Pittsburgh Bureau of Police
Strategic Plan

2016 - 2017

Pittsburgh Bureau of Police Strategic Plan: 2016–2017
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Introduction

When Cameron McLay became Pittsburgh's police chief in September 2014, he took over a bureau whose recent history included a corruption scandal leading to the indictment of the prior chief, federal investigations, widespread use-of-force complaints, and considerable community discontent, especially in minority neighborhoods. Moreover, just five weeks had passed since the fatal confrontation between Michael Brown and Darren Wilson in Ferguson, Missouri.

Chief McLay knew that the task would not be easy. But he was encouraged to find a highly competent rank-and-file police force whose members took great pride in their work and cared deeply about their city. One of the comments he reported hearing most often as he became acquainted with members of the force was "We're better than this."

Pittsburgh Mayor Bill Peduto set forth three priorities at the time of Chief McLay's arrival:
- Improving police-community relations
- Implementing data-driven, community-oriented policing
- Restoring the Bureau of Police's morale

As he embarked on pursuing those goals, Chief McLay perceived that all three of them depended heavily on the foundational objective of strengthening **accountability** both within and outside the Bureau.

- When people at all levels of an organization can offer input into how the organization functions, then it is possible to have meaningful accountability, because people have helped to shape, understand, and respect the standards to which they will be held accountable.
- When members of the police force feel supported and share the same goals, then they are more likely to perform effectively.
- When internal police accountability systems function effectively to support performance excellence, then the police do not fear accountability to people outside the Bureau; on the contrary, they recognize that outside accountability is essential in enabling police to gain the community's trust.

Consistent with the first of these principles of accountability, all members of the Bureau were invited to participate in the development of a revised Pittsburgh Bureau of Police code of ethics. That document, adopted in 2016, includes the following vision statement, which provides overarching guidance for the Bureau's strategic planning and all its activities:

> *Through our commitment to professional service to all, the Bureau of Police is a source of pride for our City and a benchmark for policing excellence.*

Trust and legitimacy are crucial to achieving this vision. To be recognized by Pittsburgh's citizens as a source of pride, the Bureau of Police must show persuasively that everything it does supports the objective of building trust and legitimacy.

Trust and legitimacy could be described as representing the roof of the structure of effective policing. Two key supports underlie the establishment of trust and legitimacy: performance excellence and accountability. To be solid and reliable, those supports must rest in turn on a

foundation of quality people who are committed to ethical standards, core values, professional improvement, and public service.

In May 2015, while this restructuring and renewal of the Bureau of Police was in progress, President Obama's Task Force on 21st-Century Policing released its final report, organizing its recommendations around six pillars as follows:

Pillar 1: Building Trust and Legitimacy
Pillar 2: Policy and Oversight
Pillar 3: Technology and Social Media
Pillar 4: Community Policing and Crime Reduction
Pillar 5: Officer Training and Education
Pillar 6: Officer Safety and Wellness

The task force's report effectively captured the challenges and opportunities present in modern policing and provided valuable clarity to the ongoing efforts in Pittsburgh. The present strategic plan, reviewing achievements during 2016 and articulating goals for 2017, is organized around the Bureau of Police's five locally established priority goals, but the anticipated and ongoing projects have also been assessed in relation to the White House task force's six pillars (see appendix).

The Bureau of Police established five priority goals in 2016. The following discussion is organized around those five goals, indicating activities recently carried out as well as those planned for 2017.

1. Improve the quality of life in the city by reducing violent crime

A **Crime Analysis Unit** was newly created in 2015, including civilian crime analysts for the first time in the Bureau's history. It has developed significantly enhanced crime mapping and analysis products (described further under goal 5) and made them available to zone commanders for resource deployment and problem analysis. Improved crime analytics will support community policing by giving officers better information on problem locations and other trends in their work areas, enabling them to direct their patrol efforts more appropriately.

In 2017, the Bureau will begin training officers in problem-oriented policing and in using analysis products available from the Crime Analysis Unit to guide data-driven policing. Relevant technology platforms will be made available directly to officers. This effort will be led by Nicole DeMotto, manager of the Crime Analysis Unit.

The **Violent Crimes Unit has been restructured** to enhance collaboration, communication, and information sharing and to better align the Bureau's investigative processes with research-based best practices. Previously independent investigational units are now interrelated to form highly synergistic groups, enabling the Violent Crimes Unit to function as a larger, more cohesive team. This consolidation has contributed to a trend toward higher clearance rates for violent crimes.

In 2017, the Violent Crimes Unit will expand its work in focused deterrence, using technology and intelligence techniques to focus on the most violent offenders. The unit will emphasize proactive involvement, seeking not just to solve crimes but to implement early intervention systems designed to stop violence from happening in the first place. The Bureau intends to

involve community and faith-based leaders as partners in this effort. These efforts are led by Commander Lavonnie Bickerstaff.

A **bureau-wide violent crime response and reduction protocol** has been developed and implemented. This protocol guides coordination between zone resources and major crimes investigators to ensure that the police response features the use of crime analysis data and intelligence focused specifically on those engaged in violent crime.

In 2017, the Bureau will concentrate on applying this protocol to community priorities. Bureau leadership, patrol officers, and community members will collaborate in pinpointing the steps necessary to meet community needs while reducing crime in ethical, effective fashion.

Working with John Jay College and local subject matter experts, the Bureau has integrated the best practices of **Group Violence Intervention** methodologies shown to have dramatically reduced retaliator group violence in other cities. This initiative faced special challenges in Pittsburgh, because people perceived it as having been tried previously. However, the problem with the prior attempt was not the model, but the implementation. Group Violence Intervention (or GVI) is a large and complex undertaking, and it is essential to engage all key stakeholders before making a big public announcement. This time, the Bureau took a large contingent of police, community, and criminal justice stakeholders to John Jay College for training in best practices and to learn from other cities that have used the Group Violence Intervention methodology effectively. In this way, stakeholders can participate in implementing the program in a form that they consider appropriate for Pittsburgh, rather than feeling that something from the outside has been imposed on them without their input. Many stakeholders as well as key staff within the Bureau of Police (including Arthur Baker, who is the sergeant for the GVI Unit), have indicated that they understand the difference and that they like what is happening this time. The GVI Unit is executing the model with guidance from John Jay subject matter experts, identifying the small number of individuals associated with the majority of retaliatory violent crimes and planning interventions.

In 2017, the Bureau will continue to actively implement Group Violence Intervention and monitor its impact. If GVI is successful in Pittsburgh, a longer-term goal is to apply the same type of proactive early intervention–based model to other types of crime where it has proved effective elsewhere, such as open-air drug markets and domestic violence. These efforts are led by Commander Lavonnie Bickerstaff.

2. **Create an internal climate where employees feel valued and respected, with high motivation and job satisfaction levels**

The initial step toward this goal was to create a new **Bureau of Police Code of Ethics**, a product of months of Bureau-wide collaboration. The new vision, mission, and core value statements now faithfully reflect the values of the membership.

The Bureau's new **Office of Professional Standards** (OPS) is playing a lead role in improving the internal climate for officers and in elevating policing as a respected profession. OPS has three primary functions: (1) ensuring that Bureau policies reflect best practices of modern policing; (2) proper staff training and accreditation; and (3) an auditing process to ensure that Bureau actions are consistently in conformity with policies.

The Office of Professional Standards has conducted extensive, rigorous research to ensure that Bureau policies are in line with national best practices. Input for policy development has been

sought from multiple sources, including internal, officer-led committees. To promote innovation, OPS invites policy suggestions from all members of the Bureau. OPS is also charged with ensuring adherence to Bureau policies, primarily by designing and delivering high-level training to ensure officer success. OPS seeks to ensure that fair and ethical accountability systems incorporating procedural justice are applied throughout the Bureau.

In instances where conduct deviates from Bureau policy, the Office of Professional Standards investigates the situation and recommends training or action to enable optimum performance. However, OPS's main goal is to make such remedial assistance unnecessary by enabling the Bureau's members to be trained at the level of national best practices. As Chief McLay states, if you train people to clear a 42-inch hurdle, you never have to worry about them stumbling over a 30-inch hurdle.

OPS is managed by Assistant Chief Larry Scirotto and Commander Cristyn Zett.

In 2017, the Office of Professional Standards will work toward development and implementation of a new early warning system to be used in analyzing officer performance and helping OPS to provide suitable training and growth opportunities for officers. A system vendor has been selected and a Bureau committee is meeting regularly to provide input into system functionality decisions.

Major improvements in **police training** are in progress. Through the use of progressive training strategies and methods, the Bureau intends to become a regionwide standard bearer for leadership training and implementation.

- With support from the Heinz Endowments, training consultant David Mather was hired to **assess, review, and revise all training programs** to ensure alignment with the best practices of 21st-century policing and to create a Pittsburgh police leadership training program. *This process should be completed in 2017.*
- Sergeant Caytlin Wood was assigned to initiate full review and revision of the **Field Training Officer** program, again with the goal of achieving alignment with best practices and standards of 21st-century policing. Computerized programs are now used to track recruits' training progress and provide enhanced feedback mechanisms. *In 2017, Sergeant Wood will be directly interfacing with field training officers to provide one-on-one coaching while reevaluating the assessment program to best meet training needs and requirements and facilitate the development of ethical, high-functioning officers. Sgt. Wood will also conduct assessments to ensure that the elements of procedural justice are being followed during interactions with civilians and in day-to-day job performance.*
- As an important component of officer safety, the Bureau has implemented enhanced **tactical training.** It has focused heavily on issues of time, distance, and cover and has drawn on the expertise of its tactical operations to play a greater role in training on street survival skills. *In 2017, the Bureau will reformulate its tactical training, pairing it with segments of procedural justice to emphasize both sound tactical doctrine and de-escalation techniques. The Bureau is committed to creating training programs that are both progressive and functional, so as to achieve desired outcomes and ensure officer safety while applying the most appropriate level of force necessary.*
- Chief McLay has established the goal of creating **dispersed leadership**—in which members at all levels carry appropriate responsibility and can offer meaningful input into the organization's behavior—and cultivating a Bureau that values innovation at every level. *In 2017, as one step toward this goal and with Heinz Endowments support, a cadre of Bureau members will be attending certification training in human-centered*

design at LUMA, a program that is highly rated by the Harvard Business Review for guiding innovation. This training will equip officers at different levels with facilitation skills applicable to improving the Bureau of Police's collaborative efforts. This effort to reinforce a culture of innovation in the Bureau is spearheaded by Chief of Staff Eric Holmes.

- With regard to **leadership training**, the Bureau is completing its acquisition of unlimited rights to the original material from the Leadership in Organizations course offered at the U.S. Military Academy at West Point. After obtaining this material, the Bureau will modify it to best suit its own needs. The three-week course includes four segments: (1) Leading and Developing Individuals; (2) Leading and Developing a Team; (3) Leadership, Power, and Self-Reflection; and (4) Leading and Changing a Law Enforcement Organization in Today's Climate. The resulting product is intended to function as state-of-the-art training in modern policing. *In 2017, the Bureau intends to complete these modifications and begin implementing the course. The implementation of these training models with a high emphasis on ethical leadership is spearheaded by OPS under the guidance of Commander Cristyn Zett.*

A brand-new **police training facility** has been created on the Community College of Allegheny County campus, replacing the Bureau's prior, seriously inadequate facility. The Bureau has full use of an entire building dedicated to police training. All police training, including the Bureau's pre-service academy, in-service and specialized training, is now conducted at this site. New training equipment such as smart projectors, simulators, and computers has been incorporated. *In 2017, the Bureau will make use of this larger, high-quality facility to enhance its training delivery, expand its training, and ensure that its members are at the forefront of performance excellence.*
Another important area of emphasis has been **officer wellness**.

- For the first time, the Bureau created the position of **Employee Wellness and Resource Coordinator**, currently filled by Master Police Officer Patty Poloka. She is seeking to provide for the physical and mental health of officers by expanding access to and knowledge of resources, opening up opportunities for professional development and officer feedback, and monitoring conditions that can impact officer wellness, safety, and job performance.
- The Bureau has provided **enhanced medical screenings** for officers, which have made possible reduced health insurance costs.
- Many officers in high-stress units, such as the Special Response Team, have been given **FitBits** to track their general health and fitness. The utilization of technology aids such as FitBits will be expanded in 2017.
- The **Pittsburgh Member Assistance Program** is a new program developed by officers for officers. The program consists of 8 peer contacts, a peer coordinator, and a manager. Peer contacts assist officers involved in critical incident and provide a source of confidential peer support during times of personal or professional difficulty, along with guidance in contacting appropriate specialists for further assistance where necessary.

In 2017, the Bureau will closely monitor the effectiveness of these services in increasing employee morale and reducing work-related stress. Officer Poloka will be proactively collecting and disseminating feedback on what services are most important to officers and finding venues in which to provide those services, so as to make this new program high-functioning, innovative, and responsive to Bureau members' needs.

Promotion and selection processes have also been refined. A 360-degree review process has been implemented for all command-level promotion decisions, to ensure that candidates receive honest and unfiltered feedback on their leadership competencies from supervisors, peers, and subordinates. In addition, candidates for promotion are given feedback and coaching to help them enhance their leadership competencies.

In 2017, the Bureau will examine all promotional processes to ensure that every officer is given adequate opportunity and coaching for advancement and that those promoted are not only high-performing but in full alignment with the Bureau's mission, values, and ethical standards.

Replacing the Bureau's existing **platform for employee accountability**, which is both labor-intensive and highly inaccurate, has been another priority. After considerable analysis and over a year of preparation, a solicitation was issued in May 2016, seeking bids to build the data collection and analytic systems to support a new Police Assessment and Response System (PARS). The PARS will have two components: (1) a data collection and data integration system to support review and analysis of key metrics associated with officer behavior and wellness; (2) advanced analytic solutions to help Bureau leadership best identify officers in need of additional support or intervention.

In 2017, the Bureau intends to make this platform fully functional.

3. Create trust-based relationships between the Bureau and the communities it serves

As building trust is so central to successful policing, the Bureau has implemented a great number of initiatives relevant to this goal. Most comprehensively, it has had the privilege of being selected to participate in the **National Initiative for Building Community Trust and Justice**, a three-year effort funded by the Department of Justice. This project has involved researchers from the National Network for Safe Communities (NNSC) at John Jay College of Criminal Justice, the Center for Policing Equity, the Yale Law School Justice Collaboratory, and the Urban Institute, giving the Bureau invaluable access to national-level expertise.

In 2017, the Bureau will continue to collaborate with the National Initiative to ensure adherence to its standards and will also develop training modules best suited to the Bureau's needs. The initiative's three-year time frame will continue into 2018.

One important aspect of this initiative has entailed training of all Bureau members on **procedural justice and implicit bias.** A team of instructors from the Bureau attended training on teaching these topics and then created a specialized curriculum for the Bureau. Thus far, members have completed the first of three modules. Moreover, instruction on procedural justice is also being delivered to community members. Numerous local and national organizations have reached out to the Bureau for this training, quickly making the Pittsburgh police a regional leader on the topic.

In 2017, the Bureau will complete delivery of module 1 and will begin conducting modules 2 and 3 of this curriculum. In addition, a dedicated cadre of members (including Officer Jeffery Upson, for whom this is his full-time assignment) will complete the restructuring of tactical training and policies to align with procedural justice, thereby ensuring the permanent integration of proper procedural justice principles and producing the best possible policing outcomes. In addition, the training will be presented to civilian populations on a larger scale, since, for procedural justice to function at the highest level, both sides of police encounters must have a thorough

understanding of expectations. Monitoring of impact on police performance will begin after officers have completed the second module, on tactical procedural justice.

Data transparency is an essential component of building trust. The Bureau has been actively involved in the City of Pittsburgh's open data portal and in partnership with the Allegheny County Department of Human Services, has published some of the first publicly available interactive dashboards on incidents of crime, violence, and police activity. Moreover, it has also participated in the White House Open Data Initiative by publicly sharing data on non-traffic-related arrests and calls for service. Additional datasets will be made public in the near future. The Bureau's policy in all such open data efforts is to share all relevant information, not only those viewed as favorable to the police.

In 2017, the Bureau will become one of the nation's models for police department data transparency as a pilot participant in the White House Open Data Initiative.

As part of this commitment to making the most relevant data available to the community, the Bureau completed a five-year **use-of-force analysis**, encompassing all incidents in which a member of the Bureau applied force, in conjunction with the Allegheny County Department of Human Services, and that analysis has been publicly released.

To build police-community relationships characterized by trust, it is crucial to make positive connections in a non-enforcement context. As a result, the Bureau has become extremely proactive in its **community engagement** activities. For example, the Bureau's zones have held frequent "Coffee with the Cops" events at local sites, giving members of the public a chance to talk informally with officers on friendly, neutral ground without having to come to the police station. The welcoming atmosphere lends itself to open, constructive conversations. The zones have also created their own Facebook pages, held open houses, and conducted "cops and kids" summer camp events. Bureau members have participated in a plethora of community engagement events aimed at the LGBT community, people with disabilities, young people, the homeless, minorities, immigrants, a diverse cohort of faith-based community leaders, and others. Interpreters and cultural guides are deployed to assist police in interacting with refugees and other immigrants who are not accustomed to experiencing robust, community-sensitive police services in their native countries.

The Bureau envisions a three-step approach to community engagement. The first step involves building positive relationships and trust with the community, through the means described above. The second step is to identify community partners through collaborative discussions and then work with the community to address the issues raised. The third-step is problem-oriented policing, in which the community becomes an active partner with the police in taking actions to reduce crime.

In 2017, now that the Bureau has comprehensively addressed the first of these three steps during 2016, it will move forward with step two, or community partnership, at both neighborhood and citywide levels. Moreover, officers at the street level will be highly engaged with community stakeholders and partners during their enforcement and prevention activities. The key objective is that the Pittsburgh Police will be seen as members of the community, not simply as guardians of the community.

Moreover, the Bureau, through collaborative meetings with faith-based and community organization leaders, will examine and adjust its work with immigrants to ensure that it is fully meeting the policing needs of its newest community members.

These efforts are a core task of every officer within the Bureau.

Development of, training in, and implementation of a Bureau-wide problem-oriented policing strategy is planned for late 2017 and 2018.

Assistant Chief Scott Schubert has also revitalized the **community relations officer** program in each zone, as a means of ensuring that officers in each zone are in tune with their community's specific needs. Community relations officers regularly attend and host community meetings and address issues deemed most important by community members.

In 2017, the community relations officers will function not as a sole source of community interaction, but as a conduit enabling patrol officers to develop relationships with community members. This effort is pursuant to the Bureau's priority of creating positive relationships between individual community members and officers, so that every Pittsburgh resident will be personally acquainted with a police officer whom he or she respects and whom he or she feels comfortable contacting with a community safety concern.

At the **civic leadership** level, officers have developed partnerships with community leaders throughout the city, facilitating high-level collaboration in both routine and crisis situations. The Bureau has formed a youth advisory council; its executives and commanders meet regularly with the Pennsylvania Interfaith Impact Network (PIIN) to discuss issues of concern to the local faith community; and the Bureau's chief of staff serves as liaison to the LGBT community. The Bureau also participates in U.S. Attorney David Hickton's crisis response team of community stakeholders representing a wide variety of community interests. This team helps to inform law enforcement on how best to respond to critical events that occur in the community, and on how to prepare for significant anticipated events. Already, the value of existing police-community relationships has been evidenced by the minimal disruption surrounding recent protests in Pittsburgh, such as those in the aftermath of officer-involved shooting incidents in Minnesota and Louisiana.

In 2017, the Bureau intends to establish its own crisis intervention team of community leaders within the City of Pittsburgh, which will function similarly to U.S. Attorney Hickton's regionwide crisis response team described in the previous paragraph.

Furthermore, Bureau executives, patrol officers, and crime analysts have held **town halls** in each zone, presenting neighborhood crime data and fielding questions from local residents. These events will continue on an annual basis.

In 2017, the Bureau will pursue the development and promotion of technologically viable, easy-to-use solutions for promoting public collaboration, such as podcasts and improved web functionality. This activity will include the establishment of podcasts featuring Bureau executives and officers. The Bureau of Police website is also being revamped to make it more user-friendly and helpful. Use of the website as a means of releasing release reliable and helpful information will be expanded, making it a go-to source for police-related data. The Bureau will also partner with local universities in developing ways to present data meaningfully to the public. This activity will occur in conjunction with the White House Open Data initiative.

Improved sensitivity in interacting with **special populations** is another key to building trust, defusing crises, and reducing the need for force applications. The Bureau is emphasizing improved service to special populations in order to better meet their public safety needs. For the

last five years, every officer attending the Police Academy has been required to complete crisis intervention training prior to graduation, and we are also delivering this training to cohorts of more experienced officers. The Bureau's wellness coordinator attended a workshop at the White House on ways to reduce incarceration of people who have mental illness or chemical dependency or are experiencing a personal crisis. As police officers are more frequently tasked with being the initial points of contact for those in crisis, the Bureau is continually looking for ways to better serve these special populations.

In 2017, the Bureau will improve, through increased training and feedback, the functioning of mobile apps created to assist people in crisis situations. Two such products currently exist: Big Burgh for homeless populations and LAP for domestic violence situations. The Bureau will focus on training and use of this new software to maximize its effectiveness; also, it will seek ongoing feedback from frontline users to ensure that the products are meeting expectations. The Bureau will also work with its partners in the criminal justice system and in health and human services to develop and implement diversion programs for those who qualify.

The Bureau has established a 45-hour **Citizen's Police Academy**, to which it admits 30 applicants twice a year. Participants are exposed to the nature of police training and the varied responsibilities of law enforcement. The academy's goals include helping citizens to understand not only their rights and responsibilities but also how they can cooperate in promoting fruitful police-civilian encounters.

In 2017, the Citizen's Police Academy training will incorporate use-of-force scenarios to create better public understanding of tactical decision making.

One hoped-for future improvement is the use of **body-worn cameras** as a standard practice. Body cameras are an invaluable source of video evidence of an interaction, and research has found that they reduce both the excessive use of force and the frequency of citizen complaints. They could help to resolve more conclusively many of the high-profile use-of-force incidents that occur in urban police work. The Bureau's pilot project on body cameras during 2016, involving 125 officers, was successful, and a platform for full implementation of body cameras has been developed. However, a current obstacle to Bureau-wide implementation of body cameras is the state Wiretap Act, which makes it a felony to intercept another person's oral communications without that person's consent if he or she has a reasonable expectation of privacy (e.g., within his or her own home). This provision would expose a police officer to serious criminal charges for forgetting to turn off the body camera before entering a home or initiating a private conversation. Police need legal protection against that risk before they can be required to wear body cameras on the job. Efforts to secure passage of a suitable amendment of the Wiretap Act are ongoing.

In 2017, the Bureau will continue to work with state legislative bodies to ensure a proper legal environment for the use of body cameras in policing.

4. Improve diversity within the Bureau

This is currently the most difficult of the five goals to achieve, because the **prevailing civil service laws prevent the Bureau from establishing its own hiring practices**. The civil service model, more than a century old, denies the Bureau the right to make hiring decisions based on a legitimate business need to improve diversity. Similarly, the civil service tests fail to identify the presence of skills (such as effectiveness in interpersonal relationships) or values (such as appreciation of human diversity) that are essential for 21st-century policing.

Representatives of the Bureau are participating in ongoing discussions regarding the possibility of civil service law reform. But until these system changes have been finalized, the Bureau has limited authority and ability to bring about necessary changes that would increase its diversity. Therefore, its best strategy is to create a culture in which diversity is valued and to try to fill the in-box with highly qualified, diverse applicants. Several steps have been taken to advance that goal.

The Bureau has worked closely with the city's Personnel and Civil Service Commission to move from a locally focused to a **regional recruitment plan**, particularly focusing on the military and on postsecondary institutions with large minority populations. In addition, Personnel and Civil Service has agreed to move toward having **continuous recruitment cycles**, consistent with civil service laws, to shorten the time frame between recruitment and hiring. The shorter the time frame, the more well-qualified candidates are retained. Furthermore, Personnel and Civil Service has hired a **diversity recruitment officer** to focus specifically on this issue.

In 2017, the Bureau will continue to work closely with the Personnel and Civil Service Commission to develop policies that will create an environment in which diversity is not only valued but sought after. Also we will be seeking outside sources of expertise to provide input into improving current systems.

The Bureau has partnered with Hill House and CCAC to support a **tutoring program** to help minority candidates prepare for success in the police testing and hiring processes.

In 2017, in addition to continuing this program to develop quality candidates for police training, the Bureau will explore the viability of creating a program in which it assigns a current officer as advisor to each applicant moving through the candidacy process.

The Bureau believes that recruiting a diverse workforce is essential to its mission and that **every interaction is a potential recruitment opportunity**. How minorities and their communities view the police will strongly influence whether minorities want to become part of Pittsburgh's police force. One of the surest signs that the Bureau is making progress in building trust and legitimacy would be an increase in minority applications for employment.

5. **Improve technology systems and data analysis capacity to enable real-time, data-driven, problem-solving-based policing methodologies**

The Bureau has taken major steps in this regard, in terms of equipment acquisition, systems improvements, staffing, and partnerships. Chief McLay has secured support from local foundations (a source not pursued previously) to assist in this transformation.

The new Crime Analysis Unit (mentioned under goal 1 above) now has **significantly enhanced analytic capacity**, thanks to real-time access to all important data sources such as calls for service and crime reports, as well as powerful tools to manipulate those data including ArcGIS, R-Studio, SAS, and Analyst Notebook. This capacity permits the unit to develop greatly improved crime mapping and analysis products and to make them available to zone commanders for resource deployment and problem analysis. The team of analysts, led by Manager Nicole DeMotto, has created a series of real-time dashboards and maps, accessible through the Internet, that give officers important insight into events, patterns, and performance. Analysts are continuing to work with officers and police leadership to improve the dashboards and make them maximally useful for all involved. Manager DeMotto is spearheading the effort to

create platforms in which data and analytics are guiding patrol patterns and investigations. The combination of these efforts will ensure the success of the Pittsburgh Bureau of Police as a model for data-driven, highly effective professional policing.

In 2017, the Bureau's crime analysts will work with street-level officers to fine-tune their data requirements and will train officers in how to best utilize the data presented to them in their crime prevention efforts. Manager DeMotto, who brings years of professional knowledge and experience from working in executive roles in numerous major city police departments, will be structuring a platform in which accurate data are created and then utilized at the street level to combat crime. Training in data utilization will lay a strong foundation for subsequent Bureau-wide introduction of problem-oriented policing based on data analysis.

Other equipment and system improvements have included the following:

- 120 new all-in-one computers for zones and detectives. Formerly, detectives had to share computers; now each one has his or her own laptop.
- 20 mobile data computers have been deployed to the zones, and service has been upgraded to 4g LTE to improve performance.
- The detective branch and zone 4 have been rewired to improve functionality.
- A video conference platform was installed to enable staff to hold meetings by teleconference rather than having to travel to a single location.
- Televisions and other equipment have been purchased to assist in distributing important information, crime data and intelligence information to the Zones in a timely manner.
- Less-lethal technology has been greatly expanded with every officer being issued a TASER and the addition of the less-lethal shotgun to every zone.
- Officers in training will be issued Toughbook tablets to enhance their training.

In 2017, the Bureau will seek additional opportunities to prepare its members for today's increasingly technology-driven age of policing and investigation, giving officers both the latest technological equipment and suitable training on its effective use. As Pittsburgh emerges as a national technology hub, its police are also moving in the direction of utilizing the latest technology to offer the best police service.

Newly implemented **mobile applications** have included the LAP app, which provides resources for victims of domestic violence (available to every officer by cell phone), and Big Burgh, which enables officers to identify suitable resources on the spot for homeless people and others in crisis.

In 2017, the Bureau will analyze and obtain feedback on the performance of these products, making refinements as needed to ensure their maximum effectiveness.

The Bureau has partnered with the Allegheny County Department of Human Services (DHS) on a wide variety of analysis and reporting projects. With support from foundation funds, DHS has published numerous crime reports.

Further enhancements are in development:

- The Bureau has initiated the process of obtaining a new **records management system** in partnership with Allegheny County. This project is led by Chief of Staff Commander Eric Holmes and his staff. *This project should be completed in 2017, by which time the*

Bureau anticipates having highly synchronized data collection capabilities from a state-of-the-art, holistic system. Also, the new system will vastly reduce the amount of repetitive paperwork required of investigative and patrol officers, giving them additional time to spend on more fruitful endeavors. The acquisition of this system has been made more cost-efficient through partnering and cost distribution with other local departments, a step not taken previously.

- The Bureau is working with DHS and Mayor Peduto's Department of Innovation and Performance to establish a fully operative **real-time crime center** that will undergird data-driven policing. This center will enable officers to have the most up-to-date data in their investigations and crime deterrence efforts, promoting both crime reduction and officer safety.

- The Bureau is partnering with Carnegie Mellon University to develop a **platform for predictive policing** that will use analytics to more precisely define areas and individuals heavily involved in violent activity, thereby enhancing investigative efficiency.

- Replicating the New York Police Department's successful system, the Bureau intends to place **smartphone technology in officers' hands** so that they can do instant background research while responding to a call. The NYPD has found that this instant access to data has enabled officers to improve response times, enhance safety, and approach situations more effectively from a problem-solving perspective.

- The Bureau is working to improve **accuracy and efficiency of data inputting**. In 2016, a new computer-assisted dispatch system was introduced. *In 2017, this program will be expanded citywide and paired with training on how officers can best provide information to dispatchers for purposes of data entry.*

- In addition to monitoring social media, the Bureau also intends to make **more proactive use of social media** to communicate positive news and to provide context and perspective on incidents that could provoke fear or suspicion in communities. With social media increasingly becoming a primary information and news source, the Bureau must use this tool effectively so that community attitudes are not shaped by other voices that are inconsistent with or even hostile to its mission. *In 2017 and thereafter, the Bureau will work diligently to track and adapt to new technology developments and new patterns of social communication.*

- Further **acquisition of body-worn cameras** is in process. Currently, 125 of the Bureau's officers wear cameras when on patrol. *In 2017, the Bureau will attempt to expand its use of body cameras in conjunction with its efforts to address legal issues as described under goal 3 above.*

APPENDIX:
Implementing the Pillars of the 21st-Century Policing Task Force Report in Pittsburgh

As noted in the introduction to this strategic plan, in May 2015 the President's Task Force on 21st-Century Policing released its final report, organizing its recommendations around six pillars. This was seven months after Chief McLay's arrival in Pittsburgh, and efforts to review and strengthen the Pittsburgh Bureau of Police were already in progress. However, the Task Force's report was very helpful in clarifying the key challenges and opportunities present in modern policing. Accordingly, as a means of ensuring that the Bureau's strategic plan was addressing each major item in this report, its activities were compared to the six-pillar structure.

The flowchart on the next page organizes the items contained in this 2016–2017 strategic plan (along with some activities not explicitly mentioned in the plan) by pillar. Numbers in parentheses indicate the Bureau priority goal under which those items mentioned in this plan can be located. For more information on any of these items, contact Chief of Staff Commander Holmes's Office.

Implementing the Pillars of the 21st-Century Policing Task Force Report in Pittsburgh

Pittsburgh Bureau of Police Mission and Vision	21st-Century Policing Task Force Report
Pillar 1: Building Trust and Legitimacy Regional fusion center for enhanced information sharing Joint interventions with county departments of Health and Human Services Enhanced community engagement (3) Collaborative initiatives with civic leadership and community partners (e.g., LGBT, youth, faith community) (3) Services for special populations such as mobile applications, interpreters (3) Data transparency and body cameras (3) Town halls with Chief and police executives (3) Citizen's Police Academy (3) Public release of use-of-force analysis (3) Improve diversity of police workforce (4)	**Pillar 2: Policy and Oversight** Office of Professional Standards (2) Officer assessment and early warning system (2) New accountability platform (2) Ensure adherence to policy and accountability through training aimed at level of best standards (2) Create transparency in internal investigation and oversight Enhanced promotion and selection processes (2)
Pillar 3: Technology and Social Media Expand use of data and analytic capacity (5) Collaborate with White House Open Data Initiative (3) Predictive policing project with Carnegie Mellon University (5) Real-time crime center (5) Sustain and expand body camera system (5) Implement citywide CAD and start framework for new records management system (5) Use social media for positive PR and to disseminate important information (5) Update police website to maximize utility and ease of use Use of lethality assessment app to reduce domestic violence and Big Burgh to assist homeless populations (5) Smartphone technology for officers (5) Improve accuracy of data inputting (5)	**Pillar 4: Community Policing and Crime Reduction** Pilot site for National Initiative for Building Community Trust and Justice (3) Procedural justice and implicit bias training (3) Community training in procedural justice (3) Use technology, training, and collaboration to enhance focused deterrence, GVI, and violent crimes unit approaches (1) DEA 360 to combat regional drug trafficking Continue successful Naloxone program Apply violent crime response and reduction protocol to community priorities (1) Community Relations Officer Program Youth engagement efforts such as Pittsburgh Youth Police Advisory Committee (3) Improve diversity within the Bureau(4)
Pillar 5: Training and Education Procedural justice and implicit bias training (3) Executive-level leadership training on organizational functions (2) Less-lethal weapon training Sergeant-level leadership training on individual and team development Field Training Officer program enhancement (2) Tactical training for officers at all levels (2) LUMA training to promote culture of innovation (2) Training to ensure protection of persons' civil rights in every interaction	**Pillar 6: Officer Safety and Wellness** Dedicated wellness coordinator (2) Medical screenings (2) Health and fitness initiatives Crisis intervention support (2) Pittsburgh Member Assistance Program (2) FitBits (2) Workplace safety Direct officer outreach

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PITTSBURGH POLICE

HONOR
INTEGRITY
COURAGE
RESPECT
COMPASSION

Pittsburgh Bureau of Police

2016 - 2017