

Performance Audit

**DEPARTMENT of PUBLIC SAFETY**

**BUREAU of POLICE**

**SECONDARY EMPLOYMENT**

Report by the  
Office of City Controller

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October 2013



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First Floor City-County Building • 414 Grant Street • Pittsburgh, Pennsylvania 15219

October 15, 2013

To the Honorables: Mayor Luke Ravenstahl and  
Members of Pittsburgh City Council:

This performance audit of *Bureau of Police Secondary Employment* was conducted pursuant to the Controller's powers under Section 404(c) of the Pittsburgh Home Rule Charter. This audit assesses Police Bureau compliance with generally accepted best practices regarding police secondary employment, the cost recovery fee applied to such employment and Bureau use of civilian employees.

### EXECUTIVE SUMMARY

Secondary employment (SE) is "Any employment of a (Bureau of Police) member by a private entity conditioned on the actual or potential use of law enforcement powers by the off-duty employee." SE covers any off-duty security work by sworn officers that is predicated on their status as Police Officers with arrest powers.

Secondary employment details are assigned through the Bureau of Police, Office of Special Events and Cost Recovery (SECR) or through a designated 'scheduler'. Schedulers are Police Bureau-approved active Officers who coordinate and assign off-duty details for certain venues.

### Findings and Recommendations

#### Police Secondary Employment Policies

**Finding:** Bureau of Police Order #29-1 establishes policies and procedures for Police Secondary Employment and a cost recovery fee that is generally in accordance with Chapter 470 of the City Code. However, SPE was never specifically codified by City Council.

**Recommendation:** City Council should establish current Police Secondary Employment policy as part of the City Code with any fees, definitions, authorizations and limitations that Council and the Police Bureau deem appropriate.

**Recommendation:** The Police Bureau Cost Recovery Fee should be specifically codified as part of the proposed Police Secondary Employment chapter of the City Code.

### Police Special Events Cost Recovery Office and Schedulers

**Finding:** The Bureau of Police uses a two tiered system used to award secondary employment opportunities. One is through the Special Events Cost Recovery Office (SECR), with a uniform salary and rotating seniority, and the other through the Scheduler system, which allows for flexible wages and hiring practices.

**Recommendation:** The City should have a single tracked system for providing Secondary Employment opportunities for all qualified Police Officers with uniform wage rates and equitable job assignments.

### Secondary Employment Schedulers

Secondary employment opportunities for the Bureau of Police are administrated primarily through “schedulers,” who are selected by the business and who do the hiring, booking and entering the employee data for SPE.

**Finding:** The main duties of a scheduler are administrative. While that may ease the burden on the clerical staff, it is not a police function and has the potential to lead to favoritism in job awards and corrosive conflicts of interest.

**Recommendation:** The Bureau should review the position of scheduler to determine whether the practice should be continued or whether all Secondary Employment details should be scheduled and awarded through Public Safety Special Events Cost Recovery Office.

### Police Secondary Employment Best Practices

The auditors compared the best practices described in the 2011 report “Moonlighting: An Overview of Policies Governing Paid Police Details,” to the practices currently employed by the Pittsburgh Bureau of Police.

**Finding:** City Police Secondary Employment practices comply with several of the standards suggested by the “Moonlighting” study.

### **Best Practices Partially or Entirely Employed by the Police Bureau**

#### Best Practice - Charge A Reasonable Recovery Fee to Cover Related Expenses

A Cost Recovery Fee (CRF) of \$3.85 per hour is authorized under Section 7 of Order#29-1.

**Finding:** The CRF charged by the Police Bureau is not segregated from wage reimbursements and all the monies received are deposited in the City General Fund as part of the line item "Premium Pay."

**Recommendation:** The CRF and the reimbursed wages should be segregated and reported as different items before deposit as they are accounted for differently. The CRF monies should be given its own revenue object account, which would differentiate it from the Officers' wages for accounting purposes.

#### Cost Recovery Fee Administration

**Finding:** The CYA software database provides all the necessary management data for Police Bureau administrative needs and creates some boiler plate reports, but does not allow data to be manipulated at will for management purposes without a fee.

**Recommendation:** The Police Bureau should develop a report format that provides management with adequate information presented in a concise manner and have the report(s) created by CYA.

#### SECR Office Billings

**Finding:** The reported CRF revenues due to the City were collected at a 99% rate.

**Finding:** The hourly rate reimbursements billed by the SECR OFFICE totaled \$12,176,015.66 in 2011-12, and all but \$467.50 has been collected. Billings to one contractor for traffic control services totaling \$20,177.11 for June 2012 and \$15,308.01 for October 12 were not timely collected until February and September 2013, respectively.

**Finding:** The SECR Office billed for 71.3% of the Secondary hours worked; the remaining hourly fees were paid directly by the employer to the Officers.

**Finding:** The SECR Office collects the Secondary Employment salaries at nearly a 100% rate of those wages that they billed.

The SECR Office also charges for vehicle usage with a \$25/hour fee for events, and in 2011-12 that fee totaled \$138,229.25.

**Finding:** 14 % of the vehicle billings were either eliminated or accidentally charged, a material amount for this minor category of fees.

**Recommendation:** The policy involving the fees associated with police vehicles used during Secondary Employment details should be clarified and strengthened to eliminate the high rate of false billings.

### Police Bureau Costs Associated With Secondary Employment

**Finding:** Nationally, CRF funds are commonly used to cover administrative, legal and medical expenses incurred by Officers on SPE. Neither the Bureau of Police nor the City has a dedicated purpose for its CRF revenues.

**Recommendation:** The City and Bureau of Police should determine what costs are to be covered by the CRF, and then dedicate either a budgetary line item or trust fund account to reimburse those costs.

### Workers Compensation

**Finding:** The Pittsburgh Bureau of Police is the only one among the cities examined that has a “no fault” policy in paying for Workers Compensation, legal actions and overtime court appearances generated by Secondary Police Employment.

**Recommendation:** The City should require that secondary employers provide Workers Compensation to Police Officers who are injured while performing non-police duties for the employer.

**Finding:** The Workers Compensation report filed by injured Pittsburgh Officers does not specify if the injury was suffered while working a Secondary Employment detail. The Department of Personnel and Civil Service does not track Secondary Employment injuries as a Workers compensation category.

**Recommendation:** The Police Bureau has suggested adding a checkbox to its injury report that would specify if the injury was suffered while on duty or working a secondary detail. This would help track the injuries for City risk managers.

### Legal Expenses

**Finding:** Since 2007, settlements paid by the City due to incidents that involved Officers working Secondary Employment details have totaled \$215,000.

### Best Practices: Set Limitations on the Types of Businesses that can Hire Officers for Detail Duty

**Finding:** Pittsburgh’s Secondary Employment policy does not have a specific checklist of prohibited entities like other cities do.

**Finding:** Police Bureau policy does define the types of businesses that may apply for Secondary Employer status, but the terms used are so general as to allow any legal entity located within the City to hire Officers at the sole discretion of the Police Chief.

**Recommendation:** The Police Bureau and City should determine if certain business classes should be prohibited from Secondary Employment staffing, and if so, develop a checklist of those businesses classifications and prohibit them from utilizing off duty Officers.

**Finding:** A prohibition against businesses that primarily exist to serve alcohol is one of the recommended best practices. Such a prohibition would eliminate much of the Pittsburgh Police presence in entertainment districts that are often beset by traffic problems, neighborhood nuisance issues and disorderly conduct.

**Recommendation:** The consequences of prohibition on any particular business type should be fully considered on its public safety merits before a prohibition is formally adopted.

#### Best Practices: Set Officer Secondary Work Limitations

**Finding:** The Pittsburgh Bureau of Police meets the work limitation standard

#### Best Practices: Specify Officer Eligibility Requirements

The general best practice in this area is that Secondary Employment details be filled by Officers who are on active, full time duty without disciplinary issues.

**Finding:** The Pittsburgh Bureau of Police meets the best practices standard of setting eligibility requirements for Secondary Employment.

#### Best Practices – Emphasize that Secondary Employment is a Privilege

All police departments require that an Officer’s primary duty is to the Police Department, and note that Secondary Employment is a benefit, not a right, of employment.

**Finding:** The Pittsburgh Bureau of Police meets the best practices Secondary Employment “privilege” standard.

**Finding:** There are also several recommended best practices that the City Police Secondary Employment administration and policies have not either partially or entirely met.

#### **Best Practices Not Employed by the Police Bureau**

##### Best Practices - Create A Single Scheduling Office

**Finding:** The Bureaus that utilize Secondary Employment – Police, Emergency Medical Services and Fire – are all located within the Public Safety Department and should be adaptable

to a single booking system. Such a system would provide an economy of scale and consistency to Special Event and Secondary Employment administration.

**Recommendation:** The Department of Public Safety should consolidate its secondary employment administration and establish a single Special Events/Secondary Employment scheduling and billing office for its Bureaus.

#### Best Practices - Impartial Award of Assignments

One of the national recommendations is to establish a process that allows for the unbiased distribution of detail assignments among Officers.

**Finding:** During 2011-12, according to the Bureau of Police, 99,087 Secondary Employment jobs were scheduled. Thirty nine percent (39%) of those details were scheduled through the Special Events Office and the remaining jobs were assigned by Police schedulers.

**Finding:** The disparity between work time awarded by the SECR OFFICE and by Schedulers is larger in hours of work. Seventy three percent (73%) of all 2011 and 2012 Secondary Employment hours were booked through Schedulers, with the remaining 27% booked through the SECR OFFICE.

**Finding:** The use of Schedulers is the most widely selected option and the one that generates the most Secondary Employment opportunities for Officers.

Jobs awarded by the SECR OFFICE for Special Events and traffic obstruction are based on rotating seniority. Schedulers can book any Officer they wish.

**Finding:** Secondary Employment hiring is not equally distributed among Officers.

**Recommendation:** The Bureau of Police should schedule all its Secondary Employment through the SECR Office to provide a fair opportunity for all Officers to bid for Secondary detail work.

#### Best Practices - Monitoring and Supervising SE Details

Currently, the names of Officers on Secondary details are provided to their zone supervisors, who are also in charge of supervising the active duty Officers.

**Finding:** There have been circumstances in the past when police actions in response to an ongoing incident have not been as well coordinated as possible because of a lack of control and command of the Secondary Officers.

**Finding:** Districts such as the South Side and Strip District that have a sizeable Secondary Police presence are not coordinated by a local detail commander.

**Recommendation:** A formal chain of command should be established for the Secondary detail Officers with a detail commander for districts that have a large SE presence.

**Recommendation:** Any district-wide commander of an area with a sizeable Secondary Officer presence should be reimbursed from the CRF.

#### Best Practices - Uniform Pay Scale

Details that are staffed and scheduled by the Bureau are paid at a contractual scale. However, the majority of the jobs are booked by Schedulers, who sometimes negotiate rates with the secondary employers that differ from the scale.

**Finding:** The Police Bureau Secondary Employee pay rates vary. In 2011, the contracted rate was \$41.30/hour. The pay rate among Scheduler events varied from \$25.00 to \$51.46 per hour. In 2012, the contracted pay rate was \$42.12. Pay rates negotiated through Schedulers varied from \$26.33 to \$52.99 per hour.

**Recommendation:** The City should establish and apply consistent rates of compensation for Police Secondary Employment details either contractually or through legislation, and perhaps consider the establishment of pay tiers for different categories of employment.

#### Best Practices – Prevent Officers from Soliciting Details

**Finding:** There is no formal prohibition against Officers soliciting businesses for Secondary Employment.

**Recommendation:** The City should formally prohibit Officers from actively soliciting Secondary Employment from local businesses. A process should be established and promoted that would allow businesses to contact the Police Bureau directly rather than individual Officers when seeking employees.

#### Police Bureau Civilian Employees

Nationwide, police departments routinely employ civilians to perform a variety of administrative, technical, scientific and administrative support functions. These functions assist the law enforcement efforts of departmental police officers.

According to the 2013 City operating budget, the Bureau of Police is budgeted for 200 civilian positions. Civilian positions represent 18% of the Bureau's 1,092 budgeted positions.

**Finding:** Ninety four percent (94%) of the 200 City Police Bureau civilian jobs are clerical or school crossing positions. One hundred thirty two (132) of the Bureau's 134 school guards are composed of crossing guards who work 200 days per year.

**Finding:** A number of positions currently filled by police officers could be filled by civilians.

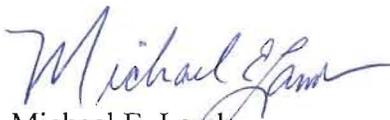
The Acting Police Chief has identified 27 positions of a clerical or technical nature that can be civilianized.

**Finding:** The primary purpose for civilianizing Police Bureau functions is to free up more police officers for street duty. The addition of civilian positions must not be accompanied by a reduction in an equal number of uniformed officers.

**Recommendation:** Public Safety Administration should pursue civilianizing the positions recommended by the Police Chief and identify other positions or functions for possible transfer to civilians in the future to better utilize existing uniformed officers for policing duties.

We are pleased that the Bureau of Police agrees with many of our recommendations and is in the process of implementing them.

Sincerely,



Michael E. Lamb  
City Controller

## INTRODUCTION

This performance audit of the Department of Public Safety Bureau of Police was conducted pursuant to section 404(c) of the Pittsburgh Home Rule Charter. This audit assesses Police Bureau compliance with generally accepted best practices regarding police secondary employment, the cost recovery fee applied to such employment and Bureau use of civilian employees.

## OVERVIEW

### Police Secondary Employment

The official Pittsburgh Bureau of Police Policy on Secondary Employment (Order #29-1 of April 16<sup>th</sup>, 2007) defines secondary employment (SE) as “Any employment of a (Bureau of Police) member by a private entity conditioned on the actual or potential use of law enforcement powers by the off-duty employee.” SE covers any off-duty security work by sworn officers that is predicated on their status as Police Officers with arrest powers.

To be eligible for SE, Officers have to be approved by the Chief, be in good standing, on active duty and have at least one year of service with the Pittsburgh Police force.

### Job Assignments

Secondary employment details are assigned through the Bureau of Police, Office of Special Events and Cost Recovery (SECR) or through a designated ‘scheduler’.

SE jobs through the Bureau SECR are computer listed for all eligible officers to bid on or are offered via an employer preference list. Bid jobs are awarded on a rotating seniority basis which, unlike straight seniority, begins not at the top of the seniority list but with the Officer who was next in line for the last job awarded. This allows a more equal distribution of job opportunities. Officers can be included on a preference list supplied by the employer to the SECR Office. These jobs are also booked through Cover Your Assets, a web based proprietary software program, but this option is seldom used by employers.

Schedulers are Police Bureau-approved active Officers who coordinate and assign off-duty details for certain venues. Duty details that require City special event permits or traffic obstruction permits can only be scheduled through the Bureau SECR. Secondary Employment obtained through schedulers is not subject to a seniority system. Schedulers must submit a monthly report to the SECR Office for billing and personnel control.

Secondary Employment Compensation

When SE is assigned through the Bureau SECR Office, employers are billed for the hours worked by officers at a fixed rate as stipulated in the Police collective bargaining agreement plus the City Cost Recovery Fee of \$3.85 per hour. Officers are paid through the City payroll system.

Officers assigned by schedulers may be compensated through the City payroll system or paid directly by the employer. Hourly officer rates can be negotiated, but employers still pay the \$3.85 per hour Cost Recovery Fee, which is billed through the Bureau SECR.

SECR keeps a list of secondary employment duty details and sends a monthly invoice to the employers. SECR receives and documents the payments then forwards the checks to the Bureau of Police Office of Personnel and Finance, which prepares paperwork for deposit. That office sends the payments deposit paperwork to the Department of Finance which deposits the checks. The Office of City Controller gets the deposit slips and reconciles them with the depository statements.

**Table #1 - Special Event Office Billings 2011-12**

<b>Year</b>	<b>SE Salaries</b>	<b>Cost Recovery Fees</b>
<b>2012</b>	\$ 6,151,409.45	\$ 792,189.27
<b>2011</b>	\$ 6,024,606.21	\$ 781,245.95
<b>Total</b>	<b>\$ 12,176,015.66</b>	<b>\$ 1,573,435.22</b>

*Figures provided by the Pittsburgh Police Bureau*

Police Secondary Employment serves a number of purposes. It makes available of pool of trained and qualified Officers with police powers for security purposes. It allows the Officers to augment their income. It also provides an advantage to the City as it projects a police presence beyond the scheduled staffing in areas that are active during the evening hours such as South Side, the Strip District and Station Square, along with sporting, entertainment and special events.

Without the proper controls in place, Police Secondary Employment can lead to job favoritism, under-the-table payments to Officers, chain-of-command erosion, Officer fatigue issues, preferential treatment by Officers toward their secondary employers and a drain on departmental resources, among other things.

Secondary employment is not to be confused with outside employment, which is defined by the Police Bureau as “Any employment by a private entity that will not require the use or potential use of law enforcement powers,” and is not part of this audit scope.

## **SCOPE**

This audit examines the Bureau of Police policies and procedures for Secondary Employment from January 1, 2011 through December 31, 2012 and use of civilian employees in 2012.

## METHODOLOGY

The auditors met with the Acting Chief of Police, the Assistant Chief of Operations, the Assistant Chief of Investigations, the Acting Chief of Administration and an Officer from the Special Events Cost Recovery Office (SECR) to obtain preliminary information about Bureau secondary employment policies and procedures.

The auditors requested and the Bureau provided the Schedulers roster, the individual hours worked on Secondary Employment details and the City Workman's Compensation records for injuries and costs incurred while on Secondary Employment details. The monthly Secondary Employment billings were also examined. Legal action taken against the City due to Police Officers' actions while working a Secondary Employment detail and the costs of those acts were determined.

The auditors examined the practices and policies of the Secondary Employment Program as established by the Pittsburgh Bureau of Police Order #29-1 of April 16, 2007 entitled "Secondary Employment," along with applicable titles in the City Code.

Also examined were the written Police Secondary Employment policies and City Code authorizations, if available, from the cities of Chicago, Cleveland, Columbus, Detroit, Miami, Memphis, New Orleans, Seattle and Pittsburgh. The study "Moonlighting: An Overview Of Policies Governing Paid Police Details" issued by the New-Orleans' based *Bureau of Government Research* in August of 2011 was also examined.

Internet research was conducted on civilian police employees and discussions were held with the Acting Chief about increasing the number of City Police Bureau civilian employees.

## **OBJECTIVES**

1. To examine the Pittsburgh Bureau of Police Secondary Employment policies and administration.
2. To compare those polices and administration with national best practices.
3. To assess Police Bureau use of civilian employees.
4. To make recommendations for improvement.

## FINDINGS AND RECOMMENDATIONS

### **Police Secondary Employment Policies, Hourly Rates and Cost Recovery Fees**

#### Police Secondary Employment Policies

Current Police Secondary Employment (PSE) protocol was established by Pittsburgh Bureau of Police Order #29-1, titled "Secondary Employment." The policy was re-issued April 16<sup>th</sup>, 2007, following a decision by the US District Court for the Western District of PA. A November 6, 2006 memorandum opinion by the Court, (*Novak v. City of Pittsburgh*), affirmed the City's right to perform selective secondary employment scheduling functions.

Like Pittsburgh, Police Secondary Employment details in Chicago, Cleveland, Columbus, Detroit, Miami, Memphis, New Orleans and Seattle are defined and regulated by departmental policy. Cities like Detroit and Miami that also charge a secondary employment CRF to employers have specific code sections regarding Police Secondary Employment.

#### Cost Recovery Fees

Authorization for Special Events permit application fees and all City "cost recovery fees for the cost of providing the services of public safety and public works" is found in Chapter 470 of the City Code "Permitting of Special Events." However, this section applies to Special Events rather than to CRF for the entire range of Police Secondary Employment.

A more general authorization for CRF is found in City Code Chapter 170.01 "Fee Determination and Collection" that states "The...directors of all City Departments are authorized to establish a schedule of fees for any other services furnished...for the benefit of any private individual or entity."

#### Hourly Rates

Authorization for Police Secondary Employment (PSE) officer hourly rates and associated Police Bureau cost recovery fees is established in a Police Bureau policy directive.

**Finding:** Order #29-1 establishes policies and procedures for Police Secondary Employment and a cost recovery fee that is generally in accordance with Chapter 470 of the City Code. However, SPE was never specifically codified by City Council.

#### **RECOMMENDATION NO. 1:**

City Council should establish current Police Secondary Employment policy as part of the City Code with any fees, definitions, authorizations and limitations that Council and the Police Bureau deem appropriate.

## **RECOMMENDATION NO. 2:**

The Police Bureau Cost Recovery Fee should be specifically codified as part of the proposed Police Secondary Employment chapter of the City Code.

### **Police Special Event Recovery Office and Schedulers**

#### Special Event, Traffic Obstruction and Vehicle Escort Secondary Employment

Police Secondary Employment includes details for Special Events, Traffic Obstruction and Vehicle Escort. According to City Code Chapter 407.02 “A Special Event shall include but not be limited to a parade, public assembly, performance, meeting, contest, exhibit, athletic competition or presentation, community event, block party, or ceremony...held wholly or partially on property owned or maintained by the City (and)... requires for its successful execution the provision and coordination of City services to a degree over and above that which the City routinely provides.” Officers needed in excess of on duty officers for special events, traffic obstructions and vehicle escorts are obtained through secondary employment postings.

Special event, traffic obstruction and vehicle escort employment opportunities are posted and awarded through the Police SECR Office on a rotating seniority basis with a wage scale (\$42.12 in 2012 and \$41.30 in 2011) that has been determined contractually with the Fraternal Order of Police.

#### Other Secondary Employment Venues

Secondary Employment (SE) also consists of employment for private entities that is based on the ability to use “police powers” for security purposes. SE for these types of venues can be awarded in the same unbiased manner of Special Events, but in practice are almost always booked through “schedulers”. Schedulers are currently employed Police Officers designated by the Employer and approved by the Police Chief to coordinate scheduling for specific venues. The wages charged are negotiated and can be either below or above the hourly contractual rate.

**Finding:** The Bureau of Police uses a two tiered system used to award secondary employment opportunities. One is through the Special Events Cost Recovery Office, with a uniform salary and rotating seniority, and the other through the Scheduler system, which allows for flexible wages and hiring practices.

## **RECOMMENDATION NO. 3:**

The City should have a single tracked system for providing Secondary Employment opportunities for all qualified Police Officers with uniform wage rates and equitable job assignments.

## Secondary Employment Schedulers

Secondary employment opportunities for the Bureau of Police are administrated primarily through “schedulers,” who are selected by the business and who do the hiring, booking and entering the employee data for SPE.

There are several advantages to the use of schedulers:

- They ease the administrative burden on the Police Bureau staff, which estimates that it would require an additional 3-4 clerical staff member to replace the schedulers’ data input and Officer booking duties. (Schedulers have password access to the CYA system to enter scheduling and billing information).
- They provide a single point of contact for the employer.
- They allow the employer to have input regarding the Officers assigned to his/her business.

There are potential problems with using a scheduler:

- Individual Officers control Secondary Employment opportunities and hours.
- There are internal control and accountability issues regarding financial reporting as there is no formal process to authenticate and confirm the data entered by schedulers, especially by businesses that directly pay the Officers.
- The scheduling is inequitable as Officers are chosen for employment by the scheduler rather than through an unbiased selection procedure.
- Schedulers can negotiate a rate that may above or below that of a job scheduled by the Police Bureau.
- The potential for corruption and divided loyalties are greater.

**Finding:** The main duties of a scheduler are administrative. While that may ease the burden on the clerical staff, it is not a police function and has the potential to lead to favoritism in job awards and corrosive conflicts of interest.

### **RECOMMENDATION NO. 4:**

The Bureau should review the position of scheduler to determine whether the practice should be continued or whether all Secondary Employment details should be scheduled and awarded through Public Safety Special Events Cost Recovery Office.

## **Police Secondary Employment Best Practices**

The auditors examined the best practices as described in the 2011 report “Moonlighting: An Overview of Policies Governing Paid Police Details,” prepared by the Bureau of Government Research, and compared them to the practices currently employed by the Pittsburgh Bureau of Police.

**Finding:** Current City policies controlling Police Secondary Employment comply with best practices standards in some, but not all, areas.

The report first listed best practices recommended by the Justice Department for adoption by the New Orleans Police Department:

- *Create a single office to arrange and coordinate police details*
- *Increase accountability and oversight by monitoring and supervising the details*
- *Emphasize that Secondary Employment is a privilege*
- *Prohibit Officers from soliciting details*
- *Establish a fair system for assigning Officers to details*
- *Set a uniform pay scale based on rank*
- *Charge a reasonable fee to cover related expenses*

The Bureau of Government Research authors added further recommendations:

- *Set limitations on the types of businesses that can hire Officers for detail duty*
- *Set eligibility requirements for Officers who seek detail duty*
- *Set hour limitations for detail work*

### **Best Practices Partially or Entirely Employed by the Police Bureau**

**Finding:** The Pittsburgh Police Bureau SPE Policy does meet several of the standards suggested by the “Moonlighting” study.

#### Best Practice - Charge A Reasonable Recovery Fee to Cover Related Expenses

A Cost Recovery Fee of \$3.85 is authorized under Section Seven (7) of Order #29-1, Subsections 7.4.1.2, 7.4.2.4, and 7.4.3.5. This fee anecdotally is based on the 10% fee permitted in City Code Chapter 470, with \$3.85 being 10% of the average hourly rate of a first year Police Officer in 2007, when the policy was issued. However, the policy offers neither a definition nor the intended purpose for the CRF.

As defined in the Bureau of Government Research study, a Cost Recovery Fee “allows the (Police) Department to recoup its detail-related costs.” These associated costs commonly include administration, workman compensation, legal defense, court appearances, equipment & vehicle wear, etc. The Miami and Detroit Police department both use the fee to fund the clerical staff that administrates the program, cover detail costs, and as a revenue generator for the City.

**Finding:** The CRF charged by the Police Bureau is not segregated from wage reimbursements and all the monies received are deposited in the City General Fund as part of the line item “Premium Pay.”

The CRF is revenue realized by the City. Payments that reimburse the City for Officers’ salaries and vehicle use are considered a negative expenditure and as such are not a revenue item but an accounting offset.

**Finding:** The CRF and the Secondary Employment reimbursements are comingled. Whether the CRF is recognized as a budgetary line item or trust fund revenue, it should be segregated from Secondary Employment wage reimbursement.

**RECOMMENDATION NO. 5:**

The CRF and the reimbursed wages should be segregated and reported as different items before deposit as they are accounted for differently. The CRF monies should be given its own revenue object account, which would differentiate it from the Officers’ wages for accounting purposes.

Cost Recovery Fee Administration

A \$3.85 per hour surcharge, known as the “Cost Recovery Fee,” is included in the billing for Police Secondary Employment engagements. In City Code Chapter 470.02 (“Definitions”), cost recovery “refers to administrative and departmental costs”. Generally this fee covers the administrative, legal defense, workmen’s compensation and other indirect expenses incurred by the City in the staffing of SE assignments. The fee is included as part of the invoice sent to Secondary Employment employers.

The proprietary “Cover Your Assets” (CYA) software used for Secondary Employment record-keeping and billing does not allow for data manipulation. The Police Bureau administrators are limited to the reports they have available to them and can only get a report in a new or reconfigured format for a fee from the vendor.

**Finding:** The CYA software database provides all the necessary management data for Police Bureau administrative needs available and creates some boiler plate reports, but does not allow data to be manipulated at will for management purposes without a fee.

**RECOMMENDATION NO. 6:**

The Police Bureau should develop a report format that provides management with adequate information presented in a concise manner and have the report(s) created by CYA.

SECR Billing Cycle

On a monthly basis, the Special Events Cost Recovery Office bills for officer wages, CRF and vehicles usage associated with Special Events, Traffic Obstructions and Vehicle Escorts. SECR also bills businesses for all Secondary Employment CRF, vehicle usage and in some, but not all, cases the officer wages. The SECR Office bills in 30 day cycles. A payment is considered late if not paid by the end of the first billing cycle and will be billed again in the following cycle. If no payment is received by the end of that cycle, a final bill will be sent for payment with the warning that Secondary Employment privileges will be suspended if the bill remains unpaid. If the amount due still remains unpaid, the invoice is sent to the Law Department for further disposition.

The billable time reported by the Police Bureau for all SE details was 205,763-1/2 hours in 2012 and 202,921-1/4 hours in 2011.

**Finding:** In 2011, the billing cycle averaged four days from the beginning of the month. However, there was slippage in 2012, with invoices sent out 6-7 days after their billable date.

**Table #2 - Billing Time 2011**

<b>Billing Period</b>	<b>Bill Sent</b>	<b>Gap/Days</b>	<b>Medium</b>	<b>Median</b>
January 2011	February 4	4		1
February 2011	March 2	2		2
March 2011	April 5	5		2
April 2011	May 2	2		3
May 2011	June 7	7		3
June 2011	July 5	5		4
July 2011	August 4	4		4
August 2011	September 6	6		4
September 2011	October 4	4		5
October 2011	November 3	3		5
November 2011	December 1	1		6
December 2011	January 3	3		7
<b>Total</b>		<b>46</b>	<b>3.83</b>	<b>4</b>

**Table #2A - Billing Time 2012**

Billing Period	Bill Sent	Gap/Days	Medium	Median
January 2012	February 1	1		1
February 2012	March 7	7		4
March 2012	April 9	9		5
April 2012	May 8	8		6
May 2012	June 6	6		6
June 2012	July 6	6		6
July 2012	August 7	7		7
August 2012	September 5	5		7
September 2012	October 4	4		7
October 2012	November 6	6		8
November 2012	December 12	12		9
December 2012	January 7	7		12
<b>Total</b>		<b>77</b>	<b>6.42</b>	<b>6-7</b>

*Figures for Tables 2 & 2A provided by the Pittsburgh Police Bureau*

**RECOMMENDATION NO. 7:**

The monthly billing process of Secondary Employment charges should be completed within five days from the beginning of the month.

SECR Office Billings

The Special Events Cost Recovery Office sent CRF billings of \$1,573,436.22 in 2011-12. Of that total, \$8,313.30 of unpaid Cost Recovery Fees billings were sent to the Law Department for disposition. There were also several uncollected CRF billings for undetermined amounts, which the auditors estimate to be in the range of \$500, because the schedulers did not enter the hours to be charged to the businesses.

**Finding:** The reported CRF revenues due to the City were collected at a 99% rate.

There were only eight jobs that were not charged a CRF. Six were staffed by School Crossing Guards, who do not require a CRF, and two were waived by the Mayor’s Office because they were City-sponsored events.

**Finding:** CRFs were applied to all events billed by the SECR Office with the exception of two City sponsored events.

**Finding:** The hourly rate reimbursements billed by the SECR OFFICE totaled \$12,176,015.66 in 2011-12, and all but \$467.50 has been collected. Billings to one contractor for traffic control

services totaling \$20,177.11 for June 2012 and \$15,308.01 for October 12 were not timely collected until February and September 2013, respectively.

**Finding:** The SECR Office billed for 71.3% of the Secondary hours worked; the remaining hourly fees were paid directly by the employer to the Officers.

**Finding:** The SECR Office collects the Secondary Employment salaries at nearly a 100% rate of those wages that they billed.

The SECR Office also charges for vehicle usage with a \$25/hour fee for events, and in 2011-12 that fee totaled \$138,229.25.

In 30 situations, vehicle fees of \$5,316.75 were shown on the original bills but later not charged. In all but one of these cases, a Special Event was involved. There were 19 other cases, billed a total of \$14,325, where it was determined that the vehicle fee was accidentally applied. All but two of these situations involved private business entities.

**Finding:** 14 % of the vehicle billings were either eliminated or accidentally charged, a material amount for this minor category of fees.

#### **RECOMMENDATION NO. 8:**

The policy involving the fees associated with police vehicles used during Secondary Employment details should be clarified and strengthened to eliminate the high rate of false billings.

Charges and fees for some Special Events are reduced by City Code Chapter 407.06 (d), which states “The City shall assume the first seven hundred fifty dollars (\$750.00) of all costs associated with First Amendment Activity, Parades, community events and block parties. Thereafter, the City and the Special Event sponsor shall equally split any additional costs for City services, with Parades being subject to the maximum fees set forth in Section 470.04 (\$500 to \$3,000).”

**Finding:** The Special Events Cost Recovery Office follows City Code Chapter 407.02 and 407.06 (d) rate reductions into the preparation of its bills.

#### **Police Bureau Fees Associated With Secondary Employment**

Nationally, CRF funds are commonly used to cover administrative, legal and medical expenses incurred by Officers on SPE. Additionally, the funds can also be used to provide for supervisors in areas saturated by SPE details, training, court appearances, and other one-off expenses.

**Finding:** Neither the Bureau of Police nor the City has a dedicated purpose for its CRF revenues.

**RECOMMENDATION NO. 9:**

The City and Bureau of Police should determine what costs are to be covered by the CRF, and then dedicate either a budgetary line item or trust fund account to reimburse those costs.

Workers Compensation

**Finding:** The Pittsburgh Bureau of Police is the only one among the cities examined that has a “no fault” policy in paying for Workers Compensation, legal actions and overtime court appearances generated by SPE. The other municipalities draw a distinction between paying for the costs incurred as a matter of employment and the costs incurred while performing policing actions.

Between the years 2011-12, the City incurred \$252,984.26 in known Workers Compensation costs for medical and indemnity expenses for injuries suffered by Officers on SPE details, with seven of 32 cases still active. (Two more cases were opened and closed in early 2013.)

**Table #3 - Police Secondary Employment Workman’s Compensation Claims 2011-12**

<b>Year</b>	<b>Open Cases</b>	<b>Closed Cases</b>	<b>Medical Expense</b>	<b>Indemnity Costs</b>
2011	1	12	\$ 29,839.84	\$ 19,096.16
2012	6	13	\$ 92,804.43	\$ 111,243.83
<b>Total</b>	<b>7</b>	<b>25</b>	<b>\$ 122,644.27</b>	<b>\$ 130,339.99</b>

*Information obtained from the Bureau of Police*

Other cities examined required that Workers Compensation claims from injuries incurred during Secondary Employment details be filed through the secondary employer, not the City. However, all include the caveat that if the injury was incurred in connection with a police action the claim will be filed through the City.

Only three of the 27 Workers Compensation claims filed were not conclusively associated with Officers performing police duties rather than employer-related duties. (The other three cases do not provide enough detail to determine if they were incurred during actions as an Officer or an employee.)

**Finding:** The City does not require that employers provide Workers Compensation coverage for Officers who are on Secondary Employment details. Because most of the injuries are incurred as

the result of police actions and are the City's responsibility, this does not appear to be a major cost factor. The City, however, can do more to reduce its potential risk in this area.

**RECOMMENDATION NO. 10:**

The City should require that secondary employers provide Workers Compensation to Police Officers who are injured while performing non-police duties for the employer.

**Finding:** The Workers Compensation report filed by injured Pittsburgh Officers does not specify if the injury was suffered while working a Secondary Employment detail and the Department of Personnel and Civil Service does not track Secondary Employment injuries as a Workers compensation category.

**RECOMMENDATION NO. 11:**

The Police Bureau has suggested adding a checkbox to its injury report that would specify if the injury was suffered while on duty or working a secondary detail. This would help track the injuries for City risk managers.

Legal Expenses

The City also incurs legal expenses that arise from incidents that involve Officers on Secondary Employment details. One of the early claims was \$200,000 paid in 2009 for a 2004 event in an Oakland restaurant. In 2010, a \$15,000 settlement was reached for an incident that occurred the year before in Station Square.

An incident that occurred at a Station Square club in 2010, along with incidents that occurred in the early part of 2013 at a different Station Square club and in the South Side are also in litigation.

**Finding:** Since 2007, legal settlements paid by the City due to incidents that involved Officers working Secondary Employment details have totaled \$215,000.

Other Expenses

The City also incurs administrative fees for SE. Special Events booked through the Special Events Cost Recovery Office are charged a \$125 application fee. Security details that are not considered special events such as security duty are not charged the application fee.

We do not have the cost allocation of administrative expenses associated with the SPE program available as the City’s latest Cost Allocation study did not examine the Public Safety Department. This department was excluded because the majority of its costs were assumed to be incurred for general public purposes rather than allocated by department.

Best Practices: Set Limitations on the Types of Businesses that can Hire Officers for Detail Duty

Many of the prohibitions in effect for other cities are meant to eliminate potential conflicts of interest. Bail and bonding offices, collection agencies, private investigators, labor disputes, etc. are often excluded for that reason. The other general prohibited class consists of heavily regulated entities that serve alcohol as a primary business, offer adult/sexually oriented services or gambling halls.

Other cities also share general prohibitions against taking jobs that bring disrepute to the force, and to ensure that the businesses are acceptable, most police departments require prior approval before permitting its Officers to work at an entity.

The following table shows the job prohibitions recommended by the “Moonlighting” study and which were adopted by the examined cites:

**Table #4 - Secondary Job Type Prohibitions By City**

City	Mainly Liquor	Gaming/ Gambling	Adult/ Sexual	Bond/ Bail	Repo/ Towing	Labor Dispute	Private Security	Credit/ Collect
Chicago	X					X		
Cleveland	X	X		X		X		X
Columbus			X			X		
Detroit	X		X				X	
Memphis	X	X	X	X	X		X	X
New Orleans	X	X		X				X
Seattle	X	X	X		X		X	

*(Information Taken From Police Policy Guides)*

Prohibited Businesses

**Finding:** Pittsburgh’s Secondary Employment policy does not have a specific checklist of prohibited entities like other cities do.

All City-permitted events and traffic obstruction permits that require Secondary Employees must go through the Special Events Office to schedule Officers, according to Subsection 3.4 of Order #29-1.

To become a Secondary Employer, entities must submit Form #219-10 to the Chief's Office for review and approval according to Section Seven (7) of Order #29-1, Subsections 7.1 and 7.2.

The businesses that may offer Secondary Employment opportunities are limited only in general terms by Section Thirteen (13) of Order #29-1.

Subsection 13.4 prohibits hiring by businesses outside the City if the employment is contingent on the possible use of police power. Other cities are in accordance with this, allowing Officers to work only secondary jobs that do not require police powers outside their jurisdiction.

Subsection 13.5 approves the hiring of Officers by establishments which serve alcohol under certain provisions: the Officers must be in uniform, cannot enter the establishment except in response to an incident, and may not perform doorman duties. The subsection also requires pre-approval of the establishment, as required in Order #29-1 section Seven (7) cited above.

Subsection 13.6 prohibits Officers from working in establishments "that may tend to bring the Bureau of Police into disrepute" without further explanation.

Subsections 14.1.4.1 and 14.1.4.2 deal with Outside Police Employment, secondary employment that does not require police powers as a hiring prerequisite. The policy gives the example of "Establishments that sell pornographic books, sexual devices or videos or that otherwise provide entertainment or services of a sexual nature (and) any gaming establishment not exempted by law" as prohibited employers that "present a threat to the status or dignity of the police profession..."

While these subsections make it clear that the Police Bureau does not approve of its Officers working for sex-oriented or gaming businesses, the fact that the prohibitions are listed under the "Outside Employment" rather than "Secondary Employment" allow those businesses to remain legitimate entities for Police Secondary Employment.

Recently, the Police Chief has prohibited secondary employment details from working for the two adult clubs located in the City as had been done in the past, and the issue is in litigation.

**Finding:** Police Bureau policy does define the types of businesses that may apply for Secondary Employer status, but the terms used are so general as to allow any legal entity located within the City to hire Officers at the sole discretion of the Police Chief.

**RECOMMENDATION NO. 12:**

The Police Bureau and City should determine if certain business classes should be prohibited from Secondary Employment staffing, and if so, develop a checklist of those businesses classifications and prohibit them from utilizing off duty Officers.

It should be noted that the examined cities did not ban any single business type across the board so local community policing interests are and should be taken into consideration before prohibiting a class of legal businesses from using SPE.

**Finding:** A prohibition against businesses that primarily exist to serve alcohol is one of the best practices recommended by the “Moonlighting” study. However, it would also eliminate much of the Pittsburgh Police presence in entertainment districts that are often beset by traffic problems, neighborhood nuisance issues and disorderly conduct. The Police Bureau reached a compromise by allowing Officers to accept bar jobs, but limiting their activities.

**RECOMMENDATION NO. 13:**

The consequences of prohibition on any particular business type should be fully considered on its public safety merits before a prohibition is formally adopted.

**Best Practices: Set Officer Secondary Work Limitations**

Section Thirteen (13) of Order #29-1 states that “Secondary Employment (is) not to exceed 16 hours per day in combination with an officer’s scheduled tour of duty or thirty hours per week.” The policy does allow for written requests to the Chief for secondary work hours to extend beyond those limitations if the Chief approves.

Cleveland police secondary work hours are limited to 16 hours of combined regular duty and secondary employment in any rolling 24 hour period while Seattle is at 18 hours with 6-hour break periods. Some cities that set a weekly cap on Police Secondary Employment are Detroit at 30 hours, Seattle at 24 hours and Memphis at 20 hours.

**Finding:** The Pittsburgh Bureau of Police meets the work limitation standard. Formerly, Officers that worked beyond the permitted 32 hours were red flagged and had to justify the extended hours, which were typically for sporting events that ran beyond schedule. However, no exceptions are currently permitted.

**Best Practices: Specify Officer Eligibility Requirements**

The general best practice in this area is that Secondary Employment details be filled by Officers who are on active, full time duty without disciplinary issues.

Section Five (5) of Order #29-1 concerns states that an Officer must be in good standing, have a year of service and not be on inactive or limited service status. The policy also permits the Bureau to revoke an Officers right to Secondary Employment if they miss scheduled time because of secondary detail work or other causes.

The cities examined have standards for Police Secondary Employment eligibility which Pittsburgh's policies generally match.

**Finding:** The Pittsburgh Bureau of Police meets the best practices standard of setting eligibility requirements for Secondary Employment.

#### Best Practices – Emphasize that Secondary Employment is a Privilege

All police departments require that an Officer's primary duty is to the Police Department, and note that Secondary Employment is a benefit, not a right, of employment.

Section Six (6) of Order #29-1 concerns an Officer's primary duty and states that "All members engaged in secondary or outside employment must recognize their primary duty, obligation and responsibilities are to the Pittsburgh Bureau of Police...and no secondary or outside employment may infringe on these duties."

**Finding:** The Pittsburgh Bureau of Police meets the best practices Secondary Employment "privilege" standard.

#### **Best Practices Not Employed by the Police Bureau**

There are also several recommended best practices that the City Police Secondary Employment administration and policies have not either partially or entirely met.

#### Best Practices - Create A Single Scheduling Office

Some of the other cities evaluated follow this model. The Columbus Police Department has a special duty office that consists of a special duty unit with special duty coordinators who schedule, fill positions, and monitor and maintain records on all personnel engaged in secondary employment. The Detroit police department also has a single booking office called the Management Service Bureau, which coordinates all secondary employment duties.

**Finding:** The Bureaus that utilize Secondary Employment – Police, Emergency Medical Services and Fire – are all located within the Public Safety Department and should be adaptable to a single booking system. Such a system would provide an economy of scale and consistency to Special Event and Secondary Employment administration.

## **RECOMMENDATION NO. 14:**

The Department of Public Safety should consolidate its secondary employment administration and establish a single Special Events/Secondary Employment scheduling and billing office for its Bureaus.

### **Secondary/Special Event Detail Assignments**

Section Eight (8) of Order #29-1 sets the parameters for seeking and awarding secondary employment details that are awarded by the SPCR Office. The system uses a computer program called "Cover Your Assets" (CYA) to list employment opportunities, with detail duty awarded on the basis of rotating seniority. The program includes all secondary employment for Special Events and other permitted events and for those Secondary Employers which opt for its use.

Section Nine (9) of Order #29-1 allows the SPCR Office to utilize a list of preferred Officers submitted by employers ("preference list") or to ban certain Officers requested by employers ("prohibition list") from detail duty. According to interviews, this option is rarely if ever selected.

Section Ten (10) of Order #29-1 allows for the use of Schedulers, who are not bound by seniority considerations in hiring nor to a specific hourly rate, which they can negotiate, for the Officers scheduled.

### **Best Practices - Impartial Award of Assignments**

One of the national recommendations is to establish a process that allows for the unbiased distribution of detail assignments among Officers.

**Finding:** During 2011-12, according to the Bureau of Police, 99,087 Secondary Employment jobs were scheduled. Thirty nine percent (39%) of those details were scheduled through the Special Events Office and the remaining jobs were assigned by Police schedulers.

**Finding:** The disparity between worktime awarded by the SECR OFFICE and by Schedulers is larger in hours of work. Seventy three percent (73%) of all 2011 and 2012 Secondary Employment hours were booked through Schedulers, with the remaining 27% booked through the SECR OFFICE.

**Finding:** The use of Schedulers is the most widely selected option and the one that generates the most Secondary Employment opportunities for Officers.

**Table #5 - 2011-12 Jobs/Hours Booked By the SECR OFFICE and By Schedulers**

<b>Year</b>	<b>SECR OFFICE Jobs</b>	<b>SECR OFFICE % Jobs</b>	<b>Scheduler Jobs</b>	<b>Scheduler % Jobs</b>	<b>SECR OFFICE Hours</b>	<b>SECR OFFICE % Hours</b>	<b>Scheduler Hours</b>	<b>Scheduler % Hours</b>
2012	19,753	38.4	31,645	61.6	57,370	27.9	148,493	72.1
2011	18,930	39.7	28,759	60.3	54,425	26.9	147,866	73.1
<b>Total</b>	<b>38,683</b>	<b>39.0</b>	<b>60,404</b>	<b>60.5</b>	<b>111,795</b>	<b>27.4</b>	<b>296,359</b>	<b>72.6</b>

*Information provided the Pittsburgh Bureau of Police*

Jobs awarded by the SECR OFFICE for Special Events and traffic obstruction are based on rotating seniority. Schedulers can book any Officer they wish. There are a variety of reasons for the Officers chosen, and often the businesses that use a scheduler have input on the Officers hired.

Officers with good work records and customer skills are preferred and requested by the hiring business. However, it is not a system that allows most Officers an equal opportunity to be hired for Secondary Employment details as many are eliminated from employment consideration without reason.

The computerized option used by the SECR Office appears to provide unbiased scheduling. However, there have been unverified reports of Officers who manipulate the CYA software to gain an unfair edge in procuring job opportunities.

There are Officers who appear to win more jobs than others on a monthly basis, based on the award reports. The auditors were unable to discover if any outside factors determined the job award results, and the subject is currently under review by the Bureau of Police.

**Finding:** Secondary Employment hiring is not equally distributed among Officers.

**RECOMMENDATION NO. 15:**

The Bureau of Police should schedule all its Secondary Employment through the SECR OFFICE to provide a fair opportunity for all Officers to bid for Secondary detail work.

**Best Practices - Monitoring and Supervising SE Details**

Currently, the names of Officers on Secondary details are provided to their zone supervisors, who are also in charge of supervising the active duty Officers. This often leaves the Secondary Officers unsupervised during the duty shift, with the schedulers serving as the de facto commander of the duty detail.

Several other police departments call for formal supervision of Secondary Employment details once a specific number of Officers are assigned within a district. The City Special Events policy is to assign a Sergeant to every five Officers working a Special Event.

Some City business districts have a sizeable presence of evening and weekend Secondary Police details and are under the command of the Zone supervisor rather than a site supervisor.

**Finding:** In the past two years, twenty five (25) South Side, eight (8) Strip District, seven (7) Station Square and a half dozen Oakland businesses have employed Secondary Police details. There is also a strong representation of Officers at venues such as Heinz Field, PNC Park and Consol Energy Center during sporting and entertainment events.

**Finding:** There have been circumstances in the past when police actions in response to an ongoing incident have not been as well coordinated as possible because of a lack of control and command of the Secondary Officers.

**Finding:** Districts that have a sizeable Secondary Police presence are not coordinated by a local detail commander.

**RECOMMENDATION NO. 16:**

A formal chain of command should be established for the Secondary detail Officers with a detail commander for districts that have a large SE presence, as determined by the Bureau of Police, perhaps along the Special Events model.

**RECOMMENDATION NO. 17:**

Any district-wide commander of an area with a sizeable Secondary Officer presence should be reimbursed from the CRF.

**Best Practices - Uniform Pay Scale:**

The City does not specify a uniform pay scale. Details that are staffed and scheduled by the Bureau are paid at a contractual scale with an additional \$3.45/hour CRF. However, the majority of the jobs are booked by Schedulers, who sometimes negotiate rates with the secondary employers that differ from the scale.

Many of the details that have a lower pay rate are retail/grocery stores using Officers to provide store security. It is thought that the ability to negotiate a rate below scale allows Officers to compete with private security firms for employment opportunities.

**Finding:** The Police Bureau Secondary Employee pay rates vary. In 2011, the contracted rate was \$41.30/hour. The pay rate among Scheduler events varied from \$25.00 to \$51.46 per hour.

In 2012, the contracted pay rate was \$42.12. Pay rates negotiated through Schedulers varied from \$26.33 to \$52.99 per hour.

**RECOMMENDATION NO. 18:**

The City should establish and apply consistent rates of compensation for Police Secondary Employment details either contractually or through legislation, and perhaps consider the establishment of pay tiers for different categories of employment.

**Best Practices – Prevent Officers from Soliciting Details**

Best practices generally prohibit Officers actively seeking Secondary Employment opportunities from businesses. The primary purpose of this prohibition is to prevent situations in which businesses perceive that their level of Police protection is dependent on paying for an additional duty detail for their establishment. Prohibiting detail solicitation also eliminates the appearance of businesses being granted special privileges because of relationships with the Police, or being pressured by an Officer for protection money.

**Finding:** There is no formal prohibition against Officers soliciting businesses for Secondary Employment.

**RECOMMENDATION NO. 19:**

The City should formally prohibit Officers from actively soliciting Secondary Employment from local businesses. A process should be established and promoted that would allow businesses to contact the Police Bureau directly rather than individual Officers when seeking employees.

**Civilianization of Secondary Employment Administration**

It has been recommended that the administration of Secondary Employment be civilianized to eliminate any appearance of bias in the award of jobs. The issue of the possible civilianization of Pittsburgh Police Bureau positions now held by Officers was examined during the audit process.

## Police Bureau Civilian Employees

Nationwide, police departments routinely employ civilians to perform a variety of administrative, technical, scientific and administrative support functions. These functions assist the law enforcement efforts of departmental police officers.

It should be noted that the Pittsburgh Bureau of Police is not as intensely civilianized as are many other departments across the country because most technical investigative functions are performed by Allegheny County rather than Pittsburgh.

According to the 2013 City operating budget, the Bureau of Police is budgeted for 200 civilian positions. Civilian positions represent 18% of the Bureau's 1,092 budgeted positions.

**Finding:** Ninety four percent (94%) of the 200 City Police Bureau civilian jobs are clerical or school crossing positions. One hundred thirty two (132) of the Bureau's 134 school guards are composed of crossing guards who work 200 days per year.

**Finding:** Other cities such as Los Angeles employ civilians in a wide variety of police bureau capacities.

**Finding:** A number of positions currently filled by police officers could be filled by civilians.

The Acting Police Chief has identified 27 positions that can be civilianized as soon as possible, as shown by Table #6 below:

**Table # 6 - Administrative/Technical Functions Performed By Uniformed Officers**

<b>Bureau Function</b>	<b>Current Number of Officers</b>
Grants/Awards	1
Secondary Employment	1
Crime Analyst	3
Supply Room	1
Missing Persons	2
Homicide Clerk	1
Zone Desk Officers	18

**Finding:** Hiring civilians to replace police officers would require the creation of new clerical positions within the Bureau to replace the uniformed positions that would be freed.

**Finding:** The primary purpose for civilianizing Police Bureau functions is to free up more police officers for street duty. The addition of civilian positions must not be accompanied by a reduction in an equal number of uniformed officers.

**RECOMMENDATION NO. 20:**

Public Safety Administration should pursue civilianizing the positions recommended by the Police Chief and identify other positions or functions for possible transfer to civilians in the future to better utilize existing uniformed officers for policing duties.



**City of Pittsburgh  
Bureau of Police  
Chief of Police**

*"...accountability, integrity and respect."*

September 24, 2013

Michael E. Lamb, City Controller  
Controller's Office  
414 City County Bldg.  
Pittsburgh, PA 15219

Dear Mr. Lamb,

In response to the Secondary Employment audit by the Controller's Office:

RECOMMENDATION NO.1:

- **City Council should establish current Police Secondary Employment policy as part of the City Code with any fees, definitions, authorizations and limitations that Council and the Police Bureau deem appropriate.**

The Police Secondary Employment policy is currently being revised. These revisions included import from the Secondary Employment Review Committee established by the Acting Chief of Police. The Committee reviewed best practices and Secondary Employment Policies and Procedures from Major Cities and submitted its recommendations to the Acting Chief of Police who reviewed and forwarded them to the Director of Public Safety. Command Staff members from the Bureau of Police were also asked to submit their recommendations. These recommendations were also reviewed by the Acting Chief of Police and forwarded to the Director of Public Safety. Mayor Luke Ravenstahl also hired a consultant to review the Secondary Employment Policy. His findings and recommendations were also forwarded to the Director of Public Safety.

RECOMMENDATION NO.2:

- **"The Police Bureau Cost Recovery Fee should be specifically codified as part of the Police Secondary Employment Chapter of the City Code."**

This has been met through City Council Bill No: 2013-1256.  
Ordinance No. 12, Section 170.06 – Fees For Police Secondary Employment "the following fee shall be assessed by the Bureau of Police: Ten Percent (10%) of the hourly wage of a Police Officer Fourth Year per hour per officer. (ATTACHMENT #1)

RECOMMENDATION NO.3:

- **The City should have a single tracked system for providing Secondary Employment opportunities for all qualified police officers with uniform wage rates and equitable job assignments.**

This will be addressed through Collective Bargaining.

RECOMMENDATION NO.4:

Under Section "Best Practices Employed by the City Police Bureau";  
Best Practice – Charge a Reasonable Recovery Fee to Cover Related Expenses

This was updated and codified through City Council Bill No: 2013-125 Ordinance No. 12 and City Council Bill No: 2013-1417 Resolution No. 308. (ATTACHMENT #2)

RECOMMENDATION NO.5

**The CRF and the reimbursed wages should be segregated and reported as different items before deposit as they are accounted for differently. The CRF monies should be given its own revenue object account, which would differentiate it from officers' wages for accounting purposes.**

This has been addressed by City Council Bill No. 2013-1242 Resolution No. 259 of 2013 which set up secondary employment accounts for Premium Pay, Court Recovery Fees, Equipment Fees and Vehicle Fees. (ATTACHMENT #3)

RECOMMENDATION NO.6:

**The Police Bureau should develop a report format that provides management with adequate information presented in a concise manner and have the report(s) created by CYA.**

This will be addressed under revised contract with CYA and new Special Events/Secondary Employment Office.

SECR Billing Cycle (All)

Add that the "Approved Secondary Employer" status of the employer will be suspended and no officer will be authorized to schedule and/or work secondary employment details for that employer.

RECOMMENDATION NO.7:

We found the two missing checks. One was paid February 19, 2013 and the second one paid September 5, 2013. Copies are attached. (Attachments #3 & #4)

RECOMMENDATION NO. 11:

The Bureau of Police Work Injury Report and Incident Investigation Form have been revised and includes a check box that identifies whether the injury occurred on duty or during secondary employment.

#### RECOMMENDATION NO. 14

**The Department of Public Safety should consolidate its secondary employment administration and establish a single Special Events/Secondary Employment scheduling and billing office for its Bureau.**

This is being done by Director Michael Huss.

#### Best Practices – Impartial Award of Assignments

- A new agreement with CYA is nearly complete in which all secondary employment details will be handled through CYA (civilian employees), including after-hours service calls. Denice Haas (DPS), Nicole Madison (Law Department) and Acting Asst. Chief Thomas Stangrecki have consulted with Ted Cormier (CYA) on this project.
- The Department of Public Safety is setting up a new office with civilians to coordinate the administration of secondary employment and permits. The new office will coordinate with a liaison, designated by the PBP, to coordinate special events. There will not be any PBP Officers assigned to the new Secondary Employment Office.
- Notices of retirement, resignation, and suspension of secondary employment privileges are sent to the Special Events on a regular basis so accounts can be deactivated.
- Legislation was passed to set up secondary employment accounts for Premium Pay, Cost Recovery Fees, Equipment Fees, and Vehicle Fees (Resolution 259).
- Legislation was passed to codify the cost recovery fee (CRF), defined as 10% of the hourly wage of a Police Officer Fourth Year per hour per officer. (Resolution 12).
- The Department of Finance and Karen Palmer coordinated efforts to set up the accounts and began to make deposits into the appropriate accounts.
- At the request of Acting Assistant Chief Thomas Stangrecki, the Special Events Office now attaches invoices and/or provides a breakdown of each check received from businesses/entities for secondary employment costs into appropriate categories (premium pay, cost recovery fees, equipment fees, and vehicle fees). This enables Personnel & Finance to prepare reports to advise Finance how to deposit the funds received into the appropriate accounts.
- Special Events sends checks to Personnel & Finance on a timely basis (weekly instead of monthly).
- Special Events had requested an interface with the payroll system to upload premium pay. The current system relies on paper reports. This will help improve efficiency. Chuck Half (City Innovations) and Ted Cormier (CYA) worked on this project and it is ready for implementation once the JDE payroll system is activated.
- A change was made to the way after hours calls were charged. An overtime card is submitted by Special Events personnel to cover a 4-hour period (and any subsequent calls during that period. If the after-hours call is from a company or organization, they are billed for an after-hours call.

- A rule addressing "quick picks" (jobs that need filled immediately) should be designed to be open for a designated time period (for example 15 minutes) which would allow more officers to bid on the job, and it can be auto assigned based on equity rules.

P.6 "SPE" Last paragraph should be "PSE"

P.22 CRF \$3.85 not \$3.45



Regina McDonald  
Acting Chief of Police

RM/tmc  
Enclosures  
cc: Annabell Kinney, Controller's Office

ATTACHMENT #1



**OFFICE OF THE CITY CLERK**  
**City of Pittsburgh**

510 City-County Building - Pittsburgh, Pennsylvania 15219-2457  
FAX NO: (412) 255-2821

Linda M. Johnson-Wasler  
City Clerk  
(412) 255-2138

Mary Beth Doheny  
Deputy City Clerk  
(412) 255-2132

April 22, 2013

**Regina McDonald**  
**Acting Chief of Police**  
**Bureau of Police**  
**City of Pittsburgh**

Dear Acting Chief McDonald,

I transmit herewith a copy of Ordinance No. 12 and Resolution Nos. 254 and 259, which were approved by Mayor Ravenstahl, April 17, 2013.

Respectfully submitted,

  
LINDA M. JOHNSON-WASLER  
City Clerk

LJW/  
encl.  
received by:



City of Pittsburgh  
Certified Copy

510 City-County Building  
414 Grant Street  
Pittsburgh, PA 15219

State of Pennsylvania

Bill No: 2013-1256

I, Linda M. Johnson-Wasler, the duly appointed Clerk of Council of the City of Pittsburgh, do hereby certify that the foregoing is a true and correct copy of:

Ordinance No. 12

Ordinance supplementing the City Code at Title One: Administrative, Article VII: Procedures, Chapter 170: Fees, so as to add a new section entitled "Police Secondary Employment" which shall set the cost recovery fee for Police Secondary Employment details.

**Be it resolved by the Council of the City of Pittsburgh as follows:**

**Section 1.** City Code at Title One: Administrative, Article VII: Procedures, Chapter 170: Fees is hereby supplemented by adding a new section as follows:

§ 170.06 - FEES FOR POLICE SECONDARY EMPLOYMENT

The following fee shall be assessed by the Bureau of Police:

~~\$3.85 per hour per officer~~ **Ten Percent (10%) of the hourly wage of a Police Officer Fourth Year per hour per officer**

~~The fees may be adjusted from time to time at the discretion of the Chief of the Bureau of Police who shall annually report such adjustments to Council.~~ All fees shall be commensurate with the cost of providing said Police Secondary Employment Details and shall be computed in accordance with generally recognized industry standards.

Fees and Cost Recovery for Special Events shall continue to be governed by Chapter 470: Permitting of Special Events.

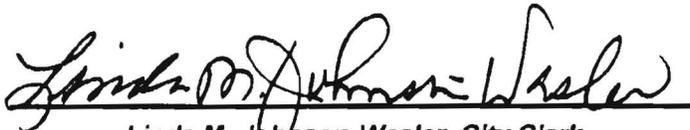
**Section 2.** Said fee shall be deposited into the Police Secondary Employment Trust Fund in accordance with Bill 2013-1242 (Resolution No. 259) of 2013.

**Section 3.** Upon enactment of the legislation, there shall be an initial review period for one year. At the end of the year, the City Controller shall provide City Council with a report detailing the amount of fees taken in for police secondary employment. As well as the amount expended from the account holding the fees for secondary employment, to cover any cost associated with secondary detail.

Finally, that any Ordinance or Resolution or part thereof conflicting with the provisions of this Ordinance, is hereby repealed so far as the same affects this Ordinance.

Mayor's Approval Date: April 17, 2013

**IN WITNESS WHEREOF, I have hereunto set my hand this 22nd day of April, A.D. 2013.**

  
\_\_\_\_\_  
Linda M. Johnson-Wasler, City Clerk

\_\_\_\_\_  
April 19, 2013

Effective Date

**ATTACHMENT #2**



**City of Pittsburgh**  
**Certified Copy**

510 City-County Building  
414 Grant Street  
Pittsburgh, PA 15219

State of Pennsylvania

Bill No: 2013-1417

**I, Linda M. Johnson-Wasler, the duly appointed Clerk of Council of the City of Pittsburgh, do hereby certify that the foregoing is a true and correct copy of:**

Resolution No. 308

Resolution repealing Resolution 559 of 1990, as amended by Resolution 611 of 1993 entitled, "Resolution authorizing and directing the City Controller to create a special trust fund, to be designated as the Special Events Cost Recovery Trust Fund (SECRTF), for the deposit of monies from special events, and authorizing the use of monies deposited therein by the Department of Public Safety to cover premium pay for Police Personnel only."

Be it resolved by the Council of the City of Pittsburgh as follows:

Section 1. Resolution 559 of 1990, as amended by Resolution 611 of 1993, which reads as follows:

"The City Controller is hereby authorized and directed to create a special trust fund, to be designated as the Special Events Cost Recovery Trust Fund (SECRTF), into which trust fund there shall be deposited any and all monies from special events and special details associated with the administration and implementation of programs that required the provision of police services on a premium time basis. Such programs may be privately funded, federally funded, or funded by the Commonwealth of PA. The monies deposited in said trust fund shall be used by the Department of Public Safety to cover premium pay for Police Personnel only."

**IS HEREBY REPEALED IN ITS ENTIRETY**

Finally, that any Ordinance or Resolution or part thereof conflicting with the provisions of this Resolution, is hereby repealed so far as the same affects this Resolution.

Mayor's Approval Date: May 02, 2013

IN, WITNESS WHEREOF, I have hereunto set my hand this 6th day of May, A.D. 2013.

  
Linda M. Johnson-Wasler, City Clerk

\_\_\_\_\_  
May 3, 2013  
Effective Date

**ATTACHMENT #3**



**Resolution No. 259**  
**City of Pittsburgh**  
**Text File**

510 City-County Building  
414 Grant Street  
Pittsburgh, PA 15219

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<b>Introduced:</b>	2/26/2013	<b>Bill No:</b>	2013-1242
<b>Committee:</b>	Finance and Law Committee	<b>Status:</b>	Passed Finally

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**SPONSORED BY: THERESA SMITH AND DARLENE HARRIS**

Resolution authorizing and directing the City Controller to create a special trust fund, to be designated as the Police Secondary Employment Trust Fund, for the deposit of monies from Police Details, Secondary Employment, and Special Events cost recovery, and authorizing the use of monies deposited therein by the Department of ~~Personnel and Civil Service~~ Public Safety to cover premium pay reimbursement for Police Personnel and administrative costs related to the aforementioned activities only.

**SECTION 1** The City Controller is hereby authorized and directed to create a special trust fund, to be designated as the Police Secondary Employment Trust Fund, into which trust fund there shall be deposited any and all monies from Police Details, Secondary Employment, Special Events cost recovery, and any and all administrative charges associated with the administration and implementation of programs that require the provision of police services on a premium pay basis. Such programs may be privately funded, federally funded, or funded by the Commonwealth of Pennsylvania. All reimbursements for Police Premium Pay Details shall be deposited by the Department of ~~Personnel and Civil Service~~ Public Safety **in a manner prescribed by the Director of Finance** into said trust fund.

**SECTION 2** Reimbursements to the officers for Police Details, Secondary Employment, and/or Special Events shall be (identified or coded and then) utilized by the Department of ~~Personnel and Civil Service~~ Public Safety **in a manner prescribed by the Director of Finance** to reimburse the General Fund Police Premium Pay account.

**SECTION 3** Administrative charges related to Police Details, Secondary Employment, and/or Special Events shall be (identified or coded and then) transferred to such General Fund operating line items related to the aforementioned cost recovery as determined by the Department of ~~Personnel and Civil Service~~ Public Safety.

**SECTION 4** Resolution 559 of 1990, as amended by resolution 611 of 1993, entitled "Resolution authorizing and directing the City Controller to create a special trust fund, to be designated as the Special Events Cost Recovery Trust Fund (SECRF), for the deposit of monies from special events, and authorizing the use of monies deposited therein by the Department of Public Safety to cover premium pay for Police Personnel only" are hereby repealed in their entirety.

**SECTION 5.** The Trust Fund shall be subject to an annual review. If any funds remain in said trust fund upon the closing of the trust fund, all such funds shall be returned to the General Fund.

Finally, that any Ordinance or Resolution or part thereof conflicting with the provisions of this Resolution, is hereby repealed so far as the same affects this Resolution.

**Effective Date:** 4/22/2013

**Passed in Council:** 4/9/2013

**Approved:** 4/17/2013

**Recorded in R.B.** 147 page 426

**in City Clerk's Office.**

**ATTACHMENT #4**

**FRANK J. ZOTTOLA CONSTRUCTION, INC. OPERATING ACCOUNT**

**54466**

DATE	INVOICE NO.	DESCRIPTION	INVOICE AMOUNT	DEDUCTION	BALANCE
8-17-12	07052012-120		20177.11	.00	20177.11
CHECK DATE	CHECK NUMBER	TOTALS			
2-14-13	54466	20177.11	.00	20177.11	

**54466**

**FRANK J. ZOTTOLA CONSTRUCTION, INC.**  
 OPERATING ACCOUNT  
 P.O. BOX 180  
 VALENCIA, PA 16059  
 (724) 898-1070



Pay: \*\*\*\*\*Twenty thousand one hundred seventy-seven dollars and 11 cents

DATE: 2-14-2013      CHECK NO.: 54466      AMOUNT: \$\*\*\*\*\*20,177.11

PAY TO THE ORDER OF  
 TreasurerCity of Pittsburgh  
 Attn: Linda Gigliotti  
 Pgh. Police-1203 Western Ave.  
 Pittsburgh, PA 15233



*[Handwritten Signature]*  
 AUTHORIZED SIGNATURE

Security features. Details on back.

⑈054466⑈ ⑆043318092⑆ 70⑈1856⑈1⑈

## Invoice for ZOTTOLA

7/5/2012-12006

Wednesday, September 18, 2013

Pittsburgh Bureau of Police  
1203 Western Avenue  
Pittsburgh, Pennsylvania 15233

ZOTTOLA  
ACCTS. PAYABLE/MIKE BELLA  
P.O. BOX 180 STEINER BRIDGE RD  
VALENCIA, Pennsylvania 16059

Admin Fee: \$3.85/hour  
Vehicle Fee: \$25.00/hour  
MOP: Agency Paid Overtime

Date	Employee	Job Name	Time	E Hrs	V Hrs	Rate	Employee	Agency	Veh
6/5/2012	ELLEDGE, B - 3419	FORBES @ AYLESBORO	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	FONG, M - 2833	FORBES @ AYLESBORO	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	HLAVAC, E - 3327	FORBES @ AYLESBORO	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	THOMAS, C - 4217	FORBES @ AYLESBORO	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
6/6/2012	HLAVAC, E - 3327	FORBES @ AYLESBORO	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	MORSE, T - 3690	FORBES @ AYLESBORO	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	SIGNORELLA, T - 3670	FORBES @ AYLESBORO	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
6/7/2012	THOMAS, C - 4217	FORBES @ AYLESBORO	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	BAIR, W - 3325	FORBES @ AYLESBORO	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	BYERLY, J - 7011	FORBES @ AYLESBORO	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	NEE, B - 4244	FORBES @ AYLESBORO	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
6/11/2012	STEMLER, JR., C - 3539	FORBES @ AYLESBORO	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	BAIR, W - 3325	FORBES @ AYLESBORO	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	CARLSON, W - 3594	FORBES @ AYLESBORO	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	CAUSEY, T - 3681	7TH @ WM PENN	19:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	MORRISON, J - 3401	FORBES @ AYLESBORO	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	RUSH, M - 4222	JOSEPHINE @ 27TH	12:00	0	0	42.12	\$0.00	\$0.00	\$0.00
	SANDERS, R - 3663	JOSEPHINE @ 27TH	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	SPATH, M - 3612	FORBES @ AYLESBORO	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
6/12/2012	WILLIAMS, B - 3355	JOSEPHINE @ 27TH	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	WILLIAMS, B - 3355	JOSEPHINE @ 27TH	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	BAIR, W - 3325	FORBES @ AYLESBORO	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	CARLSON, W - 3594	FORBES @ AYLESBORO	11:00	6	0	42.12	\$252.72	\$25.10	\$0.00
	HAMILTON, J - 3706	MERIPOE ST & S MILLVALE	12:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	LESHEN, S - 4044	FORBES @ AYLESBORO	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	PRYOR, T - 4081	7TH @ WM PENN	19:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	SCARPINE, A - 3446	FORBES @ AYLESBORO	07:00	4	0	42.12	\$168.48	\$15.40	\$0.00
6/13/2012	WILLIAMS, B - 3355	MERIPOE ST & S MILLVALE	08:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	BAIR, W - 3325	FORBES @ AYLESBORO	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	BLATT, D - 4193	PENN CIRCLE NORTH @ HOME ...	10:00	5.5	0	42.12	\$231.66	\$21.18	\$0.00
	HLAVAC, E - 3327	FORBES @ AYLESBORO	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	LESHEN, S - 4044	FORBES @ AYLESBORO	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	McCONKEY, T - 3461	LIBERTY AVE @ CEDARVILLE	12:00	3	0	42.12	\$126.36	\$11.55	\$0.00
	SISAK, D - 4018	2ND AVE BTWN BRADY & 10TH ...	10:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	WALTENBAUGH, M - 4133	2ND AVE BTWN BRADY & 10TH ...	05:00	5	0	42.12	\$210.60	\$19.25	\$0.00
WILLIAMS, B - 3355	FORBES @ AYLESBORO	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00	

	YAUCH, A - 3639	LIBERTY AVE @ CEDARVILLE	08:00	4	0	42.12	\$168.48	\$15.40	\$0.00
6/14/2012	BLATT, D - 4193	PENN CIRCLE NORTH @ HOME ...	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	BUTLER, D - 4098	PENN CIRCLE NORTH @ HOME ...	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	HLAVAC, E - 3327	FORBES @ AYLESBORO	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	SIGNORELLA, T - 3670	FORBES @ AYLESBORO	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	THOMAS, C - 4217	FORBES @ AYLESBORO	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	WILLIAMS, B - 3355	FORBES @ AYLESBORO	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
6/18/2012	FONG, M - 2833	PIONEER @ MCNEILLY	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	LANDY, S - 4169	PIONEER @ MCNEILLY	12:00	5	5	42.12	\$210.60	\$19.25	\$125.00
	SHAMLIN, J - 3778	PIONEER @ MCNEILLY	12:00	5	5	42.12	\$210.60	\$19.25	\$125.00
	SKAGGS, J - 4123	PIONEER @ MCNEILLY	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
6/19/2012	ROSATO, A - 4010	PIONEER @ MCNEILLY	12:00	5	5	42.12	\$210.60	\$19.25	\$125.00
	RUSH, M - 4222	PIONEER @ MCNEILLY	07:00	5	5	42.12	\$210.60	\$19.25	\$125.00
	SCARPINE, A - 3446	PIONEER @ MCNEILLY	07:00	5	5	42.12	\$210.60	\$19.25	\$125.00
	SWABODA, R - 3598	PIONEER @ MCNEILLY	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	WILLIAMS, B - 3355	PENN AVE @ E. LIBERTY BLV ...	08:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	WILLIAMS, B - 3355	PENN AVE @ E. LIBERTY BLV ...	12:00	4	0	42.12	\$168.48	\$15.40	\$0.00
6/20/2012	BAIR, W - 3325	PENN AVE @ E. LIBERTY BLV ...	08:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	DESCHON, J - 3956	PIONEER @ MCNEILLY	12:00	5	5	42.12	\$210.60	\$19.25	\$125.00
	HLAVAC, E - 3327	PIONEER @ MCNEILLY	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	McCONKEY, T - 3461	PENN AVE @ E. LIBERTY BLV ...	12:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	McNAMARA, M - 3680	PIONEER @ MCNEILLY	07:00	5	5	42.12	\$210.60	\$19.25	\$125.00
	ROSATO, A - 4010	PIONEER @ MCNEILLY	12:00	5	5	42.12	\$210.60	\$19.25	\$125.00
6/21/2012	BLATT, D - 4193	PIONEER @ MCNEILLY	12:00	5	5	42.12	\$210.60	\$19.25	\$125.00
	BLATT, D - 4193	PIONEER @ MCNEILLY	07:00	5	5	42.12	\$210.60	\$19.25	\$125.00
	DOUGLAS, M - 3415	LIBERTY AVE	09:00	6	6	42.12	\$252.72	\$23.10	\$150.00
	NEE, B - 4244	PIONEER @ MCNEILLY	12:00	5	5	42.12	\$210.60	\$19.25	\$125.00
	SCARPINE, A - 3446	PIONEER @ MCNEILLY	07:00	5	5	42.12	\$210.60	\$19.25	\$125.00
	STEMLER, JR., C - 3539	PENN AVE @ E. LIBERTY BLV ...	08:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	YAUCH, A - 3639	PENN AVE @ E. LIBERTY BLV ...	12:00	4	0	42.12	\$168.48	\$15.40	\$0.00
6/22/2012	BEY, D - 3199	PENN AVE @ E. LIBERTY BLV ...	08:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	CECCONELLO, A - 3865	ELLSWORTH & SPAHR ST	07:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	HANLEY, L - 4197	PENN AVE @ E. LIBERTY BLV ...	12:00	4	0	42.12	\$168.48	\$15.40	\$0.00
6/25/2012	BUTLER, D - 4098	MCNEILLY @ PIONEER	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	JONES, B - 4006	MCNEILLY @ PIONEER	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	MORRISON, J - 3401	LIBERTY AVE	09:00	6	6	42.12	\$252.72	\$23.10	\$150.00
	STOVER, K - 3163	MCNEILLY @ PIONEER	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	SWABODA, R - 3598	MCNEILLY @ PIONEER	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
6/26/2012	BRADY, J - 3339	MCNEILLY @ PIONEER	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	BUTLER, D - 4098	MCNEILLY @ PIONEER	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	KLOBUCHIR, K - 3259	MCNEILLY @ PIONEER	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	RATTIGAN, S - 3951	LIBERTY AVE	09:00	6	6	42.12	\$252.72	\$23.10	\$150.00
	SIGNORELLA, T - 3670	CEDARVILLE & LIBERTY AVE	08:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	SWABODA, R - 3598	MCNEILLY @ PIONEER	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
6/27/2012	BRADY, J - 3339	MCNEILLY @ PIONEER	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	KLOBUCHIR, K - 3259	MCNEILLY @ PIONEER	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	WILLIAMS, B - 3355	MCNEILLY @ PIONEER	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00

Employee Total: \$16,700.58 \$1,526.53 \$1,950.00

Invoice Employee Total:	\$16,700.58
Administration Fees:	\$1,526.53
Insurance Total:	\$1,950.00
Equipment Total:	\$0.00
Invoice Total:	\$20,177.11
<b>Paid to Date:</b>	\$20,177.10
<b>Balance:</b>	\$0.01

Check Number:

54466 \$20,177.10

ATTACHMENT #5

**FRANK J. ZOTTOLA CONSTRUCT**

55582

TREASURER CITY OF PITTSBURGH  
DATE INVOICE NO.

2-12-13 02122013 1/4/2013 -13240  
12-01-12 11132012 v

18,376.51 ÷  
12.16 =  
1,511.22615131\*  
  
18,376.51 -  
~~1,511.22~~  
~~16,865.29~~

INVOICE AMOUNT	DEDUCTION	BALANCE
3068.50	.00	3068.50
15308.01	.00	15308.01

CHECK DATE	CHECK NUMBER	TOTALS
9-04-13	55582	18376.51
		.00
		18376.51

**FRANK J. ZOTTOLA CONSTRUCTION, INC.**  
OPERATING ACCOUNT  
P.O. BOX 180  
VALENCIA, PA 16059  
(724) 898-1070

  
**First National Bank**  
60-1809-433

  
E-Check  
Preferred for Business

55582

Pay: \*\*\*\*\*Eighteen thousand three hundred seventy-six dollars and 51 cents

DATE	CHECK NO.	AMOUNT
9-04-2013	55582	*****18,376.51

PAY TO THE ORDER OF  
TreasurerCity of Pittsburgh  
Attn: Linda Gigliotti  
Pgh. Police-1203 Western Ave.  
Pittsburgh, PA 15233

  
*Linda Kalina*  
AUTHORIZED SIGNATURE

⑈055582⑈ ⑆043318092⑆ 70⑈1856⑈1⑈

9/5/13

Security features. Details on back.

## Invoice for ZOTTOLA

11/13/2012-12987

Wednesday, September 18, 2013

Pittsburgh Bureau of Police  
1203 Western Avenue  
Pittsburgh, Pennsylvania 15233

ZOTTOLA  
ACCTS. PAYABLE/MIKE BELLA  
P.O. BOX 180 STEINER BRIDGE RD  
VALENCIA, Pennsylvania 16059

Admin Fee: \$3.85/hour  
Vehicle Fee: \$25.00/hour  
MOP: Agency Paid Overtime

Date	Employee	Job Name	Time	E Hrs	V Hrs	Rate	Employee	Agency	Veh
10/1/2012	BAIR, W - 3325	FORBES @ MURRAY	08:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	DUNCAN, L - 3048	FORBES @ MURRAY	12:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	RUSH, M - 4222	FORBES @ MURRAY	12:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	SANDERS, R - 3663	FORBES @ MURRAY	08:00	4	0	42.12	\$168.48	\$15.40	\$0.00
10/2/2012	ABSTEN, R - 3800	5816 FORBES AVE NEAR MURR ...	12:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	RATTIGAN, S - 3951	5816 FORBES AVE NEAR MURR ...	12:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	SWABODA, R - 3598	5816 FORBES AVE NEAR MURR ...	08:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	WILLIAMS, B - 3355	5816 FORBES AVE NEAR MURR ...	08:00	4	0	42.12	\$168.48	\$15.40	\$0.00
10/4/2012	SCHANCK, P - 3131	THIRD & CHERRY	19:00	4	0	42.12	\$168.48	\$15.40	\$0.00
10/6/2012	ELLEDGE, B - 3419	FORBES @ MEYRAN	10:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	GAY, M - 3469	FORBES @ MEYRAN	06:00	4	0	42.12	\$168.48	\$15.40	\$0.00
10/8/2012	LA'VAN, A - 3141	MARYLAND @ HOLDEN	07:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	MARTIN, B - 3019	325 3RD AVENUE	19:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	SESERKO, S - 4241	325 3RD AVENUE	23:00	4	0	42.12	\$168.48	\$15.40	\$0.00
10/9/2012	ALDRIDGE, G - 3051	S. 6TH @ CARSON	09:00	3	0	42.12	\$126.36	\$11.55	\$0.00
	GARRITY, T - 3984	BECKS RUN @ AGNEW	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	HAMILTON, J - 3706	S. 6TH @ CARSON	12:00	3	0	42.12	\$126.36	\$11.55	\$0.00
	MATAKOVICH, S - 3484	S. 6TH @ CARSON	12:00	3	0	42.12	\$126.36	\$11.55	\$0.00
	MONTICELLI, R - 4009	325 3RD AVENUE	19:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	SAVKO, D - 3540	BECKS RUN @ AGNEW	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	SESERKO, S - 4241	325 3RD AVENUE	23:00	4	0	42.12	\$168.48	\$15.40	\$0.00
10/10/2012	BATEMAN, T - 3783	S. 6TH @ CARSON	12:00	3	0	42.12	\$126.36	\$11.55	\$0.00
	BATEMAN, T - 3783	S. 6TH @ CARSON	09:00	3	0	42.12	\$126.36	\$11.55	\$0.00
	BENNEY, M - 4271	BECKS RUN @ AGNEW	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	KUSENKO, J - 3340	325 3RD AVENUE	19:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	LOCKARD, T - 3898	S. 6TH @ CARSON	09:00	3	0	42.12	\$126.36	\$11.55	\$0.00
	MATAKOVICH, S - 3484	BECKS RUN @ AGNEW	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	ROSATO, F - 3873	325 3RD AVENUE	23:00	4	0	42.12	\$168.48	\$15.40	\$0.00
	SOROCZAK, D - 4173	S. 6TH @ CARSON	12:00	3	0	42.12	\$126.36	\$11.55	\$0.00
10/11/2012	ANDERSON, A - 4262	BECKS RUN @ AGNEW	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	BRADY, J - 3339	BECKS RUN @ AGNEW	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	KELLY, M - 3687	S. 6TH @ CARSON	09:00	3	0	42.12	\$126.36	\$11.55	\$0.00
	MATAKOVICH, S - 3484	S. 6TH @ CARSON	12:00	3	0	42.12	\$126.36	\$11.55	\$0.00
	SWABODA, R - 3598	S. 6TH @ CARSON	09:00	3	0	42.12	\$126.36	\$11.55	\$0.00
10/15/2012	LOCKARD, T - 3898	S. 6TH @ CARSON	12:00	3	0	42.12	\$126.36	\$11.55	\$0.00
	MORRISON, J - 3401	BECKS RUN @ AGNEW	12:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	SCARPINE, A - 3446	BECKS RUN @ AGNEW	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00
	SCHLICK, M - 4126	S. 6TH @ CARSON	12:00	3	0	42.12	\$126.36	\$11.55	\$0.00





### Invoice for ZOTTOLA

1/4/2013-13240

Wednesday, September 18, 2013

Pittsburgh Bureau of Police  
 1203 Western Avenue  
 Pittsburgh, Pennsylvania 15233

ZOTTOLA  
 ACCTS. PAYABLE/MIKE BELLA  
 P.O. BOX 180 STEINER BRIDGE RD  
 VALENCIA, Pennsylvania 16059

Admin Fee: \$3.85/hour  
 Vehicle Fee: \$25.00/hour  
 MOP: Agency Paid Overtime

Date	Employee	Job Name	Time	E Hrs	V Hrs	Rate	Employee	Agency	Veh	
12/3/2012	SCHICK, D - 3910	7TH @ WM PENN	22:00	4	0	42.12	\$168.48	\$15.40	\$0.00	
12/4/2012	SIGNORELLA, T - 3670	7TH @ WM PENN	22:00	4	0	42.12	\$168.48	\$15.40	\$0.00	
12/5/2012	RENDE, F - 3420	7TH @ WM PENN	22:00	4	0	42.12	\$168.48	\$15.40	\$0.00	
12/6/2012	SCHLICK, M - 4126	7TH @ WM PENN	22:00	4	0	42.12	\$168.48	\$15.40	\$0.00	
12/17/2012	ADAMS, J - 3653	ARLINGTON & BROWNSVILLE	09:00	3	0	42.12	\$126.36	\$11.55	\$0.00	
	SCARPINE, A - 3446	ARLINGTON & BROWNSVILLE	09:00	3	0	42.12	\$126.36	\$11.55	\$0.00	
	SCARPINE, A - 3446	ARLINGTON & BROWNSVILLE	12:00	3.5	0	42.12	\$147.42	\$13.48	\$0.00	
	WILLIAMS, B - 3355	ARLINGTON & BROWNSVILLE	12:00	3.5	0	42.12	\$147.42	\$13.48	\$0.00	
12/18/2012	BRENNEN, B - 4113	4907 INTERBORO AVE	12:00	4	0	42.12	\$168.48	\$15.40	\$0.00	
	BRENNEN, B - 4113	4907 INTERBORO AVE	07:00	5	0	42.12	\$210.60	\$19.25	\$0.00	
	CAREY, K - 3905	ARLINGTON & BROWNSVILLE	12:00	3.5	0	42.12	\$147.42	\$13.48	\$0.00	
	DURATOVIC, E - 4074	ARLINGTON & BROWNSVILLE	12:00	3	0	42.12	\$126.36	\$11.55	\$0.00	
	IZAJ, M - 3958	ARLINGTON & BROWNSVILLE	09:00	3	0	42.12	\$126.36	\$11.55	\$0.00	
	SEESE, B - 4140	4907 INTERBORO AVE	12:45	4.25	0	42.12	\$179.01	\$16.36	\$0.00	
	SOWINSKI, K - 3527	ARLINGTON & BROWNSVILLE	09:00	3	0	42.12	\$126.36	\$11.55	\$0.00	
12/19/2012	GASIOROWSKI (BRUNO), C - 3829	CALLED ON CALL OFFICER	16:30	4	0	42.12	\$168.48	\$15.40	\$0.00	
12/20/2012	CARR, R - 3509	ARLINGTON @ BROWNSVILLE R ...	09:00	4	0	42.12	\$168.48	\$15.40	\$0.00	
	LOUGHRAN, A - 3978	ARLINGTON @ BROWNSVILLE R ...	09:00	4	0	42.12	\$168.48	\$15.40	\$0.00	
							<b>Employee Total:</b>	<b>\$2,811.51</b>	<b>\$256.99</b>	<b>\$0.00</b>

Invoice Employee Total:	\$2,811.51
Administration Fees:	\$256.99
Vehicle Total:	\$0.00
Equipment Total:	\$0.00
Invoice Total:	\$3,068.50
Check Number:	55582 \$3,068.50
<b>Paid to Date:</b>	<b>\$3,068.50</b>
<b>Balance:</b>	<b>\$0.00</b>

