

Pittsburgh Bureau of Police

Strategic Plan 2016 - 2017

Introduction:

The purpose of the 2016 – 2017 Strategic Plan is to explain, in simple terms, the course we set in 2014. The Strategic Planning document outlines: 1.) the challenges we faced, 2.) Police Bureau accomplishments, and 3.) what lies ahead in 2017.

Our core purpose is simple: to work in partnership with the communities we serve to improve the quality of life for all, while improving the working conditions of our officers. The following goals were identified by Chief Cameron McLay and his command team as the best course to achieve these objectives.

2016 Strategic Goals

Goal 1:

We seek to **improve the quality of life** for city residents by **reducing violent crime and related disorder**. Toward that purpose we have implemented the following strategies: a Crime Analysis Unit to guide our enforcement and performance monitoring efforts; a Group Violence Intervention Unit to focus on the most violent, repeat offenders (in partnership with community and social service partners); a Violent Crime Response and Reduction Protocol that integrates Police Bureau operations into community response plans to violent crime; and a restructured Violent Crimes Unit that better aligns with national best practices. Our vision is to create systems that prevent crime, solve community problems, while focusing our enforcement efforts on those offenders most adversely impacting our City.

Goal 2:

We know our officers will treat the public no better than they feel they are treated by their Administration. In order for our **Officers** to effectively perform, they **must feel supported and valued**, both within the organization and externally. To this end we are: improving training to increase officers' confidence in their abilities to face current challenges; crafting sensible policies; and creating fair, procedurally just accountability processes through the Office of Professional Standards. Our vision is to create leadership systems of integrity, worthy of the trust and respect of our members.

Goal 3:

"**The police are the public and the public are the police.**" Like many cities, Pittsburgh has suffered gaps in trust between the police, and many of the communities we serve, particularly communities of color and poverty. We are vested in creating trust-based relationships between the Bureau and the communities it serves. We have created numerous initiatives toward this goal and we are just getting started!

Goal 4:

The **Pittsburgh Bureau of Police** is committed to creating a culture that **values diversity**. We recognize that the greatest challenge to our diversity recruitment is how we are perceived by diverse communities. We want qualified candidates of all backgrounds to see the Bureau as a place where they can make a difference. We are working diligently to repair our relationship with our communities of color, and enhancing our recruitment efforts to increase the pool of candidates interested in joining our Bureau. We have begun deliberate discussions meant to facilitate changes to civil service hiring practices and enable us to better enhance our diversity.

Goal 5:

Pittsburgh has become a technology hub. The **Police Bureau embraces the use of data and technology to make officers more efficient, and improve our performance accountability**. We are working to leverage emerging technologies, putting those tools in the hands of our officers to help them better serve. Through the use of data analysis, we measure and hold ourselves accountable for how well we reduce crime and improve quality of life. We also use data to improve our internal performance – both individual and organization processes can be measured, and then improved.

Conclusion:

In a climate of seemingly unrelenting scrutiny, police officers nationwide have become cautious, yet the officers of the Pittsburgh Bureau of Police continue to serve this City well. As a Bureau, we remain committed to building internal systems that create performance excellence and accountability for the outcomes of our work.

I believe police officers are some of this nation's greatest heroes. It is my earnest desire to elevate the level of professionalism in policing in order to earn the respect that police officers so richly deserve.

Cameron S. McLay, Chief of Police

City of Pittsburgh Bureau of Police