BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

2018 Body-Worn Camera Training and Technical Assistance National Meeting Summary Report

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BJA
Bureau of Justice Assistance
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CNA
ANALYSIS & SOLUTIONS

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Executive Summary

On March 27-28, 2018, the Bureau of Justice Assistance (BJA) and CNA, with Arizona State University and Justice and Security Strategies, convened the Body-Worn Camera (BWC) Training and Technical Assistance (TTA) National Meeting in Arlington, Virginia. This meeting provided a forum for discussing important issues related to BWC program and policy implementation, such as procurement considerations, policy issues and trends, managing digital footage, working with prosecutors, monitoring policy compliance, emerging training practices, and public release of video footage. In attendance were 145 representatives from 84 BWC Policy Implementation Program (PIP) sites, plus members of the BWC TTA team, subject matter experts, and representatives from BJA and the National Institute of Justice (NIJ). Seventy of the 145 BWC PIP site representatives (48 percent) completed the Participant Feedback Form.

This summary report reviews participant discussions and lessons learned from the meeting, new ideas for TTA, and evaluation feedback from the BWC PIP attendees.

Key Considerations and Challenges

CNA reviewed participant discussions held at the meeting to document key considerations and challenges that will help the larger law enforcement community to better prepare for implementing BWC programs. Key considerations and challenges include the following:

- **Prosecutor Involvement:** Engaging the prosecutor's office early in BWC policy development and implementation is critical. Communication between the prosecutor's office and the police department helps each organization understand the work flow of the other as well as the expectations that each organization has with regard to BWC footage.
- **Storage:** There are several storage options available for BWC video files, each with its own benefits and challenges. Departments should conduct a cost-benefit analysis to determine which storage solution is most beneficial for them.
- **Compliance:** Ensuring that officers follow BWC policy guidelines is important. Many departments noted that implementing appropriate and effective compliance procedures and review processes can be challenging.
- **Redaction:** Implementing appropriate video review and redaction processes is also an important component when implementing a BWC program. Departments should thoughtfully consider the human resources and funding that will be needed to properly review and redact videos prior to release.
- **Training and Community Education:** BWC training programs should cover the BWC policy and field training. Agencies should incorporate BWCs into simulation and range trainings. This training will provide the agencies with a more realistic understanding of the information that BWC footage can provide, which will allow them to properly educate their communities and manage public expectations.

Opportunities for Technical Assistance

Participant discussion also highlighted a number of potential opportunities for technical assistance.

Over the coming months, CNA and the BWC TTA Team will work with BJA to develop the following TTA products and resources:

- Host a webinar on establishing a relationship between the law enforcement agency and the prosecutor's office.
- Develop a resource guide to help agencies understand the benefits and limitations of the various BWC storage options available.
- Develop a guide to assist agencies in developing compliance review and processes.
- Develop a quick reference guide to assist grantees in understanding the different roles and responsibilities of the BWC TTA Team and their BJA State Advisor.
- Host a webinar on the grant management process.
- Develop additional training resources that include incorporating BWCs into range and/or field training.
- Consider conducting more site visits. Many agencies discussed requesting these visits during the National Meeting.
- Provide TTA on establishing research partnerships and how participating in research can be beneficial.
- Develop TTA resources to help local jurisdictions calculate the costs and benefits of BWCs, and to anticipate future costs.
- Create a BWC TTA online discussion board that allows grantees to receive a response to BWC questions in a quick manner.
- Schedule future regional meetings on many of the key considerations discussed during the National Meeting.

Participant Feedback

As noted above, of the 145 BWC PIP site representatives, 70 (48 percent) completed the Participant Feedback Form. The form asked attendees to rate various components of the meeting using a scale ranging from 1 to 5, with "1" representing "Strongly Disagree" and "5" representing "Strongly Agree". Finally, attendees answered six open-ended questions to help CNA improve and prepare for future meetings.

Overall, the response to the BWC National Meeting was positive. Eighty-seven percent of respondents noted they "Strongly Agree" or "Agree" that they feel better informed about BWC technical assistance and about BJA expectations as a result of the meeting. The keynote presentations were well received; over 88 percent of respondents noted they "Strongly Agree" or "Agree" that the presentations were interesting. In addition, the workshops were well received; over 88 percent of respondents noted they "Strongly Agree" or "Agree" that the workshops presented useful information, the environment and format were conducive to learning, and the length of the sessions was appropriate. Positive aspects of the meeting that participants noted were the breakout sessions and peer-to-peer

networking as well as presentations regarding the evidentiary value of BWCs, working with prosecutors, and emerging training practices. Many survey respondents reported that they found these components of the meeting useful due to the information gleaned from lessons learned from other departments further along in implementation. When asked how meetings could be improved, participants suggested dividing workshops by agency size, written guides available to attendees on a variety of topics, more information on BWC accessories and camera features, a vendor fair, and more information on grant management presented in a clearer and easier to understand manner. In addition, many respondents noted that the audio equipment could have been improved.

Over the next several months, CNA and the BWC TTA Team will take the information gathered from the National Meeting to develop TTA products and resources for both the BWC PIP sites and law enforcement agencies and stakeholders implementing BWCs. To access these resources, as well as a number of other TTA products such as webinars, podcasts, BWC policies, and BWC news, please visit the BJA BWC Toolkit website (https://www.bja.gov/bwc/) and the BWC TTA website (www.bwctta.com).

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Meeting Agenda

Day 1- March 27, 2018

Time	Activity
8:00–8:30 a.m.	**Registration**
8:30–8:45 a.m.	**Introductions and Agenda Overview** John Markovic, *Senior Policy Advisor, Bureau of Justice Assistance* Dr. James "Chip" Coldren, *BWC TTA Director, CNA*
8:45–9:30 a.m.	**BWC 101 – Building a Foundation for Your BWC Initiative** John Markovic, *Senior Policy Advisor, Bureau of Justice Assistance* Dr. Michael White, *BWC TTA Co-Director & Professor in the School of Criminology and Criminal Justice, Arizona State University* Denise Rodriguez, *BWC TTA Project Manager & Research Scientist, CNA*
9:30–11:00 a.m.	**BWC Case Studies: Voices from the Field** Dr. Charles Katz, *Professor in the School of Criminology and Criminal Justice, Arizona State University* Anthony Moffa, *Lieutenant, Camden County, NJ, Police Department* Michael Skillern, *Captain, Houston, TX, Police Department* Gloria Graham, *Assistant Vice President & Deputy Chief, Northwestern University Police Department* Douglas Steele, *Commander, Peoria, AZ, Police Department*
11:00-11:15 a.m.	**BREAK/Podcast filming**
11:15 a.m.–12:00 p.m.	**Meet Your SMEs and Analysts**
12:00-1:30p.m.	**Lunch** (on your own) / **Podcast filming**
1:30–2:15 p.m.	**Technological Issues with BWCs** Scot Haug, *Chief, Post Falls, ID, Police Department* Elliot Harkavy, *BWC TTA Technology Advisor, CNA* David Dossantos, *Detective, Newark, NJ, Police Department* Derek Meeks, *Director of Technology Innovation, Washington, DC, Metropolitan Police Department* Joey Salers, *Deputy, Newton County, GA, Sheriff's Office*
2:15–3:45 p.m.	**Site Networking Activity** Dr. James "Chip" Coldren, *BWC TTA Director, CNA*

Time	Activity
3:45–4:00 p.m.	**BREAK/Podcast filming**
4:00–4:45 p.m.	**Context Matters: BWCs, Research, Policy, and Practice** John Markovic, *Senior Policy Advisor, Bureau of Justice Assistance* Arif Alikhan, *Director of Constitutional Policing and Policy, Los Angeles, CA, Police Department* Craig D. Uchida, *President, Justice & Security Strategies, Inc.*
4:45–5:00 p.m.	**Day 1 Wrap-Up** John Markovic, *Senior Policy Advisor, Bureau of Justice Assistance* Dr. James "Chip" Coldren, *BWC TTA Director, CNA*

Day 2- March 28, 2018

Time	Activity
8:00-8:30a.m.	**Registration**

8:30–8:45 a.m.	**Overview of Day 2**
	    John Markovic, *Senior Policy Advisor, Bureau of Justice Assistance*
	    Dr. James "Chip" Coldren, *BWC TTA Director, CNA*

8:45–9:30 a.m.	**Site Progress and Accomplishments** Dr. James "Chip" Coldren, *BWC TTA Director, CNA*
9:30–10:40 a.m.	**TTA Workshops** *(See workshop descriptions)*

	Workshop 1 – Procurement Considerations
	    Stephen Fender, *Division Chief, Bureau of Justice Assistance*
	    Lauren Troy, *State Policy Advisor, Bureau of Justice Assistance*
	    Richard Waddell, *Program Manager, Johns Hopkins University*

	Workshop 2 – Body-Worn Camera Policy Issues and Trends
	    Dr. Michael White, *BWC TTA Co-Director* & *Professor in the School of Criminology and Criminal Justice, Arizona State University*
	    Dr. Charles Katz, *Professor in the School of Criminology and Criminal Justice, Arizona State University*

	Workshop 3 – Managing Digital Footage: Storage, Redaction, Tagging, and Retrieval
	    Craig D. Uchida, *President, Justice & Security Strategies, Inc.*
	    Clark Kimerer, *BWC Subject Matter Expert, Justice & Security Strategies, Inc.*
	    Elliott Harkavy, *BWC Technology Advisor, CNA*

	Workshop 4 – Working with Prosecutors and the Evidentiary Value of BWCs
	    Damon Mosler, *BWC TTA Lead & Deputy District Attorney, County of San Diego, CA*
	    Dan Zehnder, *BWC Subject Matter Expert,* CNA

10:40–10:50 a.m.	**BREAK/Podcast filming**
10:50 a.m.–12:00 p.m.	**TTA Workshops** *(See workshop descriptions)*

	Workshop 1 – Procurement Considerations
	    Stephen Fender, *Division Chief, Bureau of Justice Assistance*
	    Lauren Troy, *State Policy Advisor, Bureau of Justice Assistance*

Time	Activity
	Richard Waddell, *Program Manager, Johns Hopkins University*
	Workshop 2 – Body-Worn Camera Policy Issues and Trends Dr. Michael White, *BWC TTA Co-Director* & *Professor in the School of Criminology and Criminal Justice, Arizona State University* Dr. Charles Katz, *Professor in the School of Criminology and Criminal Justice, Arizona State University*
	Workshop 3 – Video Analytics, Redaction, and Your Agency Craig D. Uchida, *President, Justice & Security Strategies, Inc.* Clark Kimerer, *BWC Subject Matter Expert, Justice & Security Strategies, Inc.* Elliott Harkavy, *BWC Technology Advisor, CNA*
	Workshop 4 – Working with Prosecutors and the Evidentiary Value of BWCs Damon Mosler, *BWC TTA Lead & Deputy District Attorney, County of San Diego, CA* Dan Zehnder, *BWC Subject Matter Expert, CNA*
12:00–12:30 p.m.	**BJA Director's Remarks** Jon Adler, Director, *Bureau of Justice Assistance*
12:30–1:30 p.m.	**LUNCH** (on your own) / **Podcast filming**
1:30–2:00 p.m.	**BJA's BWC Performance Measurement** Lauren Duhaime and Dr. Cassandra Carter, *Bureau of Justice Assistance*
2:00–2:30 p.m.	**Keynote Presentation** Seth Stoughton, *Assistant Professor of Law, University of South Carolina*
2:30–2:45 p.m.	**BREAK/Podcast filming**
2:45–3:45 p.m.	**Site Networking, Reflection, and Planning**
3:45–4:00 p.m.	**Closing Remarks & Wrap-Up** John Markovic, *Senior Policy Advisor, Bureau of Justice Assistance* Dr. James "Chip" Coldren, *BWC TTA Director, CNA*

Meeting Objectives

This was the Third National Meeting of the BJA PIP sites with BJA's TTA partners CNA, Arizona State University, and Justice and Security Strategies, Inc., and several of the initiative's subject matter experts. The meeting had the following purposes:

- Reinforce thorough policy development and considerate implementation as the cornerstones of successful BWC programs.
- Deliver technical assistance to PIP sites on predetermined, site-generated topics.
- Review BJA's BWC Performance Measurement Tool (PMT).
- Facilitate peer-to-peer learning and networking.
- Explain the array of TTA resources available and how to access them.
- Examine new and emerging issues regarding BWCs.
- Discuss site progress, accomplishments, common challenges, and forward-looking strategies.

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Summary of Discussion

This summary includes highlights from the workshops, keynote presentations, and peer-to-peer site networking sessions.

Presentations

BWC 101- Building a Foundation for Your BWC Initiative

John Markovic, Senior Policy Advisor, Bureau of Justice Assistance

Dr. Michael White, BWC TTA Co-Director & Professor in the School of Criminology and Criminal Justice, Arizona State University

Denise Rodriguez, BWC TTA Project Manager & Research Scientist, CNA

This presentation opened with an overview of the BWC PIP Program from BJA Senior Policy Advisor, John Markovic. The BWC program began in May 2015. Each year, BJA has awarded $14-17 million to grantees to implement a BWC program. The primary purposes of this program are to support the purchase and effective deployment of BWC systems, support the infrastructure needed to support BWCs, and provide TTA in developing sound policies for their use and in other areas as needed. By the end of this fiscal year, it is expected that more than 52,000 BWCs will be deployed as a result of this program.

The presentation then transitioned into a discussion regarding the extant research available on BWCs, which was presented by Dr. Michael White. Over the past four years, more than 50 studies have been conducted on BWCs. A challenge has been keeping track of what these studies are finding. Findings from this research fall between two bookends— on one end, studies find substantial reductions in citizen complaints and use of force incidents; studies at the other end find no such reductions. Although several rigorous research studies on BWCs have been conducted thus far, many unanswered questions still need to be addressed. The studies point to the importance of context in evaluating BWC implementation. Notably, jurisdictions with low levels of citizen complaints and low incidences of use of force will not be expected to achieve significant reductions in these often measured indices given that their incidence rates were already low.

Approximately 30 policies for the 2017 BWC cohort have already been approved. These policies must reach an overall score of at least 80 percent with 100 percent of the mandatory items met on the BWC "Scorecard." This Scorecard is meant to be comprehensive, not prescriptive. It is meant to ensure that a department's policy addresses important issues. Good policy will translate into good practice, which will translate into good outcomes.

This presentation concluded with a discussion about the BJA BWC Toolkit and TTA resources, which was presented by Denise Rodriguez. BJA funded the TTA Program with the goal of assisting BWC grantees. The BWC TTA Team is a gateway to the resources offered by this program. These resources include the TTA Team, webinars, newsletters, policy review, peer-to-peer exchanges, and the development of other TTA resources such as training guides, templates for engaging with your community, and more.

Key Considerations:

- Develop a comprehensive BWC policy that communicates program goals, defines officer expectations, and guides officer decision-making.
- Make use of the BWC TTA resources currently available, including subject matter experts and peer exchanges.

Challenges:

- Remain up-to-date on available BWC research. Make sure to consider the methodology, strengths, and weaknesses of these studies when evaluating their findings.
- Track key outcomes—including citizen complaints and use of force—to better understand the impact of BWC implementation and to inform midcourse program adjustments. Consider cost-benefit implications even if the agency cannot support rigorous research or evaluation.

BWC Case Studies: Voices from the Field

Dr. Charles Katz, Professor in the School of Criminology and Criminal Justice, Arizona State University

Anthony Moffa, Lieutenant, Camden County, NJ, Police Department

Michael Skillern, Captain, Houston, TX, Police Department

Gloria Graham, Assistance Vice President & Deputy Chief, Northwestern University Police Department

This panel allowed the meeting participants to hear from agencies that have previously been a part of the BJA BWC program. Deputy Chief Graham noted that Northwestern University is a joint grantee with the City of Evanston, IL police department. The department followed step-by-step instructions from the BWC Toolkit, which reduced the number of challenges it faced during deployment. It took the department a year to deploy BWCs because it took special care and time in policy development and purchasing processes. When applying for the grant, the department considered three and five years post-implementation, which allowed it to consider the cost of technology and personnel. Because of this forethought, Northwestern opted to use an automated system with its BWC program. Each officer received a two-week training covering the BWC policy and in-field training. Northwestern also utilized a BWC website, which allowed its officers to provide feedback on the BWC policy.

Houston's primary reason for implementing BWCs was to reduce citizen complaints. Captain Skillern noted that Houston participated in several test phases prior to deploying BWCs. Once deployment began, Houston deployed in phases across stations to reduce the number of challenges it would face. Houston believed that its biggest challenge would be officer acceptance; however, this proved to be untrue. Instead, its largest challenge was policy development. Captain Skillern stated that Houston developed its policy prior to many BWC resources being available. Activation and de-activation guidelines were the most difficult policy challenge. The BWC training curriculum includes a review of the policy, history of the BWC program, impacts of BWCs, and the option to provide feedback on the BWC policy.

Camden County deployed BWCs in 2017, but recently elected to change vendors. Lieutenant Moffa noted that policy development was also the most difficult challenge faced by the department. Another challenged faced by the department was storage. Originally, Camden County chose in-house storage, but it encountered several problems with downloading video files, which prompted its vendor change. With regard to training, Camden uses a "steering wheel to steering wheel" approach, which means that the BWC is turned on while the officer is still in the patrol car and is not turned off until the officer returns to the car. This approach is discussed during training, as well as the BWC policy and camera use and tagging. To facilitate training, Camden identified 10-12 "superusers" within various units to assist with training if any issues or questions arise.

Key Considerations:

- Develop a comprehensive policy and training curriculum that takes operational context (i.e. school resource officers, university setting, etc.), activation and de-activation guidelines, and privacy considerations into account.
- Devote the appropriate amount of personnel and resources to your BWC program as indicated by the size of your agency and BWC program.
- Review the capacities and capabilities of each BWC vendor that your department is considering. For instance, do you want the BWC used by your department to see more than the human eye can?

Key Challenges:

- Integration of multiple systems, such as BWCs and in-car video systems. Consider each system's compatibility and whether system integration will improve the department's functioning.
- Communicate and coordinate with the prosecutor's office regarding access and release of BWC footage. Discuss the processes through which the prosecutor's office will gain access to BWC footage as well as the procedures that must be followed prior to BWC footage being released.
- Use of auto-activation triggers for BWCs, such as patrol car lights or doors, present both opportunities and challenges. Consider whether this technology will benefit the department, as well as the overall cost to implement this feature. Conduct a cost-benefit analysis.

Technological Issues with BWCs

Scot Haug, Chief, Post Falls, ID, Police Department
Elliot Harkavy, BWC TTA Technology Advisor, CNA
Miguel Aviles, Newark, NJ, Police Department
Jose Sosa, Newark NJ, Police Department
Derek Meeks, Director of Technology Innovation, Washington, DC, Metropolitan Police Department
Joey Salers, Newton County, GA, Sheriff's Office

The Washington, DC, Metropolitan Police Department employs 4,500 officers and has approximately 3,300 BWCs deployed. In the past year, DC Metro has produced 409,000

hours of video. Implementing the BWC program cost the department approximately $5.5 million, with $3 million allocated to the BWC budget annually. Director Meeks noted that the ripple effect of the video volume has been immense, which is important to budget for when implementing this type of program. He also noted that, with all previous technology implementations, each system was established separately. With the BWC program, DC Metro decided to take a different approach. DC Metro is looking to integrate its BWC system with all other technology systems to minimize its different depositories. It was also noted that DC Metro considered the use of BWC triggers, but decided against the use of this technology due to costs outweighing the perceived benefits.

Newark noted that it is the largest municipal police department in the state of New Jersey. Newark implemented its BWC pilot program in 2017. Currently, BWCs are deployed within two precincts. Deployment will remain at this level until all technological and compliance issues are resolved. Approximately 200 BWCs of the 400 that Newark purchased are deployed. Newark uses in-house storage and has integrated its BWC system with its in-car system. Newark representatives noted that storage and staffing were the two largest challenges for them to overcome. They noted that additional staffing is needed to review and monitor BWC footage.

Newton County, Georgia, implemented its BWC program in 2016. Deputy Salers noted that Newton County was the first agency in the state of Georgia to receive this grant. Newton County currently has 100 BWCs deployed to patrol officers, specialized units, and school resource officers. The department chose a cloud-based storage solution so it can electronically share files with the prosecutor's office. Deputy Salers noted that wireless upload is an option with its current vendor, but additional equipment is needed to use this function. Within its contract, Newton County negotiated for its vendor to replace its BWCs every 2.5 years. Deputy Salers noted that all agencies should make sure that a similar clause is included in their contracts when they decide on a vendor. In addition, Newton County will purchase in-car systems, which it hopes to integrate with its BWC system.

Key Considerations:

- Negotiate hardware replacements within your BWC vendor contracts.
- Consider storage sustainability when considering between in-house and cloud-based storage solutions. Video quality is another factor to consider when deciding between in-house and cloud storage.

Key Challenges:

- Anticipate the 'ripple effect' that a BWC program will have on other department units and functions, such as internal affairs, training, press relations, and working with prosecutors. Consider that personnel resources may need to be reconfigured or expanded.
- Consider all agency needs when negotiating vendor contracts. Make sure to purchase only the features and capabilities that are needed by the department.

Context Matters: BWCs, Research, Policy, and Practice

John Markovic, Senior Policy Advisor, Bureau of Justice Assistance

Arif Alikhan, Director of Constitutional Policing and Policy, Los Angeles, CA, Police Department

Craig D. Uchida, President, Justice & Security Strategies, Inc.

Los Angeles covers a 475-square-mile area with approximately 4 million residents. LAPD answers approximately 1 million calls for service and experiences 40-50 officer-involved shootings a year. The department is deploying 6,800 BWCs and utilizes 1,400 in-car cameras. BWC policy development relies on sound research and evidence. Currently, several BWC research studies are in progress, and many have already been conducted. BWC research at LAPD identified a decline in civilian complaints, but not use of force. Why do these findings matter to individual agencies? It is important for agencies to understand how studies were conducted and the context of those studies.

Research results can be inconsistent, which can be confusing for a practitioner trying to decide what to do based on BWC research. There are a number of contextual issues that are important for researchers studying BWCs to understand and for practitioners to be aware of when using research to make BWC policy decisions. These issues include the department, definitions, use of force policy, policy compliance, thresholds, and procedures. For example, some agencies include the pointing of a weapon as a use of force incident, others do not. Some departments require their officers to notify civilians that a BWC is in operation, others do not. Importantly, the determination of what the findings from a BWC research project mean will likely depend on how the department handles these and other matters. BWC policies differ on a variety of topics, which is why it is critical that researchers invest time in understanding the context surrounding a BWC program during research. This is also why it is important for practitioners to consider context when reviewing BWC research literature.

Key Considerations:

- Conduct sound research with rigorous methodological designs to inform BWC policy development, and consult other research.

Key Challenges:

- Understand the context of BWC research studies. Acquire knowledge related to the department, the context, and policies and procedures prior to deciding whether a research study should inform your department's BWC decisions.

Peer-to-Peer/Site Networking Sessions

Monitoring Compliance with Policy

Orlando Cuevas, BWC TTA Lead & Assistant Chief (ret.) Camden County, NJ, Police Department

Tom Woodmansee, BWC TTA Senior Advisor, CNA

Compliance with BWC policy is of utmost importance when implementing a BWC program. We are learning that compliance is determined by multiple factors: Is the policy

well-written? Is the policy explained to officers? How is lack of compliance with policy handled? Attaining policy compliance depends on several factors, including the agency's (and community's) tolerance for non-compliance, consequences for non-compliance, and available resources to monitor compliance. There is no one formula for securing policy compliance, but what is important is that the policy is followed and that the policy is amenable to change when appropriate. Having a BWC program and not having video available for an incident in question can create challenges and weaken legitimacy for the police department. Often, policies do not provide ideal guidelines to perform tasks; instead they provide "do nots," which can be less effective. Expectations with regard to the program and compliance should be clearly communicated within the department.

As BWCs become more common, stress-induced failure to activate BWCs is becoming recognized as an area of concern. Training should utilize scenario-based situations to reduce this phenomenon and to increase muscle memory. Supervisor participation in this training is critical. Audit reviews should also be conducted. These reviewers can look solely for compliance with the BWC policy or with all policies. Either approach is acceptable, but this must be decided on in advance. Compliance monitoring should not always be viewed as negative; it should also be used to address and promote positive behavior. Line officers should be key stakeholders in the BWC program. The trend of officer resistance to BWCs is changing for the better, as officers become more accepting and trustful of the technology and how compliance is monitored.

Key Considerations:

- Implement a compliance review procedure during the early stages of the BWC program. Ensure that expectations are clearly communicated to all department staff.
- Develop a training curriculum that uses scenario-based situations to increase muscle memory activation and decrease stress-induced activation failures.
- Use compliance for positive acknowledgements in addition to reprimands.

Key Challenges:

- Collect data that accurately represents compliance rates, such as viewing a random number of videos per week or comparing the number of reports that should have BWC footage to the number of BWCs videos that are available in the system.
    - Assure that camera activation occurs for all required event types. More advanced methods might include assessing the precise timing of activation and deactivation in accordance with policy stipulation (e.g., the BWC is deactivated when requested by a victim or when entering a hospital). Compliance measurement may be operationalized in different ways.
- Develop a well-written policy that is clearly communicated to all department staff. Periodically assess offices' knowledge of policy and incorporate policy elements in scenario based training.

Emerging Training Practices

Dr. Charles Katz, Professor, Arizona State University

Dan Zehnder, BWC TTA Lead & Captain (ret.), Las Vegas, NV, Metropolitan Police Department

BWC training has evolved since the inception of BWCs in policing. In the beginning, many agencies relied solely on the training manuals produced by vendors, but departments have since moved away from this approach. BWC training should consist of three components: initial training on both equipment use and BWC policy, annual re-certification, and integration with field-based training. Annual re-certification training typically lasts 4-6 hours, but this is dependent on what is feasible for each agency. BWC lesson plans should be certified. In addition, BWC training and BWC activation (where feasible) should be embedded in all other trainings conducted by the department, including range training and scenario-based training. Including the prosecutor's office in training can also be beneficial.

Explaining the benefits of BWCs to line officers is a key point of training. Officers who were resistant to BWCs in Phoenix were resistant because of a lack of education. Think of training in terms of comprehensiveness, similar to the approach taken with the BWC Scorecard. Questions to answer when developing BWC training curriculum include: What is the goal of BWCs? How will BWCs impact the department? How will BWCs be used in accountability reviews? Consistency and documentation of training is important. Training is especially important as it relates to use of force, pursuits, and BWC activation. Compliance monitoring should be used to identify areas where training can be improved upon. A mechanism to monitor compliance will increase compliance from 30-40 percent to over 80 percent.

Key Considerations:

- Implement a comprehensive training curriculum that uses both classroom-based and field-based learning environments. Scenario-based training should be incorporated to the extent possible. The training curriculum should answer key questions related to the BWC program and policy.
- Educate all department staff on the benefits of BWCs to increase buy-in; educate prosecutors and other stakeholders as well.

Key Challenges:

- Embed BWC training in all relevant training programs as feasible, such as scenario based training.
- Monitor compliance to identify areas where training can be improved.

Public Release of Video Footage

Damon Mosler, BWC TTA Lead & Deputy District Attorney, Count of San Diego, CA

Scot Haug, BWC TTA Lead & Chief, Post Falls, ID, Police Department

Managing community expectations is critical. The community should be educated regarding the limits and capabilities of BWC technology. When educating the community,

each agency should help the community to understand that the BWC does not necessarily see what the officer sees. Questions that community members typically have regarding BWCs are: What are the benefits of a BWC program? Why are we implementing this program? What is the cost of such a program?

In addition to educating the community on BWC footage, agencies should begin collaborating with their prosecutor's office on release of video footage early in the BWC implementation process. Educating the prosecutor's office on the department's various policies, such as use of force, can provide them with an understanding of what is being shown in the video and why that particular tactic was used. Legislation is moving towards BWC footage being releasable, which means that all parties involved, including the legislature, will need to take personal and privacy concerns into consideration when deciding to release footage.

Public records requests for BWC footage have not been as frequent as many agencies initially anticipated. Although requests may not be as frequent, redaction is still a key concern for many agencies. Implementing a redaction workflow, either in writing or verbally depending on agency size and state law, would be beneficial. Interim processes, such as using viewing rooms where recording devices are not allowed, can be implemented while the final workflow is being finalized.

Key Considerations:

- Manage community expectations regarding the limits and capabilities of BWC technology prior to an incident occurring.
- Establish a working relationship with the prosecutor's office on release of BWC footage early on during BWC implementation.
- Implement a redaction workflow procedure that takes into consideration agency size and capabilities as well as state law.

Key Challenges:

- Adhering to state laws with reference to time constraints regarding video release.
- Appropriately redacting all necessary information from BWC footage prior to public release.

Site Progress and Accomplishments

Many sites noted the National Meeting was very beneficial to them. It brought to light many topics that some grantees had not thought about, such as the technical aspects of BWCs, unexpected costs such as those involved with storage and servers, and identifying information that they were not aware of.

Many 2017 grantees are in the beginning stages of BWC implementation. Some have already attained policy and BWC Scorecard approval, while others are still developing their policies. Several sites, primarily those located in the mid-western and western regions of the United States, use Lexipol, a service that provides sample policy language and recommendations based on best practices to sites, for use in their policy development.

These recommendations are not mandatory. Each department can choose which recommendations to implement based on the needs of its agency.

Sites also noted the importance of engaging the community. It is important that each department engages its primary stakeholders, which may include student groups, minority groups, religious groups, community members, political leaders, advocacy groups, schools, and hospitals. During policy development, Rapid City, SD, developed a core group of individuals who met every two weeks to discuss the BWC policy. The group then reached out to various stakeholders to obtain their input. Schenectady, NY, uses a similar approach.

Working closely with the prosecutor's office is also helpful. Hogansville, GA, noted that it has worked closely with its DA since the inception of its BWC program in 2008. In fact, the Hogansville DA's Office requires a sworn statement from the officers in the absence of BWC footage.

The Connecticut State Police noted that it is important for a department's policy to mirror other policies and investigative procedures used within the department. These policies should be updated annually. A key challenge experienced during policy development by several sites, including Gresham, OR, was deciding whether officers should be allowed to view BWC footage following an officer-involved shooting.[1] Training is another key component to implementing a successful BWC program. Training should cover both policy and field training. The Connecticut State Police intend to allow officers to view themselves on camera to become comfortable with BWCs.

A few sites have had BWC programs implemented for several years, including several multi-year BJA BWC grantees. In addition, a few sites have already begun or will begin testing and evaluating BWC vendors. When conducting testing and evaluation, and when procuring technology, it is important to be an educated consumer. This includes being deliberate and thoughtful in negotiations as well as talking to other agencies that have already purchased cameras. Performance measures should be included within an agency's RFP to ensure that the agency obtains the services needed. Lawrence, KS, posed questions regarding best practices for testing and evaluation and RFP release timelines. Many agencies and the subject matter experts attending this session noted that, once an RFP is published, the timeline is short, so it is usually better to test and evaluate prior to releasing an RFP. Once testing and evaluation have been completed, the RFP can be crafted so that the technology meets the capabilities and functionalities needed by the department. Software is the heart of this purchase, which is why it is important to consult with the agency IT department when going through the procurement process.

Another factor to consider when implementing a BWC program is how the program will be organized. Staffing levels and agency organization are agency factors that will impact the organization of the BWC program. Some agencies use a centralized approach, while others parse out duties to various units.

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[1] Ninety percent of agencies allow this with some restrictions; see the TTA resource on BWC policy analysis compiled by ASU: http://bwctta.com/resources/commentary/view-key-trends-body-worn-camera-policies

Integrating BWC systems with other systems, such as in-car systems, is another challenge that departments may face. In-car and BWC systems may come from different vendors and may be housed in different systems, which may result in incompatibility issues. The selection of an appropriate storage solution may also be challenging. In-house and cloud storage each has its own benefits and limitations. Redaction, establishing redaction processes, and establishing tagging procedures have also been identified as challenges by multiple sites. Although implementing a BWC program may be challenging, it also has myriad benefits, including reducing civil litigation, improving investigations and prosecutions, improving officer and citizen safety, increasing transparency and accountability, reducing citizen complaints, and reducing use of force incidents.

Key Considerations:

- Develop a comprehensive policy that addresses unique agency characteristics. Agencies should integrate their BWC policies with other policies and procedures.
- Engage primary community stakeholders during policy development. Community stakeholders may include schools, hospitals, advocacy groups, religious groups, and student groups, among others.
- Establish a working relationship with the prosecutor's office early during BWC implementation.
- Create a comprehensive training curriculum that includes equipment operation and policy requirements, and incorporates BWCs into field training.
- Craft RFPs so that the technology meets the capabilities and functionalities needed by the department. Performance measures should also be incorporated into RFPs.

Key Challenges:

- Decide the appropriate organizational structure of the BWC program within your agency. This may dependent on staffing and the organizational structure of the department.
- Integrate multiple systems, such as BWCs and in-car video systems. Consider each system's compatibility and whether system integration will improve the department's functioning.
- Select the appropriate storage solution. Both in-house and cloud storage solutions have limitations and benefits. Consider these factors when selecting the appropriate storage solution.
- Establish redaction and tagging procedures. Consider the agency needs, capabilities, and resources. Consult with the prosecutor's office on the processes and procedures used.

Site Networking, Reflection, and Planning

During this session many sites discussed questions that came up throughout the National Meeting. Common topics of discussion included policy, storage, prosecutor engagement, training and community education, compliance, tagging, costs, redaction, and new technologies. The National Meeting highlighted policy weaknesses that many agencies intend to work on when they return home. Specifically, many agencies noted that they

would meet with their DA's Offices to discuss coordination regarding public video release. Storage was also heavily discussed. As a result of the National Meeting, many agencies realized that they need to lay a stronger foundation in terms of Internet speed and capability, bandwidth, and technical support prior to deploying BWCs.

More robust training that incorporates BWCs into field and range training is also needed. This will help officers increase muscle memory and familiarize them with the cameras. In addition, educating the community on realistic expectations of what BWC footage can provide is another important key piece of the BWC program. Agencies around the room discussed integrating BWCs into civilian academies to help community members understand what BWCs can and cannot offer. It was also noted that the time to have these discussions with the community is now, not after a critical incident has occurred.

Compliance will never be 100 percent, but the importance of having high rates of compliance cannot be understated. The bigger goal is getting officers in the mindset of turning BWCs on whenever they make contact with the public or in other manners consistent with the local policy. Thinking about how to measure compliance within your own agency is important. Compliance processes can include viewing a random number of videos per week or comparing the number of reports that should have BWC footage to the number of BWCs videos that are available in the system.

Tagging and redactions are also important components to consider. Agencies should ensure that all officers are appropriately trained on tagging procedures. Efficiency of device tagging is an important functionality to consider when deciding on a vendor. Redaction procedures should also be in place early in BWC implementation. This is also a discussion that the police department should have with the prosecutor's office.

Many agencies asked what the future holds for BWCs with regard to narration. Representatives from various sites noted that this feature turns the BWC from a passive to an active tool, which has several benefits, including assisting with future testimony, writing reports, and establishing probable cause. It was noted that the next challenge will be facial recognition. Several representatives noted that, just because the technology has that capability, it does not mean that it should be utilized. Many agencies also noted that hosting a vendor fair for BWCs and redaction software would be beneficial at future meetings.

Key Considerations:

- Implement robust training curricula that incorporate BWCs into field and range training as needed.
- Educate the community on the capabilities and limitations of BWCs prior to a critical incident occurring.
- Develop a compliance review process that is appropriate for agency capacity.
- Develop and implement tagging and redaction policies early in BWC implementation. Coordinate with the prosecutor's office as it relates to redaction and public release of BWC video.

Key Challenges:

- Develop a comprehensive policy that is amenable to change.
- Evaluate the tagging functionalities that are available from each vendor to ensure that the BWC capabilities meet your agency's needs.
- Consider and evaluate upcoming BWC technology innovations, including narration and facial recognition.
- Host a vendor fair for agencies to test and evaluate various BWC technologies and redaction software.

Workshops

Procurement Considerations

Stephen Fender, Division Chief, Bureau of Justice Assistance

Lauren Troy, State Policy Advisor, Bureau of Justice Assistance

Richard Waddell, Program Manager, Johns Hopkins University

During this panel, the presenters discussed information gained through a recent market survey on all available cameras and vendors. Technology considerations to keep in mind when purchasing equipment include: mounting location, format of recorded data resolution, frame rate, field of view, lux (illumination) rating, audio capability, pre-event buffering, camera storage, video uploading processes, and several other functionalities. Richard Waddell provided information on technological features to consider when evaluating product options prior to purchase. His work is based on the BWC Market Survey that he and his colleagues compiled with funding from NIJ. Stephen Fender and Lauren Troy spoke about federal compliance processes, principles, and rules related to procurement.

According the Richard Waddell, storage options are a major consideration, with a lot of factors to keep in mind. A head-to-head comparison of cloud and in-house storage is difficult. Costs can vary dramatically depending on department needs, but some important cost considerations include: labor costs, analytics options such as semi-automated redaction and audit detection, retention laws and policies, expansion needs, infrastructure costs, licensing fees, and availability of in-house expertise.

For the purposes of BJA funding and procurement, the most important issue for grantees to keep in mind is that the vendor competition for these funds is open and free. Grantees should also follow their local and state guidelines for procurement. A number of methods, including state contracts and clearinghouses, can be used as long as a competitive process can be articulated and documented, and the process doesn't violate any federal guidelines. The requirement for competition cannot be waived due to local schedule or timing concerns. Grantees must also avoid unnecessary restrictions on competition such as including specific vendor names in RFPs or staff conflicts of interest involved in decision-making (e.g., staff who work for vendors or own stock in vendor companies). The testing and evaluation process is not equal to procurement; it is not a procurement action, but may inform final procurement documents by serving as the foundation for procurement criteria.

As a bottom line, grantees are encouraged to consider the most economical approach for acquisition, and the bigger the contract the more robust procurement is expected.

Key Considerations:

- Consider all technological, storage, and cost concerns when deciding on a BWC vendor.
- Follow all BJA, state, local, and federal guidelines during the procurement process.

Key Challenges:

- Evaluate BWC technology with all of the above listed considerations in mind.
- Ensure that the technology selected adequately meets your department's needs.

Body-worn Camera Policy Issues and Trends

Dr. Michael White, BWC TTA Co-Director & Professor in the School of Criminology and Criminal Justice, Arizona State University

Dr. Charles Katz, Professor in the School of Criminology and Criminal Justice, Arizona State University

Four decades of research cover various policy areas within policing, but little guidance on BWC policy. It is important to communicate goals, convey expectations, allow for internal and external collaboration, and provide a foundation for accountability during BWC policy development. A number of benefits are associated with implementing a BWC program, such as the evidentiary value of BWC footage, increased transparency and accountability, and reduced use of force incidents and civilian complaints. Many agencies noted that the decision to implement BWCs was driven by a focus on increased transparency.

All of these benefits are contingent upon officer compliance. Low compliance can be due to a multitude of factors, such as negative officer perception of BWCs, fear of unfair exposure to discipline, lack of compliance monitoring and policy enforcement, and lack of education about BWCs. It can be difficult to calculate compliance if CAD data and BWC metadata are not easily merged. This calculation becomes more difficult when you allow for officer discretion. The presenters provided an analysis of the Year 1 and Year 2 BWC grantees' policies. All policies mandated the recording of certain encounters or activities while prohibiting others. Most allowed for some level of officer discretion when deciding when to activate or deactivate a BWC.

The majority of agencies in this analysis did not require citizen notification, but 40 percent recommend it. Nearly all policies allowed for some form of officer and supervisory routine review. Many attendees noted a concern with statement discrepancies post-critical incident, if an officer makes an initial statement without reviewing the footage and later changes that statement after a video has been reviewed.

Key Considerations:

- Communicate goals and expectations of the BWC program with both internal and external stakeholders.

- Develop a compliance procedure to ensure that all officers are appropriately following BWC policy.
- Review *Key Trends in Body-Worn Camera Policy and Practice: A Two-Year Policy Analysis of US Department of Justice Funded Law Enforcement Agencies* for information on BWC policy trends.

Key Challenges:

- Evaluate the various policy trends that have occurred over the years. Consider how these policy trends may change in the future and how that will impact your department.
- Implement a procedure regarding officer review of BWC footage after a critical incident has occurred.

Video Analytics, Redaction, and Your Agency

Craig D. Uchida, President, Justice & Security Strategies, Inc.

Clark Kimerer, BWC Subject Matter Expert, Justice & Security Strategies, Inc.

Elliot Harkavy, BWC Technology Advisor, CNA

Each agency will have a substantial amount of BWC video, but only video with 'known content' will be of public interest. Prime examples of 'known content' videos are critical incidents. Critical incident videos and all other BWC videos highlight the importance of video review and analytics. Video analytics can assist with determining the content and value of BWC footage. However, the importance of video categorization cannot be forgotten. In the beginning of LAPD's BWC implementation, 60-70 percent of BWCs videos were not being categorized, which quickly caused challenges. Myriad actions occur during a BWC video, which is why it is important to determine what actually occurred and categorize the video appropriately. This requires both watching and listening to the video.

Although video analytics can be helpful, there are several challenges with using video analytics on BWC footage. These challenges include camera motion, image quality inconsistency, and unique scenario-based algorithms. When considering purchasing this technology, agencies should meet with vendors to discuss the technology and ask for testing to be conducted. LAPD used this approach and now has a system that correctly identifies 80 percent of car pursuit video, 20 percent of pedestrian stop video, and 60 percent of traffic stop video.

Video redaction consists of obscuring pixels and/or video within a BWC video to conceal information for security, legal, or sensitive information purposes. There are several types of redaction, including visual (blurring entire video or specific objects) and audio (muting all audio or select audio. As with other software and processes, there are challenges with redaction, including costs, identifying what needs to be redacted, liability issues, redaction requirements, and video resolution. Four major components need to be considered when redacting information: (1) transparency, legitimacy, and public trust, (2) law enforcement efficacy, (3) statutory requirements and obligations, and (4) potential exploitation of BWC data and visuals.

Key Considerations:

- Consider the functionalities that are needed by the department when considering purchasing this technology. Ask vendors to perform tests prior to purchase to ensure that it meets the agency's needs.
- Consider the four components when redacting information: transparency, legitimacy, and public trust; law enforcement efficacy; statutory requirements and obligations; and potential exploitation of BWC data and visuals.
- Educate the community and stakeholders on the potential misinterpretation or exploitation of BWC video.

Key Challenges:

- Evaluate current technology capabilities with the understanding that the technology is still being developed.
- Develop a strategic plan to reduce the potential for BWC exploitation. Consider the impacts of this exploitation such as police de-legitimization and intense fishing expeditions.

Working with Prosecutors and the Evidentiary Value of BWCs

Damon Mosler, BWC TTA Lead & Deputy District Attorney, County of San Diego, CA

Dan Zehnder, BWC TTA Lead & Captain (ret.), Las Vegas, NV, Metropolitan Police Department

BWCs are intended to be passive pieces of equipment, but they are also information-gathering technologies. Department policy should dictate how each agency notes whether a BWC video exists. A best practice for documenting the existence of BWC footage is to note this information in the incident report form or in the agency's online system. Communication between the police department and prosecutor's office regarding the existence and use of BWC footage in court is critical. Failure to collect evidence, in this case BWC footage, and failure to preserve it are two different issues that each agency must consider.

To help facilitate communication, a point of contact for the police department and the prosecutor's office should be identified. The point of contact within the prosecutor's office should be just as passionate about this technology as the representative at the police department. Police department representatives should help the prosecutor's office understand the technology, how it works, the audit trail, how footage cannot be tampered with, and how the evidence will be given to the prosecutor's office. The more knowledge the prosecutors' office has regarding this technology and the department's tactics, the more able they will be to explain the information presented in BWC footage. The BWC system that is chosen should be compatible with the prosecutor's office systems as well as the police department's systems.

Establishing retention periods for BWC footage in accordance with state laws and court cases is important. A best practice is to form a retention committee that meets two or three times a year to review retention schedules. Another important conversation for police departments to have with their prosecutor's office regards redaction. Because prosecutors

are often unable to review all BWC footage prior to discovery, it is important that the police department and prosecutor's office work together to ensure that private information is not released. An example of this would be the police department notifying the prosecutor's office that a video contains sensitive information so that the prosecutor is aware that the video needs to be reviewed prior to discovery. San Diego County makes use of protective orders, which note that un-redacted footage can be released to defense counsel, but counsel is unable to share a copy of the footage with his or her client; the client can only view it. Although BWC footage has substantial evidentiary value, it is important to remember that BWCs were not designed to be a primary evidence tool. This technology has evolved and will continue to evolve over time, but it is important that departments be wary of both unrealistic expectations and of mission creep.

Key Considerations:
- Identify a point of contact within the police department and the prosecutor's office to facilitate communication.
- Form a retention committee to ensure that all state records retention laws and court case retention periods are followed.
- Educate the prosecutor's office on the technology and department tactics.

Key Challenges:
- Identifying a process to make sure that all sensitive information is redacted from BWC footage prior to discovery.

Key Technical Assistance Takeaways

All meeting materials will be posted on the BWC TTA website, which will be beneficial for current sites, future sites, and sites that were unable to attend the meeting.

The information below highlights how TTA will be reviewed and developed. The material and podcasts recorded during the meeting will be posted on the BWC TTA website.

- Develop a webinar and additional resources on establishing a relationship between the law enforcement agency and the prosecutor's office.
- Develop a resource guide to help agencies understand the benefits and limitations of the various BWC storage options available.
- Develop a guide to assist agencies in developing best practices for compliance review and processes, and a sample compliance review and process document.
- Develop a quick-reference guide to assist grantees in understanding the different roles and responsibilities of the BWC TTA Team and their BJA State Advisor.
- Develop additional training resources that include incorporating BWCs into range and/or field training.
- Facilitate regional meetings on some of the above listed topics.
- Host a webinar on the grant management process.
- Provide TTA on establishing research partnerships and how participating in research can be beneficial.
- Schedule future regional meetings on many of the key considerations discussed during the National Meeting.
- Develop TTA resources to help local jurisdictions calculate the costs and benefits of BWCs and to anticipate future costs.

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Evaluation Summary

This section summarizes evaluation responses from the Participant Feedback Forms distributed at the BWC TTA National Meeting, held March 27-28, 2018, in Arlington, VA. Attending the meeting were 145 representatives from the BWC PIP sites, plus members of the BWC TTA Team, subject matter experts, and representatives from BJA and NIJ (for a total of 175 meeting participants). Seventy of the 145 BWC TTA National Meeting BWC PIP site attendees (48 percent) completed the Participant Feedback Form.

The evaluation asked attendees to rate various components of the meeting using a scale ranging from 1 to 5, with "1" representing "Strongly Disagree" and "5" representing "Strongly Agree." Finally, attendees answered six open-ended questions to help CNA improve and prepare for future meetings.
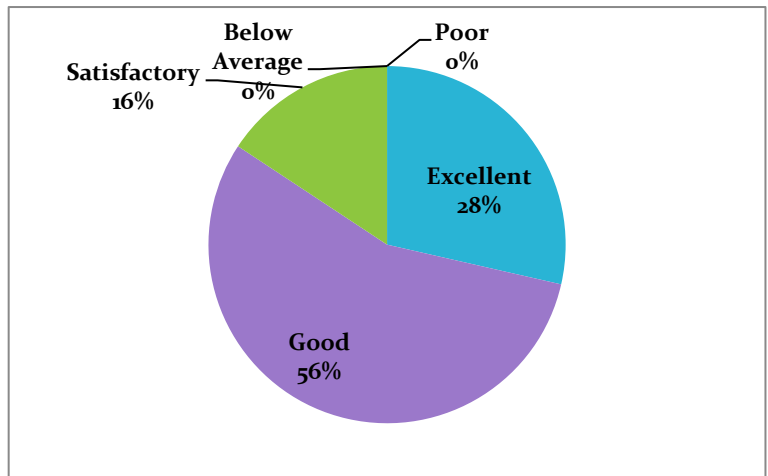
Results

This section includes the results from the nine questions asking participants to rate specific components of the meeting, as well as the responses to the six open-ended questions.

Rated Questions

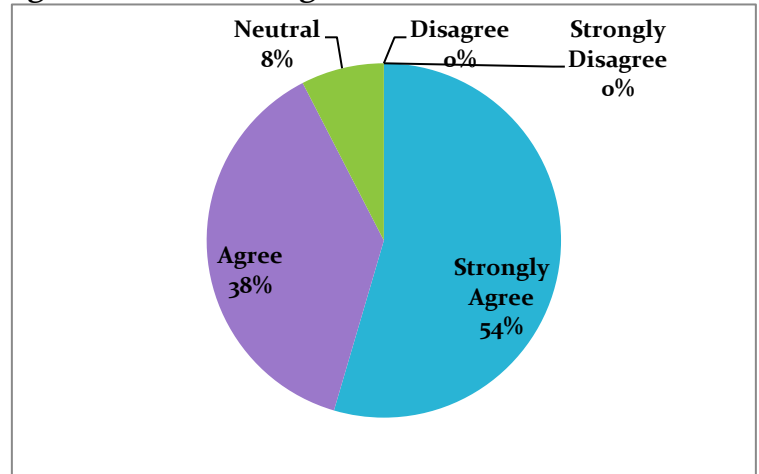**"Overall I would rate this meeting as:"**

Answer		Response Frequency
Excellent	(5)	20
Good	(4)	39
Satisfactory	(3)	11
Below Average	(2)	0
Poor	(1)	0
Total Responses		70

"The Keynote presentations were interesting to me: Seth Stoughton."

Answer		Response Frequency
Strongly Agree	(5)	36
Agree	(4)	25
Neutral	(3)	5
Disagree	(2)	0
Strongly Disagree	(1)	0
Total Responses		66

"The peer-to-peer networking sessions were helpful to me."

Answer		Response Frequency
Strongly Agree	(5)	34
Agree	(4)	30
Neutral	(3)	4
Disagree	(2)	1
Strongly Disagree	(1)	0
Total Responses		69
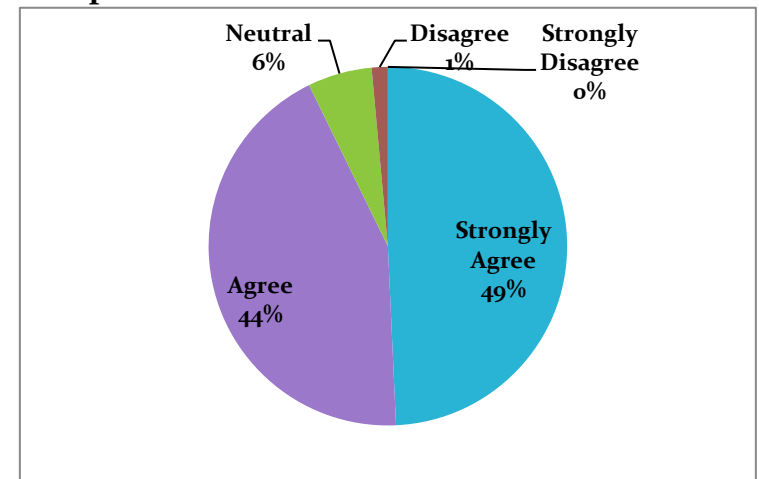
"Which workshops did you attend on the 2nd day?"

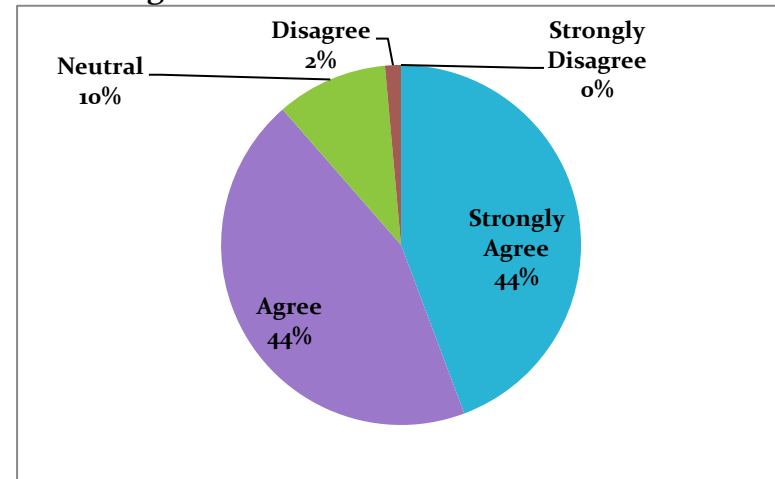| Answer	Response Frequency
Procurement Considerations	30
Managing Digital Footage	43
BWC Policy Issues and Trends	32
Working with Prosecutors and the Evidentiary Value of BWCs	34
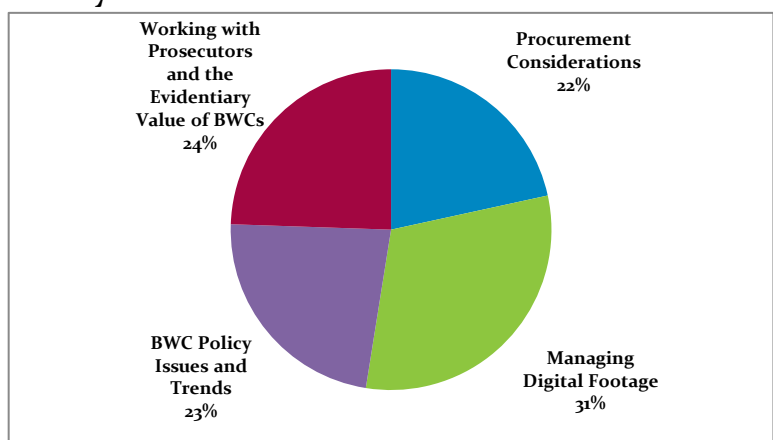
"The workshops presented useful information."

Answer		Response Frequency
Strongly Agree	(5)	28
Agree	(4)	34
Neutral	(3)	6
Disagree	(2)	2
Strongly Disagree	(1)	0
Total Responses		70
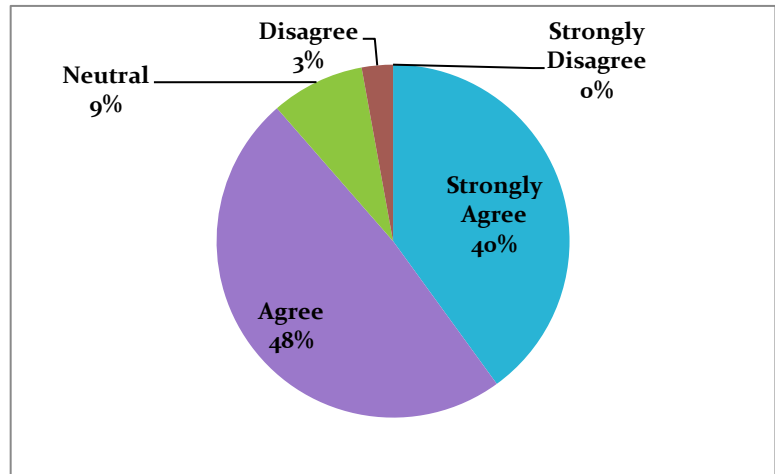
* Two respondents circled multiple numbers. I chose the lower of the two.

"The environment/format was conducive to learning."

Answer		Response Frequency
Strongly Agree	(5)	31
Agree	(4)	31
Neutral	(3)	7
Disagree	(2)	1
Strongly Disagree	(1)	0
Total Responses		70

"The length of the sessions was appropriate."

Answer		Response Frequency
Strongly Agree	(5)	22
Agree	(4)	31
Neutral	(3)	9
Disagree	(2)	8
Strongly Disagree	(1)	0
Total Responses		70
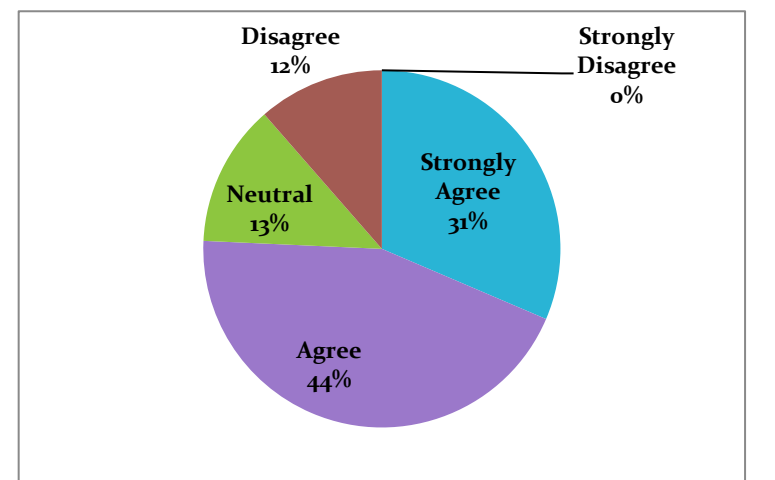
"I feel better informed about Body-Worn Camera Technical Assistance."

Answer		Response Frequency
Strongly Agree	(5)	29
Agree	(4)	32
Neutral	(3)	8
Disagree	(2)	1
Strongly Disagree	(1)	0
Total Responses		70

Pie chart: Strongly Agree 42%, Agree 46%, Neutral 11%, Disagree 1%, Strongly Disagree 0%
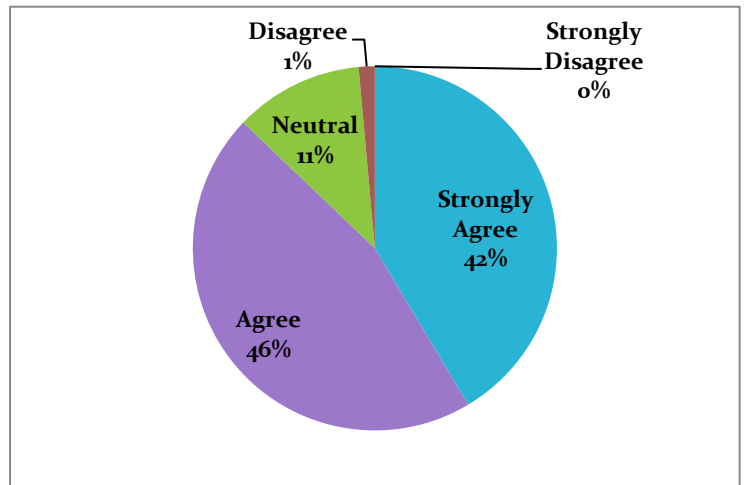
"I feel better informed about BJA expectations as a result of this meeting."

Answer		Response Frequency
Strongly Agree	(5)	27
Agree	(4)	29
Neutral	(3)	12
Disagree	(2)	0
Strongly Disagree	(1)	1
Total Responses		69

Pie chart: Strongly Agree 39%, Agree 42%, Neutral 17%, Disagree 0%, Strongly Disagree 2%
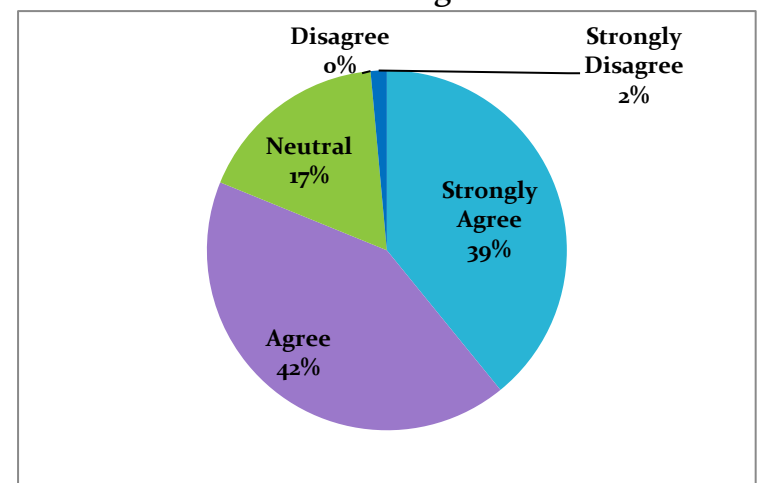
"BWC TTA can be of help to us."

Answer		Response Frequency
Strongly Agree	(5)	38
Agree	(4)	26
Neutral	(3)	5
Disagree	(2)	0
Strongly Disagree	(1)	0
Total Responses		69

Pie chart: Strongly Agree 55%, Agree 38%, Neutral 7%, Disagree 0%, Strongly Disagree 0%
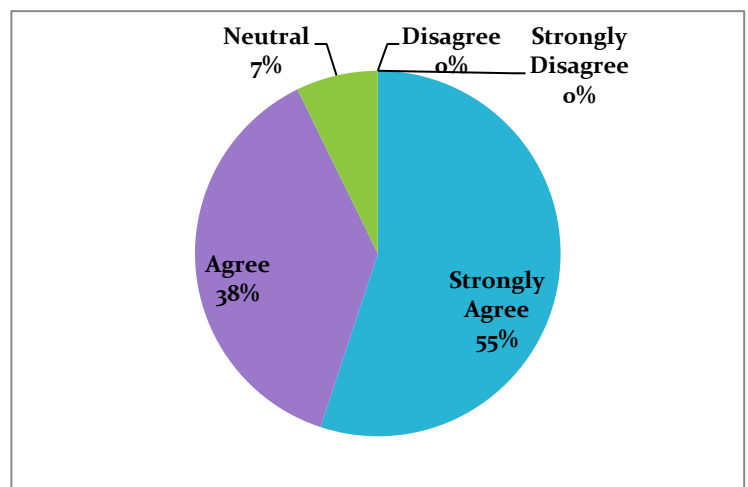
Open-Ended Questions

Overall, the response to the meeting was positive. The majority of respondents reported that the meeting met their reasons for attending. Attendees found a range of different topics beneficial and found the breakout sessions, workshops, Q & A opportunities, and peer-to-peer networking components of the meeting most beneficial. Many survey respondents reported that they found these components of the meeting useful due to the information gleaned from lessons learned from other departments further along in implementation. For future national meetings, respondents recommend workshops divided by agency size, written guides available to attendees on a variety of topics, more information on BWC accessories and camera features, a vendor fair, and more information on grant management presented in a clearer and easier to understand manner. In terms of the facility, many respondents reported that the audio issues were problematic, there could have been more tables and chairs, and they would have appreciated water and refreshments and/or more frequent breaks. Some respondents noted that it would be helpful to have the conference earlier in the grant period.

1. **What part of the National Meeting did you find most beneficial? Why?**
   - "All of the information was very beneficial to a department in the beginning stages of BWC."
   - "All portions had some beneficial information."
   - "All the content was beneficial - as a new grantee we just submitted our scorecard and learned so much info - especially on training and how to use BWC."
   - "All of the meeting."
   - "Breakout networking work groups."
   - "Breakout sessions."
   - "Breakout sessions and interactive format."
   - "Breakout sessions with discussion."
   - "Discussions about policy, training, and compliance. Gave us more of a perspective in each area and identifying weaknesses."
   - "Evidentiary value. Storage. Redaction. Perception of video."
   - "Hearing from other departments with regard to successes and struggles with BWCs."
   - "Hearing from others who have been there and done that."
   - "I found that the breakout workshops were of the most use. It allowed us to have detailed conversation about the topics that were of the most interest."
   - "Interesting to network and find out how other departments are addressing constraints/approaching grants. Appreciate being able to put names with faces with working partners at DOJ policy considerations was very helpful."
   - "It was all great but presentations by Damon Mosler illuminated our weaknesses in terms of being prepared to effectively share video."
   - "Learning about policy/procedure allowed me to better understand what my department needs to do, to redefine and adjust our policy and procedures in writing."

- "Learning about the different training methods, and redaction of video."
- "Learning all the things to be aware of - there are so many!"
- "Learning more about policy development and review of incidents."
- "Meeting with our SME."
- "Panel conversations were very informational. It was helpful to hear questions and answers from other agencies."
- "Panel discussions and questions. Seth Stoughton was great. I thought/felt I was watching a TED talk."
- "Panel discussions with participant feedback from the group. Many of the questions raised were ones we had as well."
- "Panel discussions. Seth Stoughton."
- "Peer-to-peer networking - allowed us to hear challenges/solutions encountered by other agencies. Case studies. BWC 101 session."
- "Peer-to-peer networking, workshops, and technologic issues. Very beneficial to meet individuals going through the same process and make contacts."
- "Peer-to-peer networking. Real-world advice that was specific in nature."
- "Peer-to-peer presentations were helpful. Good to hear from other LE experiences."
- "Peer-to-peer sessions."
- "Peer-to-peer; information shared was helpful."
- "Procurement consideration."
- "Prosecutor session was very informative and helped fix some things we were overlooking."
- "Really enjoyed the breakout sessions, but overall the panel discussions were awesome as it allowed for Q & A. The agency-to-agency issues/lessons learned/advice/mistakes were very informative."
- "Resources and peer-to-peer networking."
- "Seeing the totality of BWC."
- "Sharing peer-to-peer. TTA folks are great. ."
- "Small breakout sessions were the best. Easy to digest info and ask questions."
- "Small group meetings/breakout sessions - question and answer persons."
- "Small group sessions. Beneficial because of hearing of the other departments' challenges and successes. Also what they were going with as far as equipment."
- "Smaller group workshops, because they afforded the opportunity to ask questions/discuss."
- "Storage."
- "Technical discussions."
- "Technical discussions about storage and video sharing."
- "The best part of the meeting was to get information from other agencies. We will use their previous experience."
- "The breakout sessions were very informative. I especially liked having two presenters."
- "The breakout workshops."

- "The experience that was shared by the instructors - this helped greatly. Understanding the lesson that is being taught is the greatest lesson to teach."
- "The facilitation of the discussion related to various topics about BWC, the implementation and policy issues."
- "The individual breakout sessions were very informative."
- "The initial Q & A with the sites already rolling out and active in programs. They were an excellent source of information and didn't mind getting the off-the-wall questions that came up during the process."
- "The networking and breakout sessions where we interacted with other agencies. The question/answer sessions."
- "The networking aspect will prove to be the most beneficial. As questions and concerns will arise later during my project, I will be able to reach out to agencies with similar needs to my own."
- "The networking with other agencies and the questions asked by those attending."
- "The networking with other departments: being able to talk about what works and doesn't."
- "The panel discussions - more questions from attendees and answers from more than one person. The presentations about context of video evidence."
- "The peer-to-peer sessions and bouncing ideas off of each other that had worked for each other. Secondly, the breakout sessions and being more specific. ."
- "The policy discussions were very enlightening. Discussions of other hurdles and success also provided valuable. Impressive array of speakers who believe in the subject matter."
- "The workshops were beneficial because they addressed specific areas in regards to the group."
- "We were not the only agency preoccupied with storage, and it was comforting to hear others finding creative solutions to solve this challenge."
- "What was required in reporting and in person time with our area reps."
- "Working with prosecutors and the evidentiary value - BWC. Opening eyes to issues that will be very important."
- "Workshops."
- "Workshops and site progress. Good information from instructors and other department reps. Good involvement for measuring where my department is."
- "Workshops. Allows a smaller crowd to have one-on-one questions and time to expand on the answers."

2. **How can we improve in preparation for the next National Meeting?**
   - "Make sure the audio works correctly for the presenters. Include sessions on how to complete the GMS and PMT reports. Host the conference at a venue where we don't have to Uber to or walk a mile both ways to get there."
   - "A guide to the most important attributes on cameras, i.e., what is considered the most important feature."

- "A little more info on using the toolkit. More unstructured networking time to meet our peers from other agencies."
- "A work session where agencies are divided by the agency sizes because they may have similar circumstances."
- "All of the topics we went over were what I needed."
- "Assist agencies in developing a process to evaluate the various BWC vendors they test and rate them."
- "Audio has to be more consistent. Even in the breakout rooms depending on where you sat you may not be able to hear. A little more room would be nice as well. Although as day went on more tables were open. "
- "Be better organized. Have more tables and chairs and power outlets available for attendees. Check audio issues before the meeting."
- "Breaks more often."
- "Check the functioning of AV equipment before presentations."
- "Consider some hospitality - bottle or pitcher of water for attendees, even a snack. Keeps people fresh and alert (and happy). Consider parking issues with area of conference or shuttle options. Help speakers out when their mics aren't working or we cannot hear them; instead you allowed poor sound and attendees suffered through missing information. ."
- "Considerations for handouts available for all sessions."
- "Correct audio issues in main forum."
- "Expand the workshops."
- "Extending about a half a day. Some presenters were rushing to get through vital info. Workshops included. Provide PPT from keynotes."
- "For the procurement workshop, cut out the technical considerations. Focus on procurement recommendations."
- "Further discussion regarding A-typical deployment such as in corrections."
- "Handouts: known service providers (BWC, storage, etc.). Grant process outlined with contacts."
- "Have several smaller meetings with topics limited to, for example, technical or policy only. This would allow agencies that have tasked different aspects of the BWC project to different people to send only those concerned with that aspect to attend."
- "Hold the meeting earlier in the grant funding process."
- "I felt everything was well organized, timely, and interesting."
- "I thought the preparation was very conducive to learning. The switching from small group to large group kept everyone involved in participation with the conference."
- "I would suggest there be more time dedicated to smaller workshops."
- "Include site visits with local agencies that are present with BWC."
- "It would have been helpful to have the meeting closer to announcing award winners. We started our process right away and the presented information would have helped."
- "Keep up the good work."
- "Location was fine, audio issues for the speakers; too loud, too soft, feedback."

- "Make sure sound system works. I had a hard time hearing some presenters."
- "Maybe allow a little more time for workshops. Have water, coffee, and tea available. Breaks were sometime too short to wait in line at Au Bon Pain."
- "Maybe go over audit requirements and what to do to address."
- "More hands-on of cameras so we could come back to our upper management and be able to show the success of the program."
- "More networking time with other agencies."
- "More open discussions and panels."
- "More sessions done by BJA."
- "More time for the sessions."
- "No suggestions." (4)
- "Nothing to suggest. It felt well prepared - great location, hotel arrangement and location was good."
- "Overall, the venue was a little challenging. Not enough seats/tables in main conference room. No water, snacks for attendees. Dinner options not in abundance."
- "Offer snacks and drinks. Some sessions are long and water would be nice. Spend more time on how much and how long the grant will pay for storage."
- "Plan on regular hourly breaks because attendees come from all over the country and have to keep in mind that that can be an issue."
- "Perhaps ask each agency prior to what workshops or topics they would find the most helpful."
- "The procurement workshop. The first part was waste of time for me; technology considerations were way too basic. Would rather have testing (consider reports) type presentation."
- "Send out agenda earlier."
- "Session on what to do with award (i.e., forms) from start to finish."
- "Sessions were all pressed for time and cut short. Maybe give the session presenters more time."
- "SNACK AND BEVERAGES!! Get info/schedule out further in advance. It felt like there was a real lack of communication in regards to what was happening at the conference and what the expectations for attendees were AND what attendees could expect. Have enough chairs/tables."
- "Test audio in advance."
- "Test presentations prior to scheduled times."
- "Test the audio up front. This was a continual problem for both days. Many of the slides had too much information, too small of print and black text on a dark background (tables)."
- "The procurement workshop can be strengthened. For such a popular and needed breakout, we cannot afford to have its takeaways vague."
- "The venue needs to be the hotel. This will keep everyone together instead of having to travel to the event."
- "This was a great venue but the speaker microphone issue was distracting. Need to iron that out for next time."

- "Unknown."
- "Validate parking of location that has venue as part of hotel location."
- "When groups are being considered, large agencies should be placed in the same group because they share the same type of issues unlike smaller agencies."

3. **What topics or activities would you like to see at the next National Meeting?**
   - "Additional details on policy compliance and best practice for that."
   - "BJA forms and how to fill out necessary information."
   - "Case studies on departments that have had BWCs for a while."
   - "Challenges for small departments and colleges/universities."
   - "Comparison of model policies, specifically, in the policy breakout class on Wednesday - they talked about the top four policy issues that were controversial. I'd like to see that information compared to 'After six months the policy changed to…' as then its real life vs pre-BWC time when you write policies."
   - "Continuing discussion of trends."
   - "Data collection RMS and CAD system."
   - "Data research for in house storage vs cloud storage."
   - "Discuss warranty, replacement, tracking of equipment. Is equipment tracking a requirement?"
   - "Discussion of local match. Full breakout session on PMT - more uniformed and Q & A."
   - "Due to the mixed level of involvement in the grant process, this was a good program. Definitely keep discussions about content and lessons learned from other agencies."
   - "Further discussions on BWC clips, mounting options - taking into consideration external vest carriers, winter coats, etc."
   - "Future funding. Future tech trends. BWC demonstrations and invite vendors."
   - "Guide to what features of the camera are more important and what features actually do."
   - "Hands-on training on completing paperwork, submitting receipts, and closing out the grant."
   - "Have some vendors come and set up booths."
   - "I like the idea mentioned of previous grantees talking about the process from beginning to end."
   - "I really enjoyed the breakout sessions. The intimate conversations with the different agencies allowed for a lot of information and practices to be shared."
   - "I thought all the topics were relevant to the BWC and grant process for all recipients."
   - "I would like to see more panels from agencies that have completed or are near completion of the grant process."
   - "It would be helpful to have a dedicated section to discuss some of the challenges/benefits of particular manufacturers or allow time for attendees to discuss manufacturers."

- "It would be interesting to see a category-driven session on differing open records laws at the state level. Elliott would do a great job leading this."
- "Less getting talked at by keynote/single speakers. More procedural presentations and Q&A sessions. Vendor fair (not endorsements, haha) not necessarily (only) BWC vendors but also third party clip/mount manufacturers, vest carrier designers, redaction software, etc."
- "Maybe a break down/explanation of the IT requirements to address in the policies to avoid reported submissions and quicken the process."
- "Maybe have vendors present latest and greatest."
- "Maybe incorporating data, if known, about vendor products. I know you need to stay neutral, but product selection is difficult for us to navigate. ."
- "More data involving compliance, complaints, etc. Possibly some vendor documentation with some reviews. Continuing education and learning points as more agencies deploy/ maybe some discussion from newer awardees and what they have learned."
- "More breaks. Going from one event or speaker is too much."
- "More clarity on BJA spending requirements and reporting forms."
- "More on the actual BJA requirements. The TTA info was very helpful but more on the nuts and bolts of grant management would be good."
- "More in-depth information on research regarding the benefits and/or unintended consequences of BWCs."
- "More in-depth on redaction."
- "More information to share with small agencies. A workshop for the agencies that are in line with BWCs."
- "More on evidence progress on analytics."
- "More on the grant compliance portion."
- "More on what local authorities can use for performance measurement tools, effectiveness especially in rural America."
- "More panel discussions."
- "More time dedicated to fulfillment of grant requirements; wish these sessions had been longer and included hard copies of all slides."
- "More time for questions."
- "More trends. More network opportunities."
- "N/A." (2)
- "Nothing to recommend. This was good content."
- "Pair states together, provide opportunities if some states present at conferences to compare notes/strategies on implementation/grant requirements. Like to see suggestions on best practices. There should have been enough departments reporting to provide great best practice/pitfalls/mistakes, etc."
- "Policy, real-world implementation speakers."
- "References, SMEs, Tech resources, network list/contracts that have experience with BWCs (i.e., other PDs)."
- "Similar activities, however add sessions with agencies of similar size."

- "Some walk-through of some info in workshops, specifically the procurement process."
- "Storage and networking options. The possible linkage between BWC and de-policing."
- "Storage talks."
- "The meeting was very beneficial for a police department coming to BWC seeing more videos of training."
- "Workshops - better and more informative. Some cities would benefit from a more concise lesson plan - so to speak - in the workshops."
- "Yes." (4)

4. **Did the National Meeting fulfill your reason for attending?**
- "Absolutely." (2)
- "Absolutely - was really NOT looking forward to it, but loved it and would love to come speak one year on our time in the process. Kind of like the Houston, TX, captain. Was very good."
- "Absolutely! Yes."
- "All Good."
- "Exceeded." (2)
- "It did. I was not sure what to expect, but was pleasantly surprised."
- "It did. Within our breakout group there were varying levels of progress, which was invaluable to hear. My main takeaways are the anecdotes from our group."
- "Mostly."
- "Not really. I was hoping for more guidance and direction on managing our grant. This training would have been beneficial for me prior to/during the grant process."
- "Not what I was expecting. It did not inform us on things for small agencies just starting."
- "This meeting surpassed my expectations. I obtained a lot of information and learned way more than I anticipated."
- "Yes." (41)
- "Yes very much so, partly because of the grant requirement. But secondly helped me to realize and think about areas I overlooked and didn't consider in relation to training and outside stakeholders."
- "Yes, as the grant manager I feel better prepared to support our BWC program and reporting requirements."
- "Yes, except for payment, that answer was not provided as to when to expect funds."
- "Yes, listening to the speakers opened my mind to some equipment considerations, i.e., integrated camera systems."
- "Yes. We are well down the road with using cameras so have knowledge. If we were starting out I suspect all of my '4' ratings would have been '5's."
- "You guys covered everything well!"

5. **What suggestions do you have for technical assistance that would be helpful to you and your project?**

- "Allow questions/answers for this area in the workshops."
- "Call center? Cost comparisons, have agencies share what their costs were. May give more knowledge to buyers to know what others say."
- "Do not be afraid to offer reference to the 'best' current products as fitting ethical standards and tech. i.e., business/corporation cannot lobby for preferences, just what is working for products as fitting ethical standards and what is working for products in the field. I can appreciate the analytical side but I believe majority present are looking at technical implications and tools for successful deployment. Offer better explanation of relationships. DOJ to CNA to JSS to etc., to university contact point persons etc., keep it simple."
- "Examples of best practice policy that BJA approves to be discussed."
- "Having similar organizations/# and 24/7/ availability for this critical incidents and time."
- "Hosted web forum? Somewhere to ask questions of other agencies post-conference. Could approach large topics as well as smaller ones (i.e., policy creation and where to mount BWCs on heavy winter coats). State-by-state legislation SMEs. A lot of policy/FOIA answers are dictated by state guidelines. Would be nice to have a point of contact that can specifically answer questions rather than general statements."
- "I feel that our team, Steve, and Samantha have done an awesome job. I wouldn't change anything. Maybe give them a raise."
- "I like that they are TTA for our specific area."
- "I think a checklist for all the steps and forms that need to be filled out through BJA. I was a little confused the first time through the program performance evaluation steps."
- "I think we've had great help all along and have had no major issues. Having some of the staff speak was hard to hear in the big room. They need a mic EVERY time."
- "Involving tech support more."
- "It would be helpful to have more detailed conversation/emphasis on integration of BWC equipment with other existing technology."
- "Lessons learned from PIP sites. Require each site to submit a few unforeseen challenges and how they have attempted to solve them."
- "Make reporting easier - more user friendly."
- "Make sure the speakers get to the microphone to make sure people can hear (not sure if this was the tech you were going for)."
- "Match up agencies that are close in size to each other and have breakout sessions with these agencies. This way, departments that are approximately the same size can exchange ideas."
- "Maybe a "dummy guide" to getting started. Initial steps and expectations were a little unclear based on websites and limited personal interactions. ."
- "Monthly phone calls with TTA would be great."
- "More direct answers - seem to give vague answers then get off topic."

- "More information about hardware and sustain inability."
- "None."(11)
- "Perhaps an IT do's and don'ts for the network people."
- "Perhaps create a flowchart and resource cheat sheet for grant recipients so they can follow through the process."
- "Quarterly progress report reminders based upon time the grant was submitted."
- "Regional meeting to provide guidance, meeting CNA TTA staff verses teleconference."
- "Sessions for like sized agencies."
- "Small agencies that do not have IT departments may need assistance understanding what would fit their needs."
- "Storage, networking, and video sharing."
- "Tech to come to our facility to assist."
- "Tech. Networking/integration specialists as speaker."
- "Thanks for all you guys do!"
- "The small group discussions were really good. Focusing on policy specifications."
- "TTA is great."
- "Very clear hard copy documents of all expectations, performance measures, questions, and timelines that grantees are expected to complete and maintain."
- "Very well put together meeting. Thank you."
- "We need more hands-on training for managing our grants and what to expect once the grant has been awarded. The online grant management training was useless."

6. **If you have any other questions or comments, please note them here.**
- "Coffee please. :) We are cops. Thank you!"
- "Excellent, thank you!!"
- "For new participants an awareness presentation (BWC 101) policy development/tech considerations/grant outline/etc. a guide about all things BWC."
- "Good conference, but focus should be on the process of documentation; forms, PMT, GANS, reporting shouldn't take place until Agency has attended the conference."
- "Good conference! Would like to send others."
- "Great job!"
- "Have the conference at the beginning of the grant."
- "It was disappointing to see presenters (red lanyards) taking up table space up at the front of the room. This should have been left available for attendees."
- "Keynote address was very good."
- "Maybe have the meeting closer to the submission deadline so some of this information can be addressed and put to use sooner and walk it more beneficial. EXPLAIN the roles of all the agencies involved in this process."
- "No comment." (2)

- "No questions or comments. Good learning experience on the issues other departments are having and how they relate to our problems."
- "One of the better conferences I have attended. Well organized, professional, stayed on schedule, and had great information AND hotel accommodation at the Residence Inn."
- "Overall - streamline grant process, simplify procedures, and create contact. Step-by-step guide in return agencies would subsequently provide greater detail for analytical purpose."
- "Please consider having it sooner - it seems a lot of the agencies were past the stages of a majority of topics."
- "Smaller department needs for money, not just cameras. Storage took us by storm, very expensive."
- "The staff associated with this conference were excellent and helpful. This was a great experience."
- "This did not appear to be a well-planned conference based on the topics presented. It appeared to be thrown together last minute."
- "Well prepared conference. Would it be possible to add a day specifically for vendors, optional for attendees?"
- "While moving between rooms helps stretch legs, it is a pain. Get more tables, chairs, and power in one room, or separate rooms with video conferencing."

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Conclusion

Overall, the National Meeting received positive feedback. Attendees found a range of different topics discussed at the meeting beneficial. The majority of attendees reported that the breakout sessions, workshops, Q & A opportunities, and peer-to-peer networking components of the meeting were the most beneficial. Over the next several months, CNA and the BWC TTA Team will take the information gathered from the National Meeting to develop TTA products and resources for both the BWC PIP sites and law enforcement agencies and stakeholders implementing BWCs. This information will also be used to plan future BWC TTA meetings and workshops.