

Program Narrative
US15822 Body-Worn Camera Pilot Implementation Program - FY2015
Grant Application - CFDA: 16.738
Pittsburgh Bureau of Police

a. Statement of the Problem

The Pittsburgh Bureau of Police (PBP) serves a city of more than 305,000 residents and encompasses more than 58 square miles. There are 815 sworn officers within the PBP, and another 36 in basic recruit training. The number of sworn officers with patrol activities and/or with daily citizen interaction includes 488 officers and 75 sergeants and lieutenants for a total of 563. The City of Pittsburgh's population is predominantly white (66%) with African Americans making up the largest minority (26.1%).¹ In addition, of all metropolitan areas in the United States with a population of more than 1 million, the Pittsburgh region is considered the whitest metro area.²

While Pittsburgh is rarely mentioned in national media outlets alongside the likes of Ferguson or Baltimore, our history has been similarly plagued by economic and often physical segregation of African Americans into pockets of entrenched poverty. Only occasionally do these simmering racial tensions creep to the fore, yet, the cracks in our comfortable, albeit deeply unequal system have surfaced in the past 20 years, and have now reached a fever pitch. The driving force behind this now public discontentment: use-of-force by police and the fraught relationship between our disenfranchised African American residents and PBP.

In October, 1995 a defining incident in Pittsburgh-area race relations took place just outside the city limits, when 31-year old Jonny Gammage, a businessman and cousin of former Pittsburgh Steeler Ray Seals, drove his shiny new Jaguar just a few blocks over the line into suburban

¹ [US Census Bureau: QuickFacts, Pittsburgh, PA](#)

² [University of Pittsburgh's School for Social Work, Center on Race & Social Problems: "Pittsburgh's Racial Demographics 2015: Differences and Disparities". 2015.](#)

Brentwood Township. Around 1:45 a.m., Gammage was pulled over for "driving erratically" in the predominately white, middle class suburb. In just over seven minutes, the 5-foot-6, 165-pound man was dead due to a fatal compression of his neck and chest - an incident that bears striking similarities to the recent Eric Garner case in New York City, nearly 20 years later.

The Gammage case drew national attention. Protesters and civil rights marchers chanted, "We fired up, won't take it no more", and leaders like Jesse Jackson stated that such a brutal and unwarranted incident "amounts to a lynching." Despite the outrage and repeating calls for justice, the five white officers who took part in the beating were ultimately acquitted of all charges by an all-white jury. Now, in 2015, we have seen similar incidents play out time and time again: A young, African American male without a criminal record is beaten by white officers, yet no clear evidence exists to refute the officers' claims. Thus, an all-white jury chooses to acquit the officers of any wrong doing.³

Other notable Pittsburgh cases followed. In 2010, 18-year old Jordan Miles, an African American viola player who attended a prestigious local performing arts high school, was involved in a violent altercation and arrested by three white PBP officers for allegedly concealing a gun inside his winter coat, later revealed to be a bottle of Mountain Dew.⁴ In 2012, a white officer pulled over a young African American male named Leon Ford in the affluent Highland Park neighborhood. Upon viewing his ID, the officer incorrectly mistook Ford for a wanted man named Lamont Ford, setting off a struggle that ended in five gunshots being fired at Ford, permanently paralyzing him.⁵

³ [WTAE News. "Family of Jonny Gammage Speaks Out, Prompted by Eric Garner Case". Dec. 18, 2014.](#)

⁴ [Huffington Post. "Jordan Miles, Teen Violinist: Beat By Police Over Mt. Dew Bottle". March 26, 2010.](#)

⁵ [Pittsburgh Post-Gazette. "Officer Who Shot Leon Ford Placed On Desk Duty". Dec. 12' 2014.](#)

Like Gammage, neither Miles, nor Ford had any criminal record or were ever implicated in criminal behavior after the fact, and no officers have been convicted of any wrong-doing related to these incidents. Of course, the lack of video evidence has led to vast speculation of racial bias and profiling, or an even more sinister outright racism at play within the Bureau.

It would be foolish to assume misconduct, or worse, on the part of every officer in these cases, and equally imprudent to blindly assign guilt to the young black men involved. There is one clear truth binding together all of these tragic incidents: without concrete video evidence, we will never know exactly what happened. It is this uncertainty that threatens to drive factions of our community further and further apart, allowing citizens to retreat into the comfortable stereotypes of the dangerous young black man or the bad cop on a power trip.

The City continues struggling with growing civilian-police tensions. In 2014, 280 misconduct complaints were filed against Pittsburgh police officers. Allegations such as these fall into four categories: conduct unbecoming a member, conduct towards the public, warrantless searches and seizures, and use of force. Below, these numbers are broken down along with an estimate of whether a relatively new tool for police, Body-Worn Cameras (BWCs), would have been relevant to the investigation of these allegations, based on the presence of conflicting narratives between the officer and complainant in each case:

Pittsburgh Police Misconduct Complaints by Category, 2014			
	Total Complaints (#)	BWCs would have aided in investigation* (#)	BWCs would have aided in investigation* (%)
Conduct Unbecoming a Member	80	32	40%
Conduct Towards the Public	128	118	92%
Warrantless Searches and Seizures	26	23	88%
Use of Force	46	41	89%
TOTAL	280	214	76%

BWCs programs have been rapidly gaining in popularity over the last few years due to the benefits they bring to both police officers and civilians, reducing misconduct complaints and use-of-force incidents. The most striking research on the impact of BWCs is the effort undertaken in Rialto, CA., which included officers working similar shifts with similar responsibilities who were randomly assigned cameras. Overall, officers with cameras received 90% fewer complaints from the public and used force nearly 60% less frequently than officers without cameras.⁶ Thus, the results in Rialto suggest what has been called a “civilizing effect” not only on officers, but on civilians as well. When members of the public know they are being recorded and when officers know that their actions will show up on a recording, both seem to exhibit more thoughtful and controlled behavior. In another study conducted on the Mesa, AZ Police, there were 40% fewer total complaints and 75% fewer use-of-force complaints for officers outfitted with BWCs.⁷ This research topic is still new, yet it is clear that the BWCs have a positive effect on officer conduct and lead to a reduction in complaints.

BWC recordings, also referred to as Digital Multimedia Evidence (DME), serve as the best, most objective evidence of what actually happened during a reported incident. This can have substantial impact: the existence of BWC recordings will protect officers against fabricated accusations by civilians and perhaps most importantly for the City of Pittsburgh, incidents involving the use-of-force need no longer be the subject of competing stories. DME recordings will show whether use-of-force was warranted and proper procedures used. DME can also highlight instances when training or departmental policy would benefit from an overall change.

⁶ [The Guardian. “California police use of body cameras cuts violence and complaints”. Nov. 4, 2013](#)

⁷ [WorldNow. “ASU study shows body cameras make Mesa officers more cautious”. April 25, 2014.](#)

In addition, DME recordings can play a key role in the adjudication of cases. Whether the decision maker in the adjudication is a supervising officer, the Chief of Police, an arbitration panel, a judge, or a civil or criminal jury, the availability of DME establishes the basic facts of an incident via an unbiased observer, the camera itself. In the Pittsburgh region, the Allegheny County District Attorney's Office fully supports the use of BWCs. In the instances in which DME has been available to the DA, it has been invaluable evidence for use in training, establishing accountability, providing objectivity, and enhancing officer safety.

After reviewing DME in a particular case, the District Attorney may determine that the actions of officers do not meet best practice pursuit, use-of-force, or detention procedures and he can then recommend that PBP provide appropriate re-training to its officers. If Bureau policy is deemed to not meet best practices, the DA can recommend that PBP update its policies and retrain its officers in accordance therewith. In more extreme cases, the District Attorney may determine that the actions of an officer rise to the level of criminal conduct and the appropriate charges must be filed.

The Pittsburgh Bureau of Police and the Allegheny County District Attorney's Office are members of the Allegheny County Criminal Justice Advisory Board (CJAB) and have collaborated on county-wide best practices, including policies for administration of photo arrays, witness interviews, and evidence collection. CJAB has developed a model policy for use of body-camera equipment county-wide, and have collaborated on a Pittsburgh-specific BWC policy that meets the specialized needs of the city due to its size and urban setting. Over time, the collaboration evolved into PBP's standing Body-Worn Camera Working Group.

The Body-Worn Camera Working Group also meets in sub-committees tasked with addressing particular pressing issues related to BWCs. One such sub-group deals specifically

with policy development that respects and preserves the privacy rights of individuals while balancing concerns for the safety and well-being of victims of violence. To get this balance right, the working group actively seeks input from domestic violence victims and child advocacy organizations. Another sub-committee is tasked with carefully considering the implications of technical policy related issues including storage, access, redaction, and DME records. All Bureau policies related to BWCs are evolving as national best practices come to light, PBP data collection and evaluation occurs, and the number of cameras in use grows.

Currently, PBP has 50 body-worn cameras, with the goal of adding 200 more, for a total of 250 BWCs by the time program is fully implemented. With well over 500 officers seeing daily citizen interaction, PBP aims to deploy all 250 BWCs in a strategic manner that focuses on high-crime Police Zones and officers who receive an above-average number of complaints.

b. Program Design and Implementation

The Pittsburgh Bureau of Police (PBP) was a relatively early adopter of BWC technology. In February 2012, in the aftermath of the Jordan Miles use-of-force case, then-Chief Harper assigned (b)(7)c, (b)(6) to be Project Manager for a new BWC initiative. The goal was to explore the possibility that BWCs could better document the facts in such officer-involved incidents, but also serve as convenient “in-car” cameras for motorcycles and bicycle officers.

In April 2012, (b)(7)c, (b)(6) deployed three BWCs for initial testing, and by August of that year 50 cameras were purchased. PBP soon engaged in a small study of the new technology by tracking 12 volunteer officers outfitted with BWCs. The study ran from April 1, 2012 to February 28, 2013. Notably, an officer with eight misconduct complaints the previous year, received only one complaint during the trial period. While the test sample was too small for any

statistically significant conclusions, the results were promising enough to keep (b)(7)c, (b)(6) and PBP engaged in BWC program development.

The BWCs remained in use until February 2013, when PBP became aware that their program was a technical violation of the PA Wiretap Act, which then required all video units to be mounted inside a vehicle. Thus, the program was halted until the PA State Legislature was able to amend the act in February 2014.⁸

With that legislative hurdle out of the way, PBP under the leadership of (b)(7)c, (b)(6) began crafting a more substantial set of BWC policies based on research and best practices from around the country. The current policy was adopted July 30, 2014, and has already been requested by departments all over the country to aid them in drafting their own policies. After a thorough retraining of BWC-equipped officers, the cameras were redeployed on September 29, 2014.

In December 2014, newly appointed Chief of Police Cameron McLay deemed the BWC program a priority of the Bureau, directing the formation of a Body-Worn Camera Working Group to conduct a complete review of all aspects of the program with a focus on possible policy improvements and program expansion. The group members were selected with an eye towards the most sensitive issues raised by BWCs: civil liberties and privacy concerns, legal liability, generating “buy-in” from the public, and technical and logistical improvements to the program.

The Body-Worn Camera Working Group held its first meeting on January 12, 2015. The current group members are Chief McLay, Assistant Chief Stangrecki, Sergeant Cortopassi of PBP’s Computer Operations, Officers (b)(7)c, (b)(6) from PBP’s Training Academy, the City of Pittsburgh Law Department’s Solicitor Sanchez-Ridge and Associate Solicitor John Doherty, First Assistant & Chief-of-Staff (b)(6) from the Allegheny County District

⁸ [Pittsburgh Tribune-Review. “Corbett says he will sign legislation allowing cameras to be mounted on police officers' bodies”. Feb. 3, 2014](#)

Attorney's Office, (b)(6) from the University of Pittsburgh, and Attorney (b)(6) (b)(6) from the firm of Marshall Dennehey Warner Coleman & Goggin. The group has met regularly throughout the first half of 2015, and will continue to meet quarterly, along with periodic specialized subcommittee meetings.

On February 26-27, 2015, (b)(7)c, (b)(6) participated in a Bureau of Justice Administration (BJA) expert panel discussion on Body-Worn Cameras in Washington, D.C. One of the goals of the panel was to help the BJA assemble a "BWC Toolbox" with guidelines and policies to help aide police departments and municipalities who are considering the use of BWCs. On February 18, 2015, The Pittsburgh Bureau of Police was notified that Pittsburgh was one of two cities selected by the Urban Institute for a Body-Worn Camera study being developed through a grant from the Arnold Foundation.

Looking forward, the next step for PBP in establishing a large-scale, state of the art body-worn camera program is to expand the number of cameras deployed throughout the City of Pittsburgh from 50 to 250. This proposed project is referred to as the Body-Worn Camera Expansion Program. To ensure the success of this expansion, PBP has developed clear Goals and SMART Objectives (i.e. specific, measurable, achievable, relevant, time-bound) that create a 2-year structured framework for the BWC program team.

Purpose statement: The Pittsburgh Bureau of Police is seeking your financial investment in the amount of \$250,000 to expand its body-worn camera pilot program.

Goals:

1. Promote a sense of accountability and transparency throughout the PBP,
2. Protect the PBP and its members from civil liability resulting from wrongful accusations of misconduct,

3. Assist the PBP with investigations of alleged misconduct,
4. Improve training and correct internal agency problems.

Objectives:

1. Promote a sense of accountability and transparency throughout the PBP

- 1A: By the end of Year 1, implement communications outreach plan to inform and generate buy-in from both citizens and officers about BWC program.
- 1B: By the end of Year 1, train 100% of officers with patrol activities and/or daily citizen interaction on BWC equipment operation.
- 1C: By the end of Year 1, deploy all 200 BWC packages to officers with patrol activities and/or daily citizen interaction.
- 1D: Throughout the life-cycle of the grant, distribute surveys on to gauge the evolution of attitudes related to PBP and the BWC program.

2. Protect the PBP and its members from civil liability resulting from wrongful accusations of misconduct

- 2A: By the end of Year 1, increase the use of Digital Multimedia Evidence in adjudication by 25%.
- 2B: By the end of Year 2, increase the use of Digital Multimedia Evidence in adjudication by 50%.

3. Assist the PBP with investigations of alleged misconduct

- 3A: By the end of Year 1, decrease the number of misconduct complaints by 25%.
- 3B: By the end of Year 2, decrease the number of misconduct complaints by 50%.

4. Improve training and correct internal agency PBP problems

- 4A: By the end of year 1, Police Bureau supervisors will be using Digital Multimedia Evidence regularly to investigate concerns of officer performance and conduct, in order to identify problems create opportunities for improved officer training
- 4B: By the end of Year 2, integrate BWCs into training as a teaching tool.
- 4C: By the end of Year 2, integrate feedback from Urban Institute study and general BWC data collection to inform officer training.

Logic Model:

PBP has created a Logic Model to ensure a joint-understanding of the intended inputs, strategies, outputs and outcomes of the proposed Body-Worn Camera Expansion Program. While much of the content has been modeled after the Department of Justice COPS' *“Implementing a Body-Worn Camera Program Recommendations and Lessons Learned”* publication, PBP recognizes that the Bureau of Justice Administration may require specific deliverables and/or metrics that do not clearly appear within the current Logic Model, and will gladly comply with those requirements (see page 11 for full graphic).

PBP Body-Worn Camera Expansion Program Logic Model

Inputs	Strategies	Outputs	Outcomes (1 year)	Outcomes (2 years)
*Grant Funding *Grant applicant and in-kind cash *PBP staff and staff time *Facilities *Urban Institute study *Equipment and supplies *Data storage *Partnerships w/ District Attorney’s Office, University of Pittsburgh, Urban Institute, etc. *Training	G1: Promote a sense of accountability and transparency throughout the PBP G2: Protect the PBP and its members from civil liability resulting from wrongful accusations and misconduct G3: Assist the PBP with investigations of alleged misconduct G4: Improve training and correct internal agency PBP problems	#of media publications/press hits # of internal Q&A sessions # of officers trained on BWCs # of BWC packages deployed # of surveys distributed # of surveys collected # of adjudications using DME # of misconduct complaints # of community public safety/block watch meetings attended #of PBP DME review sessions # of police training modifications	*By the end of Year 1, increase the use of Digital Multimedia Evidence (DME) in adjudication by 25% *By the end of Year 1, decrease the number of misconduct complaints by 25% *By the end of Year 1, establish regular reviews of DME to identify systemic problems and opportunities to positively modify officer training *Implement communications outreach plan to inform and generate buy-in from both citizens and officers about PBP BWC program *Train 100% of officers with patrol activities and/or daily citizen interaction on BWC equipment operation. *Deploy all 200 BWC packages to officers with patrol activities and/or daily citizen interaction.	*By the end of Year 2, increase the use of Digital Multimedia Evidence (DME) in adjudication by 50% *By the end of Year 2, decrease the number of misconduct complaints by 50% *By the end of Year 2, integrate BWCs into basic training and officer re-training as a teaching tools *By the end of Year 2, integrate feedback from Urban Institute study of PBP’s BWC program to inform modifications to officer trainings
Impact Statement (post 3-4 years): After implementing a full-scale BWC program, PBP is perceived to be a legitimate and accountable agency, citizens-officer and community relations have vastly improved, and a revised set of comprehensive BWC policies were implemented.				

c. Capabilities and Competencies

During the BWC pilot launch in 2012, the Pittsburgh Bureau of Police reached out to policy experts to assist with the implementation and evaluation of the existing program. The measured, manageable scale of the initial rollout displays an awareness on the part of PBP of the sensitive nature of BWC deployment. The lack of incidents related BWCs in Pittsburgh is a testament to the thoughtful, conservative approach with which they have been tested over these past three years.

Much of the credit for the BWC program's early success goes to Program Manager (b)(7)c, (b)(6) (b)(7)c, (b)(6) . (b)(7)c, (b)(6) has been with the Bureau for nearly 22 years, and during his tenure he has written extensive policy recommendations, created strong partnerships with local and national stakeholders, and has taken necessary steps towards implementing a fully functional BWC program for the city. As the BWC program expands, (b)(7)c, (b)(6) will continue leading the project implementation with selected implementation team members, both internal and external to the Bureau to fill various roles. Those team members who have already been identified can be seen in the following table, along with the organization that they represent and their general role in the Body-Worn Camera Expansion Program (see page 13).

Body-Worn Camera Expansion Program Team Members		
Title	Organization	Role
Chief Cameron McLay	Pittsburgh Bureau of Police	BWC program oversight
Assistant Chief Thomas Stangrecki*	Pittsburgh Bureau of Police	BWC administration and grant reporting lead
Karen Palmer	Pittsburgh Bureau of Police	Administrative and reporting assistant
(b)(7)c, (b)(6)	Pittsburgh Bureau of Police	BWC Program Manager
Police Zone Commanders, Zones 1-6	Pittsburgh Bureau of Police	BWC program leads in individual Police Zones
Sergeant Anthony Cortopassi*	Pittsburgh Bureau of Police	BWC software lead and technical adviser
Officer Donald Adamsky*	Pittsburgh Bureau of Police	BWC training integration and DME evaluation
Officer Steven Hoffman*	Pittsburgh Bureau of Police	BWC training integration and DME evaluation
Sonya Toler, Communications Manager	Pittsburgh Department of Public Safety	Communications and community outreach lead
Solicitor Lourdes Sanchez-Ridge*	Pittsburgh Department of Law	City of Pittsburgh legal liability expert
Associate Solicitor John Doherty*	Pittsburgh Department of Law	City of Pittsburgh legal liability expert
First Assistant/Chief-of-Staff (b)(6)	Allegheny County District Attorney's Office	BWC adjudication expert
Professor David Harris*	University of Pittsburgh	BWC civil liberties and privacy expert
Paul Krepps*	Marshall Dennehey Warner Coleman & Goggin	Liability and civil liberties expert
Daniel Lawrence	Urban Institute	Liaison to PBP for BWC research study
<i>*Also serves as regular member of PBP's Body-Worn Camera Working Group</i>		

As previously noted, the PBP created BWC policy received high marks from both the general law enforcement community and from several distinguished field experts. However, the PBP views this policy as a work-in-progress, and will continue to refine it as feedback from the public, the Body-Worn Camera Working Group, and national best practices dictate. This adopted

policy does, however, put the PBP into an advantageous phase in which it can focus on program implementation efforts and policy refinement rather than starting from square one.

The existing policy “establishes guidelines and procedures for the utilization of Body-Worn Cameras (BWC) by members of the Pittsburgh Bureau of Police. Additionally, this policy establishes procedures for the retention, duplication, storage, and purging of recordings from BWC equipment, and the procedures to be followed by MVR Custodial Officers for the retention, duplication, storage, and purging of recordings.” A full copy of the current PBP BWC policy can be found in the application attachments.

A strategic communications plan will be implemented alongside the BWC program expansion, both internally and externally, to guarantee support from officers and citizens alike. Internally, Chief McClay, along with Project Manager (b)(7)c, (b)(6) will communicate with all six Police Zone Commanders regularly, ensuring a full understanding of the BWC program. Given that officers gained positive outcomes during the 2012 pilot (i.e. several saw a significant reduction in complaints), BWCs have been generally well-received internally. Already having a working BWC policy in place works to The Bureau’s advantage because officers already have familiarity with the overall plan and expectations.

Externally, the Bureau will assuage community concerns by attending regular Community Block Watches and Public Safety Zone meetings in every city neighborhood prior to the expansion for Q&A sessions. In addition, the Bureau will activate the City of Pittsburgh’s community outreach offices and hold city-wide demonstrations. Chief McClay has been vocal about his support for BWCs during his tenure, so, this concept will not be an entirely new for Pittsburgh. Additionally, the Bureau will activate two community outreach offices including the Public Safety Office of Community Outreach, headed by (b)(6) and the Mayor’s

Community Affairs Office to educate residents on an ongoing basis. Lastly, the PBP is planning several Force on Force training demonstrations in which citizens and members of the media will participate in live 'shoot, don't shoot' scenarios using blank ammunition. These participants will be wearing the cameras and afterwards review the video and discuss what occurred during the scenarios. The Bureau of Justice Assistance (BJA) has expressed interest in this communication plan and will be invited to observe one or more of these events.

The Bureau is fully technologically capable of system implementation, exemplified by the BWC pilot program. For the pilot, the PBP successfully implemented a Taser Axon Flex Body-Worn Camera system, including all cameras, accessories, docking stations, and other items related to the On-Officer MVR system. Additionally, the PBP designated agency administrators to oversee the data management on evidence.com, the Bureau's cloud-based system, and established a hierarchy of users to update and access the data regularly.

The Bureau has implemented several programs and initiatives including the Police Chief Selection Forums, Citizens Police Academy, and Cops and Kids Program, which have all been successful in capturing the attention and input of the broader community. Most recently, the City of Pittsburgh engaged the public to participate in the search for a new Chief of Police. Partnering with a local foundation, university, and several public organizations, a series of well-attended public forums were held in all six Pittsburgh Police Zones, providing the opportunity for residents to be involved in the process of selecting a new Chief. Citizens shared their ideas about how to improve policing, identified neighborhood priorities, and suggested qualities they believed were essential for the new hire.

Twice a year, for over 20 years, the PBP sponsors a Citizen's Police Academy to help community members become closely acquainted with the roles and responsibilities of the

Bureau. During this unique experience, participants receive three hours of training one evening each week (for 15 weeks) in many of the varied functions of law enforcement. They experience some of the highlights of police training and are exposed to the operations of the police bureau. Participants are taught the basics of criminal law, search and seizure, patrol tactics, firearms and many other subjects. In addition, they learn about crime scene processing, police canines, and are exposed to many of the specialty police units. Students leave this training with a greater understanding of the police mission and with an increased ability to see how the police serve the community. Since inception, 600 participants have graduated.

Additionally, the Bureau has successfully partnered with the City of Pittsburgh's Parks and Recreation Department (CitiParks) to host an annual summer camp program for city youth called Cops and Kids. During this three week camp, police officers work with the kids to teach them about leadership and teamwork, while also addressing things like consequences of illegal guns and drugs and understanding public safety. Recently, the program has expanded to include the Pittsburgh Promise, which is a nonprofit that provides college scholarships for City of Pittsburgh public school students. Since inception, Cops and Kids has hosted over 1,200 kids in the last 8 years.

In 2009, the Bureau piloted an in-car camera program in one of six Police Zones. By 2012, that program was expanded to include all six patrol zones in the city, and currently, there are over 200 vehicles in the fleet equipped with wireless, in-car camera technology. Those cameras upload data automatically when a police vehicle arrives at its zone station, ensuring timely and accurate reporting. There are currently nine remote servers, one agency server, and a full backup system to support this program. Further, over 200 vehicles have mobile data terminals through which officers receive dispatch information, enter reporting, and accomplish

anything else that can be done using laptop capabilities. Vehicles have also been adapted for printers to support applications including e-citations. As a result, officers have been able to streamline reporting processes and spend less time on paperwork.

The PBP and City of Pittsburgh have worked closely with several key stakeholders including, the Allegheny County District Attorney's Office and Allegheny County Police Department, and the University of Pittsburgh. The collaboration of many of these entities has resulted in the formation of the previously mentioned Allegheny County Criminal Justice Advisory Board and the Body-Worn Camera Committee Working Group, again specifically designed to support implementation of this program. By collaborating with the District Attorney's Office and the University of Pittsburgh, the PBP was able to bring together legal experts to develop policies for best practice regarding BWC.

d. Program Continuity

The Pittsburgh Bureau of Police is committed to strengthening the relationships with the community members it serves. With Chief McLay's ability to bring diverse partners to the table, and his commitment to community policing strategies, one can see the value the PBP places in BWC programming. The PBP hopes to move the needle on community policing strategies by continuing BWC program for years to come, which will require a strong financial commitment.

Understanding that all federal dollars come with an expiration date, the Bureau and City of Pittsburgh are devoted to continuing this work well after the funds are expended by dedicating full-time staff members and capital dollars to this project. Letters of commitment from both Mayor William Peduto and City-Council President Bruce Krauss indicate a future for this program well after funds are depleted through the Capital budgeting process. These federal funds will afford Pittsburgh the opportunity to greatly expand its existing programming.

In addition to committed capital dollars, the Bureau and Mayor's Office have established strong relationships with the city's local foundation community and have successfully pursued several joint police-related grant opportunities with those foundations and Allegheny County, securing hundreds of thousands of dollars to assist with improving community policing tactics on a county-wide level. Having an investment from the local community foundation will be critical in continuing to grow the city's plans for a more transparent and trustworthy police force.

Moreover, the city is committed to staffing positions needed to successfully run the BWC program. The BWC Project Manager position will remain the primary coordinator for this program and will be budgeted in coming years. PBP is in the process of hiring a grants administrator position whose primary role will be to assist with additional fund-seeking and grant management, giving the Bureau another avenue for potential future funding outside of the capital budget commitment. The staff support for program longevity will be in place following the expenditure of federal funding. This continuity plan will be fleshed out fully in the coming year after program expansion commences.

e. Plan for Collecting the Data Required for this Solicitation's Performance Measures and Sustainment

The Pittsburgh Bureau of Police is well-positioned to implement a comprehensive data collection plan for the body-worn camera expansion program given its accessible cloud-based management system, strong partnership with a local university team, and slated participation in a national Urban Institute study. With the assistance of this BWC expansion grant and momentum gained from having strong partners at the table, Pittsburgh is poised to become a national data model that will be replicable in other cities across the country.

The Pittsburgh Bureau of Police (PBP) currently uses the cloud-based electronic data storage and management system, evidence.com for all of its data collection needs. This is a highly secure and robust instrument that allows agencies to store, manage, and control retention and deletion of customizable data, including digital evidence, on a regular basis. Moreover, it has a very strong audit trail report to ensure the integrity of evidence and a reporting mechanism that allows the Bureau to monitor the officers in the system, as well as how cameras are being used. This system has been an integral part of the Bureau since the initial 2012 BWC pilot, and will be used throughout the implementation and oversight of Pittsburgh's Body-Worn Camera Expansion Program. Currently, the 35 deployed body-worn camera officers (on motorcycles and bicycles) use the management system and additional officers will be trained as the program expands.

The Bureau is committed to facilitating a larger, more in-depth analysis of the BWC program pilot launched in 2013 with the help of both local and national experts, as well as developing a comprehensive method for capturing relevant BWC data in the future. While the 2013 pilot was too small to provide comprehensive data, it did show great potential via several case studies. As part of the initial program evaluation phase, the Bureau's BWC Project Manager, an internal expert, met with research teams at the University of Pittsburgh and leading national authority on racial profiling, (b)(6) to discuss the framework for creating a comprehensive BWC data plan. (b)(6) is widely known throughout the criminal justice community and has been working with the PBP for a number of years. With insight from both internal and external partners, the intent is to successfully measure the pilot program's successes and shortfalls, while also measuring how well it is received by both police officers and the

community at large. Research teams from the University of Pittsburgh, led by (b)(6) will work with the Bureau in the coming months to assist with the pilot program assessment.

Subsequently, Pittsburgh was recently selected by The Urban Institute as one of two U.S. cities to participate in a comprehensive BWC study, which is slated to commence in December 2015. This study is reminiscent of the Rialto study conducted in 2012, but, will be conducted on a larger and more in-depth scale, and it will help to create the data framework needed to show program successes and shortcomings. Both the Pittsburgh Bureau of Police and the Anaheim Police Department will participate in 2015-2016. Components of this study will include citizen and police surveys, and program evaluation. Perhaps most importantly, this study is slated to emerge as a definitive study of BWC's for law enforcement in general and results/best practices made replicable to other cities. This Urban Institute study is fully funded and will not require any monies from this grant to fund the project.

All data and information gleaned from these BWC studies will be shared with the public and other cities to ensure open, clear communication and government transparency. In March 2014, the City of Pittsburgh joined the ranks of many other cities and launched a comprehensive Open Data policy. The open data legislation includes some of the things like: a basis in open government community values, a requirement that public open government data should be posted online, a specification for open standards, a management structure for the release of data and a call for additional guidance to be created to assist government departments in releasing data. By including these elements, the city hopes to share its BWC study results effectively and accurately, while also setting the standard for future BWC programming and program replicability.