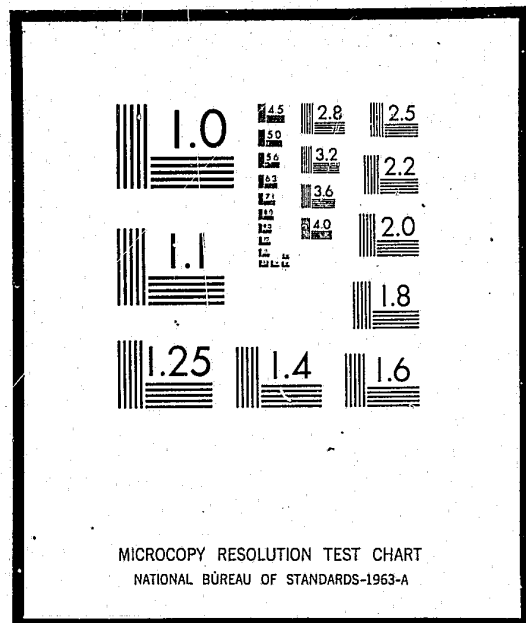


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FINAL REPORT
 SECURITY INSTALLATION
 IN
 PITTSBURGH HOUSING COMMUNITIES
 PROJECT
 (AG-117-73A)

August 1974

26157
Evaluation

SANDERSON & PORTER, INC.
25 Broadway
New York, N. Y. 10004

SANDERSON & PORTER, INC.

COPY FOR Mr. Larry Taylor

August 20, 1974

Ms. Nancy van Vurren
 Planning Director
 Allegheny Regional Planning Council
 Governor's Justice Commission
 1400 Park Building
 355 Fifth Avenue
 Pittsburgh, Pennsylvania 15222

COPY

Dear Ms. van Vurren:

Security Installation in Pittsburgh Housing Communities
 (AG-117-73A)

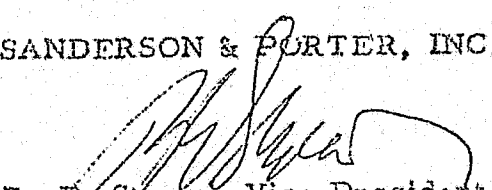
With reference to your letter of August 2, 1974, regarding the subject project, enclosed is Sanderson & Porter's final report.

As directed, I am also sending copies of this report to Mr. Jay Coggin, who was the Project Director, and Mr. Larry Taylor. If other copies are required please let me know.

I wish you would thank all of your associates in the Region for their assistance to us during the engagement. Hopefully, we will be working together again on some future project.

Sincerely

SANDERSON & PORTER, INC.


 R. E. Steere, Vice President
 Management Services Division

Enclosures

cc-Mr. Jay Coggin
 cc-Mr. Larry Taylor

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PREFACE

The Allegheny Regional Planning Council informed Sanderson & Porter by letter dated August 2, 1974, that the subject evaluation assignment was being terminated and that henceforth the evaluation would continue on a regional level. Additionally, the letter stated we were to submit a "final report" by August 20, 1974.

Before reading this submission, Sanderson & Porter believes a brief history of this project is necessary to understand the awkward position in which we now find ourselves.

We were informed by the Governor's Justice Commission in Harrisburg via a copy of a letter to Mr. Jay Goggin dated March 6, 1974, that our evaluation project was to run for 70 man days over a period of 18 months.

Later, we were informed by the Governor's Justice Commission in Harrisburg that because of funding conditions this contract would be divided into two segments. The first segment was for 40 man days ending June 30, 1974, and that a continuing grant for the second phase of 30 man days would be allocated to us. Thus, we were assured that our 70 man day contract would remain intact except that for funding reasons there would be two contracts. This understanding was confirmed by my letter to the Governor's Justice Commission in Harrisburg, February 12, 1974.

Thus, our whole planning, scheduling and orientation for this project were based on a 70 day project. Now we are informed that the project is being terminated with little over half of our projected man days and schedule completed. This submission, then, can hardly be called a "final report" in the true sense of the word since we are stopping at mid-point whereas it had been agreed that our final report would not be due until the end of the project.

We would mention, however, that during our initial 40 day segment of the project we submitted five Trip Reports (comprising some 33 pages in toto) which were not required by the contract. We felt this extra effort would be appreciated and further would keep all parties involved informed as to our recommendations and progress.

The reason for our defining this project history in this Preface is that Sanderson & Porter's excellent reputation in the criminal justice area is based on our taking institutional responsibility for the quality of every assignment. We want to point out very strongly to any reader of this so called "final report" that we have not had an opportunity to complete our work in terms of evaluating and submitting recommendations as well as checking implementing, and developing data base statistics that we found non-existent.

We are enclosing at the end of this submission copies of all of the Trip Reports mentioned previously rather than resubmitting herein data that has already been received by the parties involved. These Trip Reports it should be noted indicate that when we arrived on site there were some very serious deficiencies within the Security Force in the Pittsburgh Public Communities Project. These ranged from arming unqualified men to almost a complete lack of a paperwork system or method for statistical data gathering. Thus, we were faced early on in the project with correcting serious and in some cases dangerous situations on a priority basis.

This submission, then, we feel can be most helpful in first developing the data collected in our incomplete attitudinal study and setting forth these findings. And secondly, since the Allegheny Region will now be evaluating the project, setting forth some of the problem areas remaining that we intended to analyze and resolve during the latter half of our project.

Sanderson & Porter would like to make it very clear that although we are unhappy with the situation as it has developed we will do all in our power to make this report as meaningful as possible and to be of assistance to those parties involved.

There is a considerable amount of evaluation and even more important, professional assistance still needed if the Housing Police

are to indeed become a viable force. We frankly feel the termination of our contract is not as much of a loss to us as it is to the Governor's Justice Commission and to the Housing Authority of the City of Pittsburgh.

We would be remiss if we did not thank those we have worked with at all levels in Pittsburgh for their cooperation during our engagement and we sincerely wish them well with the new security installation in the Pittsburgh Housing Communities.

ATTITUDINAL STUDY

In our work completed so far we have been taking an attitudinal study of five classifications. These classifications are:

Pittsburgh Housing Authority Security Officers.

Pittsburgh Housing Authority Security Supervisors.

Pittsburgh Police Department.

High Rise Managers and Assistant Managers.

Tenant Leaders and Presidents of Tenant Councils.

In total we interviewed some 40 individuals. These were not short question and answer interviews, but were structured in-depth discussions to ascertain the real feelings of the individuals involved.

Although not complete, we feel a review of the responses to the structured questions in the various categories point out some significant strengths of the program and some weaknesses. A review of this material should assist future evaluators in restructuring a more definitive attitudinal survey and also give them direction with regard to where the problems lie.

Pittsburgh Housing Authority Security Officers

In this attitudinal segment we interviewed on a random basis on all tours of duty 12 Security Officers. The following is the general pattern of their responses to the structured questions:

How do you view the role of the Security Officer? Eleven of the 12 interviewed perceived their role as patrolling the high rises and protecting the occupants and property. One Officer interviewed conceived his job as being the same as that of a Pittsburgh Police Officer.

What do you understand your powers to be? Of the 12 Officers interviewed surprisingly enough five perceived their job as being the same as the Pittsburgh Police Department. Five saw their job as being Special Patrolmen with less power than the Pittsburgh Police Department. One was not clear as to his powers and one considered himself a private citizen lacking police powers.

What is your relationship with the high rise managers? All but three of the 12 Officers interviewed felt they had a good to excellent relationship with the high rise managers. The other three were in conflict basically because they felt the high rise manager wanted to be their boss.

What is the Security Officer relationship with the tenants? All 12 Officers interviewed indicated this relationship was good to excellent.

What are your relations with the Pittsburgh Police Department? All 12 Security Officers interviewed indicated they had no particular problems and felt they had a good rapport with the Pittsburgh Police Department.

Have you been trained adequately? A significant finding developed here. Eleven of the Officers (one Officer had not received training) felt that the training

was entirely too short. In most cases they cited as an example their firearms training as being a particularly weak area.

What is your opinion of the security program as it now exists? This is a difficult question to quantify since opinions varied based on the sophistication and oral skills of the Officers being interviewed. However, only four of the 12 Officers queried were negative in their opinions of the program. However, almost all agreed there were certain problems. These were the need for more Special Officers in the program, the lack of challenge in the job, and being restricted to building lobbies.

How do you feel about volunteer tenant lobby control? This question was added late in the attitudinal survey since it was a recommendation of ours that developed during our study. However, five Officers were asked this question and four of the five were in favor of it. Those in favor of volunteer tenant lobby control indicated their response was positive as it would give them more time to patrol Housing Authority property and not be limited to lobby security. The one Officer not in favor of this program could give no reason for his feelings other than he simply did not like the idea.

Do you understand yourself to be a Special Patrolmen? All of the 12 Officers indicated that they did understand they were Special Patrolmen. This was especially relevant to those who had been officially sworn in. It is our understanding that due to recommendations in our Trip Reports all Officers have now been sworn.

If you do not receive police powers will you remain in the position of Security Officer? Of the 12 Officers interviewed seven indicated even without receiving full police powers they were amenable to remaining in the position of Security Officer. Four indicated they would leave if they did not receive police powers, and one Officer indicated maybe he would leave.

Pittsburgh Housing Authority Security Officer Supervisors

In the attitudinal survey of Supervisors, we interviewed on all tours seven Supervisors. The following was their response to our structured questions.

Do you find it difficult to supervise all of your subordinates assigned to the high rises? Out of the seven Supervisors interviewed four indicated they did indeed have difficulty supervising their subordinates. Generally this difficulty revolved around the question of having to cover a large geographical area during their tour of duty. However, as opposed to this, three Supervisors indicated they had no particular problem in terms of supervising their tour.

What supervisory problems have you encountered?

This is a difficult question to quantify because of the divergency of opinions expressed. However, four of the seven Supervisors had no problems to report. The three that did have problems indicated generally that the limited nature of the Security Officer, that is, Lobby Guard, did not allow them to utilize their supervisory experience. Mentioned also was a lack of authority and the fact that administrative work took too much time.

Are you able to discipline properly the Security Officers in need of disciplining?

An important finding here was that all seven Supervisors said they were unable to properly discipline the men, and in almost every case they had the same reason. This was that their power was limited and in fact to discipline a man in terms of relieving him from duty only hurt the Security Force because of the lack of manpower.

Do you feel the Security Officers respect the Supervisors? Six of the seven felt that their men were indeed respectful of them. Only one felt the Officers under him lacked the proper respect.

How would you rate the morale of the Security Forces? Two Supervisors rated the morale good while five rated the morale low. The significant factor here was all Supervisors indicated in one way or another that morale was decreasing, because of the frustration and lack of challenge with regard to the Security Officers only having lobby responsibility.

What one factor most hinders the effective operations of the Security Force? The Supervisors interviewed had many ideas on this subject and it was difficult to limit them to a single factor. However, the general theme of all answers was again, the problem of confining men to the lobbies which is not challenging and boring. Also mentioned was the need for more personnel on the Force.

What would you suggest to improve supervision of the Security Force? Oddly enough all seven Officers had generally the same suggestion. This suggestion although said in different ways by different Supervisors concerned the lack of communication between the Supervisors and the Director of Security, or the lack of communication between the Supervisors themselves. It was also mentioned there was a need for more rap sessions and that because of a lack of proper communication they received conflicting orders at all levels. The main point here, however, is that communications in all forms is the problem.

In evaluating the Security Officers are there any you would recommend be dismissed for the good of the Service? This was one of the most surprising findings. It must be remembered that these Security Officers were interviewed over a long period of time and we do not feel there was any collusion. However, of the seven Supervisors interviewed, five indicated there were four men who should be dismissed and two said there were three men who should be dismissed. To keep our in-depth attitudinal survey free flowing we did not ask the names of these men, but it would appear probably all Supervisors were talking about the same three or four people. Obvious action is required here.

Do you feel Security Officers are being utilized properly?

In almost all cases the Supervisors felt the men should be used on patrol, that is, that they should not be limited to to lobbies and property of the high rises, but should be allowed to parole the adjacent areas and the row houses that are also the property of the Pittsburgh Housing Authority.

Do you feel you are being utilized properly as a Security Supervising Officer? Five Supervisors indicated they thought they were being used properly and two thought they were not.

Do you have any other thoughts on improving the overall effectiveness of the Security Force? Here again there was a certain divergence of expression, but the general tenor of the Supervisors' remarks came back to the problem of limiting the Security Forces to lobby and perimeter security and not allowing them to patrol all Housing Authority property in the area. Evidently this matter of patrol is a sensitive area as in our interviews with the various levels it can be seen that this item keeps returning to the forefront.

What is your attitude on the overtime pay that the Security Officers are receiving? Do you object to a subordinate earning more money than a Supervisor? This question is obviously loaded, but we felt it necessary to confirm our suspicions. They were confirmed. Six of the seven Supervisors were unhappy that their subordinates were able to earn more money through overtime than they were. One Supervisor indicated it "did not bother him", but we feel he may have been giving us the answer that he perceived we wanted to hear.

Pittsburgh Police Department

In this attitudinal investigation we interviewed five members of the Pittsburgh Police Department. In most cases these men were at the Inspector or high officer level.

The Police Officers interviewed were from such Police Stations as the Second, Fifth, and Ninth, etc. These Stations have high rise units that are protected by the Pittsburgh Housing Authority Security Forces within their jurisdiction. The following is the general pattern of their responses to the structured questions:

What are the relations of the Pittsburgh Police Department Officer with the Housing Authority Security Officers? We spent a good deal of time in gaining a response to this question since we felt it may be a problem area. However, three of the five Officers interviewed indicated their relations were good, excellent, and improving. Two Officers felt the Special Security Forces were too new to judge, but they had no specific complaint regarding interaction.

How do you see the role of the Housing Authority Security Officers? On this particular question we received really five different answers. These included: as a deterrent to crime; unclear; an adjunct to the Pittsburgh Police Department; unclear; and should be used to patrol. It would appear that the role of the Housing Authority Security Officers should be spelled out in detail to the Pittsburgh Police having relations with them.

How can the Pittsburgh Police best utilize the Housing Authority Security Forces? In all cases the answer was as a reporting agency to the Pittsburgh Police Department.

How do you feel about the Housing Authority Security Officers patrolling all Housing Authority property? All of the five Police Officers interviewed were in favor of this function. However, all indicated that their agreement was based on the Housing Authority Security Officers receiving more training.

How do you feel about the Housing Authority Security Officers being on the Police wave length with walkie talkies to call for assistance when needed? Three of the Police Officers interviewed had no objection to this procedure. Two were in favor, but indicated only the Housing Authority Supervisors should be on the wave length. This agrees with our recommendations.

What suggestions do you have regarding the Housing Authority Security Forces? The general tenor of the remarks to this question were that the Pittsburgh Police Department Officers involved are not certain enough of the duties of the Housing Authority Security Forces to make any valued judgments. The significance of this again is that the Pittsburgh Police involved should be fully briefed on the Housing Authority Security Forces and closer cooperation and coordination should be looked for. We had begun to take such action as will be noted in our later Trip Reports.

High Rise Managers and Assistant Managers

We felt it was important to take time to ascertain the attitudes of the high rise management in terms of Security Forces as we saw a potential conflict. To this end we interviewed seven Managers and Assistant Managers and the following are our basic findings.

What are your views of the role of the Security Officers? All seven Managers had a clear understanding of the role of the Security Officers. In one way or another they all indicated their job as being that of offering protection in terms of lobby and perimeter patrol. However, two had additional remarks. They felt the Security Officers should not be limited to perimeter control, but rather should be allowed to patrol the low rise elements of the project.

How do you feel about utilizing tenants for lobby control? Six of the seven Managers were in favor of this approach. One was not.

What is the Manager's relationship to the Security Officer? To the credit of the Security Force all seven Managers indicated their relationship was either good or excellent.

What do you understand the powers and purpose of the Security Officer to be? A surprising finding to this question was that all seven of the Managers felt the powers and purpose of the Security Officer were the same as those of the Pittsburgh Police. This would indicate that the Managers may not understand that the Security Officers do have limited power as opposed to the City Police. Such a misunderstanding if not corrected may lead to future problems and confusion if it is not straightened out.

When help is needed do you call the Pittsburgh Police or the Security Officer? In all cases the seven Managers indicated they would first call the Security Officer.

Do you have any thoughts on the Security operations?

Few of the Managers had any inputs regarding this question. However, two did indicate they felt the Security Officer should patrol the entire community including the row houses. This is a recurring theme in terms of the high rise managers and should be the subject of the ongoing evaluation.

Tenant Leaders and Presidents of Tenant Councils

In this section of our in-depth interviews we attempted to interview tenant leaders as we felt they would best portray the feelings of the tenant population in toto. We felt this an important element of our attitudinal study since the tenants are the ultimate "customer" of the Security Force and in the final analysis their opinions are key to the whole program.

We interviewed nine tenant leaders and presidents.

What are your views of the role of the Security Officer?

Eight of the nine leaders interviewed indicated they were satisfied that the Security Officer was doing a good job. One was not sure and did not comment further. However, with regard to this role, three leaders indicated that the Security Officer should not be restricted to the lobby and should spend more time patrolling the grounds as this is an area of concern to the tenants.

How do you feel about volunteer tenant lobby control?

Five tenant leaders were in favor of this and four were not. Although we indicated this was a volunteer tenant lobby control those not in favor seemed to be disturbed that a tenant lobby control would entail payment to the tenants and if they earn more money their rents will be raised. It would appear to us that future evaluators should study this volunteer tenant lobby control further as it offers additional protection, relief for the Security Officer, and a feeling of participation on the part of the tenants. The problem of payment will have to be studied, but at this point in time with the limited information we have we believe probably paid volunteers would be available in all high rise units.

What do you understand the powers of the Security Officer to be?

Six of the nine tenant leaders consider the power of the Security Officer to be the same as the Pittsburgh Police Department. The three other respondents indicated they did not understand the powers of the Security Officer, but felt basically it was to keep people out of the building.

When you need police do you call the Security Officer or the Pittsburgh Police? In all cases tenant leaders indicated they would call the Security Officer. This is significant to us in that the tenants perceive the Security Officer in a meaningful way in terms of their protection.

Do you have additional thoughts on the Security operations? The majority of the tenant leaders had no additional thoughts on the security operation. However, two mentioned that more security officers should be hired as one Security Officer should be in the lobby and one on permanent perimeter control. Another comment was that more Security Officers should be hired instead of Community Service Officers.

This completes the findings of our preliminary attitudinal study. We think this will form a foundation for additional attitudinal evaluations, but in general we feel it indicates that for a new organization the Housing Authority Security Forces themselves are doing an adequate job. However, as indicated in our Trip Reports, there is a definite need for better coordination with interfacing units and in the area of on-going training.

GENERAL REMARKS

As we mentioned in our Preface, this program was stopped before we had finished our evaluation. However, we had certain areas that we intended to move on to. To assist the new evaluators we in this section would like to set forth some generalized thoughts.

(1) It appears to be unclear in almost everyone's mind the responsibilities and powers of the Housing Authority Security Forces. Work will have to be done in this area so there is a clear understanding among tenants and the Pittsburgh Police exactly what these powers are. This should be developed in written form and meetings should be held to clear up any misunderstanding so that a tradition is not developed that at a later date will be very hard to change.

(2) It is the feeling of the Security Officers that their powers and responsibilities will be and should be broadened in the future. The management of the Pittsburgh Housing Authority should be aware of this and take positive action so that the Security Officers understand what their career paths will be as this could have a very adverse effect on morale.

(3) A very important item that should be looked into immediately is that the Security Officers, to the credit of those who selected them, are over-qualified for the job they are now performing. It is our professional opinion that the Security Officers with some more training can perform a job much more meaningful than standing in a lobby acting as a "doorman". We feel this is a very serious problem and we recommend that a job enrichment program be started so these qualified people can perform more meaningful services to the communities involved. If some

action is not taken promptly these over-qualified Officers will become disgruntled, morale will suffer and from our experience they will begin to get into trouble. We are seeing the beginnings of this in that a number of Security Officers do not see this job as a career unless they are challenged with regard to job content. The Security Officers we interviewed and observed appear to be intelligent and of high caliber. They are anxious to do a good job and this very positive thinking should be channeled by the Housing Authority before it is too late.

(4) It will be noted in the following section where we have included our Trip Reports that there is a definite shortage of Security Force personnel. This demands immediate attention. It is not a good policy to run a police organization on overtime and as we have explained in our Trip Reports. When vacations and sick leave begin to occur proper coverage will not be possible. All indications are that the tenants are very much in favor of the Security Officers and their function. This can be quickly destroyed and become a political matter if the tenants begin to see the Security Officers missing due to a shortage of personnel. The tenants now see the Security Officer as part of the Housing Authority program and they expect to see him in the future.

(5) There is a problem on precisely the boundaries of the Security Officer's authority. Serious thought should be given to increasing the Force and allowing the Security Officers to patrol all Housing Authority property surrounding the high rises. This would enrich the Security Officer's job to a great degree and alleviate the boredom that is felt by being restricted to the lobbies. It would also be very well received we feel by the tenants involved.

(6) Again, we have recommended this in our Trip Reports, but there is need for in-service training of Security Officers. Their training was not long

enough and they recognize this. The Security Officers naturally feel they should have the training given to the Pittsburgh Police Department. We are not certain that this is proper, as a city police force has duties that will never be part of the Housing Authority Security Forces. However, there are many areas of in-service training that would be of benefit to the Security Officers.

(7) There is a problem with supervision of the Security Officers. The Supervisors are not trained in human relations and do little if anything to bolster the morale of the Security Officers under their control. This certainly could be one aspect of the Supervisors' in-service training. It is not enough for the Supervisor to simply check that the Security Officer is on post. He must be attuned to the Security Officer's desires, wants, and morale. The Supervisor must be a link between the Officer on post and the management of the Security Forces.

(8) We think the communication system is not being utilized properly. By the time this report is received additional equipment should be in place. It is important to remember that in any police operation an Officer must have a method of communicating quickly and effectively to get assistance when needed. During our tenure as evaluators we noticed this was not the case. A priority area of evaluation, then, is to make certain that the present communication equipment is used properly and that the new communications equipment is thoughtfully integrated into a total system.

TRIP REPORTS

We are enclosing in this final report all the Trip Reports submitted by Sanderson & Porter. These have many recommendations for remedial action. We suggest that the new evaluators check these recommendations with regard to their implementation.

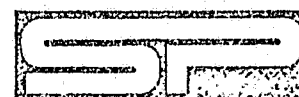
It should be noted also that we attempted to bring together in a meeting the various people who interface with the Public Housing Authority Security Forces. Such meetings should continue so that there is proper coordination by those involved.

Sanderson & Porter spent a great deal of time studying the police educational facilities available to the Housing Authority Police. This whole area of education and in-service training should be followed up and a positive program developed.

It would not be proper here to review what has already been written in our Trip Reports in any great detail. However, we feel these Trip Reports, along with the material developed in this submission, offer a sound professional evaluation of the Housing Authority Security Forces.

Might we suggest that the continuing evaluation program use our format of Trip Reports so that the evaluation of this project is well documented for the Governor's Justice Commission.

SANDERSON & PORTER, INC.



ENGINEERS - CONSTRUCTORS - MANAGEMENT CONSULTANTS

25 BROADWAY, NEW YORK, N. Y. 10004

May 3, 1974

TRIP REPORT - NUMBER ISecurity Installation in Pittsburgh Housing Communities Project (AG-117-73A)Introduction

Although our contract on the subject project spells out the requirement for an interim and final report on the subject evaluation, we feel it would coordinate the project and make our participation more meaningful if we additionally submit trip reports after each visit to the project site. This will serve to keep both the Housing Authority of the City of Pittsburgh, the Regional Office of the Governor's Justice Commission and the Evaluation Management Unit in Harrisburg fully informed as to our actions and progress. In this way we will be continually reporting on a timely basis as opposed to reporting months after an action has taken place. Sanderson & Porter, however, will also submit the required interim and final reports. Through the media of the trip report we look for responses from those on the distribution list with regard to guiding the direction of our activities or the setting of evaluation priorities.

It should be understood in reviewing this trip that this was our first visit to the site and all meetings and observations were thus preliminary in nature. It should also be understood that the Housing Authority Police Force has been in operation for only one month so there naturally are problems that are inherent in the beginning of any operation.

Sanderson & Porter, due to the newness of the unit, besides evaluating, would like to be considered a resource by both the Regional staff and the Housing Authority management. We believe with our background we can offer sound recommendations in addition to simply evaluating.

Time

This report is a result of an evaluation made by Messrs. Hair and Steere on April 23, 24, and 25, 1974, and comprises the expenditure of six man days.

Meetings Held

April 23, 1974: Messrs. Hair and Steere met in the morning with Dr. Daniel Blackwell, Assistant Director of Operations, Housing Authority of the City of Pittsburgh. Dr. Blackwell reviewed for us the background of the Housing Authority Security Forces, in terms of the Housing Authority. We asked Dr. Blackwell to arrange a meeting with Mr. Dale Kasparek of the Regional Office as per the letter of instruction dated March 7, 1974 from Mr. Keith Miles, Director of Evaluation Management Unit. Mr. Kasparek indicated we should meet with Mr. Norman Aggozoli of his office on the following day.

Dr. Blackwell then drove us to see some typical high rise units being protected by the Housing Authority Police. With Dr. Blackwell we then visited the Housing Authority Police Headquarters and met with Mr. Leo Anderson, Director of Security. Mr. Anderson gave us a brief orientation on his operations and we toured the headquarters facility.

April 24, 1974: Messrs. Hair and Steere met with Mr. Aggozoli. Mr. Aggozoli gave us background information regarding the Housing Authority Police from the Regional Office viewpoint. Mr. Aggozoli indicated he was also evaluating the Housing Authority Police Project and was developing a statistical basis for his evaluation. Mr. Aggozoli then indicated that we should continue to coordinate our evaluation project through Dr. Blackwell. It was agreed that Sanderson & Porter would on all trips to Pittsburgh confer with Mr. Aggozoli to coordinate our efforts.

We then met with Mr. Anderson in Dr. Blackwell's office and with Mr. Anderson visited Northview Heights and Bidwell High Rise Units. We toured these two buildings making a brief physical security inspection. We then went with Mr. Anderson to his headquarters where we reviewed record keeping and information systems.

April 25, 1974: Messrs. Hair and Steere met with Dr. Blackwell and Mr. Jay Goggin, Executive Director of the Housing Authority. We briefed Mr. Goggin on our activities, indicated problems noted, and told him we would be submitting trip reports on each visit.

Preliminary Observations

Need for improved supervisory controls: It was observed that there was a lack of supervisory controls on the Lieutenants and Inspectors of the Housing Authority Police.

Recommendation: We indicated to Mr. Anderson that he institute the following procedure: each housing patrolman be required to carry a serial numbered memo book while on duty. The following entries are to be made - Date, tour of duty, meal period, post changes, and a report of incidences taking place. If no incident occurs during the tour of duty it shall be so indicated by the patrolman writing - "Nothing to report", and signing the page at the conclusion of his tour. This memo book will be inspected and signed by the Supervisory Officer and time of inspection will be indicated.

This procedure keeps the supervisor current on happenings. It also acts as a control on the supervisors to assure that they are inspecting all posts on a continuing basis.

Lack of statistical data: It appears at this time that there is a lack of an historical data base. It is our understanding that the Pittsburgh Police Department has not categorized crime by single high rise housing unit.

Recommendation: We will research further the Pittsburgh Police Department and other agencies to determine the possibility of developing such a historical data base. We will confer with the Housing Authority Police management on developing a valid and meaningful statistical data base. This data base will at least form the beginning for future comparative studies.

Records management and information systems: We observed that the Housing Authority Police have developed a number of reporting and summary forms. It appears that these forms may not answer management's requirements. Such documentation should be the basis for: assignment of personnel, scheduling of tours, disciplinary action, accommodations, etc.

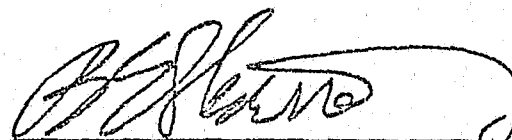
Recommendation: We have asked Security Director Anderson to think about what end product information he needs to efficiently and effectively manage his total responsibility. On future visits we will review this thinking and possibly make additional data input suggestions. Once information requirements are firmly established source documentation can be developed to meet these requirements.

Manpower requirements: The Housing Authority Police consists of 50 patrolmen; eight supervisors and a Director, who are assigned currently to ten high rise housing units occupied by the elderly. There are indicates that these units, at this time, cannot be adequately covered with this force. Present patrolmen are working on a continual overtime basis in order to cover all units on a 24-hour seven-day week. We anticipate that this situation will worsen during the summer months due to vacations, increased activity, sickness, court appearances, light duty, etc.

Recommendation: We will further evaluate whether this problem can be solved by better personnel utilization or if indeed additional personnel are necessary to fulfill the mission of the Housing Authority Police.

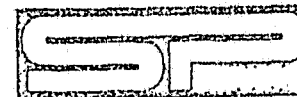
Communications equipment and closed circuit TV: Each of the ten high rise housing units are to be equipped with additional lighting and closed circuit TV for monitoring the interior and perimeter grounds. Additionally, personnel will be supplied with walkie talkies. This equipment has already been ordered and the Housing Authority Police are awaiting delivery.

Recommendation: Since equipment to be utilized is a fait accompli, our role now will be to evaluate the utilization of this equipment when it arrives on site.


R. E. Steere, Vice President
Sanderson & Porter, Inc.

cc-Dr. Daniel Blackwell
cc-Mr. Norman Aggozoli
cc-Mr. Keith M. Miles

SANDERSON & PORTER, INC.



ENGINEERS - CONSTRUCTORS - MANAGEMENT CONSULTANTS
25 BROADWAY, NEW YORK, N. Y. 10004

May 17, 1974

TRIP REPORT - NUMBER II

Security Installation in Pittsburgh Housing
Communities Project (AG-117-73A)

Tuesday, May 7, 1974

Upon arrival in Pittsburgh, Robert Hair, Sanderson & Porter's consultant, contacted Dr. Daniel Blackwell, Assistant Director of Operations of the Pittsburgh Housing Authority, to arrange a schedule of meetings and for transportation. Dr. Blackwell arranged a meeting with the Superintendent of the Pittsburgh Police - Robert Colville. In addition, a meeting was held with Mr. Norman Aggozoli of the Regional Office of the Governor's Justice Commission.

During the course of the meeting with Superintendent Colville he was informed that we would like to meet with and interview the Police Academy Instructor involved in training the Housing Authority Security Officers. Superintendent Colville was most cooperative and offered to assist the evaluation project in any way that he could.

Police Officer Andy Paga was assigned to assist us in scheduling meetings with the necessary police personnel. In addition, Superintendent Colville and Mr. Hair conferred on the relationships of the Pittsburgh Police to the Housing Authority Security Officers. Superintendent Colville views the Housing Authority Officers primarily as officers whose responsibility is to prevent crime in the high rise buildings by careful screening and observation of those using Housing Authority property and of individuals seeking entrance to the buildings. In addition, he sees the Security Officers acting as a reporting agency to the Pittsburgh

Police to keep them informed of all incidents, crimes and need for police service in the area; thus, increasing the effectiveness of the police in meeting the needs of the community. Superintendent Colville also feels that a review of the exact purpose and function of the Security Officers would be helpful. It was recommended to Superintendent Colville that a meeting be scheduled between him, Mr. Jay Goggin, Dr. Daniel Blackwell, Mr. Norman Aggozoli and Mr. Robert Hair of Sanderson & Poeter. Superintendent Colville agreed to participate in such a meeting. It was also suggested to Superintendent Coville that it might be worthwhile to study the possibility of utilizing the tenants to assist the Security Officers in providing protection for the high rise buildings. We outlined such a plan which the Superintendent agreed would bring added protection to the community.

The conference with Mr. Aggozoli of the Governor's Justice Commission dealt mainly with a review of our Trip Report Number I and discussion on how to improve the gathering of statistical data through the use of improved forms. Mr. Aggozoli and Mr. Hair are to meet again to review the forms for gathering statistical data that were given him by Sanderson & Porter.

Wednesday, May 8, 1974

A meeting was held with Dr. Daniel Blackwell, the substance of which follows:

Dr. Blackwell commented upon Trip Report Number I submitted as a result of our previous visit.

It was recommended to Dr. Blackwell that an efficient statistical data gathering system be developed as soon as possible so that the Pittsburgh Housing Authority might have quick access to information so as to assist it in developing and modifying the security program as required. Several statistical gathering forms were shown to Dr. Blackwell which the Pittsburgh Housing Authority could utilize in creating a data base.

Dr. Blackwell suggested that we confer further with Chief of Security, Leo Anderson on utilizing the forms.

Dr. Blackwell was informed of the meeting held with Superintendent Colville and our suggestions to the Superintendent that a conference be scheduled between the individuals mentioned earlier in this report. It is our feeling that such a meeting is essential in improving communications between the various departments and individuals concerned. Such communications at this point in time appear to be weak. In addition, similar meetings should be scheduled on a regular basis both to assure constant and clear communications and to deal with problems promptly as they arise. Dr. Blackwell concurred with this suggestion. A conference for all parties concerned was then arranged by Dr. Blackwell for June 5th at 10:00 a. m. in Superintendent Colville's office.

We therefore would like to take this opportunity to interject our recommendations that the agenda include such subjects as:

The legal status of the Security Officer.

Qualifications to be armed with a weapon.

The establishment of a liaison officer in the Pittsburgh Police Department to work with and advise the Pittsburgh Housing Authority on police problems.

The utilization of tenants to assist in lobby control and patrol of high rise buildings.

The relationship of the Housing Authority Security Officers to the Pittsburgh Police.

A clear definition of the role and responsibilities of the Security Officers.

How the Pittsburgh police might utilize the services of the Security Officers to the utmost.

The role and status of the soon to be appointed Community Service Officers - i. e., who controls - who supervises - projections for the future, etc.

It is anticipated that the agenda no doubt will be expanded upon between now and the 5th of June and that in all likelihood because of the importance and depth of the discussions it will be necessary to schedule additional meetings to adequately deal with each item.

It should be noted that all individuals with whom we thus far conferred have shown a sincere desire to cooperate with Mr. Hair and to assist us in developing an effective security program for the community.

Thursday, May 9, 1974

A meeting was held with Police Officers John Enright and Robert Reddick of the Pittsburgh Police Training Section. Also, discussions were held with Sgt. Tony Butera of the Training Section. The above officers were responsible for developing and conducting the training program for the Pittsburgh Housing Authority Security Officers in which the Security Officers were given a three-week training program totalling 105 hours.

As a result of our evaluation of the training program and discussions regarding the program with the officers involved it is felt that the training program offered the Security Officers was a well planned one and it was pertinent to their duties and responsibilities. However, it is our opinion that the length of training should have been of longer duration. Also, while the training program offered is suitable for Security Officers, it is not adequate if they are to perform as policemen. An effort should be made to schedule the Security Officers for in-service training on a continuing basis.

The Security Officers were tested at the end of each week. A study of these tests disclosed them to be of the true/false and fill-in type. The examination appeared to adequately test the men on the subjects offered. However, there were some questions that related to the subject of investigations included in the examination. A study of the grade sheets indicated that all the students passed the final examination. It was noted, however, that one student (D. Jiles) completed only the first week of training.

We recommend that a training course be developed for the Pittsburgh Housing Authority Security Supervisors who to date

have not received any training, and an attempt should be made to have Officer Jiles complete the two weeks training that he missed.

It was not possible at this time to evaluate the firearms training although a cursory inspection of the records indicate that not all Officers qualified at the range. A further evaluation of the firearm program will be conducted on a subsequent visit.

The Officers of the Pittsburgh Police Training Section were most helpful in assisting in our evaluation of the training program.

Friday, May 10, 1974

A meeting was held with Mr. Norman Aggozoli, Mr. Dennis Starret and Mrs. Susan Ferrara of the Regional Office of the Governor's Justice Commission. The conference was utilized to review the status, progress, direction and problems of the Pittsburgh Housing Authority Security Project. Discussions related to the role and function of the Security Supervisors and the lack of job descriptions for the Supervisors, as well as the role and function of the Community Service Officers.

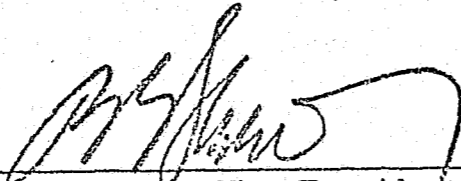
Our discussion revolved around who the Community Service Officers are to report to, who is to supervise them and how. What tours are they to work. Should they also be utilized as Security Officers, and if so are they to be issued weapons.

We suggested that the Pittsburgh Housing Authority address itself to the above questions on a priority basis.

We then discussed the utilization of the statistical data gathering forms that we presented for use by the Security Force. A further study will be made of the forms and their application. It was also suggested at the meeting that Mr. Gerald Bigley and Mr. David Washington, attorneys for the Pittsburgh Police and Pittsburgh Housing Authority respectively, give a legal opinion on the present legal status of the Housing Authority Security Officers and their right to bear arms.

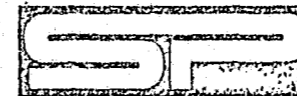
A later meeting was held with Mr. Gerald Bigley to inform him of the recommendation relative to receiving a legal opinion on

the present legal status of the Housing Authority Security Officers and their right to bear arms. We requested that the opinion be made prior to the June 5th meeting. We also contacted Mrs. Charlotte Chaven, Secretary to Dr. Daniel Blackwell, and requested that she forward the above request regarding a legal opinion to Mr. David Washington, legal counsel to the Pittsburgh Housing Authority. Mrs. Chaven reported that she would relay the request to Dr. Blackwell for his action.


R. E. Steere, Vice President
Sanderson & Porter, Inc.

cc-Dr. Daniel Blackwell
cc-Mr. Norman Aggozoli
cc-Mr. Keith M. Miles

SANDERSON & PORTER, INC.



ENGINEERS - CONSTRUCTORS - MANAGEMENT CONSULTANTS

25 BROADWAY, NEW YORK, N. Y. 10004

June 6, 1974

TRIP REPORT NUMBER III

Security Installation in Pittsburgh Housing
Communities Project (AG-117-73A)

The purpose of this trip was basically to undertake site visits to the various Housing Communities that are being serviced by the Security Forces. During the site visits we interviewed the Security Officers on their posts, Tenant Activities Coordinators (Tenant Representatives), random tenants, and High Rise Managers.

It should be noted that this trip included a weekend and the Memorial Day holiday. The reason for this was that from our experience in evaluating police operations it is necessary not only to check normal tours, but weekend and holiday operations.

We have not yet completed all of the interviews necessary to assure sound data so we will not comment on our findings in this report. However, we are beginning to develop certain patterns that lead us to some very interesting conclusions. In later submissions we will comment on these conclusions either in a special report or in a regular trip report.

Friday, May 24, 1974

We contacted the offices of Mr. Jay Goggin, Dr. Daniel Blackwell and Mr. Norman Agguzolli during our trip. Unfortunately none of these gentlemen were available on this day.

We met with Chief of Security Leo Anderson and reviewed our previous trip report. Next was discussed the utilization of forms for the gathering of meaningful statistics which could be used to permit Chief Anderson to determine crime patterns to develop proper schedules of his personnel and to determine the needs

of the community. The forms which we discussed were given to Chief Anderson for further review. At the present time Chief Anderson feels forms can be most useful to him.

Chief Anderson believes that some of his men have been sworn as Special Patrolmen on an individual basis by Captain Harry Mulholland and Captain Edward Patterson of the Pittsburgh Police. Subsequent interviews of Security Officers indicate that indeed the Pittsburgh Police Department is in the process of swearing in the Security Officers as Special Patrolmen.

Saturday, May 25, 1974 :

Visited Pressley High Rise, and made a physical security inspection of the premises. Interviewed Ralph Short, Tenant Activities Coordinator, and other random tenants regarding the Security Forces and their interface with the tenants.

Interviewed and observed the operations of the on-duty Security Officer, Donald Sypolt. Interviews with all Security Officers during this visit were in the general area of their role, relationship with High Rise Managers and tenants, training, and understanding of duties.

Sunday, May 26, 1974

Visited Northview High Rise, 533 Mount Pleasant Road, and made a physical security inspection of the premises. Interviewed and observed operations of the on-duty Security Officer, Max Ballard.

Next visited Northview High Rise, 613 Mount Pleasant Road, and made a physical security inspection of the premises. Interviewed and observed the operations of the on-duty Security Officer, Harold Coates.

Monday, May 27, 1974

Visited Auburn Towers High Rise, and made a physical security inspection of the premises. Interviewed and observed the operations of the on-duty Security Officer, Carey Moone.

During this visit we interviewed Robert R. Thomas and Desmere Bernard and other randomly selected tenants at Auburn Towers.

Tuesday, May 28, 1974

A meeting was held with Mr. Jay Goggin, Executive Director of the Pittsburgh Housing Authority. Mr. Goggin has now taken control of the Security Forces which were formerly under Dr. Daniel Blackwell. A review of the past trip report was made.

The agenda for the June 5th meeting was discussed.

Mr. Goggin also discussed a plan for developing an incentive program for motivating the Security Officers. Such a plan is necessary to reward the Security Officers performing in an outstanding manner. The incentive program Mr. Goggin envisions is excellent. The plan will be discussed in a subsequent evaluation report when it is more fully developed.

Mr. Goggin and the Evaluator then reviewed the problems relating to the security program indicated in previous trip reports. Mr. Goggin appears to have a good understanding of the problems and stated that he is moving to resolve them as quickly as possible.

Mr. Goggin also said that he would like the Supervisors of the Security Officers to receive training on the supervisory level.

We next met with Sgt. Anthony Butera and Patrolman John Enright of the Pittsburgh Police Department Training Division regarding the possibility of training the Security Officers' Supervisors. Sgt. Butera and Patrolman Enright stated that the supervisory training program for the Pittsburgh Police Supervisors has been completed for 1974 and that there are no more funds available for training. However, they felt that with the Superintendent's permission there would be no problem in including the Security Officers' Supervisors in the next training session which is scheduled for January 1975. We suggested that an effort be made to provide supervisory training for Security Officers' Supervisors as soon as possible and not wait until the January 1975 Pittsburgh Police training program.

Wednesday, May 29, 1974

Visited Addison Terrace High Rise and interviewed Clayton Covington, Assistant Manager of Addison Terrace.

Our next visit was to Northview Heights High Rise where we interviewed Harold Galloway, Manager of Northview Terrace.

We then held a meeting with Chief of Security Leo Anderson to discuss the administration and operation of the Security Department. It was pointed out to Chief Anderson that the Pittsburgh Police Department records indicate that some of the Security Officers require additional firearms training. Chief Anderson stated he is aware of this and is working to correct the condition. Chief Anderson also stated he has instituted a program for all his Security Officers to receive more firearms training. Chief Anderson has obtained the use of the Pittsburgh Police Department range #5 where the men are reporting on a voluntary basis for firearms instructions under the tutelage of William Rohan, a firearms instructor for the National Rifle Association.

Thursday, May 30, 1974

A meeting was held with Mr. Norman Agguzolli at the Regional Office of the Governor's Justice Commission. The conference reviewed the previous trip report with particular emphasis on the agenda for the forthcoming June 5th meeting. In addition, we discussed the action being taken and the progress and direction of the Pittsburgh Housing Authority in relation to past evaluation reports of the Governor's Justice Commission and Sanderson & Porter.

In addition, discussions were held on the following topics:

The proper utilization of the Security Department communications system.

The specific duties of the Security Officers and their limitations in so far as mobility is concerned.

The role of the woman Security Officers.

The necessity for quickly qualifying all those who have not qualified for firearms use.

The adapting of the statistical forms submitted to Mr. Agguzolli and Chief Anderson on our last trip to tie in with the Pittsburgh Police Department requirements and at the same time meet the needs of the Security Officers. (Mr. William Hough of the Governor's Justice Commission is working with Chief Anderson on this project.)

Finally, we discussed the problem of providing supervisory training for the Security Officers' Supervisors. Mr. Agguzolli was informed of the fact that the Pittsburgh Police Department is not scheduling a supervisor's course until January of 1975 at the earliest. Mr. Agguzolli suggested that the Supervisors be trained in the Supervisors' course which is given in September by the Southwestern Pennsylvania Economic Development District. This would be very convenient since the course will be given in the Park Building located at 355 Fifth Avenue, Pittsburgh.

The evaluator then met with James Showrank, Project Coordinator for the Southwestern Pennsylvania Economic Development District to explore the possibility of having his organization provide supervisory training for the Pittsburgh Housing Authority Security Supervisors. Mr. Showrank was most cooperative and stated his organization would be most happy to offer the Security Officers' Supervisory training at their next session which will commence in September. He also indicated they had previously trained the Pittsburgh Police and Pennsylvania State Police Supervisors. Based upon our study of the material offered in the program and the manner in which the program is conducted, as well as our discussion with Mr. Showrank, we strongly recommend that all Security Forces Supervisors be registered in the courses presented.

In addition, there are courses given in labor relations, personnel administration, fiscal management, human relations, and communications, which we feel would be beneficial to the Chief of Security. It should be noted there is no charge for any of these courses.

Friday, May 31, 1974

Visited East Hills High Rise, and interviewed and observed the operations of the Security Officer on duty, William Rattliff.

Next we interviewed Mr. Matthe Brown, President of the Eastview Tenants Council and Mr. Otis T. Carr, a member of the Tenants Council.

Also interviewed was Mrs. Margaret Ryan, Manager of the Auburn and East Hills High Rise.

Visited Kelly Street High Rise and interviewed and observed the operations of the Security Officer on duty, Henry Riebold.

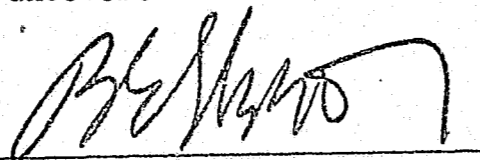
Following this we interviewed Abraham Neal, President of the Tenants Council Kelly Street High Rise.

We were then able to visit with Mrs. Lorraine Allen, Manager of Kelly Street High Rise.

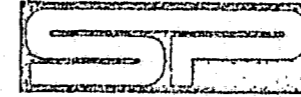
Visited Penn Bidwell High Rise and interviewed and observed the operations of the Security Officer on duty, Charles Manker.

Following this we interviewed Mrs. Frances Hines, a tenant in the Bidwell High Rise.

As we indicated at the beginning of this Trip Report, we are not at this time submitting any conclusions regarding our interviews. However, the interviews are structured individually for Security Officers, Managers, and tenants. We hope to have these interviews completed during our current visit to Pittsburgh so we can pass along our evaluation of any significant information uncovered.


R. E. Steere, Vice President
Sanderson & Porter, Inc.

cc-Mr. Jay Goggin
cc-Mr. Norman Agguzolli
cc-Mr. Larry Taylor



July 1, 1974

TRIP REPORT NUMBER IV

Security Installation in Pittsburgh Housing
Communities Project (AG-117-73A)

Again, the purpose of this trip was in essence to continue our site visits to the various Housing Communities so as to get the broadest possible sampling of our structured interviews with Security Officers, Security Supervisors, tenants' representatives, and tenants.

During this trip, however, we were pleased to note that our recommendations in many areas are being implemented. As evaluators we would like to stress again the sincere cooperation we are getting from all those involved. We believe some very key issues have now been settled and the Security Forces are now getting on a firmer foundation.

We have no particular problems with the program to report.

It must be understood that these Trip Reports although not required in the contract are relatively brief in nature. We are not attempting to set forth every interview, meeting or finding. Rather, we are attempting to highlight as we go along the more important aspects of the evaluation.

The evaluator has not yet completed all his interviews necessary so again we will not comment on our findings in this regard. However, in our next report, or in a special report, we will review the data of this nature that we have collected.

Tuesday, June 4, 1974

We conferred with Mr. Agguzolli regarding our June 5th meeting with Supt. Colville, Mr. Goggin and Dr. Blackwell.

We visited with Chief of Security Leo Anderson, conferred on various administrative and supervisory procedures being utilized and the

possibilities of making modifications in the procedures to improve efficiency and increase controls in the Security System.

Chief Anderson also discussed the role of the Community Service Officers and their relationship to the Housing Security Forces. Chief Anderson feels that there is a need for clarification as to his relations and responsibilities toward the Community Service Officer.

The need of instituting a supervisory training program and means of utilizing the supervisors in the most efficient manner were also discussed.

Wednesday, June 5, 1974

We arrived at 10:00 a. m. for a conference with Mr. Agguzolli, Superintendent Colville, Mr. Goggin and Dr. Blackwell. The conference had to be delayed due to Superintendent Colville's appearance before the Council. After waiting four hours it was decided to reschedule the meeting for 2:30 p. m. on June 13.

We conferred with Mr. Goggin on the supervisory training program for Security Supervisors, offered by the Regional Personnel Services Center of Southwestern Pennsylvania. Mr. Goggin was given literature on the training program relating to the courses and the training schedule. He was also informed of Mr. Jim Showrank's (Associate Director, Regional Personnel Services Center of the Southwestern Pennsylvania Economic Development District) desire to cooperate in allowing the Security Supervisors to register for the supervisory training courses. Mr. Goggin indicated that he would contact Mr. Showrank regarding making arrangements for the training of the Security Forces supervisory personnel.

The role of the Community Service Officer in the Communities was discussed with Dr. Blackwell. Dr. Blackwell does not see the Community Service Officer involved with the Security Department. Since this is the case and also since there is no LEAA funding involved the Community Service Officers will not be a part of our evaluation report unless a relationship with the Security Force should develop.

Thursday, June 6, 1974

We visited the Pittsburgh Police Pistol Range in Wexford, Pennsylvania to study and evaluate the firearms training program given to the

Housing Authority Security Officers. Interviewed Pittsburgh Police Sgt. Robert Fadzen, Officer in Charge of the firearms range. Conferred with Officer Fadzen on the firearms training program developed and conducted by the Pittsburgh Police Department for the Pittsburgh Housing Authority Security Officers. Sgt. Fadzen indicated that the Security Officers received 16 hours of firearm training as compared to 40 hours firearm training received by the Pittsburgh Police. Sgt. Fadzen and the evaluator based on empirical experience believe that 16 hours is not enough time to adequately train a person in the proper use of a firearm. Sgt. Fadzen was asked if it would be possible to give further firearms training to the security officers at the outdoor range which offers more opportunities for better and diversified firearms training. Sgt. Fadzen said he would be agreeable to giving further training to the Security Officers at the outdoor range and that such a program would not interfere with his regular firearms training program. He stated that with the permission of the Pittsburgh Police Department he would be happy to work out a schedule with the Housing Authority Security Department. Sgt. Fadzen indicated that Security Officers taking such training could be transported to the range by the Pittsburgh Police Department bus which leaves from the City of Pittsburgh. He also stated that the cost of training would be about \$25 a day. Sander-son & Porter recommends that action be initiated to arrange for training the Security Officers at the outdoor range as they are in urgent need of further firearms training.

We reviewed and discussed the firearms grade sheet with Sgt. Fadzen who stated the names on the grade sheets with asterisks next to them indicated that such persons failed to qualify under the Pittsburgh Police firearms qualifying standards. Officer Fadzen stated that if Pittsburgh Police coming out of the Police Academy did not have qualifying scores they would not receive guns until such time as they qualified. It is extremely important that the approximately 18 Housing Authority Security Officers who failed to qualify be properly trained in the use of firearms and qualified. Such training and qualifying should be done by the Pittsburgh Police Department. Presently Security Officers are being instructed in the use of firearms by a National Rifle Association volunteer. Such a volunteer training program may be appropriate for supplementing the Pittsburgh Police firearms training, but it should not replace it. Officer Fadzen suggested that the Housing Security Force select an officer or superior and send him to the outdoor range to be trained as a firearms instructor.

Tuesday, June 7, 1974

We visited and conferred with Chief of Security Leo Anderson. Informed Chief Anderson of our visit, discussion and review of the Security Officer's grade sheet with Sgt. Robert Fadzen. Chief Anderson was told of Sgt. Fadzen's offer of making the outdoor pistol range available for firearms training and for qualifying the Security Officers not presently qualified. It was also pointed out to Chief Anderson that two of his Supervisors had not yet qualified with their firearms. Reviewed the firearms grade sheets with Chief Anderson to indicate the Security Officers in need of training. Chief Anderson stated that contact would be made with the Pittsburgh Police Department to make arrangements for scheduling Security Officers and Supervisors to be further trained in firearms use and to qualify the Security Officers who are not now deemed qualified in firearms proficiency.

In reviewing the grade sheets for the Security Officers it was noted that three Security Officers received no firearms training and a fourth officer who was hired after the Security Officers left the Pittsburgh Police Academy received no academic or firearms training. In the future a program must be developed to provide academic and firearms training before any Security Officer is assigned to a post. The firearms training and qualifying are always available with trained instructors. In the event any additional Security Officers are hired, we recommend that they receive their academic training at the Pittsburgh or County Police Academies. If this is not feasible due to no training sessions being scheduled at the Academies when the Security Officers are hired, we suggest that a Supervisor of the Security Department train the new Security Officers. Such a Supervisor should be sent to an instructors training school and upon completion of his training he should be designated as the Security Training Officer, responsible for developing and implementing an on going in-service course and a course for new Security Officers. In the future care must be taken that no Security Officer is ever assigned to duty without the proper academic and firearms training as this is unfair to the Officer and dangerous to the community.

Reviewed the Payroll Sheets for the Security Officers with Chief Anderson. The Payroll Sheets indicate that during the pay periods, April 18-May 11, and May 12-May 25 some Security Officers have worked 40 hours overtime in each of those respective pay periods. Thus, in two pay periods an Officer could perform 80 hours overtime, yet other Security Officers have performed little or no overtime indicating a

large imbalance in the distribution of overtime. Chief Anderson and Inspector Luther Montgomery state that the imbalance is caused by some personnel seeking overtime while others do not wish to perform overtime. It appears that a large amount of overtime at time and a half is being performed so that the 10 high rise buildings may be adequately covered, if the overtime is not performed it would not be possible to cover all the posts and some high rises would be left without a Security Officer. The practice of operating an organization on the basis of making up for personnel shortages by paying overtime to fill the voids is unsound, costly and can create many problems. At the present rate of accumulation of overtime by the Security Officers it is highly possible that they will be earning more money than their Supervisors who are not permitted overtime. Such a situation would be intolerable and would make it difficult for the Supervisors to control the Security Officers and maintain the respect of the Security Officers who would be earning a larger salary.

In addition the Officers who are not doing a lot of overtime will eventually become frustrated and unhappy over the disparity in the pay checks. The morale of the Supervisors is bound to suffer when they realize that they are working in a more responsible position for less pay than their subordinates. Remedial action must be taken to correct this situation. Sanderson & Porter recommended to Chief Anderson that a more in-depth study be conducted along the following lines so that a better understanding and clearer picture of the overtime scheduling, personnel and shortage, and salary disparity may be obtained.

Select six Security Officers who have performed the most overtime during the April 28-May 11 and the May 12-May 25 pay periods and determine the following:

Amount of their base pay check.

Amount of their overtime pay check.

The amount earned over their base pay check.

The amount of the Inspectors and Lieutenants pay check in a similar period.

The total cost of overtime since the program's inception.

The rate of increase in overtime since inception of the program.

Projections of overtime costs for the next 12 months.

Chief Anderson is going forward with the study and upon completion of the study an additional conference will be scheduled on this problem. Below is some of the raw, unaudited data so far developed at our request:

Security Officer's Pay Rates

Earnings per day \$32.02 regular rate.

Earnings per hour \$4.574 regular rate.

Earnings per hour \$6.86 overtime rate.

Overtime hours worked during the period beginning March 3, 1974, the first day in the field, to June 8, 1974, the end of the last pay period, was 2,514 hours. 2,514 hours multiplied by \$6.86 per hour overtime equals \$17,246.04 total cost of overtime.

So far, May is the month of highest overtime usage. From April 28, 1974 to May 25, 1974 Security Officers worked a total of 1,158 hours overtime. 1,158 hours multiplied by 6.86 per hour overtime equals \$7,943.88 total cost of overtime. These hours were accumulated during a 20 working day period. With the regular rate of pay being \$32.02 per day, for 20 days at regular pay, one would earn \$640.40. Dividing \$7,943.88, the total cost of overtime for this period, by \$640.40 amount earned by one man for the same period, you get the figure 12.40. This means that the \$7,943.88 spent for overtime would pay the wages of 12 men at the regular rate of pay.

Due to the fact that there are some men who do not care to work overtime, those who do, have to work more hours than we think advisable. Also, some of the men earn a larger pay check than their Supervisors, and this is not sound practice. Following are examples of earnings of a few of the highest overtime workers, and their earnings for the pay period May 12, 1974 to May 25, 1974:

(1) Allen Thomas - 40 hours at \$6.86 = \$274.00 O. T. pay
+ 320.20 regular pay
594.60 gross

(2) Charles Manker - 36 hours O. T. at \$6.86 = \$246.96 O. T. pay
320.20 regular pay
567.16 gross

(3) H. Hester - 30 hours O. T. at \$6.86 = \$205.80 O. T. pay
+ 320.20 regular pay
526.00 gross

(4) R. Culliver - 28 hours C. T. at \$6.86 = \$192.08 O. T. pay
+ 320.20 regular pay
512.28 gross

(5) G. Hampton - 28 hours O. T. at \$6.86 = \$192.08 O. T. pay
+ 320.20 regular pay
512.28 gross

(6) T. Holliday - 24 hours O. T. at \$6.86 = \$164.64 O. T. pay
+ 320.20 regular pay
484.84 gross

The Security Inspector receives \$474.04 gross for the same period, and the Security Lieutenant receives \$416.00 gross. You will notice that men working overtime often draw more than each Supervisor.

Fortunately, this year we are not confronted with vacations, but beginning in August the men will be entitled to sick time and then there will be need for replacements. The formation of the "High Rise Security Councils" can play a big role in alleviating the foregoing situations, but the current overtime situation is costing more than the addition of a few more permanent officers.

We conferred with Chief Anderson on the manner in which Supervisors patrol. Under the present system of supervisory patrol it is possible when two Supervisors are working for them to arrive at the same location at the same time or within minutes of each other. This results in duplication of effort and the over or under supervision of the Security Officer. Sanderson & Porter suggested to Chief Anderson that the high rises be divided into two sectors with one Supervisor assigned to each sector for four hour periods; at the end of four hours they would change sectors, thus avoiding the aforementioned supervisory deficiency. Chief Anderson agrees with the suggestion and stated that he would divide the high rises into an East and a West Sector.

Saturday, June 8, 1974

We visited Garfield Heights high rise, inspected the premises completely and interviewed the Security Officer on duty in depth.

Interviewed Mrs. Ella Williams, Secretary of Tenants Council of Garfield Heights.

Additionally, the Evaluator interviewed Garfield Heights tenants on a random basis.

Monday, June 10, 1974 (This date is placed out of sequence to keep Garfield Heights report together).

Visited Garfield Heights Security Headquarters and interviewed female Security Officers.

Also observed Headquarters operations in detail.

Sunday, June 9, 1974 (Date out of sequence to keep Garfield Heights report together).

We accompanied Inspector Howard Vanselow on his supervisory tour of the high rise buildings. In every high rise the Security Officers were found to be present on their posts and performing their jobs. Inspector Vanselow appeared to have good rapport with the Security Officers. In each high rise visited Inspector Vanselow discussed post problems with the Security Officer and offered advice when necessary. He also took some officers to task for minor deficiencies in their performance of duty. Inspector Vanselow indicated that for serious dereliction of duty men may be disciplined by suspending them from duty for a period of time without pay. However, it appears that such disciplinary action must hurt the security department as much as the Security Officer due to the personnel shortages. Such action also means that other security personnel must work overtime to compensate for the loss of the suspended Security Officer. In addition it is most probable that the Security Officers are aware of the problem and thus do not worry too much about being disciplined. An organization that cannot implement an effective disciplinary program with assured certainty of disciplinary action for dereliction of duty is bound to have constant disciplinary problems which will grow in number and seriousness with the passage of time. Sanderson & Porter recommended a review of the disciplinary procedures and policies be developed to assure certainty of disciplinary action

for dereliction of duty. A record of dereliction and disciplinary actions should be kept in each Security Officer's personnel folder and in those cases of serious dereliction or in cases where the derelictions indicate a negative attitude consideration should be given to summarily dismissing such personnel.

Monday, June 10, 1974 (Continued)

Visited Pennsylvania Bidwell high rise apartments and interviewed Mrs. Doris Evans, Manager of Penn Bidwell high rise.

Next visited Garfield Heights high rise and interviewed Mr. John Adams, Manager of the Garfield Heights high rise.

Visited and conferred with Pittsburgh Police Officer Anthony Paga to arrange for interviews with the Commanding Officers of the Pittsburgh Police Stations having Housing Authority high rise buildings within their boundaries.

Tuesday, June 11, 1974

Visited the #2 Pittsburgh Police Station which has a high rise within its confines and conferred with Inspector Stephen Joyce.

Visited Murray Tower high rise and interviewed Frank Moore, Assistant Manager.

Visited Murray Tower high rise and interviewed Security Officer on duty.

Interviewed Mr. Benjamin Levine, tenant in Murray Tower high rise and other tenants on a random basis.

Wednesday, June 12, 1974

Met with Chief Anderson and conferred on the following subjects:

Maintenance of personnel folders

Folders as now maintained were reviewed and the following suggestions were made regarding maintaining the personnel folders:

Folders should be placed in a locked file and kept in the Security Director's office under his supervision. Remove

arrest records and incident reports from the personnel folder. Maintain a Security Officer's activity report in his personnel folder.

Include the psychiatric report in the individual's personnel folder. Include evaluation reports in the personnel folder.

In general only include in the personnel record information which will indicate a general portrait of the individual and his performance when the record is reviewed.

Establishment of an evaluation system.

An evaluation system was suggested whereby the Chief of Security would evaluate his inspectors, the inspectors would evaluate the lieutenants who in turn would evaluate the security officer. Such evaluations to be done on a quarterly basis. Supervisors should be scheduled so that they are rating the same subordinates all the time.

In addition to evaluating subordinates on performance, they should also be ranked numerically. At the conclusion of the evaluation subordinates should be entitled to know the results and the basis of the evaluations. Supervisors should hold evaluation conferences with the subordinates evaluated to explain the evaluation given and to assist the subordinate to improve his performance. Grievances on evaluators should be referred upward to next supervisory rank and final appeals on the grievances should be referred to the Chief. The Chief's evaluation appeals should be directed upward to the Executive Director of the Housing Authority.

Screening and selection process for Security Officers

The selection process for Security Officers appeared to be thorough. Officers were given a written personality test, a psychiatric test by a private testing firm (Pittsburgh Psychological Services) and then screened by Chief Anderson and a tenants committee.

Overtime pay

Chief Anderson indicated he is still doing research on overtime for the Security Officers along the lines suggested at our last

meeting. As a result of the study to date Chief Anderson was surprised to find that some Security Officers were earning more than the Chief. Chief Anderson hopes to have the results of the regulated overtime study completed by our next meeting on Friday, June 14.

Communication system

The most effective utilization of the communication system by the Security Force was discussed but no firm conclusions were reached pending the installation of the equipment and a determination as to whether or not the Pittsburgh Police are going to allow the Security Officers to operate on their wave length. It was suggested that if the Pittsburgh Police do not want all the Security Officers on their wave length perhaps only the Supervisors might operate on the Pittsburgh Police wave length with the Security Officers channelling all their calls over the walkie talkie to the Supervisor who would then make a judgment on whether or not to call the Pittsburgh Police over the walkie talkie. It should be noted that the majority of Supervisors have had police experience and would be in a better position to make a decision regarding calling the Pittsburgh Police. This procedure would eliminate the possibility of unnecessary calls by inexperienced Security Officers.

Educational program

Chief Anderson was informed that to date the evaluator's interviews with Security Officers, high rise managers, tenants and the Pittsburgh Police indicate a great deal of confusion as to the role, functions, responsibilities and powers of the Security Officers. It was suggested that an extensive educational program be developed and implemented utilizing all available media to define the true role of the Security Officer to all of the above individuals and agencies who at this point have a distorted view of their role.

Thursday, June 13, 1974

Meeting held in Pittsburgh Police Superintendent Colville's office. The following people were present at the meeting: Superintendent Robert Colville, Dr. Daniel Blackwell, Norman Agguzolli and Robert A. Hair. Jay Goggin was unable to attend the meeting due to other business commitments. Dr. Blackwell represented Mr. Goggin at the meeting.

The agenda as described in Trip Report II was discussed with the indicated results.

Legal status of the Security Officer: At the present time all of the Housing Authority Security Officers have been or are in the process of being sworn in as special patrolmen.

Qualifications to be armed with a weapon: Superintendent Colville has granted permission for the Security Officers to receive further firearms training at the Pittsburgh Police outdoor range. A memo will be forwarded to Sgt. Robert Fadzen, the Officer in charge of the range to conduct Security Officers firearms training program.

Establishment of a liaison officer in the Pittsburgh Police Department to work with a counterpart in the Housing Authority: Superintendent Colville is in favor of this and stated he would appoint Lt. Jordan of the Pittsburgh Police Department as his liaison officer to the Housing Authority.

The relationship of the Housing Authority Security Officers to the Pittsburgh Police: Superintendent Colville stated he sees the Security Officers as primarily acting as a reporting agency to the Police Force reporting crimes and other incidents which would involve the Pittsburgh Police and also to act as a deterrent to crime in the area and to take actions as legally permitted in their status as special patrolman.

A clear definition of the role and responsibilities of the Security Officer on the Housing Authority property: He also stated that he would do all possible to improve the relations between the two agencies.

Mr. Goggin was not present to respond to this question. An attempt was made to determine whether or not the Security Officers are to be limited to remaining in the high rise or whether they are to be utilized to protect the tenants and property of the low rise houses as well as the high rise premises. Since no one at the meeting was authorized to discuss this it was tabled for a future decision by Mr. Goggin.

The utilization of tenants to assist in lobby control of the high rise buildings: This topic was discussed with Mr. Goggin in a previous meeting and Mr. Goggin expressed favor for the suggestion and said he would develop a tenant control plan for the high rise lobbies.

The role and status of the soon to be appointed Community Service Officer: Dr. Blackwell stated this was under his jurisdiction and is funded entirely by the City of Pittsburgh. Thus the Community Service Officers are not to be included in Sanderson & Porter's evaluation.

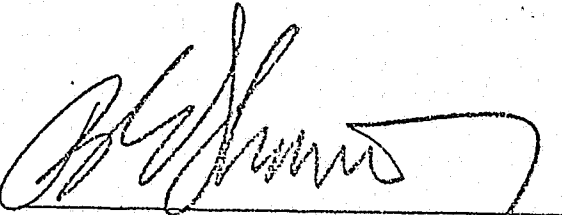
Friday, June 14, 1974

Visited 5th Station House of Pittsburgh Police and conferred with Inspector Louis Leonard. An in-depth discussion of the interface between the Pittsburgh Police and the Housing Authority Security Forces took place. The findings of this meeting will be included in a later report.

Saturday, June 15, 1974

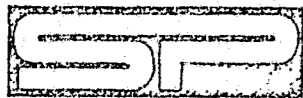
Conferred with Lt. George Bayerlein of the Housing Security Forces, and continued the evaluator's sampling of opinions and problems.

Visited Garfield high rise security headquarters and interviewed female Security Officer who acts as a communications officer at Security Headquarters.


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SANDERSON & PORTER, INC.



ENGINEERS - CONSTRUCTORS - MANAGEMENT CONSULTANTS

25 BROADWAY, NEW YORK, N. Y. 10004

July 3, 1974

TRIP REPORT NUMBER V

Security Installation in Pittsburgh Housing
Communities Project (AG-117-73A)

This Trip Report completes the first phase of our evaluation of the Pittsburgh Housing Communities Project.

At this point in time the evaluator feels that he has interviewed a large sampling of the Security Patrolmen, and almost all of the Lieutenants and Inspectors. Additionally, a thorough review of members of the Pittsburgh Police Department was undertaken with special emphasis on those personnel concerned with training and those whose Stations have within their boundaries high rise units.

At this stage in our evaluation we had to spend a great deal of time waiting to see specific individuals as opposed to our initial visits where we could interview on a random basis.

The evaluator is now bringing together all interview information and we intend to submit an additional report of recommendations based on these interviews.

The cooperation of all concerned remains excellent and in a number of areas our recommendations have been fully implemented. This is most gratifying since as we mentioned in our first Trip Report we hoped to be looked upon as a resource by the Pittsburgh Housing Authority that would have a very positive impact upon operations.

Saturday, June 22, 1974

Interviewed Lt. William Banner, Pittsburgh Housing Authority Security Force. Lt. Banner, as are all such Officers, was interviewed in-depth regarding such areas as supervisory problems, discipline, morale, personnel utilization and methods of improving the Security Forces.

Interviewed Inspector Clinton Turner of Pittsburgh Housing Authority Security Force. Again, the evaluator is following a specific interview pattern with Inspectors. This pattern concerns such management questions as subordinate relationships, ideas for more effective operations, evaluation of personnel, personal utilization, etc.

Sunday, June 23, 1974

Interviewed Inspector Claude Glenn, Pittsburgh Housing Authority Security Force.

Interviewed Inspector Howard Vanselow of the Pittsburgh Housing Security Force.

During this Sunday period the evaluator made unescorted visits to a number of high rise units to check physical security and observe Security Officers regarding their actions in the performance of their duties.

Monday, June 24, 1974

Contacted Mr. Norman Agguzolli to arrange a meeting. Mr. Agguzolli was not available for a meeting until Wednesday, June 26. A meeting was arranged for Wednesday.

Contacted Police Officer Andy Paga of the Pittsburgh Police Department to make arrangements to interview Inspectors of the Police Stations containing high rises within their boundaries. Meetings were arranged with a number of Police Inspectors.

Interviewed Lt. Arnold Smith, Pittsburgh Housing Authority Force.

Arranged an interview with Lt. Williams at 12:00 midnight on Monday, June 24, 1974, which had to be cancelled due to an incident at Northview Heights high rise.

Tuesday, June 25, 1974

Visited with Inspector Robert Hensler of the Pittsburgh Police. The evaluator in interviewing a number of Pittsburgh Police personnel is attempting to establish the relationships between the Pittsburgh Police and the Housing Authority Security Forces. Additionally, such areas as Security Force utilization, image, and technical problems were discussed.

Tuesday afternoon was given over to unescorted visits to the high rises not evaluated Sunday, June 23, 1974.

Wednesday, June 26, 1974

Visited Inspector William Best of the Pittsburgh Police No. 9 Station. This Station has high rises in its geographic area of responsibility.

Met with Mr. Jay Goggin, Executive Director, Pittsburgh Housing Authority, and discussed past trip reports and actions taken and actions contemplated as a result of trip reports. Mr. Goggin was informed verbally of contents of the future trip reports. Also discussed was the overtime problem, job description for the Security Officers, areas to be patrolled by Security Officers, liaison with Pittsburgh Police, and other security related problems.

Visited and interviewed Inspector Luther Montgomery of Pittsburgh Housing Authority Police.

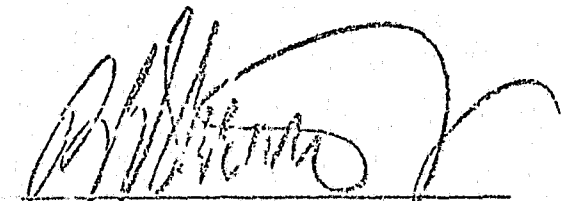
Thursday, June 27, 1974

Visited and interviewed Inspector Peter Pollice of the Pittsburgh Police Department.

The evaluator completed unescorted visits and observations of all remaining high rise units. Additionally, for background information, "walked through" a number of low rise areas that surround the high rise buildings.

Friday, June 28, 1974

Met with Chief of Security Leo Anderson - discussed problems relating to the role of Security Officers, supervision, overtime, general training, further firearm training for Security Officers, and other security matters.



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END