



County of Allegheny

Office of the Controller

PERFORMANCE AUDIT REPORT ON
ALLEGHENY COUNTY POLICE
DEPARTMENT OPERATIONS
FOR THE PERIOD JANUARY 1, 2013
THROUGH DECEMBER 31, 2016

MAY 17, 2017

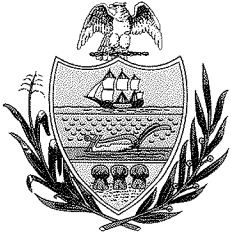
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May 4, 2017

Mr. Coleman McDonough
Superintendent
Allegheny County Police Department
400 North Lexington Street
Pittsburgh, PA 15208

PERFORMANCE AUDIT REPORT ON
ALLEGHENY COUNTY POLICE
DEPARTMENT OPERATIONS
FOR THE PERIOD JANUARY 1, 2013
THROUGH DECEMBER 31, 2016

Dear Superintendent McDonough:

We have conducted a performance audit to evaluate the operations of the Allegheny County Police Department. Our performance audit covers the period from January 1, 2013 through December 31, 2016, and was performed in accordance with *Government Auditing Standards* issued by the Comptroller General of the United States.

The results of our procedures revealed a number of areas where improvements are needed in order to ensure efficient and effective operation of the Department. The detailed results of our performance audit are included in the attached report.



Superintendent McDonough
May 4, 2017

We would like to thank the management and staff of the Allegheny County Police Department for their courtesy and cooperation during the performance of our procedures.

Kind regards,

A handwritten signature in cursive script, appearing to read 'Chelsa Wagner', followed by a horizontal line extending to the right.

Chelsa Wagner
Controller

A handwritten signature in cursive script, appearing to read 'Lori A. Churilla', followed by a horizontal line extending to the right.

Lori A. Churilla
Assistant Deputy Controller, Auditing

cc: Honorable John DeFazio, President, County Council
Honorable Nicholas Futules, Vice-President, County Council
Honorable Rich Fitzgerald, Allegheny County Executive
Mr. William D. McKain, County Manager, Allegheny County
Ms. Jennifer Liptak, Chief of Staff, County Executive
Ms. Mary C. Soroka, Director, Office of Budget and Finance
Inspector Glenn Zilch, Allegheny County Police Department

I. Introduction

The Allegheny County Police Department (“ACPD”) was established in 1932 by an Act of the Allegheny County Board of Commissioners. The ACPD currently investigates all criminal activity which occurs on County-owned property while also providing assistance to local police departments and other criminal justice agencies. Its mission is “to promote, preserve, and deliver security and safety throughout Allegheny County through uniformed patrols, incident investigations, and technical assistance to local police departments and criminal justice agencies.” The motto of the ACPD is “to serve with honor.”

The ACPD’s Administrative Division and Detective Division are based at the ACPD’s headquarters located in the Lexington Technology Park in the Point Breeze neighborhood of the City of Pittsburgh. The Police Department has entered into a new lease agreement for office space to serve as its headquarters at the Parkway Center Office area.

The ACPD’s Detective Division is comprised of a General Investigations Unit, Homicide Investigations Unit, and Narcotics Unit. The General Investigations Unit also includes a number of smaller units that focus their efforts on certain specializations, such as a Sex Assault Squad, Property Crimes Unit, Arson Squad, Insurance Fraud Unit, etc. The Audio and Video Forensic Unit, which is also a part of the General Investigations Unit, accepts evidence for processing from law enforcement agencies within Allegheny County free of charge. Two police officers that provide security for the County Executive are also part of the General Investigations Unit.

The ACPD’s Administrative Division includes the management of the ACPD, and addresses functions such as evidence retention, the accumulating and reporting of crime statistics, public relations, etc. Building guards are also included in the Administrative Division.

The ACPD’s service area is divided into three separate Districts by geographic area. District #1 is based at Pittsburgh International Airport (PIA), District #2 is based in South Park, and District #3 is based in North Park. The ACPD has three Uniformed Divisions, one at each District. Also based at District #1 are a Drug Interdiction Team, a Special Weapons and Tactics (SWAT) Team, a Hostage Negotiations Team, and an Explosive Ordinance Disposal (EOD) Unit and EOD K-9 Unit. The SWAT Team is actually comprised of more than 20 officers from across the ACPD who assist in high risk situations such as the execution of high risk arrest and search warrants, hostage rescue situations, and situations involving barricaded, armed individuals. The ACPD’s EOD units provide law enforcement agencies assistance in identifying, disarming, removing and/or exploding explosive devices. A K-9 member of the ACPD can be utilized once an object of suspicious nature has been located. The ACPD has more than 20 officers who can patrol on horseback in the City of Pittsburgh, North Park, South Park and other areas when necessary.

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The ACPD also provides assistance at the Allegheny County Jail, and operates the Allegheny County Police Academy. In addition, the ACPD participates in several joint task forces with other County departments, including the District Attorney and the Sheriff's Office. The ACPD is currently comprised of 214 officers and 59 civilians, which include 43 Building Guards.

The Allegheny County Jail Investigations Squad investigates incidents that occur within the Jail, such as assaults by prisoners, narcotics/contraband, escape attempts, corrections officer/employee misconduct, and use of force. Their investigations have led to arrests as well as staff terminations.

The Allegheny County Police Academy, located in North Park, provides training to all new officers and aspiring personnel as well as mandatory in-service training and continuing education for all active duty police officers within Allegheny County. Currently, the Academy offers its resources and services to over 120 police agencies within the County as well as other local, state, and federal agencies.

Additionally, we were informed that an Impact Squad was created early in 2016 under the Narcotics Unit. This squad was formed to assist municipal police agencies throughout the County to address rising violent crime rates.

The budgets of the ACPD for the years in the audit period and the current year are as follows:

	2013	2014	2015	2016
Personnel	\$ 20,589,976	\$ 21,545,290	\$ 21,192,677	\$ 22,472,155
Fringe Benefits	5,730,714	6,119,250	5,930,860	6,369,736
Services	857,680	862,170	882,157	213,868
Supplies	227,899	247,250	264,825	11,850
Materials	47,765	5,900	8,850	182,300
Repairs & Maintenance	112,034	158,899	180,544	61,000
Minor Equipment	176,558	54,000	57,600	939,259
Expenditure Recovery	-	-	-	(683,975)
	<u>\$ 27,742,626</u>	<u>\$ 28,992,759</u>	<u>\$ 28,517,513</u>	<u>\$ 29,566,193</u>

Revenue recorded for calendar year 2015 is as follows:

Airport	9,940,228
Regional Asset District	5,194,343
Tuition reimbursements	182,583
Misc revenue	48,501
	<u><u>15,365,655</u></u>

I. Introduction

Allegheny County formerly received state funds as the County Police performed services that otherwise would have been performed by the State Police. The annual amount was approximately \$6 million, which was reduced in 2009 and 2010 to approximately \$3 million, then eliminated from the State's budget altogether in 2011.

Allegheny County Council passed an ordinance on July 5, 2016 that will result in the Allegheny County Police Department providing policing services to Wilmerding, PA, which was formerly covered by North Versailles. Wilmerding will pay \$250,000 for the first year with 3% increases each following year, plus 25% of the fines and fees collected by the borough as a result of the ACPD's policing. County officials have indicated that the amount to be paid by Wilmerding could fall short of the amount needed to police Wilmerding by \$70,000 to \$80,000, and the cost associated with the shortage would be borne by all County taxpayers.

As we gained an understanding about the ACPD, we learned that some ACPD officers have been trained in dealing with community members with mental health conditions. Over the years, a variety of training courses have been used to teach ACPD officers negotiation skills, which are the basis of current crisis intervention training courses. We noted that the ACPD officers trained recently have attended training courses that focused at least in part on mental health issues. We were advised that at least one such trained officer is available during every shift, and that a listing of the trained officers working each shift is made available to the other officers on duty for reference. Management of the ACPD advised us that it would like to train all of its officers in crisis intervention over time. However, the cost of the training and the length of the training courses (which prevent officers from engaging in their normal duties and may require other officers to cover shifts at overtime rates) pose challenges.

We had also inquired about the ACPD's disciplinary policy, specifically regarding how leave and pay determinations are made by the ACPD when officers have violated or may have violated (not yet adjudicated in the court system) the law. We were provided with a copy of disciplinary policy #GO 37-08, which indicates that the Superintendent is generally responsible for determining or approving disciplinary action. We determined that this policy is similar to the policies of other police departments. When we inquired about disciplinary action during our audit period, we were advised that only one officer was placed on paid administrative leave during the period for two days.

Exhibit 3 on page 27 contains data pertaining to local police departments in Allegheny County. The data in Exhibit 3 reflects that of the 130 municipalities in Allegheny County, 22 are provided police coverage by a neighboring or regional police department, and 2 are provided police coverage by the Pennsylvania State Police. Of the local police departments for which data was obtained, only 9 claim to use *Total Enforcement*, the electronic records management system now being utilized by the Allegheny County Police Department.

I. Introduction

In order to get a sense of performance we analyzed total compensation and overtime expense for 2015 as compared with 2014 and obtained case load information to determine reasonableness for changes to these expenditures. Based on increases to case loads, the increases to total compensation and overtime appear to be reasonable.

Department	2015	2014	Increase	
	Total Compensation		(Decrease)	%
Adm/Evidence	183,422	0	183,422	100.00%
Narcotics	1,645,624	1,004,574	641,050	63.81% (ii)
Homicide	2,162,690	2,003,293	159,397	7.96% (i)
General Investigations	3,083,967	2,877,390	206,577	7.18% (iii)
District III - North Park	2,139,505	2,119,899	19,606	0.92% (v)
District I -Pgh Intl Airport	7,681,037	7,637,779	43,258	0.56%
District II - South Park	1,908,736	1,937,726	(28,990)	-1.50% (iv)
Management	666,256	811,722	(145,466)	-17.92%
Academy	450,193	598,437	(148,244)	-24.77%
Total	19,921,430	18,990,820	930,610	4.90%

Department	2015	2014	Increase	
	Total Overtime		(Decrease)	%
Admin/Evidence	5,854	0	5,854	100.00%
Narcotics	231,739	140,881	90,858	64.49% (ii)
District II - South Park	205,318	141,728	63,590	44.87% (iv)
General Investigations	386,446	308,855	77,592	25.12% (iii)
Homicide	460,956	388,033	72,923	18.79% (i)
District III - North Park	211,882	187,489	24,393	13.01% (v)
Academy	53,419	51,813	1,607	3.10%
District I -Pgh Intl Airport	387,399	383,734	3,664	0.95%
Management	1,917	3,541	(1,624)	-45.86%
Total	1,944,930	1,606,074	338,856	21.10%

- (i) Per Crime report statistics, Homicides increased by 10 in 2015. There were 57 homicides in 2015 and 47 homicides in 2014.
- (ii) Per Crime report statistics, Narcotics cases initiated increased by 85 in 2015. There were 408 Narcotics cases initiated in 2015 and 323 cases initiated in 2014.

I. Introduction

- (iii) Per Crime report statistics, General Investigations cases increased by 392 in 2015. Hence the increase in overtime. There were 1,966 General Investigation cases in 2015 and 1,574 cases in 2014.
- (iv) Per Crime report statistics, it appears that overtime increase may have resulted from increases in miscellaneous criminal violations by 42 from 2014.
- (v) Per Crime report statistics, there was an increase of 11 arrests made in 2015 in District III, which increased court overtime.

II. Objectives, Scope, and Methodology

Objectives

Our objectives were to:

- Analyze the propriety of the staffing model used by the ACPD, and to determine whether the ACPD's personnel resources are allocated based on actual workload demand.
- Review the demographics of the ACPD to assess whether workforce diversity exists.
- Review the hiring practices of the ACPD to determine whether they are designed to bring about workforce diversity.
- Assess whether the ACPD's policy regarding the secondary employment of police officers serves the best interests of Allegheny County taxpayers, and whether the policy has been adequately enforced.
- Evaluate the ACPD's policies pertaining to the compensation of officers that have been suspended or placed on administrative leave due to known violations or investigations regarding their conduct, and the implementation of the policies.
- Evaluate the ACPD's recordkeeping.
- Determine whether the ACPD has appropriate measures in place to control overtime costs.
- Determine whether the management reports utilized during the audit period contained the information necessary to facilitate the effective management of the ACPD.
- Evaluate the coordination and cooperation among the ACPD and other local police departments and law enforcement agencies.
- Determine whether the ACPD accumulates and reports crime data appropriately.
- Determine whether the ACPD has had difficulty in closing certain types of cases, and if so, the potential causes.
- Assess whether the timeliness or completeness of the County's evidence processing may be having an adverse impact on criminal justice.
- Determine whether the ACPD has made appropriate investments in recently-developed law enforcement technologies.
- Determine whether ACPD officers have been trained in dealing with community members with mental health issues.

Scope

Our audit procedures were initially intended to cover the period from January 1, 2013 through December 31, 2015. However, because the ACPD implemented a new electronic records management system (RMS) at the beginning of 2016, we also applied limited procedures pertaining to the new RMS through December 31, 2016. We conducted the performance audit in accordance with *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the

II. Objectives, Scope, and Methodology

evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Methodology

The methodology used to accomplish our objectives included, but was not limited to, the following procedures:

- Reviewed various ACPD policies, reports, budgets, and other relevant documentation.
- Interviewed ACPD management personnel and staff.
- Analyzed the ACPD's demographics to assess diversity in the ACPD's workforce.
- Reviewed the ACPD's hiring practices to determine whether they are designed to bring about workforce diversity.
- Interviewed management of the Allegheny County Department of Human Resources regarding the hiring of police officers during the audit period.
- Analyzed the ACPD's crime/incident reports.
- Gained an understanding of ACPD's internal control procedures pertaining to the authorization of overtime and tested the implementation of its controls.
- Interviewed management of the Allegheny County Medical Examiner's Office regarding the processing of evidence.
- Researched available law enforcement technologies and their applications.
- Performed other procedures as deemed necessary.

We provided a draft copy of this report to the Superintendent of the ACPD for response. His response begins on page 33.

III. Findings and Recommendations

Finding #1
**We Could Not Verify
ACPD's Performance Data**

Criteria: The Allegheny County Police Department is responsible for using financial resources prudently to accomplish objectives established for the benefit of citizens, and should be required to account for its use of resources and the results achieved. Good governance requires regular financial and performance reporting that can and should be validated for accuracy.

Condition: We requested copies of the annual crime/incident reports generated by the ACPD for 2013, 2014, and 2015 in an attempt to determine how crimes and incidents are tracked, and how the ACPD measures its performance. We learned that the ACPD generated two different types of such reports. Uniform Crime Reporting (UCR) Program reports were the first type of reports generated. These reports, which are still being generated by the ACPD, are issued to the Commonwealth of Pennsylvania, which in turn provides the reported data to the Federal Bureau of Investigation (FBI). The second type of crime/incident reports generated were internal reports prepared by each of the various Divisions/Units. The internal reports had been developed by the former Superintendent for his use in managing the ACPD.

Weaknesses in Internal Crime/Incident Reports

We began by analyzing the internal crime/incident reports. We observed that the format of the reports varied widely across the Divisions/Units. Some of the internal reports contained only statistics, while other reports were in narrative form, and some contained both narratives and statistics. The internal crime/incident reports for Districts 1, 2, and 3 contained only statistics. An example of these reports, the 2015 report for District 1 has been included as Exhibit 1 (see page 25). As we examined these internal reports for the three Districts, we noted that the reports do not indicate how many and which types of incidents took place on County property and how many and which types of incidents involved the ACPD assisting other local police departments or other law enforcement agencies. The reports also do not indicate how many of the incidents actually became cases worked by the Department. While arrest totals have been provided in the reports, the arrests associated with each incident category have not been provided. Without further explanation, it is also unclear as to

III. Findings and Recommendations

whether the arrests made during the year may relate to incidents that occurred in previous years and thus not included in the current year incident totals. The case closure rates and numbers of open cases by incident category have also not been included in the reports. In addition, the reports do not indicate the number of requests for assistance made by each local police department and other law enforcement agencies during the year. We observed that the reports lack other key metrics for evaluating performance, in that performance goals, year-to-year comparisons of the data, and benchmarking data have not been included. The other internal crime/incident reports prepared by specific Units within the ACPD generally contain the same types of weaknesses. Based on our review of the internal crime/incident reports, their usefulness appears to be limited.

Disparities Exist in How Local Police Agencies Utilize the ACPD's Services

As we conducted our fieldwork, we were informed by management of the ACPD that the ACPD has never refused a request for assistance from a local police department or law enforcement agency. Management of the ACPD appears to take great pride in having always answered the calls for service that it has received. While the ACPD's dedication is admirable and has likely benefitted County residents greatly over the years, the ACPD should evaluate how its resources can be best deployed to provide comparable benefit to all County residents. Certain municipalities or agencies may be relying too heavily on the ACPD for assistance, requesting assistance from the ACPD because they do not have enough of their own law enforcement personnel, or want to keep their own personnel costs down. (Exhibit 3 on page 27 contains data pertaining to local police departments in Allegheny County.)

Local police departments and other agencies should be primarily responsible for their own jurisdictions, and should only seek assistance from the ACPD to the extent that their personnel lack the capabilities or resources to properly investigate or address crimes/incidents that occur in their jurisdictions. Because the ACPD has not been tracking and evaluating the number of service requests from each of the local police departments and other agencies, we are unable to determine whether there may be excessive reliance on the ACPD for assistance. We acknowledge that smaller municipalities with smaller police departments may need more assistance from the ACPD. However, since the ACPD's operating costs are borne by all County taxpayers, the

III. Findings and Recommendations

excessive reliance of certain municipalities on the ACPD for assistance could be unfair to County taxpayers in other municipalities applying appropriate resources to law enforcement. Excessive reliance on the ACPD for assistance could explain why caseloads have increased and some staff believe the ACPD is understaffed (see finding #2), and why the ACPD has not sought the allocation of more of its budgetary resources for the adoption of new law enforcement technologies (see finding #4).

While some local police departments and law enforcement agencies may be relying too heavily on the ACPD's assistance, there may be some departments and agencies that are underutilizing needed assistance available to them from the ACPD. When we requested a list of the various services/assistance available to other departments and agencies from the ACPD, the ACPD was unable to produce a list, as such a list had never been compiled. Management of the ACPD advised us to review the ACPD's website, and while we noted that the website provides an overview of ACPD activities, the website does not list all of the services available to other departments and agencies from the ACPD. We were advised that the services/assistance available to other departments and agencies from the ACPD have been verbally communicated by the ACPD to the law enforcement personnel of other local departments and agencies over time. However, the various local departments and agencies each may have different understandings of the assistance/services available to them, as the verbal communications that have occurred may have lacked consistency, clarity, and/or completeness. Again, because the ACPD has not been tracking and evaluating the number of service requests from each of the local police departments and other agencies, we are unable to determine whether there may have been an underutilization of needed assistance available from the ACPD.

Crime Data Not Verifiable

When we attempted to verify the validity of the data in the ACPD's crime/incident reports, we elected to begin with the UCR reports, as the FBI makes that data widely available. In order to verify the data contained in the reports, we sought to review ACPD case files. Although we were not seeking criminal history record information for particular individuals, such information is contained in the ACPD's case files. The ACPD advised us that it could not allow us to review its case files (paper files were

maintained in 2013, 2014, and 2015) because the Criminal History Records Information Act (CHRIA) prohibits it from releasing the

III. Findings and Recommendations

criminal records history information contained in the files. Because we were unable to review the case files, we were unable to verify the crime data contained in the UCR reports and the crime/incident data in the internal use reports.

Lack of Public Accountability

We observed that the ACPD has not issued reports to the public on its performance. Many other police departments, including the City of Pittsburgh's Police Department, now routinely issue detailed annual reports to the public on their performance.

Cause:

Those charged with governance of Allegheny County (the County Executive, County Manager, and County Council) have not mandated the ACPD's issuance of periodic reports on its performance to the public.

The Superintendent of the ACPD is accountable to those charged with governance. However, it appears that CHRIA, the same Act which prevented us from reviewing case files, verifying the reported crime/incident data, and gathering adequate information to be able to objectively evaluate the ACPD's performance, would also prevent those charged with governance from accomplishing the same objectives. It appears that those charged with governance may be accepting claims made by the ACPD about crimes/incidents and its performance without any verification of those claims. In addition, to the best of our knowledge, a performance audit of the ACPD has not been conducted prior to this audit. The County Administration resisted the Controller's attempts to audit the ACPD until the issue was ultimately resolved in court.

The ACPD did not utilize an electronic records management system for its operations until 2016 (see finding #4). The use of paper records until 2016 made it considerably more difficult for the ACPD to track crime/incident data, open and closed cases, and performance data.

Effect:

The weaknesses that we noted in the internal crime/incident reports suggest that opportunities to improve the management of the ACPD may have been missed. However, the conditions we noted render us, those charged with governance, and the public unable to objectively evaluate ACPD's performance, and therefore unable to assess whether taxpayer-provided financial resources are being used effectively by the ACPD. A failure to demonstrate accountability to the public so that citizens can determine what the

III. Findings and Recommendations

ACPD is doing in their communities, combined with other factors such as the lack of diversity in the ACPD's police force (see finding #3) could result in skepticism and mistrust of the ACPD.

Recommendations: The transition to an electronic records management system in 2016 has made it much easier for the ACPD to track crime/incident data, the status of cases, and generate more meaningful reports to evaluate its performance. In addition, the electronic system may enable auditors and those charged with governance to verify crime/incident and performance data without viewing the criminal history record information of individuals that is protected by CHRIA.

We recommend that management of the ACPD:

- Leverage the capabilities of the ACPD's recently adopted electronic records management system to generate monthly and annual crime/incident/performance reports that will be more useful in managing the ACPD. The reports should track (at a minimum):
 - the number of crimes/incidents associated with County-owned property.
 - the number of requests for assistance from local police departments and other law enforcement agencies and the number of crimes/incidents associated with those requests.
 - the number of crimes/incidents which became cases worked by the ACPD.
 - the number of open cases by crime/incident category and municipality/agency/County-owned property.
 - the time devoted to crimes/incidents/cases by crime/incident category and municipality/agency/County-owned property.
 - the number of arrests made by crime/incident category and municipality/agency/County-owned property.

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- the number of cases closed by crime/incident category and municipality/agency/County-owned property.
- the number of cases for which the statute of limitations is close to expiration by crime/incident category and by municipality/agency/County-owned property.
- the number of cases for which the statute of limitations has expired by crime/incident category and by municipality/agency/County-owned property.
- performance in relation to established performance targets.
- comparisons of the aforementioned data to prior period data to identify trends that may warrant action.
- benchmarking data (to the extent practical).
- Utilize the crime/incident/performance reports developed to more effectively manage the ACPD. This should include, at a minimum:
 - evaluation of requests for assistance from local police departments and law enforcement agencies to assess the potential for excess reliance on or underutilization of the ACPD's assistance.
 - analysis of trends in crime/incident rates to anticipate fluctuations in service needs.
 - analysis of trends in case closure rates by crime/incident category to identify categories that may require greater focus.
 - analysis of ACPD performance against established performance targets and benchmarks.

III. Findings and Recommendations

- Work in conjunction with those charged with governance to develop the framework for an annual performance report to be issued to the public, and begin issuing such reports. The reported data should be independently verifiable to the extent possible.

III. Findings and Recommendations

Finding #2

The ACPD Has Not Utilized the Optimal Staffing Method

- Criteria: There are four basic approaches used to determine the workforce levels of police departments: per capita, minimum staffing, authorized level, and workload-based. The per capita approach involves basing the number of officers on the population of the jurisdiction. The minimum staffing approach involves estimating a minimum number of officers that must be deployed at any one time to maintain officer safety and provide an adequate level of protection to the public. The authorized level approach involves establishing a number of officers that can be utilized based on the police department's budget. The workload-based approach involves deriving the number of officers based on the demand for service. Each of the four basic staffing approaches has strengths and weaknesses. However, from an efficiency standpoint the workload-based approach is the preferred method, and the workload-based approach has been codified as a standard by the Commission on Accreditation for Law Enforcement Agencies. (Data about the four basic staffing approaches has been derived from the April 2016 issue of *Police Chief Magazine*.)
- Condition: We were advised by the ACPD that it is using the minimum staffing level approach for District #1 at Pittsburgh International Airport, and the authorized level approach for the rest of the Department. Although the ACPD has reached agreement with the Allegheny County Airport Authority on a minimum staffing level for Division 1, the total number of officers in the ACPD is ultimately based on its budget. As a result, we believe that the ACPD is basically using the authorized level approach.
- Cause: It appears that the ACPD may be using the authorized level approach because use of the workload-based approach requires a systematic analysis of workload demands, modeling the level of current activity to project future staffing needs. As indicated earlier (see finding #1), the paper records maintained by the ACPD until 2016 made it considerably more difficult for the ACPD to track crime/incident data, open and closed cases, and performance data. In addition, the weaknesses in the reports used to manage the department did not facilitate the identification of trends in activity and therefore did not do much to assist the ACPD in anticipating its future staffing needs. Finally, ACPD must be invited in by

III. Findings and Recommendations

other local police departments to assist with non-county cases, and therefore it is difficult to predict the frequency of those requests.

Effect:

A weakness of the authorized level approach is that the authorized level is often determined independently of workload demand. We were advised that the former Superintendent was the only member of the ACPD who worked with those charged with governance and the Office of Budget and Finance to develop the ACPD's budgets in recent years. Current management of the ACPD has no knowledge of the approach that the former Superintendent may have used to garner additional budgetary resources. However, it appears that the limits of the data available may have made it difficult for him to predict the ACPD's budgetary needs with reasonable certainty, and therefore difficult for him to make a convincing argument about the ACPD's budgetary needs. This may have resulted in understaffing to the extent that the budgetary resources allocated to the ACPD in those years fell short of the amount necessary to meet workload demands. It is also possible that budgetary resources that could have or should have been used to fund costs other than personnel costs were conceded during the budget negotiation process as a compromise to maintain the ACPD's staffing level (a staffing level which may have been necessary based on workload demands), leading to the underutilization of new law enforcement technologies (see finding #4) and other adverse conditions. However, as those charged with governance may have been accepting claims about crimes/incidents and the ACPD's performance without verifying those claims, it is also possible that the budgetary resources allocated to the ACPD for those years may have exceeded the amount necessary to meet actual workload demands, resulting in overstaffing.

As we conducted our fieldwork, several ACPD staff members suggested to us that the ACPD is understaffed in that caseloads have been increasing over the years as the number of officers has decreased. However, a weakness of the authorized level approach is that the authorized level can become an artificial benchmark for need, such that staff may perceive that the department is understaffed and overworked as the staffing level is reduced. Because we were unable to verify the crime/incident data reported by the ACPD and gather adequate information to be able to objectively evaluate the ACPD's performance for those years, we cannot reach a conclusion as to whether the ACPD has been understaffed, properly staffed, or overstaffed. Until the ACPD generates more useful crime/incident and performance reports that

III. Findings and Recommendations

contain verifiable data, it will be difficult for anyone outside of the ACPD to make that determination.

Recommendations: Once the ACPD has leveraged the capabilities of its recently adopted electronic records management system to generate performance reports that will be more useful in managing the ACPD (one of our recommendations to resolve finding #1), we recommend that ACPD management:

- Use the data to better predict the ACPD's needs for budgetary resources, and to serve as support for those budgetary needs during the annual budget negotiation process.
- Transition to the workload-based staffing approach since that method is the preferred method from an efficiency standpoint, as the generation of better crime/incident and performance data by the ACPD should facilitate the transition.

III. Findings and Recommendations

Finding #3

The ACPD Lacks a Diverse Workforce

Criteria: A diverse police force may help to increase a police department's credibility with the community that it serves.

Condition: The ACPD provided us with demographic data for both its police officers and its civilian personnel. To enable us to assess the diversity of the ACPD's workforce, we prepared Exhibit II (see page 26), which compares the demographic data provided by the ACPD to data from the US Census Bureau for the population of Allegheny County.

In reviewing the demographic data in Exhibit II, we observed that the data for the ACPD's civilian employees generally reflects greater diversity than the data for its police officers. We noted that 40% of the ACPD's civilian employees are females, while only 6% of its police officers are females. While only 49% of the ACPD's civilian employees are white males, 92% of its officers are white males. However, in looking at the ACPD in the aggregate, every race and gender category other than white males is under-represented in comparison to the population of Allegheny County, as are females and citizens of Hispanic origin.

We are aware that the job description for the Superintendent position recently advertised and filled indicated that establishing diversity in the ACPD was important. This suggests that those charged with governance were aware of the lack of diversity and attempting to address it.

Cause: The ACPD's policy is that the best qualified candidates must be hired for police officer positions. Officer candidates are initially ranked by their scores on the civil service examination for the police officer position. Candidates that score below the passing grade of 75 on the exam are not considered. Veterans that pass the exam are awarded an additional 10 points. When the ACPD seeks to hire officers, it begins by conducting background investigations of the highest-ranking candidates. The investigations are typically quite extensive, and involve reviews of criminal history information, medical records, driving records, academic transcripts, credit histories, military service records, references, and other procedures. Officer candidates who are not rejected on the basis of their background investigations must complete an employment application and complete and pass a variety of

III. Findings and Recommendations

examinations in order to qualify for a conditional employment offer. These examinations include a medical examination (physical), a physical ability test, polygraph examination, psychological examination, a reading comprehension test, an Oral Board Review (interview), and fingerprint processing. For officer candidates that meet all of the requirements, conditional employment offers are awarded in order of (test score) rank.

We noted that the ACPD's policy of seeking to hire the best qualified candidates does not appear to conflict with the Allegheny County policy that requires the provision of equal employment opportunity, since anyone may take the civil service exam for the police officer position. However, the ACPD's policy is not designed to bring about workforce diversity. Many other police departments across the United States have realized the need for a diverse officer corps that reflects the communities that they serve. Some police departments have instituted special programs aimed at increasing diversity, which typically involve greater police participation in community events and the undertaking of special recruitment efforts designed to attract candidates from under-represented groups. The ACPD has not instituted such a program.

We noted that a lack of diversity in the ACPD's police force appears to have existed at least as far back as the 1970s. In response to discrimination claims made during those years, Allegheny County and the Community College of Allegheny County agreed to enter into an affirmative action program to increase the number of minorities that successfully passed civil service examinations.

- Effect: The lack of diversity in the ACPD's police force, especially when combined with other factors such as ACPD's failure to demonstrate accountability to the public so that citizens can determine what the ACPD is doing in their communities, could result in skepticism and mistrust of the ACPD.
- Recommendation: We recommend that ACPD management design and implement a program to bolster diversity in its workforce, which should include increased community involvement and special recruitment efforts.

III. Findings and Recommendations

Finding #4

The ACPD Should Increase the Pace at Which It Adopts New Law Enforcement Technologies

Criteria:

Advancements in law enforcement technologies can make gathering information and evidence faster and easier, and can improve the safety of law enforcement personnel as they perform their duties. For these reasons, the ACPD should be attempting to stay abreast of technological advancements, and consider adopting newer law enforcement technologies when relevant and cost-effective. In addition, local police departments and other law enforcement agencies routinely seek assistance from the ACPD when their needs exceed their capabilities or available resources. To improve the likelihood of success in assisting these constituents, the ACPD should be striving to improve its own capabilities and available resources, including leveraging new technologies to assist in conducting its law enforcement activities.

Condition:

The ACPD has generally been slow to adopt law enforcement technologies. For example, the ACPD did not utilize an electronic records management system for its operations until 2016, years after the technology became available and other local police departments and law enforcement agencies had implemented such systems. The use of paper records made it considerably more difficult for the ACPD to track crime/incident data, open and closed cases, and performance data (see finding #1). Had the ACPD taken a leadership position with respect to the adoption of this technology, it may have influenced other local police departments and law enforcement agencies to adopt the same system. Currently, the other local police departments and law enforcement agencies that serve Allegheny County residents use a variety of electronic records management systems. These systems may not be compatible with each other or may have limited compatibility, which can hamper the communication and sharing of information (not prevented from being shared by law) among the ACPD and the departments and agencies. (Exhibit 3 on page 27 contains data pertaining to local police departments in Allegheny County.)

We also noted that the ACPD has not yet adopted a number of other law enforcement technologies potentially available at a reasonable cost that would be useful in its operations, such as in-car camera systems, drones, and handheld fingerprint scanners.

III. Findings and Recommendations

Cause: In recent years, the majority of the ACPD's budgetary resources have been allocated to fund personnel costs. In each of the years 2013, 2014, and 2015, 95% of the ACPD's budgetary resources were set aside for salaries and fringe benefits. This may have occurred because limited budgetary resources were available and were needed for personnel to meet workload demands (see finding #2), which may have been increasing due to excessive reliance of municipalities and agencies on the ACPD for assistance (see finding #1).

At the time we made our inquiries about the ACPD's use of law enforcement technologies, we were advised that the adoption of new technologies was put on hold, as the former Superintendent had just retired and the new Superintendent to be hired would be responsible for setting the direction of the ACPD, including deciding on which technologies should be adopted and utilized by the ACPD and to what extent.

Effect: As a result of the ACPD's slow adoption of new law enforcement technologies, some local police departments and other law enforcement agencies are now using more advanced technologies than the ACPD. In addition to making its own operations more challenging, not keeping up with the pace of technological advancements could adversely impact the ACPD's ability to effectively assist the other local police departments and law enforcement agencies that seek its aid.

Recommendation: We recommend that the management of the ACPD:

- Take steps to ensure that appropriate budgetary resources are set aside for costs other than personnel costs.
- Take proactive measures to ensure awareness of new law enforcement technologies, and project their usefulness in the ACPD's operations.
- Adopt in a timely fashion new law enforcement technologies perceived to be useful to the ACPD and available at a reasonable cost.

IV. Conclusion

We were unable to reach a conclusion as to how well the ACPD performed during the audit period, as our inability to verify the ACPD's crime/incident data, to assess the completeness and appropriateness of the data gathered and maintained in the ACPD's case files, to verify the status of particular cases, and to determine the ACPD's case closure rates or the numbers of open cases at any given time during the period precluded us from obtaining sufficient data to reach a conclusion. However, these same factors suggest that opportunities to improve the performance of the ACPD during the audit period may have been missed due to the Department's own inability to readily assess its performance through data.

The ACPD must better track performance data, including case closure rates and open and closed cases, in order to take more proactive measures to improve its performance, which may have included the adoption of a workload-based staffing approach, more timely adoption of an electronic records management system and other new law enforcement technologies, etc.

If the ACPD had been taking measures to compile verifiable and meaningful performance data, it would have been very easy for us, those charged with governance, and the public to assess the ACPD's performance. Focusing more on accountability to the public may have also led the ACPD to more quickly realize the benefits of a diverse officer corps.

The ACPD's recent adoption of an electronic records management system was a step in the right direction, but the ACPD should implement our recommendations to improve its performance and establish accountability measures that Allegheny County taxpayers can be satisfied with.

Exhibit 1 – 2015 Crime/Incident Reports

YEARLY ACTIVITY REPORT

DISTRICT ONE

2015

DISTRICT: 1 REPORT PERIOD: 2015

<u>CRIMINAL INCIDENTS:</u>	<u>TOTAL:</u>	<u>NON-CRIMINAL INCIDENTS:</u>	<u>TOTAL:</u>
HOMICIDE	<u>0</u>	MOTOR VEHICLE ACCIDENTS	<u>86</u>
ASSAULT	<u>3</u>	AIDED INJURY	<u>535</u>
SEX OFFENSES	<u>4</u>	P.D. ASSISTS	<u>240</u>
ROBBERY	<u>1</u>	MOTORIST ASSIST	<u>470</u>
BURGLARY	<u>1</u>	PATRON ASSIST	<u>288</u>
THEFT	<u>84</u>	AIRCRAFT ALERT	<u>72</u>
CRIMINAL MISCHIEF	<u>9</u>	UNATTENDED/FOUND PROPERTY	<u>517</u>
POW	<u>14</u>	LOST/STOLEN PROPERTY	<u>98</u>
DUI	<u>20</u>	ABANDONED/IMPOUND VEHICLE	<u>58</u>
NARCOTICS	<u>56</u>	ANIMAL COMPLAINTS	<u>13</u>
DISORDERLY CONDUCT	<u>60</u>	ALARMS	<u>969</u>
COUNTY ORD. CITATIONS	<u>115</u>	MOTOR VEH. CITATIONS	<u>691</u>
STOLEN VEHICLE	<u>20</u>	SECURITY VIOLATION	<u>237</u>
SUSPICIOUS PERSON/VEH.	<u>104</u>	K-9 SEARCHS	<u>1121</u>
MISC. CRIMINAL VIOLATIONS	<u>131</u>	MISC. DETAILS	<u>266</u>
		<u>TRAFFIC STOPS – WARNINGS</u>	<u>1215</u>
		<u>WRITTEN AND VERBAL</u>	
<u>CRIMINAL SUB-TOTAL:</u>	<u>622</u>	<u>NON-CRIMINAL SUB-TOTAL:</u>	<u>6876</u>
		<u>TOTAL INCIDENTS:</u>	<u>7498</u>
<u>CUSTODIAL ARRESTS:</u>	<u>128</u>	<u>SUMMARY ARRESTS:</u>	<u>48</u>
		<u>(OTHER THAN TRAFFIC)</u>	
		<u>TOTAL ARRESTS:</u>	<u>176</u>

Exhibit 2 -- Demographics Data

	ACPD Officers	% of Total	ACPD Civilians	% of Total	ACPD Total	% of Total	Allegheny County Population*	% of Total
<i>Gender</i>								
Females	13	6%	23	40%	36	14%	636,380	52%
Males	193	94%	34	60%	227	86%	594,079	48%
Total	<u>206</u>		<u>57</u>		<u>263</u>		<u>1,230,459</u>	
<i>Race and Gender</i>								
White Female	10	5%	16	28%	26	10%	511,161	42%
White Male	190	92%	28	49%	218	83%	481,740	39%
Black or African American Female	2	1%	6	11%	8	3%	88,774	7%
Black or African American Male	2	1%	6	11%	8	3%	76,335	6%
Asian Male							22,524	2%
Asian Female			1	2%	1	<1%	22,160	2%
Two or More Races Female	1	<1%			1	<1%	12,947	1%
Two or More Races Male							12,350	1%
American Indian and Alaska Native Female							1,064	<1%
American Indian and Alaska Native Male							974	<1%
Native Hawaiian and Other Pacific Islander Female							274	<1%
Native Hawaiian and Other Pacific Islander Male							156	<1%
Unidentified	1	<1%			1	<1%		
Total	<u>206</u>		<u>57</u>		<u>263</u>		<u>1,230,459</u>	
<i>Origin</i>								
Non Hispanic Origin	205	100%	57	100%	262	100%	1,205,843	98%
Hispanic Origin	1	<1%			1	<1%	24,616	2%
Total	<u>206</u>		<u>57</u>		<u>263</u>		<u>1,230,459</u>	

* Per US Census Bureau website

Exhibit 3 - Data Pertaining to Local Police Departments in Allegheny County

Municipality	Police Department	Total Municipal Budget for 2016	Municipal Public Safety Budget for 2016	Police Department Budget for 2016 (Or Contribution)	Benefits in Police Department Budget?	Minimum Officer Salary	Maximum Officer Salary
Aleppo	Covered by Ohio Township	\$1,257,917	\$106,728 (Police) \$97,370 (Fire)	\$106,728	No	\$36,000	\$70,926
Aspinwall	Aspinwall	\$2,027,750	\$670,000	\$603,450	No	\$66,526	\$71,750
Avalon	Avalon	\$3,231,707	\$962,534	N/A	Yes	\$55,754	\$67,993
Baldwin Borough	Baldwin Borough	\$10,575,000	\$3,680,000	\$3,680,000	Yes	\$59,151	\$84,502
Baldwin Township	Baldwin Township	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Bell Acres	Bell Acres	Data not obtained ¹	Data not obtained ¹	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Bellevue	Bellevue	\$5,835,938 (General Fund)	\$1,867,493	\$1,433,454	No	\$71,635	\$74,797
Ben Avon	Covered by Ohio Township	\$1,183,300	\$83,550 (Does not include police budget)	\$265,750	No	\$36,000	\$70,926
Ben Avon Heights	Covered by Ohio Township	\$982,580	\$49,924	\$265,750.00	No	\$36,000	\$70,926
Bethel Park	Bethel Park	\$43,000,000	\$8,000,000	\$7,500,000	Yes	\$60,300	\$92,800
Blawnox	Blawnox	\$1,287,528 (General Fund)	\$307,071 (Police) \$37,066 (Volunteer Fire)	\$307,071	No	\$60,119	\$60,119 + Overtime
Brackenridge	Brackenridge	\$1,102,095	Data not provided ²	\$498,567	Yes	\$59,488	\$69,742 (FT) \$13.50/hr (PT)
Braddock	Braddock	\$1,840,891	N/A	\$413,571	No	\$23,941	\$27,456
Braddock Hills	Braddock Hills	\$1,323,653	\$560,928	\$512,049	Yes (Pension Benefits)	\$32,614	\$51,002
Bradford Woods	Covered by Northern Regional PD	\$727,559	\$232,713	\$174,965	Yes (Pension benefits at a 5% contribution rate)	\$43,050	\$84,719
Brentwood	Brentwood	\$15,734,540	\$2,420,900	\$2,144,550	Yes	\$47,974	\$79,956
Bridgeville	Bridgeville	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Carnegie	Carnegie	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Castle Shannon	Castle Shannon	\$4,800,000	\$2,196,884 (Police) \$90,000 (Fire) \$67,500 (Ambulance Rescue) \$100,730 (Protective Inspection)	\$2,196,884	Yes	\$54,995	\$83,200
Chalfant	Covered by Forest Hills	Data not obtained ²	Data not obtained ¹	Data not obtained ²	Data not obtained ²	\$80,246 (Base)	\$84,240 (Base)
Cheswick	Cheswick	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Churchill	Churchill	\$2,550,000	\$1,214,000	\$1,200,000	Yes	\$45,333	\$82,424
Clairton	Clairton	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Collier	Collier	\$8,971,924	\$1,870,542	\$1,870,542	No	\$83,632 (Base)	\$88,000 (Base)
Coraopolis	Coraopolis	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Crafton	Crafton	\$7,759,800	\$1,457,051	Data not provided ³	Yes	\$52,810 (Base for 1st year)	\$75,443 (Base)
Crescent	Crescent	\$1,901,045	\$514,372	\$514,372	Yes	\$16.91/hr (PT)	\$68,000 + Longevity
Dormont	Dormont	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Dravosburg	Covered by McKeesport	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Duquesne	Duquesne	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
East Deer	East Deer	\$1,543,821	\$179,226	\$182,250	Yes	\$27,040 (PT)	\$27,040 (PT)
East McKeesport	East McKeesport	\$1,240,771	\$426,290	Data not provided ³	Data not provided ³	\$41,787 (FT) \$13.50/hr (PT)	\$54,288
East Pittsburgh	East Pittsburgh	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Edgewood	Edgewood	\$3,316,517 (Total General Fund Expenditures)	\$102,783 (Fire) \$500 (Traffic Safety)	\$1,248,577	Data not provided ³	Data not provided ³	Data not provided ³
Edgeworth	Edgeworth	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Elizabeth Borough	Elizabeth Borough	\$765,000	\$292,165	\$292,165	Yes	\$36,109 (FT) \$16.33 (PT)	\$36,109 (FT) \$16.33 (PT)
Elizabeth Township	Elizabeth Township	\$5,805,955 (Income) \$5,752,257 (Expense)	Data not provided ³	\$1,530,760	Yes	\$42,390	\$69,056
Emsworth	Covered by Ohio Township	\$1,590,532	\$280,592	\$236,661	No	\$36,000	\$70,000
Etna	Etna	Data not obtained ²	Data not obtained ¹	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Fawn	Fawn	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹
Findlay	Findlay	\$10,577,467	\$3,201,879	\$2,900,309	Yes	\$67,087	\$111,645
Forest Hills	Forest Hills	\$5,879,855 (General Fund)	\$1,715,140 (General Fund) \$216,100 (Fire Fund)	\$1,680,623	Yes	\$80,246 (Base)	\$84,240 (Base)
Forward	Forward	Data not obtained ²	Data not obtained ³	Data not obtained ²	Data not obtained ²	\$35,360	\$54,995
Fox Chapel	Fox Chapel	\$10,619,300	\$1,791,200	\$1,566,300	Yes	\$47,760	\$86,837
Franklin Park	Franklin Park	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Frazer Township	Frazer Township	\$1,268,716	\$242,470 (Roads Only)	\$588,724	Yes	\$28,080	\$62,920
Glassport	Glassport	\$2,717,052	\$744,160	\$744,160	Yes (Hospitalization) No (Pension)	\$45,198 (FT) \$14.89/hr (PT)	\$45,718 (FT) \$15.24/hr (PT)
Glen Osborne	Covered by Sewickley	Data not obtained ²	Data not obtained ¹	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Glenfield	Covered by PA State Police	Data not obtained ²	Data not obtained ²	Data not obtained ¹	Data not obtained ²	Data not obtained ²	Data not obtained ²
Greentree	Greentree	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Hampton	Hampton	\$13,922,316	\$2,479,200	\$2,479,200	Yes	Data not provided ³	Data not provided ³
Harmar	Harmar	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Harrison	Harrison	\$5,549,912	\$1,310,950	\$1,310,950	No	\$52,306	\$74,723
Haysville	Covered by PA State Police	\$85,696	\$15,000	N/A	N/A	N/A	N/A
Heidelberg	Heidelberg	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹
Homestead	Homestead	\$4,249,303	\$1,647,104 (Police) \$95,000 (Fire)	\$1,647,104	Yes	\$38,230 (FT) \$15.31/hr (PT)	\$85,628

Exhibit 3 - Data Pertaining to Local Police Departments in Allegheny County (Continued)

Municipality	Police Department	Total Municipal Budget for 2016	Municipal Public Safety Budget for 2016	Police Department Budget for 2016 (Or Contribution)	Benefits in Police Department Budget?	Minimum Officer Salary	Maximum Officer Salary
Indiana	Indiana	\$6,513,338	\$1,908,390	\$1,406,225	No	\$27,914	\$105,933
Ingram	Ingram	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Jefferson Hills	Jefferson Hills	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Kennedy Township	Kennedy Township	\$13,900,594 (All Funds) \$8,374,960 (General Fund)	\$985,000 (includes police, fire, and police administrative)	\$872,500	No	\$51,629 (Starting salary)	\$73,756
Kilbuck	Covered by Ohio Township	\$555,470	\$81,250	\$81,250	No	\$36,000	\$70,926
Leet	Leet	\$1,483,172	\$523,931	\$473,232	Yes	\$42,786	\$59,426
Leetsdale	Leetsdale	\$2,190,631	\$504,110	Data not provided ³	Yes	\$40,643	\$77,958 (Chief)
Liberty	Liberty	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Lincoln	Lincoln	\$639,575	\$273,636	\$231,000	No	\$35,464 (FT) \$15.05/hr (PT)	\$53,550 (Chief)
Marshall	Covered by Northern Regional PD	\$8,099,360 (All Funds) \$6,457,939 (General Fund)	\$1,627,128	\$1,089,800	Yes	\$43,050	\$84,719
McCandless	McCandless	\$28,654,821	\$6,718,700	\$5,073,900	Yes	\$48,124	\$88,440
McDonald	McDonald	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
McKees Rocks	McKees Rocks	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹
McKeesport	McKeesport	\$18,918,173	\$7,619,364	\$5,302,857	Yes	\$57,036 (To be reached in 2 years)	\$64,434
Millvale	Millvale	\$2,743,573	\$755,543	\$661,012	Yes	\$39,827 (FT) \$12.60/hr (PT)	\$61,273 (FT) \$16.83/hr (PT)
Monroeville	Monroeville	\$31,655,043	\$11,799,599	\$9,824,996	Yes	\$52,000	\$109,928
Moon	Moon	\$13,374,878	\$6,327,425	\$6,002,075	Yes	\$65,104 (Starting salary)	\$91,520
Mt. Lebanon	Mt. Lebanon	\$48,100,000	\$13,100,000	\$9,500,000	Yes	\$61,386	\$97,682
Mt. Oliver	Mt. Oliver	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Munhall	Munhall	\$8,717,355	\$3,049,463	\$2,700,263	Yes	\$68,195	\$79,331
Neville	Covered by Ohio Township	\$1,356,571	\$340,818 (Police) \$65,697 (Fire) \$600 (Ambulance) \$2,000 (EMA)	\$340,818	No	\$36,000	\$70,926
North Braddock	North Braddock	\$3,340,4000 (General Fund)	Data not provided ³	\$583,300	Data not provided ³	\$30,118	\$31,720
North Fayette	North Fayette	\$12,134,185	\$4,224,765	\$3,907,345	Yes	\$57,949	\$99,174
North Versailles	North Versailles	\$6,928,955	\$2,489,360	\$2,418,000	No	\$16.19/hr (PT)	\$69,056 (FT)
Oakdale	Oakdale	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Oakmont	Oakmont	\$3,883,245	\$1,349,256	\$1,349,256	Yes	\$75,691 (FT) \$16.10/hr (PT)	\$82,826 (FT) \$18.58/hr (PT)
O'Hara	O'Hara	\$16,790,131	\$2,582,675	\$2,054,240	Yes	\$59,085	\$86,726
Ohio	Ohio	\$7,238,832	\$2,334,527	\$2,067,370	No	\$36,000	\$70,926
Penn Hills	Penn Hills	\$47,691,658	\$11,704,030	\$9,205,765	Yes	\$63,626	\$86,368
Pennsbury Village	Covered by Carnegie	\$577,610	\$66,472 (Contract with Carnegie)	N/A	N/A	N/A	N/A
Pine	Covered by Northern Regional PD	\$11,347,022	\$2,610,766 (includes police, fire, and code enforcement)	\$1,584,413	Yes	\$43,050	\$84,719
Pitcairn	Pitcairn	\$4,356,687	\$704,554	\$651,254.30	Yes	Data not provided ³	Data not provided ³
Pittsburgh	Pittsburgh	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Pleasant Hills	Pleasant Hills	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Plum	Plum	\$11,773,104	\$4,781,546	N/A	Yes	\$51,579 (Starting)	\$79,352
Port Vue	Port Vue	\$1,487,825	Data not provided ³	\$334,210	No	\$14.85/hr (PT)	\$53,060
Rankin	Rankin	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Reserve	Reserve	\$1,522,191	\$410,084	\$410,084	Yes	\$56,560 (FT) \$15/hr (PT)	Data not provided ³
Richland	Covered by Northern Regional PD	\$6,384,900	\$2,249,385	\$1,667,600	Yes	\$43,050	\$84,719
Robinson	Robinson	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Ross	Ross	\$35,000,000	\$8,000,000	Data not provided ³	Yes	\$84,658	\$101,589
Rosslyn Farms	Covered by Scott Township	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Scott Township	Scott Township	\$11,838,090	\$3,981,854	\$3,441,719	Yes	\$86,316	\$88,791
Sewickley	Sewickley	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Sewickley Heights	Sewickley Heights	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Sewickley Hills	Covered by Ohio Township	\$551,745	\$141,997	\$90,600	No	\$36,000	\$70,926
Shaler	Shaler	\$12,811,271	\$4,963,396	\$4,083,875	Yes	\$52,725	\$81,047
Sharpsburg	Sharpsburg	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
South Fayette	South Fayette	\$10,800,000	\$2,800,000	Data not provided ³	Yes	\$65,000	\$89,000
South Park	South Park	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
South Versailles	Covered by White Oak	\$114,889	\$13,200	Data not provided ³	Yes	\$61,235	\$93,995
Springdale Borough	Springdale Borough	\$2,173,141	\$606,948	\$571,648	Yes	\$53,040 (FT) \$15/hr (PT)	\$57,200 (Chief)
Springdale Township	Springdale Township	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Stowe	Stowe	\$3,041,015	\$943,430 (Police) \$99,700 (Fire)	\$943,430	No	\$65,000 (FT) \$5,000 (PT)	\$100,000 (FT) \$25,000 (PT)
Swissvale	Swissvale	\$6,260,990	\$3,220,716	\$2,008,298	Yes	\$63,014 (FT) \$15.05/hr (PT)	\$63,014 (FT) \$15.05/hr (PT)
Tarentum	Tarentum	\$8,677,038	\$907,966	N/A	Yes	\$22,464	\$77,750
Thornburg	Covered by Crafton	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Trafford	Trafford	\$1,660,460	\$658,606	\$598,641	Yes	\$31,720	\$58,635

Exhibit 3 - Data Pertaining to Local Police Departments in Allegheny County (Continued)

Municipality	Police Department	Total Municipal Budget for 2016	Municipal Public Safety Budget for 2016	Police Department Budget for 2016 (Or Contribution)	Benefits in Police Department Budget?	Minimum Officer Salary	Maximum Officer Salary
Turtle Creek	Turtle Creek	\$3,709,909	\$706,740	\$644,940	No	\$35,506	\$50,898
Upper St Clair	Upper St Clair	<i>Data not obtained¹</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>
Verona	Verona	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>
Versailles	Versailles	\$7,854,000	\$238,162	\$238,162	Yes	\$20,800	\$53,602
Wall	Covered by East McKeesport	<i>Data not obtained¹</i>	<i>Data not obtained¹</i>	<i>Data not obtained¹</i>	<i>Data not obtained¹</i>	<i>Data not obtained¹</i>	<i>Data not obtained¹</i>
West Deer	West Deer	\$5,855,724	\$1,626,993	\$1,626,993	Yes	\$43,691	\$67,217
West Elizabeth	Covered by Elizabeth	\$170,293	\$88,399	\$57,999	<i>Data not provided³</i>	\$36,109 (FT) \$16.33/hr (PT)	\$36,109 (FT) \$16.33/hr (PT)
West Homestead	West Homestead	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>
West Mifflin	West Mifflin	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>
West View	West View	\$5,562,870	\$1,336,000	\$1,239,000	No	\$43,368	\$72,259
Whitaker	Whitaker	\$860,127	\$252,306	\$240,335	No	\$20,800	\$29,432
White Oak	White Oak	\$3,829,348	\$2,253,789	\$1,942,803	Yes	\$61,235	\$93,995
Whitehall	Whitehall	\$15,670,229	\$3,050,739	\$2,705,964	No	\$67,078	\$102,535
Wilkins Township	Wilkins Township	\$5,217,200	\$2,366,300	\$2,153,300	Yes	\$34,882 (\$16.77/hr) (During 6 mo probationary period)	\$77,542
Wilkinsburg	Wilkinsburg	\$20,531,081 (All Funds) \$12,181,679 (General Fund)	\$4,966,866	\$3,406,636	Yes	\$51,570	\$67,803
Wilmerding	Covered by ACPD	\$868,054	\$286,700	\$262,000	<i>Data not provided³</i>	\$16.19/hr (PT)	\$69,056 (FT)

Data not obtained¹ - Contact refused to answer any questions

Data not obtained² - No response received from the contact

Data not provided³ - Contact did not provide an answer for all questions

Exhibit 3 - Data Pertaining to Local Police Departments in Allegheny County (Continued)

Municipality	Police Department	Number of Police Department Employees	Number of Police Officers	Number of Detectives	Paper or Electronic Records Management System?	If Electronic, is it Tiburon?
Aleppo	Covered by Ohio Township	34	32	1	Both	No
Aspinwall	Aspinwall	5 (FT) 5 (PT) 1 Chief	11	Data not provided ³	Electronic	Yes
Avalon	Avalon	11	6 (FT) 5 (PT)	0	Electronic	No
Baldwin Borough	Baldwin Borough	25	22	2	Electronic	No
Baldwin Township	Baldwin Township	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Bell Acres	Bell Acres	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Bellevue	Bellevue	16 (FT) 2 (PT)	14 (FT) 1 Chief	Data not provided ¹	Electronic	No
Ben Avon	Covered by Ohio Township	34	32	1	Electronic	No
Ben Avon Heights	Covered by Ohio Township	34	32	1	Electronic	No
Bethel Park	Bethel Park	43	31	5	Both	No
Blawnox	Blawnox	3 (FT) 2 (PT)	3 (FT) 2 (PT)	0	Paper	N/A
Brackenridge	Brackenridge	8	4 (FT) 4 (PT)	0	Data not provided ³	Data not provided ³
Braddock	Braddock	16	16	0	Electronic	No
Braddock Hills	Braddock Hills	17	17	Data not provided ²	Electronic	No
Bradford Woods	Covered by Northern Regional PD	34	32	2	Electronic	No
Brentwood	Brentwood	16	14	0	Electronic	Yes
Bridgeville	Bridgeville	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Carnegie	Carnegie	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Castle Shannon	Castle Shannon	14	14	1	Electronic	No
Chalfant	Covered by Forest Hills	12	12	0	Both	No
Cheswick	Cheswick	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Churchill	Churchill	10	10	0	Both	No
Clairton	Clairton	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Collier	Collier	18	16	0	Both	Data not provided ³
Coraopolis	Coraopolis	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Crafton	Crafton	10	9	0	Electronic	No
Crescent	Crescent	12	12	0	Electronic	No
Dormont	Dormont	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Dravosburg	Covered by McKeesport	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Duquesne	Duquesne	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
East Deer	East Deer	8	8	0	Electronic	No
East McKeesport	East McKeesport	11	11	0	Electronic	Yes
East Pittsburgh	East Pittsburgh	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Edgewood	Edgewood	25	8 (FT) 6 (PT) 1 Chief	0	Data not provided ³	Data not provided ³
Edgeworth	Edgeworth	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Elizabeth Borough	Elizabeth Borough	10	10	0	Electronic	Yes
Elizabeth Township	Elizabeth Township	13	13	Data not provided ³	Both	No
Emsworth	Covered by Ohio Township	34	32	1	Electronic	No
Etna	Etna	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Fawn	Fawn	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹
Findlay	Findlay	25	18	1	Both	Yes
Forest Hills	Forest Hills	12	12	0	Electronic	No
Forward	Forward	10	9	0	Electronic	Yes
Fox Chapel	Fox Chapel	11	11	0	Electronic	No
Franklin Park	Franklin Park	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Frazer Township	Frazer Township	10	10	0	Both	No
Glassport	Glassport	7 (FT) 9 (PT)	16	0	Both	No
Glen Osborne	Covered by Sewickley	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Glenfield	Covered by PA State Police	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Greentree	Greentree	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Hampton	Hampton	18 (FT) 4 (PT) 2 (Civilian)	22	1	Both	No
Harmar	Harmar	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Harrison	Harrison	13	12	Data not provided ³	Electronic	No
Haysville	Covered by PA State Police	N/A	N/A	N/A	Paper	Data not provided ³
Heidelberg	Heidelberg	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹
Homestead	Homestead	17	15	0	Electronic	No

Exhibit 3 - Data Pertaining to Local Police Departments in Allegheny County (Continued)

Municipality	Police Department	Number of Police Department Employees	Number of Police Officers	Number of Detectives	Paper or Electronic Records Management System?	If Electronic, is it Tiburon?
Indiana	Indiana	15	15	3	Electronic	No
Ingram	Ingram	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Jefferson Hills	Jefferson Hills	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Kennedy Township	Kennedy Township	15	8	0	Electronic	No
Kilbuck	Covered by Ohio Township	34	32	1	Electronic	No
Leet	Leet	10	10	Data not provided ³	Paper	N/A
Leetsdale	Leetsdale	9	9	0	Both	Yes
Liberty	Liberty	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Lincoln	Lincoln	10	10	0	Electronic	No
Marshall	Covered by Northern Regional PD	34	32	2	Electronic	No
McCandless	McCandless	30	29	2-3	Electronic	No
McDonald	McDonald	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
McKees Rocks	McKees Rocks	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹	Data not obtained ¹
McKeesport	McKeesport	64	48 (FT) 6 (PT)	10	Electronic	No
Millvale	Millvale	13	6 (FT) 7 (PT)	Data not provided ³	Electronic	No
Monroeville	Monroeville	48	44	4	Both	No
Moon	Moon	30 Officers 8 Dispatchers 2 Administrative	27	3	Electronic	No
Mt. Lebanon	Mt. Lebanon	57	45	5	Electronic	No
Mt. Oliver	Mt. Oliver	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Munhall	Munhall	23	21	2	Electronic	No
Neville	Covered by Ohio Township	34	32	1	Electronic	No
North Braddock	North Braddock	8 (PT) 1 Chief	8	0	Electronic	Data not provided ³
North Fayette	North Fayette	30	23	Data not provided ³	Electronic	No
North Versailles	North Versailles	30	23	0	Electronic	No
Oakdale	Oakdale	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Oakmont	Oakmont	29	7 (FT) 11 (PT)	0	Both	No
O'Hara	O'Hara	15	14 1 Superintendent	0	Both	No
Ohio	Ohio	34	32	1	Electronic	No
Penn Hills	Penn Hills	62	52	10	Electronic	No
Pennsbury Village	Covered by Carnegie	N/A	N/A	N/A	Both	No
Pine	Covered by Northern Regional PD	34	30	2	Electronic	No
Pitcairn	Pitcairn	Data not provided ³	Data not provided ³	Data not provided ³	Data not provided ³	Data not provided ³
Pittsburgh	Pittsburgh	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Pleasant Hills	Pleasant Hills	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Plum	Plum	29	26	2	Electronic	No
Port Vue	Port Vue	2 (FT) 10 (PT)	12	Data not provided ⁴	Electronic	No
Rankin	Rankin	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Reserve	Reserve	3	3	0	Electronic	Tiburon and Visual Alert/Metro Alert
Richland	Covered by Northern Regional PD	34	32	2	Both	No
Robinson	Robinson	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Ross	Ross	46	40	4	Electronic	No
Roslyn Farms	Covered by Scott Township	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Scott Township	Scott Township	23	21	1	Electronic	Data not provided ³
Sewickley	Sewickley	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Sewickley Heights	Sewickley Heights	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Sewickley Hills	Covered by Ohio Township	34	32	1	Electronic	No
Shaler	Shaler	27	26	Data not provided ³	Electronic	No
Sharpsburg	Sharpsburg	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
South Fayette	South Fayette	17	15	0	Electronic	No
South Park	South Park	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
South Versailles	Covered by White Oak	13	12	0	Electronic	No
Springdale Borough	Springdale Borough	3 (FT) 6 (PT)	3 (FT) 6 (PT)	0	Electronic	No
Springdale Township	Springdale Township	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Stowe	Stowe	18	6 (FT) 9 (PT)	N/A	Paper	Data not provided ³
Swissvale	Swissvale	25	23	2	Electronic	No
Tarentum	Tarentum	12	11	1	Electronic	No
Thornburg	Covered by Crafton	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²	Data not obtained ²
Trafford	Trafford	9	3 (FT) 6 (PT)	0	Electronic	No

Exhibit 3 - Data Pertaining to Local Police Departments in Allegheny County (Continued)

Municipality	Police Department	Number of Police Department Employees	Number of Police Officers	Number of Detectives	Paper or Electronic Records Management System?	If Electronic, is it Tiburon?
Turtle Creek	Turtle Creek	15	4 (FT) 11 (PT)	0	Electronic	No
Upper St Clair	Upper St Clair	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>
Verona	Verona	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>
Versailles	Versailles	14	14	0	Electronic	No
Wall	Covered by East McKeesport	<i>Data not obtained¹</i>	<i>Data not obtained¹</i>	<i>Data not obtained¹</i>	<i>Data not obtained¹</i>	<i>Data not obtained¹</i>
West Deer	West Deer	19	18	<i>Data not provided³</i>	Electronic	No
West Elizabeth	Covered by Elizabeth	10	10	0	Electronic	Yes
West Homestead	West Homestead	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>
West Mifflin	West Mifflin	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>	<i>Data not obtained²</i>
West View	West View	14	12	1	Electronic	No
Whitaker	Whitaker	8	8	0	Paper	<i>Data not provided³</i>
White Oak	White Oak	13	12	0	Electronic	No
Whitehall	Whitehall	26	21	0	Both	No
Wilkins Township	Wilkins Township	13	12	0	Both	No
Wilkinsburg	Wilkinsburg	28	18	5	Both	No
Wilmerding	Covered by ACPD	30	23	0	Electronic	No

Data not obtained¹ - Contact refused to answer any questions

Data not obtained² - No response received from the contact

Data not provided³ - Contact did not provide an answer for all questions

COUNTY OF



ALLEGHENY

RICH FITZGERALD

COUNTY EXECUTIVE

May 9, 2017

Ms. Chelsa Wagner
Allegheny County Controller
436 Grant St.
104
Pittsburgh, PA 15219

Dear Controller Wagner:

I am in receipt of the *Performance Audit Report on Allegheny County Police Department Operations* for the period January, 2013 through December 2016. Please express my appreciation to your staff for their professional conduct during the course of the audit. I welcome the opportunity to respond to your findings and recommendations.

The Performance Audit Report (PAR) identified issues arising from the lack of an electronic Records Management System (RMS) prior to February 2016. Our acquisition of a RMS in 2016, in combination with the County's substantial financial commitment toward an updated RMS in 2017-2018, should produce opportunities for enhanced information-sharing, data/statistical analysis, interface with other law enforcement databases and improved situational awareness across municipal boundaries. Another new initiative to standardize internal reporting procedures (to the extent possible, given the disparate missions of our various units), in conjunction with the *CountyStat* Office, should go far to improve the utility of our reports and incorporate historic and year-to-year comparison data as it becomes available in the RMS. I am also pleased to report that we have hired two grant-funded Police Data Analysts to assist with itemized reporting and tracking of workload and requests for ACPD assistance, the analysis of crime trends, closure rates, and ACPD performance.

The audit report raises the question as to whether or not certain municipalities use ACPD services excessively, and conversely, whether or not certain municipalities underutilize ACPD services. ACPD services are requested by our local, state and federal law enforcement partners for any number of complex reasons, but primarily because of the *quality* of the support services we offer, and the expertise our personnel demonstrate within certain law enforcement disciplines. I would caution against the assumption that judgments as to the ideal level of reliance on ACPD services can be measured simply in terms of the number of officers in any given police department, or the size of that department's budget.



COLEMAN MCDONOUGH, SUPERINTENDENT
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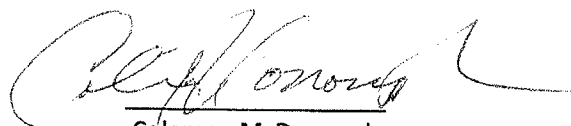
As stated in the report, auditors sought to review ACPD case files to verify the data in our “crime/incident reports”, but were prohibited by statute, specifically the Criminal History Records Information Act (CHRIA). Unfortunately, in addition to restrictions on criminal history record information, CHRIA also prohibits the viewing of investigative, treatment or intelligence information by non-law enforcement personnel. Thus, auditors will continue to be legally precluded from viewing investigative files in the RMS.

Establishing greater diversity within our workforce is a critical objective of ACPD leadership. Toward that end, we have made significant efforts to enhance our recruiting by creating a team of diverse and talented ACPD officers tasked with community outreach. These officers were featured in advertising videos and recruiting literature, and appeared at job and career fairs, veterans’ events, neighborhood associations, career development centers, churches, universities, social service providers and other public venues throughout the county and the City of Pittsburgh. Advertising, test application procedures and department outreach programs were all revised to target those communities whose citizens have traditionally been underrepresented in our Department. We recognize that police legitimacy, the basis for community trust and cooperation, is directly wedded to our ability to reflect the communities we serve.

In regard to the ACPD’s acquisition of “new” law enforcement technologies, we have commenced to acquire law enforcement technologies to better serve the citizens of Allegheny County. For example, we now have 11 vehicles equipped with in-car camera systems and will eventually outfit all patrol vehicles with this technology. A recently acquired drone system is another example of our commitment to modern police technology. I would also be remiss if I did not point out that much of our specialty units’ equipment and technology (e.g., SWAT; Explosive Ordinance Disposal team; Mobile Device and Computer Forensic Unit; Audio Visual lab) rivals those of any other law enforcement agency in the region, and accounts for why these specialty units are routinely called upon by the District Attorney’s Office, and by federal and state agencies both in and outside of Allegheny County, for their expertise and unique capabilities.

ACPD is the only police agency of its kind in the Commonwealth. Nowhere else in Pennsylvania does one police agency provide major case and other investigative services to local police departments, specialized support services, contracted primary police services, and police and security services at a major metropolitan airport. These disparate missions within the same agency make benchmarking our practices a difficult proposition, and it also makes adhering to an ideal staffing formula an equally difficult task. I am confident, however, that the men and women of the Allegheny County Police will continue to achieve these varied missions with the same dedication, quality of service and commitment to excellence that we have been known for these last 85 years.

Sincerely,



Coleman McDonough
Superintendent of Police