



**Commission on  
Fire Accreditation  
International**

# **Accreditation Report**

**Mt. Lebanon Fire Department  
555 Washington Road  
Pittsburgh, Pennsylvania 15228  
United States of America**

**This report was prepared on November 18, 2011  
by the  
Commission on Fire Accreditation International  
for the  
Mt. Lebanon Fire Department**

**This report represents the findings  
of the peer assessment team that visited the  
Mt. Lebanon Fire Department  
on July 11-14, 2011**

**Peer Assessment Team  
James White, Team Leader  
Jason Bonney, Peer Assessor  
Craig Golden, Peer Assessor  
David White, Peer Assessor**

# TABLE OF CONTENTS

EXECUTIVE REVIEW.....	2
CONCLUSIONS.....	7
RECOMMENDATIONS.....	8
OBSERVATIONS .....	10
Category I — Governance and Administration .....	12
Category II — Assessment and Planning .....	12
Category III — Goals and Objectives.....	14
Category IV — Financial Resources .....	14
Category V — Programs.....	15
Category VI — Physical Resources.....	27
Category VII — Human Resources .....	28
Category VIII — Training and Competency .....	30
Category IX — Essential Resources.....	31
Category X — External Systems Relationships .....	34
EXHIBITS	
Mt. Lebanon Fire Department Organizational Chart	
Summary Rating Sheet (For Commission Use Only)	

# **EXECUTIVE REVIEW**

## **PREFACE**

The Mt. Lebanon Fire Department recently received candidate status. On March 17, 2011 the department asked the Commission on Fire Accreditation International (CFAI) for a site visit to determine if it could be recommended for accreditation. On April 27, 2011, the CFAI appointed a peer assessment team. The peer team leader approved the department's documents for site visit on June 3, 2011. The peer assessment team conducted an onsite visit of the Mt. Lebanon Fire Department on July 11–14, 2011.

In preparation for the onsite visit, each team member was provided access and reviewed the self assessment manual, standards of cover, community risk analysis and strategic plan posted by the Mt. Lebanon Fire Department on the Center for Public Safety Excellence (CPSE) SharePoint site. This documentation represented a significant effort by the staff of the department and other community agencies. The department did not use a consultant to assist it with completing the documents required for accreditation.

## **SUMMARY**

The CFAI has completed a comprehensive review and appraisal of the Mt. Lebanon Fire Department based upon the eighth edition of the Fire and Emergency Services Self Assessment Manual (FESSAM). The commission's goals are to promote organizational self-improvement and to award accreditation status in recognition of good performance. The peer assessment team's objectives were to validate the department's self-assessment study, identify and make recommendations for improvement, issue a report of findings and conclude if the department is eligible for an award of accreditation.

The peer assessment team followed CFAI processes and the Mt. Lebanon Fire Department demonstrated that its self study accreditation manual, community risk analysis, standards of cover (SOC) and strategic plan met all core competencies and criteria. The peer assessment team recommends accredited agency status for the Mt. Lebanon Fire Department from the Commission on Fire Accreditation International.

The municipality of Mt. Lebanon covers approximately six square miles and is located in Allegheny County in the southwestern section of the Commonwealth of Pennsylvania. Mt. Lebanon's close proximity to metropolitan Pittsburgh allows the community to benefit from the cultural amenities of a large urban area while maintaining the charm of a smaller northeastern town. Mt. Lebanon is an affluent community comprised primarily of residential and commercial areas with little or no industry. The community is well known in the region for its outstanding public school system with most residential areas located within walking distance from an elementary school. The community also offers numerous recreational amenities for its residents. Twelve parks are scattered throughout the city. Large community pools and an ice rink are among those special features offered in Mt. Lebanon.

The Mt. Lebanon Fire Department is considered a combination fire organization. The city currently employs 17 career fire service personnel, two civilians and 47 volunteer staff. The fire chief reports

to the elected officials through the municipal manager. All operational aspects of the organization are under the direction of the fire chief. The municipality, along with the fire chief, direct the agency's administration, planning, finance and human resources functions. All facilities and apparatus are owned by the municipality. The volunteer organization is led by a president who assists the fire chief in meeting the overall goals of the department.

The department presented for review the third edition of its standards of cover (SOC) document. The SOC appropriately identifies that the entire city falls in an urban designation for the purposes of comparison to the eighth edition of the Fire and Emergency Services Self Assessment Manual (FESSAM). There are appropriate benchmark and baseline statements in place that identify and measure all components of the total response time continuum. The department has completed a comprehensive assessment of the related critical tasks associated with these response expectations. The resources available through automatic aid are included in the numbers of staff that are identified as responders in the benchmark and baseline statements.

The department is funded by the municipality primarily through property tax revenue. Along with these funds, the department has been extremely successful in being awarded numerous federal grants, including a most recent Assistance to Firefighters (AFG) grant for the replacement of an aerial fire truck. Money raised by the volunteer organization is also used to support the department's operations.

The department offers a wide range of operational emergency response programs that are commensurate with the fire and non-fire risks in the community. Fire suppression, emergency medical services (EMS), hazardous materials and technical rescue response are among the identified programs. All programs have identified goals and objectives. The department has applied its identified standards of cover to each program and was found to be regularly comparing its baseline performance measures to those established in the FESSAM. Performance benchmarks for each program also meet those for an urban service area.

Firefighting services are provided by a combination career and volunteer firefighting force from one fire station. The station is equipped with three triple combination engines, one aerial platform, one heavy duty squad and several smaller utility vehicles. The department provides ISO Class 3 protection throughout the community with well-equipped and highly trained firefighters. The department demonstrated that it has taken advantage of numerous technologies to make the firefighters' jobs safer and more effective. The documented loss of property from fire throughout the community has been historically low and the department has been able to hold many structural fires to the room of origin. An effective response force is provided for all levels of risk from both department and automatic aid personnel.

The municipality is a signature to the agreement that created and sustains the regional emergency medical services (EMS) provider. As such, Medical Rescue Team South Authority (MRTSA) serves as the primary provider of EMS for Mt. Lebanon. Although all of the career personnel are medically licensed and trained to some level, the fire department is only called upon to assist MRTSA when necessary, but is not used as a medical first responder. Apparatus is equipped with basic life support medical equipment including an automatic external defibrillator. While not the primary provider of EMS, the department deploys when called upon and meets the urban response baseline found in the FESSAM. The department is exploring several opportunities to become more of an asset to the community in the area of EMS.

The department has identified, within the risk assessment, numerous areas in the community that would require an immediate hazardous materials response. Personnel are trained and equipped to the technician response level. The department is also party to agreements that will bring a regional hazardous materials response in support of its activities. Training was verified with those personnel assigned to hazardous materials responses. The assessment team discovered that the current standard operating guideline failed to include specific levels of exposure for the entry teams. While all measures were validated, a complete review of all hazardous materials guidelines is recommended.

While EMS is provided to the community by MRTSA, the technical rescue of victims is the responsibility of the department. Personnel are trained and equipped to handle those identified technical rescues that include high and low angle victim rescues as well as vehicle and machinery extrications. Apparatus was found to be equipped with the identified technical rescue tools. Even with a very limited number of responses, the department demonstrated through observations and documentation it is meeting its defined level of service for technical victim rescues.

An aggressive approach to fire prevention was found to be in place. Career and volunteer personnel are responsible for performing both commercial fire inspections and construction plans review. Current and appropriate codes were found to have been adopted and appear to be enforced. Fire inspectors are certified, trained and equipped to perform inspections. The life safety platoon, and overall effectiveness of the program, is evaluated annually for effectiveness.

The investigations of all fires is handled within the department by two trained and certified career personnel. These persons are equipped and maintain relationships with local law enforcement as well as the Allegheny County Fire Marshal. The county fire marshal is tasked with assisting the department on large loss and fatality related fires. Agreements also exist with neighboring fire departments to assist in fire investigation work, if necessary. A recommendation was made by the peer assessment team to make the training and recertification of the fire investigators a priority over the next two years.

The municipality has a well-developed emergency management program. A designated emergency operations center is located within the municipal safety center. The municipality has adopted the National Incident Management System (NIMS) and designated employees have been trained. A relationship is maintained with Allegheny County Emergency Management to ensure that the community is informed on issues of local concern. Equipment is in place for the department to respond to all-hazards. Participation was witnessed in other local and regional programs that will benefit the community in the event of a large-scale incident of local or national significance. The assessment team recognized the need for the community to initiate a rewrite of its emergency management plan.

Due to its location in an urban environment, the department takes advantage of membership in numerous local and regional firefighter training facilities. Several fire academies are sponsored by local counties while others are co-located at local educational institutions. The use of these facilities allows all department personnel the ability and the opportunity to meet the identified, stringent field training requirements. To help validate the department's training evolution program, the assessment team witnessed a joint-training event with the Castle Shannon Fire Department. The training event was explained as an example of the relationships the department maintains with other local responders. This action supported the statements made by the department in its responses to firefighter training that occur with its mutual aid partners. Training materials appeared current and meeting the department's needs.

The city places a strong emphasis on achieving a positive employee climate. As a combination career and volunteer fire department, Mt. Lebanon works very hard to recruit and retain qualified personnel. It was verified through interview and observation of the assessment team that the department has policies in place and follows all federal, state and local labor laws. Most department personnel policies are established by the human resources department. Employee pay and benefits are made available to all defined personnel. The municipality maintains a mandatory residency requirement for all fire department personnel. This includes both career and volunteer staff. The assessment team observed that the residency requirement is key to the department's ability to maintain its urban standard of cover response baseline.

The municipality receives domestic water services from the Pennsylvania American Water Company. The provider offers a well-maintained, reliable and adequate water system. A working relationship has been established with the local representatives and includes the exchange of information to identify areas where the water supply system can be improved.

The department's emergency communication service is provided through a regional center. The Allegheny County Emergency Communications Center provides communications services for all fire, police and EMS providers in the county, including the fire and police departments for Mt. Lebanon. Individual subscriber units (radios) are purchased by the department while the infrastructure of the radio system is supported by the county. Data management, including computer aided dispatching software, is included in the regional services package.

Access to the regional center is controlled and limited to authorized personnel. Reports and analysis of alarm handling times are limited and often fail to be void of human error. Much of the data generated in the communications center is manually entered. The department verifies all response time data through the use of digital voice monitoring software available at the fire department. A redundant communications and alerting capability is available at the fire station and is exercised on a regular basis. The communications system demonstrated to be interoperable with multiple voice channels available to the users and it is in excellent working condition.

It was verified that the department has developed a number of operationally beneficial inter local, mutual aid and automatic aid agreements. Current documents included everything from operating within a county-wide emergency communications center to automatic aid engines responding to complement the department's initial response capability. Relationships with other bordering volunteer departments were validated through interviews and observed training evolutions. Recommendations were made to bolster those agreements with language to resolve conflicts and assure timely renewal.

The peer assessment team identified numerous recommendations for improvement. It was evident that the department has taken this opportunity to make fire accreditation and self assessment a process for operating its organization and not simply a one-time completed project. The fire chief and his staff appeared committed to working with the recommendations made to ensure continuous improvement.

The work of the department's accreditation team, along with this report, will continue to serve as the guidepost for the organization as it continues to develop new methods and techniques for delivering community-driven emergency services. In addition, the department has committed to continuing to offer personnel for CFAI training and peer assessment team activities.

## **Composition**

The municipality of Mt. Lebanon covers approximately six square miles. The community is located in Allegheny County in the southwestern portion of the Commonwealth of Pennsylvania. Located in metropolitan Pittsburgh area, and approximately seven miles from the downtown area, Mt. Lebanon offers a small town feel with the social benefits of a much larger city.

Mt. Lebanon (officially known as Mt. Lebanon and not Mount Lebanon) is an affluent community of approximately 33,000 residents comprised of numerous large single family residential neighborhoods with interspersed shopping and service related businesses. Historical churches and schools are prevalent throughout the community, some dating back to the turn of the 20<sup>th</sup> century. The municipality is defined by the commonwealth as a home rule community. This definition allows Mt. Lebanon to decide many of its own laws and ordinances and development. While the community is host to the metropolitan Pittsburgh light rail commuter train line, the community has no real industrial areas or occupancies.

The entire fire service area is considered urban for the purposes of the standards of cover. The Mt. Lebanon Fire Department is staffed with a combination of both career and volunteer firefighters. At present, the fire department provides only limited first response medical response. Hazardous materials and technical rescue services are delivered from the department in cooperation with regional service teams. Most all of the financial support for the organization is provided by the municipality. The Volunteer Fire Company of Mt. Lebanon renders assistance to the fire department under the direction of the fire chief. Volunteer firefighters staff duty positions and assist the department in fire prevention, training and education projects.

In 2003, the fire department moved into a newly constructed municipal safety center housing both municipal fire and police departments. The fire department has continued to sustain a high quality of service and is currently staffed by 17 career and 47 volunteer firefighters delivering service from one fire station.

## **Government**

Council-Manager form of government  
Five Commissioners - one per ward  
Municipal Manager  
Fire Chief

## **Fire Department**

1 fire station  
17 career firefighters, 50 volunteer firefighters and 2 civilian personnel  
4 shift system  
3 engine companies  
1 ladder company  
1 heavy rescue-hazardous materials unit  
1 mobile command post

## CONCLUSIONS

The self-study manual produced by the Mt. Lebanon Fire Department was of high quality. The manual represented a significant effort by the staff of the department to produce and present a quality document.

- The Mt. Lebanon Fire Department demonstrated that all core competencies were met and received a credible rating.
- The Mt. Lebanon Fire Department demonstrated that all applicable criteria were met and received a credible rating.
- The peer assessment team recommends accredited agency status for the Mt. Lebanon Fire Department from the Commission on Fire Accreditation International.

## RECOMMENDATIONS

The peer assessment team conducted an exit interview with the agency consisting of the municipal manager and most all the staff that participated in the self-assessment study. The purpose of the meeting was to review the team's findings and recommendations. The department was given an opportunity to respond to any errors in findings of fact.

### **Strategic Recommendations**

Strategic recommendations were developed from information gathered from the onsite assessment visit and the evaluation of the criteria and core competencies.

1. It is recommended that a specific outline of continuing education requirements be established for the department fire investigators.
2. It is recommended that the municipality consider the adoption of an ordinance replacing the 1993 Building Officials and Code Administrators (BOCA) with the most current version of the International Fire Code from the International Code Council (ICC).
3. It is recommended that the department perform an analysis of the hazardous materials response program and conduct an in-depth expansion of the related standard operating guidelines, including specific guidelines for air monitoring and industry standard practices for hazardous materials response.
4. While the department successfully displayed its baseline and benchmark response standard statements, it would benefit the department to better organize its standard of cover document with more clearly written benchmark and baseline statements so that these objectives are uncomplicated.
5. To assist the department in accomplishing stated goals and objectives for training, it is recommended that a comprehensive review of all firefighter training practices be performed.

### **Specific Recommendations**

Specific recommendations were developed from the appraisal of performance indicators in each of the ten categories.

## **Category I – Governance and Administration**

### **Criterion 1A: Governing Body**

Performance Indicator

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.

It is recommended that the department more clearly define the role of the volunteer board of

directors in the policy and planning processes. Clear lines of authority should be placed in the organizational chart that properly identifies the volunteer firefighters in the organization.

## **Category V – Programs**

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

Performance Indicator

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

It is recommended that additional specifically designated equipment, for the purposes of fire investigations, be purchased and placed on command apparatus. While some equipment does exist, more items should be identified, when possible.

### **Criterion 5F: Hazardous Materials**

Performance Indicator

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.

It is recommended that the department further equip its rescue apparatus with additional Level A protection suits so as to meet OSHA 1910 two in, two out requirements and have the ability for an immediate entry into a hazardous materials environment.

### **Criterion 5G: Emergency Medical Services**

Performance Indicator

5G.9 The agency's information system allows for documentation and analysis of the EMS program.

The department's internal records management system provides much needed and valuable information that is used to support the annual analysis of department activities. However, the department does not have access to the information contained in the Medical Rescue Team South Authority records management system. The department is encouraged to enter into discussions with the EMS provider to secure the appropriate information from that agency's records management system.

### **Criterion 5H: Domestic Preparedness, Planning and Response**

Performance Indicator

5H.3 The necessary outside agency support is identified and documented.

It is recommended that the department proceed with its plan to review and rewrite the Emergency Operations Plan (EOP) and consider including an exhaustive all-hazard,

community centered approach to align with current Federal Emergency Management Agency (FEMA) standards.

## **Category VII – Human Resources**

### **Criterion 7F: Occupational Health and Safety and Risk Management**

Performance Indicators

7F.2 Procedures are established for reporting, evaluating, addressing, and communicating workplace hazards as well as unsafe/unhealthy conditions and work practices.

It is recommended that the department establish a formal procedure for reporting, evaluating, addressing and communicating workplace hazards.

7F.3 The agency documents steps taken to implement risk reduction and address identified workplace hazards.

It is recommended that the department develop a process that ensures documentation of the steps taken to address work place hazards.

## **Category IX – Essential Resources**

### **Criterion 9A: Water Supply**

Performance Indicator

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.

It is recommended that the department continue to work on the relationship with the Pennsylvania American Water Company to obtain any needed information currently not shared. There should be an examination of various avenues to accomplish this, which may consist of area groups and organizations, including the Local Emergency Planning Commission, to influence the water company to be forthright with critical information.

### **Criterion 9C: Administrative Support Services and Office Systems**

Performance Indicator

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.

- The department should consider the further use of the municipal GIS service and take the information gained from the community risk assessment into the field. Having maps and data available in the field will further enhance the information available to firefighters.

- The department should consider expanding the use of data air cards to link all apparatus to the municipal network and data.

## **Category X – External System Relationships**

### **Criterion 10A: External Agency Relationships**

Performance Indicators

10A.2 The agency’s strategic plan identifies relationships with external agencies/systems and their anticipated impact on the mission or cost effectiveness.

The department is encouraged to include those community partners who may have an impact on its operations in the next community-driven strategic planning update.

10A.4 A conflict resolution process exists between the organization and external agencies with whom it has a defined relationship.

It is recommended that the department review all existing agreements with external agencies and include a conflict resolution process, as needed.

### **Criterion 10B: External Agency Agreements**

Performance Indicator

10B.3 The agency has a process by which their agreements are managed, reviewed, and revised.

It is recommended that the department develop and adopt a process for reviewing and revising its external agency agreements.

## **OBSERVATIONS**

### **Category I — Governance and Administration**

The Mt. Lebanon Fire Department operates within a council-manager form of municipal government. The fire chief reports directly to the municipal manager. As a combination organization, a president of the volunteer organization also exists but is not part of the career management structure. The fire chief is a part of the municipal management team, along with other department managers, and serves at the direction and pleasure of the municipal manager. A clear direction for the fire chief is provided through regular meetings and annual appraisals. The municipal manager sets job requirements and selects all department managers, including the fire chief.

The department is legally established under the appropriate Commonwealth of Pennsylvania and municipal legislation to provide general policies to guide the department's approved programs and services and appropriated financial resources. The established administrative structure provides an environment for achievement of the department's mission, purposes, goals, strategies and objectives.

The peer assessment team observed many indicators of a strong working relationship between the fire chief and his manager. The same can also be said of the fire chief's relationship with the elected municipal officials as well as the volunteer board. It was noted that a feedback loop of information exists between the chief and the manager that ensures that all members of the organization have the opportunity to share municipal updates with all members of the department.

The department maintains its organizational chart, showing the administrative structure of the department. It is recommended that the department more clearly define the role of the volunteer board of directors in the policy and planning processes. Clear lines of authority should be placed in the organizational chart that properly identifies the volunteer firefighters in the organization.

After internal and external input, the chief presents an annual budget for the department to the manager for consideration. The budget includes information that defines the financial support offered for each operation. The elected body approves the administrative structure of the department and has policies in place to preclude any conflict of interest among the members of the organization, both career and volunteer.

### **Category II — Assessment and Planning**

The Mt. Lebanon Fire Department has a commendable overall assessment and planning process that aligns the results of the self-assessment process, the community risk hazard analysis, the standards of cover and the strategic plan. The service area and population density have been identified and will be improved in the future utilizing new census data and GIS tools, which will narrow down population data to the street level.

The department collects and analyzes data specific to the distinct characteristics of the community served and applies the findings to organizational planning. The municipality of Mt. Lebanon is 6.2 square miles with a population of approximately 33,000. The municipality is virtually land-locked and therefore any growth requires the demolition of a structure to make way for new development. Analyzing these factors, as well as the rest of the demographics, the department has completed an exceptional risk assessment, which provided the data needed to produce a quality standards of cover.

Being a combination department presents its own set of challenges, which are very different from career fire agencies; however, through a concerted effort the fire department has established a progressive response system that the community greatly respects. While department staffing is limited, the department has held to the standard of insuring four firefighters will be on-scene of a structure fire within two minutes of the first-due unit's arrival, 90 percent of the time, which is currently being met 100 percent of the time. Additionally, the department's benchmark statement is to have four firefighters on-scene within one minute of the first-due unit's arrival, 90 percent of the time. The department's self-initiated benchmark performance measurement for this additional detail is currently met 82 percent of the time.

Travel time benchmark and baseline objectives for both fire and non-fire events conform to industry best practices for urban areas. Ultimately, given the fire and non-fire risks, area of responsibility, demographics, economic indicators, fire loss data, water supply and automatic fire protection system information, an effective standards of cover strategy has been established for each identified service demand. The respective platoon chief has the authority to alter a response package depending on the information he or she has received. The standards of cover is regularly reviewed and the balance between fire suppression capabilities and fire risks is assessed. Identified imbalances are addressed through various means and formally through the planning process.

The department's effective analysis and planning of the response system identified an inconsistency concerning turnout times. To improve the accuracy of its turnout performance, the department's members listen to each incident's recorded radio traffic to capture the exact time at which each unit is dispatched and en-route. This process led to a significant decrease in turnout times from 2 minutes and 33 seconds in 2008 to 1 minute and 21 seconds in 2010 for 90 percent of structure fire responses.

The benchmark service level objectives incorporated into the standards of cover are based on local needs and circumstances and industry standards and best practices adopted from: *National Fire Protection Association (NFPA) 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*; *NFPA 1720: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*; *Commission on Fire Accreditation, International (CFAI): Standards of Cover, fifth edition*; and *CFAI: Fire & Emergency Service Self-Assessment Manual, eighth edition*.

The department assesses the nature and magnitude of the hazards within its jurisdiction and develops appropriate response coverage strategies. Each significant fire and non-fire risk is categorized and listed to permit future analysis and study in determining standards of cover and related services. The non-fire risks include hazardous materials, emergency medical services and technical rescue services. Special attention is 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.

The department utilizes exhaustive methods that provide for an extensive analysis of detailed current and historical data to ensure its benchmark and baseline performance conforms to industry best practices. These exhaustive methods include listening to each incident's recorded radio transmissions to ensure the capturing of the most accurate times. This data is continually reviewed by the fire chief. While the department successfully displayed its baseline and benchmark response standard statements, it would benefit the department to better organize its standard of cover document with more clearly written benchmark and baseline statements so that these objectives are uncomplicated.

A strategic plan is in place and, along with the budget, is guiding the activities of the agency. The department's five year, citizen-driven, strategic plan was created in 2008 and was formally adopted by the municipality's manager and elected officials. The plan identifies goals and objectives assigning a priority level, responsible person(s), status updates and target completion date. The planning process included surveys of volunteer and career staff and residents of the community. In addition, there was a resident, business and facility and career and volunteer staff focus groups. The process also utilized the strengths, weaknesses, opportunities and challenges analysis method. The plan was updated in 2010 and had completed 14 of the original objectives.

### **Category III — Goals and Objectives**

The Mt. Lebanon Fire Department works to establish and maintain appropriate goals and objectives for all operations. Goals and objectives are initiated at multiple levels of the organization and receive final approval from the fire chief and municipal manager. It was verified through interviews by the peer assessment team that the department does an excellent job of ensuring that people throughout the organization, and identified members of the community, are engaged in the strategic planning processes.

The department has established general goals and specific objectives that direct its priorities in a manner consistent with its mission. Many of the goals and objectives were developed through a community-based process. Members of the department, along with community leaders and concerned residents, offered feedback on the direction of the department. As a result of the process, the goals and objectives are appropriate for the community served. Updates to all goals, and any associated objectives that incorporate measurable elements of time, quantity and quality, occur annually. In some cases they are a continuation of the previous year and, in most cases, they are aligned with identified needs in the department's strategic plan and standards of cover.

The department uses a defined management process to implement the goals and objectives. The fire chief and senior staff meet on a quarterly basis to mark progress on the department's identified goals. Quarterly operational goals updates are posted in both hard copy and electronically to all career and volunteer personnel.

Processes are in place to measure and evaluate progress towards the completion of the specific goals and objectives. The goals and objectives are reexamined and modified both quarterly and annually. During the quarterly goals review, updates are made and are then addressed further in the annual goals and objective update. The fire chief indicated a plan for future strategic plan updates will include a complete update every three to five years.

### **Category IV — Financial Resources**

The Mt. Lebanon Fire Department uses internal staff to develop the initial operating and capital budgets. They work closely with the municipality's finance department to complete the final recommended budget that is subsequently reviewed by the municipal manager and ultimately approved by the municipal commission.

The department's financial planning and resource allocation processes are based on agency planning involving broad staff participation. Both department and municipal approved policies and guidelines

are adhered to when going through the processes. Inclusion of platoon chiefs and the volunteer board in the development of the budget ensures coordination with strategic planning initiatives and program area identified priorities for both the operating and capital budgets.

The department's financial management practices exhibit sound budgeting and control, proper recording, reporting and auditing. The peer assessment team confirmed that the department is in receipt of the most currently available Certificate of Achievement for Excellence in Financial Reporting (certificate) from the Government Finance Officers Association (GFOA) for its Comprehensive Annual Financial Report (CAFR). The department has submitted that certificate, and its Comprehensive Annual Financial Report, as prima facie compliance with this criterion. The municipality has held this certificate for over 30 years; this is longer than any other municipality in Pennsylvania.

Financial resources are appropriately allocated to support the established organizational mission, the stated long-term plan, goals and objectives and maintain the quality of programs and services. Financial stability is a fundamental aspect of an agency's integrity. The department ensures that programs and services provided can be supported by the necessary fiscal resources using sound budgetary practices.

Historically, the municipality has been very supportive of the fire department, providing sufficient funding to maintain staffing as well as enhance service delivery through new apparatus, facilities and equipment. The municipality is supportive of the department's mission and provides the fiscal resources necessary to continue the delivery of quality services. The operating budget focuses on achieving the department's objectives.

## **Category V — Programs**

### **Criterion 5A – Fire Suppression**

The Mt. Lebanon Fire Department is a combination department that relies on both career and volunteer firefighters to adequately conduct firefighting operations. All members of the department, both volunteer and career, are required to live within the six square mile municipality of Mt. Lebanon. Daily career staffing varies from two to eight firefighters. The balance of the effective response force is comprised of career and volunteer firefighters who respond directly from home or work. The department utilizes a Grace Industries telemetry system to document when responders arrive on scene from home.

The department 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.

The department has a comprehensive set of standard operating guidelines for fire suppression. The guidelines are available to every employee via the members' section of the department's website. Reviews are conducted quarterly and revisions are promptly published. A printed copy is available to the department members at the fire station in the duty office.

The department has adopted an incident management system and routinely uses it during all emergency responses, regardless of the size or complexity of the incident. The department has adopted and follows the expectations of the National Incident Management System.

The department utilizes Firehouse® software as its records management system. Firehouse® is utilized to develop monthly and annual reports that are submitted to elected officials. The department provides an 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 department provides appropriate and adequate supplies to accomplish the stated level of response for fire suppression. Fuel is readily available at the public works facility. Operational resources, such as foam, batteries and tarps, are stored at the fire station. The resource management platoon chief is responsible for maintaining an appropriate stock of equipment and materials to meet operational needs.

The department maintains three front-line engines, a quint and a rescue truck to accomplish its stated level of response for fire suppression. All fire apparatus were manufactured in compliance with existing National Fire Protection Association (NFPA) standards. Equipment inventories are in compliance with NFPA requirements and designed to maximize Insurance Services Office (ISO) scoring. The department apparatus committee considered local, state, and national standards when developing specifications.

The department's response and deployment standards are based upon the population density and fire demand of the community. One fire station and volunteer members responding directly to the incident scene from home provide citywide coverage. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report. The objectives have been approved and adopted by fire department management and the municipal commission. The department's benchmark service level objectives are as follows:

For 90 percent of all suppression events, the total response time for the arrival of the first-due unit, staffed with three firefighters, shall be 6 minutes 20 seconds. The first due unit shall be capable of: carrying 500 gallons of water and a 1,500 gallon per minute (gpm) pumping capability; establishing a rapid intervention team and entry team; and advancing the first line for fire control within one minute of arrival with the arrival of the fourth firefighter.

For 90 percent of all moderate risk structure fires, the total response time for the arrival of the effective response force (ERF), staffed with 15 firefighters and officers, shall be 10 minutes and 20 seconds. The ERF shall be capable of: establishing command; providing an uninterrupted water supply; advancing an attack and back up line for fire control; conducting forcible entry; providing utility control; initiating victim search and rescue; and establishing ventilation.

For 90 percent of all high risk structure fires, the total response time for the arrival of the ERF, staffed with 25 firefighters and officers, shall be 14 minutes and 20 seconds. The ERF shall be capable of: establishing command, safety and accountability; providing an uninterrupted water supply; advancing an attack, back up and exposure hose lines for fire control; conducting aerial operations; providing utility control; completing victim search, rescue; and establishing ventilation.

For 90 percent of all special risk structure fires, the total response time for the arrival of the ERF, staffed with 36 firefighters and officers, shall be 17 minutes and 20 seconds. The ERF shall be capable of: establishing command, safety and accountability; providing lobby control; coordinating staging; providing an uninterrupted water supply; advancing attack, back up and exposure hose lines for fire control; conducting aerial operations; providing utility control; completing victim search and rescue; and establishing ventilation.

The department’s baseline statements reflect actual performance during 2008 to 2010. The department relies on the use of automatic aid from neighboring fire departments to provide its effective response force complement of personnel. The department’s baseline service level objectives are as follows:

For 90 percent of all suppression events, the total response time for the arrival of the first-due unit, staffed with three firefighters, is 7 minutes and 7 seconds. The first due unit shall be capable of: carrying 500 gallons of water and a 1,500 gallon per minute (gpm) pumping capability; establishing a rapid intervention team and entry team; and advancing the first line for fire control within one minute of arrival with the arrival of the fourth firefighter.

For 90 percent of all moderate risk structure fires, the total response time for the arrival of the ERF, staffed with 15 firefighters and officers, is 15 minutes and 02 seconds. The ERF shall be capable of: establishing command, safety and accountability; providing an uninterrupted water supply; advancing an attack, back up and exposure hose lines for fire control; conducting aerial operations; providing utility control; completing victim search, rescue; and establishing ventilation.

It was verified and validated by the peer assessment team that the Mt. Lebanon Fire Department had no high or special risk fire suppression incidents that required an effective response force to be assembled for 2008-2010. There are therefore no baseline service level objectives provided for the effective response force in this report.

It was verified and validated by the peer assessment team that the Mt. Lebanon Fire Department met all baseline service level objectives for 2008-2010.

<b>Structure Fires - 90th Percentile Times – Baseline Performance</b>		<b>2010</b>	<b>2009</b>	<b>2008</b>
<b>Alarm Handling</b>	Pick-up to Dispatch	1:53	2:20	2:44
<b>Turnout Time</b>	Turnout Time 1st Unit	1:21	1:47	2:33
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	4:41	4:45	5:24
	Travel Time ERF <b>Concentration</b>	11:00	10:39	NA
<b>Total Response Time</b>	Total Response Time 1st Unit On Scene <b>Distribution</b>	7:07	7:32	8:09

<b>Structure Fires - 90th Percentile Times – Baseline Performance</b>		<b>2010</b>	<b>2009</b>	<b>2008</b>
	Total Response Time ERF Concentration	15.02	14:24	NA

**Criterion 5B – Fire Prevention / Life Safety Program**

The Fire Prevention and Life Safety Education Platoon (platoon) is responsible for administering the fire prevention program. Staffing includes a platoon chief, two lieutenants and several experienced volunteer fire inspectors. Fire inspections of multi-family occupancies are conducted by on-shift company personnel. All personnel that conduct inspections are certified at the Fire Inspector I level or above.

The Mt. Lebanon Fire Department 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 municipality operates under the 1993 Building Officials and Code Administrators (BOCA) Fire Code for existing buildings and the 2009 edition International Fire Code (IFC) for new construction. In 2010, changes in the fire code adopted by the state created some confusion as to which code applies to existing structures. There is an opportunity for the department to clarify which codes apply by adopting the most current version of the International Fire Code from the International Code Council (ICC).

There is adequate staff, equipment and supplies allocated to the fire prevention and life safety programs. The platoon occupies a separate office suite with all the necessary office equipment, computers and reference materials to complete the assigned workload.

The platoon’s standard operating guideline provides specific details on the inspection process including the violation notice, the reporting and documentation method and the frequency of fire inspections. Other policies address complaints of code violations, overcrowding and the handling of significant code violations.

All fire prevention information is captured on the Firehouse® records management system. This record system allows for the analysis of division operations as all inspection, permit and plans review information resides within the system. The department has utilized the system to accurately track work output and to identify any necessary follow-up. The system is also used by the department in its risk assessment and preplanning process.

The fire prevention and life safety program is formally evaluated annually. The fire chief meets with the members of the platoon to review program effectiveness. This evaluation includes a review of activities, including the number of fire inspections and plan reviews completed, violations noted and corrected, fire experience, fire pre-planning and program needs.

**Criterion 5C – Public Education Program**

The Mt. Lebanon Fire Department has one career lieutenant within the Fire Prevention and Life Safety Education Platoon (platoon) who is dedicated to public education as the public education specialist. The program is augmented by volunteers and additional career personnel from the Community Services and Outreach Platoon. Personnel delivering public education programs receive

appropriate training and are certified as public fire and life safety education specialists by the National Board on Fire Service Professional Qualifications.

The department has a public education program in place and is directed towards identifying and reducing specific risks in a manner consistent with its mission. The program addresses several at risk groups including school aged children and the elderly.

The program has adequate equipment and supplies. The platoon has an extensive library of children's books, videos and brochures to support the education programs. Specialized equipment includes a fire safety trailer, a fire extinguisher trainer and portable audio visual equipment.

The public education program has a very well developed school based program. The school program provides instruction two times a year for kindergarten through fourth grade in all ten of the elementary schools in the community. Lessons for the school program 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.

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.

The department utilizes the Firehouse® reporting software to track the number of public education programs conducted, the number of public reached and dates and times of each session. Additionally, the school program utilizes a fifty question test administered to all fifth grade students to gather data on program effectiveness.

The public education program is evaluated annually. The fire chief meets with the members of the platoon to review program effectiveness. 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.

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

The Mt. Lebanon Fire Department has two personnel trained and certified to perform investigations for all reported fires within the municipality. The investigation of all fires in Allegheny County falls under the legal responsibility of the county fire marshal. The municipality of Mt. Lebanon chooses to complete its own initial fire scene investigations to be more efficient and to have more local control of the process. The fire investigators work closely with the municipal police department to complete thorough investigations and to process any possible crimes.

The department 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. While limited to only two trained personnel, it was validated that the current staff allows the department to meet its mandate of conducting fire cause determination and fire injury investigations.

Fire investigations are conducted using *National Fire Protection Association (NFPA) 921: Guide for Fire and Explosion Investigations, 2008 edition*. It was verified that all investigations are performed utilizing the scientific method along with the appropriate equipment and documentation to support all

findings. While both fire investigators are trained and certified to perform fire investigations, it is recommended that the department develop a specific continuing education program for this skill.

The department utilizes the current computer records management system to document all fire investigations. While it was verified that the department has specifically identified equipment for fire investigations, it is recommended that some additional equipment be secured and placed on command apparatus to prevent any contamination of evidence and to allow emergency response assets to return to service while more lengthy investigations take place.

Valid and current mutual aid agreements assure that all fires will be investigated even if the department's two trained investigators are not available. An appraisal of the fire investigation program is conducted annually by the fire chief, deputy chief and the fire investigators.

### **Criterion 5E – Technical Rescue**

The Mt. Lebanon Fire Department provides a wide-range of technical rescue programs. Technical rescue specialties include, but are not limited to: vehicle extrication; confined space; low and high angle; water and ice; trench; elevator; and industrial entrapment. The department's technical rescue program has been certified as an advanced rescue service by the Pennsylvania Department of Health Voluntary Rescue Service Recognition Program. The certification includes an evaluation of departmental apparatus, equipment, training and maintenance.

The department operates an adequate, effective, and efficient program directed toward rescuing trapped or endangered persons from any life-endangering cause. All career members have awareness level training. All members of the department's technical rescue team are certified in one or more rescue disciplines to the operations and/or technician level in one or more rescue disciplines.

The first-due unit is staffed with a minimum of three firefighters. The goal of this first unit is to determine the scope of the incident, establish a perimeter and determine what additional resources are necessary. The department maintains an extensive vehicle and equipment cache that is utilized by the team within its region of the state.

The department describes what is expected of its members during technical rescue incidents through the use of standard operating guidelines. Members assigned to the South Hills Area Council of Governments (SHACOG) technical rescue team complete a comprehensive preliminary review of all standard operating guidelines related to the program on an annual basis. These reviews involve all levels of the department and volunteer staff.

The department regularly appraises the effectiveness of its technical rescue program. The special operations platoon monitors the response reports for their particular shift in the department's records management system. Due to the low occurrence of technical rescue responses, the department has limited data to review when identifying trends. It does, however, review the data it has to identify trends and contributing factors in public and firefighter injuries and deaths as well as the related losses associated with properties and the environment. The results are shared and reviewed with department personnel. Any recommendations resulting from those reviews are typically acted upon immediately and any necessary adjustments to operations and practices are institutionalized through changes to the standard operating procedures and the standards of cover, as appropriate.

The department’s response and deployment standards are based upon the population density and technical rescue demands of the community. One fire station and volunteer members responding directly to the incident scene from home provide citywide coverage. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report. The objectives have been approved and adopted by fire department management and the municipal commission. The department’s benchmark service level objectives are as follows:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 3 firefighters, shall be 7 minutes and 20 seconds. The first due unit shall be capable of: determining the scope of the incident; establishing a perimeter; and determining what additional resources are necessary.

For 90 percent of all technical rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 6 to 15 firefighters, depending on incident type shall be 13 minutes or less. 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. In addition, the SHACOG Technical Rescue Team, with a minimum of 8 technician-level personnel, shall arrive within 15 minutes of request, 90 percent of the time.

The department’s baseline statements reflect actual performance during 2008 to 2010. The department relies on the use of automatic aid and mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The department’s baseline service level objectives are as follows:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 3 firefighters, is 10 minutes and 20 seconds. The first due unit is capable of: determining the scope of the incident; establishing a perimeter; and determining what additional resources are necessary.

For 90 percent of all technical rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 6 to 15 firefighters depending on the incident type is 15 minutes. The ERF is 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. It was verified and validated by the peer assessment team that the Mt. Lebanon Fire Department had no technical rescue incidents that required assistance from the SHACOG Technical Rescue Team for 2008-2010. There are therefore no baseline service level objectives provided for the effective response force in this report.

It was verified and validated by the peer assessment team that the Mt. Lebanon Fire Department met all baseline service level objectives for 2008-2010.

<b>Technical Rescue - 90th Percentile Times – Baseline Performance</b>		<b>2010</b>	<b>2009</b>	<b>2008</b>
<b>Alarm Handling</b>	Pick-up to Dispatch	N/A	3:11	N/A
<b>Turnout Time</b>	Turnout Time 1st Unit	N/A	1:40	N/A

<b>Technical Rescue - 90th Percentile Times – Baseline Performance</b>		<b>2010</b>	<b>2009</b>	<b>2008</b>
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	N/A	5:23	N/A
	Travel Time ERF <b>Concentration</b>	N/A	10:20	N/A
<b>Total Response Time</b>	Total Response Time 1st Unit On Scene <b>Distribution</b>	N/A	9:37	N/A
	Total Response Time ERF <b>Concentration</b>	N/A	13:10	N/A

**Criterion 5F – Hazardous Materials**

Mt. Lebanon is comprised mostly of residential and commercial occupancies with no interstate transportation systems and therefore has a very limited vulnerability to hazardous materials incidents. The department has taken an advanced approach to hazardous materials emergencies by making it mandatory each career member is technician certified. The volunteers are trained at a minimum to the hazardous materials operations level.

The department 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. The department does not have a fully dedicated hazardous materials response team; however, personnel are trained and capable of initiating an initial response to an incident, including a level A entry with two personnel. Furthermore, Mt. Lebanon maintains a compliment of air monitoring equipment, absorbent materials and neutralizers. Mt. Lebanon is therefore supported by the Allegheny County Hazardous Materials Response Team, which consists of five teams distributed throughout Allegheny County.

The department equips three engines and a ladder with a small equipment cache to handle minor gas and fuel leaks. Equipment on each apparatus includes level B and C suits, various absorbent pads, oil dry and soda ash. Replacement stock is kept in the basement of the fire station. Additionally, each unit is outfitted with an explosive meter, four-gas monitor, single-gas carbon monoxide monitor and a single-gas hydrogen cyanide monitor. The department’s rescue unit is supplied with additional air monitors, decontamination equipment and additional level B and A suits; however, there are currently only two level A suits and the members depend on call back personnel to bring additional suits to back up the entry team. It is recommended that the department further equip its rescue apparatus with additional Level A protection suits so as to meet OSHA 1910 two in, two out requirements and have the ability for an immediate entry into a hazardous materials environment.

Larger hazardous materials responses are supported by call-back personnel and, if the incident dictates, the support of the Allegheny County Hazardous Materials Response Team. The department’s effective response force for level B or greater incidents is a minimum of 12 firefighters.

Hazardous materials training is conducted throughout the year and includes an annual operations refresher for the entire department.

A standard operating guideline (SOG) was referenced that provides general directives for responding to hazardous materials events. There are currently only two SOGs related to hazardous materials response. There are not very many specifics built into the SOGs, especially regarding threshold, turn-back levels and respiratory protection procedures; however, the structure fire overhaul SOGs included respiratory protection guidelines for maximum levels of carbon monoxide and hydrogen cyanide. It is recommended that the department perform an analysis of the hazardous materials response program and conduct an in-depth expansion of the related standard operating guidelines, including specific guidelines for air monitoring and industry standard practices for hazardous materials response.

The department analyzes the hazardous materials response performance, including staffing levels; however, the department only experienced one such incident in the previous three years. This response established the current baseline objective.

The department initiated a formal annual review process of all programs in January 2010 and has completed two reviews as of July 12, 2011. This provides for a periodic appraisal of the hazardous materials response program. Before the formal review process, data was informally analyzed by area of responsibility. Additionally, a hazardous materials response committee meets regularly to evaluate the program. Review of the hazardous materials program is also accomplished through monthly and annual reports.

The department's response and deployment standards are based upon the population density and hazardous materials response demands of the community. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department and municipal management. The department's benchmark service level objectives are as follows:

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with three firefighters, shall be 7 minutes and 20 seconds. The first due unit shall be capable of establishing command and isolating the area. A fourth firefighter shall arrive within one minute 90 percent of the time.

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 12 firefighters and officers, shall be 13 minutes. The ERF shall be capable of: establishing a perimeter, in addition to the hot and cold zones; assisting with evacuations; conducting decontamination; suppressing related fires; and performing rescue of viable victims and or administering emergency medical care. Assistance from the Allegheny County Hazardous Materials Team shall arrive within 30 minutes or less, total response time, 90 percent of the time.

The department's baseline statements reflect actual performance during 2008 to 2010. The department may or may not rely on the use of mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The determining factor for requiring mutual aid is the location and severity of the incident. The department's baseline service level objectives are as follows:

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of two firefighters is 6 minutes and 49 seconds. The first due unit is capable of establishing command and isolating the area. Two additional firefighters shall arrive within two minutes 90 percent of the time.

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the ERF, staffed with 12 firefighters and officers, is 14 minutes 38 seconds. The ERF is capable of: establishing a perimeter, in addition to the hot and cold zones; assisting with evacuations; conducting decontamination; suppressing related fires; and performing rescue of viable victims and or administering emergency medical care.

It was verified and validated by the peer assessment team that the Mt. Lebanon Fire Department had no hazardous materials incidents that required assistance from the Allegheny County Hazardous Materials Team for 2008-2010. There are therefore no baseline service level objectives provided for the effective response force in this report.

It was verified and validated by the peer assessment team that the Mt. Lebanon Fire Department met all baseline service level objectives for 2008-2010.

<b>Hazardous Materials - 90th Percentile Times – Baseline Performance</b>		<b>2010</b>	<b>2009</b>	<b>2008</b>
<b>Alarm Handling</b>	Pick-up to Dispatch	N/A	2:56	N/A
<b>Turnout Time</b>	Turnout Time 1st Unit	N/A	1:06	N/A
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	N/A	2:47	N/A
	Travel Time ERF <b>Concentration</b>	N/A	10:36	N/A
<b>Total Response Time</b>	Total Response Time 1st Unit On Scene <b>Distribution</b>	N/A	6:49	N/A
	Total Response Time ERF <b>Concentration</b>	N/A	14:38	N/A

**Criterion 5G – Emergency Medical Services**

The Mt. Lebanon Fire Department does not currently offer specific emergency medical services (EMS). The department does participate in a limited first response emergency medical service in support of the primary provider, Medical Rescue Team South Authority (MRTSA). When requested the department assists the MRTSA on high priority incidents, as a basic life support provider, when all other EMS units are busy. In those cases, another EMS unit is called from a surrounding community.

With this in mind, the department performs limited medical first response service and participates in an emergency medical services (EMS) program that provides the community with a designated level of out-of-hospital emergency medical care. The primary EMS provider, MRTSA, averages 9,000 emergency calls per year; it covers 6 communities, with an average of 4,500 calls per year occurring in Mt. Lebanon. MRTSA's response time objective for EMS calls in Mt. Lebanon is to respond an ALS unit in 8 minutes or less, from the time of dispatch, 90 percent of the time.

All of the department's career staff, and 13 of the volunteer staff, are certified to the emergency medical technician (EMT) level. The department has a minimum of two firefighter EMTs on duty at all times while MRTSA staffs four to five paramedic units per day. Two paramedic units are available over night.

The department is a recognized medical quick response service by the Pennsylvania Department of Health (DOH), but at this time does not provide that level of service to the community, except as requested when other medic units are not available. This averages only six responses annually.

Each front-line apparatus is equipped with adequate EMS equipment for its purpose. Equipment includes an automatic external defibrillator (AED). The department follows the DOH basic life support protocols. The fire department operates under a system of established and approved standard operating guidelines. Medical guidelines provide direction for organization personnel operating on the scene of emergency situations by depicting recommended strategic and tactical methods.

The department does not currently complete a patient care report for its level of service. Because the department responds to medical events with MRTSA, which is a licensed service provider, it is not required to submit a patient care report to the state, per DOH requirements; that obligation falls upon MRTSA. All patient care reports receive an independent review through the MRTSA medical director.

The department has a Health Insurance Portability and Accountability Act (HIPAA) compliance program. All personnel received training to the standard. Members of the department are responsible for maintaining privacy and confidentiality of an individual's personal information in accordance to local, state and federal protocols. The department trains each new employee on these procedures during initial training and for all members during continuing education training.

The department's internal records management system provides much needed and valuable information that is used to support the annual analysis of department activities. However, the department does not have access to the information contained in the MRTSA records management system. The department is encouraged to enter into discussions with the EMS provider to secure the appropriate information from that agency's records management system.

When called upon to respond to a medical incident, the department's first due unit is staffed with a minimum of two emergency medical technicians and is capable of providing support to the regional EMS provider. The department assists MRTSA and provides basic life support services, including AED service, as necessary. The department's benchmark service level objectives for EMS are as follows:

For 90 percent of all emergency medical services (EMS) responses, the total response time for the arrival of the first-due unit, staffed with two firefighters, shall be 6 minutes. The first due unit shall be capable of providing basic life support, including AED.

The department relies upon MRTSA, a third-party provider, to complete the effective response force (ERF) component of its EMS program. The initial arriving fire department company shall have the capabilities of providing first responder basic life support, including AED, until the third-party provider arrives on scene. If the third-party provider unit arrives on scene first, its personnel shall initiate care and the staff from the initial fire department company shall provide support as needed.

The department’s baseline statements reflect actual performance during 2008 to 2010. The department’s baseline service level objectives are as follows:

For 90 percent of all emergency medical services (EMS) responses, the total response time for the arrival of the first-due unit, staffed with two firefighters, is 8 minutes and 6 seconds in metro and urban areas. The first due unit is capable of providing basic life support, including AED.

Mt. Lebanon only averaged six EMS responses annually during the assessment period. The data considered for the baseline performance measurement statement is based upon the best available data for fire agency units only. The data in the baseline performance chart is skewed by the earlier arrival of volunteer personnel who are located within the jurisdiction who may not be specifically dispatched to the call. The collection of more accurate EMS data is noted in this report as a recommendation by the assessment team.

It was verified and validated by the peer assessment team that the Mt. Lebanon Fire Department met all baseline service level objectives for 2008-2010.

<b>Emergency Medical Services - 90th Percentile Times – Baseline Performance</b>		<b>2010</b>	<b>2009</b>	<b>2008</b>
<b>Alarm Handling</b>	Pick-up to Dispatch	1:56	0:54	2:14
<b>Turnout Time</b>	Turnout Time 1st Unit	1:05	1:39	1:52
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	5:05	2:34	5:14
<b>Total Response Time</b>	Total Response Time 1st Unit On Scene <b>Distribution</b>	5:56	3:39	6:03

**Criterion 5H – Domestic Preparedness Planning and Response**

The Mt. Lebanon Fire Department houses the municipal emergency management office. This office is responsible for the development of the local emergency operations plan which serves as an all-hazards plan. The plan includes all phases of emergency management for the municipality.

The department 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.

The emergency operations plan includes a coordinated multi-agency response plan designed to protect the community from all-hazards. The intent of the plan is for the prevention and minimization of injury and damage caused by a major emergency or disaster within Mt. Lebanon. Currently, the plan is in annex format; however, the emergency management coordinator's plan is to revise the document to the emergency support function (ESF) format in 2012.

The emergency operations plan is regularly reviewed and updated as necessary. Mt. Lebanon conducts an annual multi-agency exercise of the plan. In order to maintain continuity, all participants train and operate under the National Incident Management System (NIMS). The last exercise was in March of 2010; it exercised the ability to conduct a point of distribution site. This multi-agency exercise included the Allegheny County Health Department, Pennsylvania Department of Health and the Medical Response Team South Authority.

The municipal manager is the emergency management director and is ultimately responsible for the protection and safety of Mt. Lebanon. The emergency management director is supported and advised by the emergency management coordinator and municipal senior officials. If the disaster or emergency affects more than one township or borough, the Allegheny County Emergency Management Agency will assume responsibilities for direction and control. Furthermore, if more than one county is affected by a disaster or emergency, the Pennsylvania Emergency Management Agency will provide overall coordination, direction and control.

A well-equipped emergency operations center (EOC) was found to have been activated during large-scale emergencies and training exercises. In addition, Mt. Lebanon operates an EOC annex. The annex is an equipped smaller room utilized to direct and control small-scale incidents. To facilitate interoperability, the EOC operates under NIMS during these activations. The EOC has the ability to communicate with the region and the state through radio and phone systems. Additionally, the EOC annex is equipped to dispatch the Mt. Lebanon Fire Department and a few smaller town fire departments.

### **Category VI — Physical Resources**

The Mt. Lebanon Fire Department operates out of a joint public safety center. While a more central location would have been ideal, the safety center is located in the busiest planning zone and is able to meet its response time objectives. Apparatus have been consistent with needs based on call volume and mission and is appropriate for the functions served.

The department ensures the development and use of physical resources is consistent with its established plans. A systematic and planned approach to the future development of facilities is in place. All appropriate parties, including the governing body, administration and staff, are involved in the development of the major plans and proposals. The department mentions a plan for a station in the south side of the community to meet response times, but does not have a stated plan of how to accomplish this or when it is planned for. It is recommended to establish a plan to meet the response times in the future, or when the department can no longer meet these objectives 90 percent of the time.

The department's fixed facility resources are designed, maintained, managed, and adequate to meet its goals and objectives. The current facility was constructed in 2003 and is located along the largest artery within the community near the central business district. As the community is nearly fully developed, the location is as close to ideal as possible. 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.

The department's apparatus resources are designed and purchased to be adequate to meet its goals and objectives. The department pays close attention to maintaining the apparatus so as to ensure a continuous capability to meet its standards of cover objectives. The department will be adding a new ladder truck (quint) through a grant approval and is due to replace an engine that did not pass state vehicle inspection in 2011. Both new apparatus will add to the capability of the department.

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. The department conducts apparatus maintenance in accordance with manufacturer's recommendations and federal and state regulations. The department has an apparatus maintenance program standard operating guideline that includes provisions for inspections, maintenance, performance testing, documentation, removing apparatus from service and repair. The team verified that the current standard operating guideline directs the apparatus maintenance program.

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. 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 and state regulations. The department uses the Firehouse® program to schedule and track all the maintenance activities pertaining to apparatus.

The tools and small equipment resources are adequate and designed and maintained to meet the agency's goals and objectives. The resource management platoon orders, stocks, maintains and distributes the tools and small equipment for the department. The facility is well managed and stocked to assure that all items required by the department are readily available. The utilization of the department's software system and departmental guidelines has ensured that equipment is inspected, tested, fueled and maintained on a regular basis.

Safety equipment is adequate and designed to meet the agency goals and objectives. The department has a comprehensive safety program and provides a high quality supply of safety equipment for its employees. The resource management platoon utilizes 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. This section also has a certified third party vendor to maintain self-contained breathing apparatus and to complete annual fit testing. Personal protective equipment, including ear protection, eye protection and medical exposure equipment, is provided as personal issue. Regular inspections of this equipment are completed; internal cleaning and repair facilities are utilized. All repairs and inspections are logged in the department's record management system.

## **Category VII — Human Resources**

Responsibility for the agency's human resource functions rests with the assistant municipal manager. The fire chief and the volunteer board of directors administer personnel management at the department level.

The municipality is an equal opportunity employer and meets local, state and federal human resources requirements. Administrative polices are included in: the Mt. Lebanon Code and Municipal Charter; the Mt. Lebanon Personnel Manual; the Mt. Lebanon Fire Department Career and Volunteer Rules and 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.

Systems are established to attract, select, retain and promote qualified personnel in accordance with applicable local, commonwealth and federal statutory requirements. The department is continuously recruiting volunteers through various means, including the website, a local magazine, a public access channel, brochures, signage, the citizen's fire academy and public events. The requirements for promotion within the volunteer ranks are identified in the Volunteer Fire Fighter Rules and Regulations. A volunteer recruitment and retention committee has been established to recruit new volunteers.

Personnel policies and procedures are in place, documented and used to guide both administrative and personnel behavior. The department's utilizes both written and practical exams for initial candidates while both a written exam and assessment center performance measurement tool are used for internal promotional processes. All exams performed by the department are considered job-related. All exams are developed utilizing the Fire Test Banks® software, which is based on National Fire Protection Association (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.

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 a demonstration of the required competencies.

Human resources development and utilization is consistent with the agency's established mission, goals and objectives. The municipality and the department enforce all local, state and federal guidelines and policies regarding harassment of employees. Policies regarding sexual harassment, ethics and conflict of interest are included in the municipal personnel manual and the volunteer and career firefighter rules and regulations. There is a position classification system in place. The department works with the personnel officer to audit and modify job descriptions at least once every two years. The fire chief can request a job audit at any time.

A system and practices for providing employee and member compensation is in place. All employees receive a copy of the labor agreement between the municipality of Mt. Lebanon and the wage and 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.

Occupational health and safety and risk management programs are established and designed to protect the organization and personnel from unnecessary injuries or losses from accidents or liability. The department designates a chief officer to serve as the health and safety officer. This officer oversees the occupational health and safety and risk management programs. The department has

certified incident safety officers to assist in managing risks at incidents scenes and training activities. A safety committee, consisting of both career and volunteer personnel, meets once every two months to review safety related issues and make recommendations to the fire chief. The department annually conducts a comprehensive safety audit based on *NFPA 1500: Standard on Fire Department Occupational Safety and Health Program*.

While it was validated that the department utilizes a specific process for reporting any personal injuries, the peer assessment team was unable to verify that the department utilizes a formal process for the reporting of any unsafe or unhealthy conditions and work practices. Currently these conditions and work practices are communicated through various means, primarily direct reporting and via e-mail to supervisors. It is recommended that the department establish a formal procedure for reporting, evaluating, addressing and communicating workplace hazards.

The department would also benefit from improving the way it documents the steps taken to implement risk-reduction. The department has a written exposure control plan and procedures that address exposure prevention, reporting and health history. These documents are accessible to all members on the department website or in the duty-fire office. It is recommended that the department develop a process that ensures documentation of the steps taken to address work place hazards.

The department has a wellness and fitness program for recruit and incumbent personnel and provisions for non-compliance by employees and members are written and communicated. Health and safety training is provided to new members and during an orientation process; all members receive safety related training when new processes, procedures or equipment are introduced into the workplace.

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 and members are fit for duty. Rehabilitative medical evaluations are available either through the fire department physician or workers compensation. 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.

The municipality provides an employee assistance program (EAP) for all career and volunteer members. The EAP is accessible 24-hours a day and contact information is displayed on bulletin boards throughout the fire station. All members have received training and instruction on the services offered by the EAP. Critical incident stress debriefing is available through the Pittsburgh Critical Incident Management team.

Participation in fitness is mandatory for career staff and documented for both career and volunteer staff. The department has developed standard operating guidelines that clarify the roles of the wellness committee and encourages fitness and well-being. Wellness activities are tracked and evaluated.

### **Category VIII — Training and Competency**

The Mt. Lebanon Fire Department has a training program that is structured to meet all operational needs. Training is provided using department apparatus and equipment and utilizes two classrooms to conduct lecture-based training. The department does not have a dedicated outdoor drill area. The department conducts live fire and specialized training at the regional facilities. These include: fire

academies in Allegheny, Washington and Westmoreland Counties; the California University of Pennsylvania Training Center; and the Pleasant Hills Volunteer Fire Department Training Facility. In addition to these 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. Training facilities contain all of the resources and structures expected to be found in modern training facilities.

A training and education program is established to support the agency's needs. The department has established mandatory training requirements, consistent with or exceeding federal, state and local laws, as well as administrative requirements, to function in various roles and provide service delivery within the organization.

The department has identified levels of training for all positions within the organization. The training levels for all department personnel are based on the training needs assessment, completed 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 and the volunteer department by-laws. To assist the department in meeting its goals and objectives, it is recommended that the 2007 needs assessment be updated to indentify improved practices to accomplish the training goals of the department.

The training platoon meets with the fire chief on an annual basis to develop a training plan for the upcoming year and to identify training goals and priorities. The department is commended for establishing good working relationships with the surrounding communities to accomplish its training requirements.

Training and education programs are provided to support the agency's needs. The training program is well organized and meets the needs of the department and its members. The department's programs also meet the state certification requirements. 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. Career officer qualifications are based on job descriptions. Member training and qualifications are tracked in the Firehouse® program, in personnel training files and on a member qualifications chart posted in the assembly room.

Training and education resources, printed and non-printed library materials, media equipment, facilities and staff are available in sufficient quantity, relevancy and diversity and they are current. Nationally recognized training materials are being used and all training is being continuously evaluated by the training platoon to make sure it is meeting the needs of the department. Current departmental operating policies, procedures and guidelines are identified and continually reviewed to ensure that personnel can carry out their duties and responsibilities effectively, efficiently and safely.

## **Category IX — Essential Resources**

### **Criterion 9A – Water Supply**

The Mt. Lebanon Fire Department relies on the Pennsylvania American Water Company (PAWC) to ensure the provision of a well-maintained, reliable and adequate water system. A working

relationship has been established with the local PAWC representative and includes some exchange of information to identify areas where the water supply system can be improved.

The water supply resources available to the department are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements for emergencies.

All areas of the jurisdiction are covered by 434 public and 25 private fire hydrants. However, there is one identified structure where the two hydrants are difficult to access. Discussions have occurred with the PAWC on how to rectify this single structure. A 2009 Insurance Services Office (ISO) evaluation determined the water supply to be 91 percent adequate when compared to needed fire flows. The Mt. Lebanon community received an ISO Class 1 rating for water supply with a score of 38.66 out of 40.

The water providers reported that the maximum daily consumption for the community has never exceeded the total system capacity. The department has established a standard operating guideline to ensure water supply in the event of shortages or failures with the use of water tankers from surrounding fire departments. To ensure an adequate and reliable water supply for firefighting purposes, the department equips all pumping apparatus with large diameter hose.

Defined hydrant locations we found to be maintained in both hard-copy and electronic formats. Responding crews have on-board mobile data computers to access the information through the department's records management system.

There continues to be a lack of complete information sharing from the PAWC to the fire department regarding specific performance of the water system. In the past the PAWC has refused to give the fire department any information regarding water main sizes and fire flow data, citing homeland security issues. The PAWC does release hydrant flow information to the fire department each year; however, the flow information does not include residual capacity data. The fire chief is making preparations through the Local Emergency Planning Commission and the South Hills Area Council of Governments to assist in influencing the PAWC to release this information. The team witnessed some encouraging progress in this area and supports the department's initiatives to seek the needed water system data on a more cooperative basis.

It is recommended that the department continue to work on the relationship with the Pennsylvania American Water Company to obtain any needed information currently not shared. There should be an examination of various avenues to accomplish this, which may consist of area groups and organizations, including the Local Emergency Planning Commission, to influence the water company to be forthright with critical information.

### **Criterion 9B – Communication Systems**

The Mt. Lebanon Fire Department dispatch services are provided by the Allegheny County 9-1-1 Communications Center. The communications center provides dispatch services to over 300 fire, EMS and police agencies in Allegheny County, including the city of Pittsburgh.

The public and the department have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including

command and control within fire and rescue services during emergency operations, and meets the needs of other public safety agencies having a need for the distribution of information

The department maintains a back-up dispatching capability in its duty 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.

The Allegheny County 9-1-1 Communications Center is capable of receiving early warning and emergency signals. The National Warning System (NWS) and the Emergency Broadcast System (EBS) are tied into the 9-1-1 center.

The communication center is well equipped and there are several infrastructure upgrades underway including the expanded use of mobile computers, an expansion of the radio system and the transition of key data lines from copper phone lines to microwave technology. The center has alternate power sources to ensure continuity of operations including a 450Kva diesel backup generator, with a 600 gallon fuel tank, and a large uninterruptible power supply (UPS) system. There is a preventative maintenance program in place for all communication center equipment including monthly tests of the backup generator and UPS system.

Minimum staffing at the communications center is 42 dispatchers, which includes eight dedicated fire dispatchers. All full time staff in the center is cross-trained and able to assume call taker or dispatch functions, should the need arise, during times of high call volume. The communication center operates under standard operating guidelines that outline call taking and dispatch procedures for fire, police and emergency medical service incidents. The center maintains a minimum of two supervisors on duty at all times. There are additional administrative shift commanders and management personnel on duty during the day shift.

### **Criterion 9C – Administrative Support Services and Office Systems**

The Mt. Lebanon Fire Department and the municipal government provide all of the office systems and support to meet department needs. Additional support is available through a shared services approach. Areas of technical support, including GIS and information technology, are provided by the municipality. Staffing for the department reception area is provided by a fulltime civilian employee. All guests are greeted with appropriate and up to date information.

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the department's administrative functions, such as organizational planning and assessment, resource coordination, data analysis, research, records keeping, reporting, business communications, public interaction and purchasing. The department has adequate clerical resources, records systems, business communications equipment, computers, workstations and other general office supplies to support the needs of the department. It was evident that the department's administrative staff supports the mission of the organization and contributes to its overall success.

The department should consider the further use of the municipal GIS service and take the information gained from the community risk assessment into the field. Having maps and data available in the field will further enhance the information available to firefighters.

The department should consider expanding the use of data air cards to link all apparatus to the municipal network and data.

### **Category X — External Systems Relationships**

The Mt. Lebanon Fire Department has numerous written mutual aid agreements that support the mission of the organization. These relationships include the South Hills Area Council of Government. This agreement includes shared services such as hazardous materials and technical rescue response teams. The department also participates in agreements with the Allegheny County Emergency Management Agency and Fire Marshal's Office.

The department's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations or cost effectiveness. It was evident to the peer team that the department makes every attempt to reach out to its local and regional partners in an effort to best utilize the funding they are granted.

Agreements with associations, such as the Allegheny County Emergency Management Agency, Fire Marshal's Office and Medical Rescue Team, allow the department the ability to offer a very cost effective, high level of specialized services for those occasions where the normal levels of service are exceeded. To ensure further involvement with local partners, a recommendation was made to include agencies such as the local EMS provider in the department's next community driven strategic plan update.

In addition to these more regional agreements, the peer team witnessed the interaction of the department with other local volunteer fire departments. Training sessions are scheduled that bring together the resources of each agency in the South Hills region. These departments operate together on a daily basis and support each other's missions. The department identified that due to the nature of the fire services in this region, outside relationships are a must as most fire departments cover a small geographical area with either an all volunteer or, in this case, a combination career and volunteer force.

It was verified by the peer team that the department 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. The department identified that a formal process does not currently exist for the review of all agreements on an annual or regular basis. A recommendation has been made that the fire chief and the municipal manager agree on a process of review that will ensure that all agreements are reviewed and kept current and that all future agreements include a conflict resolution process.

