



**“Strengthening Relationships Between Police and the Pittsburgh Community”
Pittsburgh Bureau of Police
Pittsburgh, Pennsylvania**

PROJECT CONTEXT

Relationships between police and urban communities of color are historically frayed. Following the murder of George Floyd by Minneapolis police, activists began daily protests and called for sweeping police reform. In Pittsburgh, these protests led the City to convene the Pittsburgh Community Task Force on Police Reform, which released a [report](#) that highlighted racially disparate impacts in the city’s policing. Black residents, for instance, make up approximately a quarter of the city’s population, but account for nearly half of arrestees and subjects of police use of force. Further, black women are 8 times more likely to be arrested than white women; black men, 11 times more likely. As one strategy to strengthen trust and familiarity between law enforcement and community members, the City seeks to create athletic and education programs that can help foster relationships between police officers and Pittsburgh’s youth.

We’re at a very historic moment in this country, and there has never been a time like this since the late 1960s in order to address systemic racism,” -- Mayor Bill Peduto

The Pittsburgh Bureau of Police (PBP) has numerous assets in place, including one of the most extensively trained and resourced departments in Pennsylvania. It has also been a national leader in implementing community policing initiatives. Police officers and local leaders have demonstrated enthusiasm for offering new programs and engagement opportunities in support of their communities, and a wide array of community partners are eager to work alongside the Bureau in this effort. In response to Task Force recommendations, the Bureau also recently launched a Community Engagement Office (CEO). Led by [Sergeant Tiffany Kline-Costa](#), the CEO will focus on expanding the PBP’s community partnerships and strategically leveraging those resources to improve police relationships and the quality of life in under-resourced neighborhoods.

The City of Pittsburgh will partner with FUSE Corps to host an executive-level fellow for one year who will help build a plan to launch a Police Athletic League (PAL), a key initiative for the CEO. Modelling this after successful efforts in other cities nationwide, the PAL will work to develop and manage programming that brings together police volunteers and resources to provide social services to at-risk youth in under-resourced Pittsburgh neighborhoods. The planning process will involve working with key municipal and private sector stakeholders to develop recommendations for the PAL’s focus areas, financial sustainability, and partner coordination. After the fellowship year, the City will have a concrete, compelling vision for how the PAL can scale and sustain its efforts to be a key force in creating positive relationships between Pittsburgh Police and the city’s at-risk youth.

PROJECT SUMMARY & POTENTIAL DELIVERABLES

The following provides a general overview of the proposed fellowship project. This project summary and the potential deliverables that follow will be collaboratively revisited by the host agency, the Executive Fellow, and FUSE staff during the first few months of the fellowship, after which a revised scope of work will be developed and agreed upon by the FUSE Executive Fellow and the host agency.

Starting in April 2021, the FUSE Executive Fellow will work closely with the Pittsburgh Bureau of Police and several other governmental and community stakeholders to develop a strategy and implementation plan to launch the City’s Police Athletic League (PAL). The first phase of the work will focus on a deep landscape analysis to capture the immense interest in supporting this work throughout the Bureau and with local community partners including Pittsburgh’s famous professional sports teams. Several officers have already come forward with ideas for new programs, and the PAL will serve as a vehicle to organize and leverage that enthusiasm.

At the onset, the Executive Fellow will look nationally at other police athletic leagues and develop recommendations and pilot programs that build on lessons learned from other promising initiatives. The Executive Fellow will also work side-by-side with community connectors, including the Bureau’s Community Resource Officers and Public Safety Councils to identify opportunities and assets that inform programming for each zone within the City of Pittsburgh.

By the fall of 2021, the Executive Fellow will help ensure pilot programs are launched across Pittsburgh’s six neighborhood zones with at least one program in each. He or she will determine which opportunities to match with each area of the City based on stakeholder feedback, and help create early momentum through successful pilots. This will include determining staffing needs, and mechanisms to leverage willing community partners who can also support programming, provide facilities or other in-kind support, and serve as early points of success.

Moving into the latter half of the year, the Executive Fellow will continue to build out an implementation strategy by deeply engaging stakeholders and generating consensus for a plan forward. By the winter of 2021, this will include a strategy for launching a PAL operational structure that meets the City’s long-term goals; for example, creating a separate 501c3 organization that can seek philanthropic support to grow programming. In determining which path to pursue, the Executive Fellow will assess and summarize the benefits and tradeoffs of various options and make recommendations to Bureau leadership.

By April 2022, Executive Fellow will have overseen the initial implementation of a strategic plan and pilot programs that spark momentum for increased engagement between law enforcement and the community. The major deliverables will include the following:

- *Complete an in-depth landscape analysis that summarizes how and where PAL resources might be most effectively deployed* -- Catalogue existing areas of volunteer interest from police officers and staff, and work with Community Resource Officers and Public Safety Councils to identify social service gaps in key neighborhoods. Identify interested community partners and catalogue potential programming ideas.
- *Conduct a thorough review of national best practices and research effective PAL organizational designs* -- Develop an overview of and tradeoffs for organizational models (i.e. standalone 501c3, etc.), program models, and sustainability strategies. Build relationships with National Police Athletic League and exemplar chapters.

- *Deeply engage stakeholders within the Pittsburgh Bureau of Police and across the community to build buy-in for the initial rollout strategy* -- Build consensus around the launch plan, and identify barriers to implementing any recommendations. Solicit and incorporate input from key stakeholders, and work with funders and other key partners to begin launching the initiative.
- *Design and launch an initial plan for pilot programs* -- Define success and build concrete plans to launch and scale the PAL, with one program in each of Pittsburgh's six zones. Establish a framework outlining short and long-term goals, timelines, and priority areas, and determine pilot programming to create momentum for the initiative and develop implementation plans for their launch.
- *Determine initial staffing needs and a financial model for the initiative* -- Create projections for ongoing fundraising need, potential targets, and key expenses.

KEY STAKEHOLDERS

- **Sgt. Tiffany Kline-Costa**, *Sergeant of Community Engagement Office*, City of Pittsburgh Bureau of Police
- **Chief Scott Schubert**, *Chief of Police*, City of Pittsburgh Bureau of Police

QUALIFICATIONS

- Approximately 10-15 years of professional experience in the public sector (board experience helpful; executive experience preferred) with an emphasis on strategic planning and organizational development
- Ability to create direction and movement within bureaucratic environments
- Exceptional written and verbal communication skills with an ease in public presentations.
- Superior critical thinking and analytical skills
- Ability to synthesize complex information into clear and concise recommendations
- Creative, self-motivated, goal-oriented, entrepreneurial leader who can also work independently
- Persistent in obtaining information and creatively resourceful in identifying solutions to complex problems
- Ability to relate to a variety of diverse audiences with strong emotional intelligence and empathy
- Excellent stakeholder engagement skills and the ability to use facilitative leadership techniques to coordinate stakeholder activities
- Relentless commitment to disrupt the status quo and end inequities in service of black and brown communities
- Deep understanding of equity and uses equity as a standard to direct the work; understands the need for solutions to support all people in a community regardless of race, religion, gender, immigration status, or ethnicity
- Desire to work with police to strengthen relationship-building efforts and advance reforms based on best practices



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