involve members from other governing entities or other elements of the community.

**Criterion -7A: Human Resources Administration**

*General human resource administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements.*

**Summary:**

The Mt. Lebanon Municipal Code and Home Rule Charter, Chapter I, Part 3, Section 305, gives the municipal manager the responsibility for the administration of the personnel system. The manager has been elected to delegate portions of this authority to the Assistant Manager. The fire chief and volunteer board of directors administers personnel management at the department level.

The municipality is an equal opportunity employer and meets local, state, and federal human resources requirements. Administrative policies are included in the Mt. Lebanon Code and Municipal Charter, the Mt. Lebanon Personnel Manual, the Mt. Lebanon Fire Department Career and Volunteer Rules & Regulations, the Mt. Lebanon Volunteer Fire Company Constitution and By-laws, and an Agreement by and between Mt. Lebanon, Pennsylvania and the Wage and Policy Committee of the Mt. Lebanon Fire Department.

A municipal solicitor is available to assist with human resources issues. Hiring and promotional practices conform to Civil Service Rules and Regulations requirements.

**Performance Indicators:**

**CC 7A.1 A human resources manager is designated.**

**Description**

The Mt. Lebanon Municipal Code and Home Rule Charter, Chapter I, Part 3, Section 305, gives the municipal manager the responsibility for the administration of the personnel system. The manager may elect to delegate portions of the authority to an employee. The title “Personnel Officer” refers to the manager or such employee to whom the manager has delegated authority for personnel matters. The personnel officer is required to establish and maintain a manual of personnel policies, procedures, and regulations necessary to implement the personnel system.

**Appraisal**

All personnel matters, including contract negotiations, testing and hiring, promotions, personnel evaluations, and disciplinary matters have been referred to and adequately handled by the assistant manager. A 2009 efficiency study; however, recommended that the Municipality should eliminate the assistant manager’s position and hire a full-time HR person.

**Plan**

The municipal manager will continue to monitor the human resources needs and the ability of the assistant manager to adequately perform these duties. He may continue to request a full-time human resources manager in future budget recommendations.

**References**

Mt. Lebanon Code and Home Rule Charter, Chapter 1, Part 3, Section 305, P. I-33

Mt. Lebanon Government Efficiency Study(Matrix Report), Section 4.4, PP. 42-43

7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.

### **Description**

The Department utilizes the solicitor, assistant manager (personnel officer) and the municipal administrative staff to support the Department's human resource needs. The assistant manager has been designated as the personnel officer per the Mt. Lebanon Code and Home Rule Charter, Chapter I, Part 3, Section 305. In addition to the personnel officer, the human resources function has been supported by Department administrative staff and municipal administrative staff including a payroll and benefits clerk and an administrative assistant. Personnel regulations including administration, classification, compensation, appointment, promotions, personnel actions, training and safety, and grievance procedures are included in the Mt. Lebanon Code and Home Rule Charter, Chapter 1, Part 3, and the Agreement by and between Mt. Lebanon, Pennsylvania and the Wage and Policy Committee of the Mt. Lebanon Fire Department.

### **Appraisal**

The Department has relied on the solicitor, personnel officer and associated staff for guidance and information regarding civil service, benefits, compensation, equal employment, labor relations, human relations, grievances, discipline, and other associated personnel matters. A 2009 efficiency study recommended a human resources director separate from the assistant manager. The manager has requested a human resources manager; however, the position was not supported by the elected officials.

### **Plan**

The Department will continue to utilize the expertise of the solicitor, personnel officer and associated administrative staff to meet human resources functions. The manager will continue to evaluate the assistant manager's ability to meet human resource needs and make recommendations to the elected officials as appropriate.

**References**

Agreement by and between Mt. Lebanon, Pennsylvania and the Wage and Policy Committee of the Mt. Lebanon Fire Department, PP. 14-16

Mt. Lebanon Code and Home Rule Charter, Chapter I, Part 3, Section 305, P. I-33

Mt. Lebanon Government Efficiency Study, Section 4.4, PP. 42-43

Mt. Lebanon Organizational Chart, Mt. Lebanon PAFR, P.11

7A.3 Policies are established to direct the human resources administrative practices in accordance with local, state/provincial, and federal requirements.

### **Description**

The Department has established administrative policies and practices for personnel administration which are based on local, state, and federal requirements. The solicitor and personnel officer support the Department in the development and administration of these policies. Administrative policies are included in the Mt. Lebanon Code and Municipal Charter, the Mt. Lebanon Personnel Manual, the Mt. Lebanon Fire Department Career and Volunteer Rules & Regulations, the Mt. Lebanon Volunteer Fire Company Constitution and By-laws, and an Agreement by and between Mt. Lebanon, Pennsylvania and the Wage and Policy Committee of the Mt. Lebanon Fire Department. The Department has relied on the municipal solicitor, volunteer solicitor, personnel officer, and associated staff for guidance and information regarding civil service, benefits, compensation, equal employment, labor relations, human relations, grievances, discipline, and other associated personnel matters. Personnel matters pertaining to volunteer members have been handled by the volunteer board of directors and fire chief.

### **Appraisal**

The municipal solicitor has been consulted on numerous matters regarding human resource administrative practices to ensure compliance with local, state, and federal requirements. This process has served the agency's needs as there have been no legal issues regarding administrative practices. The solicitor recently reviewed the fire chief's proposal for the development of a CERT Team to determine the Municipality's potential liability with such a program and the volunteer fire department attorney has made recommendations on voting on volunteer members that the Department has adopted.

### **Plan**

The Department fire chief and volunteer board will continue to utilize the expertise of the solicitors, personnel officer, and associated administrative staff to ensure that policies are established and in compliance with local, state, and federal human resource requirements. Any changes to the aforementioned process will be incorporated as needed.

**References**

Agreement by and between Mt. Lebanon, Pennsylvania and the Wage and Policy Committee of the Mt. Lebanon Fire Department, PP 6, 14-15

Mt. Lebanon Civil Service Rules & Regulations, Sections 3,4,5

Mt. Lebanon Code and Home Rule Charter, P. I-31

Mt. Lebanon Fire Department Rules & Regulations (Career & Volunteer), Career PP. 7-11, 20-21, 62,63, 68 Volunteer PP. 46-48

Mt. Lebanon Personnel Manual, PP. 13,38,41-43, 77,78,129, 171,198-206.

Mt. Lebanon Volunteer Fire Company Constitution and By-laws



**Criterion-7B: Recruitment, Selection, Retention and Promotion**

*Systems are established to attract, select, retain, and promote qualified personnel in accordance with local, state/provincial, and federal statutory requirements.*

**Summary:**

The Department follows the Mt. Lebanon Civil Service Rules and Regulations to select and promote qualified personnel. Entry level positions are advertised in local newspapers and fire service journals, placed on the website, and posted in both the Department and the Municipal Building. The Department is continuously recruiting volunteers through various means, including the website, local magazine, public access channel, brochures, signage, citizen's fire academy, and public events. The volunteer selection process includes an application, initial interview, a background investigation, a physical, a physical agility test, an orientation, and a probationary process. The requirements for promotion within the volunteer ranks are identified in the Volunteer Fire Fighter Rules & Regulations. A volunteer recruitment and retention plan is in place.

The Department has not had any problems filling career fire lieutenant of platoon chief vacancies. The volunteer department has recruited 15 new members over the previous two years. The volunteer retention rate is 91% over the previous five-year period. Job descriptions are current for all positions. There are numerous employee and volunteer recognition and retention programs. Both career and volunteer staff receive good compensation and benefit packages.

**Performance Indictors:**

7B.1 A mechanism is in place to identify and announce potential entry level, lateral, and promotional positions.

**Description**

The Department follows the Mt. Lebanon Civil Service Rules and Regulations requiring public notice be posted not less than fourteen (14) days in advance for entry level and promotional positions (Sections 3.2 and 4.3). The Department is continuously recruiting volunteers through various means, including the website, local magazine, public access channel, brochures, signage, citizen's fire academy, and public events.(Recruitment and Retention Plan) The requirements for promotion within the volunteer ranks are identified in the Volunteer Fire Fighter Rules & Regulations.

**Appraisal**

The current process has been used for a number of years and has been successful based on a consistent pool of over 30 qualified applicants per test and no legal issues regarding entry level and/or promotional testing. Volunteer recruitment has been successful as the Department has 48 of 50 suppression positions filled, brings 3-5 new volunteers in annually, and retention is at 91%.

**Plan**

The volunteer recruitment and retention committee will continue to explore additional avenues for recruiting volunteers, include in their recruitment and retention program, and evaluate annually. The fire chief will continue to evaluate the effectiveness of the entry and promotional testing processes following entry level and promotional opportunities and make changes and/or recommendations for changes to the civil service commission as necessary.

**References**

Mt. Lebanon Civil Service Rules & Regulations, Sections 3 & 4  
Mt. Lebanon Employment Application, Example Document

Mt. Lebanon Fire Department Website, [www.mtlfd.org](http://www.mtlfd.org), Volunteer recruitment section

Mt. Lebanon Volunteer Fire Fighter Rules & Regulations, PP. 14-24

Entry Level Job Announcement, Fire Chief, Example Document

Promotion Job Announcement Fire Chief , Example Document

Volunteer recruitment materials, Recruitment and Retention Plan, Example Document

7B.2 The agency and its members are part of the recruiting process.

### **Description**

The Department and its members are part of the recruiting process for both career and volunteer positions. A volunteer recruitment and retention committee has been established to recruit new volunteers. The fire chief is responsible for maintaining current career staffing levels and an adequate volunteer force. Volunteer membership information has been made available at all community events in which the Department participates. The Department has received a SAFER Grant to support recruitment activities. Staff members have assisted with the physical agility exam for both volunteer and career recruits. All volunteer board members have participated in the prospective volunteer interviews. Volunteer members have been encouraged to apply for career positions. The Personnel Officer has assisted the Department with the recruitment process.

### **Appraisal**

All members have been encouraged to participate in the recruitment process and many have participated in the delivery of the Department's most successful recruitment program, the citizen's fire academy, which has helped to recruit over 20 current members.

### **Plan**

The Department will continue to encourage participation in the recruitment and retention process as well as the citizens fire academy. The fire chief and recruitment and retention committee will continue to evaluate the effectiveness of recruitment programs at least annually.

### **References**

Volunteer Recruitment Brochure, Example Document

Career Recruitment Brochure Fire Chief, Example Document

Citizen's Fire Academy Brochure (CFA), Example Document

**CC 7B.3 Processes and screening/qualifying devices<sup>6</sup> used for recruitment and selection of initial, lateral, and promotional candidates are job related and comply with all local, state/provincial, and federal requirements including equal opportunity and discriminations statutes.**

### **Description**

The Department's written and practical exams for initial candidates and written exam and assessment center for promotional candidates are job-related. Written and practical exams and assessment center exercises for promotional exams are job-related and the written examination utilized for initial selection has been developed utilizing Fire Test Banks Software based on NFPA Standards. The Firefighter Combat Challenge has been utilized as the physical agility component for the initial selection process, simulating job-related tasks. The Department works with the personnel officer and the municipal solicitor to ensure that all recruiting, selection, and promotion processes comply with local, state, and federal equal opportunity and discrimination statutes. The personnel officer is responsible for implementation of the municipality's equal opportunity and affirmative action plans. The fire chief reviews the hiring process as needed prior to any new personnel being added.

### **Appraisal**

The processes for hiring are job-related and comply with regulations as they have been reviewed and approved by the municipal solicitor and there have been no legal issues or challenges. Use of the firefighter combat challenge as opposed to CPAT was evaluated by the solicitor and determined to be adequate as the Department is not hiring entry-level candidates for paid positions.

### **Plan**

The fire chief will continue to work with the personnel officer and solicitor to ensure that all practices regarding recruiting, selection, and promotion processes are job-related and follow

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<sup>6</sup>Examples of screening/qualifying devices: Application forms, written exams, ability tests, physical exams, psychological exams, background checks, etc.

local, state, and federal regulations including equal opportunity and anti-discrimination guidelines and statutes.

## **References**

Mt. Lebanon Employment Application, Example Document

Mt. Lebanon Personnel Manual, Chapter 7, PP. 107-120

Mt. Lebanon Fire Department Job Descriptions, Personnel Manual, Appendix C

Assessment Center Outline, Fire Chief, Example Document

Career Firefighter Brochure, Fire Chief, Example Document

Written Exams, Fire Chief

Physical Agility Exam Outline, Fire Chief, Example Document,

Background Checks, Fire Chief

7B.4 The agency's workforce composition is reflective of the service area demographics or the agency has a recruitment plan to achieve the desired workforce composition.

### **Description**

The Department's workforce composition is largely reflective of the demographics of the Municipality. Mt. Lebanon's demographic is 96.2% White, 0.6% African American, 2.3% Asian, and 0.8% Hispanic. The Department is an equal opportunity employer and has an anti-discrimination policy. The Department welcomes candidates and volunteer applicants of diverse backgrounds.

### **Appraisal**

While the Department's workforce is largely reflective of Mt. Lebanon's demographics, the Department does desire to maintain a diverse career and volunteer force. The Department has had a fair number and has maintained a fair number of female volunteers. The Department does not have a desired workforce composition or a recruitment plan to achieve a desired workforce composition.

### **Plan**

The Department will continue to evaluate the diversity of the workforce and strive to recruit members of diverse backgrounds.

### **References**

2000 Census Data

Mt. Lebanon Employment Application, Example Document

7B.5 A new member orientation program is in place.

### **Description**

The Department has an orientation program for both volunteer and career fire fighters. The orientation program for both career and volunteer staff is detailed, systematic and documents that the process has been completed. This process has included an initial interview with the fire chief to review rules, regulations, and expectations; a meeting with the administrative platoon chief to receive keys, parking pass, locker and to obtain personal information; a meeting with the resource management platoon chief to receive pagers, radio, and personal protective equipment (PPE) and a 4-hour introductory training session with the training platoon to cover accountability, response safety, riding fire apparatus, and PPE.

In addition to the above, the career orientation has included meeting with the finance department to obtain payroll and benefits information, a ride-along with both the police department and EMS agency, and introductions to the Manager and department heads. The orientation steps have been included on intake forms and are tracked in Firehouse Reporting Software.

### **Appraisal**

The Department believes that the intake process has been effective based on new member feedback and essentially no issues with new members regarding orientation and intake.

### **Plan**

There fire chief, administrative platoon chief, and training platoon will continue to evaluate the orientation process by seeking new member feedback regarding the thoroughness of the process and monitoring changes to federal, state, and local requirements. Changes will be made as necessary to improve the process.

### **References**

Firehouse Reporting Software Example Document, 7B5

Career Firefighter Intake Form, Fire Chief, Example Document



## Volunteer Firefighter Intake Form, Fire Chief, Example Document

**CC 7B.6 A supervised probationary process is used to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills and abilities.**

**Description**

All new and promoted members, career and volunteer, are placed on a probationary period for a minimum of one year. During this period, members are evaluated based on knowledge, skills, and abilities. This evaluation includes the completion of required training, certifications, and competencies; compliance with attendance requirements; and favorable personnel reviews. To complete the probationary process, volunteer members must complete the 166-hour Essentials of Firefighting, obtain certification as a Fire Fighter I, complete the Mt. Lebanon Fire Department Structural Firefighter Competencies, and receive favorable recommendations from the training officer, fire chief, and volunteer board of directors. The volunteer board of directors meets with the probationary member on a quarterly basis to review progress.

Probationary career firefighters are assigned to the training platoon for approximately the first 6 months of their employment. During this assignment, they must complete the Mt. Lebanon Fire Department Structural Firefighter Competencies, obtain a CDL License, and pass numerous written and practical exams. The Training Platoon Chief is responsible for completing the probationary career firefighter's annual evaluation.

Probationary platoon chiefs are evaluated by the fire chief during their probationary period.

**Appraisal**

The above requirements, personnel evaluations, and job descriptions have provided the Department with a sufficient method to evaluate new and promoted members based on the fact that there have been no legal issues, the requirements are clear from the start based on member feedback, and there have been minimal problems with members during this time period. The Department should develop a formal feedback mechanism to allow the probationary member to make suggestions for improvement upon their completion of the program.

**Plan**

The Department's members that are involved with this process (fire chief, volunteer board, volunteer mentors, training platoon) will continue to evaluate new and promoted members based on the candidate's completion of the Department's probationary requirements and feedback from members following the completion of the process. The fire chief will evaluate feedback mechanisms regarding the probationary process and have something in place prior to the end of 2012.

**References**

Probationary Member Quarterly Review Form, Example Document

Probationary Competencies , Training, Example Document

Career Firefighter Probationary Examination Training Platoon

Mt. Lebanon Fire Department Job Descriptions, Personnel Manual, Annex C

Mt. Lebanon Fire Department Personnel Evaluation, S:\FORMS\Personnel\Performance Evaluation Forms

Mt. Lebanon Civil Service Rules & Regulations, Sections 3.1, p. 10 & 4.1, p.22

7B.7 An employee/member recognition program is in place.

### **Description**

The Department and the Municipality have several recognition programs in place. These programs include length of service awards, fire officer and firefighter of the year awards, and recognition bars worn on the Class A Uniform related to national certification, achievement, and excellence. The Department issues medals of valor, merit, and distinguished service as appropriate. Fire officer and firefighter of the year recipients have been recognized by local, state, and federal officials. Fire fighters are also recognized for accomplishments and service delivery at monthly meetings.

### **Appraisal**

The Department's and municipality's recognition programs have provided opportunities to recognize outstanding performance by staff members and have been effective based on member feedback.

### **Plan**

The Department will continue its current programs and the recruitment and retention committee will continue to evaluate opportunities to recognize outstanding performance by staff members and solicit feedback from members regarding opportunities for improvement on both an on-going basis, as part of the recruitment and retention program evaluation, and as part of the strategic plan update.

### **References**

Mt. Lebanon Career Fire Department Rules & Regulations, Commendations, Section 11.8, P.. 43

Mt. Lebanon Fire Department Awards & Recognition Precedence Chart, Resource Management Platoon, Example Document

Mt. Lebanon Municipal Length of Service Awards Program, Memo from Terri Windstein

Mt. Lebanon Volunteer Fire Department Length of Service Awards Volunteer Secretary, Example Document

7B.8 The working conditions and environment are such that the agency attracts diverse and qualified applicants and retains a tenured workforce.

### **Description**

The Department and the municipality work hard to ensure that quality working conditions are maintained in order to attract and retain diverse and qualified personnel. The Department recognizes that its personnel are its most important asset. The processes utilized for recruiting and retaining both career and volunteer personnel help to ensure that only qualified, committed personnel are brought into the organization. The Department has negotiated labor agreements between the Municipality and the Wage and Policy Committee of the Mt. Lebanon Fire Department. The labor agreements have addressed rate of pay, pension, time-off, workers' compensation procedures, annual physicals, and other areas that help to maintain a quality working environment. The Department has also provided members with opportunities for career enhancement and utilizes participative management where appropriate

### **Appraisal**

Working conditions and environment have been maintained at highly acceptable standards based on the volunteer recruitment and retention rates (48 active volunteers and 91% retention), consistently over 30 candidates for entry level paid positions, and only 2 paid firefighters that have left the department, other than retirement, over the previous 15+ years.

### **Plan**

The Department will continue to maintain good working conditions, the safety committee will continue to inspect the facility monthly and make safety recommendations to the fire chief, and the recruitment and retention committee will evaluate programs and incentives for volunteers that may improve working conditions. The fire chief will continue to solicit potential improvements from the labor group. The Department will evaluate opportunities to allow members to provide formal feedback (suggestion box?) regarding ways to maintain and/or

enhance working conditions and these will be included as a major discussion point during updates to the strategic plan.

## **References**

Mt. Lebanon Volunteer Fire Department Recruitment and Retention Plan, Example Document,  
Frank Duranti

Agreement By and Between Mt. Lebanon Municipality and the Wage & Policy Committee of the  
Mt. Lebanon Fire Department., PP 5-9

Expectations, [www.mtlfd.org](http://www.mtlfd.org), Mission & Values Page

7B.9 Exit interviews or periodic employee surveys, or other mechanisms are used to acquire feedback and improve agency policies and procedures.

### **Description**

Periodic employee surveys are conducted to acquire feedback and improve agency policy and procedures. The Department has utilized surveys as part of the Department's Training Needs Assessment, Strategic Plan, Volunteer Participation Study, SCBA and protective clothing evaluations, fire chief's evaluation and as part of several EFO Applied Research Projects. There is no formal process for exit interviews.

### **Appraisal**

Feedback mechanisms have been effective based on the fact that many suggestions are included in follow-up documents. Organizational exit interviews have been conducted for career staff but not for volunteer staff.

### **Plan**

The Department will continue utilize surveys to obtain feedback to improve policies and procedures. The organizational survey will be administered to all staff members at least every five years. The recruitment and retention committee will formalize an exit interview process for volunteer personnel in 2012.

### **References**

Fire Chief's Survey, Example Document, Fire Chief

Mt. Lebanon Fire Department Strategic Planning Committee Organizational Survey, File Documents, Mezzanine level storage

Post Incident Analysis Survey, SOG 207, Duty Fire Office

Training Survey, P, 9 Example Document, Training Platoon

Volunteer Participation Survey, Switala EFO paper, Appendix A PP. 40-45

7B.10 The agency conducts workforce assessments and has a plan to address projected personnel resource needs including retention and attrition of tenured and experienced employees/members.

### **Description**

The Department conducts workforce assessments on a periodic basis to address personnel resource needs. The Department attempts to build redundancy into the organization by rotating staff members to different assignments approximately every five years. Career lieutenants have been given a lot of responsibility within their shifts to ensure that they are knowledgeable of all shift responsibilities, including those of the platoon chief. The Department maintains numerous retention programs and offers an attractive pay and benefits package for career staff members. Prior to any member retiring, the member may be shadowed by another member(s) to ensure a seamless transition of the retiring member's responsibilities.

### **Appraisal**

The Department needs to begin to develop younger members to take over volunteer board functions such as secretary and treasurer by possibly appointing interested members to shadow these individuals. The Department needs to develop a plan to replace five or the six platoon chiefs in five to seven years.

### **Plan**

The fire chief will continue to conduct workforce assessments, rotate staff members, and build redundancy into member responsibilities. The fire chief and recruitment and retention committee will also continue to evaluate the effectiveness of retention programs. The fire chief will evaluate the potential for developing a formal succession plan for the projected platoon chief retirements prior to 2014.



**References**

Agreement By and Between Mt. Lebanon Municipality and the Wage & Policy Committee of the Mt. Lebanon Fire Department, PP.5-9

Mt. Lebanon Volunteer Fire Department Recruitment and Retention Plan, Example Document,  
Frank Duranti

**Criterion - 7C: Personnel Policies and Procedures**

*Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior.*

**Summary:**

Civil Service Rules and Regulations, Labor Contracts, Volunteer and Career Firefighter Rules and Regulations, the Home Rule Charter, the Personnel Manual, Standard Operating Guidelines, and the Volunteer Constitution & By-Laws are current and guide both administrative and personnel behavior.

Specific policies prohibiting discrimination and conflicts of interest are in the Personnel Manual and Volunteer and Career Firefighter Rules & Regulations. A grievance procedure is spelled out in the collective bargaining agreement. A disciplinary system is spelled out in the Personnel Manual, Career and Volunteer Firefighter Rules & Regulations and Volunteer By-Laws.

## **Performance Indicators:**

**CC 7C.1 Personnel policies, procedures and rules are current, written, and communicated to all personnel.**

### **Description**

Rules and Regulations, the Home Rule Charter, the Personnel Manual, and Standard Operating Guidelines are accessible to all staff members. There is a formal procedure for SOG development and distribution. A review of rules and regulations is included as part of the orientation process. Copies of the Rules and Regulations, Personnel Manual, and SOG's are in binders in duty fire. The Volunteer Rules & Regulations and SOG's are accessible via the Department's website. The Strategic Plan establishes a goal of improving internal communications. These are updated as necessary.

### **Appraisal**

The process is effective based on the fact that these items are current, are readily accessible to members, and there have been no problems concerning their accessibility or issues pertaining to the policies, procedures, or SOG's. There should be an input process and review period from staff regarding changes to policies and procedures that currently does not exist.

### **Plan**

The Department (fire chief, volunteer board, operations chief, admin chief) will continue to communicate changes and/or updates all rules and regulations to all members and will make improvements as necessary. The fire chief will develop a formal procedure for the dissemination of changes to rules and regulations in 2012, similar to the procedure for SOG distribution.

### **References**

Mt. Lebanon Code & Home Rule Charter, Fire Chief's Office

Mt. Lebanon Personnel Manual, Duty Fire Office , Chapter 9, PP. 138-151, Chapter 11, PP. 163-182, chapter 12, PP. 198-206

Mt. Lebanon Fire Department Career Firefighter Rules & Regulations, Duty Fire Office, PP. 8-27

Mt. Lebanon Volunteer Firefighter Rules & Regulations, Duty Fire Office, PP. 45-53

Guidelines for SOG Implementation SOG # 108, Duty Fire Office

Mt. Lebanon Fire Department Website, [www.mtlfd.org](http://www.mtlfd.org), Member's section

**CC 7C.2 A specific policy defines and prohibits sexual, racial, disability or other forms of harassment, bias, and unlawful discrimination of employees/members and describes the related reporting procedures. The policy and organizational expectations specific to employee behavior are communicated formally to all members/employees and are enforced.**

### **Description**

The Municipality and the Department enforce all local, state, and federal guidelines and policies regarding harassment of employees. Policies regarding sexual or other unlawful or unwelcome harassment are included in the Personnel Manual and the Volunteer and Career Firefighter Rules & Regulations and posted outside the fire department kitchen. All members received training when the policy was first implemented. In 2008, a copy of the policy was placed in each member's mailbox with an associated e-mail requesting that each member review the policy. The policy has been reviewed with each new member and was reviewed in 2010 with all members by the EAP rep. The fire chief has completed a supervisory course in harassment.

### **Appraisal**

A policy is in place and has been communicated to all members and has been effective based on the fact that there have been no discrimination or harassment issues in the department.

### **Plan**

The fire chief will continue to review the policy with new members and provide refresher training to all employees on a periodic basis or have the EAP rep conduct the training as part of the bi-annual EAP training.

### **References**

Mt. Lebanon Personnel Manual, Chapter 9.2 & Chapter 11.7. PP. 139 & 171

Mt. Lebanon Career & Volunteer Rules & Regulations, p. 10 & p. 48, respectively

### 7C.3 A disciplinary system is in place and enforced.

#### **Description**

The Municipality and the Department have a disciplinary system in place. The disciplinary system has been established in the Personnel Manual, Section 9.3, and the Career and Volunteer Rules & Regulations, Chapter 7 and 12, respectively. The Department communicates all regulations, rules, and requirements to its employees via the labor agreement, rules and regulations, administrative policies, and standard operating guidelines. Any violation of these rules and regulations may result in disciplinary action. The level of disciplinary action is dependent upon the severity of the problem and the number of occurrences. When disciplinary action requires a suspension or termination, the Personnel Officer and the Municipal Solicitor have been consulted. Discipline is reviewed by the Civil Service Board for suspension and termination when appeals are requested for action taken. Suspensions or terminations of volunteer member have included consultations with the Volunteer Board of Directors. can range from a verbal warning to the termination of employment.

#### **Appraisal**

The current system has worked effectively in handling disciplinary problems as there have been no challenges to the system, and more importantly, they have been very few disciplinary problems. No career staff have received disciplinary actions resulting in time off and only two volunteers have been terminated in the previous 5-year period.

#### **Plan**

The Department will continue to follow the guidelines established in the Personnel Manual and Rules & Regulations. The fire chief will maintain an awareness via the municipal solicitor and assistant manager if changes need to occur per legal requirements.

#### **References**

Mt. Lebanon Personnel Manual, Chapter 9.3, PP.141-143

Mt. Lebanon Volunteer Firefighter Rules and Regulations, Chapter 12, p. 48

Mt. Lebanon Career Firefighter Rules & Regulations, Chapter 7, pp. 20 - 21

7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members.

### **Description**

The Municipality has a published and adopted ethics and conflict of interest policy. These policies are included in the Department's Career and Volunteer Rules & Regulations. The Home Rule Charter requires municipal officials and employees to comply with applicable provisions of the Public Official and Employee Ethics Law, Act 9 of 1989. The Municipality has published an ethics and conflict of interest policy. A code of ethics has been included in the Municipal Code, Sections 156 – 158, the Personnel Manual Section 13.1, and the Career and Volunteer Rules & Regulations, Sections 4.6 and 13.7, respectively.

The ethics and conflicts of interest policy has been reviewed with each staff member as part of the orientation process.

### **Appraisal**

The policies have been effective based on the fact that there have been no ethics violations or conflicts of interest in the Department as long as anyone can remember and they meet legal requirements.

### **Plan**

The Department will continue to follow the Municipal ethics and conflict of interest policy and update as necessary via advice from the solicitor and/or assistant manager or if changes to legal requirements occur.

### **References**

Mt. Lebanon Municipal Code and Home Rule Charter, Sections 158 – 160, PP. I-29

Mt. Lebanon Personnel Manual, Section 13.1, P. 198

Mt. Lebanon Volunteer Firefighter Rules & Regulations, Section 13.7, p.p. –47-48

Mt. Lebanon Career Firefighter Rules & Regulations, Section 4.6, p. 11



7C.5 A grievance/complaint procedure is published and communicated to employees/members.

### **Description**

The Municipality has a published and adopted grievance / complaint procedure. The procedure is spelled out in the Personnel Manual, Section 9.6; the Career Firefighter Rules & Regulations, Section 4.13; and the Agreement by and between Mt. Lebanon, Pennsylvania and the Wage and Policy Committee of the Mt. Lebanon Fire Department, Article VI, Section 3. The grievance procedure has been approved by the solicitor and the bargaining unit and meets state and federal and civil service requirements.

### **Appraisal**

Prior to 2011, the fire department did not have a formal grievance in 10+ years and members know where the procedure can be referenced. During a recent grievance, the procedure did not work as Step One of the formal grievance procedure allows the grievance to be filed with the Manager instead of with the fire chief. The issue likely could have been resolved prior to getting to the Manager.

### **Plan**

The fire chief and labor have met regarding the grievance procedure and the labor group will agree that the first step should be to file the grievance with the fire chief. The labor group will work with their attorney to change the contractual grievance procedure language. The existing grievance procedure and changes will be made via bargaining or as legal requirements mandate.

### **References**

Mt. Lebanon Personnel Manual, Section 9.6

Mt. Lebanon Career Firefighter Rules & Regulations, Section 4.3, p. 13

Agreement by and between Mt. Lebanon, Pennsylvania and the Wage and Policy Committee of the Mt. Lebanon Fire Department, Article VI, Section 3.PP. 14-16

**Criterion-7D: Use of Human Resources**

*Human resources development and utilization is consistent with the agency's established mission, goals, and objectives.*

**Summary:**

There is a position classification system in place and written job descriptions for all positions are audited and current. The Department maintains training records for all personnel and a chart listing certifications and training is posted in the assembly room. While there is no formal development process for lieutenants to platoon chief and platoon chief to fire chief, job descriptions provide guidance and officer-level leadership and management training is offered regularly. A volunteer career development process is documented in the Volunteer Firefighter Rules & regulations. Training and certification are encouraged and supported. Annual employee evaluations are conducted for all full-time employees. Quarterly evaluations are conducted for probationary volunteers. Members provide input through their involvement on committees, serving as volunteer board members, at officer's meetings, and during the budget process. Members are encouraged to challenge everything the Department does to provide for continuous improvement.

**Performance Indictors:**

**CC 7D.1 A position classification system and a process by which jobs are audited and modified are in place.**

**Description**

There is a position classification system in place. A position classification system is included in the Municipal Code, Part 3, Sections 309 – 312. The Department works with the Personnel officer to audit and modify job descriptions biannually at a minimum. The fire chief can request a job audit at any time. The organization is audited through the budget process and development of the Department's annual report. The annual budget process has provided local officials with an opportunity to increase or decrease service levels based upon staffing levels and associated program delivery. The annual report has served as a tool to audit service and program delivery.

**Appraisal**

The audit process conducted by the fire chief and Personnel Officer has ensured that all job descriptions and classifications remain current and are updated biannually at a minimum.

**Plan**

Job classifications will continue to be audited by the fire chief and personnel officer at least biannually.

**References**

Mt. Lebanon Municipal Code, Part 3, Sections 309 – 312, PP. I33-I37

Mt. Lebanon Fire Department Job Descriptions, Personnel Manual, Appendix C

Mt. Lebanon Fire Department Annual Budget, PP. 58-59

7D.2 Current written job descriptions exist for all positions and incumbent personnel have input into revisions .

### **Description**

Job descriptions for all positions are current. Job descriptions are updated on a periodic basis at the request of the Personnel Officer. The fire chief may also update or change a job description and submit to the Personnel Officer as necessary. Job descriptions are included in the appendices in the Personnel Manual. The Municipality and Department have developed job descriptions for the position of fire chief, platoon chief, lieutenant, volunteer firefighter, secretary, and part-time clerical. The job descriptions have included the nature of work, essential job functions, examples of work, required knowledge and skills, and required education and training. The job descriptions were updated in 2005, 2008, 2009, and 2011.

### **Appraisal**

Job descriptions exist and are current as of February 2011.

### **Plan**

The fire chief will continue to review and update job descriptions as necessary and at least biannually. Job descriptions will continue to be compared against national standards and best practices.

### **References**

Fire Chief Job Description, Personnel Manual, Appendix C  
Platoon Chief Job Description, Personnel Manual, Appendix C  
Lieutenant Job Description, Personnel Manual, Appendix C  
Volunteer Firefighter Job Description, Personnel Manual, Appendix C  
Secretary Job Description, Personnel Manual, Appendix C  
Part-time Clerical Job Description, Personnel Manual, Appendix C

7D.3 A personnel appraisal system is in place.

### **Description**

Annual evaluations are required for all full and part-time employees. There is no formal appraisal system in place for volunteer staff members beyond the probationary period. The requirement and procedure for employee evaluations has been established in the Personnel Manual, Chapter 10.1. The intent of the employee evaluations has been to provide each employee with an annual record of service and level of performance. The Department has utilized an evaluation process that is different from the general employee evaluation and has been approved by the Personnel Officer. The current evaluation system was updated in 2010 to be more consistent with job descriptions.

### **Appraisal**

While a system is in place, the effectiveness can be debated. Most employees do not like formal appraisals; however, the fire chief has found it a s a good opportunity to set goals. Performance appraisals should be on-going throughout the year via open, honest communication.

### **Plan**

The Department will continue to follow the guidelines established in the Home Rule Charter and Personnel Manual pertaining to appraisal systems. The recruitment and retention committee will research implementing a formal evaluation process for non-probationary volunteer members. The fire chief will continue to try to improve the appraisal system.

### **References**

Mt. Lebanon Personnel Manual, Chapter 10.1, PP. 157-160

Mt. Lebanon Fire Department Employee Evaluation Form, Example Document, Fire Chief

7D.4 The agency maintains a current list of the special knowledge, skills, and abilities of each employee/member.

### **Description**

The Department maintains a current list of job-related knowledge, skills, and abilities for each member. Individual training files, maintained by the training platoon, have been created for each member. Copies of pro-board certifications, certifications for outside training, and degrees have been maintained in the training files. A master list of individual certification levels and competencies has been posted in the assembly room. Knowledge, skills, and abilities tracked have included college degrees, pro-board certifications, EMS certification and continuing education, outside training certifications, hazardous materials training, rescue training, and structural fire training.

### **Appraisal**

While job-related skills are maintained current, the Department should conduct a skills inventory of non-related job skills of individuals that may be beneficial to the Department, especially of volunteers.

### **Plan**

The training platoon will continue to update and maintain records of individual knowledge, skills, and abilities. The recruitment and retention committee will conduct a non-firefighting skills inventory in 2011 as recommended in the Department's strategic plan and a 2011 departmental goal.

### **References**

Individual Training Files, File Documents, Training Platoon

Firehouse Reporting Software, Example Document 7D4

Professional Certifications Spreadsheet, Example Document, Training Platoon

7D.5 Methods for employee/member input or a suggestion program are in place.

### **Description**

While the Department encourages employees/members to submit their suggestions to their platoon chief, fire chief, or volunteer board of directors, there is no formal process for employee suggestions. Suggestions generally move through the chain of command and are discussed at officer's meetings or volunteer board meetings. The Department encourages participative management to keep employees/members engaged in the Department. The Department has encouraged employees/members to provide input and suggestions to improve organizational effectiveness. The staff has been asked to challenge everything that the Department does to determine if there is a better, safer, quicker, or more cost-efficient way of doing things.

### **Appraisal**

While a formal suggestion program may seem like a good idea, many organizations have found that these programs act more as an outlet for complaints than a program for making organizational improvements. Besides individual member feedback, the Department does not have a program in place.

### **Plan**

The fire chief, or possibly one of the members, will conduct research to determine if other Departments or organizations have found a legitimate process for receiving member input by the end of 2012.

### **References**

7D.6 Career development programs are made available to all employees/members.

### **Description**

The Department has a career development program for both career and volunteer probationary members, including required training and competencies. The volunteer rules and regulations include the volunteer firefighter operational classification system which outlines the requirements necessary for promotion within the volunteer ranks. The volunteer and career training budgets support the staff in career development and certification. The Municipality has an educational incentive program and a tuition assistance program for career staff members. The Department has encouraged employees/members to attend training and invest time towards career development. The Department's training budgeted has supported members in obtaining professional certification and attending national conferences and other outside training opportunities.

### **Appraisal**

The system has worked well in that the fire chief has identified training opportunities and requested employees to attend and/or employees have submitted outside training request forms; however, there is not a formal program in place beyond volunteer classifications and probationary requirements and job descriptions.

### **Plan**

The fire chief will continue to support career development and make improvements as necessary. The training platoon will research what other departments and organizations are doing regarding career development programs and make a suggestion to the fire chief by the end of 2013.

### **References**

Individual Training Records, File documents, Training Platoon

Professional Certification Spreadsheet, Example Document, Training Platoon

Mt, Lebanon Fire Department Annual Budget, Training & Travel Training Accounts, PP 4 & 5

Outside Training Request Form, Example Document, S:\FORMS\Outside Training & Travel



**Criterion -7E: Personnel compensation**

*A system and practices for providing employee / member compensation are in place.*

**Summary:**

All uniformed employees are compensated per the Agreement By and Between the Municipality of Mt. Lebanon and the Wage & Policy Committee of the Mt. Lebanon Fire Department. The Agreement covers wages, benefits, and working conditions. Non-uniformed employees are compensated per the Municipal Compensation System. Volunteers are compensated for call attendance and receive compensation for drills and activity participation via the volunteer incentive program.

**CC 7E.1 Rates of pay and compensation are published and available to all employees/members.**

**Description**

All employees receive a copy of the Labor Agreement by and Between the Municipality of Mt. Lebanon and the Wage & Policy Committee of the Mt. Lebanon Fire Department. Rates of pay and compensation are part of the labor agreement. The compensation for non-uniformed employees is public record and is available from the Municipality. Compensation for volunteers for call attendance and incentive program varies based on total funding from the Municipality / grant funding.

**Appraisal**

The current system is adequate for communicating the rates of pay and compensation to employees / members as they are published, available, and there have not been any issues.

**Plan**

The Department will continue to work with the Personnel Officer and the Wage & Policy Committee to ensure all employees have access to current rates of pay and compensation.

**References**

Agreement By and Between the Municipality of Mt. Lebanon and the Wage & Policy Committee of the Mt. Lebanon Fire Department, PP.5-9

7E.2 Member benefits are defined, published and communicated to all employees/members.

### **Description**

All employees receive a copy of the Labor Agreement by and Between the Municipality of Mt. Lebanon and the Wage & Policy Committee of the Mt. Lebanon Fire Department. Rates of pay and compensation are part of the labor agreement. The compensation for non-uniformed employees is public record and is available from the Municipality. Each employee also received benefit information from the Personnel officer's staff at the time they were hired or if the benefits changed. The information provided to the employee detail all of the benefits provided.

Benefits provided to volunteer members have been included as part of the volunteer and relief association by-laws, which are also distributed and explained to the member during orientation.

### **Appraisal**

This program has worked well and has kept employees/members informed of pay and benefits and is defined, published, and communicated with no issues in the past.

### **Plan**

The fire chief, personnel officer, and volunteer board will continue to ensure that pay and benefits are published and distributed to all employees/members as they receive orientation or benefits change.

### **References**

Agreement By and Between the Municipality of Mt. Lebanon and the Wage & Policy Committee of the Mt. Lebanon Fire Department, PP. 5-9

Mt. Lebanon Volunteer Fire Department Constitution & By-Laws, By-Laws P. 7-9 Constitution P. 11

Mt. Lebanon Volunteer Fire Department Relief Fund Constitution & By-Laws, Article VI & VII

**Criterion -7F: Occupational Health and Safety and Risk Management**

*Occupational health and safety and risk management programs are established to protect the organization and personnel from unnecessary injuries or losses from accidents or liabilities.*

**Summary:**

The Department has a designated occupational health and safety officer charged with the overseeing of the program. This consists of procedures and processes for ensuring a safe work environment. Risk reduction measures are in-place to mitigate potentially hazardous situations. Ongoing training, near-miss reporting and accident investigation procedures are established to support a safe workplace.

## **Performance Indicators:**

7F.1 A specific person or persons are assigned responsibility for implementing the occupational health and safety and risk management programs.

## **Description**

The Department has a designated Health and Safety Officer to oversee the occupational health and safety and risk management programs. The Department has designated Incident Safety Officers to assist in managing risk at incidents scenes and training activities. A safety committee consisting of both career and volunteer personnel reviews and recommends safety programs and standards. Members of the safety committee have been assigned specific roles/responsibilities including exposure control officer, accident investigation, personal protective equipment, building and grounds, and safety audit. The Department has a delegate on the municipal safety committee.

## **Appraisal**

A specific person is assigned this responsibility, every member is aware of the individual with this responsibility, and the division of responsibility has improved the department's ability to meet recognized safety standards.

## **Plan**

The fire chief will continue to assign the responsibility for implementing the occupational health and safety and risk management programs. The Department will also continue to use and expand the roles of certified Incident Safety Officers and encourage member participation on the safety committee.

## **References**

Career Rules & Regulations Shift Responsibilities, p. 34

Health & Safety Committee Organizational Chart, Example Document, Safety Committee

Incident Safety Officer Certification, Example Document, Department HSO / ISO roster, Training Platoon

## Risk Management Plan Example Document, Safety Committee

7F.2 Procedures are established for reporting, evaluating, addressing, and communicating workplace hazards as well as unsafe/unhealthy conditions and work practices.

### **Description**

The Department does not have a formal reporting process for reporting unsafe/unhealthy conditions and work practices with the exception of personal injury reporting. Currently unsafe and unhealthy conditions and work practices are communicated through various means, primarily direct reporting and via e-mail. Personal injury reports are reviewed by the Safety Committee. Members are encouraged to report any and all injuries. A safety audit of the station and grounds is conducted quarterly. An NFPA 1500 safety audit is conducted at least tri-annually. SOGs pertaining to safety and operations are evaluated and updated as needed. Workplace hazards are communicated through various means based on their severity.

### **Appraisal**

The Department does not have not established formal procedures for reporting, evaluating, addressing, or communicating workplace hazards.

### **Plan**

The safety committee will develop a formal procedure for reporting workplace hazards as well as unsafe/unhealthy conditions and work practices in 2012. The Safety Committee will continue to review injury reports and conduct safety audits.

### **References**

Facility Safety Checklist, Example Document, Safety Committee

NFPA 1500 Safety Audit, Example Document, Safety Committee

Mt. Lebanon Fire Department SOGs 501, 502, 503, 504. 505, 506 & 507, Duty Fire Office

7F.3 The agency documents steps taken to implement risk reduction and address identified workplace hazards.

### **Description**

Unsafe or unhealthy items or practices are identified through the NFPA 1500 audit, risk management plan update, injury report reviews, and the facility safety checklist. Practices or conditions identified for correction are reported to the fire chief along with corrective action suggestions. Department members are empowered to identify, correct and report unsafe conditions to officers of the department.

### **Appraisal**

Currently, there is no formal documentation process for the steps taken to implement risk reduction.

### **Plan**

The safety committee will develop a process to allow for the documentation of the steps taken to address work place hazards. This will be included as part of and related to the plan for performance indicator 7F2 for 2012.

### **References**

NFPA 1500 Safety Audit, Example Document, Safety committee

Mt. Lebanon Fire Department Risk Management Plan, Example Document, Safety Committee



7F.4 Procedures are established and communicated specific to minimizing occupational exposure to communicable diseases or chemicals.

### **Description**

The Department has a written exposure control plan and SOGs addressing the exposure control plan, exposure reporting, and health history. These documents are accessible to all members on the Department website or in the duty-fire office. The training platoon provides initial and ongoing training for all members.

### **Appraisal**

In 2009, the Department updated the exposure control plan, placed greater emphasis on exposure reporting, appointed an Exposure Control Officer and began documenting inoculations. The established procedures have been effective in minimizing exposures. The reporting and documenting of potential exposures has improved. Through training, there has been a greater awareness of exposure related issues.

### **Plan**

The special operations platoon and safety committee will continue to evaluate procedures and provide annual training to minimize exposures.

### **References**

Blood borne pathogen training, Example Document, Training Platoon

Mt. Lebanon Fire Department Exposure Control Plan, Example Document, Ed Davies

Mt. Lebanon Fire Department SOGs 504, 505,506, Duty Fire Office

**CC 7F.5 An occupational health and safety training program is established and designed to instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, new processes, procedures, or equipment are introduced. It provides specific instructions on operations and hazards specific to the agency.**

### **Description**

There is an orientation training program, including health and safety training, for new members. This program includes a general safety overview of job hazards, review of departmental rules and regulations, personal protective equipment, vehicle safety and tool safety. The Pennsylvania State Recruit Training Program includes additional health and safety training instruction. Health and safety training including blood borne pathogens, near-miss reporting, employee assistance program, wellness/fitness, mayday procedures, accountability, risk management, rapid intervention, incident safety, traffic safety, and departmental SOGs are incorporated into on-duty and weekly training sessions. The training platoon provides training whenever new substances, processes, procedures, or equipment are introduced into the workplace.

### **Appraisal**

The health and safety training provided as part of on-duty and weekly training sessions has been adequate to reinforce general safe work practices and maintain a low frequency of lost time injuries, averaging 1 per year, and generally severe leg strain and sprain related.

### **Plan**

The training platoon will continue to instruct members in general safe work practices through on-duty and weekly training sessions and whenever new substances, processes,

procedures, or equipment are introduced into the workplace.

## **References**

Mt. Lebanon Fire Department Drill Schedule, Example Document, Training Platoon

Mt. Lebanon Fire Department New Member Orientation Program, Example Document, Training Platoon

Pennsylvania State Recruit Training Program, Delmar Safety Program Example Document

Delmar Manual in library

Blood borne Pathogen Training, Example Document, Training Platoon

7F.6 The agency uses near miss reporting to elevate the level of situational awareness in an effort to teach and share lessons learned from events that, except for a fortunate break in the chain of events, could have resulted in a fatality, injury or property damage.

### **Description**

The Department participates in the National Near Miss Reporting System. The Department does not have a formal internal mechanism for the reporting and tracking of near miss incidents.

### **Appraisal**

Recognizing that the agency needs to participate in near miss reporting on a more consistent basis, the Safety Committee adopted a policy to participate in the National Near Miss Reporting System.

### **Plan**

All members will be encouraged to report unsafe practices and other near miss incidents to the Safety Officer using the National Near Miss Form. These forms will be reviewed by the Safety Committee Chairperson for determination of the need for follow up investigation prior to being submitted to the National Near Miss Database. Near miss incidents will be communicated with the membership at department training as needed to ensure all members are kept up to date and aware of the hazards associated with emergency response. The Safety Committee will periodically review the near miss reports to find trends and determine the need for more specific follow-up training.

### **References**

Safety Committee Meeting Minutes 3-5-09, Example Document, Safety Committee  
National Near Miss Reporting Form, National Fire Fighter Near-Miss Reporting System

7F.7 A process is in place to investigate and document accidents, injuries, legal actions, etc., which is supported by the agency's information management system.

### **Description**

The Safety committee is responsible for investigating accidents and injuries. Two members of the safety committee conduct investigations of all accidents and injuries. A formal report is submitted to the safety committee. An Accident, Injury and Property Damage Reporting SOG has been established. The SOG guides the member through the reporting process. The Department's career staff is trained to use the municipal Occupational Injury Report forms packet and the appropriate Mt. Lebanon Fire Department accident/injury checklist to document all injuries and accidents. The Municipal Personnel Manual and the Safety Program of Mt. Lebanon provides the overall guidance for accident and injury investigation. All accidents and injuries are documented through Firehouse Reporting Software. Legal actions are handled by the municipal solicitor.

### **Appraisal**

The existing process for investigating and documenting accidents, injuries and legal actions was formally implemented by the safety committee in 2010 and seems to be working well but is still being evaluated.

### **Plan**

The Department's safety committee will continue to investigate, analyze and document accidents and injuries as a resource for prevention. Training related to injury/accident investigation and documentation will be provided as necessary. The process will be evaluated by the safety committee annually.

### **References**

Firehouse Reporting Software, Example Document 7F7 exported from Firehouse

Mt. Lebanon Personnel Manual, section 11.1, page 164 – 165, Appendix G, Example Document

Mt. Lebanon Fire Department SOG 503, Example Document, Duty Fire Office

Mt. Lebanon Occupational Injury Report forms packet, S:\FORMS\Personnel\Health Care,  
Injury, Physicals

**Criterion - 7G: Wellness/Fitness Programs**

*The agency has a wellness / fitness program for recruit and incumbent personnel and provisions for noncompliance by employees / members are written and communicated.*

**Summary:**

The Department has a wellness / fitness program that includes pre-employment and annual medical / fitness evaluations; the role of the fitness committee, peer fitness evaluators, and fire department physician; general physical fitness requirements; and stress management including EAP, CISM, and the fire department chaplain. A fitness facility and equipment, located in the Public Safety Building, are available to all members on a 24-hour basis. Fitness training is mandatory for career staff and encouraged for volunteer staff. Peer fitness evaluators are available to assist members.

Currently, noncompliance would be a “not fit for duty” report from the fire department physician based on the results of the medical or fitness evaluation. Members not meeting the department’s standards for fit for duty are required to participate in mandatory fitness training, supervised by the fire department physician and fitness coordinator, until such time the member returns to a fit for duty status or the member is moved to a non-suppression or administrative status. These requirements are written and communicated in the Wellness and Fitness SOG.

## **Performance Indictors:**

**CC 7G.1 The agency provides for initial, regular, and rehabilitative medical and physical fitness evaluations.**

### **Description**

The Department requires all new volunteer and career members to get a pre-employment physical. Annual physicals, including a stress test and fitness evaluation, are required to determine whether or not employees/members are fit for duty. Rehabilitative medical evaluations are available either through the fire department physician or workers compensation.

The Department has conducted pre-employment and annual physicals since the mid-1980. The Department has utilized Allegheny Medical to conduct physicals, fitness evaluations, and rehabilitative medical since 2007. The fire department physician, Dr. Neal Fanelli, of Allegheny Medical, utilizes NFPA 1581 as the standard for medical and fitness evaluations. The costs of the physicals are covered by the Municipality for employees and new volunteers and by the Volunteer Relief Association for existing volunteers. Annual physicals are tracked by the safety committee. The fire chief receives a confirmation from the doctor that the member attended their physical and whether they are fit / not fit for duty. The department meets with the fire department doctor and Allegheny Medical staff on a periodic basis to evaluate the program.

### **Appraisal**

The Department's ability to provide for initial, regular, and rehabilitative medical and physical fitness evaluations has been effective based on it being mandatory and funded, its administration, its ability to find and correct problems, and ability to place members in a non-suppression status until they receive medical follow-up.



**Plan**

The department will continue to conduct pre-employment and annual physicals and fitness evaluations and the fire chief, fitness coordinators, and fire department physician will meet annually to evaluate the program and make changes as necessary.

**References**

Allegheny Medical Packet, Example Document From Medical Provider

Physical Tracking Spreadsheet, Example document, George Galbraith coordinator of physical program

Mt. Lebanon Fire Department Career Firefighter Rules & Regulations, p. 24, Duty Fire Office

Mt. Lebanon Fire Department Volunteer Firefighter Rules & Regulations, p. 15 Duty Fire Office Agreement by and between the Municipality of Mt. Lebanon and the Wage & Policy Committee of the Mt. Lebanon Fire Department, p. 14

Mt. Lebanon Fire Department SOG, 110, Duty Fire Office

7G.2 The agency provides personnel with access to fitness facilities and equipment as well as exercise instruction.

### **Description**

The Department has a fully-equipped gym located in the public safety building with 24-hour access for all members. Two members of the Department are certified peer fitness evaluators. In 2001, the Department received a Fire Grant in the amount of \$65,000 to purchase fitness equipment. The purchase of this equipment coincided with the Department's move into a new facility. A committee of both fire and police personnel designed the fitness area and recommend the equipment to be purchased with the grant funds. The facility is accessible 24 hours a day. Career staff members are required to work out on duty. Volunteers are also encouraged to use the facility. Exercise instruction is available through the Department's peer fitness evaluators. Two members have received training as peer fitness evaluators. On occasion, the Department has brought in outside instructors to introduce new fitness programs and/or proper lifting techniques. Nutrition instruction is available through Allegheny Medical at no cost.

### **Appraisal**

Facilities, equipment, and instruction are readily available and used frequently. The program is working well based on a very few members falling into the poor category for cardio, strength, endurance, or flexibility that need to be referred to the department fitness coordinators.

### **Plan**

The fire chief and fitness committee will continue to provide access to fitness equipment and individual instruction and formal instruction will be delivered to all members at least biannually.

### **References**

Mt. Lebanon Fire Department SOG, 110, Duty Fire Office

7G.3 The agency provides wellness/fitness education to all employees/members.

### **Description**

Approximately every two years, the Department provides career staff with a 4-hour session on wellness/fitness education. In 2006, the Department brought in a dietician from St. Clair Hospital and a chiropractor. In 2008, the Department brought in staff members from Allegheny Medical to discuss nutrition and perform BMI's on all career staff. In 2009, the Department brought in an outside instructor for 5 sessions to introduce career and volunteer members to the Cross fit Training Program. Historically, volunteer staff members have not been included in the wellness / fitness education; however, in 2009, they received wellness / fitness instruction from the fire department physician and a Level I Cross fit Trainer. Individual fitness education is available through the peer fitness trainers at any time.

### **Appraisal**

Fitness instruction has been adequate based on its accessibility and no injuries related to fitness activities. This program should improve as the fire department physician is now gathering annual medical data and is involved in the formal program evaluation and may have suggestions for improvement.

### **Plan**

The Department will continue to provide wellness/fitness education to members at least biannually; however, it will include volunteer staff more frequently and be evaluated by the fire chief, peer fitness evaluators, and fire department physician annually.

### **References**

Mt. Lebanon Fire Department SOG, 110, Duty Fire Office

7G.4 The agency provides an employee/member assistance program with timely access to critical incident stress debriefing and behavioral counseling resources.

### **Description**

The Municipality provides an EAP through Inner Resources for all career and volunteer members. The EAP is accessible 24-hours a day and posters regarding contacting the EAP are displayed throughout the fire department. All members have received training and instruction on the services offered by the EAP. Critical Incident Stress Debriefing (CISD) is available through the Pittsburgh Critical Incident Manage Team. The Department has an SOG requiring CISD for any member that is involved with a fatality. The EAP is also included in the Department's Wellness / Fitness Program. Inner Resources conducted training regarding EAP resources for all members in 2010.

### **Appraisal**

The Department does not know if the program is effective as personnel accessing the program are confidential; however, the program is accessible and has been communicated to all employees. CISD has been conducted following fatal incidents.

### **Plan**

The Municipality will continue to provide access to the EAP for all career and volunteer members. Training and instruction on accessing the EAP and services available will be conducted on a biannual basis.

### **References**

Mt. Lebanon Fire Department SOG, 109, Duty Fire Office  
Municipal EAP Document, Posted in first floor conference room

**CC 7G.5 Current policies and standard operating procedures or general guidelines are in place to direct the wellness/fitness programs.**

**Description**

The fire department has always placed a high priority on wellness / fitness. The department has provided members with pre-employment and annual physicals since the mid 1980's and participating in physical fitness activities has always been encouraged. Individual members have been certified as peer fitness evaluators and an EAP has been accessible to members via the Municipal EAP. The SOG, developed as part of the accreditation process, has helped to clarify the roles of the wellness / fitness committee and has provided members with a document that encourages fitness and well-being, as well as another resource to refer to access the CISD or EAP. Participation in fitness is mandatory for career staff and documented for both career and volunteer staff.

**Appraisal**

The SOG is comprehensive, consistent with fire service best practices, up-to-date, and accessible.

**Plan**

The fire chief, peer fitness evaluators, and fire department physician will continue to evaluate the guidelines for wellness / fitness and make adjustments as necessary as part of the annual program review. Part of this evaluation shall include an annual review of the Department's Medical Evaluation Summary provided by the fire department physician.

**References**

Mt. Lebanon Fire Department SOGs - 109, 110, Duty Fire Office

Mt. Lebanon Fire Department Career Firefighter Rules & Regulations, p. 23-24

7G.6 The agency's information system allows for documentation and analysis of the wellness/fitness programs.

### **Description**

The Department's Firehouse Reporting Software allows for the documentation of annual physicals; however, it does not allow for analysis of the program. Department physicals are tracked on an Excel spreadsheet by the safety committee and submitted to the fire chief. The documentation of fitness activities is logged on paper and submitted to the fitness coordinator, thus prohibiting an analysis of fitness activities beyond participation levels. Since the Department does not receive actual physical results, only a fit for duty not fit for duty letter from the fire department physician, there is no data to analyze, beyond whether or not a member attended their annual physical and when they are due. The fire department physician is capable of providing for analysis of the wellness/fitness program.

### **Appraisal**

The results of the physicals that have been analyzed by the fire department physician have allowed the fire department physician to recommend areas for member wellness instruction.

### **Plan**

An analysis of annual physicals, including medical exam and fitness evaluations, will continue to be analyzed by the fire department physician and reviewed as part of the formal program evaluation. The results will be used to recommend changes to the program or areas for instruction.

### **References**

Firehouse Reporting Software, Example Document, 7G7

Physical Tracking Spreadsheet, Example document, George Galbraith coordinator of physical program

Fire Department Physical Stats, Example Document, From Medical Provider

Fitness Logs, Example Document, actual document in wellness center

7G.7 An appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs

### **Description**

The Department receives an annual medical examination and fitness evaluation departmental summary from the fire department physician. This summary is reviewed with the fire chief and the wellness / fitness committee. The fire department presents a summary of results to the membership at a wellness / fitness drill. Input from members regarding the wellness / fitness program is encouraged.

### **Appraisal**

The annual medical examination and fitness evaluation summary provided by the fire department physician is a good indicator of the effectiveness of the wellness / fitness program. While better than the general public, the results of the annual medical examination and fitness evaluations have shown that the department needs to do a better job of encouraging participation in fitness and healthy lifestyles. Changes such as monitoring departmental body fat percentage in addition to BMI, implementing the On-Target Fitness evaluation and monitoring overall departmental fitness were the result of the most recent program evaluation conducted with the fire department physician and his staff.

### **Plan**

The Department will continue to conduct an annual appraisal of the wellness / fitness program utilizing the medical examination and fitness evaluation summary provided by the fire department physician as well as soliciting member input.

### **References**

2010 Wellness & Fitness Program Evaluation Form, Example Document, Fire Chief  
Firehouse Reporting Software, Example Document 7G7

## **Category VIII: Training and Competency**

Training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include a library, other collections of materials that support teaching and learning, instructional methodologies and technologies, support services, distribution and maintenance systems for equipment and materials, instructional information systems, such as computers and software, telecommunications, other audio visual media, and the facilities to utilize such equipment and services.

Central to success of the training and educational process is a learning resources organizational structure and a technically proficient support staff. The training staff should provide services that encourage and stimulate competency, innovation, and increased effectiveness. The agency or system should provide those learning resources necessary to support quality training. The agency should depict their approach to recognized state/provincial and national fire service professional standards programs within their written responses to the performance indicators in this section as adherence to those programs will be considered as *prima facie* compliance with the intent of this section.



**Criterion – 8A: Training and Education Program Requirements**

*A training and education program is established to support the agency's needs.*

**Summary:**

The Department has a training program that is structured to meet its operational needs. The program has components that allow the training staff to identify training and educational needs that are consistent with the mission and applicable legal requirements and standards of practice. Minimum levels of training have been identified by the department and programs are being developed to meet those minimums where they do not already exist.

## **Performance Indicators:**

**CC 8A.1 The organization has a process in place to identify training needs, which identifies the tasks, activities, knowledge, skills, and abilities required to deal with anticipated emergency conditions.**

### **Description**

The Department considers itself to be an all-hazards emergency response organization. As a result, the Department provides training consistent with its stated level of response to personnel in the mitigation of all anticipated emergencies. To assist in the identification of training needs, several assessment tools are utilized. The first assessment tool is an ongoing evaluation of the knowledge, skills and abilities that personnel must possess to function effectively and to what level the Department is meeting these needs. The second assessment tool utilizes guidelines and requirements from the Pennsylvania State Fire Academy, Pennsylvania Department of Health, Insurance Services Office (ISO), National Fire Protection Association (NFPA) and Occupational Safety and Health Administration (OSHA) to provide guidance. The third assessment tool is the Department's Training Needs Assessment, conducted in 2007 and updated as necessary, 5-year maximum. Lastly, the Training Platoon meets with the fire chief on an annual basis to develop a training plan for the upcoming year and identify training goals / priorities.

### **Appraisal**

The processes have proven to positively influence the direction of the training program and adequately prepare agency personnel for the mitigation of emergency incidents that are likely to be encountered based on training credits for ISO, number of member's nationally certified per NFPA Standards, and ability of member's to safely mitigate hazards to which the Department responds (low number of major injuries, low fire loss, fire containment, and extrication times).

**Plan**

The fire chief and training platoon will continue to utilize the current process and update the training needs assessment as necessary (5-year maximum) to identify and assess requisite training useful for the preparation and / or mitigation of anticipated emergency conditions. An annual training program meeting will continue be held with input from the fire chief to develop training goals for the upcoming year. Training staff will maintain an awareness of changes to recommended standards and best practices through the State Fire Academy and other organizations and evaluate effectiveness based on certification, ISO, incident performance, incident critiques, and as part of the annual formal program evaluation.

**References**

Insurance Services Office (ISO) Training Criteria, Example Document, ISO

Mt. Lebanon Fire Department, Training Needs Assessment, Training Platoon Chief's Office

Mt. Lebanon Fire Department, Volunteer Recruit Fire Fighter Program Outline, Example Document

Mt. Lebanon Fire Department, Operational Classification System, Example Document

Mt. Lebanon Fire Department, Volunteer Apparatus Operator Program Outline , Example Document

Mt. Lebanon Fire Department, Utility Vehicle Operator Program Outline, Example Document

2010 Training Program Evaluation Form, Example Document

8A.2 The training program is consistent with the agency's mission statement and published goals and objectives, and meets the agency's needs.

### **Description**

According to its mission statement, the Department considers itself to be an all-hazards emergency response organization. As a result, the Department trains personnel consistent with its stated level of response for each type of emergency the organization is likely to encounter. Training goals and objectives, included in the Department's strategic plan, annual goals, and quarterly operational goals, assist in the identification of training needs.

### **Appraisal**

As stated in performance indicator 8A.1, the Department has established a training program, including processes that identify training needs, consistent with the Department's stated level of service and its mission and goals and objectives, with greater focus in areas and events that the Department is likely to encounter based on the community risk assessment and historical response data

### **Plan**

The fire chief, training platoon, and instructors will continue to evaluate the training program following incidents and at least annually as part of the formal program evaluation to ensure it is consistent with service level objectives, and the Department's mission and goals and objectives. The training platoon will continue to conduct an annual training program meeting with the fire chief to develop training goals for the upcoming year. The Training Needs Assessment will be updated as necessary, 5-years maximum.

### **References**

Mt. Lebanon Fire Department Goals & Objectives, Example Document, Fire Chief  
Mt. Lebanon Fire Department Quarterly Operational Goals, Members Section, [www.mtlfd.org](http://www.mtlfd.org),  
Mt. Lebanon Fire Department Mission Statement  
Mt. Lebanon Fire Department Standards of Cover  
Mt. Lebanon Fire Department Strategic Plan, PP. 16-24

Mt. Lebanon Fire Department, Training Needs Assessment, 2007, Trainings Platoon Chief's Office

2010 Training Program Evaluation Form, Example Document, Fire Chief

8A.3 The training program is consistent with legal requirements for performing mandatory training.

### **Description**

As an emergency response agency and a department within municipal government, the Department is responsible for meeting differing legal requirements to ensure its personnel are appropriately trained in specific knowledge, skills and abilities. The Department has established mandatory training requirements, consistent with or exceeding legal requirements, to function in various roles / service delivery within the organization. Through the formal Needs Assessment conducted in 2007, the Department identified / verified specific areas where training was mandated by applicable sections of various Occupational Safety and Health Administration (OSHA), PA Department of Health (PADOH), and Environmental Protection Agency (EPA) regulations. Additionally, the agency examined liability to provide training under National Fire Protection Association (NFPA), and Insurance Services Office (ISO) standards and recommended practices.

### **Appraisal**

The Department has established effective processes that identify and assess regulatory training requirements by maintaining an awareness of changes to standards and best practices and regular communication with the State Fire Academy and conducting a formal needs assessment on at least a 5-year basis. The Department's training program meets and/or exceeds legal requirements for the roles that member's are expected to perform.

### **Plan**

The fire chief, training platoon, and instructors will continue to evaluate training programs to ensure consistency with legal requirements by maintaining an awareness of changes to standards and best practices and through communications with the Pennsylvania State Fire Academy. These will also be reviewed as the training needs assessment is updated in 2012.

**References**

Mt. Lebanon Fire Department, Training Needs Assessment, 2007., Training Platoon Chief's Office

Mt. Lebanon Fire Department Job Descriptions, Personnel Manual, annex C, Example Document, p.9

Mt. Lebanon Volunteer Firefighter Rank Qualifications, Example Document, Operational Classification System

8A.4 The agency has identified minimum levels of training required for all positions in the organization.

### **Description**

The Department has identified minimum levels of training for all positions within the organization. Levels of training for all department personnel are based upon the Needs Assessment done in 2007 stated levels of response and recommended standards and best practices.. Training requirements are also outlined in the department career and volunteer fire fighter rules and regulations, the volunteer department by-laws, and various job descriptions.

### **Appraisal**

The identified levels of training for all personnel adequately meet or exceeded the levels recommended by the standards and best practices examined during the Needs Assessment and the other associated documents. Pro-board certification and training records are used to verify.

### **Plan**

The training platoon shall continue to evaluate minimum levels of training and its commitment to train all personnel to perform the duties expected with their assigned function within the organization. These evaluations shall be on-going as part of incident critiques and changes to regulations and standards, and at least annually as part of the formal program evaluation.

### **References**

Mt. Lebanon Fire Department, Training Needs Assessment, 2007, Training Platoon Chief's Office

Mt. Lebanon Fire Department Career Fire Fighter Rules and Regulations PP.. 46-48

Mt. Lebanon Fire Department Job Descriptions, Personnel Manual, Annex C

Mt. Lebanon Fire Department Volunteer Fire Fighter Rules and Regulations PP. 42-44

Mt. Lebanon Fire Department Volunteer Fire Department Constitution & By-Laws, P. 10



8A.5 A command and staff development program is in place.

### **Description**

The Department has established minimum levels of training for all positions within the organization through a training needs assessment in 2007. All members are encouraged to seek training and education beyond their basic job functions. While there is no formal staff development program currently in place for personnel above the volunteer rank of Master Fire Fighter, career staff receives regular officer training annually, including leadership, management, and strategy and tactics training

### **Appraisal**

Although levels of training have been defined for all personnel based on job descriptions and officer training is held monthly, no formal staff development plan has been developed.

### **Plan**

The training platoon will work with the fire chief to develop and implement a staff development program. The plan shall be completed and implemented no later than the end of 2013.

### **References**

Mt. Lebanon Fire Department, Paid Man Drill Training Schedule (Firehouse Reporting Software), Example Document, 8A5

Mt. Lebanon Fire Department, Training Needs Assessment, 2007, Training Platoon

**Criterion – 8B: Training and Education Program Performance**

*Training and education programs are provided to support the agency's needs.*

**Summary:**

The Department has a training program that is structured to meet its operational needs. The training staff develops an annual training plan and translates that plan into specific training topics for monthly and weekly training sessions. Performance measures are being developed to assess individual and Departmental performance. Recordkeeping practices will continue to be refined to provide accurate data regarding member training activities.

**Performance Indictors:**

8B.1 A process is in place to ensure that personnel are appropriately trained.

**Description**

The Department has established minimum levels of training for all positions within the organization. Formal training programs have been developed to ensure appropriate levels of training are received by all personnel appropriate to their job function and departmental stated levels of response. Levels of training for all department personnel are based upon the Needs Assessment done in 2007. The agency has identified requisite by job classifications identified. Formal programs currently exist for Volunteer Recruit Fire Fighter, Volunteer Suppression Fire Fighter, Volunteer Utility Vehicle Operator and Volunteer Apparatus Operator. Career officer qualifications are based on job descriptions. Member qualifications are tracked in Firehouse Reporting Software, in personnel training files, and a member qualifications chart is posted in the assembly room.

**Appraisal**

All suppression personnel are required to attain NFPA 1001, Standard on Professional Qualifications for Fire Fighters and annually complete SCBA competencies. The Department does not allow personnel to function outside their knowledge, skills and abilities. Individual training and credentials are tracked and posted.

**Plan**

The training platoon will continue to evaluate training requirements and ensure that personnel are appropriately trained to perform any functions which they are assigned. The evaluations will be on-going and based on incident critiques, observations at calls and training, and compliance with standards and regulations.

**References**

Mt. Lebanon Fire Department, Training Needs Assessment, 2007, Training Platoon Chief's Office

Mt. Lebanon Fire Department Volunteer Recruit Fire Fighter Program Outline, Example Document, Training Platoon

Mt. Lebanon Fire Department Volunteer Operational Classification System, , Example Document, Training Platoon

Mt. Lebanon Fire Department Volunteer Apparatus Operator Program Outline , Example Document, Training Platoon

Mt. Lebanon Fire Department Utility Vehicle Operator Training Program Outline, Example Document, Training Platoon

8B.2 The agency provides both short and long-range training schedules.

### **Description**

The Department provides a comprehensive training program based upon the mission of the department, established goals and objectives and needs identified by both the formal Needs Assessment and on-going performance evaluations at both training sessions and incidents. A monthly training schedule is posted and an annual training plan is developed by the training platoon. Shift training opportunities are communicated to members via e-mail. Outside training opportunities are posted.

### **Appraisal**

The communication of short and long-range training schedules has been effective as training attendance and hours have consistently increased from a total of approximately 5,700 hours in 2006 to approximately 11,000 hours in 2010. The calendars have also allowed the department to ensure it is meeting best practices such as NFPA recommended minimum 24 hours of suppression training per year and 8 hours of hazardous materials and ISO recommended 12 hours of officer training and 12 hours of operator training per year

### **Plan**

The training platoon will continue to develop an annual training plan and publish training schedules as appropriate. The training schedules will be based on the department's mission, goals, and objectives as well as compliance with standards, regulations, and best practices.

### **References**

Mt. Lebanon Fire Department Annual Training Plan, 2010

Mt. Lebanon Fire Department Monthly Training Calendars, Posted in conference room first floor

Mt. Lebanon Fire Department Training Needs Assessment, 2007, Training Platoon

Mt. Lebanon Department 2010 Annual Report, P.13

8B.3 The agency has a process for developing performance-based measurements..

### **Description**

The Department uses several resources to measure performance of department personnel. NFPA Professional Competency standards such as 1001 for Fire Fighter 1 are used to establish Job Classification training requirements. Bi-annual attendance at a live-fire training program is required for all members. Annual participation in hazardous materials, extrication, and rapid intervention training is required to maintain eligibility to respond to incidents requiring knowledge, skills and abilities in those performance areas. Volunteer fire fighters are required to attain Fire Fighter 1 certification as a minimum and career staff is being required to attain Fire Officer 1 certification as a minimum. The agency is investigating the use of company-level performance-based measurements recommended by nationally recognized standards such as the National Fire Protection Association (NFPA). Because of the decentralized response system utilized by the agency, with on-duty staff responding from the station and off duty staff and volunteers responding directly to the incident scene, makes direct implementation of NFPA 1410 performance standards difficult. Job Classification requirements have been established and implemented for the volunteer members based upon the Professional Competency standards issued by the NFPA.

### **Appraisal**

Performance-based measures have been developed based on standards and best practices and have been effective based on pro-board certification and compliance with recommended standards and best practices. Company levels standards are being developed based upon the recommendation in the NFPA 1410 standards for specific evolutions applicable to the department.

### **Plan**

The training platoon will continue developing performance base measurements based upon department needs and referencing recommendations of nationally recognized standards. The Training Platoon will continue investigating the applicability of the Company level evolution standards based on NFPA 1410 as modified to better represent the manner in which the

department deploys resources to incidents. Annual individual evaluations of performance will be developed, in addition to current annual SCBA performance, for tasks deemed critical by the department and implemented in 2012.

## **References**

Mt. Lebanon Fire Department Volunteer Recruit Fire Fighter Program Outline, Example Document

Mt. Lebanon Fire Department Volunteer Operational Classification System, Example Document

Mt. Lebanon Fire Department Volunteer Apparatus Operator Program Outline, Example Document

Mt. Lebanon Fire Department Utility Vehicle Operator Training Program Outline, Example Document

Mt. Lebanon Fire Department Job Performance Requirements, Example Documents from members section of website, donning PPE, advancing hose line, donning SCBA

Mt. Lebanon Fire Department Company Level Standard – Extrication, , Example Document

**CC 8B.4 The agency provides for evaluation of individual, company, or crew, and multi-company or crew performance through performance-based measurements**

**Description**

The Department uses performance based measures as guidelines for evaluating individual member performance of knowledge, skills, and abilities related to their assigned Job Classification. The agency has established training requirements by Job Classification as identified in the Training Needs assessment completed in 2007. Pro-board certification is required in many areas which includes testing via performance based measurements, and many performance-based measurements are required to be promoted in rank and/or participate at certain types of incidents. All suppression members are required to complete annual SCBA competencies in accordance with the respiratory protection standard. The training platoon is working with and evaluating Company or Crew level performance measures based upon nationally accepted standards such as the NFPA where applicable.

**Appraisal**

Applicable Job Performance Requirements have been identified and assigned to applicable Job Classifications requiring the completion of performance-based measurements to receive pro-board and/or departmental certification. Members are held accountable to their assigned Job Classification Document. The Department is experimenting with performance-based measurements extracted from nationally recognized standards such as the NFPA where applicable. In addition to annual SCBA qualifications, additional performance measures should be implemented to ensure that a level of proficiency has been maintained.

**Plan**

The training platoon will continue developing performance base measurements based upon department needs and recommendations of nationally recognized standards to ensure maintenance of skills deemed critical to the department's mission, goals, and objectives. Additional annual performance-based measures will be implemented in 2012. The Training Platoon will continue investigating the applicability of the Company or crew level evolutions as modified to better represent the manner in which the department deploys resources to incidents.



## **References**

- Mt. Lebanon Fire Department Volunteer Recruit Fire Fighter Program Outline, Example Document
- Mt. Lebanon Fire Department Volunteer Operational Classification System, Example Document
- Mt. Lebanon Fire Department Volunteer Apparatus Operator Program Outline, Example Document
- Mt. Lebanon Fire Department Utility Vehicle Operator Training Program Outline, Example Document
- Mt. Lebanon Fire Department Job Performance Requirements, Example Documents from members section of website, donning PPE, advancing hoseline, donning SCBA
- Mt. Lebanon Fire Department Company Level Standard – Extrication, Example Document.

8B.5 The agency maintains individual/member training records.

### **Description**

Prior to 01 June 2006, individual training records were kept in hard copy form and stored in the office of the department Training Officer. These folders were updated as members presented certificates and other notable documentation for inclusion in same. Beginning 01 June 2006, the Training module of the Firehouse Reporting Software package was initiated allowing the electronic storage of members' training records. The training information has continually been updated to ensure accuracy. The electronic documentation system is efficient and effectively meets the needs of the agency. A hard copy of course completion certificates, certifications, roll call sign-in sheets and drill summary forms have been continually updated and maintained to serve as a redundant system for the agency.

### **Appraisal**

The hard copy file system has been adequate based on the accuracy and completeness of individual and departmental training records. Coding of training within the records can be improved to allow for easier retrieval for ISO.

### **Plan**

The Department plans to continue to utilize the Firehouse Reporting Software application as its primary documentation system for training records. In addition, the training platoon will continue to use a hard copy file system to support electronic records management. The training officer and administrative platoon chief will continue to monitor and update information entered into both systems as needed. The training platoon will meet with an ISO rep in 2011 to try to improve training record coding for ISO compliance and retrieval.

### **References**

Firehouse Reporting Software, Example Document 8B5

Mt. Lebanon Fire Department Drill Summary and Sign in Form

Mt. Lebanon Fire Department Training Folders, Training Platoon Chief's Office

Mt. Lebanon Fire Department Certification Summary Chart, Conference Room, First Floor

**Criterion – 8C: Training and Education Resources**

*Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, diversity and are current.*

**Summary:**

The resources allocated to training and education by the Department, are adequate to meet the needs of the training program. Current facilities, staff and apparatus will continue to be utilized in providing training to the members. Materials will continue to be evaluated for relevancy, timeliness and effectiveness within the training program.

## **Performance Indicators:**

**CC 8C.1 Available training facilities and apparatus are provided to support the training needs of the agency.**

### **Description**

Training is provided using department apparatus and equipment. The Department has two classrooms to conduct lecture-based training. The Department does not have a dedicated drill area. The Department conducts live fire and specialized training at local and regional facilities including the Allegheny County Fire Academy, the Washington County Fire Academy, the Westmoreland County Fire Academy, the California University of Pennsylvania Training Center, and the Pleasant Hills Volunteer Fire Department Training Facility. In addition to local and regional training facilities, frequent training locations for evolution-based training have included the high school, churches, public works facilities, parking garages and parks. The Department has taken advantage of buildings being renovated or demolished that can be safely and efficiently used as training sites when they become available.

### **Appraisal**

While the combination of in-house and external training resources, facilities, and apparatus has adequately served the Department's training needs based on training attendance, pro-board certifications, delivery of services, and ISO rating the scheduling of regional facilities and travel times have not been ideal.

### **Plan**

The Department will continue to use local and regional fire training facilities and other areas to support the Department's training needs. The Department will continue to study the feasibility of constructing a training facility within the community or as a joint venture through the South Hills Area Council of Governments as sites / resources become available.

**References**

Mt. Lebanon Fire Department Resource Training Site List, Example Document from Training Platoon.

8C.2 Instructional personnel are available to meet the needs of the agency.

### **Description**

Staffing for the training platoon consists of a Platoon Chief, two Lieutenants, and three volunteer Master Firefighters. The training staff conducts weekly, department-wide training and drills, probationary/recruit training, hazardous materials operations, rescue technician, and fire apparatus operator training. Additional professional instruction is occasionally contracted to deliver officer development, advanced rescue, hazardous materials technician, and structural fire attack classes. All members of the training platoon, with the exception of one Master Firefighter, are Pennsylvania State Fire Instructors. In addition, ten other department members are also Pennsylvania State Fire Instructors who assist with department training. Outside instruction is available to all personnel who wish to participate in schools, seminars and meetings.

### **Appraisal**

Having fifteen Pennsylvania State Fire Instructors on staff has provided members with access to at least one certified fire instructor at all times, across all shifts. These instructors have been effective in their delivery of department training and supervision of departmental drills.

### **Plan**

The training platoon will continue to use those members who are fire service instructors to deliver department training and drills.

### **References**

MLFD Local Level Instructor List, Example Document, Training Platoon

Mt. Lebanon Fire Department Organizational Chart,P.2, Annual Report

8C.3 Instructional materials are current, support the training program, and are easily accessible.

### **Description**

The organization budgets money each year to purchase additional instructional materials. Materials purchased are current and relative to the Department's mission. The Department maintains a library of books, videos and DVDs. Instructional materials cover fire, rescue, medical and hazardous materials topics. All materials are available for members use in the station or can be signed out from the training platoon.

### **Appraisal**

The Department library contains an extensive list of materials that are updated regularly. The Department also has a large collection of older slides, videos and overheads. Department instructional materials have been used to enhance departmental training sessions. The Department received full credit for training materials on its most recent ISO evaluation.

### **Plan**

The fire chief will continue to budget annually for instructional materials. Older instructional materials will be reviewed and updated in 2011. Items will be assessed for their relevance and replaced by the training platoon if needed.

### **References**

Library inventory – S:\library

Mt. Lebanon Fire Department Annual Budget, PP 4, 5, & 9

Mt. Lebanon Insurance Services Office Evaluation, PPC report training data

8C.4 Apparatus and equipment utilized for training are properly maintained in accordance with the agency's operational procedures, and are readily accessible to trainers and employees.

### **Description**

The Department uses frontline response apparatus and equipment for training. All apparatus and equipment maintenance is the responsibility of the Resource Management Platoon. Apparatus and equipment are inspected, maintained, and tested according to manufacturer recommendations, laws/regulations, and the Department's Apparatus Maintenance Program SOG. Rope and rescue equipment is checked periodically and maintained according to manufacturer recommendations. Hose, ladders, and SCBA are tested annually by a third party. Pumps are tested annually by the staff. All apparatus and equipment is available to trainers and members for use for department training and outside training.

### **Appraisal**

All apparatus and equipment have been adequately maintained in accordance with manufacturer's recommendations; local, state, and federal laws; and departmental guidelines. Inspection, testing, and preventative maintenance of apparatus and equipment have been performed and documented in Firehouse Reporting Software.

### **Plan**

The resource management platoon will continue to maintain apparatus and equipment in accordance with manufacturer's recommendations and legal requirements. Training will continue to be performed with existing frontline apparatus and equipment. All equipment will be available for members to use.

### **References**

Firehouse Reporting Software, Example Document 8C4

Mt. Lebanon Fire Department Daily Vehicle Checklist, Example Document, One and One  
Guidance Resource Management Platoon



Mt. Lebanon Fire Department Monthly Apparatus Checklist, Example Document, Resource  
Management Platoon  
Rope Log ,Ed Davies

8C.5 The agency maintains a current inventory of all training equipment and resources.

**Description**

Equipment and resources used for training are documented on an training equipment list. Frontline equipment and apparatus is inventoried and updated as needed.

**Appraisal**

The majority of equipment used for training is frontline response equipment. The Resource Management Platoon is responsible for the inventory of frontline equipment. Equipment and resources have been tracked in Firehouse Reporting Software. Training equipment and resources, including training media, books, videos and DVDs, are documented on the library inventory by the Training Platoon. The library inventory has a complete list of books and a partial inventory of videos and DVDs.

**Plan**

The training platoon will continue to maintain an inventory list of training equipment and resources. New purchases will be added to the inventory list and updated regularly. The video and DVD inventories will be updated added in 2011.

**References**

Firehouse Reporting Software Example Document 8C5

Training equipment list, Example Document, Training Platoon

Library inventory – S:\library

8C.6 A selection process is in place for training and educational resource materials.

### **Description**

The fire department library is located on the second floor of the public safety center. It contains a number of print reference materials, videos, periodicals and textbooks which are available to all department members. Each year, members of the Training Platoon review a number of materials to ensure that they are current and comply with industry standards. A list of resource materials required by the Insurance Services Office (ISO) is also reviewed for compliance. Members of the department can submit requests or make suggestions to the Training Platoon for additions to the library. Some reference materials are kept in the office of the department Training Officer. These include instructor materials and other teaching aids. A list of desired replacements and additions is submitted to the fire chief for inclusion in the annual budget.

### **Appraisal**

The Training Platoon annually reviews the Department's training resource materials. This process has been adequate to maintain a thorough, up-to-date, training and educational resource materials inventory as the Department received full credit for training materials during its most recent ISO evaluation.

### **Plan**

The training platoon will continue to evaluate its resource materials on an annual basis as part of its annual budget submission to the fire chief.

### **References**

Library inventory – S:\library

Mt. Lebanon Fire Department Annual Budget, PP. 4,5 & 9

Insurances Services Office, PPC report training data

**CC 8C.7 Training materials are evaluated on a continuing basis, and reflect current practices.**

**Description**

Each year, members of the Training Platoon review a number of training materials to ensure that they are current and comply with industry standards. A list of resource materials required by the Insurance Services Office (ISO) is also reviewed for compliance and available in the department's library. A list of desired replacements and additions is submitted to the fire chief for inclusion in the annual budget.

**Appraisal**

The Department has established an effective process that identifies and assesses the training material needs of the organization, maintaining a current training materials inventory based on receiving full credit during its most recent ISO evaluation. With fifteen Pennsylvania state-certified fire instructors on the department roster who actively instruct in a multitude of venues, opportunities to evaluate different training materials are plentiful. This process has proven to positively influence the direction of the training program and adequately prepare agency personnel for the mitigation of emergency incidents.

**Plan**

The training platoon will continue to evaluate, identify, and assess training materials and resources that are up-to-date and reflect current practices. Training materials requests will be submitted to the fire chief annually as part of the budget process.

**References**

Library inventory – S:\library

Mt. Lebanon Fire Department Annual Budget, PP. 4,5 & 9

Insurances Services Office, PPC report training data

## **Category IX: Essential Resources**

Essential resources are defined as those mandatory services or systems required for the agency's operational programs to function. They may be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self analysis to adapt the typical components listed below to the local situation.

For example, when reviewing a water supply system, the evaluation may not be limited to conventional resources such as water lines and hydrants, but may include alternative resources, such as tankers, ponds, streams, lakes, etc.

**Criterion - 9A: Water Supply**

*The water supply resources are reliable and capable of distributing adequate volumes of water and pressure to all areas of agency responsibility. All areas meet fire flow requirements for emergencies.*

**Summary:**

During the 2009 ISO Evaluation, the municipality received a relative ISO Rating of a Class 1 for water supply. Minimum fire flow requirements have been established for all occupancies based on information provided by the ISO. Only one occupancy was identified where the water supply was not sufficient to meet flow requirements and the Department is analyzing options to address this occupancy. There are approximately 459 hydrants in the community. Hydrant locations and flows are documented and available on GIS maps and in the apparatus via the Department's 1<sup>st</sup> Look Pro Pre-planning and Response Software. The Department maintains a GIS layer showing all public and private fire hydrants with corresponding hydrant numbers and latitude and longitude.

The water supply system is owned and managed by Pennsylvania American Water Company. The fire department makes recommendations as to hydrant placement, but cooperation regarding fire flow data and water main sizes has been difficult with the water company citing homeland security issues as a reason for not sharing information. Hydrants are maintained in good working condition. Hydrants placed in and out of service are communicated to the Department.

Fire flow requirements for structures or complexes of structures within Mt. Lebanon are calculated during the planning and design phase of proposed construction projects. Hydrant flow test data is utilized in hydraulic calculations. Construction document requirements are specified in section 105.4 of the municipal fire code (2006 International Fire Code).

The Department has a standard operating guideline outlining utilization of available water-supply.

## **Performance Indicators:**

- CC 9A.1 The agency establishes minimum fire flow requirements and total water supply needed for existing representative structures and other potential fire locations. This information should also be included in the fire risk evaluation and pre-fire planning process.**

### **Description**

The Department has needed fire flow requirements for all commercial and multi-family residential properties in the community. In 2008, the Insurance Services Office (ISO) conducted a community-wide property survey of all commercial occupancies in Mt. Lebanon, including sprinklered, multi-family dwellings. Needed fire flows were calculated based on effective area for all of these properties. Needed fire flows for non-sprinklered, multi-family dwellings were calculated utilizing Firehouse Reporting Software's Needed Fire Flow Module. Needed fire flows were considered when categorizing risk and are part of the risk assessment. Needed fire flows are included in the Department's 1<sup>st</sup> Look Pro Pre-Planning Software for individual occupancies. Total water supply is adequate based upon the ISO's 2009 evaluation of Mt. Lebanon's water supply.

### **Appraisal**

The Department has established minimum fire flow requirements for existing structures, obtained either from the 2008 ISO property survey for commercial buildings or utilizing Firehouse Software's Needed Fire Flow Module for non-sprinklered, multi-family dwellings. The community's water supply is a Class 1 based on the ISO PPC Classification.

### **Plan**

The fire chief and fire prevention platoon will continue to calculate needed fire flow requirements for new properties and adjust requirements for existing properties as necessary.

Needed fire flows will be adjusted in the risk assessment, Firehouse Software, and 1<sup>st</sup> Look Pro Software as necessary.

## **References**

Firehouse Reporting Software, Example Document 9A1

1<sup>st</sup> Look Pro Preplanning & Response Software,

Mt. Lebanon Fire Department Risk Analysis, MLFD Standards of Coverage, PP. 19, 20-28

ISO Property Reports, Water supply data, see p. 35

ISO Water System Memo, Example Document, Pennsylvania American Water Company



**CC 9A.2 An adequate and reliable fixed or portable water supply is available for fire fighting purposes. The identified water supply sources are sufficient in volume and pressure to control and extinguish fires.**

### **Description**

The community is 100% covered by hydrants and all but one location has an adequate number of hydrants within 1,000 feet to meet the ISO flow requirements. The distribution system consists of 6-inch to 24-inch mains supplying 434 public and 25 private hydrants. A 2009 ISO evaluation determined the water supply to be 91% adequate when compared to Needed Fire Flows at various locations and received a Class 1 Rating. The Department maintains flows and pressures for all hydrants, provided by PA. American Water Company.

### **Appraisal**

The community's received a relative Fire Suppression Rating Schedule classification of a (relative) Class 1 for water supply with a score of 38.66 out of 40. The maximum consumption recorded for any day has never exceeded the total system capacity. An emergency supply connection has been established with the City of Pittsburgh distribution system.

### **Plan**

The fire prevention platoon chief has had discussions with an adjoining property owner to address the single location with an inadequate water supply; however, is waiting for the new rating system prior to taking any action. The fire chief will continue to work with the Water Company to ensure an adequate water supply.

### **References**

Mt. Lebanon Hydrant Map, Engine Bay area

Firehouse Reporting Software, Example Document 9A2 & 5

1<sup>st</sup> Look Pro Response & Preplanning Software

ISO Water System Memo, Example Document, Public Protection Summary Report, Water Supply Overview

- 9A.3 The fire agency evaluates fire suppression water flow requirements for proposed projects involving structures or complexes of structures within their jurisdiction. Significant reductions in required fire flow granted by the installation of an approved sprinkler system in buildings are documented.

### **Description**

Fire flow requirements for structures or complexes of structures within Mt. Lebanon are calculated during the planning and design phase of proposed construction projects. Hydrant flow test data is utilized in hydraulic calculations. Fire flow requirements and hydraulic calculations are detailed in construction documents submitted as part of construction permit applications. Construction document requirements are specified in section 105.4 of the municipal fire code (2009 International Fire Code). The calculated fire flow requirements are then reviewed as part of Mt. Lebanon Fire Department's plan review process to ensure adequacy of available water volume and pressure. Any fire flow reductions granted by the installation of an approved sprinkler system are documented.

### **Appraisal**

Mt. Lebanon Fire Department's current plan review process has included calculated fire flow requirements for proposed construction projects. Fire department plan review of proposed construction projects has been part of the municipal building plan process for several decades. Local amendments to the municipal fire code, which lower the building square footage threshold for the requirement of a sprinkler system, have also been long standing.

### **Plan**

The fire prevention platoon will continue to review fire flow calculations during its plan review process. The current program will be adjusted as necessary in response to updates to the International Fire Code. Local amendments to the building square footage threshold for the requirement of a sprinkler system will remain in effect.

**References**

2009 International Fire Code, Fire Prevention Suite

Mt. Lebanon Pennsylvania Ordinance No. 3096 Example Document,

9A.4 The agency maintains regular contact with the managers of public and private water systems to stay informed about all sources of water available for fighting fires.

### **Description**

The Department does not have regular contact with PA. American Water Company as the Company is reluctant to share information due to security concerns. The Municipality does receive notices regarding water breaks and hydrants out of service on a daily basis. PA. American Water Company informs the Municipality when they are flushing hydrants and provides annual flow data; however, the data is in question. The last reliable hydrant flow and pressure data was done by PA. American Water Company in 2001, prior to the events of September 11<sup>th</sup>. The most accurate data the Department has regarding the water supply system was gathered by the ISO in 2009. Information that has been provided post-September 11<sup>th</sup> is inaccurate due to liability and security concerns. The Department has requested, but hasn't received, water supply system GIS layers from the Water Company, also due to security concerns.

### **Appraisal**

Department personnel attend meetings with the Water Company, held for local fire departments, approximately every two years and the fire chief had a meeting with the Water Company in 2010 to address the flow data, color-coding of hydrants, and GIS layers.

### **Plan**

The fire chief will continue to try to gather current information from the Water Company. The Municipal manager has agreed to take an active role in trying to gain better cooperation with the Water Company as changes to the ISO PPC Grading Schedule regarding water supply may have a significant impact on the Municipality's ISO Rating. The SHACOG fire chief's group could also be used to place pressure on the water company if necessary.

### **References**

Hydrant Flow Tests Records, 2000 (File in Chief's Office)

Hydrant Flow Test Records, 2007 (File in Chief's Office)

9A.5 The agency maintains copies of current water supply and hydrant maps for its service area.

### **Description**

The Department maintains a GIS layer showing all public and private fire hydrants with corresponding hydrant numbers and latitude and longitude. The hydrants are shown on a map in the apparatus bay as well as being included in the Department's 1<sup>st</sup> Look Pro Preplanning & Response Software. There is not a GIS layer for water supply info as PA. American Water Company will not share this info with the Department due to security concerns. The Department does have paper copies of water main locations and sizes.

### **Appraisal**

The GIS layer has allowed the officers on the apparatus to visually determine the closest hydrants to an incident scene. The fire prevention staff has updated hydrant information and locations as changes are made and/or during construction reviews. A GIS layer of the water supply system would be beneficial.

### **Plan**

The fire prevention platoon will continue to maintain current hydrant maps for the response area. The Department will continue to exercise its influence with the water company or, with the assistance of the Municipal GIS Department, will try to create its own GIS layer with water supply information, including main locations and sizes, from the paper copies.

### **References**

Fire CAD

Firehouse Reporting Software, Hydrant Module, Example Document 9A2 & 5

Hydrant Map, Engine Bay area

1<sup>st</sup> Look Pro Preplanning & Response Software

9A.6 Hydrant adequacy and placement reflects the locality's known hazards and the agency's needs for dealing with those hazards.

### **Description**

Based on the 2009 ISO evaluation of the water supply system, there is only one commercial occupancy that does not have an adequate number of hydrants within 1,000 feet to meet the needed fire flow. The Department currently uses the International Fire Code, Section 508.5, to determine the location and number of hydrants needed to provide adequate coverage. The Department has identified needed fire flows, hydrant locations, and hydrant flows for all commercial occupancies.

### **Appraisal**

Hydrant adequacy and placement has been effective throughout the community based on the community's relative Fire Suppression Rating Schedule classification for water supply of a (relative) Class 1, scoring 38.66 out of 40.

### **Plan**

The fire chief and fire prevention platoon will continue to evaluate hydrant adequacy and placement as new water mains are installed, as existing water mains are upgraded, or as new construction is built. The Department will continue to try to integrate a GIS layer with the hydrant layer to evaluate hydrant locations as compared to water main size and distribution to develop a more accurate assessment of water supply capabilities.

### **References**

Hydrant Map, Engine Bay area

ISO Evaluation, Water supply data, see p. 35

9A.7 Fire hydrants are located so that each is visible and accessible at all times. Hydrant locations are documented.

### **Description**

Fire hydrants are located by the Pennsylvania American Water Company, with guidance from the Department. Hydrants are maintained and tested annually in conjunction with annual flushing of the water mains. All hydrants are painted federal yellow in color. Accessibility is checked during annual fire prevention inspections of occupancies. The Municipality and Department maintain a GIS layer with fire hydrant locations. The Department is in the process of outfitting hydrants with markers to increase visibility at night and more readily locate during snow events

### **Appraisal**

There have not been any issues locating or accessing fire hydrants as they are adequately spaced, painted, and identified.

### **Plan**

The Department will continue to work with the Water Company to ensure that hydrants are visible, accessible, and documented.

### **References**

Water Company Inspection Letter, Example Document, Pennsylvania American Water Company  
Mt. Lebanon Fire Hydrant Map, Engine Bay area

9A.8 Fire hydrants are inspected, tested and maintained and the agency's related processes are evaluated periodically to ensure adequate and readily available public or private water for fire protection.

### **Description**

The maintenance, inspection, and testing of fire hydrants is performed on an annual basis by the Pennsylvania American Water Company. Records are submitted to the Department. Private hydrants are required to be inspected annually and after each operation with annual flow tests and maintenance per Section 508.5.3 of the International Fire Code.

### **Appraisal**

Hydrants have been maintained, inspected, and flowed by the Pennsylvania American Water Company, on an annual basis. The Water Company has notified the Department when hydrants are taken out of or placed back into service, or when there are breaks and/or interruptions to the water supply system. The water supply system received a Class 1 rating from the ISO.

### **Plan**

The Department will continue to work with the Water Company to ensure that hydrants are maintained, inspected, and tested on an annual basis and to try to obtain more accurate fire flow results, get fire hydrants color-coded, and obtain a GIS layer of the water supply system.

### **References**

Water Company Inspection Letter, Example Document, Pennsylvania American Water Company  
International Fire Code, Section 508, Fire Prevention Suite



9A.9 The agency identifies and plans for alternate sources of water supply for those areas without hydrants, where hydrant flows are insufficient, or in the event of a major disruption in public water supply capabilities.

### **Description**

There are no areas without hydrants and hydrant flows are adequate throughout the Municipality, per ISO with the exception of one commercial occupancy. The Department has a plan for major disruptions in the public water supply system.

### **Appraisal**

Alternate sources of water supply for major disruptions have included the use of mutual aid water tenders. During Hurricane Ivan, the Department had water tenders from Monroeville and the East End Fire Companies staged in the Mt. Lebanon Fire Department. During a 2009 water outage in the central business district, the Department borrowed a water tender from the North Strabane Township Fire Department.

### **Plan**

The Department will continue to maintain a listing of water tenders for major water disruptions. The Department will work to address the single occupancy with an insufficient water supply.

### **References**

Mt. Lebanon ISO Rating, Water supply data, see p. 35

9A.10 The agency has operational procedures in place outlining available water supply.

**Description**

The department has a standard operating guideline outlining utilization of available water supply. Hydrant locations, flows, and pressures are included in the department's pre-planning software. Primary and secondary hydrant locations have been identified for each occupancy. The Municipality has 100% hydrant coverage.

**Appraisal**

The water supply system and the department's guidelines for establishing a water supply have proved to be effective based on relative ISO rating, experiencing no operational issues at fire incidents, and its ability to secure alternate water supplies when necessary.

**Plan**

The operations chief will continue to evaluate operational procedures pertaining to available water supply at least annually as part of Departmental SOG reviews and updates.

**References**

Mt. Lebanon Fire Department SOG #206 – Water Supply, Example Document Duty Fire Office

**Criterion – 9B: Communication Systems**

*The public and the agency have an adequate, effective, and efficient emergency communication system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meet the needs of other public safety agencies having the need for distribution of information.*

**Summary:**

The Department is dispatched by a county operated dispatching agency. Although the opportunity exists to provide recommendations and tender requests for services through a local fire chief's organization, the ultimate decision concerning the dispatching practices in place is done so through the county.

The Department maintains a back-up dispatching capability in its duty-fire office. This resource allows the Department to mirror the county dispatch capability if needed. In addition, through this capability, the Department can communicate with mutual aid, police and emergency medical providers.

## **Performance Indictors:**

**CC 9B.1 A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field.**

### **Description**

The agency is primarily dispatched by the Allegheny County 9-1-1 Communications Center. The county provides the ability to communicate with all field units via various means. In addition, the agency maintains a back-up system that allows the capability for self-dispatching and communications with all field units.

5 site UHF Simulcast Radio System

- Crane
- Glassport
- Upper ST. Clair
- N. Braddock
- Monongahela

Receive – 460.600, PL 118.8 12.5 kHz

Transmit – 465.600, PL 118.8 12.5 kHz

In addition to dispatch frequency the Department has access to additional radio channels including South Fire Operations #2, Allegheny County Regional, South Public Safety, Mt. Lebanon Fire Administration Channel, and tactical channels. The Department is also capable of communicating with EMS, police, facilities, and other zones and fire departments not on the same frequency.

In addition, the Department maintains a back-up system that allows the capability for self-dispatching and communications with all field units.

### **Appraisal**

The current two tiered approach is adequate for the Department's dispatching needs. There have been no noted dispatching issues to date that have not been properly managed by using the two tiered system. On the occasions where there have been communication failures (phone line

failures) with the county dispatch center, the Department has been able to maintain dispatch capabilities utilizing its backup equipment.

### **Plan**

The department plans to continue this two sided approach to successful communications. The County dispatch center is transitioning from phone lines to microwave links for greater reliability and security in communications.

### **References**

File materials, Materials provided from Allegheny County 9-1-1 Communications Center

Alarm room equipment

Department radio frequency listing.

9B.2 The emergency communications system is capable of receiving automatic and manual early warning and other emergency reporting signals

### **Description**

The Allegheny County 9-1-1 Communications Center is capable of receiving early warning and emergency signals. The National Attack Alert System (NAWAS) and the Emergency Broadcast System are currently tied into the 9-1-1 Center. In addition Allegheny County 9-1-1 has communications with all counties and PEMA via SEVAN.

Allegheny County 9-1-1 Center receives notification of severe weather, watches and warnings from the National Weather Service via email, EMNet & CLEAN/NCIC. In addition Allegheny County 9-1-1 Center has several weather radio alert monitors and monitors the Weather Sentry System through Meteorlogix. The Weather Sentry system includes an alert manager that provides an indication that an alert has been issued.

Per policy, the Allegheny County 9-1-1 Center will communicate all weather warnings and watches to the public safety agencies via the dispatch (radio) and electronic communications devices such as text messaging, paging and email.

### **Appraisal**

The emergency communications system and manual early warning signals have been effective as the Department has received notifications of severe weather via radio and fax prior to the events.

### **Plan**

The Department plans to continue their dispatching relationship with the county dispatch center for the foreseeable future. The emergency management platoon will monitor the effectiveness of the early warning systems.

### **References**

File material, Information From Allegheny County Dispatch Center

- 9B.3 The agency's communications center(s) is/are adequately equipped and designed, e.g., telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting and map displays, etc.

### **Description**

The county dispatch center uses the following dispatching resources for dispatching operations.

- CML Patriot E9-1-1 System
- PBX Telephone System
- Motorola Gold Elite Radio Consoles
- MCN
- MSAG – Master Street Address Guide
- Tiburon Computer Aided Dispatch (CAD)
- MERCOM Playback Recorder
- MERCOM Recording System
- Wrightline Dispatch Consoles and Lamps(64)
- Maverick Mapping
- Communicator NXT

The Department maintains a backup system capable of communicating with and paging Departmental and surrounding resources.

### **Appraisal**

Equipment has been adequate per the County Communications Center Staff. There are upgrades and improvements being implemented in 2011 enhance the delivery capabilities of the center, including greater use of mobile CAD, Expanded use of CAD capabilities, continued build out of the radio system, and transfer from phone lines to microwave.

**Plan**

The Department plans to maintain the dispatch relationship with the center for the foreseeable future. The Special Operations Platoon Chief will monitor the Department's equipment and ensure upgrades and/or repairs are made as necessary.

**References**

Equipment listing Allegheny County Dispatch Center.  
Alarm room equipment, Duty Fire Office



9B.4 The uninterrupted electrical power supply for the communications center is reliable and has automatic backup capability.

### **Description**

The Allegheny County 9-1-1 Center has an alternate power source to ensure continued operation of emergency communications and related equipment. The 9-1-1 Center is located at 400 North Lexington Street in the Point Breeze neighborhood of the City of Pittsburgh. This building has a centralized mechanical room which contains a 450Kva diesel backup generator with a 600 gallon fuel tank. To ensure constant power to the equipment during start-up of the generator, each console and major piece of equipment is linked to interruptible power supply (UPS) units. The Department's back-up system also operates on a back-up generator and UPS.

### **Appraisal**

The current system is serving the agency's communications needs. Any power interruption related issues have not affected the operating capability of the agency.

### **Plan**

This area of responsibility is the responsibility of the dispatch center. The Department plans to maintain its relationship with the county dispatch center for the foreseeable future. The Special Operations Platoon Chief will monitor the Department's maintenance of the Public Safety Building generator and UPS.

### **References**

Test records of uninterrupted power supply, Allegheny County 9-1-1 Communications Center

**CC 9B.5 Standard operating procedures or general guidelines are in place to direct all types of dispatching services provided to the agency by the communications center(s).**

### **Description**

The Allegheny County 9-1-1 Communications Center publishes Standard Operating Guidelines (SOGs) for each of the following emergency services agencies, fire, police and emergency medical services. For example, the fire SOGs cover general guidelines including identifying fire stations, and apparatus. Specific messaging involving evacuation and priority calls are also outlined in these documents. A fire chief's advisory committee monitors and makes suggestions on changes to SOG's.

### **Appraisal**

The current dispatching protocols are meeting the needs of the organization. On occasions where SOG's are not followed, they are primarily human errors on the part of the dispatcher that are followed up on by the fire chief with the dispatch supervisor via e-mail or telephone. Periodic changes to run cards are made by the chief of the fire department as needed to provide for changing fire protection requirements.

### **Plan**

The Department plans to stay current with any changes in the operation of the dispatch center. Recommendations for changes to SOG's will be forwarded to the fire chief's advisory committee by the fire chief.

### **References**

Allegheny County 911 Communications Center SOGs, fire, police and ems

9B.6 Adequate numbers of fire or emergency dispatchers are on duty to handle the anticipated call volume.

### **Description**

The following is a description dispatcher alignment for the communications center.

### **Minimum Position Staffing**

<b>Central Zone</b>	<b>East Zone</b>	<b>North Zone</b>	<b>South Zone</b>
3 Police Dispatch	7 Police Dispatch	5 Police Dispatch	3 Police Dispatch
2 Fire Dispatch	2 Fire Dispatch	2 Fire Dispatch	2 Fire Dispatch
2 EMS Dispatch	1 EMS Dispatch	1 EMS Dispatch	2 EMS Dispatch
			1 County Dispatch

Call-taking – 20 positions

### **Shift Staffing**

Daylight shift – 45 TCO's – 8 Fire Dispatchers

Afternoon shift – 47 TCO's – 8 Fire Dispatchers

Midnight shift – 42 TCO's – 8 Fire Dispatchers

### **Appraisal**

The current operating system involves both call takers and dispatchers sharing responsibilities. This can present dispatching challenges with data entry of call handling times. The dispatch center is moving toward a model where call takers will only receive calls and dispatchers will only handle dispatching duties to achieve a more efficient operation. Staffing is adequate per ISO requirements.

**Plan**

The department plans to continue to be dispatched by the county communications for the foreseeable future.

**References**

Schedules of Dispatchers, Allegheny County 9-1-1 Communications Center  
Mt. Lebanon ISO, Public Protection Summary Report, PP. 15-16

9B.7 An adequate maintenance program is in place with regularly scheduled system tests.

**Description**

All backup generators under the ownership of Allegheny County are run weekly and monthly under load. There is a preventative maintenance program in place for all county owned equipment.

**Appraisal**

This requirement is handled by the Allegheny County 9-1-1 Communications Center. The present maintenance system meets the needs of the Department as it has not caused any noticeable interruptions of communications capabilities.

**Plan**

The department plans to follow the dispatch center's maintenance program as needed.

**References**

Records of maintenance program for equipment, on file at the Allegheny County 9-1-1 Communications Center

9B.8 The communications center(s) has/have adequate supervision and management.

### **Description**

The Allegheny County 9-1-1 Center staffs a minimum of two (2) Shift Commanders (supervisors) per shift. There are additional administrative shift commanders and management personnel on duty at various days and time that provide additional supervision. Shift Commanders are responsible for the functions of the County 9-1-1 call center, including the facilities, equipment, and personnel. Shift Commanders manage the operation of the communications center and directs activities of Telecommunication Officers in call handling and public safety operations. Shift Commanders are responsible for monitoring the application of operating systems, procedures, and processes. Shift Commanders interface with other agencies, departments, and with public safety providers to resolve problems that arise during shifts. Shift Commanders prepare various operational reports and records as necessary. Shift Commanders will assist with County and State Emergency Management Agency activities during day to day and disaster situations. The position provides coverage of 24 hours, seven days a week and is scheduled to provide such coverage. However, due to the nature of public safety operations, the employee is required to be on call 24 hours a day, 7 days per week. During emergencies the employee will be required to provide support in response to the emergency.

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### **Appraisal**

The current system appears to operate adequately as a supervisor is always available to answer questions or handle issues when the Department has needed to talk to a supervisor.. The Department has not detected any problems with its current configuration.

**Plan**

The Department plans to support and provide input to the dispatch center and fire chief's advisory committee concerning the operational aspects of the center.

**References**

Shift Commander Schedule, Allegheny County 9-1-1 Communications Center

9B.9 A communications training program for emergency dispatchers is in place that ensures adequate, timely, and reliable fire agency emergency response.

### **Description**

All personnel are trained for their specific job function as outlined in the Allegheny County Emergency Services 911 Communications Training and Certification Program. Training includes initial entry training and quarterly continuing education, (4 hours conducted quarterly). This process is explained further in Chapter 120c Training and Certification Standards for 911 Emergency Communications Personnel.

### **Appraisal**

The current training program required for communications center personnel meets the needs of the agency. The agency has not encountered any operational instances with personnel trained through this program.

### **Plan**

The department plans to continue to use the county dispatching center for the foreseeable future. Training and certification of personnel is handled by that entity. The department does not foresee a change in any of the current training process.

### **References**

Allegheny County Emergency Services 911 Communications Training and Certification Program, Allegheny County 9-1-1 Communications Center  
Chapter 120c Training and Certification Standards for 911 Emergency Communications Personnel, Allegheny County 9-1-1 Communications Center



9B.10 The interoperability of the communications system is evaluated and documented.

Appropriate procedures are implemented to provide for communications between the agency and other emergency responders.

### **Description**

The Department achieves this capability on two fronts. In house radio equipment allow for one aspect and communications center protocols allow for the second

### **Appraisal**

The county dispatch center has established SOGs that provide for this capability. The Agency maintains and operates a back-up dispatch capability that allows for the same function.

### **Plan**

The department plans to continue the interoperability function with all future systems.

### **References**

Phone patch SOGs, Allegheny County 9-1-1 Communications Center

Radio cross patching SOGs, Allegheny County 9-1-1 Communications Center

Duty fire console.

**Criterion - 9C: Administrative Support Services and Office Systems**

*Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions, such as organizational planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing.*

**Summary:**

The administration of the Department is directed by the fire chief who reports directly to the Manager. The Department's administrative functions are supported by the administrative platoon chief, a secretary, and a data entry clerk. The administration of the volunteer department and volunteer relief associations are administered by a president, vice-president, secretary, treasurer, and board of directors. Platoon chiefs and lieutenants have some administrative responsibilities and collateral duties as well. The municipal manager, personnel officer, information technology department, public information office, finance department, and solicitor provide support for personnel, legal, financial, and other functions.

The Department's relatively small size makes it efficient for the Department to provide most of its administrative functions, including planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing.

## **Performance Indictors:**

**CC 9C.1 The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately staffed and managed.**

### **Description**

The administration of the Department is directed by the fire chief who reports directly to the Manager. The Department's administrative functions are supported by the administrative platoon chief, a secretary, and a data entry clerk. The administration of the volunteer department and volunteer relief associations are administered by a president, vice-president, secretary, treasurer, and board of directors. The Department also relies on administrative support from the Municipal Manager, Assistant Manager (Personnel Officer), Finance Director, and Solicitor. A data entry clerk was added in 2008 to support the expanding administrative workload and to allow for greater emphasis on inspection efforts. In 2006, the senior platoon chief was move to a steady daylight schedule in an administrative position. This action and the addition of the data entry clerk meet the administrative needs of the Department. Administrative operations of the volunteer department are adequate with its current structure. In the same manner, support from senior municipal staff (assistant manager etc,,,) are equally sound.

### **Appraisal**

With the addition of a steady daylight administrative chief officer and a data entry clerk to support this individual , the current organization has allowed the Department to meet its administrative support needs including maintaining current forms, manuals, and documents; complying with legal requirements; documenting area characteristics; evaluating risks and establishing response benchmarks; developing and publishing organizational goals and objectives; developing and annual budget and capital improvement program; evaluating service delivery; quality control of reporting; administering permits and fee schedule; managing human resources; and developing/maintaining external relationships.

**Plan**

The fire chief and administrative and municipal staff will continue to evaluate the administrative support services, at least annually, to meet changing conditions and needs with an emphasis on making the Department more efficient and ensuring compliance with legal requirements.

**References**

Mt. Lebanon Fire Department Organizational Chart, P. 2, Annual Report

Mt. Lebanon Volunteer Fire Department Constitution & By-Laws, PP. 3-4

Mt. Lebanon Volunteer Fire Department Relief Association By-Laws, Article IV, PP. 7-9

9C.2     Sufficient general office equipment, supplies and resources are in place to support departmental needs.

### **Description**

Every chief officer has their own office and computer workstation. Fire Prevention personnel, the Department secretary and the data-entry clerk also have individual workstations. The lieutenants share computer workstations; however, there are enough computer workstations for each on-duty person to have their own. There are also computer workstations for volunteers and volunteer administration. The Department works with the information technology department for its computer needs. The Department has accounts in its annual operating budget to support office resource needs.

### **Appraisal**

The Department has a sufficient number of computer workstations, mobile data terminals, copiers, fax machines, and office supplies to meet departmental needs. The Department has added and /or replaced equipment as the needed.

### **Plan**

The administrative chief will continue to work with the information technology department and make recommendations to the fire chief and/or information technology department and request funding as part of the annual operating budget.

### **References**

Mt. Lebanon Fire Department Annual Budget, PP. 9-10, Office Supplies Computer & Minor Equipment Computer.

9C.3 Technological resources (e.g., telecommunications equipment, computer systems, general business software, etc.) and the information management system are appropriate to support the needs of the agency. Access is available to technical support personnel with expertise in the systems deployed by the agency.

### **Description**

In addition to the platoon chief of administration, the Municipality has three full-time and one part-time employee assigned to the information technology department. The staff office chief of the information technology department and his assistant are very knowledgeable regarding the telecommunication and computer systems and software deployed by the Department. Three departmental staff members have been provided in-depth training on the Department's Firehouse Reporting software. Technical support is available from the information technology department on a 24-hour basis.

### **Appraisal**

The Department has been aggressive with the use of technological resources as indicated by the mobile data systems (MDTs), GIS, pre-planning software, and Grace Telemetry System; information management system has been utilized to report and analyze numerous data as evident in the risk analysis, standards of cover, and annual and monthly reports; and technical support has committed hours weekly to addressing fire department needs / issues and responded immediately to major problems.

### **Plan**

The administrative chief will continue to monitor the effectiveness of the Department's information management system through reporting and feedback from staff, and the entire staff will continue to be encouraged to research and recommend technological resources as part of the annual budget submission. The Department will continue to utilize the municipal information technology department for issues.

## **References**

MDT's, Apparatus

Municipal GIS

1<sup>st</sup> Look Pro Pre-Planning Software

Grace Telemetry System, Vendor information

Firehouse Reporting Software, Example Document 9C3 exported from Firehouse

Mt. Lebanon Risk Analysis, PP. 29-33, Standards of Cover

Mt. Lebanon Fire Department Standards of Cover, PP. 35-38

Mt. Lebanon Fire Department Annual Report, PP. 6-13

Mt. Lebanon Fire Department Monthly Report, PP. 1-2, Individual document

9C.4     Public reception and public information components support the customer service needs of the agency.

### **Description**

The public reception area is staffed Monday through Friday from 8:00 AM until 4:30 PM by the fire department secretary. The reception area is located next to duty fire so on-duty personnel can speak to anyone that walks through the reception area door when the secretary is not available. The reception area has numerous brochures and pamphlets pertaining to the fire department and fire and life safety programs. The Department's website contains a lot of information for residents and property owners. The Municipality maintains a public access channel where fire department and fire and life safety information is posted. The Department has always placed major emphasis on providing a high level of customer service. The Municipality has a public information office and officer that can assist the Department at large events or with other public information needs.

### **Appraisal**

The Department's public reception area and public information components have served the needs of the agency by responding to walk-ins in a timely manner; however, the Department can improve its overall public information function by providing more timely updates on the Department's website and continuing to improve marketing.

### **Plan**

The Fire Chief will continue to evaluate the Department's customer service programs and public information components. The Department will provide formal training for a Departmental Public Information Officer, upgrade its website, and make greater use of social media in 2011.

### **References**

Cable Channel 7, Local government cable access channel used for community messages such as school delays etc...



Mt. Lebanon Fire Department Website, [www.mtlfd.org](http://www.mtlfd.org)

Misc. Pamphlets and Brochures, Reception area of fire department

9C.5 Organizational documents, forms, and manuals are maintained and current.

**Description**

Organizational documents, forms, and manuals are maintained and current. Documents, forms, and manuals are updated on a periodic basis or as needed. Documents and forms are updated by the fire chief, administrative platoon chief, and municipality and added to the shared files where they are accessible to all career staff. Manuals are updated by the fire chief with hard copies available. Volunteer forms and documents are available on the member's section of the Department's website.

**Appraisal**

The Department believes it has done a good job of maintaining current documents, forms, and manuals and there have not been any issues. While documents forms, and manuals are being updated and added, the Department should develop an agency wide versioning and replacement system to ensure that the latest information is available to personnel. For example, the Department recently updated its standard operating guidelines. A versioning process was introduced to track changes. A formal submission procedure was implemented to assure consistency and distribution procedure for new documents was implemented.

**Plan**

The fire chief, administrative chief, and volunteer secretary will try to further centralize documents, forms, and manuals for easy access. Additional documents and forms will be added to the member's section of the Department's website. Documents, forms, and manuals will be maintained current as required by law.

**References**

Critical Procedures Manual # 107 Writing SOGs & # 108 Implementation of SOGs, Duty Fire Office

Career and Volunteer Rules & Regulations, Duty Fire Office

Personnel Roster, Feb. 2011

Forms Folder on Shared Drive S:\FORMS

Member's section of website, [www.mtlfd.org/index.php?page=prv\\_members](http://www.mtlfd.org/index.php?page=prv_members)

Standard Operating Guidelines, Version 4.0 as posted

## **Category X: External Systems Relationships**

External systems relationships are defined as the relationships with agencies that act together as an integrated system. The growth of multi-unit systems and the increase of interagency agreements between various types of government necessitate increasing attention to these relationships and the agreements between legally autonomous operating units.

**Criterion-10A: External Agency Relationships**

*The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence the agency's mission, operations, or cost effectiveness.*

**Summary:**

The Department maintains outside relationships with numerous organizations that support the Department's mission, operations, and cost effectiveness. These outside relationships include the South Hills Area Council Of Government (SHACOG) Fire Chief's Advisory Board and Mutual Aid Agreement, the SHACOG Technical Rescue Team, Medical Rescue Team South Authority, the Mt. Lebanon School District, Allegheny County Hazardous Materials Team, Allegheny County Emergency Management Agency, Allegheny County Fire Marshall's Office, and numerous community groups, organizations, local government, and officials. The Department has a written mutual aid agreement through the SHACOG. The Department's strategic plan specifically identifies the need to explore and implement partnerships with other emergency response agencies and service providers to be fiscally pro-active.

The Department's Emergency Operations Plan includes relationships with other municipal departments, the school district, Red Cross, Salvation Army, contractors, state and federal officials, and county and state emergency response organizations.

The Department's relationship with other municipal departments, including the information technology, public information, and finance departments, has helped the Department to deliver services in a cost-effective manner.

## **Performance Indicators:**

**CC 10A.1 The agency develops and maintains outside relationships that support its mission, operations, or cost effectiveness.**

### **Description**

The Department maintains outside relationships with numerous organizations that support the Department's mission, operations, and cost effectiveness. These outside relationships include the SHACOG Fire Chief's Advisory Board and Mutual Aid Agreement, the SHACOG Technical Rescue Team, Medical Rescue Team South Authority, the Mt. Lebanon School District, Allegheny County Hazardous Materials Team, Allegheny County Emergency Management Agency, Allegheny County Fire Marshall's Office, and numerous community groups, organizations, local government, and officials.

### **Appraisal**

The Department relationships with other emergency response organizations, including mutual aid departments, the technical rescue and hazardous materials team, and the medical rescue team south authority have helped the Department control costs and meet the emergency response portion of its mission. The Department's relationship with the school district and other community groups has furthered the education portion of the Department's mission. The Department's relationship with the fire marshal's office and building inspections department has helped the Department address the prevention portion of its mission. The Department's relationship with other municipal departments, including the information technology, public information, and finance departments, has helped the Department to deliver services in a cost-effective manner.

### **Plan**

The Department will continue to explore and implement partnerships with other agencies that may prove beneficial to the mission or cost-effectiveness of the agency. The Department will establish written mutual aid agreements with departments it utilizes that are no part of the SHACOG.

**References**

SHACOG fire hose, ladder testing, and pump bid tabulations, PP. 1-3, 2011

SHACOG Mutual Aid Agreement, PP. 1-4, 10/2006

Mt. Lebanon Fire Department Strategic Plan, P. 20

SHACOG Fire Chief's Directory, 2009, awaiting latest version

10A.2 The agency's strategic plan identifies relationships with external agencies/systems and their anticipated impact or benefit to the mission or cost effectiveness of the agency.

### **Description**

An objective of the Department's strategic plan is to explore and implement partnerships with other emergency response agencies and service providers, including regional agreements to provide services, identify joint purchasing opportunities, and share physical resources. The Department is a member of the SHACOG which meets to discuss and study community challenges of mutual interest and concern. The SHACOG Fire Chief's Advisory Committee was developed by the SHACOG in 2004 to coordinate fire services delivery. The Committee has developed and implemented a twenty-two department mutual aid agreement; trained and implemented a thirty-two person, multi-agency, technical rescue team, provided regional training, applied for grant funding for regional projects, and purchased materials and services. On a county level, several staff members have actively participated in regularly schedule drills and meetings with the County providing for hazardous materials response, emergency management, counter-terrorism, and urban search and rescue via both its own and Region 13 Task Force resources.

Members seek, by agreement, solutions to common problems for their collective benefit. SHACOG also coordinates and administers programs of regional interest that benefit member municipal governments. Several other systems that impact the mission of the Department are addressed at the County level via the Allegheny County Emergency Management Agency.

### **Appraisal**

These relationships have resulted in cost efficiencies through joint purchasing and through the regional use of assets that the Department would be otherwise unable to provide. They have also allowed the Department to focus on high frequency events while having interested individuals participate on regional specialized teams to adequately deliver services for low frequency emergencies that require specialized skills and/or equipment and to further meet its mission.

### **Plan**

The department will continue to explore and implement partnerships with other agencies that may prove beneficial to the mission or cost-effectiveness of the agency. The department will



establish written mutual aid agreements with departments it utilizes that are no part of the SHACOG.

### **References**

SHACOG fire hose, ladder testing, and pump bid tabulations, PP. 1-3, 2011

SHACOG Mutual Aid Agreement, PP.1-4, 10/2006

Mt. Lebanon Fire Department Strategic Plan, P 20

SHACOG Fire Chief's Directory, 2009, awaiting latest version

Automatic Aid Agreements ,PP. 1-6, 2007

10A.3 A process is in place for developing, implementing, and revising interagency policies and agreements.

### **Description**

The SHACOG Fire Chief's Advisory Committee meets on a monthly basis. Policy development, revision, and implementation are managed through the Committee. Agreements are reviewed and signed by the Municipal Manager. Agreements may be reviewed by the solicitor, at the Manager's discretion. The Manager has signed off on the SHACOG Mutual Aid Agreement and the Washington Square Lease Agreement for the use of radio tower roof space.

### **Appraisal**

There is no formal process for developing, implementing, and revising interagency policies and agreements- with the exception of requiring the Manager's signature.

### **Plan**

Policy development, revision, and implementation will continue to be by agreement and reviewed by and signed by the Municipal Manager. The fire chief will work with the manager to formalize this process prior to reassessment.

### **References**

SHACOG Mutual Aid Agreement, PP.1-4, 10/2006

SHACOG Fire Chief's Directory, 2009, awaiting latest version

Washington Square Lease Agreement, PP. 1-6, 5/2007

10A.4 A conflict resolution process exists between the organization and external agencies with whom it has a defined relationship.

**Description**

A conflict resolution policy does not exist between the Department and external agencies with which it has a defined relationship. Conflicts may be referred to the executive officers of the organizations, elected officials, legal counsel, or in the case of the SHACOG, there is an executive director that may attempt to resolve the conflict.

**Appraisal**

Since SHACOG Department's seek, by agreement, solutions to common problems for their collective benefit and participation in any agreement or program is voluntary, there have been very few issues that have not been resolved through monthly meetings and discussions.

**Plan**

The fire chief will discuss the need, or lack thereof, with the SHACOG Fire Chief's Advisory Committee and SHACOG Director, as well as determine the necessity for such a policy with other external customers.

**References**

SHACOG Mutual Aid Agreement, PP.1-4, 10/2006

**Criterion 10B: External Agency Agreements**

*The fire service agency has well-developed and functioning external agency agreements. The system is synergistic and is taking advantage of all operational and cost effective benefits that may be derived from external agency agreements.*

**Summary:**

The Department has various types of external agency agreements with organizations. This covers numerous resources including technical rescue team support, and hazardous materials response among others. These services complement the Department's capability to respond to the community. These agreements are reviewed and adopted as needed by the fire chief.

## **Performance Indicators:**

### **CC 10B.1 External agency agreements are current and support organizational objectives.**

#### **Description**

External agency agreements are current and support organizational response objectives. Agreements are updated on as as-needed basis or as changes occur. The SHACOG Mutual Aid Agreement was last updated on October 24, 2006; no changes have occurred since the last update. The SHACOG Technical Rescue Team is covered under this agreement. The Region 13 agreement is managed by the County. The Medical Rescue Team South Authority (MRTSA) agreements for emergency medical services are managed by the municipality. Lease agreements for communications equipment space are managed by the fire department.

#### **Appraisal**

Up-to-date external agency agreements have allowed the Department to meet organizational objectives in a cost-effective manner through specialized teams for low frequency events (haz mat and tech rescue) and areas in which the department does not provide service (ALS and dispatch) or does not have the technical expertise to provide service (equipment maintenance and repairs).

#### **Plan**

The fire chief and manager will maintain current agreements with external agencies, updating as changes occur or as needed.

#### **References**

SHACOG Mutual Aid Agreement, PP.1-4, 10/2006

MRTSA Agreement, PP. 1-3 10/1984 Ordinance 2746

Washington Square Lease Agreement, PP. 1-6, 5/2007

10B.2 The agency researches, analyzes and gives consideration to all types of functional agreements that may aid in the achievement of the goals and objectives of the agency.

### **Description**

The Department and Municipality researches, analyzes and gives considerations to all types of functional agreements, including mutual aid for fire suppression, technical rescue, and hazardous materials; the delivery of emergency medical services; communications needs; and contractual and professional services such as the repair and maintenance of apparatus and equipment. Many response-related resources are covered through the County under the Region 13 Mutual Aid Agreement. Many purchasing opportunities are available through the SHACOG. The Department participates with the SHACOG Fire Chief's Advisory Committee and the Committee has utilized their agreements to improve effectiveness and efficiency through bulk purchasing and mutual cooperation, including the development of the SHACOG technical Rescue Team.

### **Appraisal**

Functional agreements that have aided in the achievement of goals and objectives include many contracts negotiated by the SHACOG for purchasing of vehicles and equipment, fuel, and testing of hose, ladders, and pumps. Relationships with the St. Margaret's Foundation have allowed the department to save money on AED purchases and maintenance. The Medical Rescue Team South Authority has helped the department and municipality deliver emergency medical services in a professional and cost-effective manner. County resources such as the fire marshal and hazardous materials team have allowed the Department to focus resources in other areas instead of on these low frequency events. These functional agreements have been extremely beneficial to the Department.

### **Plan**

The fire chief and manager will continue to explore opportunities for functional agreements that may aid in the achievement of goals and objectives of the agency. Departmental members will be encouraged to seek out other agreements that may aid the Department in meeting its mission.

**References**

SHACOG Mutual Aid Agreement, PP.1-4, 10/2006

MRTSA Agreement, PP. 1-3 10/1984 Ordinance 2746

Washington Square Lease Agreement, PP. 1-6, 5/2007

Region 13 Mutual Aid Agreement, March 2001

SHACOG Purchasing Alliance, [www.shacog.com/](http://www.shacog.com/) purchasing alliance information

10B.3 The agency has a process by which their agreements are managed, reviewed, and revised

### **Description**

The process by which agreements are managed, reviewed, and revised is dependent upon the type of agreement. The SHACOG Mutual Aid Agreement is managed, reviewed, and revised by the SHACOG Fire Chief's Advisory Board and authorized by the Manager. Contracts for services are managed by the Department, and reviewed and approved by the Finance Department and the Manager. The Region 13 Mutual Aid Agreements is managed, reviewed, and revised by the County EMA Directors. The Radio Tower Leaser Agreement is managed, reviewed, and revised by the fire chief and authorized by the Manager. The MRTSA Agreements is managed, reviewed, and revised by the MRTS Authority with Municipal representation.

### **Appraisal**

Agreements have been managed, reviewed, and revised without any problems; however, there is not a formal process with the exception of requiring the manager's signature.

### **Plan**

The fire chief will continue to have the municipal manager review and sign agreements with external agencies. The fire chief will discuss the need and work to formalize with the manager a formal process prior to reassessment.

### **References**

SHACOG Mutual Aid Agreement, PP.1-4, 10/2006

MRTSA Agreement, PP. 1-3 10/1984 Ordinance 2746

Washington Square Lease Agreement, PP. 1-6, 5/2007

Region 13 Mutual Aid Agreement, March 2001