

Rochester Police Department BWC Program Narrative

1. Statement of the Problem: The Rochester Police Department (RPD) is pleased to submit this application for Bureau of Justice Assistance funding to support its Body-Worn Camera (BWC) Pilot Implementation Program. The RPD is well-positioned and well-qualified to implement a successful BWC pilot program. We publicly announced in December 2014 our commitment to the implementation of a BWC pilot program as a top priority and a key component of the City's ambitious community-oriented policing strategy. The BWC pilot has broad-based support from local community organizations and the general public as evidenced by recent public surveys. RPD is ready to hit the ground running because we have already conducted substantial research on the various types of BWC systems and the many policy points needed to implement an effective program. RPD has a track record of success in working with the U.S. Department of Justice (DOJ) to demonstrate and evaluate new law enforcement strategies, and we are prepared to share our lessons learned with practitioners across the country.

The City of Rochester is located in Monroe County in western New York. It has a racially diverse population of 210,358, as follows: Caucasian—43.7%; African-American—41.7%; Hispanic—16.4%; Mixed Race—4.4%; Asian—3.1%; and Native American/Alaskan Native—.5%. Rochester's geographic area is 35.78 square miles, and its population density is 5,884.8 persons per square mile. RPD has an authorized sworn strength of 725. It is a racially diverse organization. Currently, 26% of RPD officers are minority. Nearly 13% of the sworn officers are female. As an organization, RPD has long been committed to evidence-based and intelligence-driven-strategies.

Rochester is dealing with deeply concentrated areas of poverty. A 2013 report by the Rochester Area Community Foundation and ACT Rochester found that Rochester is the fifth

poorest city in the country among the top 75 largest metropolitan areas, ranked third for highest concentration of extremely poor neighborhoods among cities in the top 100 metropolitan areas, and has the poorest school district in Upstate New York as well as the poorest urban district in the entire State. Rochester now has more people living at less than half the federal poverty level than any other similarly sized city in the United States. Poverty in Rochester is high for all racial and ethnic groups, but is more prevalent among African Americans (40%), and Hispanics (44%), when compared to Caucasians (23%).

The overall crime rate in Rochester has mirrored the long-term national decline, driven primarily by significant reductions in property crime levels since the early 1990s. 2014 marked 25-year lows for both burglary and larceny crimes. Violent crime rates in Rochester have not followed the same continuous decline. Violent crime rates plummeted throughout the 1990s, but unlike property crime, began to progressively increase in the early 2000s resulting in a 20-year high in 2007. Since this peak, violent crime totals have receded steadily, but levels still remain significantly higher than national averages.

In late 2013, RPD commissioned Cornell University's Survey Research Institute to conduct an independent scientific poll to assess how Rochester's diverse residents view public safety services in the City, and how they view RPD's officers. This survey yielded some positive results, as well some concerns. There were some differences in results relating to trust and overall impression of RPD based on the race, ethnicity, age, and geographic location of the survey respondents. However, of those respondents that reported actual interaction with RPD in the past year, 65.5% rated the interaction as positive. Of those reporting such positive contacts with RPD, 86.3% reported having an overall favorable impression of RPD, and were more likely to trust RPD. This emphasized the need to increase interaction between RPD officers and the

people it serves, since actual contact is more likely to produce a favorable impression and a higher level of trust. *See* Attachment 2, Cornell Poll.

The City is committed to improving educational outcomes for city students, increasing economic development, improving public safety and community-police relations, and addressing the stark economic disparities that plague many parts of the City. Rochester has actively engaged in a wide range of projects and initiatives to improve the quality of life in residential neighborhoods and investment opportunities in commercial districts. Projects and initiatives are achieving significant improvements in key areas, such as public safety, economic development, education, and customer service.

As stated in the President's Task Force on 21st Century Policing, "Trust between law enforcement agencies and the people they protect and serve is essential in a democracy. It is the key to the stability of our communities, the integrity of our criminal justice system, and the safe and effective delivery of police services." Rochester Mayor Lovely Warren has recognized that achieving a solution to the problem of violent crime is linked to greater trust between our officers and the community they serve. Accordingly, one of Mayor's top priorities is to implement an ambitious community-oriented policing strategy. To that end, she directed RPD to develop and implement a reorganization of the Police Department from a centralized structure to a community-based model. RPD has already completed the first two phases of this reorganization, planning and development; and a total reorganization of the patrol structure into five patrol sections and 37 neighborhood-based patrol beats. RPD is now engaged in a facility needs assessment and site selection process with the goal of establishing a neighborhood police station for each of the five new sections. RPD will also undertake an intensive evaluation of the reorganization project to ensure program goals and objectives are met.

While the reorganization is the central piece in our strategy to achieve community-oriented policing in Rochester, there have been a number of other programs and initiatives to accomplish this. For example, the City established a “Clergy on Patrol” program under which members of the local clergy and other volunteers walk with RPD’s officers to facilitate interaction with residents. Clergy on patrol participants have played a critical role in keeping Rochester calm during protests and other events, and in working with RPD on youth issues. RPD officers participate in many community outreach activities, especially with the City’s youth. These include an active Police Activities League, and numerous other programs undertaken as part of a broad community policing strategy.

We recognize that as part of our overall community policing strategy, BWCs have the potential to significantly improve trust between our officers and the people we serve, and promote a sense of justice in the community. Accordingly, on December 18, 2014, Mayor Lovely Warren, Police Chief Michael Ciminelli, and Rochester Police Locust Club (RPLC) President Michael Mazzeo (sworn employee labor union) held a joint press conference to announce their commitment to establishing a BWC program in the City of Rochester. *See Attachment 3, Joint Announcement.* In order to maximize the potential benefit of a BWC program, RPD is planning to deploy 480 cameras in order to equip all officers who regularly interact with public in an enforcement capacity. *See Attachment 4, RPD BWC Deployment.*

There is broad community support for the deployment of BWCs by RPD. For example, on April 27, 2015, nearly 3,000 City residents participated in a Telephone Town Hall held by the Mayor to solicit the community’s input on budget priorities. Fully 90% of the participants were in favor of the purchase and implementation of BWCs for RPD. *See Attachment 5, Telephone Town Hall.* Similarly, the Rochester City Council recently conducted its own online survey to

determine the level of support of a BWC program in Rochester. Over 87% of the 1,815 persons responding to this survey agreed that RPD Officers should wear body cameras for the purpose of recording police and community interactions. Over 78% of the respondents agreed that purchasing body cameras for RPD Officers to wear is a good use of tax dollars. *See* Attachment 6, City Council Online Survey. The letters of support from various community and advocacy groups also demonstrates the broad community support. *See* Attachment 7, Community Letters of Support.

RPD is already well positioned to maximize the benefits of BWCs. Every use of force and control technique used by an RPD officer is subject to at least three internal reviews: (1) by the officer's supervisors; (2) by the Professional Development Section (training); and, (3) by the Professional Standards Section (internal affairs). These reviews primarily rely upon written Subject Resistance Reports (SRRs) and other police reports, and any other evidence available (e.g., video taken by security cameras or cell phone video). Even in the absence of a complaint of misconduct or excessive force, RPD proactively initiates remedial training or other measures for any problems that arise. This information is also used proactively to help identify general departmental training and policy needs. If there is a formal complaint, the Professional Standards Section conducts a thorough internal investigation, which is reviewed by an independent Civilian Review Board (CRB). The investigation is not limited to a specific complaint; rather, any potential misconduct, violations, or other issues are pursued proactively. Sustained instances of excessive force or other misconduct are subject to appropriate remedial or disciplinary action.

BWCs will provide valuable evidence and insight into RPD's use-of-force events. They can be immediately incorporated into our existing proactive three-prong review process, our investigations of citizen complaints, and the existing civilian review process. They will help

exonerate officers who have conducted themselves properly, as well as provide evidence of misconduct where that occurs. The CRB is fully supportive of RPD's BWC initiative, and will work with us to develop effective procedures to incorporate digital multimedia evidence (DME) into its review process. *See* Attachment 8, CRB Letter of Support. BWCs will be an excellent resource to identify and meet policy and training needs.

BWCs will produce DME relating to arrests made by officers and criminal investigations conducted by RPD. RPD has established relationships with both the Monroe County District Attorney's Office and the Office of the Public Defender. We are jointly committed to establishing procedures to ensure compliance with retention and disclosure requirements in criminal cases. *See* Attachment 9, MOU RPD DA and PD. This collaboration will ensure that both prosecutors and the defense bar will have a direct role in establishing policies and procedures to ensure compliance with legal requirements and to promote a sense of procedural justice within the system.

As part of its detailed project plan, RPD will establish committees of stakeholders to develop policies and tracking mechanisms to address a myriad of issues, including freedom of information requests, storage, retention, redaction, expungement, as well as privacy policies addressing civil rights, domestic violence, juvenile issues, and victims' rights. These stakeholders include RPD representatives, the legal community, victim rights advocates, community representatives, and subject matter experts. The extensive research we have already conducted has given us a comprehensive understanding of these issues and how to resolve them. We will also utilize information and recommendations produced by the national training and technical assistance (TTA) provider selected by DOJ to build national capacity in support of recommended BWC policy.

2. Project Design and Implementation: The RPD BWC Project will be managed following the global standard in project management principles as defined by the Project Management Institute (PMI) and the PMBOK® Guide. The City of Rochester's Information and Technology Department (IT) has continuously assigned a relationship manager to RPD to act as an IT liaison and project manager for IT related projects. He holds PMI's Project Management Professional (PMP) Certification, and has been tasked with ensuring that the BWC Pilot Implementation Plan (PIP) follows the principles of project management. *See* Attachment 10, Resumes, Sutera.

The overarching goal of this first-time program is focused on implementing BWC technology to improve accountability and transparency, as well as improving evidence documentation. To this point, performance measures have been designed to reflect the impact of the BWC Project on our ultimate goal of strengthening trust while improving our effectiveness.

BWC Project Goals

1. Deploy BWC technology to all members of RPD who regularly interact with the public in an enforcement capacity.
2. Improve the high quality public service expected of RPD officers, and promote the perceived legitimacy and sense of fairness and procedural justice.
3. Improve management of DME, to ensure identification, retention, accessibility of DME that is relevant to RPD arrests and investigations, and the conduct of RPD officers.
4. Incorporate the BWC program into RPD's policy and training development process.
5. Develop and implement strong policies to ensure proper and credible use of BWCs.
6. Establish a long-term BWC program that remains technologically current, and financially sustainable.

7. Inform national efforts to improve the use of BWCs more broadly.

BWC Project Objectives

1. Research BWC and Digital Evidence Technology (already completed).
2. Complete RPD BWC and Digital Evidence technology needs assessment (in progress).
3. Follow established project timeline for associated deliverables and implementation of BWC program. *See Attachment 11, BWC Project Timeline.*
4. Utilize established relationships with key stakeholders in the criminal justice system to ensure that BWC technology is leveraged to improve cases.
5. Establish a Policy Development Team to optimize BWC technology for RPD needs.
6. Establish a Community Input Team to enhance transparency, solicit input, and manage expectations.
7. Select a BWC technology solution and Evidence Management system to manage captured video through a Request for Proposal (RFP) process.
8. Implementation of all necessary hardware (servers, storage, retrieval, etc.) to implement the BWC technology solution and associated Evidence Management System.
9. Obtain appropriate maintenance and service agreements to ensure the system remains updated as technology changes.
10. Identify funding to support program.
11. Phased Implementation of BWC cameras within RPD.
12. Implementation of Evidence Management within RPD.
13. Develop and complete an independent BWC Program Evaluation that assesses the impact of BWC technology on Program Goals.

The BWC Project is managed using project management methodology dividing the Project cycle into the following major areas: Initiation, Planning, Implementation (Execution), and Closeout. The timeline identifies several key components identified by the COPS and PERF report “Implementing a Body-Worn Camera Program,” and represent a clear understanding of the importance of addressing these components to ensure success.

The BWC Project will include a detailed independent evaluation by The Center for Public Safety Initiatives at Rochester Institute of Technology (CPSI). *See* Attachment 12, MOU RPD and CPSI. CPSI, under the direction of Dr. John Klofas, has a proven track record in data collection and program evaluation in the public safety arena, including projects for DOJ, and the New York State Division of Criminal Justice Services. *See* Attachment 13, Description of CPSI; and Attachment 10, Resumes, Klofas. RPD will collect Performance Measure data and provide it to CPSI for its use in assessing our success in meeting Project goals. RPD will adopt the Performance Measures identified in the BJA Body-Worn Camera Pilot Implementation Program grant solicitation (BJA-2015-4168), for the BWC Project, and will collect associated information. CPSI will collect additional information to ensure a comprehensive and independent evaluation. RPD and CPSI will meet applicable grant, research, and ethics requirements relative to the independent evaluation. *See* Attachment 12, MOU RPD and CPSI.

BWC Project Initiation

The BWC Project was initiated on December 18, 2014 and RPD continued to research BWC topics related to policy, technology, and best practice. A business case was developed and approved to secure critical City IT resources for the technical components of the project. A Project Charter has been completed to guide Project Plan development. *See* Attachment 14, Project Charter.

BWC Project Planning

Planning for the BWC Project began immediately following the Mayor's commitment. During the research component of the project, RPD worked with the City's Office of Management and Budget (OMB), and the RPLC to identify and assign a sworn staff position to support the Project. This position will serve as a project coordinator for the implementation, and perform the critical program manager role following implementation. The Project Plan includes but is not limited to:

- Stakeholder Identification ensuring external and internal stakeholders are properly identified.
- External and internal Communication Plans ensuring stakeholder input is solicited and implemented as appropriate. The communication plan will ensure the community and other stakeholders are regularly updated on the status of the project. A Community Input Team will be assembled to ensure that channels of communication remain open and two-way in nature.
- Change Control Process ensuring requested scope changes will not negatively impact project.
- Quality Plan addressing tracking actions, issues, and major decisions on appropriate registers.
- Implementation Schedule ensuring proper management of activities and on time delivery.

RPD BWC Project Implementation and Execution

- Continuation of a phased implementation approach including research into best practices related to information sharing, privacy, FOIA, etc. relying on broad-based stakeholder support to address policy, training, deployment, and procurement related requirements.
- Policies will be researched and implemented to address legal liabilities related to the release of information, civil rights of all parties, and special circumstances related to juveniles, domestic violence, sexual assault, and other victim groups.

- The implementation of BWC technology will take place through a RFP process. RFP development is underway and addresses the review, access, storage, retention, redaction, and expungement of DME (video and audio). Evaluation metrics for proposals will ensure the technology solution will address issues in accordance with best practices, stakeholder needs, specific technology recommendations in this grant solicitation (BJA-2015-4168), and legal requirements. The RFP process will be governed by the City's RFP policy to ensure thoroughness, cost-effectiveness, fairness, and accountability. *See* Attachment 15, City of Rochester RFP Policy.
- The BWC project will contain a training plan to ensure internal and external technology users are fully educated in policy and technology aspects of the program. It will include training of RPD officers, supervisory and command personnel; IT support staff; prosecutors and defense attorneys; members of the Civilian Review Board; and community representatives.
- A Policy Development Team, consisting of members of RPD's Research and Evaluation Section, City Law, City Labor Relations, RPD personnel, and members of external policy committees noted above will collaborate to ensure all levels of operational capabilities impacted are appropriately addressed prior to implementation.

The BWC Project Implementation/Execution Plan has been developed to ensure that the key implementation considerations identified by COPS and PERF, "Implementing a Body-Worn Camera Program," are addressed, and that performance measures and associated independent program assessment will evaluate the Project's success. These recommendations have been incorporated into our project planning and implementation in the appropriate areas summarized throughout this narrative, including privacy considerations; impact on community relations; addressing officer concerns; managing expectations; ensuring partnerships with associated

criminal justice agencies; financial considerations; use of data, training, and program evaluations. For clarity of review, the specific considerations and how they will be addressed are described in detail separately. *See* Attachment 16, COPS and PERF Recommendations.

BWC Project Monitoring and Control

The BWC Project follows a formal monitoring and control process that will be the responsibility of the Project Manager. Although a majority of activity will take place during the Implementation/Execution phase of the project, formal monitoring and control activities will occur during all phases of the project.

RPD BWC Project Closeout

Following the implementation of BWC technology, a formal closeout meeting will take place with all relevant stakeholders. This will ensure that an evaluation of the management of the project takes place and serves as the first step in completion of the closeout report. The report will clearly identify the status of the ongoing support structure necessary for the continued management of BWC's and DME by RPD.

RPD does not have any pending applications for BJA BWC programs and is not currently planning on submitting other proposals.

3. Capabilities and Competencies: a. RPD has ongoing and recent experience conducting major projects similar to the BWC Project. On March 24, 2013 RPD successfully completed the implementation of a new Records Management System (RMS). The RMS project was completed in conjunction with City IT, and included a phased approach, construction of a mobile reporting environment, development of a data warehouse, and transitioned RPD to Incident Based Reporting (IBR). Significant technological issues were encountered, and solutions included the creation of an internal cloud service to address bandwidth needs. A

complex RFP process was conducted to ensure an appropriate technology vendor was selected. Many of the same challenges will be faced by the BWC Project, and our recent success with RMS has provided significant experience that will be utilized during the BWC Project. RMS followed a strict project management process that was led by Mr. Tony Sutera. He has been assigned as a co-project manager for the RPD BWC Project. The RMS project involved significant involvement of stakeholders, a formal communications plan, a training plan, and policy changes. These elements are also significant portions of the BWC Project.

RPD's reorganization project was completed using the same project management process that was used for RMS and will be used for the BWC Project. This has provided RPD with significant experience managing expectations, community input, officer input, stakeholder input, data use, policy change, training, and program evaluation.

RPD is implementing a BJA Smart Policing Initiative grant program that requires extensive data collection in support of evidence based policing strategies. Our involvement in this program demonstrates an understanding and ability to meet BJA grant requirements that are similar to the requirements indicated in this solicitation. RPD is part of the BJA Project Safe Neighborhoods program with CPSI as a sub-grantee. Our involvement in this project demonstrates a further understanding of BJA grant program implementation, data collection requirements, and partnerships. CPSI is an ongoing partner with RPD on multiple projects. Subject to BJA's approval of this grant request, RPD proposes that this long standing partnership is maximized, and CPSI is approved as a sub-recipient to provide an independent evaluation of the BWC Project.

RPD has extensive experience implementing major projects and managing grant programs. This experience has enhanced the ability of a number of active participants in the

BWC Project. These individuals are well versed in project management requirements and have first-hand experience implementing complex projects *See* Attachment 17, Key Project Members.

b. RPD has a proven track record of successful policy development and implementation, including areas involving technical resources. For example, in 2013, RPD successfully completed implementation of a new automated mobile RMS which was accomplished by utilizing a multi-year detailed phased project plan. This project required extensive review and development of detailed policies and procedures to ensure an effective and accurate police reporting system, compliance with legal requirements including discovery in criminal cases and response to freedom of information requests, retention and storage of digital records, victim access to information, protection of sensitive data, and other components. It required close collaboration with a number of stakeholders including the City's IT Department, the City Law Department, the District Attorney's Office, and extensive input from committees of RPD sworn and civilian personnel. This also required an extensive communications plan that was part of the overall project implementation.

RPD's reorganization project also demonstrates our capabilities in policy development and implementation, and program communication. RPD has already completed the first two phases of this reorganization, (1) planning and development; and, (2) a total reorganization of the patrol structure into five patrol sections and 37 neighborhood-based patrol beats. RPD is now engaged in the third phase of this project, a facility needs assessment and site selection process with the goal of establishing a neighborhood police station for each of the five new sections. As part of the implementation, RPD reviewed and rewrote its entire policy manual, consisting of hundreds of pages. This required research into professional best practices, legal and labor requirements, and local capabilities. It also involved extensive consultation with RPD sworn and

civilian personnel—eventually involving over 100 RPD employees on various committees and working groups. There was broad community outreach to solicit input.

RPD will follow this proven model in implementing the BWC program, relying on six key components: (1) utilization of proven project management principles; (2) intensive research and data analysis; (3) extensive internal input; (4) extensive community input; (5) an effective communications plan; and, (6) intensive evaluation of results to ensure program goals and objectives are met.

RPD's communication plan is already well underway, as illustrated by various media events, the Mayor's Telephone Town Hall, and the City Council's online survey. It will include regular internal and external updates and meetings (utilizing both social media and actual meetings) to solicit input on critical policy components, and to provide meaningful information about the program to manage expectations. The policy will be well publicized, and readily available to the public from a variety of means, including social media resources.

c. City IT implements and manages technology needs. A member of City IT is assigned to RPD as a Relationship Manager to ensure mission alignment. RPD has a dedicated Information Services Analyst who manages multiple RPD systems in conjunction with City IT and supports multiple data bases. RPD has successfully instituted the following technologies with the assistance of City IT: Police Overt Digital Surveillance System, Red Light Camera Technology, ShotSpotter Technology, Mobile ShotSpotter technology, Automatic Vehicle Locator System, Crime Analysis Center Video Wall upgrades, Access Control system upgrades, Implementation of Video Interview system, Video Evidence Collection System enhancements, Electronic Bail Payment System, and Electronic Motor Vehicle Accident System. The successful implementation of these systems supports the City's technology capabilities and RPD's ability to

implement technology solutions.

d. RPD has a history of seeking community and stakeholder engagement and incorporating input into major projects. For years, many organizations and individuals in the community advocated for this reorganization. So, the very genesis of this initiative is community and stakeholder engagement. Furthermore, the implementation of the project included significant community and stakeholder input. For example, RPD conducted an intensive data analysis, incorporating various weighted patrol workload and geographic variables from over 2,000,000 calls for service. Using that data, as well as other analytical factors, RPD developed a preliminary decentralized Section and Patrol Beat model.

We then commenced an extensive communications and outreach initiative to solicit community and stakeholder input, as well as internal RPD officer input. A number of changes were made to the Section/Beat model as a result of the input we received. This included not only practical patrol considerations from RPD personnel, but also community concerns regarding natural neighborhood boundaries and existing neighborhood relationships. We are continuing to utilize this community and stakeholder input as we go through the next phase of the project, facilities needs assessment and site selection for neighborhood police stations, and as we evaluate the results of our efforts. We will utilize this model in implementing our BWC program to ensure broad community and stakeholder engagement, and effective program communications.

e. RPD strives to maximize technology for the benefit of the community and multiple systems are already in use. CAD services are provided by Monroe County to all County Law Enforcement agencies, including RPD. Emergency Communications service is jointly supported by both County and City funding. The County provides technological and

capital support, and the City provides personnel (e.g., Emergency Communications Director, Operators, and Dispatchers). Mobile Computers are issued to RPD as part of this agreement, and they contain an RPD-specific image to support our unique mobile needs. RPD, through the implementation of our RMS project, is now IBR-compliant, and provides information in this format.

The RPD computer image contains a mobile portion that allows front-line electronic entry of investigative information into the RPD data warehouse. This information is shared across the County, region and State through the Monroe Crime Analysis Center (MCAC). MCAC is a NYS DCJS-supported entity that provides crime analysis support for all local law enforcement agencies. RPD augments MCAC's analytical efforts through personnel resources, specifically the civilian crime analysts and sworn Field Intelligence Officers of RPD's Crime Research Unit. Additionally, RPD provides the physical space for MCAC and the COR IT Department supports the technology infrastructure. Real-time crime analysis is provided by RPD employees through MCAC for officers in the field and is supported by video wall technology. The RPD image also provides officers in the field with direct mobile access to gunshot detection information (ShotSpotter) and supervisors with automatic vehicle identifier information.

RPD uses the NYS traffic citation and accident reporting system (TRACS) and has recently upgraded to the newest version of the software. Accident Report information is also now available to citizens by electronic means through a separate RPD agreement.

RPD has a robust network of closed-circuit public cameras that are monitored by sworn and non-sworn RPD personnel. In addition, multiple relationships exist within the community that allows RPD real-time monitoring of private camera footage. This video information along with internal Infrastructure Protection focused City cameras and Red Light footage is routinely

used in support of RPD investigations. RPD investigators and crime scene technicians are also provided with the mobile capability of downloading video in the field from private systems. This often involves downloading information from unsecure systems using different software and implementation has greatly improved investigations without negatively impacting system security.

f. RPD is committed to the broadest collaboration on this Project to ensure success.

This application includes a number of MOUs and Letters of Support demonstrating our commitment to collaboration. *See Attachments 3, 5, 6, 7, 8, 9, 12, 18, 19, and 20.*

4. Program Continuity: While the City faces the ongoing challenge of extreme poverty, it has been committed to very sound fiscal management practices for decades. The City adopts an annual operating budget that balances the need for critical municipal services and infrastructure with the community's ability to pay, and the need to maintain adequate financial reserves. Capital planning is accomplished annually through a rigorous five-year Capital Improvement Program, the first year of which is adopted by City Council as part of the annual budget. The current fiscal year budget, as amended through April 30, 2015, is \$503.6 million.

The City maintains a conservative debt borrowing policy, established in 1981, whereby the annual authorization of general fund debt in any fiscal year is limited to the principal amount to be retired in the same fiscal year. Maturities for General Obligation debt are limited to half of the period of probable usefulness set by New York State Finance Law. This results in an accelerated debt repayment schedule whereby 90% of the total outstanding debt is repaid within ten years. The City has a credit rating of A+ from both Standard and Poor's and Fitch, and A3 from Moody's Investor Service.

By utilizing these sound fiscal principles, the City intends to maintain the BWC program in the future. The City is committed to incorporating the ongoing costs of the BWC program into its funding and budget process. We will utilize our existing 5-year Capital Improvement Plan (CIP) to regularly replace cameras and other associated equipment items as needed, as well as to maintain and expand our data storage and retention capabilities. We will use our annual operating budget process to fund necessary training and professional services to maintain the system. The Mayor and her Administration, as well as the Rochester City Council, have all confirmed their commitment to long-term funding of the BWC program. *See Attachments 18, Mayor's Letter of Support; 19, Senior Management Team Letter of Support; and 20, City Council Letter of Support.*

5. Plan for Collecting the Data Required for this Solicitation's Performance

Measures and Sustainment: RPD will provide data that measures the results of the work done under this solicitation and has demonstrated an ability to do so through its current participation in the BJA Smart Policing program. RPD will collect all relevant information listed in the "Performance Measures" column of the solicitation (BJA-2015-4168). This information will be provided to BJA and to the proposed independent RPD Project evaluator who will be responsible for performance measurement. Additional information may be collected to ensure an effective program evaluation. RPD may collect this information independently or collect it at the request of the Project evaluator.

Performance Measures will be listed in spreadsheet form and information will be updated on a regular basis. The information collected will be supported by relevant documentation (e.g., COR purchasing documentation, RPD training records, Budget documents, etc.). Citizen complaint information is currently collected and will be supported by regular RPD Professional

Standard Section reports. The training information that is already collected for other training activity will be done for this project, and will be supported by documentation collected by RPD's Professional Development Section. The oversight of data collection will be the responsibility of the co-project manager (Captain Kevin Costello) and will be completed by the RPD Project Coordinator (Lieutenant Mark Dibelka). Captain Costello and Lieutenant Dibelka will be responsible for the accuracy of provided information. RPD is also committed to assisting the selected TTA provider with information requested for their evaluation.

The program evaluator will be provided performance measure data by RPD and assess stakeholder perceptions of the program through appropriate survey instruments. This information will be used to assess the projects effectiveness in meeting the established goals. An independent survey of community perception of RPD was recently completed and this information will be provided to the evaluator to ensure that goals that focus on changes in perception can be appropriately assessed.

RPD's Project evaluation is intended to generate internal improvements and will be conducted to meet OJP's performance measure requirements. Additionally, it will contribute to BJA's efforts to improve the national use of BWCs more broadly as a tool for a comprehensive law-enforcement problem solving approach to enhance officer interactions with the public and build community trust. RPD's recommended provider of a project evaluation (RIT's CPSI) has a strong history of conducting research and understands the nature of the data collected for this project.