



BJA
Bureau of Justice Assistance
U.S. Department of Justice

**BODY-WORN
CAMERA**
TRAINING & TECHNICAL ASSISTANCE

2016 Body-Worn Camera TTA National Meeting

April 18-19, 2016

Attendee Guide

Page intentionally blank

This project was supported by Grant No. 2015-DE-BX-K002 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Department of Justice's Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the SMART Office. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.

Table of Contents

Welcome	3
Meeting Objectives	3
General Information	3
Agenda	5
Day 1 – April 18, 2016	5
Day 2 – April 19, 2016	6
Opening Remarks	9
Welcoming Remarks	11
Introductions and Overview of the Agenda.....	13
BWC 101 – what everyone needs to know about BWCs	15
BWC Case Studies	19
Montgomery Co. Police Department Keynote.....	35
Site Progress and Accomplishments	37
Site Networking Activity.....	39
Technological Issues with BWCs	41
Day 1 Wrap-up	43
Overview of Day 2	45
BWC TTA Workshops	47
BWC TTA Workshops	49
BJA Body-Worn Camera PMT.....	51
American Civil Liberties Union Keynote	57
Site Reflection and Planning	59
BWC TTA: Emerging Issues.....	61
Site Networking Session.....	63
Closing Remarks	65
Day 2 Wrap-up	67
Appendix A: BWC TTA Resources.....	69
BJA and CNA Body-Worn Camera Training and Technical Assistance Initiative	71

Body-Worn Cameras and Use of Force: Opportunities for Action	79
Policy Considerations for Body-Worn Cameras (BWCs) in Prosecutors' Offices	87
Instructions for Completing the Body-Worn Camera Policy Review Scorecard	93
Body-Worn Camera Policy Review Scorecard Template	98
Appendix B: BWC TTA Website	107
Appendix C: Facilitator Bios	109
Office of Justice Programs (OJP)/Bureau of Justice Assistance (BJA)	108
Body-Worn Camera Training and Technical Assistance Team.....	110
BWC TTA Subject Matter Experts	113
Appendix D: Attendee List	119

Welcome

Welcome to the **2016 Body-Worn Camera Training and Technical Assistance National Meeting**. This meeting is intended to create a forum for discussing important issues related to Body-Worn Camera (BWC) program implementation.

Participants at the national meeting include representatives from each of the BWC Pilot Implementation Program sites, members of the BWC TTA Team, subject matter experts, and representatives from BJA.

Meeting Objectives

This is the first full meeting of the BJA Pilot Implementation Project (PIP) sites to include BJA, CNA, the BWC TTA team partners (Arizona State University and Justice & Security Strategies), and several of the subject matter experts (SMEs) working with us on this initiative. Thus, there are a number of objectives for this national meeting:

- reinforce thorough policy development and considerate implementation as the cornerstones of successful BWC programs;
- deliver technical assistance to PIP sites on pre-determined and site-generated topics;
- review BJA's BWC Performance Measurement Tool (PMT);
- facilitate peer-to-peer learning and networking;
- explain the array of TTA resources and how to access them;
- examine new and emerging issues regarding BWCs; and
- discuss site progress, accomplishments, common challenges, and forward-looking strategies.

General Information

The BWC TTA National meeting will be held, April 18-19, 2016 at the Westin Arlington Gateway, 801 N. Glebe Rd. Arlington, VA 22201.

Registration for the meeting will begin at 8:00am on April 18th. Please follow the signs upon entry into the hotel for direction to the National Meeting. The meeting will be held in the F. Scott Fitzgerald AB meeting room. Break out rooms, F. Scott Fitzgerald D and E will also be used throughout the meeting.

Break out room assignments

The majority of the meeting will be held in F. Scott Fitzgerald AB. However, during the breakout or workshop sessions, participants will be directed to use the two additional breakout rooms. During the breakout/workshop sessions, F. Scott Fitzgerald AB will also be separated into two rooms.

The following are the breakout/workshop room assignments during the meeting. Participants will be broken out into four groups (A, B, D, E) based on their BWC program category. Each participant will be informed of their group assignment upon registration. These group assignments will also be noted on participants' name badges.

- F. Scott Fitzgerald A = Large and Enhancement
- F. Scott Fitzgerald B = Medium
- F. Scott Fitzgerald D = Small
- F. Scott Fitzgerald E = Small

Meals

Meals will not be provided for meeting participants or facilitators. There are a number of restaurants within walking distance of the hotel. For more information about local dining options, please see the materials in the folder provided to you at registration.

Participant Feedback

At the end of Day 2, please be sure to complete the Participant Feedback Form provided to you in the materials you received at registration. This feedback will allow us to improve future meetings and ensure that our presentations and materials suit your needs.

Agenda

Day 1 – April 18, 2016

Time	Activity	Room
8:00-8:30am	Registration	F. Scott Fitzgerald AB
8:30-8:45am	Opening Remarks Beth McGarry, <i>Principal Deputy Assistant Attorney General, Office of Justice Programs</i>	F. Scott Fitzgerald AB
8:45-9:00am	Welcoming Remarks Kristen Mahoney, <i>Deputy Director, Bureau of Justice Assistance</i>	F. Scott Fitzgerald AB
9:00-9:15am	Introductions and agenda overview Michael Roosa, <i>Senior Policy Advisor, Bureau of Justice Assistance</i> Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i>	F. Scott Fitzgerald AB
9:15-9:45am	BWC 101 – what everyone needs to know about BWCs Michael Roosa, <i>Senior Policy Advisor, Bureau of Justice Assistance</i> Dr. Michael White, <i>BWC TTA Co-Director & Professor in the School of Criminology and Criminal Justice, Arizona State University</i>	F. Scott Fitzgerald AB
9:45-10:00am	BREAK	
10:00-11:30am	BWC case studies from enhancement sites Dan Zehnder, <i>Lieutenant, Las Vegas, NV Metropolitan Police Department</i> Ed Trapp, <i>Lieutenant, Pittsburgh, PA Police Department</i> Otha Sandifer, <i>Commander, New Orleans, LA Police Department</i> Douglas Steele, <i>Commander, Peoria, AZ Police Department</i>	F. Scott Fitzgerald AB
11:30-12:00pm	Keynote J. Thomas Manger, <i>Chief, Montgomery County Police Department; President, Major Cities Chiefs Police Association</i>	F. Scott Fitzgerald AB
12:00-1:00pm	Lunch (on your own) / Podcast Filming (Las Vegas, Pittsburgh, Richmond, Peoria)	
1:00-1:45pm	Site progress and accomplishments Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i>	F. Scott Fitzgerald A/B/D/E

Time	Activity	Room
1:45-2:00pm	Facilitator summary of discussions Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i>	F. Scott Fitzgerald AB
2:00-2:15pm	BREAK /Podcast Filming (Eugene, Twin Falls)	
2:15-3:45pm	Site networking activity Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i>	F. Scott Fitzgerald A/B/D/E
3:45-4:00pm	Facilitator summary of discussions Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i>	F. Scott Fitzgerald AB
4:00-4:45pm	Technological issues with BWCs Michael Roosa, Senior Policy Advisor, BJA Dan Zehnder, <i>Lieutenant, Las Vegas, NV Metropolitan Police Department</i> Jonathan Lewin, <i>Deputy Chief, Chicago, IL Police Department</i> William Albert, <i>Sergeant, Greenville, SC Police Department</i> Ron Maas, <i>Captain, San Bernardino, CA Police Department</i>	F. Scott Fitzgerald AB
4:45-5:00pm	Day 1 wrap-up Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i>	F. Scott Fitzgerald AB

Day 2 – April 19, 2016

Time	Activity	Room
8:00-8:30am	Registration	F. Scott Fitzgerald AB
8:30-8:45 am	Overview of day 2 Dr. James Coldren, <i>BWC TTA Director, CNA</i>	F. Scott Fitzgerald AB
8:45-10:00am	TTA workshops <i>(See workshop descriptions)</i> Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i> <ul style="list-style-type: none"> Use of Force Issues and BWCs Analyzing Video Footage: Building BWC Use Cases Working with Prosecutors on BWC implementation Assessing and evaluating BWC implementation projects 	F. Scott Fitzgerald A F. Scott Fitzgerald B F. Scott Fitzgerald D F. Scott Fitzgerald E
10:00-10:15am	BREAK /Podcast Filming (Fontana, Pasadena)	
10:15-11:30am	TTA workshops <i>(See workshop descriptions)</i> Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i> <ul style="list-style-type: none"> Use of Force Issues and BWCs Developing and Refining BWC Policies Working with Prosecutors on BWC implementation Victims Issues Regarding Body-Worn Cameras 	F. Scott Fitzgerald A F. Scott Fitzgerald B F. Scott Fitzgerald D F. Scott Fitzgerald E

Time	Activity	Room
11:30-12:00pm	Presentation/discussion on the BJA BWC PMT Dr. Daniel Pryce, <i>Senior Research Associate, CSR Inc.</i> Dr. Laura Wycoff, <i>State Policy Advisor, Bureau of Justice Assistance</i>	F. Scott Fitzgerald AB
12:00-1:00pm	LUNCH (on your own) / Podcast Filming (Wichita, San Bernardino, Miami-Dade, Fayetteville)	
1:00-1:30pm	Keynote: Community Perspectives on Body-Worn Cameras Jay Stanley, <i>Senior Policy Analyst, ACLU Speech, Privacy and Technology Project</i>	F. Scott Fitzgerald AB
1:30-2:15pm	Site reflection and planning Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i> <i>Participants will break up into four groups and assess how information from this meeting will inform their plans for the next 6-12 months</i>	F. Scott Fitzgerald A/B/D/E
2:15-2:30pm	BREAK /Podcast Filming (Chicago, New Orleans)	
2:30-3:30pm	Emerging issues in BWC TTA Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i> Tom Woodmansee, <i>Senior Policy Advisor, CNA</i> Stephen Fender, <i>State Policy Advisor, Bureau of Justice Assistance</i> <i>This will be a facilitated discussion among the sites regarding their suggestions for the TTA process and topics for new or enhanced TTA products.</i>	F. Scott Fitzgerald AB
3:30-4:30pm	Site networking session Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i> <i>This session will be semi-structured for participants to discuss BWC issues with each other. Participants will be broken into four groups. Please review the potential discussion topics for this networking activity. There is no report out for this session.</i>	F. Scott Fitzgerald A/B/D/E
4:30-4:50pm	Closing Remarks Kristen Mahoney, <i>Deputy Director, Bureau of Justice Assistance</i>	F. Scott Fitzgerald AB
4:50-5:00pm	Meeting wrap-up Dr. James “ Chip” Coldren, <i>BWC TTA Director, CNA</i>	F. Scott Fitzgerald AB

Page intentionally blank

Opening Remarks

Beth McGarry, Principal Deputy Assistant Attorney General, Office of Justice Programs

April 18, 2016, 8:30-8:45am



Appointed Principal Deputy Assistant Attorney General in January 2015, Beth McGarry advances for the Assistant Attorney General's consideration major policy and legislative proposals affecting the Office of Justice Program's mission. She coordinates the development, implementation, and evaluation of policies and programs to ensure they are consistent with the goals and objectives of the Assistant Attorney General, the Attorney General and the Administration.

Ms. McGarry began serving in the Department of Justice in 1990 as an Assistant United States Attorney for the Northern District of California. In that capacity she represented the U.S. government and its agencies in all civil litigation matters, and was the lead trial attorney for cases involving allegations of employment discrimination, personal injury, medical malpractice and constitutional violations. Later, as First Assistant U.S. Attorney, Executive Assistant U.S. Attorney and Acting U.S. Attorney, she managed the legal and administrative operations for an office of approximately 180 employees and served as the chief liaison to the Department of Justice, the district court, other government agencies and the public, and was a Pro Bono mediator for the U.S. District Court, Northern District of California. From 2002 - 2003 she was Legislative Counsel in the Executive Office for U.S. Attorneys.

Ms. McGarry served in the Office of Justice Programs from 2003 - 2011 as Deputy Assistant Attorney General for Operations and Management and Senior Counsel to the Assistant Attorney General. Providing day-to-day management, she was responsible for human capital, equal employment opportunity and diversity, information technology, acquisitions, financial management, grants management and management controls. During her tenure she also managed and directed the award, implementation and oversight of \$2.76 billion in American Recovery and Reinvestment Act (ARRA) funding.

Ms. McGarry returned to the Office of Justice Programs in 2013 as Chief of Staff and Senior Counsel. Her responsibilities included advising the Assistant Attorney General on the formulation of policy issues and assisting with the implementation of Department of Justice and Office of Justice Programs' policy initiatives and priorities, as well as coordinating policy implementation within the Office of Justice Programs and with other federal, state, tribal and local government entities. Ms. McGarry holds a Juris Doctor (cum laude) from the University of California, Hastings College of the Law and a Bachelor of Science in Nursing (cum laude) from the University of Delaware.

Page intentionally blank

Welcoming Remarks

Kristen Mahoney, Deputy Director, Bureau of Justice Assistance

April 18, 2016 8:45-9:00am



Ms. Kristen Mahoney was sworn in as the new BJA Deputy Director for Policy on July 9, 2012. She most recently served as the Executive Director of the Governor's Office of Crime Control and Prevention for the state of Maryland and as President of the National Criminal Justice Association. She is a longtime friend of BJA and a champion of state, local, and tribal efforts to improve criminal justice in communities across the country. She brings tremendous knowledge, experience, and enthusiasm to her new position.

Ms. Mahoney has also worked with staff in BJA's Programs, Planning, and Policy Offices for a number of years, and she understands the importance of BJA's work to the communities it serves. She has also served as Chief of the Technical Services Division of the Baltimore Police Department, as a Senior Policy Advisor in the COPS Office, and as the State Administrative Agent for Byrne Justice Assistance Grant funds for many years.



Page intentionally blank

Introductions and Overview of the Agenda

Michael Roosa, Policy Advisor, Bureau of Justice Assistance

Dr. James "Chip" Coldren, BWC TTA Director, CNA

April 18, 2016 9:00-9:15am

<div data-bbox="466 768 872 877"> <h2>Introductions and Agenda Overview</h2> </div> <div data-bbox="217 896 345 1022">  </div> <div data-bbox="341 913 880 974"> <p>Mike Roosa, Senior Policy Advisor, BJA James "Chip" R. Coldren, Jr., Managing Director, CNA</p> </div>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<div data-bbox="225 1226 803 1276"> <h2>Agenda Overview – April 18</h2> </div> <div data-bbox="235 1302 876 1652"> <ul style="list-style-type: none"> › Welcome and Introductions › BWC 101 – what everyone needs to know about BWCs › Check-in on site progress and accomplishments › Discussion facilitator summarize their groups' discussions › Break › BWC case studies from enhancement sites › Lunch › Keynote speaker: Cathy Lanier › Site networking activity › Break › Facilitators from the networking session summarize their group discussions › Panel session on technological issues with BWCs › Day 1 wrap-up </div> <div data-bbox="737 1562 839 1665">  </div>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

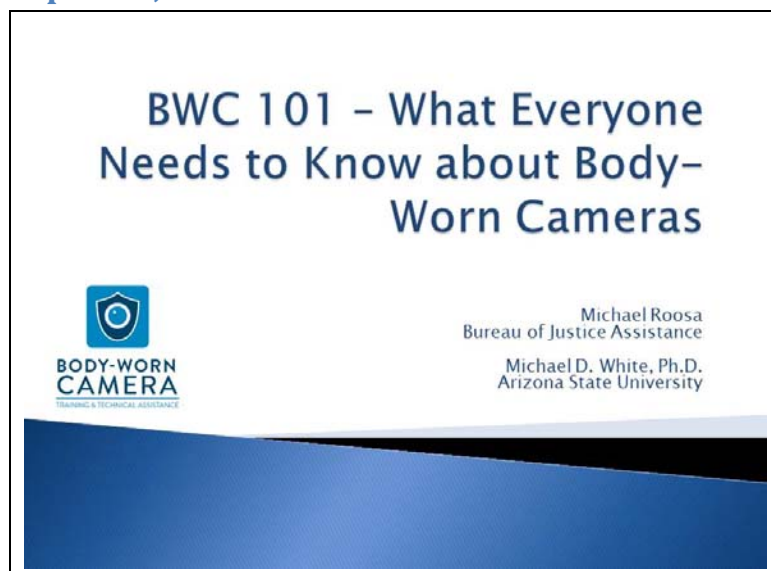




Page intentionally blank

BWC 101 – what everyone needs to know about BWCs

Michael Roosa, Policy Advisor, Bureau of Justice Assistance

Dr. Michael White, BWC TTA Co-Director & Professor, Arizona State University

April 18, 2016 9:15-9:45am

 <p>BWC 101 – What Everyone Needs to Know about Body-Worn Cameras</p> <p> BODY-WORN CAMERA TRAINING & TECHNICAL ASSISTANCE</p> <p>Michael Roosa Bureau of Justice Assistance</p> <p>Michael D. White, Ph.D. Arizona State University</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Setting the Stage: Timeline of Key Events for BWCs</p> <ul style="list-style-type: none"> 2005 – Plymouth Basic Command Unit (UK) tests BWCs 2009–10 – Oakland (CA) Police Department rolls out 200 BWCs August 2013 – Ruling in the <i>Floyd</i> case against the NYPD (BWCs as a remedy) Spring 2014 – US DOJ “Assessing the Evidence” report and PERF report released August 9, 2014 – Michael Brown killed in Ferguson December 2014 – White House announces Community Policing Plan April 19, 2015 – Freddie Gray dies while in custody of the Baltimore PD May 2015 – US DOJ releases the National Body-Worn Camera Toolkit; President’s Task Force on 21st Century Policing – final report July 2015 – BJS releases 2013 survey results (32% deploying BWCs) September 2015 – 73 agencies awarded funding through US DOJ Body-Worn Camera Pilot Implementation Program (\$19.3 million); 3 agencies award BWC SPI grants November 2015 – Footage of Chicago Police killing Laquan McDonald is released <p> PRESIDENT OBAMA'S PLAN TO STRENGTHEN COMMUNITY POLICING</p> <p> THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING</p> <p> BODY-WORN CAMERA TRAINING & TECHNICAL ASSISTANCE</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

Perceived Benefits of BWCs

Possible Benefits
Increased Transparency
Enhanced Legitimacy and Public Satisfaction
Improved Police Officer Behavior
Improved Citizen Behavior
Expedited Resolution of Complaints and Lawsuits
Improved Evidence for Arrest and Prosecution
Opportunities for Police Training



Big Ticket Concerns for BWC Implementation

Implementation Concerns
Citizens' Privacy
Officers' Privacy
Officers' Safety
Impact on Citizen Attitudes (Satisfaction/Legitimacy)
Training and Policy Requirements
Impact on Officer Productivity/Morale
State and Federal Law (Public Records, Mandatory Wear, HIPAA, etc.)
Logistical/Resource/Cost Requirements






Resources: BJA National Body-Worn Camera Toolkit

- › February 26–27, 2015: Two-day expert panel at the White House
- › May 2015: Toolkit “goes live” at: <https://www.bja.gov/bwc>
- › Serves as an information warehouse on BWCs (FAQ format in the areas of:
 - › Research
 - › Policy
 - › Technology
 - › Privacy
 - › Training
 - › Stakeholders
- › Law Enforcement Implementation Checklist



17

 Law Enforcement Implementation Checklist 	
Step 1: Learn the Fundamentals	
1.1. Become familiar with available materials	
<ul style="list-style-type: none"> Review Body-Worn Camera Toolkit and the Implementation Checklist toolkit page Review the National Landscape materials to access the most up-to-date shared resources from across the country 	
1.2. Build a basic understanding of body-worn cameras and related considerations	
<ul style="list-style-type: none"> Read through the background and essential reading materials on the Policy Section toolkit page Identify key links, available templates, and other resources available on the Resources toolkit page 	
Step 2: Develop a Plan	
2.1. Define program goals, objectives, and desired outcomes	
<ul style="list-style-type: none"> Review materials available on the Implementation Checklist toolkit page 	
2.2. Understand program costs and identify potential funding sources	
<ul style="list-style-type: none"> Perform a search on "cost" in the toolkit and read the Implementation Checklist toolkit page materials about cost Seek out information about regional resources and partnership opportunities 	
2.3. Identify stakeholders and define a stakeholder engagement/communication plan	
<ul style="list-style-type: none"> Engage law enforcement stakeholders and discover/seek champions for each community <ul style="list-style-type: none"> • Union, patrol, training, supervisors, legal, internal affairs, records, technology, research/planning Engage broader justice stakeholders and discover/seek champions for each community <ul style="list-style-type: none"> • City and county prosecutor, public defender, courts Engage external (non-judicial) stakeholders and discover any obvious champions <ul style="list-style-type: none"> • City leadership, privacy/advocacy groups, community leaders, residents, media 	
2.4. Build project plan and identify a project sponsor, project manager, and stakeholder leads	
<ul style="list-style-type: none"> Review the Implementation Checklist toolkit page materials and templates related to planning 	
2.5. Develop a plan and identify research partner to document process and usage of BWC program	
<ul style="list-style-type: none"> Implementation process, officer outcomes, departmental outcomes, case outcomes, citizen outcomes 	
Step 3: Form Working Group(s) and Identify Collaboration Opportunities	
3.1. Identify any regional opportunities that offer economy of scale, program sponsorship, or governance	
<ul style="list-style-type: none"> Seek out whether any existing regional procurements, data storage capabilities, multi-disciplinary working groups, and/or community oversight/monitor groups could offer opportunities for reduced cost or overhead 	


**BODY-WORN
CAMERA**
TRAINING & TECHNICAL ASSISTANCE

BWC Case Studies

Dr. Charles Katz, Professor, Arizona State University (Moderator)

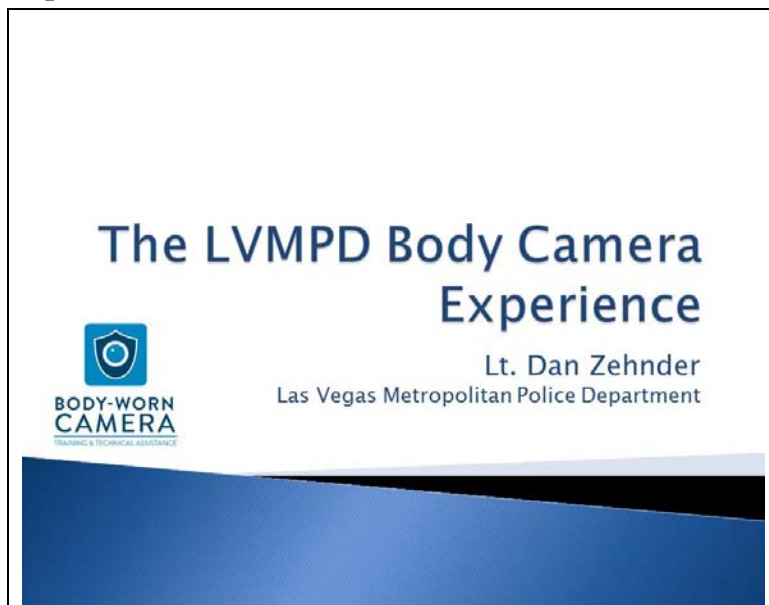



Dan Zehnder, Lieutenant, Las Vegas, NV Metropolitan Police Department

Ed Trapp, Lieutenant, Pittsburgh, PA Police Department

Otha Sandifer, Commander, New Orleans Police Department

Douglas Steele, Commander, Peoria, AZ Police Department

April 18, 2016 10:00-11:30am

 <p>The LVMPD Body Camera Experience</p> <p> Lt. Dan Zehnder Las Vegas Metropolitan Police Department</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
 <p>6/10 TREVON COLE</p> <p>7/10 ERIK SCOTT</p> <p>11/11 LV REVIEW-JOURNAL SERIES</p> <p>12/11 STANLEY GIBSON</p> <p> BODY-WORN CAMERA TRAINING & TECHNICAL ASSISTANCE</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

 <p>FORMER SHERIFF DOUG GILLSPIE</p> <p>COLLABORATIVE REFORM MODEL Final Assessment Report of the Las Vegas Metropolitan Police Department</p> <p>2012 DOJ COLLABORATIVE REFORM REPORT</p> <p>2012 LVMPD BWC RECOMMENDATIONS</p> <p>TASER AXON FLEX</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
 <p>CNA ANALYSIS & SOLUTIONS</p> <p>UNLV UNIVERSITY OF NEVADA LAS VEGAS</p> <p>NATIONAL INSTITUTE of JUSTICE</p> <p>BODY-WORN CAMERA TRAINING & TECHNICAL ASSISTANCE</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Key Points</p> <ul style="list-style-type: none"> › Comprehensive Planning › Solid Policy › Effective Training › Program Administration › Consumers of BWC Video <p>BODY-WORN CAMERA TRAINING & TECHNICAL ASSISTANCE</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

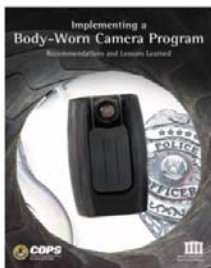
Comprehensive Planning

- › Do Your Homework
- › Project Management/Manager
- › Have a Plan Beyond Deployment
- › Dedicate Resources
- › Continual Communications



Solid Policy

- › BJA Guidelines
- › Comprehensive
- › Community Involvement
- › Guardians of Privacy
- › Use of Force



Effective Training

- › Have a Training Plan
- › Fully Integrated
- › All Functions & Levels
- › Competency Based



Program Administration

- › Daily Operations & Functions
- › Audits
 - › Compliance
 - › Operational
 - › Training
- › Feedback Loops
- › Public Records (Caution!)






Consumers

- › Courts
- › Agency (Including Officers)
- › Public (Including the Media & Politicians)

Prepare for the Unexpected



<div data-bbox="428 390 912 487"> <h2>BodyWorn Cameras</h2> <p>a View from Pittsburgh</p> </div> <div data-bbox="217 510 347 636">  <p>BODY-WORN CAMERA TRAINING & TECHNICAL ASSISTANCE</p> </div> <div data-bbox="542 550 909 623"> <p>Lieutenant Ed Trapp <i>Pittsburgh Police Department</i></p> </div>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<div data-bbox="224 835 764 890"> <h2>Why Body Worn Cameras?</h2> </div> <div data-bbox="233 917 724 1176"> <ul style="list-style-type: none"> ▶ January 2010, An infamous Arrest ▶ In Car Cameras for Cycles? ▶ Avoiding the Fallout from One ▶ Possible Solution for the Other </div> <div data-bbox="771 1218 876 1318">  <p>BODY-WORN CAMERA TRAINING & TECHNICAL ASSISTANCE</p> </div>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<div data-bbox="224 1396 849 1440"> <h2>History of Pittsburgh's BWC Program</h2> </div> <div data-bbox="233 1463 849 1701"> <ul style="list-style-type: none"> ▶ PBP begins testing BWCs in February 2012 ▶ 50 cameras were purchased in August 2012 ▶ Deployed on motorcycles and bicycles ▶ Early Returns Were Encouraging </div> <div data-bbox="763 1734 867 1824">  <p>BODY-WORN CAMERA TRAINING & TECHNICAL ASSISTANCE</p> </div>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

2013: Pittsburgh Police Conducts a BWC Case Study

- Motorcycle units – Comparison from 9/17/12 – 2/28/13*
- 15 Officers and Supervisors who used BWC most
- Complaint Comparison
- This preliminary experience shows:
 - Sample too small for any definite conclusions
 - One officer who was Number 2 in Bureau in complaints only had 1 complaint during extended trial (February 2012)



Why So Brief?

- We subsequently became aware of the fact that we were in technical violation of the Pa Wiretap Act
- The act required the video unit to be installed in the vehicle.
- In February 2013 we halted the program and began to work to get changes made to the wiretap act to allow for body worn cameras.



Legislative Change

- Legislative Change Came in January 2014
- In April 2014 the State Police approval of body worn cameras was posted in the Pennsylvania Bulletin.
- We crafted a policy based on policies from around the country.
- September 29 we redeployed the cameras into the field still limited to motorcycles and bicycles.
- Change Good/Not Good Enough



Next Steps

- ▶ January 2016 Began Pilot Program in Patrol
- ▶ Urban Institute Study
- ▶ Hopefully Legislators Come Through
- ▶ Full Deployment



Lessons We Learned

- ▶ A Good Policy is Key
- ▶ Get Input from Stakeholders
- ▶ Manage Public Expectations
- ▶ Take Your Time and get it Right



Body Worn Cameras: Increasing Transparency and Accountability in Policing



Otha Sandifer, Commander,
New Orleans, LA Police Department



National Leadership on BWCs

NOPD was among the first police departments nationwide to invest in a widespread deployment of body worn cameras. NOPD deployed body worn cameras in order to:

- ▶ Increase Accountability;
- ▶ Enhance Public Trust;
- ▶ Increase Officer Safety; and
- ▶ Improve the Quality of Investigations.

In May 2014, NOPD deployed 420 Body Worn Cameras to its officers. The department has since purchased an additional 200 cameras. These cameras are produced by TASER International, which won a public bid to supply the technology. NOPD also uses TASER's 'evidence.com' system to store and manage videos.



National Leadership on BWCs

- ▶ NOPD has also been recognized by the federal government as a leader on this issue and has been asked to participate in a number of new initiatives to lead BWC adoption throughout the country.
- ▶ In February 2015, NOPD Superintendent Harrison went to Washington, DC at the request of the White House and DOJ to provide input on the development of an online toolkit available online: <https://www.bja.gov/bwc/>.
- ▶ In April 2015, NOPD joined the White House's Police Data Initiative and is working to publish BWC metadata online, along with other policing data.
- ▶ In September 2015, NOPD was selected by DOJ to receive grant funding that will allow us to expand our BWC program by purchasing an additional 250 BWCs.



Benefits of Body Worn Cameras

We've seen some significant benefits as a result of investing in BWCs.

- ▶ We've given our District Attorney direct access to the system and they are using these videos to strengthen their prosecutions of dangerous criminals.
- ▶ We've been able to use BWC video as a training tool in the classroom, allowing our officers to evaluate and critique real-life situations in training.
- ▶ BWCs have helped us to more effectively handle citizen complaints against officers, exonerating officers when no incident occurred and holding them accountable when they violate policy.
- ▶ These videos are also a valuable tool for supervisors, allowing them to more closely and effectively supervise officers.
- ▶ Above all, BWCs promote professionalism in policing and enhance community relations. They are a net positive for our department.



Development of a BWC Policy

As NOPD deployed BWCs early, there were only a few model BWC policies available to review. As a result, NOPD worked closely with its federal partners in the development of our policy and ultimately produced the first local BWC policy to be reviewed and approved by the U.S. Department of Justice.

This policy, Chapter 41.3.10 can be found online, along with other NOPD policies, at: <http://www.nola.gov/nopd/publications/>



Policy Overview

Who wears BWCs?

- ▶ District platoon (calls for service response) and general assignment (proactive) Officers;
- ▶ School Resource Officers;
- ▶ Gang Task Force Officers;
- ▶ Special Operations Division Officers (SWAT, Canine, etc.); and
- ▶ District Sergeants (as inventory permits).

When are BWCs activated?

- ▶ All field contacts involving law enforcement activity, including all calls for service;
- ▶ Other contacts that become adversarial after initial contact in a situation that would not otherwise require recording; and
- ▶ Other situations where the officer believes it would serve a legitimate law enforcement purpose.



Policy Overview

Officer Requirements

- ▶ Officers are individually assigned a BWC and must:
 - Inspect the BWC at the start of each shift to ensure it is operational;
 - Activate the BWC "as soon as practical" at the onset of any situation that requires activation;
 - Deactivate the BWC when a contact has concluded, or request authorization from a supervisor to terminate the recording earlier due to privacy considerations; and
 - Place BWC in docking station at the conclusion of their shift, in order to charge and download the video.



Policy Overview Continued...

Supervisor Requirements

- Supervisors are required to:
 - Ensure that any malfunctioning equipment is replaced before the officer responds to calls for service;
 - Perform random reviews of BWC recordings produced by their officers to ensure that BWCs are being used according to policy; and
 - Review videos of all incidents that they have been informed are the subject of a potential citizen complaint.



BWC Challenges

- **BWC Adoption and Compliance** – How do we deploy this new technology so that it becomes an accepted and widely used policing tool?
- **Release of BWC Video** – In what format and when should BWC video be released in order to conform with Louisiana public records law while protecting public safety?



BWC Challenges: Adoption and Compliance

Adoption is an important part of deploying any new technology. We worked to increase adoption and acceptance of BWCs with officers through a multi-faceted strategy.

- **Education.** Providing training on BWC use and internally messaging the benefit to officers of cameras.
- **Framework** for Accountability. Instituting new systems to allow us to track BWC usage, including changes to daily activity reports.
- **Oversight.** Involving supervisors in monitoring BWC usage and reviewing BWC videos.
- **Discipline.** When necessary, holding members accountable for violations of BWC policy



BWC Challenges: Adoption and Compliance

In order to evaluate the effectiveness of this strategy, we conduct monthly spot checks of BWC usage. During these spot checks, members of the Compliance Bureau determine whether BWCs were activated in situations that require their use.

We've seen significant success in full compliance with our policy, and are currently at 98–99% compliance according to these spot checks.



BWC Challenges: Public Release of Video

As more video is created, there will be more and more requests from the public, media, and other entities to obtain these videos.

NOPD recently worked with the U.S. Department of Justice and the team monitoring our consent decree to create a new policy on video release during critical incidents.

This policy provides for NOPD to obtain input from a variety of partners, including the District Attorney, City Attorney, and U.S. Attorney on whether video of a critical incident should be made public. Within nine days of a critical incident, a recommendation is made to the Superintendent on whether or not to release the video, and he makes the final determination on whether to do so.

More information about this policy can be found online:
<http://www.nola.gov/nopd/press-releases/2016/20160224-following-rollout-of-expansive-body-worn/>



Peoria (AZ) Police Department



Commander Douglas Steele
Peoria Police Department

City of Peoria, Arizona

- Peoria is a vibrant community of more than 160,000 residents that is recognized as having one of the highest quality of life reputations in the country. The City of Peoria is located just Northwest of Phoenix.



Peoria Police Department

- Make up of the Peoria Police Department
 - 296 Total Employees
 - 195 Sworn Employees
 - 154 Line Level Sworn Officers
 - 100 Officers assigned to Patrol Services Bureau



Body Worn Camera Program

- In December of 2014, the Peoria Police Department implemented its Body Worn Camera Program.
- After careful consideration, assignments of BWCs were divided among three sections within the agency.



Body Worn Camera Program

- › Camera Deployment
 - › Forty-two (42) assigned to patrol officers among all three shifts.
 - › Ten (10) assigned to the Traffic Services Section which accounts for 100% deployment.
 - › Two (2) to patrol assigned canine officers.



Body Worn Camera Program

- › Project Design and Implementation
 - › Best Practices (agencies around the country and those in Arizona)
 - › Community Engagement (U.C.A.N.)
 - › Committee Development
 - › Officers and Union Representation
 - › Police Managers
 - › IT specialists
 - › Legal advisor



Body Worn Camera Program

- › Officer Concerns
 - › Part of the testing and evaluation phase
 - › Most vocal officers were selected (informal leaders)
 - › Officers became advocates for the program
 - › Officer feedback was vital in selecting vendor
 - › Part of policy development
 - › Department Audit Program
 - › Show exemplary service by officers
 - › Training aids
 - › Constructive feedback



Body Worn Camera Program

- › Use of Force Incidents and Investigations
 - › If BWCs were on scene the footage is provided to the use of force committee.
 - › Footage has provided a different perspective on use of force. Committee has been able to evaluate not only the use of force, but have information on what lead up to the use of force.
 - › Information has been very valuable for training and after action review.



Body Worn Camera Program

- › Use of Force Incidents and Investigations
 - › In a vast majority of investigations involving an officer wearing a body worn camera, the BWC footage has shown the officer to have acted professionally and within department policy.



Body Worn Camera Program

- › What we have learned...
 - › A holistic approach to implementing a BWC program is key.
 - › Celebrate instances in which officers have done outstanding work.
 - › Engage your community.



Peoria Police Department

► Contact Information:

Commander Douglas Steele
Douglas.steele@peoriaaz.gov
602-390-7103



Page intentionally blank

Montgomery Co. Police Department Keynote

Chief J. Thomas Manger, Montgomery County Police Department

April 18, 2016 11:30-12:00pm



Chief J. Thomas Manger was sworn in as Montgomery County Police Chief on January 30, 2004. The Montgomery County Department of Police (MCP) is one of the largest police departments in the State of Maryland, with more than 1300 sworn and 550 civilian members serving 1 million residents in the greater Washington D.C. Metropolitan Area.

A Maryland native, he graduated from the University of Maryland in 1976 with a B.A. in Criminal Justice. Chief Manger began his law enforcement career in 1977 with the Fairfax County (Virginia) Police Department. He rose through the ranks to become Chief of Police in 1998. During his tenure in Fairfax County, Chief Manger received numerous awards including the Silver Medal of Valor. Chief Manger is credited with reorganizing and expanding the Fairfax County Police Department's community policing efforts. His commitment to the highest ethical standards for policing and his enactment of new policies to increase departmental accountability earned significant recognition from the community, to include the Fairfax County Human Rights Commission Award for outstanding contributions, and the N.A.A.C.P.'s Community Service Leadership award. In 2012, Chief Manger was inducted into the Montgomery County Human Rights Hall of Fame.

In addition to being the President of the Major Cities Chiefs Association, Chief Manger also serves as the Vice-President on the Board of Directors for the Police Executive Research Forum (PERF). Chief Manger is a graduate of the F.B.I. National Academy, the National Executive Institute, the Police Executive Leadership School at the University of Richmond, and the Senior Executive Institute at the University of Virginia. In 2006, Chief Manger completed the John F. Kennedy School's Program for State and Local government, at Harvard University.

Page intentionally blank

Site Progress and Accomplishments

April 18, 2016 1:00-1:45pm

This session includes a series of group discussions through which the sites present their projects briefly and talk about progress, challenges, positive developments, etc. To facilitate discussion, the sites will be divided into four groups, with each group addressing the same questions in a 45-minute session.

Break out groups

Group	Room	Facilitator(s)
A	F. Scott Fitzgerald A	<i>Dr. Charles Katz, Professor, Arizona State University Dr. Michael White, BWC TTA Co-Director & Professor, Arizona State University</i>
B	F. Scott Fitzgerald B	<i>Dr. Craig Uchida, President, Justice & Security Strategies Shellie Solomon, Vice President, Justice & Security Strategies</i>
D	F. Scott Fitzgerald D	<i>Hildy Saizow, BWC TTA Subject Matter Expert, CNA Tom Woodmansee, Senior Advisor, CNA</i>
E	F. Scott Fitzgerald E	<i>Charles Stephenson, BWC TTA Subject Matter Expert, CNA Dr. William Sousa, Associate Professor, University of Nevada Las Vegas</i>

Discussion Questions

1. What is the current status of your BWC project (especially regarding policy development)
2. What challenges or problems have you had to overcome up to this point?
3. What challenges do you foresee in the next 3-6 months?

Notes:

Page intentionally blank

Site Networking Activity

April 18, 2016 2:15-3:45pm

This will be a “café style” session. Participants will be divided into 4 groups. The café style discussions will be led by the facilitators listed below. As the site groups sit in each room, the facilitators will rotate from room to room, engaging the participants in questions and discussion.

Break out groups

Group	Room
A	F. Scott Fitzgerald A
B	F. Scott Fitzgerald B
D	F. Scott Fitzgerald D
E	F. Scott Fitzgerald E

Facilitators

- Dr. Charles Katz, Professor, Arizona State University
- Dr. Michael White, BWC TTA Co-Director & Professor, Arizona State University
- Dr. Craig Uchida, President, Justice & Security Strategies
- Shellie Solomon, Vice President, Justice & Security Strategies
- Hildy Saizow, BWC TTA Subject Matter Expert, CNA
- Tom Woodmansee, Senior Advisor, CNA
- Charles Stephenson, BWC TTA Subject Matter Expert, CNA
- Dr. William Sousa, Associate Professor, University of Nevada Las Vegas

Notes:

Page intentionally blank

Technological Issues with BWCs

Michael Roosa, Policy Advisor, Bureau of Justice Assistance (Moderator)

Dan Zehnder, Lieutenant, Las Vegas, NV Metropolitan Police Department

Jonathan Lewin, Deputy Chief, Chicago, IL Police Department

Ron Maas, Captain, San Bernardino, CA Police Department

William Albert, Sergeant, Greenville, SC Police Department

April 18, 2016 4:00-4:45pm

This session includes a panel of SMEs from the BWC TTA Team as well as several PIP site representatives. Panelists will engage in a panel discussion on challenging technological issues related to BWCs.

Discussion questions:

1. How much has your agency invested in BWCs (e.g., camera units and storage) and what percentage of your technology budget does that amount represent?
2. What other costs has your agency incurred other than the camera unit and storage costs (e.g., infrastructure, software, software development, support personnel), and what do you see as your agency's investment in all of these costs over the next five years?
3. How does your agency's utilization of BWCs compare with, or complement, its use of other video technologies (e.g., car/dashboard cams, CCTV, LPR, facial recognition, etc.); are costs multiplying with each new technology or are their cost savings?
4. What do you see as the biggest technological challenge for your department as you proceed with BWC implementation, and where do think assistance should come from to help address this challenge?

Notes:

Page intentionally blank



Page intentionally blank

Overview of Day 2

Dr. James "Chip" Coldren, BWC TTA Director, CNA

April 19, 2016 8:30-8:45am

 <p>Day 2 Agenda Overview</p> <p>James "Chip" R. Coldren, Jr. Managing Director CNA</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Agenda Overview – April 19</p> <ul style="list-style-type: none"> › Overview of Day 2 › TTA workshops › Break › TTA workshops › Presentation/discussion on the BJA BWC PMT › Lunch › Keynote: Community Perspectives on Body Worn Cameras – Jay Stanley › Site reflection and planning › Break › Emerging issues in BWC TTA › Site networking session › Meeting wrap-up and evaluation 	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

Page intentionally blank

BWC TTA Workshops

April 19, 2016 8:45-10:00am

This session includes a series of four technical assistance workshops based on predetermined issues and requests from the participating sites.

Workshop Descriptions

Use of Force Issues and BWCs - Room: F. Scott Fitzgerald A

Lt. Dan Zehnder, Las Vegas, NV Metropolitan Police Department
Jonathan Lewin, Deputy Chief, Chicago Police Department

Implementation of BWCs will have important impacts on how police agencies respond to, investigate, manage, and learn from use of force incidents. This workshop will explore these issues, and engage participants in discussions about how enhancement of policy and training can happen in their agencies, and how technical assistance can support more comprehensive integration of BWC policies and practices so that use of force issues are reduced.

Analyzing Video Footage: Building BWC Use Cases - Room: F. Scott Fitzgerald B

Dr. Craig Uchida, President, Justice & Security Strategies
Shellie Solomon, Chief Executive Officer and Vice President, Justice & Security Strategies

This workshop will feature discussion on the importance of video content analysis and what it takes to create standard methods for reviewing video footage. To properly determine what should/could be analyzed, technologists want examples of law enforcement activities that are priorities. The development of "use cases" is an important part of this. Use cases are examples of police officer activity that might be analyzed and then flagged or tagged within the video for research and analysis purposes. Algorithms can be created to allow more efficient reviews of video footage and reduce the time spent by police personnel reviewing footage. This workshop will ask participants about their needs regarding video footage analysis. What types of footage should be flagged and tagged? How can content analytics work for police and reduce time spent on video reviews?

Working with Prosecutors on BWC implementation - Room: F. Scott Fitzgerald D

Carmen Facciolo, Senior Policy Advisor, Bureau of Justice Assistance
Dr. James "Chip" Coldren, Managing Director for Justice Programs, CNA
Kristine Hamann, J.D., Founder and Executive Director, Prosecutors' Center for Excellence

This workshop will feature discussion several issues regarding police and prosecutor cooperation viewed as critical to the success of BWC implementation in any jurisdiction. It will address topics such as: including prosecutors in BWC policy development, working with prosecutors to plan for technology and human resource needs in their agencies, developing BWC expertise within prosecutors' offices, and establishing data transfer and ownership agreements



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

.Notes:

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

BWC TTA Workshops

April 19, 2016 10:15-11:30am

This session includes a series four technical assistance workshops based on predetermined issues and requests from the participating sites.

Workshop Descriptions

Use of Force Issues and BWCs - Room: F. Scott Fitzgerald A

Dan Zehnder, Lieutenant, Las Vegas, NV Metropolitan Police Department
Jonathan Lewin, Deputy Chief, Chicago Police Department

Implementation of BWCs will have important impacts on how police agencies respond to, investigate, manage, and learn from use of force incidents. This workshop will explore these issues, and engage participants in discussions about how enhancement of policy and training can happen in their agencies, and how technical assistance can support more comprehensive integration of BWC policies and practices so that use of force issues are reduced.

Developing and Refining BWC policies - Room: F. Scott Fitzgerald B

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

The BWC policy development process is one of the most critical aspects of BJA's technical assistance approach for establishing a sound, comprehensive policy that responds to community concerns, and is the cornerstone for successful BWC implementation. This workshop will review trends in BWC policy development, based on a review of over 30 BWC policies under the BWC TTA initiative, and will address the fact that BWC policies, like most other police policies, should be evolving documents, based on experience, input from diverse stakeholders, and emerging evidence-based research regarding policy effectiveness.

Working with Prosecutors on BWC implementation - Room: F. Scott Fitzgerald D

Carmen Facciolo, Senior Policy Advisor, Bureau of Justice Assistance
Dr. James "Chip" Coldren, BWC TTA Director, CNA
Kristine Hamann, J.D., Founder and Executive Director, Prosecutors' Center for Excellence

This workshop will feature discussion on several issues regarding police and prosecutor cooperation viewed as critical to the success of BWC implementation in any jurisdiction. It will address topics such as: including prosecutors in BWC policy development, working with prosecutors to plan for technology and human resource needs in their agencies, developing BWC expertise within prosecutors' offices, and establishing data transfer and ownership agreements.



Mary Gavin, Chief, Falls Church, VA Police Department
Michael Rizzo, International Association of Chiefs of Police
Aviva Kurash, International Association of Chiefs of Police

Notes:




[illegible]

BJA Body-Worn Camera PMT

Dr. Laura Wyckoff, Senior Performance Management Analyst, Bureau of Justice Assistance

Dr. Daniel Pryce, Senior Research Associate, CSR, Inc.

April 19, 2016 11:30am-12:00pm

<div data-bbox="207 604 690 661">  BUREAU OF JUSTICE ASSISTANCE </div> <div data-bbox="251 699 862 852"> <p>Overview of the Performance Measurement Tool (PMT)</p> <p>Body-Worn Camera (BWC) Grantees</p> </div> <div data-bbox="495 875 631 903"> <p><i>Presented by:</i></p> </div> <div data-bbox="393 917 735 995"> <p>Dr. Laura Wyckoff, BJA Dr. Daniel K. Pryce, CSR</p> </div> <div data-bbox="215 1022 357 1077">  </div> <div data-bbox="479 1016 647 1050"> <p>April 19, 2016</p> </div> <div data-bbox="579 1100 854 1127"> <p>Performance Measurement Tool (PMT)</p> </div>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<div data-bbox="207 1165 849 1222">  Why do we have performance measures? </div> <ul style="list-style-type: none"> ▪ To let you know your (grantee) and other grantee successes and potential areas of improvement. <ul style="list-style-type: none"> – So you can improve your program ▪ To help us (BJA/DOJ) understand your (grantee) activity and progress <ul style="list-style-type: none"> – So we can provide targeted training and technical assistance ▪ To help us (BJA/DOJ) understand what funds are being used for <ul style="list-style-type: none"> – Informs the budget, strategic plan, future funding – Respond to external requests (e.g., congressional inquiries, media requests) ▪ It is required by law <ul style="list-style-type: none"> – Yes, we have to do it <div data-bbox="579 1661 854 1688"> <p>Performance Measurement Tool (PMT)</p> </div>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

BJA How do we translate your answers to performance measures?

Bureau of Justice Assistance's Performance Management Products

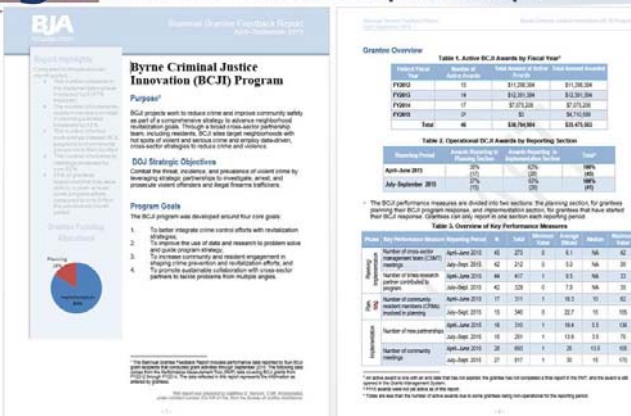
GMS Report	Dashboard	Grantee Feedback Report (GFR)	Performance Management Assessment Tool (PMAT)	Program Fact Sheet (PFS)
Audience <ul style="list-style-type: none"> Grant managers (SPAs) Grantees Purpose <ul style="list-style-type: none"> Uploaded to GMS for accountability Data available for review by manager or grantee Level of Analysis <ul style="list-style-type: none"> System generated Simple illustration of PMT data for a single award Grantee JAG will also contain an Excel document containing a summary of all data Semiannual January-June July-December	Audience <ul style="list-style-type: none"> Grantees and general public Purpose <ul style="list-style-type: none"> A tool for grantees to create reports for comparison Provides convenient view of key program measures Delivers transparency of program activity Level of Analysis <ul style="list-style-type: none"> Basic analysis, including data preparation and limited coding Quarterly Jan., April, July, Oct.	Audience <ul style="list-style-type: none"> Grantees Policy advisors TTA providers Purpose <ul style="list-style-type: none"> Allows grantees to make comparisons to similar programs Policy advisors get a snapshot of overall program performance Level of Analysis <ul style="list-style-type: none"> Moderate level of analysis, including measures of variance Semiannual April-September October-March	Audience <ul style="list-style-type: none"> Grant managers Policy advisors TTA providers Purpose <ul style="list-style-type: none"> Identifies grantees that exceed or do not meet program-specific expectations Identifies grantees that may need TTA Feeds directly into the "performance" matrix for GrantsStat Level of Analysis <ul style="list-style-type: none"> Moderate level of analysis at the grantee level Some more complex calculations (e.g., indices) Semiannual January-June July-December	Audience <ul style="list-style-type: none"> Congress, Senate General public CJP/BJA leadership Purpose <ul style="list-style-type: none"> Presents overall performance of grant program over time Highlights program accomplishments Details program contribution to overall CJP/BJA strategic objectives Level of Analysis <ul style="list-style-type: none"> High level of analysis at the program level Analysis of both quantitative and qualitative data Annual December

*Development TBD

Note: This graphic does not include specialty products/analyses produced for specific programs or data requests; production/analyses produced for GrantsStat measures and analysis conducted as part of evaluation research.

Performance Measurement Tool (PMT)

BJA Grantee Feedback Report Example



Performance Measurement Tool (PMT)

BJA What is the Performance Measurement Tool?

- The Performance Measurement Tool (PMT) is an online questionnaire (see <https://www.bjaperformancetools.org>) that grantees must complete every quarter
- The PMT includes performance measures (completed quarterly) and narrative questions (completed semi-annually)
- Grantees have 30 days at the end of the reporting period to complete the PMT data entry

Performance Measurement Tool (PMT)

BJA PMT Reporting Schedule

Type of Data Required	Reporting Period	PMT Due Date	Upload to GMS?
Program Performance Measures	January 1–March 31	April 30	No
Program Performance Measures & Narrative Questions	April 1–June 30	July 30	YES July 30
Program Performance Measures	July 1–September 30	October 30	No
Program Performance Measures & Narrative Questions	October 1–December 31	January 30	YES January 30

Performance Measurement Tool (PMT)

BJA Narrative Questions

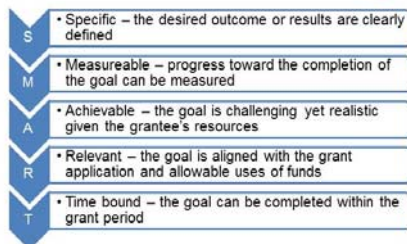
Goals and Objectives

1. Please identify the goal(s) you hope to achieve with your funding
2. What is the current status of this goal?
3. During the past 6 months, please describe any progress you made or barriers you encountered related to this goal
4. In the next 6 months, what major activities have you planned for this goal?

Performance Measurement Tool (PMT)

BJA

Goals are SMART!



Performance Measurement Tool (PMT)

BJA Good Goal/Bad Goal

Good Goal

- Improve officer interaction with the public by equipping all officers with body-worn cameras
- Evaluate the effectiveness of body-worn cameras at decreasing complaints against officers
- Produce 3 new policies governing the use, storage, and dissemination of body-worn cameras and recorded video

Bad Goal

- Buy body-worn cameras
- Test body-worn camera effectiveness
- Write new policies on body-worn cameras

Performance Measurement Tool (PMT)

BJA Planning and Implementation Phases

- For Category 1-3 grants, responses to Planning Phase questions continue until a transition is made to Implementation Phase questions
- For Category 4 grants, responses to Planning Phase questions occur once during the first reporting period

Performance Measurement Tool (PMT)

10

BJA Partnerships and Community Engagement

3. Please identify the types of outreach that were conducted for the following criminal justice partners, stakeholders, and community/outside organizations during the reporting period.

	No outreach conducted	Formal in-person meeting	Sharing made at a group meeting (e.g., community meeting)	Web-based outreach/social media	Flyer/poster
The following outreach was performed for this partner during the reporting period:	1	2	3	4	5
Courts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Police unions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prosecutors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public defenders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Victim advocates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other advocacy groups (faith-based groups, private nonprofit groups, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local government (mayor's office, city council, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
State government (governor's office, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
College or university	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If Other, please explain					

Performance Measurement Tool (PMT)

11

BJA Examples from the Questionnaire – cont'd

6. Please enter the total number of hours and total number of people representing **public safety/criminal justice partners** who received formal in-person body-worn camera training during the reporting period (if no training took place, please enter "0"):

	Description	Number
A.	Total number of training hours conducted during the reporting period	
B.	Total number of attendees	

Performance Measurement Tool (PMT)

12

BJA Examples from the Questionnaire – cont'd

11. Please enter the total number of hours and number of officers who received **formal in-person** body-worn camera training during the reporting period. (If no training took place, please enter "0".)

	Description	Number
A.	Total number of training hours conducted for officers	
B.	Total number of officers trained	

Performance Measurement Tool (PMT)

13

BJA Examples from the Questionnaire – cont'd

The following questions should be answered quarterly during the implementation phase of your body-worn camera program grant closeout. If your program is part of a coalition, please report the aggregate number of positions across all agencies.

15. Please enter the **total** number of sworn positions eligible for body-worn cameras in your agency/coalition. *This number should represent the total number of sworn officers who may be eligible to wear a body-worn camera within your department/coalition, regardless of whether or not they are currently using one.*

A. Total number of sworn positions eligible for body-worn cameras

B. Of those, number of sworn positions proposed to receive body-worn

cameras as part of this grant funding _____

Performance Measurement Tool (PMT)

14

BJA Examples from the Questionnaire – cont'd

22. Please state whether you track the following, and if so, the total number of each event type during the reporting period:

	Question	Not Tracked	Tracked	Total
A.	How many community member complaints were made against officers during the reporting period?	<input checked="" type="radio"/>	<input type="radio"/>	
B.	How many community member complaints were made against officers wearing body cameras during the reporting period?	<input checked="" type="radio"/>	<input type="radio"/>	
C.	How many use-of-force reports were filed by officers during the reporting period?	<input checked="" type="radio"/>	<input type="radio"/>	
D.	How many use-of-force reports were filed by officers wearing body cameras during the reporting period?	<input checked="" type="radio"/>	<input type="radio"/>	

Performance Measurement Tool (PMT)

15

BJA BWC Trax

- Let's talk about our voluntary tracking tool for BWC.

Performance Measurement Tool (PMT)

16

BJA Resources

- PMT Web Site:**
<https://www.bjaperformancetools.org>
 - Webinar trainings, performance measures
 - User guides, FAQs, and helpful links
- PMT Help Desk:**
 - Monday–Friday 8:30 a.m.–5:30 p.m. EST
 - Toll-free number: 1-888-252-6867
 - E-mail: bjapmt@csrincorporated.com
- Laura Wyckoff**
 - Email: Laura.Wyckoff@usdoj.gov; Tel.: (202)616-5090
- Daniel K. Pryce**
 - E-mail: Daniel.Pryce@usdoj.gov; Tel.: (202)532-0165



Performance Measurement Tool (PMT)

17

American Civil Liberties Union Keynote

*Jay Stanley, Senior Policy Analyst, American Civil Liberties Union (ACLU)
Speech, Privacy and Technology Project*

April 19, 2016 1:00-1:30pm



Jay Stanley is Senior Policy Analyst with the ACLU's Speech, Privacy and Technology Project, where he researches, writes and speaks about technology-related privacy and civil liberties issues and their future. He is the Editor of the ACLU's "Free Future" blog and has authored and co-authored a variety of influential ACLU reports on privacy and technology topics. Before joining the ACLU, he was an analyst at the technology research firm Forrester, served as American politics editor of Facts on File's World News Digest, and as national newswire editor at Medialink. He is a graduate of Williams College and holds an M.A. in American History from the University of Virginia.

Page intentionally blank

Site Reflection and Planning

April 19, 2016 1:30-2:15pm

Participants will be divided into four breakout groups to discuss how information from this meeting will inform their plans for the next 6-12 months.

Break out groups

Group	Room	Facilitator(s)
A	F. Scott Fitzgerald A	<i>Dr. Charles Katz, Professor, Arizona State University Dr. Michael White, Professor, Arizona State University</i>
B	F. Scott Fitzgerald B	<i>Dr. Craig Uchida, President, Justice & Security Strategies Shellie Solomon, Vice President, Justice & Security Strategies</i>
D	F. Scott Fitzgerald D	<i>Hildy Saizow, BWC TTA Subject Matter Expert, CNA Tom Woodmansee, Senior Advisor, CNA</i>
E	F. Scott Fitzgerald E	<i>Dr. James "Chip" Coldren, BWC TTA Director, CNA Dr. William Sousa, Associate Professor, University of Nevada Las Vegas</i>

Discussion questions

1. What questions or concerns have been raised in your mind regarding how to proceed with BWC implementation in your site?
2. Who are the two or three most important individuals or groups that you will talk to about BWC implementation when you return to your agency?
3. What are your key goals and milestones for the next 6-12 months on your BWC project? How will you monitor and document progress?

Notes:

Page intentionally blank



BWC TTA: Emerging Issues



Dr. James "Chip" Coldren, BWC TTA Director, CNA

Tom Woodmansee, Senior Advisor, CNA

Stephen Fender, State Policy Advisor, Bureau of Justice Assistance

April 19, 2016 2:30-3:30pm

<div data-bbox="440 764 868 867"> <h2>Emerging issues in BWC TTA</h2> </div> <div data-bbox="217 873 345 1001">  </div> <div data-bbox="354 892 867 980"> <p>Dr. James "Chip" Coldren, Managing Director, CNA Tom Woodmansee, Senior Policy Advisor, CNA Stephen Fender, State Policy Advisor, BJA</p> </div>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<div data-bbox="224 1203 709 1255"> <h2>Types of TTA Available</h2> </div> <div data-bbox="235 1283 813 1617"> <ul style="list-style-type: none"> › BWC Toolkit (https://www.bja.gov/bwc/) › BWC TTA Website (bwctta.com) › Webinars › Regional/Topical Meetings › Peer-to-Peer Assistance › SME Assistance › Other Expert Assistance › Speaker's Bureau › Podcasts </div> <div data-bbox="735 1539 839 1644">  </div>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

<h2>TTA Examples</h2> <ul style="list-style-type: none"> › On-site assistance for Detroit Police Department and Wayne County Prosecutor › BWC training materials provided to a BWC evaluator › Multiple phone calls to help develop a department's BWC pilot program › On-site assistance engaging the community 	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<h2>Discussion Topics</h2> <ul style="list-style-type: none"> › Is this the proper range of TTA options and delivery mechanisms? › What other types of TTA should we be thinking about? › Do you see some TTA themes emerging in our discussions 	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

Site Networking Session

April 19, 2016 3:30-4:30pm

This session will be semi-structured for participants to discuss BWC issues with each other. Participants will be broken into four groups. Potential discussion topics for this networking activity are included below. There is no report out for this session.

Break out groups

Group	Room	Facilitator(s)
A	F. Scott Fitzgerald A	<i>Dr. Charles Katz, Professor, Arizona State University Dr. Michael White, BWC TTA Co-Director & Professor, Arizona State University</i>
B	F. Scott Fitzgerald B	<i>Dr. Craig Uchida, President, Justice & Security Strategies Shellie Solomon, Vice President, Justice & Security Strategies</i>
D	F. Scott Fitzgerald D	<i>Hildy Saizow, BWC TTA Subject Matter Expert, CNA Tom Woodmansee, Senior Advisor, CNA</i>
E	F. Scott Fitzgerald E	<i>Dr. James Coldren, BWC TTA Director, CNA Dr. William Sousa, Associate Professor, University of Nevada Las Vegas</i>

Discussion topics

- Benefits of establishing department BWC Subject Matter Expert(s)
- Best practices for coordinating and effectively sharing with other partners
- BWC impacts on officer discretion
- Considerations for proactively releasing footage
- Understanding the nexus between BWC and use of force
- BWC placement considerations
- Chain of custody/categorizing/storing/retention – best practices
- Sensitive crime investigations & BWC considerations
- Prosecutor/defense roles
- Unique BWC challenges (e.g., rural areas, jails)
- How BWC can assist your agencies communication strategy after critical incidents
- Use of BWC with specialty units (e.g., SWAT, K9, HNT)
- Methods to capture officer opinions/attitudes pre- and post-deployment
- Other questions that have come up during the meeting

Notes:

Page intentionally blank

Closing Remarks

Kristen Mahoney, Deputy Director for Policy, Bureau of Justice Assistance

April 19, 2016 4:30-4:50pm



Ms. Kristen Mahoney was sworn in as the new BJA Deputy Director for Policy on July 9, 2012. She most recently served as the Executive Director of the Governor's Office of Crime Control and Prevention for the state of Maryland and as President of the National Criminal Justice Association. She is a longtime friend of BJA and a champion of state, local, and tribal efforts to improve criminal justice in communities across the country. She brings tremendous knowledge, experience, and enthusiasm to her new position.

Ms. Mahoney has also worked with staff in BJA's Programs, Planning, and Policy Offices for a number of years, and she understands the importance of BJA's work to the communities it serves. She has also served as Chief of the Technical Services Division of the Baltimore Police Department, as a Senior Policy Advisor in the COPS Office, and as the State Administrative Agent for Byrne Justice Assistance Grant funds for many years.

Page intentionally blank



Notes:

[illegible]

Page intentionally blank

Appendix A: BWC TTA Resources

The following BWC TTA resources are provided in this Attendee Guide to assist participants in preparing for discussion during the National Meeting. These resources can also be found on the BWC TTA website: www.bwctta.com

- BJA and CNA Body-Worn Camera Training and Technical Assistance Initiative
- BWC TTA Descriptions and Examples
- Body-Worn Cameras and Use of Force: Opportunities for Action
- Policy Considerations for Body-Worn Cameras (BWCs) in Prosecutors' Offices
- Instructions for Completing the Body-Worn Camera Policy Review Scorecard
- Body-Worn Camera Policy Review Scorecard Template

Page intentionally blank

**BJA and CNA Body-Worn Camera
Training and Technical Assistance Initiative
Program Description**

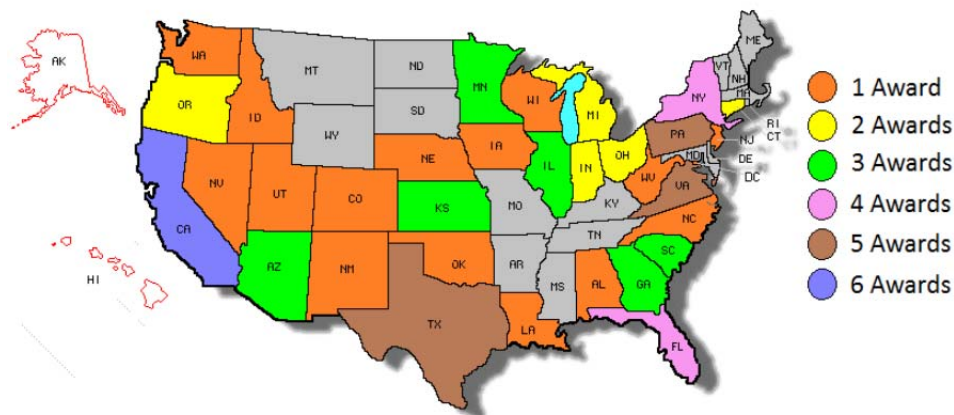
Page intentionally blank

BJA and CNA Body-Worn Camera Training and Technical Assistance Initiative

Program Description

The U.S. Department of Justice (DOJ), Office of Justice Programs (OJP), Bureau of Justice Assistance (BJA) launched the Body-Worn Camera Pilot Implementation Project (PIP) in FY 2015 to assist law enforcement agencies with the enhancement or implementation of Body-Worn Camera (BWC) initiatives.

PIP responds directly to the White House's initiative to build stronger, safer communities, and grew out of two precursor developments. The first effort was the convening of a BWC Expert Panel at the White House in February 2015 to discuss challenges including community engagement, equipment purchase and maintenance, data storage, privacy concerns, and coordination across the justice system. The second effort was the development and release of the [BJA BWC Toolkit](#) in May 2015, representing a comprehensive clearinghouse for criminal justice practitioners interested in planning and implementing a BWC program in an effort to strengthen community trust and confidence in the justice system and improve officer and community safety. In its initial year, PIP provided over \$19 million in funding to 73 police agencies across the country to support BWC initiatives. The primary goals of PIP are to improve public safety, reduce crime, and improve public trust between police and the citizens they serve. The graphic below shows the distribution of PIP awards.



In addition, BJA funded a new training and technical assistance (TTA) program to help local communities implement their BWC PIP initiatives. CNA and its partners: Arizona State University (ASU) and Justice & Security Strategies (JSS) will work with BJA to develop and expand BWC training and technical assistance.

The goals of the BWC TTA program are to learn about the progress and activities regarding BWC implementation in the funded PIP sites, identify opportunities for TTA, provide TTA in efficient and effective manners, and support the successful implementation of BWCs in the PIP sites.

BWC TTA covers a broad range of topics, and is guided by the recommendations in the COPS report, [Implementing a Body-Worn Camera Program](#). It covers eight general topic areas, based on the [BWC Implementation Checklist](#) found in the BWC Toolkit:

- | | |
|--------------------------------------|-----------------------------------|
| 1. Learn the Fundamentals | 5. Define the Technology Solution |
| 2. Develop a Plan | 6. Educate Stakeholders |
| 3. Form Collaborative Working Groups | 7. Execute/Implement |
| 4. Define Policies and Protocols | 8. Assess and Evaluate |

BJA in partnership with CNA will provide training and technical assistance to PIP sites, including:

1. Review of their BWC policies and assistance with policy development or enhancement,
2. Consultation with BWC subject matter experts (SMEs) from around the country, including those from CNA, ASU, and JSS,
3. Remote and on-site BWC implementation assistance, and
4. Ongoing program monitoring to document successes, outcomes, challenges, and important lessons learned.

BWCs represent one of the most important advancements in policing over the past century, and they present formidable challenges on several fronts – community engagement, policy development and implementation, equipment selection and purchase costs, equipment maintenance and storage costs, privacy concerns, training, impacts and coordination across the justice system, program assessment, and more. BJA and CNA are committed to providing the best possible service and resources to local law enforcement agencies and their BWC implementation partners. The goal is to assist agencies develop successful programs that inform sound results, lessons for other agencies, and the desired impacts on public safety and police-community relations.

To request training and technical assistance, email: BWCTTA@cna.org

For more information on the BJA Body-Worn Camera Training and Technical Assistance Initiative, contact:

Michael Roosa, BJA
Michael.Roosa@usdoj.gov

James “Chip” Coldren, CNA
Coldrej@cna.org

Denise Rodriguez, CNA
Rodriguezd@cna.org

Body-Worn Camera Training and Technical Assistance

Descriptions and Examples

Page intentionally blank

Body-Worn Camera Technical Assistance

TTA Type	Description of TTA	Example Topic Areas for TTA
BWC TTA Website	A dynamic website with podcasts, an extensive library of resources, and details on BJA PIP site accomplishments and lessons learned. In addition, social media channels will provide an online forum for discussion of relevant topics for the broader law enforcement, advocacy, and researcher communities.	<ul style="list-style-type: none"> Hear stories from PIP sites through podcasts Enhance your knowledge or request resources on BWC challenges and solutions Engage and interact with the BJA PIP community of organizations and stakeholders
BWC Webinars	A series of topical discussions, determined in large part by the experiences and needs of the PIP sites, with practical examples of how to approach and resolve challenges presented by implementation of BWCs, as well as forward thinking approaches to preventing problems	<ul style="list-style-type: none"> How BWCs impact Use of Force policies and practices Learning the lessons in BWC procurement from other PIP sites Strategies for determining and addressing BWC impacts on prosecutors' offices Emerging perspectives on victims' concerns with BWCs And more.....
SME Assistance	On-site or telephonic assistance from police, research, and other practitioners regarding how to manage and prevent common problems that arise with BWC implementation	<ul style="list-style-type: none"> Conducting outreach and engaging diverse stakeholders Calculating storage needs Anticipating downstream impacts in the justice system Negotiating with vendors And more....
Peer-to-Peer Assistance	Opportunities for PIP sites to visit other agencies utilizing BWCs to see, first hand, how they are organized and how they resolve problems and challenges, or to have other agencies visit their sites	<ul style="list-style-type: none"> Visit and discuss BWC data problems with IT, crime analysts, and video technology professionals Observe BWC training operations in different departments Discuss video transfer and sharing solutions with police and prosecutors
Other BWC TTA	CNA can tailor and develop additional technical assistance in response to requests that are not described above and are specific to a BWC PIP site needs.	<ul style="list-style-type: none"> Produce podcasts and webinars to meet specific needs of PIP sites Recruit new subject matter experts based on PIP site needs Develop practical guides and playbooks for site implementation

Page intentionally blank

Body-Worn Cameras and Use of Force: Opportunities for Action

Page intentionally blank

BJA and CNA Body-Worn Camera Training and Technical Assistance Initiative

Body-Worn Cameras and Use of Force: Opportunities for Action

Recent high profile police use of force and shooting incidents, and the Present's Task Force Report on 21st Century Policing, released in March 2015, have dramatically increased interest in Body-Worn cameras (BWCs) among law enforcement agencies and community stakeholders across the country.

Body-Worn cameras are often regarded as the solution to improving strained police-community relationships and increasing police accountability and transparency. While BWCs play an important part in police reform efforts, they are just one piece to the puzzle. Implementing BWCs within a law enforcement agency is a complex endeavor with many different facets that agencies must take into consideration to ensure that the desired outcomes are achieved. Law enforcement agencies must also review their training plans and departmental policies and procedures on related topics such as early warning or intervention systems, defensive tactics, community policing, procedural justice, crisis intervention, and most importantly, use of force. Doing so will ensure that the potential benefits of BWCs are not hindered by poor policies and/or training.

The following list of resources provides law enforcement executives with options for reassessing their department's use of force policies and other related procedures as they implement BWCs.

Collaborative Reform Initiative for Technical Assistance

The Collaborative Reform Initiative for Technical Assistance is provided by the U.S. Department of Justice (DOJ), Office of Community Oriented Policing Services (COPS Office).

*The COPS Office created the Collaborative Reform Initiative for Technical Assistance (CRI-TA) in 2011 in response to requests from the law enforcement community for a proactive, nonadversarial, and cost-effective form of technical assistance for agencies with significant law enforcement-related issues. It provides the DOJ with a middle ground between formal investigation and consent decree monitoring through the Civil Rights Division and smaller-scale resources and assistance currently provided by the department.*¹

Over the past five years, the COPS Office has provided CRI-TA to a number of law enforcement agencies across the country (for example, Las Vegas, Spokane, Philadelphia, Fayetteville, Salinas). Improvements to departmental use of force policies have proven central to reforming the departments.

¹ U.S. Department of Justice, Office of Community Oriented Policing Services. *COPS Collaborative Reform Initiative for Technical Assistance*. October 2015. http://www.cops.usdoj.gov/pdf/technical_assistance.pdf

A number of the CRI-TA assessments conducted through this initiative found that use of force policies should:

- Be consistent with departmental practice and other policies;
- Be consistent with best and emerging practices (i.e., use of Tasers, shooting at moving vehicles, warning shots, de-escalation), research literature, the department's unique needs, and court decisions;
- Include a mission statement to emphasize quality of life and safeguarding constitutional rights.
- Expand the scope of the internal investigation of use of force incidents beyond the moment in which force is used;
- Highlight the importance of de-escalation as a tool in the use of force continuum;
- Include guidance on the duty to intervene and require officers to stop and report inappropriate use of force; and

For additional guidance on reforming use of force policies and more information about the COPS Office Collaborative Reform Initiative, please visit:

<http://www.cops.usdoj.gov/Default.asp?Item=2807>

Civil Rights Division

The U.S. Department of Justice, Civil Rights Division was created in 1957 by the enactment of the Civil Rights Act of 1957. Since 1994, the Civil Rights Division has had the authority to investigate and litigate cases involving “a pattern or practice of conduct by law enforcement officers” that violates Constitutional or federal rights.² Under this authority, the Civil Rights Division may obtain relief requiring state or local law enforcement agencies to undertake specific reforms to address institutional failures that cause systemic police misconduct.

Since 2009, the Civil Rights Division has opened more than 20 investigations and it is presently enforcing 20 reform agreements with law enforcement agencies. In its investigations of and reform agreements with police agencies across the country, the Civil Rights Division has made a number of findings and recommendations related to departmental use of force policies, these include:

- Policies should comprehensively address the use of force; alternatives to force; reporting force; and reviewing and investigating force.
- Use of force policies should reflect a commitment to protecting human life and upholding the dignity of all individuals.
- Use of force policies should emphasize the use of de-escalation techniques to minimize the need for force and increase the likelihood of voluntary compliance.
- Force should be used in a manner that avoids unnecessary injury to officers and civilians, never to punish or retaliate for criticism.

² 42 U.S.C. §14141

- Use of force policies should recognize a duty to intervene to prevent excessive force.
- Use of force policies must be accompanied by effective systems to ensure accountability for misuse of force.
- Policy changes must be accompanied by new training to ensure that changes are communicated and operationalized for individual officers.
- Departments should seek the input from community representatives, police executives, representatives from police unions, and other stakeholders when drafting or updating their use of force policies.
- Policy changes and the adoption of new technologies should be transparent to the public.

For more information about the Civil Rights Division, please visit: <http://www.justice.gov/crt>

International Association of Chiefs of Police (IACP)

With a membership of over 20,000 law enforcement professionals from 100 countries, the IACP provides a community that works towards advancing best policing practices. One such way is in the development of model policing policies.

The International Associations of Chiefs of Police established the Law Enforcement Policy Center in 1987. According to the IACP,³

The objective of the center was to assist law enforcement agencies across the country in the critical and difficult task of developing and refining law enforcement policy. Organized under the direction of a broad-based advisory board of recognized law enforcement professionals, the center has carried out its mission through the development of a wide variety of model law enforcement policies. Each model incorporates the research findings, the input of leading subject experts and the professional judgment of advisory board members who have combined this information with their extensive practical field and management experience. The end product is some of the best contemporary thinking in the field.

Specifically regarding use of force, the IACP's Use of Force Model Policy provides agencies with guidelines on the use of deadly and non-deadly force.

For more information about IACP's model policies for policing, please visit:

<http://www.iacp.org/Model-Policies-for-Policing>

³ International Association of Chiefs of Police. *Law Enforcement Policy Center*. <http://www.iacp.org/Model-Policies-for-Policing>

Additional Resources

The following list of resources covers varying aspects of use of force policies. These resources provide guidance on model policies, certification standards, investigations, and use of force tools.

<http://www.theiacp.org/portals/0/pdfs/EmergingUseofForceIssues041612.pdf>

Emerging use of force issues (2012)

<http://www.theiacp.org/Portals/0/pdfs/Publications/2001useofforce.pdf>

Police use of force in America (2001)

<http://www.iacp.org/useofforce>

Includes IACP model use of force policy, officer involved shooting model policy, and Electronic Control Weapons Policy (member access only)

http://www.iacp.org/Portals/0/documents/pdfs/OIS_IP_Trifold_Web.pdf

Officer-involved shooting investigative protocols

<http://www.policeforum.org/assets/reengineeringtraining.pdf>

PERF 2015 – police training on use of force

<http://www.calea.org/content/standards-titles>

CALEA standards (member access only)

<http://www.cops.usdoj.gov/pdf/Use-of-Force.pdf>

Model use of force policy

<https://www.ncjrs.gov/pdffiles1/nij/grants/237794.pdf>

Terrill and Paoline – NIJ final report (2012)

<http://www.policeforum.org/assets/guidingprinciples1.pdf>

PERF Guiding Principles on Use of Force (2016)

https://www.justice.gov/sites/default/files/crt/legacy/2013/01/11/nopd_agreement_1-11-13.pdf

Consent Decree Regarding the city of New Orleans (2013)

<https://www.justice.gov/crt/file/836976/download>

Consent Decree regarding the city of Newark (2016)

https://www.justice.gov/sites/default/files/crt/legacy/2015/07/09/apd_order_6-2-15.pdf

Opinion and Order Entering Settlement (2015) city of Albuquerque

https://www.justice.gov/sites/default/files/crt/legacy/2015/05/27/cleveland_agreement_5-26-15.pdf

Consent Decree Settlement Agreement regarding the city of Cleveland (2015)

Training and Technical Assistance

The above list of resources is not meant to be conclusive. If you or your agency would like to request more information and/or training and technical assistance on BWCs, email: BWCTTA@cna.org

For more information on the BJA Body-Worn Camera Training and Technical Assistance Initiative, contact:

Michael Roosa, BJA
Michael.Roosa@usdoj.gov

James “Chip” Coldren, CNA
Coldrej@cna.org

Denise Rodriguez, CNA
Rodriguezd@cna.org

Page intentionally blank

Policy Considerations for Body-Worn Cameras (BWCs) in Prosecutors' Offices

Page intentionally blank

Policy Considerations for Body-Worn Cameras (BWCs) in Prosecutors' Offices

By Damon Mosler, Deputy District Attorney at San Diego County District Attorney's Office

Body-Worn recordings are not simply another type of evidence that law enforcement collects and prosecutors use to prosecute offenders; their novelty, the volume of data generated, and the public's recent spotlight on BWCs make this type of evidence unique.

As law enforcement agencies begin to employ this new technology, prosecutor offices should consider the following when developing office policies:

1. Coordination with Law Enforcement

The prosecutor should consider coordinating with law enforcement and providing input into their policies and training sessions. This coordination will ensure that both stakeholders understand and are better able to manage the impact of Body-Worn cameras to their agencies.

a. Prosecutor input

- i. Offer to work with law enforcement to develop policies.
 1. Prosecutors will receive recordings by priority. They must understand how law enforcement plans to share the recordings with their offices.
 2. Continue to review the policy and revise it as new issues emerge.

b. Coordination

- i. Offer to coordinate with all law enforcement agencies in your jurisdiction so that policies can be as uniform as possible. This will allow for better integration by your office.
 1. Offer to host monthly meetings with command staff and training officers to share "best practices" in BWCs.
 2. Coordinate policies and agreements among agencies to better determine recording procedures when multiple agencies respond to a scene.
 3. Coordinate camera type and storage methods as best as possible among law enforcement agencies within the same prosecutor jurisdiction, as this will help to ensure that the prosecutor does not have to buy multiple licenses in order to view the recordings.
 4. Discuss how law enforcement will respond to open-record requests to coordinate a response.

c. Training

- i. Offer to participate in training sessions to give the prosecutor's perspective regarding the use of BWCs, such as:
 1. Assisting in the development of narration for consent searches, explaining reasons for terminating a recording, and understanding how to record the execution of a search warrant; and
 2. Cautioning that an officer may inadvertently create a need for redaction if the officer records a witness's driver's license or other identifying information.

2. Stakeholder Meetings

The prosecutor may consider convening a stakeholder meeting that includes (for example) law enforcement, victim advocates, community groups, defense attorneys, and local elected officials. The prosecutor can explain how the equipment works, explain how it will be used in court, and address privacy concerns. The meetings will help prosecutors and law enforcement to anticipate reactions to new BWC policies.

a. City attorneys

- i. The use, retrieval, and storage of BWC recordings should be coordinated with city attorneys in any jurisdictions where multiple prosecutors handle felonies and misdemeanors.

b. Public defenders and private defense attorneys

- i. Explore with the public and private defenders whether it is possible to work out in advance admissibility issues (e.g., authenticity, discovery, chain-of-custody) and storage concerns. It is particularly important to develop a standardized way to provide recordings that are part of discovery.

a. Judges

- i. Have a meeting with the administrative judge to discuss when and how the recordings will be presented in court. For example, are the courtrooms equipped to play the recordings?
- ii. Determine what protective orders may be needed to redact recordings or to prevent release to the media or the public (see 4. Retention and Storage, below).

3. Discovery

It may be difficult for a case prosecutor to view all of the footage from a crime scene. In addition, separate prosecutors may handle the intake, motions, and trial of the case. Thus, many questions will surface regarding discovery of BWC recordings. The following areas all have potential legal and ethical consequences; thus, the prosecutor's office should have internal policies in place for consistent practice throughout the office/jurisdiction prior to using BWC evidence in cases.

a. Who

- i. Who is responsible for collecting recordings from a law enforcement agency/agencies?
- ii. Who views all of the hours of a recording in any given case? Must *all* recordings be viewed prior to being discovered?
- iii. Who is responsible for redactions (both mandatory and discretionary redactions)?
- iv. Who provides discovery (e.g., Deputy DA, paralegal, tech support)?
- v. Who creates transcripts?

b. When

- i. When does one give notice of the recording—at the first appearance, arraignment, or preliminary hearing?

- ii. When does one provide recordings according to discovery rules/statutes: Before resolution of the case? Early in the case so that the defense attorney can use it to help reach a plea agreement?
- c. **How**
 - i. Is the recording received by the prosecutor on a disc, via shared server, or via iCloud?

4. Retention and Storage

Prosecutors should develop and identify a retention and storage plan or manual. This plan will assist in outlining proper retention and storage requirements.

- a. **What**
 - i. Which recordings will be retained after disposition of the case: All recordings from any given incident, or just a representative sample? Only ones used as evidence in court?
- b. **How**
 - i. How will the recordings be stored: On a disc, on the prosecutors' server, or in the cloud? Will storage be shared with the public defender (in jurisdictions where funding is the same source)?
 - ii. For how long will the recordings be stored if state statute does not govern retention of evidence? Should the recordings be treated like DNA evidence (in states that have specific DNA-retention statutes)?

5. Protective Orders

Defense attorneys, police departments, Probation, and Parole can seek protective orders to regulate the use of the Body-Worn camera recordings.

- a. **When**
 - i. Determine when a protective order should be sought.
- b. **Why**
 - i. Consider issuing a protective order to restrict public dissemination of a recording in order to:
 - 1. Protect witnesses (e.g., a police officer may ask for a witness's identifying information on the recording);
 - 2. Prevent a defense attorney from giving the recording to the media (instead, consider a memorandum of understanding or a contractual agreement with the defense attorney to ensure compliance);
 - 3. Prevent law enforcement from giving the recording to the media; and/or
 - 4. Prevent the defendant from disseminating the recording.

6. Staffing and Funding

Assess staffing and funding needs for viewing, editing, and transcribing. Because of the potential for mass quantities of recordings, offices may need to hire additional staff that can view, edit, organize, and transcribe the recorded evidence.

Page intentionally blank

Instructions for Completing the Body-Worn Camera Policy Review Scorecard

Page intentionally blank

Instructions for Completing the Body-Worn Camera Policy Review Scorecard

Introduction

As part of the Bureau of Justice Assistance Body-Worn Camera (BWC) Pilot Implementation Program (PIP), a Training and Technical Assistance (TTA) team—composed of members of CNA, Arizona State University, and Justice and Security Strategies, Inc.—has created a ***BWC Policy Review Scorecard*** (“the Scorecard”). The Scorecard assesses the comprehensiveness of an agency’s BWC policy, captures local issues that influence policy (e.g., specific state regulations), and identifies areas for policy enhancement.

The purpose of this document is to provide law enforcement agencies with guidance on how to review BWC policies using the Scorecard. Interested agencies can access the Scorecard at the [BWC TTA website](#). Instructions for completing the Scorecard can be found on the following page.

If desired, upon completion of the review and scoring of the policy, an agency may send the self-reported Scorecard to the TTA team (BWCTTA@cna.org) for review. The TTA team will then provide a formal letter that details its assessment of the policy.

For all other questions regarding the ***BWC Policy Review Scorecard***, please contact:

James “Chip” Coldren, CNA
Coldrej@cna.org

Denise Rodriguez, CNA
Rodriguezd@cna.org

Scorecard Instructions

Interested law enforcement agencies can access the **BWC Policy Review Scorecard** at the [BWC TTA website](#).

There are two worksheets in the Scorecard: the first consists of four columns (see table below); the second includes four questions that capture a narrative of the policy-review process.

Worksheet 1 (table):

Policy Issue	Possible Score	Agency Score	Transcription of the Policy Issue, If Noted in the Policy
This area denotes the policy issue that the policy process or policy should address (e.g., “Does the policy specify who is assigned/permitted to wear BWC?”).	This is the numerical score possible (1) if the issue is covered within the policy.	If the policy addresses the policy issue, insert a score of 1 in this space. If the policy does NOT address the issue, insert a score of 0.	If the policy issue is addressed, directly copy (word-for-word) the section(s) of the policy that details the policy issue. This can be done using the “Copy and Paste” function.

- **Policy Issue:** There are 11 categories and 45 specific policy issues in the Scorecard. Policy issues listed in **red text** are mandatory (17 total) for all BWC policies, according to the criteria developed by the TTA team and the Bureau of Justice Assistance (BJA). Agencies funded through BJA’s BWC Pilot implementation Program that do not have mandatory items within their policy are required to revise their policy in order to access federal funds.
- **Possible Score:** Each policy issue receives a possible score of 1. There are category subtotals, as well as an overall total score (45 possible, including 17 required).
- **Agency Score:** If the policy and/or policy process addresses the policy issue, insert “1” into this column. If the policy and/or policy process does not address the policy issue, insert “0.”
- **Transcription of the Policy Issue, If Noted in the Policy:** If the policy and/or policy process addresses the policy issue, directly copy (word-for-word) information from the policy into this cell. The purpose of this process is to facilitate discussion regarding any missing information, confusing information, and/or other policies that address the policy issue. This column demonstrates compliance with each particular policy issue. The column can also be used to record relevant information that may not be directly included in the policy (e.g., specific details on policy development, training, or separate policies that govern requests for public records).

Worksheet 2 (narrative questions):

This worksheet (tab) asks four questions (below) to allow for a narrative review of the agency policy:

1. Does the reviewed policy represent a deliberate and well-considered policy development process?
2. Identify any important issue areas in the agency's policy that may present concerns in the future, and that should be monitored by TTA Provider/BJA (i.e., if an agency does not have a policy that requires officers to notify citizens that they are recording, please note that BJA and the agency may want to review future data for evidence of citizen's complaints of 'unauthorized recording.'). If no issue areas are identified, please note that the agency is a good target for general comparison with other national BWC programs.
3. Identify the work and persons involved in this policy review. Please note if and how many iterations of the policy have been completed and which areas have been modified as a result of this review process.
4. Please note your approval/disproval of this policy as well as whether the site has made any related TTA requests.

Understanding Your Completed Scorecard:

- To assess your results, tally the totals on Worksheet 1. The higher the score, the stronger the policy.
- This scorecard is not intended to dictate policy one way or another. The scorecard should be used to determine policy comprehensiveness.
- The Scorecard and instructions provided here are designed to facilitate a law enforcement agency's review of their BWC policy. The TTA team also is available to review an agency's self-reported Scorecard. Upon completion of the review and scoring of the policy, an agency may send the Scorecard to the TTA Team (BWCTTA@cna.org). The core TTA Team (CNA, ASU, and JSS) will conduct a review of the completed Scorecard, and will provide a formal letter that details the TTA team's assessment of the policy.

Page intentionally blank

Body-Worn Camera Policy Review Scorecard Template

Page intentionally blank

Body-Worn Camera Policy Review Scorecard

BWC PIP Site:

Policy Issue	Possible Score	Agency Score	If present in the policy, copy word-for-word here:
Policy Development			
Did agency review National BWC Toolkit and PERF/COPS report?	1		
Did agency review other agency policies on BWCs?	1		
Did agency involve appropriate internal units in policy development?	1		
Did agency involve appropriate external criminal justice/local stakeholders in policy development?	1		
Did agency share policy with community and advocacy groups?	1		
Did community members and advocacy groups play a role in policy development?	1		
TOTAL - POLICY DEVELOPMENT	6	0	
General Issues			
Does policy specify who is assigned/permitted to wear BWC?	1		
Does policy specify requirements/conditions for required and voluntary BWC wearing?	1		
Does policy address wearing of private-owned BWCs?	1		
Does policy specify body/uniform location for BWC placement?	1		
TOTAL - GENERAL ISSUES	4	0	
Video Capture: Activation			
Does policy specify when officers are to activate the BWC?	1		
Does policy specify/require that officers document existence of BWC recording?	1		

Policy Issue	Possible Score	Agency Score	If present in the policy, copy word-for-word here:
Does policy specify if officers have discretion on when to activate BWC?	1		
Does policy provide guidance on citizen notification of BWC?	1		
Does policy specify circumstances/conditions when officers can choose to not activate?	1		
Does policy provide guidance on BWC recording of crime victims and other sensitive populations?	1		
Does policy specify circumstances when recording is prohibited? (e.g., locker room, supervisor/officer conversations, strip searches)	1		
TOTAL - VIDEO CAPTURE: ACTIVATION	7	0	
Video Capture: Deactivation			
Does policy provide guidance on appropriate BWC deactivation (when and how to deactivate)	1		
Does policy provide guidance on requirements for discretionary deactivation/non-activation of BWC? (citizen request for non-recording)	1		
TOTAL - VIDEO CAPTURE: DEACTIVATION	2	0	
Data Transfer/Download			
Does policy assign responsibility for data download/transfer?	1		
Does policy provide guidance on process/requirements for data download (time requirements, by end of shift, etc.)?	1		
Does policy specify prohibitions for data tampering, copying, and deleting?	1		
Does policy specify incident types/categories for proper tagging of videos?	1		
Does policy specify process for tagging of videos by category?	1		
Does policy address chain of custody issues/concerns?	1		
TOTAL - DATA TRANSFER/DOWNLOAD	6	0	

Policy Issue	Possible Score	Agency Score	If present in the policy, copy word-for-word here:
Data Storage/Retention			
Does policy specify process/location for proper video storage?	1		
Does policy specify data retention periods by incident category?	1		
TOTAL - DATA STORAGE/RETENTION	2	0	
BWC Viewing			
Does policy specify authority of officer to review BWC footage he/she recorded?	1		
Does policy specify authority of other officers to review BWC footage?	1		
Does policy specify authority and conditions for supervisory review of BWC footage?	1		
Does policy specify authority and conditions for Internal Affairs review of BWC footage?	1		
Does policy specify authority and conditions for review of BWC footage by training personnel?	1		
Does policy specify process for BWC review following a critical incident (e.g., officer-involved shooting, pursuit)?	1		
Does policy specify prohibitions for public sharing of BWC footage?	1		
Does policy specify process for auditing of BWC footage for performance review or policy compliance?	1		
Does policy specify process for coordination with “downstream” criminal justice actors? (prosecutors, defense, courts)	1		
TOTAL - BWC VIEWING	9	0	
BWC Training			

Policy Issue	Possible Score	Agency Score	If present in the policy, copy word-for-word here:
Does the policy specify mandatory training requirements for participation in the BWC program?	1		
TOTAL - BWC TRAINING	1	0	
Public Release			
Does the policy demonstrate an understanding of the state's public disclosure laws?	1		
Does the policy specify whether certain categories of BWC are exempt/prohibited from public disclosure?	1		
Does the policy specify a process to receive and process public records requests for BWC footage?	1		
Does the policy specify who is authorized to approve release of BWC footage?	1		
Does the policy specify a process for BWC review and redaction prior to release?	1		
Is the BWC policy publicly available? (If yes, how?)	1		
TOTAL - PUBLIC RELEASE	6	0	
Policy and Program Evaluation			
Does policy specify a process for continuing review of BWC program (including policy review)?	1		
TOTAL - POLICY AND PROGRAM EVALUATION	1	0	
BWCs and Use of Force			

Policy Issue	Possible Score	Agency Score	If present in the policy, copy word-for-word here:
Did agency review or revise its Use of Force policy and training during the BWC policy development? If so, how? Can the site provide a copy of their Use of Force policy?	1		
If yes, when did the review take place? (mo/yr)			
If no, when will a review likely occur? (mo/yr)			
Can the site provide a copy of their Use of Force policy?			
Has the site considered the impact of BWC footage on training policy?			
Has the site incorporated review of BWCs into their review of use of force incidents?			
TOTAL - BWCs AND USE OF FORCE	1	0	

Passing Grade: minimum 36/45 (80%)
 All **Required elements** (in red) must be covered.

	Possible Score	Agency Total Score	
Total Items	45	0	
Total Mandatory Items	17	0	
Total Items percentage score	45	0	
Total Mandatory Items percentage score	17	0	

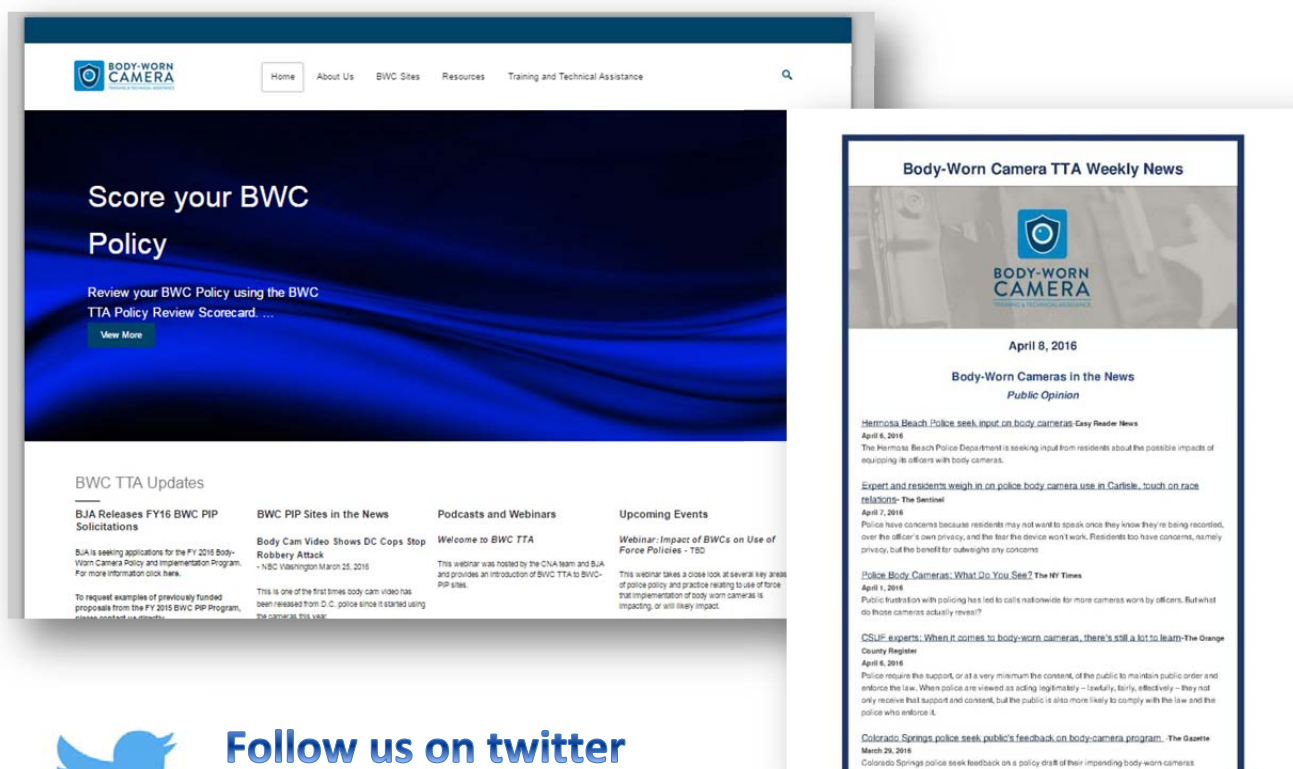
Body-Worn Camera Policy Review Scorecard

BWC PIP Site:

RECOMMENDATIONS	
1. Does the reviewed policy represent a deliberate and well-considered policy development process?	
2. Identify any important issue areas in the agency's policy that may present concerns in the future, and that should be monitored by TTA Provider/BJA (i.e., if an agency does not have a policy that requires officers to notify citizens that they are recording, please note that BJA and the agency may want to review future data for evidence of citizen's complaints of 'unauthorized recording.'). If no issue areas are identified, please note that the agency is a good target for general comparison with other national BWC programs.	
3. Identify the work and persons (TTA lead and any members from the site) involved in this policy review. Please note if and how many iterations of the policy have been completed and which areas have been modified as a result of this review process.	
4. Please note your approval/disproval of this policy as well as whether the site has made any related TTA requests.	

Appendix B: BWC TTA Website

The U.S. Department of Justice (DOJ), Office of Justice Programs (OJP), Bureau of Justice Assistance (BJA) launched the Body-Worn Camera Pilot Implementation Project (PIP) in FY 2015 to assist law enforcement agencies with the enhancement or implementation of Body-Worn Camera (BWC) initiatives. In addition, BJA funded a new training and technical assistance (TTA) program to help local communities implement their BWC PIP initiatives. CNA and its partners: Arizona State University (ASU) and Justice & Security Strategies (JSS) are working closely with BJA to develop and expand BWC training and technical assistance. Please visit the BWC TTA website www.bwctta.com for more information.



Follow us on twitter
@bwc_tta

Stay in the know!!

**Scan the QR code to sign up to receive our
Newsletter and join our contact list**



Page intentionally blank

Appendix C: Facilitator Bios

Office of Justice Programs (OJP)/Bureau of Justice Assistance (BJA)

Michael Roosa

Senior Policy Advisor, BJA

Mr. Roosa is a member of the Justice Information Sharing Team (JIST) for the BJA Policy Office. As an experienced technology implementer and data integrator Mr. Roosa's portfolio includes the Body-Worn Camera Pilot Implementation Program, technical analysis for the Violence Reduction Network, corrections information sharing, justice to health, project transportability, technology forecasting, national standards development, and because of his law enforcement background he assists in special projects targeting policy and technology gaps at all levels of the enforcement effort. Previously Mr. Roosa was the CIO for the Maryland State Police (MSP). He began his career as a Network Engineer and progressed to become a program manager and eventually the IT Director for the Baltimore City Police Department. Mr. Roosa's drive comes from his service in the US Army during Operation Desert Storm. Beyond various technology certifications Mr. Roosa has a Bachelor's degree in Information Management and an Associate's degree in Computer Science.

Carmen Facciolo

Senior Policy Advisor, BJA

Carmen Facciolo joined the U.S. Department of Justice Bureau of Justice Assistance as a policy advisor on October 6, 2014. In this capacity, he assists the bureau's coordination efforts for prosecution, law enforcement, and courts. In addition, he provides advice to the administration on public safety strategies and the promotion of a safe and fair criminal justice system. Previously, Mr. Facciolo served as a consultant with the Center for Court Innovation in New York City, where he provided training and technical assistance to jurisdictions around the world wishing to implement criminal justice reforms. In addition to these responsibilities, he managed the Center's congressional education, legislative affairs and departmental strategic planning efforts. Mr. Facciolo led the development and implementation of over a dozen criminal justice and problem-solving justice programs worldwide. He also spearheaded a cross-agency initiative that assisted the US Department of Justice with the creation of their new federal reporting system. Mr. Facciolo previously served as chief of staff/advisor to the presiding judge in Delaware and later directed the judiciary's criminal justice programs, access to justice initiatives, communications, and strategic-planning projects. He served on the Chief Justice's Taskforce on Criminal Justice and Mental Health and served on the Delaware State Bar Association's Access to Justice Committee.

Daniel Pryce, Ph.D.***Senior Research Associate, CSR, Inc (Contractor)***

Dr. Daniel K. Pryce works as a senior research associate for Consulting Services & Research (CSR), a firm based in Arlington, Virginia. He holds both a master's degree in public administration and a doctorate in criminology, law & society from George Mason University. He works on several key criminal justice portfolios at the Bureau of Justice Assistance (BJA), including the Body-Worn Camera (BWC) Program; six Second Chance Act (SCA) Programs; and the Swift, Certain, & Fair (SCF) Program.

Laura Wyckoff, Ph.D.***Senior Performance Management Analyst, BJA***

Laura Wyckoff is a Senior Performance Management Analyst at the U.S. Department of Justice's Office of Justice Programs, Bureau of Justice Assistance (BJA). Laura oversees all aspects of BJA's performance management system which includes the development of performance measures, analysis of performance data, and the production of performance reports as well as products for both internal and external audiences. Laura also has a vast expertise in criminal justice program implementation, applied research and evaluation, and the application of evidence-based practices within the various aspects of the criminal justice system (i.e., policing, prosecution, and corrections). Prior to joining BJA in 2014, Laura was a Senior Faculty Researcher at the University of Maryland. She also served as a Science Advisor to the Police Foundation in Washington DC. In these positions, she developed and delivered training curriculum to criminal justice professionals, provided technical assistance on a wide range of topics, as well as conducted process and impact evaluations. She specializes in criminology of place, the application of police strategies for crime prevention and reduction, crime analysis and crime mapping, as well as both quantitative and qualitative research methods, measurement, and analysis. Dr. Wyckoff earned her B.A. in Sociology from North Carolina at Chapel Hill, her M.A. in Criminal Justice from Rutgers School of Criminal Justice in Newark, New Jersey, and her Ph.D. in Criminology and Criminal Justice from the University of Maryland at College Park.

Body-Worn Camera Training and Technical Assistance Team

CNA

James "Chip" Coldren, Ph.D.***BWC TTA Director***

Dr. James R. "Chip" Coldren, Jr., is the Project Director on BWC TTA and is a Managing Director for the Safety and Security Division at CNA Corporation. He has more than 35 years of experience with research; program and policy evaluation; policy development; advocacy; development, coordination, and delivery of training and technical assistance; and justice system reform. In addition to serving as the Project Director on BWC TTA, Dr. Coldren is also the National Project Director for the Bureau of Justice Assistance (BJA) Smart Policing Initiative and BJA Violence

Reduction Network. He also serves as Principal Investigator on two National Institute of Justice–funded research projects: a national study of equipment modalities and correctional officer safety, and a randomized experiment with Body-Worn cameras in the Las Vegas Metropolitan Police Department.

Denise Rodriguez
BWC TTA Project Manager

Denise Rodriguez is a Research Scientist at CNA, and serves as the Project Manager on BWC TTA. She has been with CNA for over seven years and has managed a number of projects, conducted assessments of police policy and procedures relating to police use of force, reconstructed police critical incidents and large-scale events, developed use of force policies, and developed law enforcement specific after action reports for a number of federal and local-level law enforcement agencies. Ms. Rodriguez has led, analyzed, and provided research support on police involved critical incidents and collaborative reform initiatives for the Tampa, FL Police Department, Baltimore, MD Police Department, the Las Vegas, NV Metropolitan Police Department, the Washington, D.C. Homeland Security and Emergency Management Agency, the Spokane, WA Police Department, and the Fayetteville, NC Police Department. Ms. Rodriguez also manages CNA’s National Institute of Justice study on the impact of Body-Worn cameras (BWC) in the Las Vegas, NV Metropolitan Police Department.

Tom Woodmansee
BWC TTA Senior Advisor

Tom Woodmansee is a Senior Advisor at CNA, working on BWC TTA. Prior to joining CNA, he worked for the Madison, WI Police Department for 25 years. Mr. Woodmansee's experience includes: Patrol Officer, Undercover Narcotics Officer, and 13-years as a Detective. He also served on the SWAT team as a tactical operator, later as a Negotiator and then a Commander and oversaw the police Academy and several specialized investigative units. Mr. Woodmansee has worked with many agencies around the country on a variety of projects and systems improvements through BJA Smart Policing Initiative and BJA Violence Reduction Network.

Arizona State University

Michael White, Ph.D.
BWC TTA Co-Director

Dr. Michael D. White serves as the Co-Director on BWC TTA and is a Professor in the School of Criminology and Criminal Justice at Arizona State University. He is Associate Director of ASU’s Center for Violence Prevention and Community Safety. He is also a Senior Diagnostic Specialist for the Office of Justice Programs Diagnostic Center and a Senior Subject Matter Expert for the Bureau of Justice Assistance’s Smart Policing Initiative. Dr. White has commented extensively in the media on police issues, especially Body-Worn cameras, including in Scientific American, the Wall Street Journal, the New York Times, the Washington Post, TIME Magazine, NPR, and MSNBC. He also testified about Body-Worn cameras before the President’s Task Force on 21st Century Policing. Dr. White is currently conducting a multi-site randomized controlled trial testing the impact of police

officer Body-Worn cameras in Tempe, Arizona and Spokane, Washington (funded by the Laura and John Arnold Foundation). He is one of the primary authors of the U.S. Department of Justice Body-Worn Camera Toolkit, and he is author of a U.S. Department of Justice report titled, *Police officer Body-Worn cameras: Assessing the evidence*

Charles Katz, Ph.D.

BWC TTA Senior Advisor

Dr. Charles Katz serves as a Senior Advisor on BWC TTA and is the Watts Family Director of the Center for Violence Prevention and Community Safety and is an Associate Professor in the School of Criminology and Criminal Justice at Arizona State University. He received his Ph.D. in Criminal Justice in 1997 from the University of Nebraska at Omaha. Much of his research focuses on gangs and strategic responses to community gang problems. Currently, Dr. Katz is involved in a locally funded project interviewing recently booked arrestees in Maricopa County, Arizona. The research aims to understand the scope and nature of the county's gang problem, organizational structure of gangs, and the connection between crime, drug use, and gangs. He is also working with the Organization of American States (OAS) to understand the gang problem in the Caribbean and develop a regionally-based gang prevention program. Additionally, he is currently working on a project funded by the U.S. Department of Homeland Security examining the connection between MS13 in El Salvador and the United States, and is a partner in The National Center for Border Security and Immigration (BORDERS) funded by the U.S. Department of Homeland Security.

Justice & Security Strategies

Craig Uchida, Ph.D.

BWC TTA Senior Advisor

Dr. Uchida serves as a Senior Advisor on BWC TTA and is President of Justice & Security Strategies, Inc., Dr. Craig D. Uchida is responsible for locating funding streams, negotiating contracts, directing projects, leading and managing staff, and ensuring that projects are completed on time and within budget. He has expertise in management and operations, and training and education, and has substantive knowledge in law enforcement, homeland security, criminal justice, and public health issues. He provides direct assistance to clients through training and technical assistance, developing and implementing research and evaluation plans, and assisting in implementing change within organizations.

Shellie Solomon

BWC TTA Senior Advisor

Ms. Solomon serves as a Senior Advisor on BWC TTA and is Chief Executive Officer and Vice President of Justice & Security Strategies, Inc., Ms. Solomon conducts survey research, and writes research and policy reports. She coordinates technology development and implementation, and employs geographic information systems and advanced spatial analysis and modeling to conduct research, evaluations, and strategic planning efforts to examine relationships between, and concentrations of, spatial and temporal data. Ms. Solomon creates relational databases, completes data analysis, and develops graphical information. She develops marketing presentation materials

including brochures, websites, articles, and slide presentations, as well as assists with strategic thinking and planning efforts based upon the information developed from data analysis.

BWC TTA Subject Matter Experts

Mary Gavin

Chief of Police, Falls Church Police Department

As the City's Deputy Chief, Gavin oversaw the Operations Division, Internal Affairs, and supervised the Commander of Services. She served with the Arlington County Police Department for 21 years in several leadership roles, including Vice Narcotics Commander, Operations District Commander for the Rosslyn-Ballston Corridor, Lieutenant of the Criminal Investigations Auto Squad, and School Resources Supervisor. She also created Arlington's first Youth Police Academy along with many other initiatives to foster strong ties between public safety personnel and the community.

Gavin played an active role in Arlington's 9/11 response, including establishing staffing command for police operations, coordinating initial response from nearby county agencies, and managing the prolonged mutual aid requests for 28 agencies throughout the Washington, DC Metro region.

Gavin's professional memberships include the City of Falls Church Alliance for Youth, Virginia Association of Chiefs of Police, International Association of Chiefs of Police, Association of National Ethic Trainers, and Police Executive Leadership Alumni Association.

Gavin's extensive education and training includes a bachelor's degree in Law Enforcement from Eastern Kentucky University, Northern Virginia Criminal Justice Academy (63rd Session), Police Executive Leadership Seminar (PELS, 1999), FBI National Academy (Session 222), and the International Association of Chief of Police's Leadership Institute on Violence Against Women.

Kristine Hamann, J.D.

Founder and Executive Director, Prosecutors' Center for Excellence

Kristine Hamann is the Executive Director and founder of Prosecutors' Center for Excellence (PCE). PCE supports statewide prosecutor Best Practices Committees and provides guidance on policy matters to prosecutors across the country. The Best Practices Committees are devoted to proactively improving the criminal justice system and assessing emerging issues. Ms. Hamann is working with prosecutors from thirty states that are implementing or considering statewide Best Practices Committees. She participates and presents at national and statewide prosecutor meetings on a regular basis.

Kristine Hamann was a Visiting Fellow at the Department of Justice/Bureau of Justice Assistance from 2013 to 2016. She is the chair of the New York State Best Practices Committee for prosecutors and she is a co-chair of the National District Attorneys Association's Best Practices Committee. In 2015 she was appointed Independent Counsel to the Conviction Integrity Unit of the United States

Attorney's Office for the District of Columbia and she is an Adjunct Professor at Georgetown Law School.

From 2008 to 2013, Ms. Hamann was the Executive Assistant District Attorney for the Special Narcotics Prosecutor for the City of the New York. The office conducts international, national and local drug trafficking investigations and prosecutions, which impact New York City.

From 2007 to 2008, Ms. Hamann was the New York State Inspector General. The Inspector General is charged with investigating and preventing fraud, waste and abuse in New York State government.

From 1998 to 2007, Ms. Hamann served as the Executive Assistant District Attorney to D.A. Robert M. Morgenthau in the Manhattan District Attorney's Office in New York City. Prior to 1998, Ms. Hamann held several other positions in the Manhattan District Attorney's Office, including Deputy Chief of the Trial Division in charge of the Criminal Court, Director of Training, and Deputy Bureau Chief of the Career Criminal Bureau. After law school she was an associate at Simpson Thacher and Bartlett in New York City.

Aviva Kurash

Senior Program Manager, International Association of Chiefs of Police

Aviva Kurash is Senior Program Manager with oversight for the National Law Enforcement Leadership Initiative on Violence Against Women, the Trauma Informed Sexual Assault Training Program, and the IACP/MacArthur Foundation Increasing Law Enforcement's Role in Juvenile Justice Project. Ms. Kurash has been training law enforcement and creating policies, instructive guidebooks and roll-call training videos on violence against women crimes at the IACP since 2001. Ms. Kurash has advocated for victims of domestic violence, sexual assault, and child abuse both in the U.S and internationally. Prior to working with the IACP, she worked in child protective services, and then spent many years counseling domestic violence victims & survivors and facilitating groups in a community-based family violence counseling center in Jerusalem, Israel. She then moved to Northern Virginia where she managed a transitional housing program for women and children fleeing abuse and provided training for local law enforcement and social service providers. Ms. Kurash was a member of the Fairfax County Network Against Family Abuse and has taught in the Masters of Social Work Program at George Mason University (VA). She received a B.A. in psychology from Indiana University and a Masters of Social Work from Hebrew University in Jerusalem, Israel.

John Lewin

Deputy Chief, Chicago Police Department

Deputy Chief Jonathan Lewin was promoted in February 2015, from the position of Commander/Managing Deputy Director at the Chicago Police Department. He has experience overseeing advanced technology initiatives to support public safety, including Computer Aided Dispatch, voice and data radio communications, the police CLEAR (Citizen and Law Enforcement

Analysis and Reporting) system (one of the largest police databases in the United States and winner of the Innovations in American Government Award from the Kennedy School at Harvard University), surveillance cameras and related sensors and analytics, Predictive Policing, and business intelligence functions. He serves on several national and state councils and working groups, including the National Law Enforcement and Corrections Technology Advisory Council, the Illinois Integrated Justice Information System Executive Board (vice-chairman), the U.S. Department of Justice Bureau of Justice Assistance (BJA) Technology Forecasting Group, and the U.S. Department of Homeland Security (DHS) Video Quality in Public Safety (VQiPS) Working Group. He has extensive experience with both using and developing common operating picture and command and control situational awareness tools, having worked in Joint Operations Centers and command posts for numerous major planned and unplanned events in the City of Chicago, including Bulls celebration activities, the Democratic National Convention, Taste of Chicago, 4th of July fireworks celebrations, the Chicago Marathon, the NATO 2012 Summit, Air and Water Shows, major weather events, and other activities. He has developed mapping and situational awareness tools to support these events.

Lewin was an adjunct lecturer at the University of Illinois at Chicago and served as co-chairman (along with the U.S. Secret Service) of the Critical Infrastructure committee for the NATO Summit in Chicago. He has conducted numerous workshops and presentations on best practices in the use of technology around the United States. He serves as a peer grant reviewer for the U.S. Department of Justice Office of Justice Programs (OJP). Lewin completed a bachelor of science degree in administration of justice at Southern Illinois University, a master's degree in public policy at Northwestern University, and a master's degree in security studies at the U.S. Naval Postgraduate School.

Michael Rizzo

Project Manager, International Association of Chiefs of Police

Michael Rizzo is the Project Manager for National Law Enforcement Leadership Initiative on Violence Against Women. Ms. Rizzo has over 15 years of experience in victim advocacy and community education. Prior to joining the staff at the IACP in 2008, Ms. Rizzo spearheaded and managed the On-Call Advocacy Program (OCAP) for domestic violence victims in collaboration with the Metropolitan Police Department in Washington, DC. In this position, Ms. Rizzo trained law enforcement, advocated for victims of violence within the court system, and managed a team of volunteers around the clock. Ms. Rizzo's work in the field of violence against women began in 1997 when she facilitated anti-violence classes with inner-city youth through Hull House in Chicago. After college, Ms. Rizzo worked at the Cook County Commission on Women's Issues in Chicago, IL where she helped to create the Domestic Violence in the Workplace Policy for employees of the County. Over the years, Ms. Rizzo's dedication and commitment to the issue of violence against women has continued throughout her work and education. Ms. Rizzo served on the Sexual Assault Crisis Consultation (SACC) team at The George Washington University; worked as the Coordinator of Community Education and a hotline counselor at a Washington, D.C. domestic violence shelter;

advocated for reproductive rights, and has engaged in campaign and policy work. She served on the Rape, Abuse and Incest National Network (RAINN) Program Advisory Board and currently is an Advisory Board Member for the Family Justice Center Alliance, National Training Institute on Strangulation Prevention. Ms. Rizzo received a B.A. in Women's Studies from DePaul University in 2000, and a M.A. in Public Policy with a concentration in Women's Studies from The George Washington University in 2004.

Hildy Saizow

Senior Subject Matter Expert, CNA

Ms. Hildy Saizow has more than 30 years of experience providing consulting services, research, policy analysis, and advice to government agencies and non-profit organizations throughout the U.S. Her expertise includes criminal and juvenile justice as well as violence prevention, formation and assistance with collaborative partnerships, community planning and assessment, and social marketing and communications. As a national consultant, she currently serves as subject matter expert for the BJA Smart Policing Initiative, focusing on community outreach and collaboration issues for police departments funded through this program. She also serves as Community Outreach partner for Arizona's Project Safe Neighborhoods initiative. Due to her expertise in gun violence prevention, Ms. Saizow was invited to meet with Vice-President Joe Biden in January 2013 to give input and recommendations to the Task Force on Gun Violence. Starting in 1998, she provided technical assistance to communities across the nation designated as Weed and Seed sites by the U.S. Department of Justice that required assistance in forming and sustaining collaborative partnerships, developing collaborative strategies, and working with challenging stakeholders.

Prior to these activities, Ms. Saizow provided technical assistance to local communities in Arizona forming collaborative partnerships to address early care and education for children birth to age 5 and their families. In response to a request from the Arizona Community Foundation, she examined and identified success factors for an ongoing collaborative partnership addressing juvenile justice issues in a high-risk Phoenix, AZ community. Furthermore, Ms. Saizow directed a comprehensive community assessment examining community factors and possible solutions to the over-representation of minority youth in the juvenile justice system in Maricopa County. Before becoming a national consultant, and while living abroad, Ms. Saizow served as a community/social planner for a large local government in Australia.

In the early 1990s, Ms. Saizow served as public safety advisor to the City Manager for the District of Columbia where she worked closely with managers in the police, fire and emergency services departments and correctional agencies addressing a wide range of public safety problems and concerns. She also served as Executive Director of the Justice, Research and Statistics Association (formerly Criminal Justice Statistics Association) in Washington, DC where she developed programs to support criminal justice analysts and policy makers and obtained numerous grants from the U.S. Department of Justice.

William Sousa, Jr., Ph.D.***Associate Professor, Department of Criminal Justice, University of Nevada, Las Vegas***

Dr. William H. Sousa is the director of the Center for Crime and Justice Policy and an associate professor in the Department of Criminal Justice at the University of Nevada, Las Vegas. Sousa received his B.A. from Stonehill College (Easton, Massachusetts), his M.S. from Northeastern University (Boston, Massachusetts), and his Ph.D. in criminal justice from Rutgers University (Newark, New Jersey). His past research projects include evaluations of policing programs and technologies. The focus of his writing is on crime and disorder reduction policies implemented by police agencies, including the New York City Police Department and the Los Angeles Police Department. Dr. Sousa's current projects involve police order-maintenance practices, police management, and community crime prevention in Las Vegas neighborhoods. His most recent publications appear in *The Journal of Experimental Criminology*, *Police Practice and Research*, and *Crime Prevention Studies*.

Charles Stephenson, MBA***Consultant, CNA***

Mr. Charles Stephenson has broad experience in the field of technology research with over fifteen years of experience in interfacing with academia, industry and end-users in the rapid prototyping of new and existing technologies designed to meet the needs of public safety and the U.S. Military. He is experienced in federal government R&D programs and technology transfer to private sector in support of the Department of Justice's National Law Enforcement & Correction Technology Center's technology transfer initiatives. He is also experienced in the organization and use of technical working and focus groups consisting of public safety decision makers and private sector providers in matching technologies to needs. He has conducted studies using such tools as market and end-user surveys, in the identification of technologies and technology requirements for Federal, State, local and tribal law enforcement agencies. Mr. Stephenson has worked with engineers and end-users in all phases of technology development and design of equipment, from needs identification and requirements development through initial prototyping and first and second generation production design testing, training and new equipment fielding. He is experienced in informing and educating public safety users in the use of new and emerging technologies through the use of outreach methods (e.g. distribution of publications, webinars and organizational presentations and briefings). Also, he has developed training and outreach materials (e.g. guides, handbooks, product reports, white papers etc.) and has delivered capacity building "training" and hands on technical assistance to first responders in the use of technologies.

Daniel Zehnder***Lieutenant, Las Vegas Metropolitan Police Department***

Lieutenant Dan Zehnder has been with the Las Vegas Metropolitan Police Department for 19 years. He is currently assigned to the Program Management and Video Bureau where he supervises the department's Body-Worn camera program. He also serves as the project manager for the Body-Worn camera efficacy study currently being conducted by CNA Corporation for the National Institute of Justice. Lieutenant Zehnder has served in various assignments throughout his career to

include patrol operations support, patrol field positions, the LVMPD police academy, and quality assurance.

Prior to joining LVMPD he served as an enlisted soldier, non-commissioned officer and officer in the United States Army for 21 years. He served in intelligence, special operations, and armor assignments. He ended his career with assignments as a staff officer on the Department of Defense Joint Staff and in the Office of the Chief of Staff of the Army. Lieutenant Zehnder is a graduate of the University of Louisville where he received a Bachelor of Science degree in Occupational Education. He is also a graduate of George Washington University where he received a Master of Arts degree in Human Resources Management. Lieutenant Zehnder has received the LVMPD Unit Medal of Valor and Exemplary Service Medals.

Appendix D: Attendee List

William Albert

Sergeant
Greenville Police Department
walbert@greenvillesc.gov

William H. Bache

Deputy Chief of Police
Wilkinson County Sheriff Department
jbrown@wilkinsoncounty.net

Sammy Banks

Captain
Newton County Sheriff's Office
sbanks@newtonsheriffga.org

Tim Beres

Executive Vice President, IPR
CNA
berest@cna.org

James Bisceglie

Sergeant
Elgin Police Department
bisceglie_j@cityofelgin.org

Michelle Blank

Administrative Analyst
Fontana Police Department
mblank@fontana.org

Dominique Burton

Research Specialist
CNA
burtond@cna.org

Roy Austin

Deputy Assistant to the President
The White House
raustin@who.eop.gov

Timothy Baird

Officer
Wichita Police Department
tbaird@wichita.gov

Michael Bayard

Systems Specialist
Elgin Police Department
bayard_m@cityofelgin.org

Steve Beyer

Captain
West Allis Police Department
sbeyer@westalliswi.gov

Robert Blanchard

Sergeant
New Orleans Police Department
rblanchard@nola.gov

Larry Bornstein

Lieutenant
Miami Beach Police Department
larrybornstein@miamibeachfl.gov

Jacqueline Caceres

Executive Assistant to the Deputy Dir.
Bureau of Justice Assistance
jacqueline.caceres@usdoj.gov

Kenneth Caldwell

Deputy Chief of Police
City of Fairfax
ken.caldwell@fairfaxva.gov

John Cardillo

Sergeant, Executive Officer
San Bernardino Police Department
cardillo_jo@sbcity.org

Rodriquez Chatman

Investigator
Wilkinson County Sheriff Department
dshank@wilkinsoncounty.net

James "Chip" Coldren

BWC TTA Director
Managing Director, CNA
coldrej@cna.org

Scott Crabill

Captain – Staff Services
Dubuque Police Department
scrabill@cityofdubuque.org

Michael Cunningham

Sergeant, Internal Affairs Division
Newton County Sheriff's Office
mcunningham@newtonsheriffga.org

Paul Dean

Assistant Chief of Police
Andalusia Police Department
paul.dean@andalusiapolice.com

Michael Dieppa

Captain
Miami-Dade Police Department
mgdieppa@mdpd.com

Paul Campana

Detective/IT Administrator
Cherry Hill Police Department
pcampana@cherryhillpolice.com

Scott Caudill

Sergeant
Fort Wayne Police Department
scott.caudill@cityoffortwayne.org

Michael Ciminelli

Chief of Police
Rochester, NY Police Department
mc2108@cityofrochester.gov

Kevin Costello

Captain
Rochester, NY Police Department
kc0661@cityofrochester.gov

David Crosby

Network Engineer
City of Charleston
crosbyd@charleston-sc.gov

Stephen Davis

Captain
Pensacola Police Department
sdavis@cityofpensacola.com

Rose Dell

Sergeant
New Haven Police Department
rdell@newhavenct.gov

John Digman

Lieutenant – Professional Standards
Dubuque Police Department
jdigman@cityofdubuque.org

James Donnelly

Chief of Police
Central Bucks Regional Police Department
police@cbrpd.net

James Donnelly Jr.

Chief of Police
Warminster Township Police Department
jdonnelly@warminsterpa.org

Lilian Draisin

Police Planning Administrator
City of Orlando Police Department
lilian.draisin@cityoforlando.net

Gustavo Duarte

Captain
Miami-Dade Police Department
gduarte@mdpd.com

Robert Echols

Network/Systems Engineer
Pensacola Police Department
bechols@cityofpensacola.com

Brandon Esque

IT Director
Newton County Sheriff's Office
besque@newtonsheriffga.org

Carmen Facciolo

Senior Policy Advisor
Bureau of Justice Assistance
carmen.facciolo@usdoj.gov

Mark Farrar

Lieutenant
Akron Police Department
mfarrar@akronohio.gov

Peter Farrell

Lieutenant
Charleston Police Department
farrellp@charleston-sc.gov

Tammy Felix

Research Scientist
CNA
felix@cna.org

Stephen Fender

State Policy Advisor
Bureau of Justice Assistance
stephen.fender@usdoj.gov

Randall Fernandez

Captain
Apopka Police Department
rfernandez@apopka.net

Debra Figueroa

Assistant Borough Manager
Carlisle Borough
dfigueroa@carlislepa.org

William Ford

Director of Research
National Institute of Justice
william.ford@usdoj.gov

Andrew Frear

Captain
City of Johnstown Police Department
afrear@cojtn.com

Thomas Garcia

Lieutenant
Imperial County Sheriff's Office
tgarcia@icso.org

Mary Gavin

Chief of Police
Falls Church Police Department
mgavin@fallschurchva.gov

Daniel Gomez

Police Sergeant II
Los Angeles Police Department
n5097@lapd.lacity.org

Maggie Goodrich

Chief Information Officer
Los Angeles Police Department
vanessa.guillen@lapd.lacity.org

Todd Green

Commander
Corpus Christi Police Department
toddg@cctexas.com

James Gress

Administrative Sergeant
City of Allentown Police Department
james.gress@allentownpa.gov

Mohemmad Hansia

Management Analyst I
City of Albuquerque Police Department
mhansia@cabq.gov

Timothy Hatch

Chief of Police
St. Marys Police Department
tim.hatch@stmarysga.gov

Axel Henry

Commander
St. Paul Police Department
axel.henry@ci.stpaul.mn.us

Jerad Goertzen

Deputy Chief of Police
Dodge City Police Department
jeradg@dodgecity.org

Lauren Gonzalez

Contractor
Bureau of Justice Assistance
lauren.gonzalez@ojp.usdoj.gov

Brian Greagan

Sergeant
Albany Police Department
bgreagan@albany-ny.org

Rebecca Gregory

IT Support Specialist
City of Fairfax Police Department
rebecca.gregory@fairfaxva.gov

Miriah Griffith

Grants and Procurement Administrator
Unified Police Department
mgriffith@updsl.org

Michelle Harrold

Management Analyst
Beaverton Police Department
mharrold@beavertonoregon.gov

Franklin Hayes

Sergeant
Detroit Police Department
hayesf823@detroitmi.gov

Kristie Hilton

Senior Management Analyst
Elgin IL Police Department
hilton_k@cityofelgin.org

Peggy Howard

Executive Director, Community Outreach
Newport News Sheriff's Office
phoward@nnva.gov

Shane Hudson

Deputy Chief of Police
Unified Police Department
shudson@updsl.org

Geoffrey Johnson

Body-Worn Camera Coordinator
Minneapolis Police Department
geoffrey.johnson@minneapolismn.gov

Mitchell Johnson

Administrative Division Commander
City of Fairfax Police Department
mitch.johnson@fairfaxva.gov

Joshua Jones

Officer
Pasadena Police Department
jhjones@cityofpasadena.net

Charles Katz

Director & Professor
Arizona State University
ckatz@asu.edu

Michael Keller

Deputy Chief of Police
Lake County Sheriff's Office
mkeller@lakecountyil.gov

William Knott

Major / Deputy Chief of Police
Dinwiddie County Sheriff's Office
wknott@dinwiddieva.us

Paul Hudson

Chief of Police
Andalusia Police Department
paul.hudson@andalusiapolice.com

Mark Jamison

Captain
Lynchburg Police Department
mark.jamison@lynchburgva.gov

Greg Johnson

Mobile Systems Administrator
Corpus Christi Police Department
gregj@cctexas.com

Chontel Jones

Officer
Detroit Police Department
jonesc600@detroitmi.gov

Erin Kabler

Patrol Officer
City of Johnstown Police Department
ekabler@cojtnw.com

David Kaufman

Vice President – SAS/IPR
CNA
kaufmand@cna.org

Eric Klinko

Lieutenant
Eugene Police Department
eric.e.klinko@ci.eugene.or.us

Brendan Kolding

Sergeant
Seattle Police Department
brendan.kolding@seattle.gov

Aviva Kurash

Program Manager
International Association of Chiefs of Police
kurasha@theiacp.org

Scot Kurek

Lieutenant
Lake County Sheriff's Office
skurek@lakecountyl.gov

Chris Kutcher

Chief of Police
Charles Town Police Department.
ckutcher@charlestownpolice.org

Ana Lalley

Commander
Elgin Police Department
lalley_a@cityofelgin.org

Steve Lamb

Major
City of Spartanburg
slamb@cityofspartanburg.org

Stephen Latshaw

Lieutenant
Carlisle Police Department
slatshaw@carlislepa.org

Flora Lawson

State Policy Advisor
U.S. Department of Justice
flora.d.lawson@usdoj.gov

Kimberlyn Leary

Robert Wood Johnson Health Policy Fellow
Office of Management and Budget
kimberlyn_r_leary@omb.eop.gov

Jonathan Lewin

Deputy Chief of Police
Chicago Police Department
jonathan.lewin@chicagopolice.org

David Lewis

Captain
Las Vegas Metropolitan Police Department
d4384l@lvmpd.com

Joyce Lipscomb

Operations Analyst
City of Spartanburg
jlipscomb@cityofspartanburg.org

Darius LoCicero

Division Chief
Bureau of Justice Assistance
darius.locicero@usdoj.gov

Robert Looney

Research and Planning Supervisor
San Antonio Police Department
robert.looney@sanantonio.gov

Jennifer Loper

Management Assistant
City of Peoria Police Department
jennifer.loper@peoriaaz.gov

Eric Lubaczewski

Police Officer
Cherry Hill Police Department
elubaczewski@cherryhillpolice.com

Ron Maass

Captain
San Bernardino Police Department
maass_ro@sbcity.org

Kristen Mahoney

Deputy Director
Bureau of Justice Assistance
kristen.mahoney@usdoj.gov

Chris Marks

Captain
West Allis Police Department
cmarks@westalliswi.gov

Patrick McCreary

Associate Deputy Director
Bureau of Justice Assistance
james.p.mccreary@usdoj.gov

Katherine McGrady

President, CEO
CNA
mcgradyk@cna.org

Derek Meeks

BWC Program Director
Metropolitan Police Department
derek.meeks@dc.gov

Bradley Mendelsohn

Assistant City Attorney - Prosecutor
City of Dearborn
bmendelsohn@ci.dearborn.mi.us

George Merithew

Executive Services Bureau Administrative
Lieutenant
Omaha Police Department
george.merithew@cityofomaha.org

Timothy Miller

Policy Advisor
U.S. Customs and Border Protection
timothy.miller@cbp.dhs.gov

Susan Manney

Captain
City of Orlando, Police Department
susan.manney@cityoforlando.net

Todd Maxwell

Body-Worn Camera SME
Booz Allen Hamilton
todd.maxwell@usdoj.gov

Beth McGarry

Principal Deputy Assistant Attorney General
Department of Justice
beth.mcgarry@usdoj.gov

Rene McNish

Deputy Sheriff
Imperial County Sheriff's Office
trainingunit_icso@icso.org

Sherri Meisel

Captain
Eugene Police Department
holly.a.mathews@ci.eugene.or.us

Patricia Mendick

R&P Specialist
City Of Omaha Police Department
patricia.mendick@cityofomaha.org

Richard Meulenberg

Corporal - Project Manager
Tulsa Police Department
rgmeulenberg@cityoftulsa.org

Paul Modica

Chief of Police
Village of Spring Valley Police Department
pmodica@villagespringvalley.org

Jeff Mooradian

Lieutenant
Dodge City Police Department
jeffm@dodgecity.org

Tyler Moses

IT Technician
Waynesboro Police Department
mosesct@ci.waynesboro.va.us

J. P. O'Donnell

Police Officer - BWC Committee Team
Twin Falls Police Department
jodonnell@tfid.org

Tara Olden

Analyst II
Colorado Springs Police Department
oldenta@ci.colospgs.co.us

Donald Papy

Chief Deputy City Attorney
City of Miami Beach
donaldpapy@miamibeachfl.gov

Wendy Petry

Police Administrator
Pasadena Police Department
wpetry@cityofpasadena.net

Tammy Pippen

Grants and Accreditation Manager
Fayetteville Police Department
tpippen@ci.fay.nc.us

James Rigdon

Commander
Colorado Springs Police Department
rigdonja@ci.colospgs.co.us

Deb Morrone

Director of Public Safety Grant and Research
Fort Wayne Police Department
deb.morrone@cityoffortwayne.org

Daniel Murphy

Compliance Manager
New Orleans Police Department
dpmurphy@nola.gov

Eric Oathes

Captain
Beaverton Police Department
eoathes@beavertonoregon.gov

Richard Palomo

Chief of Police
Laredo Independent School District Police
Department
rbpalomo@laredoisd.org

James Pasheilich

Detective
Akron Police Department
jpasheilich@akronohio.gov

Michael Petti

Assistant Chief of Police
Fayetteville Police Department
mpetti@ci.fay.nc.us

Gregory Reinhardt

Lieutenant
Minneapolis Police Department
gregory.reinhardt@minneapolismn.gov

Justin Risley

Lieutenant
Sacramento Police Department
jrisley@sacpd.org

Michael Rizzo

Project Manager
International Association of Chiefs of Police
rizzo@theiacp.org

Nancy Rodriguez

Director
National Institute of Justice

William Roper

Chief of Police
Ranson Police Department
chief@cityofransonwv.net

Larry Sachs

Director of Grants Management
Chicago Police Department
larry.sachs@chicagopolice.org

Rachel Saldivar

Grants Management Officer
San Antonio Police Department
rachel.saldivar@sanantonio.gov

Angela San Miguel

Lieutenant
Eugene Police Department
angie.s.sanmiguel@ci.eugene.or.us

Otha Sandifer

Commander
New Orleans Police Department
osandifer@nola.gov

Daniel Scheffler

Captain
Hamilton County Sheriff's Office
dscheffler@sheriff.hamilton-co.org

Denise Rodriguez

BWC TTA Project Manager
CNA
rodriguez@denise@cna.org

Mike Roosa

Sr Policy Advisor
Bureau of Justice Assistance
michael.b.roosa@usdoj.gov

Jeff Ruttler

Detective
Cherry Hill Police Department
jrtuttler@cherryhillpolice.com

Hildy Saizow

Subject Matter Expert
CNA
hsaizow@cox.net

Joey Salers

Deputy Sheriff
Newton County Sheriff's Office
hgiles@newtonsheriffga.org

Benjamin Sanders

Community Response Team Member
Greenville Police Department
bsanders@greenvillesc.gov

Thomas Scanlon

Lieutenant
City of Stamford
tscanlon@stamfordct.gov

Charles Schnaars

Lieutenant
Village of Spring Valley PD
cschnaars@villagespringvalley.org

Robert Sears

Deputy Chief of Police
Albany Police Department
rsears@albany-ny.org

Erin Sheridan

UIC Researcher
Chicago Police Department
esheri3@uic.edu

Mariel Shutinya

Analyst
Justice & Security Strategies Inc.
mshutinya@jssinc.org

Shellie Solomon

CEO
Justice & Security Strategies Inc.
sesolomon@jssinc.org

James Spencer

Lieutenant
City of White Plains Police Department
jspencer@whiteplainsny.gov

Jay Stanley

Senior Policy Analyst and Editor
American Civil Liberties Union
jstanley@aclu.org

Charles Stephenson

BWC TTA SME Lead, Group 5
CNA
cas5767@gmail.com

Jerome Stokes

Major
Lynchburg Police Department
jerome.stokes@lynchburgva.gov

Brad Shannon

Lieutenant - Patrol Division
Dubuque Police Department
bshannon@cityofdubuque.org

Ashley Shultz

Senior Research Specialist
CNA
shultz@cnacna.org

Timothy Simmons

Sergeant
Richmond Police Department
timsimmons@richmondpr.net

William Sousa

Professor
University of Nevada Las Vegas
william.sousa@unlv.edu

Richard St John

Assistant Chief of Police
Glendale Police Department
rstjohn@glendaleaz.com

Douglas Steele

Police Commander
City of Peoria Police Department
douglas.steele@peoriaaz.gov

Jeff Stiff

Sergeant
St. Paul Police Department
jeff.stiff@ci.stpaul.mn.us

Corey Stoughton

Senior Counsel
DOJ-Civil Rights
corey.stoughton@usdoj.gov

Angela Stover

Lieutenant
Fontana Police Department
astover@fontana.org

Gail Struss

Assistant Chief of Support Services
City of Allentown Police Department
gail.struss@allentownpa.gov

Arnold Threats

Lieutenant
Richmond Police Department
athreats@richmondpd.net

Craig Uchida

President
Justice & Security Strategies, Inc.
cduchida@jssinc.org

Jose Vargas

Assistant Chief of Police
New Braunfels Police Department
jvargas@nbtexas.org

Lt. Col. Jeffrey Vergakis

Operations Bureau Chief
Newport News Sheriff's Office
jvergakis@nnva.gov

David Warner

Planning and Research Manager
Miami Beach Police Department
davidwarner@miamibeachfl.gov

Natalie Weaver

Program Analyst
Sacramento Police Department
nweaver@sacpd.org

Kent Strege

Public Safety Technical Services Administrator
Glendale Police Department
kstrege@glendaleaz.com

Art Surratt

Corporal
Tulsa Police Department
asurratt@cityoftulsa.org

Clarence Trapp

Lieutenant
Pittsburgh Bureau of Police
clarence.trapp@pittsburghpa.gov

Michele Valadez

Grant Writer
City of New Braunfels
mvaladez@nbtexas.org

Gerardo Velazquez

State Policy Advisor
Bureau of Justice Assistance
gerardo.velazquez@usdoj.gov

Erik Villarreal

Police Officer
Laredo Independent School District Police
Department
elvillarreal@laredoisd.org

Kenneth Washington

Chief of Police
Leech Lake Band of Ojibwe
ken.washington@llojibwe.org

Chris Whigham

Camera Program Officer
City of Albuquerque Police Department
cwhigham@cabq.gov

Brian White

Captain
Wichita Police Department
bwhite@wichita.gov

Michael White

BWC TTA Co-Director
Professor, Arizona State University
mdwhite12@gmail.com

Douglas Wiorek

Executive Officer IT / Police Sergeant
Milwaukee Police Department
dwiore@milwaukee.gov

Brent Wright

Police Sergeant - BWC Committee Team
Twin Falls Police Department
bwright@tfid.org

Thomas Wuennemann

Assistant Chief of Police
City of Stamford
twuennemann@stamfordct.gov

James White

Assistant Chief of Police
Detroit Police Department
fdiesel513@gmail.com

Amy Winters

Captain
Cherry Hill Police Department
awinters@cherryhillpolice.com

Thomas Woodmansee

Senior Advisor
CNA
twoodmansee@outlook.com

Dawn Wucki-Rossbach

Business Manager/Director
Lake County Sheriff's Office
mcasillas@lakecountyil.gov

Daniel Zehnder

BWC Program Manager
Las Vegas Metropolitan Police Department
d5097z@lvmpd.com