BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

2019 Body-Worn Camera Training and Technical Assistance National Meeting Summary Report

May 2019

CNA ANALYSIS & SOLUTIONS

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Executive Summary

On April 9–10, 2019, the Bureau of Justice Assistance (BJA) and CNA, with Arizona State University and Justice and Security Strategies, convened the Body-Worn Camera (BWC) Training and Technical Assistance (TTA) National Meeting in Arlington, Virginia. This meeting provided a forum to discuss important considerations related to BWC program and policy implementation, such as procurement, program costs, digital evidence management and integration, prosecutorial collaboration, strategic communication, policy compliance, emerging training practices, and technological issues.

This meeting was largely for the benefit of FY2018 BWC Policy and Implementation Program (PIP) grantees. In attendance were 134 representatives from 69 BWC PIP sites, plus members of the BWC TTA team, subject experts, and representatives from BJA and the National Institute of Justice (NIJ); 63 of the 134 BWC PIP site representatives (47 percent) completed the Participant Feedback Form.

This meeting summary report reviews participants' discussions and lessons learned and identifies key considerations and challenges, opportunities for technical assistance, and participants' feedback on the event.

Key Considerations and Challenges

CNA documented and reviewed participants' meeting discussions to identify key considerations and challenges that will help the larger law enforcement community better prepare for implementing BWC programs. Key considerations and challenges include the following:

- **Prosecutor Involvement:** Law enforcement agencies should engage the prosecutor's office early in BWC policy development and implementation. Early and continued communication helps these entities understand each other's workflow and the expectations for BWC video and evidence management. This coordination should also extend to the court system; law enforcement agencies should work with court staff to ensure that they have the appropriate training and understanding of BWC capabilities and limitations, as well as the equipment to view video during trial.

- **Compliance and Auditing:** Law enforcement agencies should ensure that officers follow BWC policy guidelines. Robust auditing programs can help an agency track various outcomes and measures of its BWC program. However, many participants noted that implementing appropriate and effective compliance procedures and review processes can be challenging due to the need for increased staffing and auditing, as well as data analysis skill sets.

- **Training and Community Education:** BWC training programs should include training on the BWC policy and field training with the equipment. Field and range training helps officers become more comfortable with the technology and build muscle memory for camera activation and deactivation. It also provides officers a more realistic understanding of the information that BWC footage can provide,

which can help them properly educate their communities and manage their and the public's expectations. Law enforcement agencies should also incorporate BWCs into simulation, field, and range trainings. Using BWCs during other hands-on training opportunities can allow officers to self-assess their performance.

- **Local and State Laws:** Local and state laws change frequently. Law enforcement agencies and their legal counsels need to remain up-to-date on all laws that may affect their BWC programs and policies, such as state wiretap laws and retention schedules.
- **Digital Evidence Integration:** Digital evidence integration and management is becoming a more frequent topic among agencies who have implemented BWCs. Using technology, agencies can combine digital media evidence (DME) from BWCs with DME from other sources, including dashboard cameras, closed circuit television (CCTV), or cell phone videos shared by citizens. Having a single repository increases productivity for officers, investigators, and prosecutors. It also links videos to other evidence, enhances evidence tracking, and ensures that all investigators and prosecutors have a full understanding of the case.

Opportunities for Technical Assistance

Participants' discussions highlighted a number of potential opportunities for technical assistance. Based on these needs, over the coming months CNA and the BWC TTA Team will work with BJA to develop the following TTA products and resources:

- Develop a BWC training curricula for prosecutors, including training on the coordination between law enforcement agencies and prosecutor's offices and the evidentiary value of BWCs.
- Develop a guide or "how-to" sheet to assist small and medium-sized agencies in developing compliance and auditing review processes.
- Develop additional training resources that discuss incorporating BWCs into range and/or field training opportunities. This may include a webinar, updates to the BWC Training Guide and Presentation, and an In View Commentary from a BWC PIP site.
- Develop a "how-to" sheet to assist agencies conduct community outreach via Facebook Live and other social media. This "how-to" sheet will not only include the content to be discussed and how to gain followers, but also the equipment, skill sets, and personnel needed to perform these functions.
- Develop more advanced (i.e., 201 and 301-level) webinars and guides on digital evidence integration for agencies seeking to enhance and expand their BWC programs.
- Develop more TTA resources for specialized agencies (university police departments, departments of corrections, and court systems) such as BWC implementation key consideration guides, Voices from the Field and In View Commentaries on successful implementations, and webinars.

The TTA team will also encourage TTA requests that include virtual engagement and on-site visits as appropriate. Participants discussed on-site visits for topics such as policy development, community engagement, and IT infrastructure.

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

Participant Feedback

Of the 134 BWC PIP site representatives at the National Meeting, 63 (47 percent) completed the Participant Feedback Form. The form asked attendees to rate various components of the meeting using a scale ranging from 1 to 5, with "1" representing "Strongly Disagree," and "5" representing "Strongly Agree." The form also asked six open-ended questions about the meeting for participants to provide more detailed feedback. CNA and BJA will use this feedback to improve and prepare for future meetings.

Overall, respondents' perception of the BWC National Meeting was positive. Ninety-two percent of respondents noted they "Strongly Agree" or "Agree" that they feel better informed about BWC technical assistance and about BJA expectations as a result of the meeting.

Participants also rated the keynote presentations and workshops with high marks. Eighty-four percent of respondents noted they "Strongly Agree" or "Agree" that the keynote presentations were interesting. Over 92 percent of respondents noted that they "Strongly Agree" or "Agree" that the workshops presented useful information, the environment and format were conducive to learning, and the length of the sessions was appropriate.

Participants noted the breakout sessions and peer-to-peer networking, as well as presentations regarding strategic messaging, auditing and compliance, digital evidence integration, and emerging training practices as highlights of the event. Many survey respondents appreciated the information gleaned from lessons learned from agencies further along in BWC program implementation.

When asked how BJA and CNA can improve future meetings, participants offered a number of suggestions, including the following:

- Providing more information on BWC accessories and camera features
- Incorporating a vendors fair
- Including more networking opportunities (both during and after the conference)
- Including more time to meet with their assigned BJA State Policy Advisor
- Including additional breakout session offerings (so that participants can attend more sessions)
- Providing more information on collaboration with prosecutors and the court system

- Choosing a facility that allows for "round table" discussions and is closer to hotel accommodations

Meeting Agenda

Day 1- April 9, 2019

Time	Activity
8:00–8:30 a.m.	**Registration**
8:30–8:45 a.m.	**Introductions and Agenda Overview** John Markovic, *Senior Policy Advisor, Bureau of Justice Assistance* Dr. James "Chip" Coldren, *BWC TTA Director, CNA*
8:45–9:30 a.m.	**BWC 101 – Building a Foundation for Your BWC Initiative** John Markovic, *Senior Policy Advisor, Bureau of Justice Assistance* Dr. James Coldren, *BWC TTA Director & Managing Director, CNA* Dr. Michael White, *BWC TTA Co-Director & Professor in the School of Criminology and Criminal Justice, Arizona State University*
9:30–10:45 a.m.	**BWC Case Studies: Voices from the Field** Dr. Charles Katz, *Professor in the School of Criminology and Criminal Justice, Arizona State University* Dr. Aili Malm, *BWC TTA Lead and Professor, California State University* Jeff Rugel, *Lieutenant, Minneapolis, MN, Police Department* Joe Durso, *Analyst, REJIS* Gail Struss, *Assistant Chief, Allentown, PA, Police Department* Seth Bigalow, *Sergeant, Peoria, AZ, Police Department*
10:45-11:00 a.m.	**BREAK**
11:00 a.m.–11:45 a.m.	**Meet Your SMEs, Analysts, and BJA State Policy Advisors**
11:45 a.m.-12:00 p.m.	**Welcoming Remarks** Kristen Mahoney, *Deputy Director, Bureau of Justice Assistance*
12:00-1:30p.m.	**Lunch** (on your own)
1:30–2:15 p.m.	**Technological Issues with BWCs** Scot Haug, *BWC TTA Lead, CNA* Elliot Harkavy, *BWC TTA Technology Advisor, CNA* David Sorenson, *Lieutenant, Virginia Beach, VA, Police Department* Brent Cook, *Captain, Pasco, WA, Police Department* Derek Meeks, *Director of Technology Innovation, Washington, DC, Metropolitan Police Department*
2:15–2:45 p.m.	**Enhancing Training and Risk Management: Converting Body-Worn Camera** Dr. David Makin, *Assistant Professor, Washington State University*
2:45-3:45 p.m.	**BWC Special Topics** *(See topic descriptions)*
	BWC TTA Resources

Time	Activity
	Dr. Michael White, *BWC TTA Co-Director & Professor in the School of Criminology and Criminal Justice, Arizona State University* Samantha Rhinerson, *BWC TTA Resource Coordinator, CNA*
	Emerging Training Practices Dr. Charles Katz, *Professor in the School of Criminology and Criminal Justice, Arizona State University* Dan Zehnder, *BWC TTA Lead, CNA*
	Anticipating Program Costs Dr. James Coldren, *BWC TTA Director & Managing Director, CNA* Elliot Harkavy, *BWC TTA Technology Advisor, CNA*
3:45–4:00 p.m.	**BREAK**
4:00–4:45 p.m.	**Context Matters: BWCs, Research, Policy, and Practice** Arif Alikhan, *Director of Constitutional Policing and Policy, Los Angeles, CA, Police Department* Dr. Craig D. Uchida, *President, Justice & Security Strategies, Inc.* Dr. Aili Malm, *BWC TTA Lead and Professor, California State University* Dr. Michael White, *BWC TTA Co-Director & Professor in the School of Criminology and Criminal Justice, Arizona State University*
4:45–5:00 p.m.	**Day 1 Wrap-Up** John Markovic, *Senior Policy Advisor, Bureau of Justice Assistance* Dr. James Coldren, *BWC TTA Director, CNA*

Day 2- April 10, 2019

Time	Activity
8:00-8:30a.m.	**Registration**
8:30–8:45 a.m.	**Overview of Day 2** Dr. James "Chip" Coldren, *BWC TTA Director, CNA*
8:45–9:30 a.m.	**Strategic Communications, the Media, and BWC Videos** Laura McElroy, *Communications Strategist, McElroy Media Group*
9:30–10:40 a.m.	**TTA Workshops** *(See workshop descriptions)*

	Workshop 1 – Procurement Considerations
	    Stephen Fender, *Division Chief, Bureau of Justice Assistance*
	    Dan Zehnder, *BWC TTA Lead, CNA*

	Workshop 2 – Auditing and Monitoring for Compliance
	    Dr. James Coldren, *BWC TTA Director & Managing Director of Justice Programs, CNA*
	    Dr. Janne Gaub, *BWC TTA Lead & Associate Professor, East Carolina University*
	    Matthew Seagraves, *Audit Manager, New Orleans Police Department*

	Workshop 3 – Digital Evidence Management and Integration
	    Dr. Craig D. Uchida, *President, Justice & Security Strategies, Inc.*
	    Elliott Harkavy, *BWC Technology Advisor, CNA*
	    Suzy Renauer, *Field Services Manager, Montgomery County Police Department*

	Workshop 4 – Working with Prosecutors and the Evidentiary Value of BWCs
	    Damon Mosler, *BWC TTA Lead & Deputy District Attorney, County of San Diego, CA*
	    Roger Nunez, *BWC TTA Lead & Sergeant, Los Angeles Police Department*

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

	Workshop 1 – Procurement Considerations
	    Stephen Fender, *Division Chief, Bureau of Justice Assistance*
	    Dan Zehnder, *BWC TTA Lead, CNA*

	Workshop 2 – Auditing and Monitoring for Compliance
	    Dr. James Coldren, *BWC TTA Director & Managing Director of Justice Programs, CNA*
	    Dr. Janne Gaub, *BWC TTA Lead & Associate Professor, East Carolina University*
	    Matthew Seagraves, *Audit Manager, New Orleans Police Department*

	Workshop 3 – Digital Evidence Management and Integration
	    Dr. Craig D. Uchida, *President, Justice & Security Strategies, Inc.*
	    Elliott Harkavy, *BWC Technology Advisor, CNA*

Time	Activity
	Suzy Renauer, *Field Services Manager, Montgomery County Police Department*
	Workshop 4 – Site Policy Development & Scorecard Review Dr. Michael White, *BWC TTA Co-Director & Professor in the School of Criminology and Criminal Justice, Arizona State University* Orlando Cuevas, *BWC TTA Lead, CNA* Shellie Solomon, *BWC TTA Lead, Justice & Security Strategies, Inc.* Dr. Danielle Wallace, *BWC TTA Lead & Associate Professor, Arizona State University*
12:00–12:30 p.m.	**BJA Director's Remarks** Jon Adler, Director, *Bureau of Justice Assistance*
12:30–1:30 p.m.	**LUNCH** (on your own)
1:30–2:00 p.m.	**BJA's BWC Performance Measurement** Lauren Duhaime, *Research Associate (Contractor), Bureau of Justice Assistance*
2:00–2:30 p.m.	**Keynote Presentation** Dr. Cynthia Lum, *Professor, George Mason University*
2:30–2:45 p.m.	**BREAK**
2:45–3:45 p.m.	**Site Networking, Reflection, and Planning**
3:45–4:00 p.m.	**Closing Remarks & Wrap-Up** John Markovic, *Senior Policy Advisor, Bureau of Justice Assistance* Dr. James Coldren, *BWC TTA Director & Managing Director of Justice Programs, CNA*

Meeting Objectives

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

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

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Summary of Discussions

This section includes a summary of the keynote presentations, peer-to-peer site networking sessions, and workshops.

Keynote Presentations

BWC 101- Building a Foundation for Your BWC Initiative

John Markovic, Senior Policy Advisor, Bureau of Justice Assistance

Dr. James Coldren, BWC TTA Director & Managing Director, CNA

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

This presentation opened with an overview of the BWC PIP Program from BJA Senior Policy Advisor John Markovic. The BWC program began in May 2015. Each year, BJA has awarded $14–17 million to grantees to help implement a BWC program. The primary purposes of the BJA BWC PIP program are to support the purchase and effective deployment of BWC systems, support the organizational infrastructure needed to implement BWCs, and provide TTA in developing sound policies for their use and in other areas as needed.

Dr. James Coldren then led a discussion about the BJA BWC Toolkit and TTA resources. BJA funded the TTA Program to provide TTA to the BWC grantees. The BWC TTA Team is a gateway to the resources offered by this program. These resources include the TTA Team, webinars, newsletters, policy review, peer-to-peer exchanges, subject experts, and other TTA resources such as training guides and templates for community engagement.

The presentation concluded with a discussion led by Dr. Michael White on the extant BWC research. Over the past four years, researchers have conducted more than 50 studies on BWCs. Keeping track of the findings of these numerous studies has proved to be a challenge. Findings from BWC research fall between two bookends—on one end, studies find substantial reductions in citizen complaints and use of force incidents when departments implement BWC programs; studies at the other end find no such reductions. Although researchers have conducted several rigorous studies on BWCs, many questions remain unanswered. The studies point to the importance of context in evaluating BWC implementation. For example, jurisdictions with low numbers of citizen complaints and low incidents of uses of force to begin with will probably not achieve significant reductions. Dr. Michael White and his colleagues at ASU have developed citizen complaints and use of force outcome directories to assist individuals with easily understanding the existing research. These directories are available on the BWC TTA website.

Approximately 53 of FY2018 BWC PIP cohorts' policy development processes had already been reviewed by the date of the meeting. These policy development processes met 100 percent of the mandatory items on the BWC "Scorecard." The Scorecard is comprehensive, not prescriptive, meaning it aims to ensure an agency's policy addresses important issues. Good policy will translate into good practice, which will translate into good outcomes.

Key Considerations:

- Develop a comprehensive BWC policy that communicates program goals, defines officer expectations, and guides officer decision-making.
- Assure that key stakeholders, including prosecutors' offices, have an opportunity to provide meaningful input on the policy development.
- Make use of the BWC TTA resources currently available, including subject experts, peer exchanges, and written resources such as Key Trends in BWC Policy and Practice and Drafting BWC Policy: Example Policy Content.
- Remain up-to-date on available BWC research. Consider the methodology, strengths, and weaknesses of these studies when evaluating their findings.
- Remain up-to-date on state BWC laws or laws affecting BWC use. One useful resource is the Urban Institute's Police Body-Worn Camera Legislation Tracker.
- Track key outcomes—including citizen complaints and uses of force—to better understand the impact of BWC implementation and to inform midcourse program adjustments. Consider cost-benefit implications even if the agency cannot support rigorous research or evaluation of the BWC program.

BWC Case Studies: Voices from the Field

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

Dr. Aili Malm, BWC TTA Lead and Professor, California State University

Jeff Rugel, Lieutenant, Minneapolis, MN, Police Department

Joe Durso, Analyst, REJIS

Gail Struss, Assistant Chief, Allentown, PA, Police Department

Seth Bigalow, Sergeant, Peoria, AZ, Police Department

This panel allowed the meeting participants to hear from three agencies—Minneapolis, Minnesota, Police Department; Allentown, Pennsylvania, Police Department; and Peoria, Arizona, Police Department—and one regional organization, REJIS—that were previously BJA BWC PIP grantees. The Minneapolis Police Department (MPD) employs approximately 900 officers and outfits patrol, traffic, and specialized units (including SWAT) with BWCs. The department began its BWC program by piloting two vendors' BWCs. Because of the methodical approach taken, the MPD's BWC implementation was very successful and generally accepted by all officers. One primary consideration for the department was the City Council's very stringent auditing requirements. The MPD has achieved a 95-percent compliance rate for BWC activation and policy adherence. In addition to compliance auditing staff, the MPD also employs three full-time analysts to review and redact BWC video. Under Minnesota law, BWC footage is private data and an individual has to be a participant in the video to be able to obtain a copy of it. The MPD worked closely with the prosecutor's office during BWC implementation to ensure they developed a process to successfully and collaboratively share BWC videos with prosecutors.

REJIS is a regional organization in St. Louis, Missouri, that brought together eight municipal police departments and one college police department—ranging in size from 8 officers to 49—to apply for the BJA BWC PIP grant. To ensure an efficient and effective deployment, REJIS required that all departments agree to purchase their BWC equipment from a single, collectively selected vendor. This was critical since REJIS planned to manage the BWC video storage for all of the departments, thereby substantially reducing their costs. The collective is currently field testing two vendors. So far, the largest challenge overcome by the collective was coordination and communication. To facilitate communication, REJIS leveraged existing resources and meetings to ensure high attendance from the various agencies and stakeholders. REJIS also ensured communication with both the communities and the prosecutors' offices for each agency.

Assistant Chief Struss began her presentation by noting that after a yearlong delay, the Allentown Police Department (APD) has fully outfitted its uniformed officers with BWCs. This delay was due in part to the vendor that the APD selected. The department encountered several challenges, including not having a written agreement in place, but the vendor requested payment. The vendor also had to develop software to support on-premises storage and did not provide appropriate training on the equipment. The Pennsylvania State Wiretap law also contributed to the delay. The APD worked closely with the prosecutor's office and state legislature to amend this law. The department also worked closely with the prosecutor's office during policy development to ensure the appropriate use of digital evidence. The BJA BWC PIP grant allowed the APD to hire two digital evidence officers. The APD is currently working with the court system to ensure that the courts are equipped with the proper technology needed to show BWC video. The APD initially received mixed support from officers regarding the BWC program. By working with the union and demonstrating that BWCs resulted in a decline in the total number of citizen complaints and an increase in finding citizen complaints unfounded within the APD, the APD achieved greater officer buy-in. The APD also conducted town hall meetings with the community and media to discuss the BWC policy and to dispel misconceptions about the limitations and abilities of BWCs.

The Peoria, Arizona, Police Department (PPD) initiated its BWC program in 2014 with 54 BWCs. The PPD outfitted the entire patrol division with BWCs; however, the investigations unit has not yet received BWCs (it plans to add BWCs in the future). The PPD recommends dedicating a full-time employee to manage the BWC program, when feasible. When implementing a BWC program, it is also critical that the department ensure that the IT section is up-to-date and participating throughout the implementation. Both the department's decision makers and IT section should be aware of the requirements and costs associated with each storage option (i.e., cloud or on-premises). It is also key to include line level staff, unions, and the community in the BWC implementation. Initially, like APD's officers, PPD's officers were very cautious of BWCs, as was the union. To overcome this hesitancy, the PPD collaborated with the union early in the program implementation. The union was able to provide feedback on the BWC policy regarding supervisory review of BWC video and other topic areas of interest. PPD recommends that each department be aware of the dynamics in its community. PPD also asked community

leaders to provide feedback on the BWC policy and implementation; these leaders became champions for the BWC program to the community as a whole. Sharing the positive aspects and outcomes of BWCs with the community will help ensure citizens' trust. Following its BWC implementation, the PPD has experienced a reduction in citizen complaints.

Key Considerations:

- Thoroughly evaluate the staffing that will be needed if your department intends to implement an auditing component. Auditing programs can help agencies track various BWC program outcomes and measures. Available BWC TTA Resources on this topic include Considering the Issues Around Assessing Officer Compliance, BWC Compliance-Challenges and Best Practices, and New Orleans, Louisiana, Police Department's Stops, Searches, Arrests, and Use of Audit Forms.
- Leverage existing resources and meetings to ensure a high degree of communication and coordination regarding the BWC program within your agency and with key stakeholders.
- Review and understand all state and local laws that may affect the implementation of BWCs (e.g., state wiretap laws). Available BWC TTA Resources on this topic include The Urban Institute's Police Body-Worn Camera Legislation Tracker, Five Trends in Policy BWC Legislation, and BWCs Interactive Graphic: State BWC Laws.
- Dedicate a full-time individual to manage the BWC program, when feasible. This individual can help ensure that the program is efficient and effective.
- Communicate and coordinate with the prosecutor's office regarding access and release of BWC video. Discuss the processes through which the prosecutor's office will gain access to BWC footage as well as the procedures the department must follow prior to releasing BWC video.
- Coordinate with court staff to determine how the police department can play BWC video in court. Ensure that the appropriate equipment is available or can be acquired.
- Include line officers and, when applicable, the union early in BWC planning and policy development to ensure officer buy-in and acceptance.
- Understand your community's dynamics. Identify community leaders to champion the BWC program to the community at large. Facilitate communication between the department and the community via town hall meetings, sharing of BWC videos, and social media.

Technological Issues with BWCs

Scot Haug, Chief, BWC TTA Lead, CNA

Elliot Harkavy, BWC TTA Technology Advisor, CNA

David Sorenson, Lieutenant, Virginia Beach, VA, Police Department

Brent Cook, Captain, Pasco, WA, Police Department

Derek Meeks, Director of Technology Innovation, Washington, DC, Metropolitan Police Department

During this panel, meeting participants heard from agencies that have dealt with technology issues while implementing a BWC program. The Virginia Beach, Virginia, Police Department (VBPD) is conducting a phased BWC deployment. In 2018, the department completed phase one of deployment, which outfitted 55 officers with BWCs. VBPD elected to use cloud storage to allow easy access to video evidence by the prosecutors and US Attorney. VBPD officers have access to multiple video upload stations. The VBPD also researched and tested video upload capabilities in its patrol cars. Prior to implementing BWCs, VBPD's BWC program team collaborated extensively with the IT department to ensure that the department had the appropriate bandwidth to upload the data in a reasonable amount of time. When considering BWC implementation costs, VBPD recommended including the courts and prosecutor's office in cost discussions, for example, to capture costs for training prosecutors on BWCs and for the infrastructure needed to play videos during trials. The VBPD noted it is still working to overcome this technology challenge. Early communication with prosecutors is also critical to determining video retention periods, along with evidence and case sharing processes. The VBPD is implementing a system that integrates computer-aided dispatch (CAD) and BWCs.

The Washington, DC, Metropolitan Police Department (DC Metro) employs 4,500 officers and has approximately 3,200 BWCs deployed. In 2017, DC Metro produced 409,000 hours of video. The department holds BWC videos for 90 days before deleting. DC Metro noted that video volume has an immense effect on program costs, which is important to budget for when implementing a BWC program. Agencies should also consider personnel costs related to reviewing BWC video. Storing digital evidence in a single repository has proven to be a substantial benefit to DC Metro, the prosecutor's office, and the US Attorney's Office. DC Metro met with the prosecutor's office early during BWC implementation to address privacy concerns and the transfer of video. DC Metro also noted that all previous technology implementations established each system separately. With the BWC program, DC Metro decided to take a different approach and integrated its BWC system with all applicable technology systems to minimize its different depositories. This integration linked all of the various systems together.

The Pasco, Washington, Police Department (PPD) is currently in the process of deploying BWCs and, as of the meeting, had deployed 70 BWCs. This initial deployment cost approximately $75,000. The deployment does not yet include school resource officers, but they will be included in future deployments. The PPD BWC solution uses cloud-based storage and technology that allows officers to upload BWC video from their smartphones.

This setup allows both officers and prosecutors to access BWC video from a single system. The PPD also noted that through the smartphones, officers can send links to citizens to upload any video evidence the citizen may have of an incident. In addition to the smartphone upload capability, the PPD also installed drop stations for video uploads. The PPD recommends that officers note the timestamps where evidence is present in a BWC video in their BWC software program, since prosecutors typically do not have time to review entire videos, especially when multiple videos are available for each incident.

Key Considerations:

- Consider integrating BWC systems with other technologies (e.g., CAD, in-car cameras, and automatic license plate readers). BWC TTA has developed two webinars on this topic: [Digital Evidence Integration](#) and [BWCs and CAD Integration](#).
- Train officers to note the timestamps where evidence is present in videos in the BWC software program for prosecutors and other investigators or command staff.
- Anticipate the "ripple effect" that a BWC program can have on other department units and functions, such as internal affairs, training, press relations, and working with prosecutors. Consider that the department may need to reconfigure or expand personnel resources.
- Communicate with the courts and prosecutor's office during BWC planning discussions to accurately capture costs associated with training prosecutors on BWCs and ensure that the court system has the infrastructure to play videos during trials.

Context Matters: BWCs, Research, Policy, and Practice

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

Dr. Aili Malm, BWC TTA Lead & Professor, California State University

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

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

Dr. Michael White and Dr. Aili Malm opened this panel by providing an overview of the recently created [BWC TTA Outcome Directories](#) on use of force and citizen complaints. These directories provide links to studies conducted on each topic, the Maryland Scientific Methods Scale study rating, and a summary of the studies findings. ASU is developing additional Outcome Directories on officer and citizen BWC perceptions.

Arif Alikhan began his presentation with an overview of the City of Los Angeles. Los Angeles covers a 475-square-mile area with approximately 4 million residents. LAPD answers approximately 1 million calls for service and experiences 40–50 officer-involved shootings a year. The department is deploying 6,800 BWCs and has 1,400 in-car cameras. BWC policy development relies on sound research and evidence. Currently, several BWC research studies are in progress, and many have already been conducted. Research into LAPD's use of BWCs demonstrated a decline in civilian complaints, but not uses of force.

Why do these findings matter to individual agencies? It is important for agencies to understand how studies were conducted and the context of those studies.

LAPD's research highlights the fact that even in vigorously conducted studies, results can be inconsistent across different agencies and a number of contextual issues can influence BWC research results. These issues include the departmental definitions, use of force policy, policy compliance, thresholds, and procedures. For example, some agencies consider pointing a weapon a use of force incident, whereas others do not. Some departments require their officers to notify civilians that a BWC is in operation; others, such as LAPD, do not. Importantly, interpreting the findings of a BWC research project depends on how the department handles these and other matters. This can be confusing for a practitioner trying to decide what to do based on BWC research. Researchers studying BWCs and practitioners trying to make policy decisions based on research need to understand these contextual issues.

Key Considerations:

- Conduct sound research using a rigorous methodological design to inform BWC policy development, and consult other rigorous research studies. Relevant resources include Researcher-Practitioner Partnerships in the BJA BWC PIP.
- Implement tactical debriefs with officers after a critical incident has occurred and include the review of BWC video during the debriefs when available. LAPD also releases these debriefs to the public, which other agencies may want to consider. BWC TTA has developed an In View Commentary on the LAPD's release process, Releasing BWC Video to the Public: Policy Implications.
- Understand the context surrounding different BWC research studies. Acquire knowledge related to the researched department and its policies and procedures prior to deciding whether a research study should inform your department's BWC decisions.
- Clearly define what a use of force incident entails in your agency. For instance, does the agency's use of force definition include an officer pointing a weapon at a civilian or only cases where an officer used physical force against a civilian (e.g., putting handcuffs on)? Recognize that definitions for commonly used terminology, such as use of force, may vary across departments.

Peer-to-Peer/Site Networking Sessions

BWC TTA Resources

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

Samantha Rhinerson, BWC TTA Resource Coordinator, CNA

Dr. Michael White and Ms. Samantha Rhinerson opened this panel with a discussion of the array of BWC TTA resources available to BWC grantees and non-grantees alike. These resources include webinars, podcasts, In View Commentaries, subject experts, and peer-to-peer exchanges. They also cover a variety of topics such as community outreach and engagement, digital evidence integration, officer buy-in, and engaging with criminal

justice stakeholders and partners (e.g., prosecutors, unions). Attendees noted that some of the most valuable resources cover the implementation timeline, BWC video review processes, IT infrastructure, and prosecutor engagement. Assigned TTA Leads and Analysts connect grantees with these resources as well as peers, such as the DC Metropolitan Police Department, to address department needs and questions. Many BWC resources are also available on the BJA BWC Toolkit and the BWC TTA website.

Key Considerations:

- Leverage the resources available through the BJA BWC Toolkit, BWC TTA website, and the BWC TTA team. These resources can help agencies successfully implement and deploy BWCs.
- Reach out to the BWC TTA Team for assistance if you are unable to find an online resource that meets your needs. In the last four years, the BWC TTA Team has helped over 330 agencies implement BWC programs, resulting in a vast amount of knowledge that can help sites streamline their processes and avoid potential challenges.
- Reach out to the BWC TTA Team to connect with a peer agency, such as DC Metro, or with Technology Advisor Elliot Harkavy if your agency encounters IT infrastructure challenges.
- Engage and collaborate with prosecutors. The BWC TTA Team can connect agencies with peer sites who have overcome prosecutorial challenges or with Assistant District Attorney Damon Mosler or other subject experts.

Emerging Training Practices

Dr. Charles Katz, Professor, Arizona State University

Dan Zehnder, BWC TTA Lead, CNA

BWC training has evolved since the first uses of BWCs in policing. In the beginning, many agencies relied solely on the training manuals produced by vendors, but over time, most departments have moved beyond this approach. BWC training should consist of three components: (1) initial training on both equipment use and BWC policy; (2) annual recertification training; and (3) field-based training. The BWC TTA Team has developed training materials, which agencies can tailor to fit their needs. The training materials cover a wide array of topics, including software, policy and practice, and accountability. All BWC lesson plans should be certified by state training associations. In addition, the department should embed, where feasible, BWC training and BWC activation in all other trainings conducted by the department, including range training, field training, and scenario-based training. Including the prosecutor's office in training can also be beneficial.

Explaining the benefits of BWCs to line officers is a key point of training. Similar to the approach taken with the BWC Scorecard, agencies should evaluate training for its comprehensiveness. Some key questions to answer when developing BWC training curriculum include (but are not limited to) the following:

- What is the goal of implementing BWCs?

- How will BWCs affect the department?
- How will the department use BWCs in accountability reviews?

Training should be consistent and documented. Knowledge-based competency tests for officers may assist with training documentation. BWC training related to use of force, pursuits, and BWC activation is especially important. BWC videos can also be an invaluable training tool for officers on these topics and others. The tactic of having officers narrating their actions while recording BWC videos takes time to implement and training, but it can benefit agencies and prosecutors if done consistently and within appropriate guidelines. Compliance monitoring can identify areas where officers may require additional training and can significantly increase compliance.

Key Considerations:

- Implement a comprehensive training curriculum that uses both classroom-based and field-based learning environments. Agencies should incorporate scenario-based training when possible. The training curriculum should answer key BWC program and policy questions. The BWC TTA Team developed a [Training Guide](#) and [Training Spotlight](#) to assist agencies in developing training curriculums. Additional training resources are available at the following links: [The Importance of Developing Your Own Training](#) and [BWC Training](#).
- Educate all department staff, prosecutors, and stakeholders on the benefits of BWCs to increase their support for the program. Relevant resources include [Beyond Arrest: Prosecutor and Defense Attorney Perspectives](#), [Engaging Prosecutors During BWC Planning, Implementation, and Beyond](#), and [Establishing Officer BWC Buy-In](#).
- Develop separate trainings for line-level officers and supervisors when feasible.
- Embed BWC footage in all relevant training programs, such as scenario-based training, academy training, and in-service training (e.g., to show successful de-escalation techniques or proper traffic stop protocols).
- Monitor compliance with BWC use to identify areas where officers may need additional training.
- Clearly define what constitutes compliance. Some attendees noted that if an officer exercises discretion related to BWC activation per the BWC policy, this would count as compliance, while other agencies noted that this is not the case within their agencies.

Anticipating Program Costs

Dr. James Coldren, BWC TTA Director & Managing Director of Justice Programs, CNA

Elliot Harkavy, BWC TTA Technology Advisor, CNA

It is critical to think comprehensively about cost influencers and benefits (potential cost savers) when implementing a BWC program. There are many factors that influence BWC program costs that agencies often do not initially consider. To assist agencies in thinking about BWC costs, CNA developed a BWC Cost Estimator. This model began with CNA's work with the Las Vegas Metropolitan Police Department, which involved estimating the cost of investigative complaints against officers with BWCs compared to those without.

The study found that it took less time to investigate citizen complaints against officers with BWCs, which reduced costs to the department. Other examples of cost drivers include equipment, training, personnel, and inflation index. The BWC Cost Estimator allows agencies to estimate program costs for up to five years into the future based on considerations of different vendors, storage, other costs, and benefits. It can calculate low, moderate, and high estimates based on assumptions entered into the calculator and it can provide side-by-side comparisons of various vendors. CNA encourages sites to work with their TTA Leads for an online demonstration of this estimator.

Key Considerations:

- Consider the benefits that a BWC program can have on both reductions in citizen complaints and on the reduction in costs incurred by the agency due to shortened complaint investigations.
- Think comprehensively about the cost influencers, benefits, and assumptions that would affect the agency's BWC implementation. Agencies often overlook many cost factors. Request a demonstration of the BWC Cost Estimator if you think this tool could help your agency determine costs.

Site Networking, Reflection, and Planning

During this session, many sites used the opportunity to discuss questions that arose throughout the National Meeting. When asked to discussed the aspects of the meeting they found to be most important common topics of discussion included policy, prosecutor engagement, IT infrastructure, training, community and media outreach, BWC video auditing, and digital evidence integration and management. For many agencies, the National Meeting identified areas in their policies that they plan to update based on lessons learned when they returned home. For example, many agencies noted that they plan to meet with their prosecutors' offices to discuss workflow processes and coordination on public video release. IT infrastructure was also a frequent topic of discussion and many agencies realized a need to examine and bolster internet speed and capability, bandwidth, and technical support prior to deploying BWCs. The BWC TTA team encouraged agencies to engage in peer exchanges with other BWC sites to learn about their technology approaches and how they addressed technology challenges.

Participants also noted a need for more robust training, including training that incorporates BWCs into field and range training. This will help officers increase muscle memory and familiarize themselves with the cameras. In addition, agencies need to educate the community and media on realistic expectations of what BWC footage can provide. The time to have these discussions with the community and media is before, not after, a critical incident has occurred.

Participants also extensively discussed implementing a robust auditing component to their BWC programs. This auditing component should recognize positive behaviors and not simply be used for discipline. Agencies need to evaluate the staffing requirements for the auditing component, along with staffing for execution of the entire BWC program. Police

unions should be involved during the planning phase of the auditing program to discuss any barriers or potential challenges that they may have with the auditing component.

Digital evidence integration and management was also a key point of discussion. Many agencies noted interest in integrating several systems with their BWCs, with an emphasis on CAD and records management systems (RMS). The BWC TTA Team has developed two webinars on this topic, which many attendees stated that they intend to review.

Many agencies noted that the National Meeting was very valuable in highlighting best practices and common weaknesses in BWC programs. Being able to hear from and network with peer agencies about various BWC program components was beneficial to the attendees.

Key Considerations:

- Implement a robust training curriculum that incorporates BWCs and agency generated BWC footage into field and range training. The BWC TTA Team has developed a Training Guide and Training Spotlight to assist agencies with developing training curricula. Additional training resources are available at the following links: The Importance of Developing Your Own Training and BWC Training.
- Educate the community and media on the capabilities and limitations of BWCs prior to a critical incident. Resources on the subject include BWC Community Education and Creating Reasonable Expectations, Community Education webinar, Embracing Communication with the Public and Media: A Key Component of a Successful BWC Program, and Developing a Crisis Communication Plan: 5 Important Strategies.
- Develop an auditing review process that is appropriate for the agency. This review process should not focus solely on discipline, but also on the positive behaviors and actions of officers. The following resources may be beneficial for departments to review: Considering the Issues Around Assessing Officer Compliance, BWC Compliance-Challenges and Best Practices, New Orleans, Louisiana, Police Department's Stops, Searches, Arrests, and Use of Audit Forms.
- Develop a comprehensive BWC policy with broad stakeholder input. Review the policy regularly and update it to reflect best practices and changes in technology, state legislation, and case law.
- Lay a strong foundation for the IT infrastructure prior to deploying BWCs to officers. This will mitigate the occurrence of large technology and IT challenges after deployment.
- Consider and evaluate digital evidence integration between BWCs, CAD, and RMS, as well as with other sources of DME (e.g., in-dash cameras, CCTV, and cell phone video). Conduct peer exchanges to agencies that have integrated the systems that your department is considering integrating.

Workshops

Procurement Considerations

> *Stephen Fender, Division Chief, Bureau of Justice Assistance*
>
> *Dan Zehnder, BWC TTA Lead, CNA*

During this panel, the presenters discussed a recent market survey on the current BWC cameras and vendors. When purchasing equipment, agencies should keep in mind the following technology considerations: mounting location, format and resolution of recorded data, frame rate, field of view, lux (illumination) rating, audio capability, pre-event buffering, camera storage, and video uploading and downloading processes. Stephen Fender spoke about the federal compliance processes, principles, and rules for technology procurement through federal grants.

Storage options are a major consideration, with a number of factors to keep in mind. A head-to-head comparison of cloud and in-house storage is difficult. Costs can vary dramatically depending on a department's needs, their retention policy, and innate characteristics of the department. Some important cost considerations include labor and in-house expertise, analytics options (e.g., semi-automated redaction and audit detection), expansion needs, infrastructure, and licensing.

For the purposes of the BJA BWC PIP grant, the vendor competition for grant funds must be open and free. Grantees should also follow their local and state procurement guidelines. Agencies can use a number of procurement methods (e.g., state contracts and clearinghouses) as long as a competitive process can be articulated and documented and the process does not violate any federal guidelines. BJA cannot waive the requirement for competition to support local schedules or timing concerns. Grantees must also avoid unnecessary restrictions on competition, such as including specific vendor names in RFPs and including staff in decision making that have conflicts of interest (e.g., staff who work for vendors or own stock in vendor companies). The testing and evaluation process is not equal to procurement; it is not a procurement action, but may inform final procurement documents by serving as the foundation for procurement criteria. Grantees are encouraged to consider the most economical approach for acquisition; a bigger contract generally means a more robust procurement.

Key Considerations:

- Consider technology, storage, and cost when deciding on a BWC vendor.
- Follow all BJA, state, local, and federal guidelines during the procurement process. The BJA and BWC TTA Teams have developed the following resources: BWC Procurement Dos and Don'ts, RFP Template, and Procurement Considerations.
- Conduct the RFP process in a competitive and fair manner.
- Ensure that the technology selected meets your department's needs.

Auditing and Monitoring for Compliance

Dr. James Coldren, BWC TTA Director & Managing Director of Justice Programs, CNA
Dr. Janne Gaub, BWC TTA Lead & Assistant Professor, East Carolina University
Matthew Seagraves, Audit Manager, New Orleans, LA, Police Department

Dr. James Coldren opened the session by noting that many agencies randomly select BWC videos to audit, but he recommends that randomization occur within a specific subset of BWC video (e.g., by call type, shift) determined by department leadership. He also noted that there is a distinct difference between monitoring for organizational knowledge versus officer compliance. Agencies should find a positive way to enforce compliance. Implementing a robust auditing component can transform a department's policy compliance level, as it did for the New Orleans, Louisiana, Police Department (NOPD). NOPD expanded its auditing unit because of a consent decree and it now performs a variety of functions for the department. The auditing unit works closely with the policy unit to ensure that policies are clearly articulated and the internal investigations unit to ensure that appropriate discipline procedures are in effect. The auditing unit also disseminates and explains audit data to the officers and allows them the opportunity to provide feedback or question the data. This promotes officer acceptance and provides officers with an incentive to review the data.

Agencies should conduct audits on a regular basis (e.g., monthly or weekly). A tighter feedback loop (quicker results provided to officers) ensures quicker change. This does not mean that each agency has to implement a robust auditing program immediately. The NOPD started its auditing program by simply checking to see if BWC video existed when it should. This did not include reviewing the video, but simply checking to see whether a video file existed for a call for service. As the auditing unit expanded its range of activities, the staff also increased. NOPD currently employs one auditor per 350 officers. These auditors have diverse backgrounds in auditing, law enforcement, and law. Agencies should implement an auditing component or unit in a way that meets the department's needs.

Key Considerations:

- Consider how your department selects BWC videos for auditing. Departments should consider whether random selection occurs across all available BWC videos or within a subset of available video.
- Audit videos to identify areas where additional training may be beneficial to an officer or the agency. The following resources may be beneficial for departments to review: [Considering the Issues Around Assessing Officer Compliance](#), [BWC Compliance-Challenges and Best Practices](#), [New Orleans, Louisiana, Police Department's Stops, Searches, Arrests, and Use of Audit Forms.](#)
- Implement an auditing component that meets the needs of your department. Ensure that the agency conducts these audits on a regular basis and that officers have an opportunity to provide feedback or ask questions about the audit data. Tighter feedback loops lead to quicker agency change.

Digital Evidence Management and Integration

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

Elliot Harkavy, BWC Technology Advisor, CNA

Suzy Renauer, Field Services Manager, Montgomery County, MD, Police Department

Scott Roth, Officer, Montgomery County, MD, Police Department

Digital evidence integration is a process that optimally compiles videos, photographs, electronic files, and other digital data into a common repository or system. Having a single repository increases productivity for officers, investigators, and prosecutors; creates accurate linkage of videos to other evidence; enhances evidence tracking; and ensures that all investigators and prosecutors have a full understanding of the case. As such, digital evidence integration is become a desirable solution to law enforcement agencies data management challenges.

The Montgomery County, Maryland, Police Department (MCPD) implemented its BWC program in 2015 and began its digital integration efforts shortly thereafter. MCPD noted that it is critical to clearly define the goals of integration and develop a strategic plan to execute the effort to meet an agency's needs. MCPD has overcome many challenges as they integrate their systems, including challenges related to creating an audit log for the union, video tagging, and coordination with the prosecutor's office. MCPD has also implemented a working group that meets regularly to discuss system integration within their department and other county agencies (i.e., the sheriff's department, municipalities, and the state attorney's office).

Digital evidence requires a substantial amount of storage capacity and longer retention periods can equate to larger costs for a department. It is crucial that departments work with their prosecutor's office or state legislature to ensure appropriate and feasible retention periods. It is also important that the department coordinate with the prosecutor's office to discuss digital evidence sharing. Together, they should determine if prosecutors will be able to access the videos on an unlimited base and how the prosecutors will access the videos (e.g., via link or hardcopy DVDs). The department should identify and codify these workflow processes prior to BWC deployment.

Key Considerations:

- Clearly define the goals of system integration and develop a strategic plan for both the department and key stakeholders to follow.
- Implement appropriate retention periods for digital evidence that meet the needs of the department, state legislature, prosecutor's office, and US Attorney's Office. The BWC TTA Team and its partners have developed a variety of resources to assist departments in identifying and following BWC legislation, including The Urban Institute's Police Body-Worn Camera Legislation Tracker, Five Trends in Policy BWC Legislation, and BWCs Interactive Graphic: State BWC Laws.
- Coordinate with the prosecutor's office to determine workflow processes to share digital evidence. The process will depend upon the storage solution selected and the capabilities of the prosecutor's office.

Working with Prosecutors and the Evidentiary Value of BWCs

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

Roger Nunez, BWC TTA Lead & Sergeant, Los Angeles, CA, Police Department

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

To help facilitate communication, agencies should identify points of contact between themselves and the prosecutor's office. Both the point of contact within the prosecutor's office and the representative of the police department should be passionate about BWC technology. Police department representatives should help the prosecutor's office understand the technology, including how it works, the audit trail, how the technology protects the footage from alteration, and how the prosecutor's office will receive the evidence. The more knowledge the prosecutors' office has regarding the BWC technology and the department's tactics for its use, the more they will be able to explain the information presented in BWC footage in court. Departments should also educate the public defenders on BWCs and demystify any misconceptions that they may have about the technology.

Retention periods for BWC footage must be set in accordance with state laws and court case retention requirements. A best practice is to form a retention committee that meets a few times throughout the year to review retention schedules. Agencies should also work with their prosecutors on the process and requirements for redaction. BWC footage may contain sensitive information that defendants cannot view. Because prosecutors are often unable to review all BWC footage prior to discovery, agencies should note BWC video that contains sensitive information to prevent its unintentional release. San Diego County makes use of protective orders, which note that prosecutors can release unredacted footage to defense counsel and allow the client to view it, but counsel is unable to share a copy of the footage with his or her client. Although BWC footage has substantial evidentiary value, it is important to remember that BWCs were not designed to be the primary evidence collection tool in an incident. Over time, this technology has evolved and will continue to evolve, but it is important that departments be wary of both unrealistic expectations and of mission creep for the use of BWCs.

Key Considerations:

- Identify points of contact within the police department and the prosecutor's office to facilitate communication. Relevant resources include [Beyond Arrest: Prosecutor and Defense Attorney Perspectives](#), [Engaging Prosecutors During BWC Planning,](#)

[Implementation, and Beyond](#), and [Policy Considerations for BWCs in Prosecutor Offices](#).

- Form a retention review committee to ensure the department follows all state records retention laws and court case retention periods.
- Educate the prosecutor's office and public defenders on the BWC technology and department tactics for its use.
- Identify a process to make sure that sensitive information is not released during discovery. For example, departments or prosecutors may need to redact sensitive information from BWC footage prior to discovery.
- Consider implementing a policy that requires officers to narrate why a BWC is being muted or deactivated, when feasible (e.g., entering a hospital, entering a tribal community).

Site Policy Development & Scorecard Review

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

Orlando Cuevas, BWC TTA Lead, CNA

Shellie Solomon, BWC TTA Lead, Justice & Security Strategies, Inc.

Dr. Danielle Wallace, BWC TTA Lead & Associate Professor, Arizona State University

This workshop focused on the importance of BWC policy development and the steps sites must go through to complete the policy review process. Dr. Michael White provided an overview of the BWC TTA Scorecard and review process. Having a sound and comprehensive BWC policy leads to a successful and defensible BWC program. Departments must ensure that the policy is clear (i.e., states what is and is not expected), known (i.e., through training on the policy), and enforced (i.e., through monitoring policy compliance). A strong BWC policy communicates the goals of the BWC program to line level officers, allows for internal and external collaboration and transparency, and provides a foundation for accountability.

The BWC TTA Scorecard covers nine topical areas and addresses 36 specific issues within those areas. While agencies must address the 13 mandatory items to pass the review process, BJA does not mean for the Scorecard to be prescriptive, only comprehensive. Departments are at liberty to choose the approach to the 13 mandatory issues they believe will work best for their jurisdiction. The BWC TTA Scorecard simply requires that agencies identify their approach to these key issues in their policies. Effective policies incorporate best practices, reflect department leadership, and are flexible.

Key Considerations:

- Develop a comprehensive BWC policy that addresses key areas of importance, such as BWC activation, stakeholder involvement, and citizen notification. Ensure that the BWC policy complies with applicable state laws. Agencies should remember that sound policy leads to sound practice. The following resources are available to help agencies develop their BWC policy: the BWC TTA Team, [BWC Example Policies](#), [Drafting BWC Policy](#), and [Key Trends in BWC Policy and Practice](#).

- Include key law enforcement stakeholders (e.g., prosecutor's office, unions, line-level officers) and the community (e.g., advocacy groups, faith-based organizations), in the BWC policy development process to ensure partner, community, and officer acceptance.

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Key Technical Assistance Takeaways

CNA will post all meeting materials on the BWC TTA website, which is accessible to current sites, future sites, and sites that were unable to attend the meeting.

CNA will also post the material from and podcasts recorded during the meeting on the BWC TTA website. The information below highlights plans for the TTA team to review existing and develop new TTA resources.

- Develop a BWC training curriculum for prosecutors to include training on the coordination between law enforcement agencies and prosecutor's offices and the evidentiary value of BWCs.
- Develop a guide or "how-to" sheet to assist small and medium-sized agencies in developing compliance and auditing review processes.
- Develop additional training resources that discuss incorporating BWCs into range and/or field training opportunities. This may include a webinar, updates to the BWC Training Guide and Presentation, and an In View Commentary from a BWC TTA site on how this is accomplished.
- Develop a "how-to" sheet to assist small agencies conduct community outreach via Facebook Live and other social media. This "how-to" sheet will not only include the content to be discussed and how to gain followers, but also the equipment, skill sets, and personnel needed to perform these functions.
- Develop more advanced (i.e., 201 and 301-level) webinars and guides on digital evidence integration for agencies seeking to enhance and expand their BWC programs.
- Develop more TTA resources for specialized agencies, such as university police departments, departments of corrections, and court systems, such as BWC implementation key consideration guides, Voices from the Field and In View Commentaries on successful implementations, and webinars.

The TTA team will also encourage TTA requests that include virtual engagement and on-site visits as appropriate. Participants discussed on-site visits for topics such as policy development, community engagement, and IT infrastructure.

If you are unable to find a TTA resource on a topic of interest or to request training and technical assistance, please contact the BWC TTA team at BWCTTA@cna.org or visit our website at www.bwctta.com.

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Evaluation Summary

This section summarizes evaluation responses participants provided through the Participant Feedback Forms distributed at the BWC TTA National Meeting, held April 9-10, 2019, in Arlington, Virginia. Attending the meeting were 134 representatives from the BWC PIP sites, plus members of the BWC TTA Team, subject matter experts, and representatives from BJA and NIJ (for a total of 163 meeting participants). Sixty-three of the 134 BWC TTA National Meeting BWC PIP site attendees (47 percent) completed the Participant Feedback Form.

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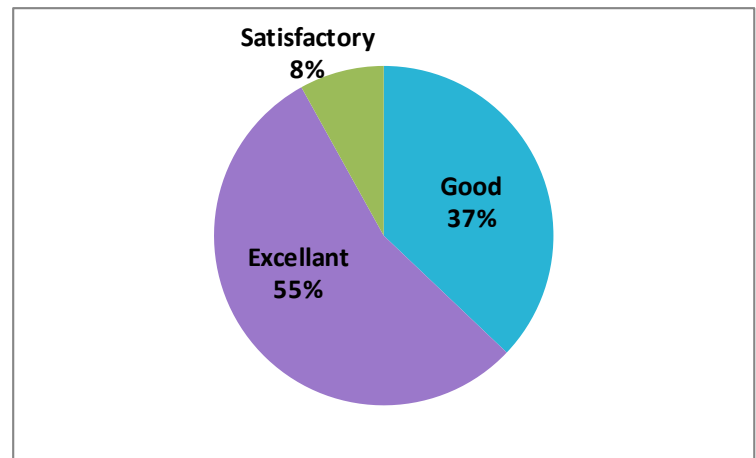
Results

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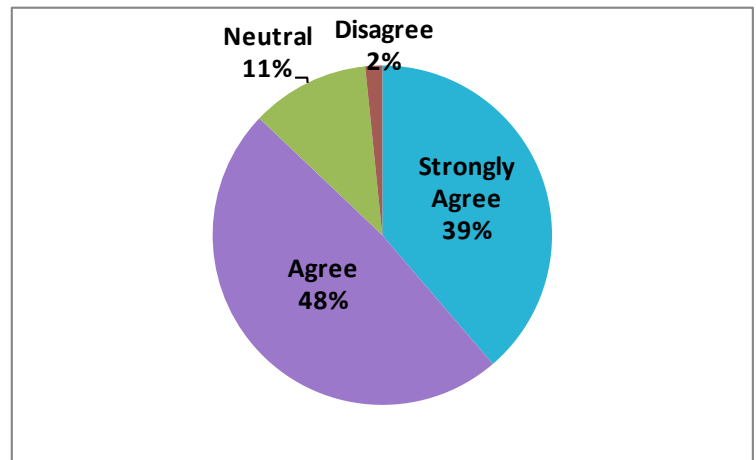
Rated Questions

"Overall I would rate this meeting as:"

Answer		Response Frequency
Excellent	(5)	23
Good	(4)	34
Satisfactory	(3)	5
Below Average	(2)	0
Poor	(1)	0
Total Responses		62

"The Keynote presentations were interesting to me: Dr. David Makin."

Answer		Response Frequency
Strongly Agree	(5)	24
Agree	(4)	30
Neutral	(3)	7
Disagree	(2)	1
Strongly Disagree	(1)	0
Total Responses		62

The Keynote presentations were interesting to me: Dr. Cynthia Lum."

Answer		Response Frequency
Strongly Agree	(5)	27
Agree	(4)	23
Neutral	(3)	9
Disagree	(2)	2
Strongly Disagree	(1)	0
Total Responses		61
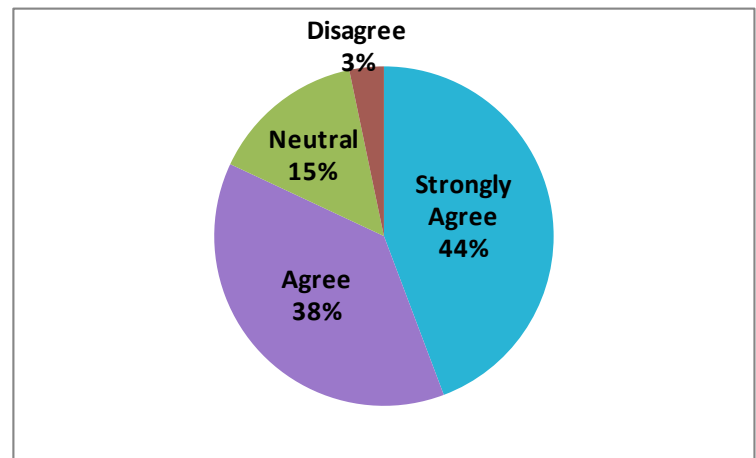
"The peer-to-peer networking sessions were helpful to me."

Answer		Response Frequency
Strongly Agree	(5)	34
Agree	(4)	22
Neutral	(3)	3
Disagree	(2)	0
Strongly Disagree	(1)	0
Total Responses		59
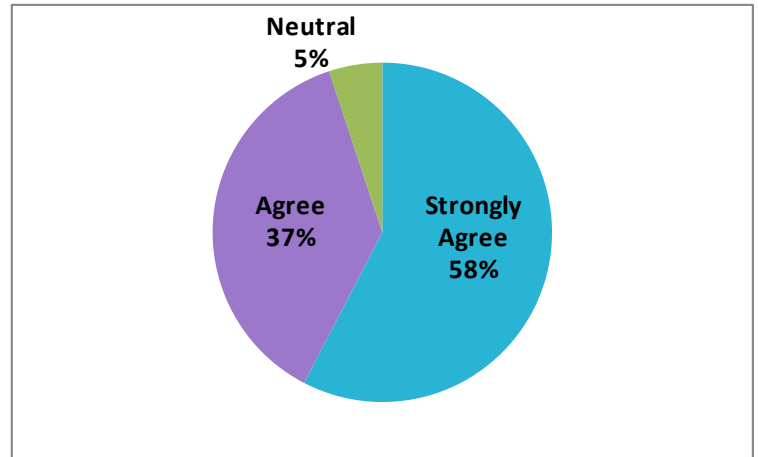
"Which workshops did you attend on the 2nd day?"

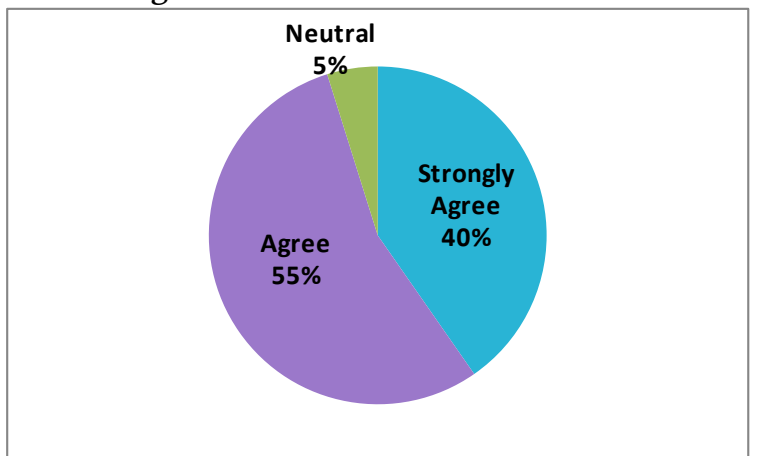| Answer	Response Frequency
Procurement Considerations	19
Digital Evidence and Integration	38
Site Policy Development and Scorecard Review	12
Auditing and Monitoring for Compliance	38
Working with Prosecutors and the Evidentiary Value of BWCs	11
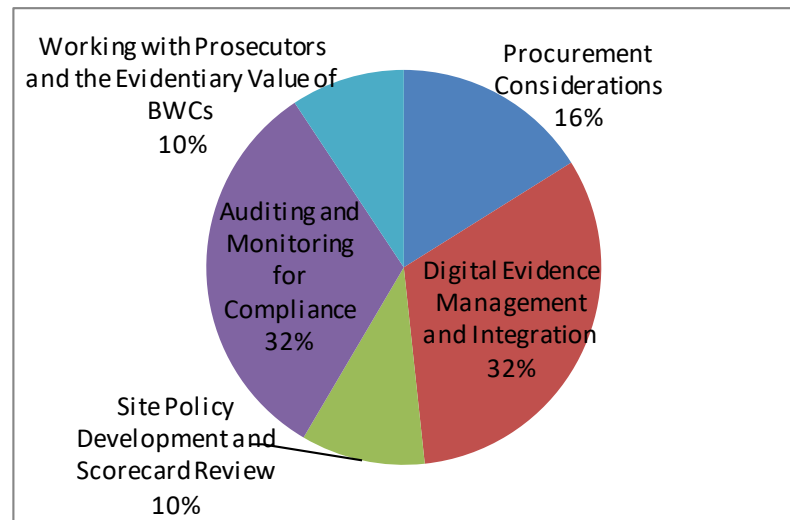
"The workshops presented useful information."

Answer		Response Frequency
Strongly Agree	(5)	36
Agree	(4)	21
Neutral	(3)	4
Disagree	(2)	0
Strongly Disagree	(1)	0
Total Responses		61
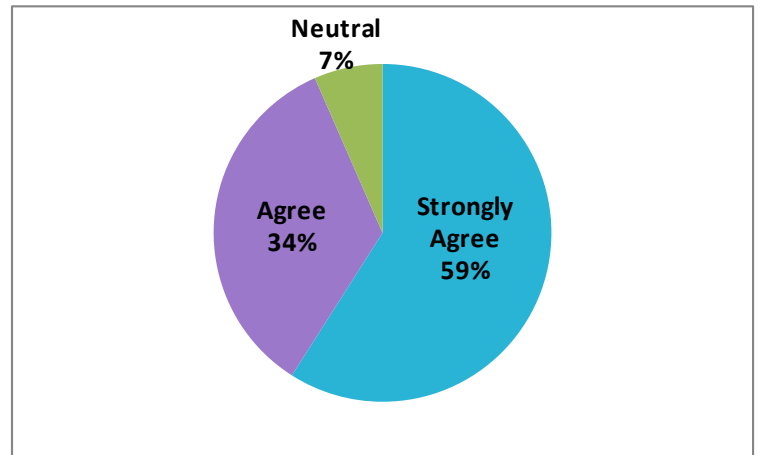
"The environment/format was conducive to learning."

Answer		Response Frequency
Strongly Agree	(5)	25
Agree	(4)	34
Neutral	(3)	3
Disagree	(2)	0
Strongly Disagree	(1)	0
Total Responses		62

"The length of the sessions was appropriate."

Answer		Response Frequency
Strongly Agree	(5)	20
Agree	(4)	37
Neutral	(3)	4
Disagree	(2)	1
Strongly Disagree	(1)	0
Total Responses		62
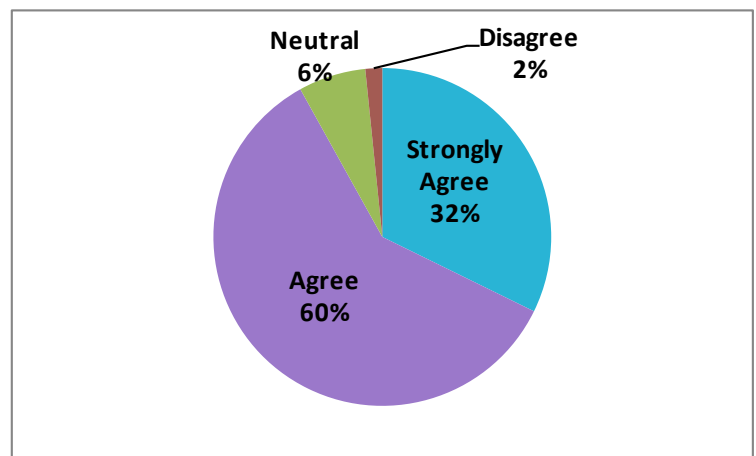
"I feel better informed about Body-Worn Camera Technical Assistance."

Answer		Response Frequency
Strongly Agree	(5)	35
Agree	(4)	24
Neutral	(3)	3
Disagree	(2)	0
Strongly Disagree	(1)	0
Total Responses		62
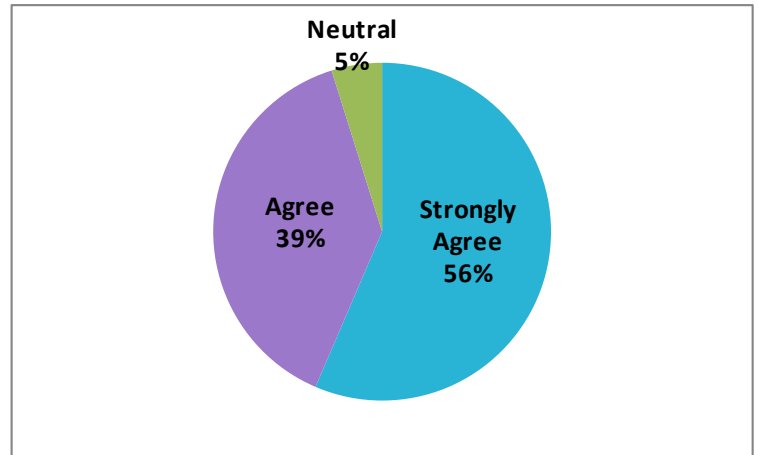
"I feel better informed about BJA expectations as a result of this meeting."

Answer		Response Frequency
Strongly Agree	(5)	26
Agree	(4)	29
Neutral	(3)	6
Disagree	(2)	0
Strongly Disagree	(1)	0
Total Responses		61
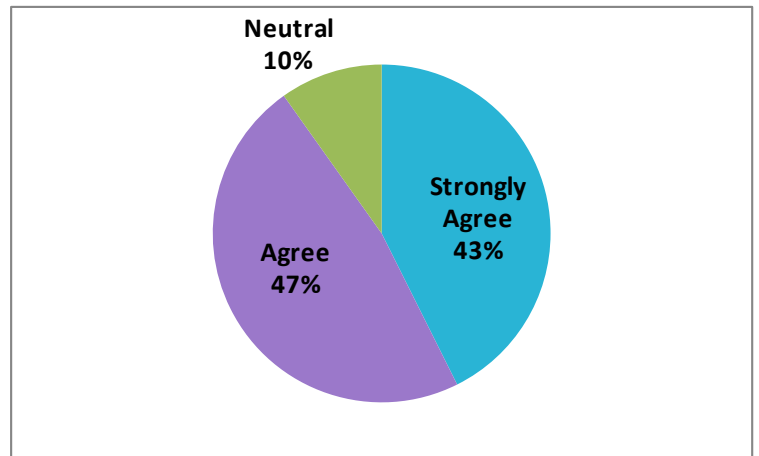
"BWC TTA can be of help to us."

Answer		Response Frequency
Strongly Agree	(5)	40
Agree	(4)	20
Neutral	(3)	1
Disagree	(2)	0
Strongly Disagree	(1)	0
Total Responses		61
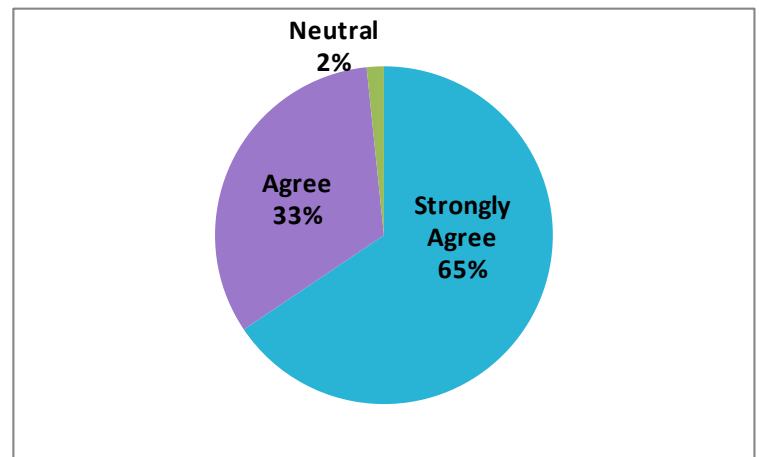
Open-Ended Questions

Overall, respondents' perceptions of the National Meeting were positive. The majority of respondents reported that the meeting met their reasons for attending. Attendees found a range of different topics beneficial and found the breakout sessions, workshops, question-and-answer opportunities, and peer-to-peer networking components of the meeting most beneficial. Many survey respondents reported that they found these components of the meeting useful due to the information gleaned from lessons learned from other departments further along in implementing their BWC programs. When asked how BJA and CNA can improve future meetings, participants offered a number of suggestions, including the following:

- Providing more information on BWC accessories and camera features
- Incorporating a vendors fair
- Including more networking opportunities (both during and after the conference)
- Including more time to meet with their assigned BJA State Policy Advisor
- Including additional breakout session offerings (so that participants can attend more sessions)
- Providing more information on collaboration with prosecutors and the court system
- Choosing a facility that allows for "round table" discussions and is closer to hotel accommodations

Some respondents noted that it would be helpful to have the conference earlier in the grant period.

1. **What part of the National Meeting did you find most beneficial? Why?**
    - "All. Lots of info and resources."
    - "Community outreach and education."
    - "Strategic Communication. Auditing and Monitoring."
    - "Training, media, auditing, compliance management, risk management and more."
    - "Workshops."
    - "The issue of evidence and integrations. Why because it clarifies how to establish the process before the court."
    - "The peer to peer networking to policy assistance."
    - "Research summaries."
    - "All." (3)
    - "The entire meeting was amazing. Speakers and prosecutors were very knowledgeable."
    - "Networking and learning new prosecutors."
    - "Breakouts. Could express problems and." (Incomplete feedback form)
    - "The workshops because it gave us the options that we wanted to attend."
    - "Policy development and the auditing."
    - "Auditing."
    - "Workshops. They provided me with more personalized information."

- "Laura McElroy's presentation was useful for out agency. We need to review critical incident procedures."
- "Opportunity to speak with TTA and prosecutors throughout the conference."
- "Networking aspect the meetings will prove to be beneficial moving forward."
- "The PMT section."
- "The panel discussion were very interesting and helpful. It is helpful to hear success stories and mistakes that departments have mode. Policy review and scorecard."
- "1. context matters. 2. Strategic communication. Both session were very informative for grantees."
- "Compliance review; performance measurements."
- "The workshop sessions were good to get topic specific information about BWC program implementation."
- "Learned at least a couple of things to take back in every class."
- "Peer-to-peer."
- "Peer-to-peer presentations were helpful. Good to hear from other LE experiences."
- "Peer-to-peer sessions."
- "Breakout sessions talk to people networking."
- "The presentation from keynote speakers. Interaction and side conversations with peers."
- "Hearing different challenges other agencies are or have experienced and how they are dealing/dealt with them. With so many intricate working parts to BWC programs, it is helpful to know what many are challenged with and ideas to overcome those challenges."
- "The small group workshops were conducive to interactive exchange of ideas and experiences."
- "Breakout sessions. Like the small groups where we can have discussion and feel better with the smaller group."
- "Auditing, and policy class."
- "Best ways to get media on board with department BWC policies etc."
- "Meeting and hearing from policy makers."
- "The workshops were topic focused and provided valuable information. I wish we would have had more time to attend all the sessions."
- "The information regarding procurement was extremely beneficial for my agency as we are a SAA who subawards the funds to a state agency."
- "The workshops on the second day of the meeting were most beneficial because I was able to ask questions regarding procurement and get information on policy development scorecard review. I felt that the presenters were knowledgeable and they answered all my questions."
- "Learning of the services BWC TTA offers."
- "Lessons learned presentations where agencies discussed problems they faced as well as solutions."
- "Peer to peer meetings and panel discussions."
- "Resources listed or discussed."

- "Lessons learned and need for compliance checks."
- "Audit/compliance class was very good. Networking and peer to peer was very good. I enjoyed all of it. Was beneficial training."
- "The workshops were very helpful, it gave us a look into how other agencies are running their programs."
- "Listening to other officers speak about their experiences with the grant, procurement, and implementation process."
- "Peer groups. Provided ideas that agency hadn't thought of."
- "Just the basic info that I did not have before. The recommendations of the agencies before."
- "The meetings with our grant assistance. It was great to meet him in person and discuss with other departments about ideas."
- "Procurement procedures and the former Tampa PD PIO who had the background as a news anchor."
- "Procurement and audit/compliance matters; breakout sessions especially with the regions."
- "For someone just getting started, the whole program would be beneficial. We are somewhat established so the breakout sessions were the most beneficial to me."
- "Evidence management due to how in depth it was."
- "Breakout sessions that emphasized best practices, etc."

2. **How can we improve in preparation for the next National Meeting?**
   - "As a police officer, I need more Layman's Terms. A lot of it was confusing."
   - "More exciting start."
   - "So far this is excellent."
   - "Make sure you have enough seats on the small conference rooms."
   - "I really think it was really rolled out well."
   - "Equipment demos."
   - "Maybe release the schedule in advance, the website was very vague on what to expect."
   - "I would look for speakers of practice. I imagine they aren't easy to find."
   - "Invite me again, meals, coffee."
   - "Continue expanding the pool of presenters."
   - "N/A." (7)
   - "Have attendees have some sort of syllabus so they can brush up on topics."
   - "A lot more time for procurement considerations."
   - "Have more breaks gives us a chance to network."
   - "More time with peer to peer, TTA and state policy advisor."
   - "Be cognizant of attention span in adults."
   - "Extend the networking potential of the meeting by organizing optional social activates at the conclusion of each day meeting and possible the night prior to the first day."

- "Panel discussion. More information on media issues."
- "Dedicate a little more separation time to those agencies who are already deployed/grantees."
- "The lecture (auditorium) setting could be replaced with a more collaborative/group engaging format."
- "Use a building that allows for 'round table' decisions. Add a day to the conference instead of choosing breakout session."
- "Continued focus on prosecutor/court interfaces/procedures."
- "Have more information on storage and funding for storage."
- "I understand no food and drinks were permitted, but some water spots would have been appreciated."
- "Have the meeting in a hotel facility or closer to hotel."
- "None. The meeting was always on time and all the facilitators were excellent."
- "Have vendors present, lots of comments and concerns raised really needed to be directed to vendors, such as complimenting, enhancing, and integrating BWC with vehicle on-board video."
- "Advance notice of time and place of meeting would be helpful to plan travel arrangement and approvals accordingly."
- "I was unable to attend the portion of the workshop involving the BJA grant managers. It may be more beneficial to me if we could have started the conference with a Q&A with our federal grant managers."
- "Maybe encouraging attendees to engage more with one another would be great."
- "More mechanics on navigating the various websites required to manage the grant."
- "More success stories, processes, and procedures that work."
- "I am from Arizona. For the travel expenses, I would like to see the conference be a day or two longer. There is plenty to learn and it would make the two days of travel more beneficial (day flying over/and day flying back."
- "Personally, the stat analysis was very boring. Maybe focus more on the practical aspect of the BWCs. We were all getting additional cameras or starting out fresh. We really didn't need to know about all the data compiled. A quick overview would have been fine."
- "Speakers on actual implementation not researchers."
- "Continue to bring prior BWC implementation agencies to the panel."
- "Maybe have all the possible documents or handouts in digital format on a thumb drive. It would save printing times and easier to hand out a thumb drive per department and not have printed like the 500+ page books."
- "More breakout sessions."
- "More time with the peer groups and TTA and State Advisor."
- "Breaks and refreshments would help."
- "Maybe smaller group setting for meeting with TTA Leads and Analysts."

3. **What topics or activities would you like to see at the next National Meeting?**
   - "More examples of good and bad use."

- "State prosecutors and judge."
- "An actual instructor to speak about training."
- "More research of cloud US local server."
- "N/A." (4)
- "Storage management."
- "Prosecutors."
- "Topics on buy in for officers, more research on how the officers view the cameras view the cameras and whether or not it effects how they perform their job."
- "More topics that would be of interest to agencies that are already up and running. Everything this time was geared towards new agencies."
- "More activities for departments that have already started BWC programs."
- "Issues with transfer of data when changing vendors."
- "All."
- "I found it helpful to see both mistakes and success stories from other departments."
- "I would like to see speakers who are for large agencies that have been deployed for some time."
- "I would like to see BWC program management workshops. 'You bought BWCs now what'. This helps always improving in BWC program."
- "Prosecutor/county attorney discussion."
- "Continued studies and expanded emphasis on ways agencies are utilizing their programs."
- "Vendors and their products."
- "Some information for agencies that have already/deployed maybe best practices for redactions, public records release, sharing with prosecutors, building a team to manage evidence and programs."
- "Similar topics to this meeting."
- "Maybe have a room for the BWC companies to show off their items. Be better than the large book of BWCs."
- "Integrating BWC into an in-car system to hold down cost for agencies."
- "Topics on program and grant management would be beneficial."
- "I would like to see greater emphasis placed on managing the grant from a grantee-subgrantee perspective."
- "More procurement information."
- "I would like to learn more about the reporting quarterly reporting process, specifically how to complete the PMT reports."
- "Would be nice to invite BWC vendors to display their products in the off hours. That is, after the structured TTA sessions."
- "Topics for prosecutors and court administrators or judges."

4. **Did the National Meeting fulfill your reason for attending?**
- "Yes. Did not know what to expect."
- "Yes." (34)

- "It gave us a wider version of the implementation program."
- "Did not know what to expect."
- "Yes, because in Puerto Rico we are in the process of implementation within Puerto Rico and we want to be successful and comply with the laws, regulations, and especially the protections of the rights of all people."
- "Yes. I am ready to go back to my agency and feel more confidence in working with our program."
- "Yes and then some."
- "Yes, great info."
- "Some helpful considerations, particular integration consideration."
- "This was my 2nd conference so some of the material; was repetitive, however I did find useful ideas especially since my department has deployed cameras."
- "It did." (3)
- "Yes, unfortunately I wish our agency would have attended las year (FY 17 grantee)."
- "Yes, always helpful to learn from other's experiences."
- "Yes, as the grant manager I feel better prepared to support our BWC program and reporting requirements."
- "Yes, except for payment, that answer was not provided as to when to expect funds."
- "Yes, listening to the speakers opened my mind to some equipment considerations, i.e., integrated camera systems."
- "Yes. We are well down the road with using cameras so have knowledge. If we were starting out I suspect all of my '4' ratings would have been '5's."
- "You guys covered everything well!"
- "Yes, it was informational and helpful."
- "Somewhat. The subgrantee was unable to attend which was unfortunate because a lot I found that the setup of the meeting was great when it came to addressing common implementation hiccups."
- "Yes it did. Other than the improvements I suggested above, it was a very well run conference."
- "Absolutely. I received information that I was unaware of."
- "Yes. Shorten our policy and compliance audit ideas."
- "Most definitely!"
- "Yes-most well organized, structured, and informative conference I have attended in a very long time!"

5. **What suggestions do you have for technical assistance that would be helpful to you and your project?**
- "How to better utilize the media, courts, prosecutors etc."
- "Invitation for prosecutors and also invite agencies that are thinking on applying to the BWC solicitation."
- "More auditing examples."
- "Expert in storage."
- "Research the type of city or PD that you will be assisting."

- "Example RFPs might be useful."
- "Calls a little more often."
- "More info on storage options."
- "More peer to peer networking."
- "None." (15)
- "Host earlier in grant cycle prior to required reporting. Often vendors learn about the award and want to progress quickly. Also local government want quick deployment and implementation."
- "Great job in content. Appreciate the resources available to grantees."
- "The meeting might be better suited in a venue/room with tables. Rather than a lecture hall."
- "Storage, vendors, products."
- "None. Everything went well."
- "Actual examples of grants with figures and verbiage."
- "Regional (local) meetings would be helpful to form partnerships with other awarded agencies and local stakeholders."
- "Some of the presentations had quite a bit of filler."
- "Preparing for the prosecutor and courts."
- "Easier navigation on the website."
- "Avoid researchers."
- "Although early in the grant period, would have been more beneficial even earlier, especially when discussing procurement."
- "The program filled by needs."
- "IT related training, such as solutions for BWC video download, on-site vs. cloud storage, best practices or solutions for sharing video, etc."

6. **If you have any other questions or comments, please note them here.**
   - "No."
   - "It was a very good use of all of resources. Thanks for all."
   - "Thank you."
   - "N/A." (5)
   - "Might help to organize an optional after hours event at a brewery or something. To give more chance for casual one-on-one."
   - "Amazing experience."
   - "Great stuff. Would like to get more of it."
   - "I wish we had this 6 years ago before we started our BWC program."
   - "Appreciate a social network opportunity. Difficult with fed money but possibly local or host entity can facilitate more tie to discuss vendors."
   - "If the meeting agenda is forwarded to participants, 1 to 2 months in advance, agencies can better asses which team member to send to the meeting."
   - "'Workshops' day so attends can go to all valuable workshops and not choose."
   - "Use a place that allows for beverages in class."

- "The BJA and CNA staff did a great job."
- "Maybe a more central location for this get together."
- "Have the class somewhere we can have beverages."
- "I do not. I am glad that this meeting was mandatory or we probably never would have been sent."
- "I especially appreciated the media presentations! Navigating the new media push for video, as well as how/when to redact is a definite issue."

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Conclusion

Overall, the National Meeting received positive feedback. Attendees found a range of different topics discussed at the meeting beneficial. The majority of attendees reported that the breakout sessions, workshops, question-and-answer opportunities, and peer-to-peer networking components of the meeting were the most beneficial. Particular topics of interest included procurement, program costs, digital evidence management and integration, prosecutorial collaboration, strategic communication, policy compliance, emerging training practices, and technological issues.

Over the next several months, CNA and the BWC TTA Team will take the information gathered from the National Meeting to develop TTA products and resources, such as webinars, podcasts, and In View Commentaries, for both the BWC PIP sites and law enforcement agencies and stakeholders implementing BWCs. These resources will cover topics such as prosecutor training, compliance and auditing, strategic community outreach, DME, and specialized BWC implementation. The BWC TTA team will also use the information obtained from the National Meeting to plan future BWC TTA meetings and workshops. The BWC TTA Team sincerely appreciates the BWC PIP sites' attendance and participation in the National Meeting. CNA and BJA will use the feedback garnered from the National Meeting to continue to enhance the BWC PIP program and the TTA provided by BJA, CNA, ASU, and JSS, Inc.