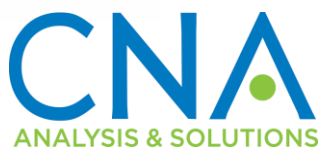




2021 Body-Worn Camera Training and Technical Assistance Virtual National Meeting Summary Report

October 2021



This project was supported by Grant No. 2019-BC-BX-K001 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 US Department of Justice.

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Executive Summary

On June 22–24, 2021, the Bureau of Justice Assistance (BJA) and the Body-Worn Camera (BWC) Training and Technical Assistance (TTA) team—CNA, Arizona State University (ASU), and Justice and Security Strategies (JSS)—conducted the sixth national meeting of the BWC Policy and Implementation Program (PIP) sites. Because of circumstances surrounding the coronavirus disease 2019 (COVID-19) pandemic, the meeting was virtual for the second time. This meeting provided a forum to discuss important issues related to BWC program and policy implementation, such as BWC policy development, policy compliance monitoring, procurement considerations, program cost anticipation, digital evidence management and integration, collaboration with prosecutors, strategic communications, emerging training practices, and BWC technology trends and developments.

This meeting was largely for the benefit of fiscal year (FY) 2020 BWC PIP grantees. In attendance were 252 representatives, including the following:

- 85 representatives from 37 BWC PIP FY 2020 grantee agencies;
- 47 representatives from 25 prior BWC PIP grantee agencies;
- 29 representatives from 22 law enforcement agencies that are not BWC PIP grantees; and
- 91 representative from 9 other agencies including universities, the BWC TTA team, subject matter experts (SMEs), and representatives from BJA.

This summary reviews participant discussions and lessons learned from the meeting, new ideas for TTA, and evaluation feedback from the attendees. It also discusses opportunities and challenges that resulted from the virtual platform.

Opportunities for Technical Assistance

Participant discussions highlighted potential opportunities for technical assistance. Over the coming months, the BWC TTA team will work with BJA to determine how to best meet the needs of the BWC PIP community and develop the following opportunities into TTA products and resources:

- Researching the ways that BWCs influence police proactivity.
- Helping agencies understand the legislation affecting BWCs and digital media.
- Identifying what items should be considered when procuring BWCs.
- Ensuring and improving officer compliance with BWC use and activation.
- Increasing transparency and minimizing negative narratives related to BWC video redaction and release.
- Communicating with patrol about ways to enhance digital evidence collection to assist investigations.
- Supporting the unique considerations of BWC use in correctional settings, including sample BWC policies and best practices specific to corrections.

- Navigating JustGrants, including how to complete the required reports and how to submit them to BJA.
- Developing a checklist for grant recipients to assist with post-award requirements.
- Expanding the national meeting (or creating another forum) to include all law enforcement and non-law enforcement stakeholders involved in BWC implementation (i.e., grant managers, IT, purchasing, vendors).

Participant Feedback

Of the 161 law enforcement agency representatives in attendance, 53 (approximately one-third) completed the Participant Feedback Form. The form asked attendees to rate various components of the meeting using a five-point Likert scale from “Strongly Disagree” to “Strongly Agree.” Attendees also answered two open-ended questions to help the BWC TTA team improve and prepare for future meetings. Overall, the response to the national meeting was positive. Responses are summarized in detail in the Feedback Summary section starting on page 35.

Virtual Conference Format

Generally speaking, BJA, the BWC TTA team, and the meeting participants were pleased with the success of the three-day virtual meeting. The TTA team conducted the meeting with few technological problems, and presenters and participants appreciated being able to engage via a video platform. Throughout the meeting, participants stayed engaged and maintained a good level of attendance throughout each day and over the course of the three days.

One benefit of the virtual platform was that many more participants from BWC PIP sites could participate in the meeting (unless restricted by their schedule requirements). The TTA team could also invite all BWC PIP sites, not just those that received their grants in 2020. Twenty-nine representatives from 22 previous years’ BWC PIP grantees participated in the meeting. Many noted the increased participation as a great benefit, and some suggested that future in-person meetings should still be partly virtual to let those unable to travel still participate.

Although the conference website did provide opportunities for virtual networking, most attendees did not leverage this function. Unfortunately, the virtual meeting and conference networking capabilities available through the conference website could not replicate the networking and fellowship that occurs during an in-person meeting. Despite this shortcoming, participants enjoyed several features unique to the virtual environment, such as the chat function, the ability to interact with participants and presenters, and the ability to share resources while the presentations took place.

Over the next several months, the BWC TTA team will use the information gathered from the national meeting to develop TTA products and resources for both the BWCPIP sites and other law enforcement agencies and stakeholders implementing BWCs. To access these resources, as well as other TTA products such as webinars, podcasts, BWC policies, and BWC news, please visit the [BJA BWC Toolkit website](#) and the [BWC TTA website](#). The



TTA team has also posted the slides and recordings from this national meeting on the [BWC TTA website](#).

Meeting Objectives

This was the sixth national meeting and second virtual meeting of the BJA PIP sites facilitated by BJA's TTA partners and several SMEs working with the TTA team on this initiative. The TTA team's objectives for this meeting were as follows:

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

Meeting Agenda

Day 1- June 22, 2021

Time	Description	Presenters
11:30 am – 12:00 pm ET	<i>Open the Zoom link and run the state of the state slides while folks get signed on to the meeting.</i>	<ul style="list-style-type: none"> • N/A
12:00 – 12:30 pm ET	<p><i>Welcome and introductions</i></p> <p>BJA and the BWC TTA team welcome participants to the 2021 BWC TTA National Meeting. This session will introduce key individuals from the Department of Justice, BJA, and the TTA providers and will provide an overview of the meeting agenda, meeting goals, and intended outcomes. It will end with opening remarks and a welcome.</p>	<ul style="list-style-type: none"> • Mr. John Markovic • Ms. Kristen Mahoney • Dr. Chip Coldren
12:30 – 1:00 pm ET	<p><i>BWC – Lessons Learned on the Road to Establishing an Effective Program</i></p>	<ul style="list-style-type: none"> • Chief Art Acevedo, Miami Police Department
1:00 – 1:50 pm ET	<p><i>BWC 101: Past, Present, and Future</i></p> <p>BJA’s John Markovic and the BWC TTA Co-Director Dr. Michael White will discuss the emergence of BWCs as critical to evidence generation, officer and public safety, and police-community relations. They will also provide a brief overview of the BJA BWC PIP, BJA BWC Toolkit, and TTA resources and will discuss foundational elements of the BWC TTA Program.</p>	<ul style="list-style-type: none"> • Dr. Mike White • Mr. John Markovic
2:00 – 2:50 pm ET	<p><i>Pilot Testing & Evaluation of BWC Equipment</i></p> <p>During this session, two BWC TTA SMEs will present on challenges and best practices associated with testing and evaluating BWC equipment prior to procurement. Additionally, two BWC PIP agencies will discuss what they did to test and evaluate equipment and how that informed their camera purchase and BWC program.</p>	<ul style="list-style-type: none"> • Mr. Geoff Smith • Mr. Charles Stephenson • Commissioner Scott Adams, Brooke Park, OH

Time	Description	Presenters
2:00 – 2:50 pm ET	<p><i>Officer Performance Review & Training with BWC Footage</i></p> <p>This session will consist of a conversation between two BWC TTA SMEs on topics related to reviewing BWC video footage to assess officer performance, and how BWCs can be used as a training tool. The linkage between performance reviews and using the results of those reviews to inform officer training will also be discussed. The session will also include an opportunity for participants to ask questions of the presenters.</p>	<ul style="list-style-type: none"> • Chief Harold Medlock • Dr. Janne Gaub
3:00 – 3:50 pm ET	<p><i>Understanding the Benefits of Compliance Checks and Audits</i></p> <p>This session will focus on issues, concepts, and approaches to reviewing BWC videos for policy compliance review and program auditing, covering topics such as the important role of compliance monitoring in BWC programs, different levels of monitoring (e.g., monitoring individual officer, program, or organizational performance), and suggested approaches for implementing compliance monitoring programs. It will also include discussion on various compliance monitoring programs that agencies have implemented.</p>	<ul style="list-style-type: none"> • Mr. Dan Zehnder • Mr. Scot Haug
4:00 – 4:50 pm ET	<p><i>BWC Policy: Scorecard and Certification</i></p> <p>This session will focus on the importance of BWC policy and the steps BWC PIP agencies must go through to pass the policy review process. This session will cover the fundamentals of the BWC policy review process and will include a review of the key mandatory elements of the BWC Policy Review Scorecard and Certification.</p>	<ul style="list-style-type: none"> • Dr. Mike White • Mr. Charles Stephenson • Mr. John Markovic

Time	Description	Presenters
4:00 – 4:50 pm ET	<p><i>Voices from the Field: Sustaining BWC Program Success</i></p> <p>This session will discuss best practices for sustaining a successful BWC program. In this session, we will hear from two sites about the implementation of their BWC programs, and how they have sustained success with their program long after first implementation. Agencies will discuss topics such as changing technology solutions, modifications to policy, and community outreach and engagement focusing on their lessons learned and best practices.</p>	<p>Facilitator:</p> <ul style="list-style-type: none"> • Dr. Aili Malm <p>Panelists:</p> <ul style="list-style-type: none"> • Major Ken Sircy, Cookeville, TN • Major Scott Winfrey, Cookeville, TN • Captain Kevin Schoolmeester, Tampa, FL • Senior Corporal Sonja Wise, Tampa, FL • BWC Analyst Chris Stockton, Tampa, FL
4:50 – 5:00 pm ET	<p><i>Overview of Day 1</i></p> <p>BWC PIP and TTA program leadership will provide a brief overview of the day and discuss the sessions coming on Day 2.</p>	<ul style="list-style-type: none"> • Dr. Chip Coldren • Mr. John Markovic

Day 2- June 23, 2021

Time	Description	Moderator, Speaker, Panelist
11:00 am – 12:00 pm ET	<p><i>Q&A/Office Hours with BJA State Policy Advisors & JustGrants</i></p> <p>BJA state policy advisors and representatives from JustGrants will be available to answer questions from BWC PIP grantees. Meeting attendees with questions related to grant management and the systems supporting it are encouraged to participate.</p>	<ul style="list-style-type: none"> • Mr. Gerardo Velazquez, BJA • Ms. Tamaro White, BJA • Mr. John Markovic, BJA • Mr. Darius LoCicero, BJA • JustGrants Representatives
12:00 – 12:50 pm ET	<p><i>Releasing BWC Footage: Critical Incidents and Communicating with the Public</i></p> <p>Laura McElroy, Communications Strategist, will discuss releasing BWC videos and communicating with the public following a critical incident, including the media perspective.</p>	<ul style="list-style-type: none"> • Ms. Laura McElroy
1:00 – 1:50 pm ET	<p><i>Improving Police Research and Training: Integrating Data from Body-Worn Camera Footage into the Workflow</i></p> <p>In this session, Dr. David Makin and Megan Parks from Washington State University’s Complex Social Interaction (CSI) Lab will discuss their research on BWC footage and what they have learned from the analysis of over 15,000 hours of BWC footage. Topics to be covered include operationalizing de-escalation, the importance of context, integrating BWC video data into the workflow, and what departments need/want to know about analyzing BWC videos.</p>	<ul style="list-style-type: none"> • Dr. David Makin • Ms. Megan Parks
2:00 – 2:50 pm ET	<p><i>BWCs and Community Engagement</i></p> <p>In this session, we will hear from two BWC SMEs about important and innovative ways to engage community members throughout the BWC implementation process. The speakers will discuss different methods of conducting outreach to the community, national trends related to critical incident reporting, barriers to meaningful community</p>	<ul style="list-style-type: none"> • Chief Mary O’Connor • Mr. Steve Rickman • Chief John Guard, Pitt County, NC • Captain Justin DiMedio, West Goshen, PA

Time	Description	Moderator, Speaker, Panelist
	engagement, and how to sustain community engagement surrounding BWCs. Additionally, two BWC PIP agencies will each describe in detail a way in which they engaged their community when implementing BWCs.	
3:00 – 3:50 pm ET	<i>Understanding the Federal Procurements Process</i> The BJA Office of the Chief Financial Officer (OCFO) will provide a brief overview of the federal procurement requirements for BWC PIP grantees and will be available for questions. This session will help grantees who have yet to procure their BWCs do so in accordance with federal procurement guidance/rules.	<ul style="list-style-type: none"> • Mr. Michael Williams, OCFO
4:00 – 4:50 pm ET	<i>Using BWCs to Enhance Field Investigations</i> Police are recognizing more and more how BWCs and digital evidence can assist them with their investigations in ways that were not commonly considered during their initial implementations. This session will highlight ways that some have taken advantage of BWCs to enhance their investigations in the field, which can be considered by other agencies.	<ul style="list-style-type: none"> • Mr. Tom Woodmansee • Mr. Tom Christoff • Lt. Mike Perkowski, Rochester, NY • Investigator Tom Cassidy, Rochester, NY • Investigator Andy MacKenzie, Rochester, NY • Officer Tim Baird, Wichita, KS
4:50 – 5:00 pm ET	<i>Overview of Day 2</i> BWC PIP and TTA program leadership will provide a brief overview of the day and discuss the sessions coming on Day 3.	<ul style="list-style-type: none"> • Dr. Chip Coldren • Mr. John Markovic

Day 3- June 24, 2021

Time	Description	Moderator, Speaker, Panelist
11:00 am – 12:00	<i>Q&A/Office Hours with BJA State Policy Advisors</i>	<ul style="list-style-type: none"> • Mr. Gerardo Velazquez, BJA

Time	Description	Moderator, Speaker, Panelist
pm ET	<p><i>& JustGrants</i></p> <p>BJA state policy advisors and representatives from JustGrants will be available to answer questions from BWC PIP grantees. Meeting attendees with questions related to grant management and the systems supporting it are encouraged to participate.</p>	<ul style="list-style-type: none"> • Ms. Tamaro White, BJA • Mr. John Markovic, BJA • Mr. Darius LoCicero, BJA • JustGrants Representatives
12:00 – 12:50 pm ET	<p><i>BJA Performance Measurement</i></p> <p>This presentation will delve into how BJA uses performance measures to assist the grantees, improve BJA programs, make good decisions, and report to the Hill on how funds are spent.</p>	<ul style="list-style-type: none"> • Ms. Amy Dezember
1:00 – 1:50 pm ET	<p><i>Digital Evidence Management: What Do We Do with All the Footage?</i></p> <p>This session will focus on BWC footage and the way in which it is used within seven police departments and their prosecutors’ offices. During the session, participants will learn best practices and considerations for managing digital evidence. It will cover topics such as how police use footage for measuring activation and compliance and how a prosecutor uses the footage.</p>	<ul style="list-style-type: none"> • Dr. Craig Uchida • Dr. Mike White • Mr. Kalpesh Chotai, Broward County, FL, State Attorney’s Office
2:00 – 2:50 pm ET	<p><i>BWCs in Tribal Jurisdictions</i></p> <p>Tribal agencies, and agencies with tribal lands within or nearby their area of responsibility, face unique challenges and considerations when implementing BWC programs. During this session, two BWC TTA SMEs will discuss these challenges (e.g., recording of minors, recording on tribal lands) with representatives from two tribal BWC PIP agencies.</p>	<ul style="list-style-type: none"> • Mr. Charles Stephenson • Dr. Chuck Katz • Chief Robin Burge, Pueblo of Isleta

Time	Description	Moderator, Speaker, Panelist
2:00 – 2:50 pm ET	<p><i>BWCs in Correctional Settings</i></p> <p>This session will focus on the use of BWCs in correctional settings and will cover topics such as common barriers to adoption and implementation, training, limitations of the cameras, oversight, privacy, and other challenges unique to correctional settings. The session will be facilitated by the BWC TTA Program Director and corrections SME Chip Coldren. It will include five panelists: two BWC TTA SMEs responsible for helping corrections BWC PIP agencies implement their programs and three representatives from two BWC PIP corrections agencies.</p>	<p>Facilitator:</p> <ul style="list-style-type: none"> • Dr. Chip Coldren <p>Panelists:</p> <ul style="list-style-type: none"> • Mr. Geoff Smith • Mr. Orlando Cuevas • Mr. Alfred Kandell, New Jersey DOC • Mr. Michael White, New Jersey DOC • Mr. Ben Collins, Washington, DC, DOC
3:00 – 3:50 pm ET	<p><i>The Evolution of BWC and Other Technology: Changes and Lessons Learned</i></p> <p>This panel will focus on changes in BWC and other technology over the last six years. As with other technologies, BWCs evolve and change quickly. The panel will discuss the current state of technology, the lessons learned from purchasing and using BWCs, and the realities of integrating BWCs with other systems.</p>	<p>Facilitator:</p> <ul style="list-style-type: none"> • Dr. Shellie Solomon <p>Panelists:</p> <ul style="list-style-type: none"> • Dr. Craig Uchida • Sergeant Armand Lemoyne, Los Angeles Police Department • Mr. Elliot Harkavy
4:00 – 4:50 pm ET	<p><i>Closing Thoughts & Q&A</i></p> <p>The BWC PIP team leadership will provide a brief summary of the conference and discuss key takeaways. Leadership will discuss any training and technical assistance needs they heard from participating agencies and be available for questions.</p>	<ul style="list-style-type: none"> • Dr. Chip Coldren • Mr. John Markovic

Summary of Discussions

This summary includes highlights from the general sessions, topical sessions, and the keynote presentation. Key considerations and challenges are included for each session.

Presentations

[Keynote Presentation: BWC Lessons Learned on the Road to Establishing an Effective Program](#)

Introductions:

- Dr. Chip Coldren, BWC TTA Program Director, CNA

Keynote Speaker:

- Chief Art Acevedo, Miami, Florida, Police Department

Summary: Chief Art Acevedo of the Miami Police Department delivered the keynote address for the national meeting. Chief Acevedo was appointed as the Miami police chief in April 2021. Prior to his recent appointment, he served as chief for the Houston, Texas, Police Department for five years and as chief for the Austin, Texas, Police Department for nine years. Before his executive appointments, Chief Acevedo started his law enforcement career in East Los Angeles with the California Highway Patrol, where he climbed through the ranks and was later appointed as chief in 2005.

During his keynote, Chief Acevedo reflected on his time as chief in Houston and the difference that BWCs made within the department. He specifically highlighted the necessity to maintain and enforce BWC policies, since communities will hold departments accountable according to the policy, not by their BWC taskforce relationship. Chief Acevedo emphasized the importance of strong external partnerships and comprehensive BWC policies. He explained the growth in public records requests once BWCs are implemented. Having centralized and open communications with relevant stakeholders discourages finger-pointing and backlogs, while encouraging cooperative sharing. In addition, he shared that the lynchpin in a good BWC program is strong policy because inconsistent usage can damage the agency's credibility. He suggested that agencies be explicit about consequences for failure to activate, consider automatic triggers, and discuss their stance on "muting." Further, he recommended the "wheel to wheel" recording approach—the wheel of the officer's vehicle is the beginning of the call recording cycle and the end of the call recording cycle.

Chief Acevedo ended his presentation by looking forward to the future of BWCs. He discussed the eventual expansion of BWCs to all law enforcement officers (i.e., moving beyond patrol officers towards including special assignments, supervisors, detectives, SWAT, etc.) and how agencies will ultimately adjust to the technology as the new norm.

Key Considerations:

- BWCs can help agencies assess policies, procedures, training, and the after-action process.
- Use the "wheel to wheel" approach—the wheel of the officer's vehicle is the beginning of the call recording cycle and the end of the call recording cycle, when they close the call and deactivate the camera.

Key Challenges:

- Mistrust of government is at an all-time high. However, BWCs are an important tool that can assist in transparency. Agencies today cannot afford not to have BWCs; it implies the department is not committed to transparency.

BWC 101: Past, Present, and Future

Facilitators:

- Mr. John Markovic, BJA Senior Policy Advisor and BWC Program Lead
- Dr. Michael White, BWC TTA Co-Director

Summary: The Body-Worn Camera Policy and Implementation Program (BWCPIP) started in 2015 during a period witnessing increase in officer involved shootings and a national call for accountability, transparency, and procedural justice. In November 2014, Lezley McSpadden-Head, Michael Brown's mother, issued a call for BWCs nationally, and approximately two weeks later, President Barack Obama spoke and addressed the emerging crisis in policing and laid out his plan for police reform. President Obama's plan included the President's Task Force on 21st Century Policing and a \$75 million pledge for 50,000 BWCs.

In response BJA created BWCPIP, which over the past six years has granted over 450 agencies funding for BWCs and invested approximately \$100 million into this initiative. In addition, BJA supported through competitive funding a National Training & Technical Assistance Team to help agencies ensure they are successful with their grant funding and BWC program implementation and to more generally promote the use of BWC and sound management practices throughout the law enforcement profession.

In February of 2015, BJA held a two-day panel at the White House on BWCs, and in May of 2015, it launched the [Body-Worn Camera Toolkit](#).

The BWCPIP grant is not simply a technology purchase program; it requires establishment of a comprehensive BWC policy created with stakeholder input. With the FY 2020 grants, 40 law enforcement and 9 correctional agencies received BWC funding. BWC PIP has also supported tribal, academic, mental health, and park agencies through this program. New legislation enacted in many states is helping promote BWC adoption and move the profession forward with standards for BWC use, such as when officers should activate a BWC.

Presently, studies have shown police officers and citizens generally have a positive attitude towards BWCs. However, some are skeptical about the ways BWCs influence citizen and police behavior. The effect of BWCs on procedural justice has been studied, and researchers have found that citizens view interactions as more just when cameras are involved. Researchers have found an increase in citations as well as prosecution/court outcomes with BWCs. Generally, use of force complaints decreased with BWCs, although some studies found no change in use of force and citizen complaints. More information on BWC research can be found in the [Outcomes Directory](#).

In the future, the presenters noted that focusing on local context will matter. What works for one location may not work for another. Local context and different research methods also affect research outcomes.

Key Considerations:

- BWC programs are intended to be deliberate, comprehensive, and developed with broad stakeholder input.
- BWC programs and policies should be data-driven, evidence-based, and evolving.
- BWC PIP is not merely a technology purchase program; it requires establishment of a comprehensive BWC policy that is developed deliberately with stakeholder input.

Key Challenges:

- What works in one city or state may not work in others.
- The effect of BWCs on police proactivity has not been sufficiently studied.
- Understanding and navigating the evolving legal terrain Considerations and complicating factors include:
 - State and local legislation affecting BWCs and digital media in general
 - Federal legislation on BWCs and use of force
 - Federal agency adoption of BWCs

Pilot Testing & Evaluation of BWC Equipment

Facilitators:

- Mr. Geoff Smith, BWC SME
- Mr. Charles Stephenson, Senior Advisor, CNA

Panelists:

- Commissioner Scott Adams, Brooke Park, OH

Summary: During this session, BWC TTA SMEs Geoff Smith and Charles Stephenson presented on challenges and best practices associated with testing and evaluating BWC equipment prior to procurement. Additionally, Commissioner Scott Adams with the Brooke Park, Ohio, Police Department discussed his department's experience with testing and evaluating equipment and how that informed their camera purchase and BWC program.

The discussions centered on investing time in the BWC equipment selection process to ensure agencies procure technology that meets their particular needs. Facilitators Smith and Stephenson spoke about the importance of pilot testing different equipment, planning and budgeting for future technology integrations and increases in the volume of BWC storage needed, and including multiple stakeholders in the procurement process. They emphasized that though most agencies are eager to procure BWCs to increase transparency, assist investigations, and provide training opportunities, time should be allocated at the front end of the procurement process to minimize challenges on the backend. Expanding on the facilitators' discussion, Commissioner Scott Adams agreed that releasing a request for proposals (RFP) and piloting four BWC vendors, while initially time consuming, helped his department select the best vendor for their needs. This meant including other Brooke Park personnel and stakeholders in the procurement process to gauge the priorities of the department and their community. When the commissioner was asked what his department would change if they went through the BWC procurement process again, he responded that they would make sure to include IT personnel because they would have better insight regarding the present and future storage needs of the department.

Key Considerations:

- Agencies should take their time with the front-end procurement process to save time and avoid surprises on the backend (e.g., changes related to battery life, storage, and syncing capabilities).
- Agencies should include multiple stakeholders in the procurement process, especially IT personnel.

Key Challenges:

- With increased pressure to procure BWCs, agencies may want to expedite the procurement process, causing unforeseen challenges with their BWC technology.
- Agencies may struggle to determine what items should be considered when procuring BWCs that best fit their department's needs.

Officer Performance Review and Training with BWC Footage

Facilitators:

- Chief Harold Medlock, BWC TTA Lead
- Dr. Janne Gaub, BWC TTA Lead

Summary: This session contained information on how agencies may use BWC footage within officer performance reviews and evaluations. There are approximately 160 studies on BWCs in general, but research on how BWCs are used in training and performance evaluations is lacking. The facilitators noted that law enforcement agencies usually do not include performance evaluation or training within their formal policy or practice. During the session, the facilitators polled the session participants and found that 94 percent of participants stated that their BWC policy includes the ability to use footage for training

purposes; the other 6 percent were not sure. Thirty-five percent of respondents noted that their agency allows BWC video to be reviewed for performance evaluations, 40 percent said it was not allowed, and 25 percent were unsure.

Chief Medlock suggested this may be due to a desire to not “point fingers” at their officers for poor performance. Dr. Gaub agreed and noted that agencies do not want supervisors to end up on “fishing expeditions” for bad behavior. If officers feel the supervisor is only going to highlight suboptimal performance captured on BWCs, it can make the officers uneasy and resistant to the use of BWCs. In another session poll, facilitators asked participants why officers might be resistant to using BWCs in training. Most respondents (53 percent) were concerned about fishing expeditions. The second most cited concerns were officer privacy and victim privacy (17 percent).

When implementing BWCs in Fayetteville, North Carolina, Chief Medlock’s main focus was to ensure that officers and citizens understood why BWCs were being used, the policy behind them, and how to use them. They initially used footage from other departments for their training but soon realized using their own footage for training was more impactful, relevant, beneficial. He noted that using in-house footage in training helps officers move away from the “it can never be me” mentality. The agency now asks officers to share videos with supervisors and training staff if a BWC video would be useful for training purposes.

A participant asked how to deal with unions when implementing BWCs. Chief Medlock recommended focusing on the benefits for the officers and engaging union representatives in writing the BWC policy. Dr. Gaub suggested including in the agency’s BWC policy that coming forward or sharing BWC footage of an officer’s performance for training purposes will not necessarily lead to a reprimand or write-up to garner acceptance. Chief Medlock suggested to use the first violation as a training opportunity in hopes to lessen the blow of being reprimanded. Dr. Gaub also proposed talking to training units versus supervisors if officers have a fear of reprimand.

Chief Medlock suggested departments can identify training videos (both of exemplary and suboptimal performance) by allowing officers and training units to suggest/submit videos, noting, “The officers are doing it for themselves, the command staff is not doing it to them.” He also noted that with this approach, officers and deputies can become better at critiquing themselves through reviewing their BWC footage, and that supervisors should be held to the same standards as officers, especially regarding using BWC footage for performance evaluations. Dr. Gaub suggested that agencies use a tagging system to help the agency identify and collect videos for training and performance evaluations. She also noted that careful consideration should be given to using footage that depicts traumatic events.

Key Considerations:

- Involve officers in identifying BWC videos that can be useful for training purposes.
- Document whether and how BWC videos can be used for training purposes in the BWC policy.
- Using BWC footage from their own department helps officers learn from each other more efficiently and reduces shame.

- A well-written policy is key; have officers, unions, and other stakeholders provide input to the policy.

Key Challenges:

- Agencies may be challenged with overcoming officer concerns of “fishing expeditions” if they want to use BWC videos for performance reviews or training purposes.
- Going through videos and tagging/identifying them for training can be time consuming; developing a mechanism for identifying and sharing BWC videos for training purposes that involves the officers can streamline this process and help with officer buy-in.
- Holding supervisors to the same standards for performance evaluation can be difficult if the supervisors do not also wear BWCs.

Understanding the Benefits of Compliance Checks and Audits

Facilitators:

- Mr. Scot Haug, BWC TTA Lead
- Mr. Dan Zehnder, BWC TTA Lead

Summary: This session discussed differences between a compliance program and an audit program, and the importance of each. A major issue is the lack of universally accepted terms for these BWC video and program review processes. When developing these components of a BWC program, it is important to ensure the process and the terminology are clear. As described by the facilitators, compliance ensures policies and procedures are followed. An audit looks at the “compliance” program processes and verifies that the agency’s objectives and goals are being met. When asked through a poll, 68 percent of session participants said their agencies conduct audits, and 80 percent said they conduct compliance checks. This was followed by another poll question that asked whether agencies were satisfied with their compliance and audit processes, and a majority of agencies were satisfied (65%).

Compliance reviews can be conducted at the officer level (e.g., by supervisors) and at the agency level (e.g., by command staff); both levels are recommended. When facilitators polled the audience, the majority (68 percent) responded that their program operates at both a supervisory and agency level, while 31 percent said only a supervisory level. A compliance program protects the officers and the agency by ensuring evidence is being captured, validating the commitment to the community and agency values, enhancing transparency and accountability, helping manage performance, and validating and supporting training.

For officer-level reviews, supervisors assess whether officers are doing what they are supposed to do, and BWCs can help supervisors make those determinations. The supervisor compliance policy should outline the number of videos to be reviewed, the length of the videos, the frequency of the reviews, and what supervisors should look for.

The agency-level review focuses on the policies the agency has in place and whether the agency as a whole is following them. This level of review ensures officers and processes are not posing a risk to the agency. Usually, there is a designated person or section of the agency dedicated to agency compliance reviews.

An audit is an examination or inspection of documentation and processes through which auditors verify and report on whether departments are following policies and procedures, including conducting officer- and agency-level compliance reviews. Audits are pertinent because they ensure effective operation of the “compliance” process; validate compliance with policy, procedures, and laws as well as instill confidence in functions; aid in maintaining and enhancing community trust; and make sure due diligence is being performed. Internal audits are acceptable, but an audit by an unbiased external party is preferred. Audit findings should also be used to provide feedback to the organization and to the community.

The positive outcomes of both compliance and audit programs are finding issues before they become critical problems; finding “hidden gems” and giving them the recognition they deserve; and validating and correcting officer performance, agency policy, operations, and organizational culture.

Key Considerations:

- Written documentation for all compliance reviews and audits is critical.
- BWCs document everything officers do or fail to do; used appropriately, they are a great tool in assessing officer and organizational performance.

Key Challenges:

- Many agencies do not have a risk avoidance management process and do not leverage footage to improve operational effectiveness.
- Internal audits are often seen as agencies policing themselves.
- Each supervisor may assess performance differently; agencies should identify standard policies, procedures, and things to look for during compliance reviews to ensure consistency across the agency.

[BWC Policy: Scorecard and Certification](#)

Facilitators:

- Mr. John Markovic, BJA Senior Policy Advisor and BWC Program Lead
- Dr. Mike White, BWC TTA Co-Director, ASU
- Mr. Charles Stephenson, BWC TTA Lead and Senior Advisor, CNA

Summary: This session focused on the importance of BWC policy and the required steps BWCPIP agencies must follow to pass the policy review process. Facilitators covered the fundamentals of the BWC policy review process, including a review of the key mandatory elements of the BWC Policy Review Scorecard and Certification. During the question-and-answer portion of the session, participants asked about ways to improve officer compliance

through policy and when to involve stakeholders in the policy development and review process. The facilitators described the different ways BWCIIP sites have attempted to monitor compliance and noted the importance of involving various types of stakeholders in policy development.

Key Considerations:

- Agencies should involve internal and external stakeholders and partners in the policy development process. If feasible, stakeholders should be included at the beginning stages of policy development.
- Including internal stakeholders in the policy development process can improve buy-in for the BWC program.

Key Challenges:

- How to ensure and improve officer compliance with BWC use and activation was noted as a challenge—one that may be aided by a strong BWC policy.

*Voices from the Field: Sustaining BWC Program Success***Facilitator:**

- Dr. Aili Malm, California State University, Long Beach

Panelists:

- Major Ken Sircy, Cookeville, TN, Police Department
- Major Scott Winfrey, Cookeville, TN, Police Department
- Captain Kevin Schoolmeester, Tampa, FL, Police Department
- Senior Corporal Sonja Wise, Tampa, FL, Police Department
- BWC Analyst Chris Stockton, Tampa, FL, Police Department

Summary: In this session, panelists from the Cookeville, Tennessee, and Tampa, Florida, Police Departments discussed best practices for sustaining a successful BWC program, covering topics such as changing technology solutions, modifications to policy, and community outreach and engagement.

Dr. Aili Malm opened the session by asking the agency representatives to discuss officer resistance and gaining buy-in on the use of BWCs. Captain Schoolmeester explained that lieutenants and sergeants discussed the BWC program with officers and allowed them to ask questions before implementation. They also involved officers and union representatives in the policy development process, which assisted with general buy-in. Senior Corporal Wise added that despite initial apprehension to wear BWCs, officers accepted BWCs more as they became familiar with them in the field. BWC Analyst Stockton described how senior leadership demonstrated the backend privacy limitations of the technology to officers, which ultimately facilitated officer support.

The discussion transitioned to Cookeville's decision to switch camera vendors after experiencing technological challenges with their first BWCs. Major Sircy described the unreliability of the original cameras and challenges associated with in-car video and BWC

integration. As a result of these technological issues, two individuals from the information technology department spent a year surveying the state of BWCs, which included a testing phase of several BWC vendors. They explored additional considerations such as on-site versus cloud storage, ease of use, and officer perceptions to guide their decision-making.

Dr. Malm asked participants to describe their community engagement efforts with BWCs. In Cookeville, the department offers a course for citizens; the goal of the course is to provide the community with a different perspective on law enforcement as well as provide the participating officers with an opportunity to learn about community perspectives. Major Sircy reported that the initial class was a huge success, and it is now a permanent offering. Tampa described their community engagement efforts through the lens of video releases to the public. The Public Information Office releases BWC video of officers engaged in stellar or heroic conduct to provide the community with a different perspective of policing operations.

Dr. Malm then directed the session towards sustainability efforts. Cookeville described the critical elements resulting in sustainability: the support of the city council and the support for the accreditation program, which underscores the department's commitment to community policing. Tampa reflected on their success in sustaining the BWC program, which also included support from the Mayor's office as well as officer buy-in. Senior Corporal Wise added that sustainability efforts were largely supported by the BWC unit that engaged in substantial pre-planning efforts and assisted with implementation from procurement through deployment.

Key Considerations:

- Obtaining officer buy-in can be a lengthy process. Allowing officers to provide input about the BWC policy, answering their questions, and demonstrating the backend privacy limitations of the technology all assist with buy-in.
- Sustainability efforts often require support from city council offices and city leadership.

Key Challenges:

- As agencies evolve, their technology needs may change. Some departments may have to adapt and ultimately switch camera models or vendors.
- Centralizing the various digital evidence sources can be challenging.

[Releasing BWC Footage: Critical Incidents and Communicating with the Public](#)

Facilitator:

- Ms. Laura McElroy, McElroy Media Group

Summary: Ms. McElroy, Communications Strategist, discussed releasing BWC videos and communicating with the public following a critical incident. Laura opened the session by sharing her experience in helping law enforcement agencies handle critical incidents. She has developed 16 steps for law enforcement leaders, and she shared six fundamental steps for agencies dealing with a high-profile situation to follow.

Ms. McElroy highlighted the benefits of communication between law enforcement and the community. If the community believes that the department shares similar values and concerns, the department has an opportunity to build trust with residents. She also described how public attitudes are shaped by the police department's initial response to an officer involved shooting or critical incident. Key considerations in the immediate aftermath include how an agency handles the facts of the incident, how quickly they release details, whether video will be released, and whether officers will be held accountable if the law or policy has been violated. Agencies that react with swift, strong, and proactive intent can earn the trust and respect of their community while slow, disorganized, and reactive departments may be perceived as inept and unethical.

Ms. McElroy then transitioned by asking participants to reflect on their own BWC release policies and whether they reflect well on their organizations. Key questions agencies should ask themselves when developing such a policy include the following: Does it set an open and accountable tone? Does it reflect the expectations of your community? How will it influence your public messaging during a critical incident? Ms. McElroy then identified several policy considerations for releasing BWC footage, particularly after a critical incident. Departments must decide when they will ultimately release the video, whether they will edit the video, how to deal with the subject's family, and whether to involve special interest groups or key stakeholders.

Next, Ms. McElroy transitioned into a discussion of the six fundamental steps for a department's crisis communication plan. Step 1 is to build a system to monitor social media at the time of a critical incident, ensuring the agency is better able to respond to inquiries and criticisms of the public. Step 2 is to establish the agency as the official source of information. This is especially important to control the narrative but also to inform the public of an ongoing threat. Step 3 is to refute false information, which can stop potentially destructive misinformation from circulating. Step 4 is to be the voice of calm and strength. One consistent voice should lead the community during a time of fear and violence. Step 5 is to be proactive when an agency is wrong, and to own the error and to fix it. She provided an example of a Los Angeles Police Department officer's unjustified use of force and demonstrated how Chief Michael Moore sought to publicly address the issue by releasing the video and raising his personal concerns. Finally, step 6 is to communicate with your internal audience. This step is important to ensure officers are receiving information about the event firsthand and not through the media.

Ms. McElroy concluded the session by demonstrating the various ways that departments can release their footage to the public, including raw and uncut video, the slow release of information, and a well-produced "Hollywood" option.

Key Considerations:

- After a critical incident or officer involved shooting, there is still an opportunity to build (or not lose) trust with the community depending on how the department handles the situation.
- A well-crafted and thoughtful BWC video release policy is especially important to have in place before a critical incident occurs.

- There are six key steps for a department's crisis communication plan: (1) build a system to monitor social media, (2) establish your agency as the official source of information, (3) refute false information, (4) be the voice of calm and strength, (5) be proactive when you are wrong, and (6) communicate with your internal audience.

Key Challenges:

- A slow and disorganized response to a critical incident can adversely impact the public's perceptions about the ethics of the organization as a whole.
- Departments can ultimately choose to release video in several ways. Each agency must decide what is right for their organization and determine their approach prior to a critical incident.

Improving Police Research and Training: Integrating Data from Body-Worn Camera Footage into the Workflow

Panelists:

- Dr. David Makin, Washington State University, Complex Social Interactions Lab
- Ms. Megan Parks, Washington State University, Complex Social Interactions Lab

Summary: In this session, Dr. Makin and Ms. Parks from Washington State University's Complex Social Interaction (CSI) Lab discussed their research on BWC footage and what they have learned from the analysis of over 15,000 hours of BWC footage. Topics covered included operationalizing de-escalation, the importance of context, integrating BWC video data into the workflow, and what departments need/want to know about analyzing BWC videos.

The session began with a description of the CSI Lab at Washington State University. The lab was essentially founded with the goal of extracting data from BWC footage in an effort to better understand the complex social interactions between police and the public. Fewer than 5 percent of law enforcement agencies actively collect, analyze, and review data from BWC footage, largely due to resource constraints. Dr. Makin described some ways that BWCs can be used in research and to inform decision-making, particularly for topics such as officer wellness, stress, incivility, and decision-making.

Dr. Makin transitioned to the current focus of the CSI: de-escalation. The lab is coding use of force incidents captured by BWC footage to objectively operationalize de-escalation. Currently, there is no objective measurement of de-escalation. Ms. Parks described the coding procedure that they used for the analysis.

Dr. Makin also described the process by which agencies can integrate BWC data into their operational workflows. This can be accomplished by objectifying existing data collection instruments, such as supervisory review, self-assessment, and auditing. Dr. Makin suggested focusing on objective key performance indicators. He closed the session by listing practical considerations for agencies seeking to integrate BWC data into their workflows.

Key Considerations:

- When considering data collection and analysis, it is important to be practical and have clear goals. Agencies should ask themselves what they really want to learn from their footage.

Key Challenges:

- BWCs produce massive amounts of data. Agencies do not typically have the resources or capability necessary to extract, analyze, and use data to inform decision-making.
- Agencies with BWCs are continuously collecting data on police and public interactions. Many agencies struggle with making sense of and using this data.

BWCs and Community Engagement

Facilitators:

- Chief Mary O'Connor (ret.), BWC TTA SME
- Mr. Steve Rickman, BWC TTA SME

Panelists:

- Chief John Guard, Pitt County Sheriff's Office, NC
- Captain Justin DiMedio, West Goshen Police Department, PA

Summary: During this session, BWC TTA SMEs Chief O'Connor and Mr. Rickman discussed important and innovative ways to engage community members throughout the BWC implementation process. They discussed methods of conducting outreach to the community, national trends related to critical incident reporting, barriers to meaningful community engagement, and how to sustain community engagement surrounding BWCs. Additionally, panelists from the Pitt County, North Carolina, Sheriff's Office and the West Goshen, Pennsylvania, Police Department (two BWCPIP grantee agencies) described how they engaged their communities when implementing BWCs.

SME Chief O'Connor started the conversation by listing a variety of stakeholders that departments should engage with throughout the BWC implementation process: prosecutors, public defenders, courts, local and government leaders, civil rights and advocacy groups, internal staff, and community members and leaders. She supplemented this discussion by describing a variety of outlets that can be used to conduct community engagement. Departments can use their local media, community meetings, workshops, and presentations to demonstrate the technology, as well as online surveys, a citizen academy, and social media to engage their communities. Chief John Guard from the Pitt County, North Carolina, Sheriff's Office discussed their approach for engaging their community in the BWC procurement process. The site felt that the 30-second news clip aired by local media would not be enough to truly engage with and explain BWCs to the community. Therefore, they turned to social media and produced a nine-minute [informational video](#) to better communicate their BWC effort. The site used a public information officer (PIO) to help develop the video. They promoted the video via social media to ensure the information reached younger community members as well.

SME Rickman transitioned the conversation to discuss BWC video release after a critical incident, explaining variation across states and localities in policy and practice. Therefore, departments must assess state and local laws when developing their footage release protocols. Session participants were interested in how to minimize the common perception that “departments are hiding something” narrative regarding redaction in BWC footage release. In response, the facilitators discussed transparency and the need have conversations prior to a critical incident. SME Rickman explained that discussing the need for redaction from the start of their BWC program will help reduce the “hiding” narrative and build trust among community members.

Captain Justin DiMedio, from the West Goshen Police Department, shared how his department’s community engagement efforts were sustained past initial BWC implementation. The site reached out to local community stakeholders to have conversations about BWC procurement and continued the meetings on a quarterly basis to receive their ongoing input. The community member discussions consisted of the following topics: how the department monitors officer BWC usage, what the requirements are for reviewing the footage, and the features of the BWCs.

Key Considerations:

- Do not rush your selection of a BWC vendor; reach out to multiple vendors. Providing information to communities prior to deploying BWCs is critical to the success of a department’s BWC program and community acceptance and understanding of BWCs. See [FAQ Cards](#) by Greensboro, North Carolina, for an example.
- It is important to involve community members in the policy development process and to create space for community members to ask policy questions and clarifications.
- Increase positive interactions between law enforcement and community members. Early transparency is crucial for building trust with communities, especially in the event of a critical incident.

Key Challenges:

- Departments struggle with how to minimize negative narratives surrounding redaction and withholding information.

Understanding the Federal Procurement Process:

Facilitators:

- Mr. Michael Williams, Office of the Chief Financial Officer, OJP
- Mr. John Markovic, BJA Senior Policy Advisor and BWC Program Lead

Summary: This session covered the BWCPPI procurement process and general guidance for financial management of BWCPPI grants. Mr. Michael Williams with the Office of the Chief Financial Officer discussed when it is permissible for a grantee to use a sole source contract, the dos and don’ts of contracting, methods of procurement, purchase thresholds,

and helpful resources. He recommended researching key components of BWCs prior to writing the RFP and conducting thorough interviews before making a decision on a BWC system to procure. He also noted that grantees need to be aware of and abide by each state's procurement rules and utilize the assigned BJA state policy advisor for assistance when necessary.

Key Considerations:

- Documentation is key. An audit trail must be established, and the documentation should be detailed enough to stand on its own.
- Keep in mind and follow state-specific procurement policies.

Key Challenges:

- Maintaining reasonable expectations regarding experience, pricing, and timeframe when writing the RFP can be a challenge.

Using BWCs to Enhance Field Investigations

Facilitators:

- Mr. Tom Christoff, Senior Advisor, CNA
- Mr. Tom Woodmansee, BWC TTA SME and Senior Advisor, CNA

Panelists:

- Officer Tim Baird, Wichita, Kansas, Police Department
- Lieutenant Michael Perkowski Rochester, New York, Police Department
- Investigator Tom Cassidy, Rochester, New York, Police Department
- Investigator Andy MacKenzie, Rochester, New York, Police Department

Summary: During this session, SMEs Tom Christoff and Tom Woodmansee facilitated a discussion with Officer Tim Baird of the Wichita, Kansas, Police Department as well as Lieutenant Michael Perkowski, Investigator Tom Cassidy, and Investigator Andy MacKenzie of the Rochester, New York, Police Department on how digital evidence helps with investigations.

Both Officer Baird and Lieutenant Perkowski agreed that BWCs are changing the burden of proof and that communities, prosecutors, and other stakeholders are expecting agencies to provide footage of incidents. Although the requirement for BWC videos may increase pressure on an agency, BWCs have also assisted agencies in many ways, especially with investigations. For example, BWCs can be helpful to document abusive behaviors such as child neglect (e.g., substandard housing conditions) or “replace” victims/witnesses who are not in a position to testify or recant their statements.

Because BWCs are increasingly crucial for investigations, maintaining chain of custody is also important. In Rochester, those with the rank of investigator or higher can review any video, but patrol officers can review only their own videos. In the Wichita Police Department, the review depends on the nature of the investigation. Person crimes require

a higher rank to review, while property crimes have a lower threshold. In addition, the department uses an application that facilitates the video review by rank.

Although BWCs have enhanced investigations, there are still limitations to the technology. Neither of the panelists' agencies use video analytic software to analyze footage, and most video reviews are done manually. Particularly in Rochester, Lieutenant Perkowski stated that their staff does not have the capability to use sophisticated commercial software to review videos. Officer Baird shared that they use only frame-by-frame or blurring software for redaction.

Key Considerations:

- Train officers to narrate to the camera while on scene. A camera cannot capture what the officer is feeling and some of what they are seeing. This practice helps validate officers' actions and can be helpful for after action debriefs.
- Consider the field of view of your chosen camera. Center mounts do not show everything, especially with view out of windshield. External stakeholders may not be used to a certain camera's point-of-view.

Key Challenges:

- Because investigators are privy to more information than patrol, officers do not necessarily know what to highlight for investigators. Investigators should communicate with patrol about ways to enhance digital evidence collection to assist investigations.
- Expectations for BWC videos create an added level of pressure, particularly with turnaround times. In reality, reviewing all video for investigations is time consuming. A 20-minute video, for example, may require frame-by-frame play, which takes hours to review.

[BJA Performance Measurement](#)

Facilitators:

- Ms. Amy Dezember, Research Analyst, BJA

Summary: This presentation described how BJA uses performance measures to assist the grantees, improve BJA programs, make good decisions, and report to the federal budget appropriation legislators on how funds are spent. Ms. Amy Dezember began the session with a discussion of performance measures, which are part of the process of collecting and analyzing data related to the grant awardee's performance. She explained the various types of inputs, activities, outputs, and outcomes that can be used to measure performance as well as the methods used for measuring outcomes. Ms. Dezember then discussed the questionnaire structure, which is housed in the Performance Measurement Tool (PMT). The PMT includes numerical performance measures, which are completed quarterly, and narrative questions, which are completed semiannually. Ms. Dezember discussed reporting procedures for agencies and provided tips for success. BJA works to enhance data quality

through several mechanisms, including through quarterly data verifications and site visits. Ms. Dezember closed the session by displaying and highlighting statistics on the BWC PIP.

Key Considerations:

- Grantees are given 30 days at the end of a reporting period to complete PMT data entry.
- Grantees should Set Specific, Measurable, Achievable, Relevant, and Time-Bound, aka SMART goals, to clarify the scope of your priorities.

Key Challenges:

- Goals should be measurable and not simple descriptions.

Digital Evidence Management: What Do We Do with All of that Footage?

Presenters:

- Dr. Craig Uchida, BWC TTA SME and President, JSS
- Dr. Michael White, BWC TTA Co-Director
- Mr. Kalpesh Chotai, Digital Evidence Unit Supervisor, Office of the State Attorney, 17th Judicial Circuit, Broward County

Summary: In this session, Dr. Uchida, Dr. White, and Mr. Chotai led a discussion of digital evidence management (DEM), provided an overview of the DEM pilot project, and highlighted sites with successful BWC and DEM system integration. The presenters described the Glendale (AZ) Police Department's program, which was part of the DEM pilot project. Glendale developed a robust auditing policy that included reviewing a set monthly ratio of calls for service per uploaded videos and a monthly inspection of untagged videos. In one month, over 15,000 encounters were recorded with a 96 percent BWC activation rate. Mr. Chotai outlined the role of DEM in prosecution from discovery to the courtroom. In Broward County, cases with digital evidence resolve more frequently prior to trial or with diversion programs, all parties save time and resources, and the amount of time that officers are in depositions is reduced.

Key Considerations:

- BWCs and DEM significantly affect multiple aspects of the criminal justice system and are beneficial for swift and successful prosecution.

Key Challenges:

- Referencing Glendale Police Department's DEM project, only 5 percent of video footage was found to have evidentiary value. Although media requests and use of footage in court is rare, it is essential to maintain high activation rates.

BWCs in Tribal Jurisdictions

Presenters:

- Mr. Charles Stephenson, BWC TTA Senior Advisor, CNA
- Dr. Chuck Katz, BWC TTA Senior Advisor, ASU
- Chief Robin Burge, Pueblo of Isleta Police Department

Summary: Tribal agencies, and agencies with tribal lands within or nearby their area of responsibility, face unique challenges and considerations when implementing BWC programs. During this session, BWC TTA SMEs discussed these challenges (e.g., recording of minors, recording on tribal lands) with Chief Robin Burge of the Pueblo of Isleta Police Department.

The session began with Chief Burge discussing the department's motivations for obtaining BWCs and the positive effects they can have on the community. Chief Burge then transitioned to the exceptions to recording in tribal jurisdictions. Community members, especially elders, may request that an officer deactivate their BWC when on sacred land or attending a community feast. Officers will typically oblige out of respect for the elders. Another unique feature of the Pueblo of Isleta's BWC program is that officers may take their BWCs home to charge. Due to the large geographic jurisdiction of the Pueblo of Isleta, officers may not start their shift at the police station. Chief Burge then described the BWC implementation process.

Implementation required substantial pre-planning on behalf of command staff. To engage the community and obtain buy-in, the department held community meetings and published information about the forthcoming BWC program in their newsletter. They engaged in both formal and informal processes to establish community culture around BWC use in the department. Because the department has so few officers, Chief Burge, along with her lieutenant and captain, review every BWC video recording for compliance and policy violations. In addition to compliance checks, the department reviews the BWC video for training opportunities, to assess interview tactics in domestic violence incidents, to increase officer safety, and for overall improvements to the department. The panelists discussed unique considerations for developing the BWC policy in a tribal jurisdiction. For any amendments, the policy must go through the tribal council, which is comprised of seven members. This procedure requires a justification for the policy changes and a comparison of the new and old provisions.

In terms of external sharing procedures, discovery is required within 48 hours of the incident. Defense attorneys previously could access the video at the police station through their docking system, but this policy has since been changed. Defense attorneys and investigators are now afforded access to BWC evidence through burned DVDs. The department has not encountered a circumstance in which redaction was required, and they do not have this capability in house. The Pueblo of Isleta does not have public information request laws, so they are not required to release video to the public. If they wish to release video to a requestor, they must obtain approval from the governor.

Chief Burge closed by recommending that tribal agencies seek to know their community and its culture in order to have a successful BWC program. Tribal communities are unique in that broad support for BWCs is lacking compared with non-tribal communities. Having familiarity with the community's needs will assist with general buy-in and an overall successful program.

Key Considerations:

- Officers can charge their assigned camera at home or the station to ensure officers always have their cameras charged and accessible. Given how geographically large their region is, it not generally feasible that officers can go to the station before their shift.
- Respect for tribal culture is critical. Many elders will request that officers turn off the cameras, and officers will do so out of respect for elders.

Key Challenges:

- To engage the community and obtain buy-in, the department engaged in substantial preplanning, including publishing in the newsletter and holding community meetings.
- Unlike non-tribal jurisdictions, tribal communities are generally more hesitant to accept the BWCs, adding to the complexities of implementation. Community trust and respect are fundamental for a successful BWC program in tribal jurisdictions.

BWCs in Correctional Settings

Facilitator:

- Dr. Chip Coldren, BWC TTA Program Director, CNA

Panelists:

- Mr. Geoff Smith, BWC TTA SME
- Mr. Ollie Cuevas, BWC TTA SME
- Mr. Alfred Kandell, New Jersey Department of Corrections
- Mr. Michael White, New Jersey Department of Corrections
- Mr. Ben Collins, Washington, DC, Department of Corrections

Summary: This session focused on the use of BWCs in correctional settings and covered topics such as common barriers to adoption and implementation, training, limitations of the cameras, oversight, privacy, and other challenges unique to correctional settings.

Initial discussions centered on the unique barriers faced by correctional personnel regarding implementing BWC programs. Panelists explained that information related to corrections use of BWCs is lacking, and current BWC laws relating to policing operations have little consideration for correctional environments. Additionally, panelists expressed frustration with the lack of clarity on the differences between community policing and community corrections. Training was also a topic of discussion. Panelists emphasized the importance of staff awareness of activation and deactivation requirements and of the

jurisdiction's legal requirements for recording in correctional settings. BWC PIP sites recommended that once the BWC policy was distributed and reviewed by all staff, training should begin with small focus groups to address issues as they arise.

Panelists also discussed technology issues and the evidentiary value of BWCs in corrections. Correctional facilities could use live feeds that are transmitted via the BWCs; however, establishing Wi-Fi in secure areas creates unique barriers that correctional institutions must overcome. The panelists explained that as correctional staff have recognized the benefits and contributions of BWCs regarding evidence collection, they have embraced the technology. The sites did point out that a small number of staff are still not supportive of the cameras, which they attribute to lack of familiarity with BWCs.

Key Considerations:

- Know the legal requirements of your jurisdiction before writing your policy.
- Begin training with small focus groups rather than deploying BWCs all at once.

Key Challenges:

- A sample BWC policy and BWC best practices specific to correctional settings should be developed.
- Corrections agencies especially have major IT considerations and challenges for deploying BWCs inside secure facilities (often with cement walls and other barriers to Wi-Fi use).

The Evolution of BWC and Other Technology: Changes and Lessons Learned

Facilitator:

- Dr. Shellie Solomon, BWC TTA SME and CEO, JSS

Panelists:

- Dr. Craig Uchida, BWC TTA SME and President, JSS
- Sergeant Armand Lemoyne, Los Angeles Police Department
- Mr. Elliot Harkavy, BWC TTA Technology Advisor

Summary: This session provided an overview of the current BWC market, best practices for law enforcement, and available BWC support and resources. BWC technology has advanced significantly over the last decade, and advancements bring higher costs. Dr. Uchida, Sgt. Lemoyne, and Mr. Harkavy discussed cost considerations that include acquisition, installation, maintenance, accessories, and software licenses. In addition to selecting a camera, panelists noted that agencies have to determine whether a cloud, server, or hybrid approach is the most appropriate for their storage solution. Key factors to consider include security, encryption auditing capability, and connectivity; capacity and growth; system responsibility for maintenance; and backup, retention, and cost. State policy advisors and BWC SMEs provide guidance when purchasing BWCs, offering generic RFP templates and models to follow throughout the procurement process. A lot of “add-on” technology is available to support the use of BWCs, including computer aided dispatch

integration, automatic triggers, video analytics and AI, redaction, and digital evidence integration. Cameras and storage options are continually changing, but many resources are available to help agencies stay up to date.

Key Considerations:

- Carefully research cost, capabilities, storage, add-ons, and trainings during the procurement process.

Key Challenges:

- The amount of information to consider can be overwhelming. Do not hesitate to ask for help!

Key Technical Assistance Takeaways

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

The information below highlights some of the TTA that may be reviewed and developed in response to the national meeting discussions and needs of participating agencies. The material and the sessions recorded during the meeting will be posted on the BWC TTA website.

- Research on the ways BWCs influence police proactivity.
- A resource to help agencies understand the state and local legislation affecting BWCs and digital media.
- A resource to help agencies determine what items should be considered when procuring BWCs.
- A resource to help agencies identify how to ensure and improve officer compliance with BWC use and activation.
- A resource to help agencies increase transparency and minimize negative narratives related to BWC video redaction and release.
- A resource to help communicate with patrol about ways to enhance digital evidence collection to assist investigations.
- Resources tailored to the unique considerations of BWC use in correctional settings, including sample BWC policies and best practices specific to corrections.
- A resource or guide demonstrating how to navigate JustGrants, how to complete the required reports, and how to submit them to BJA.
- A checklist for grant recipients to assist with post-award requirements.
- An expansion of the national meeting to include all law enforcement and non-law enforcement stakeholders involved in BWC implementation (i.e., grant managers, IT, purchasing, vendors).

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

Feedback Summary

This section summarizes evaluation responses from the participant feedback survey distributed following the BWC TTA National Meeting. Attending the meeting were 132 representatives from BWC PIP sites and 29 from other law enforcement agencies, as well as members of the BWC TTA team, SMEs, and representatives from BJA (for a total of 252 meeting participants). A total of 53 attendees completed the participant feedback survey. The participant feedback survey asked attendees to rate eight components of the meeting using a five-point Likert scale from “Strongly Disagree” to “Strongly Agree.” Attendees were also asked to answer two open-ended questions to help the BWC TTA team improve and prepare for future meetings.

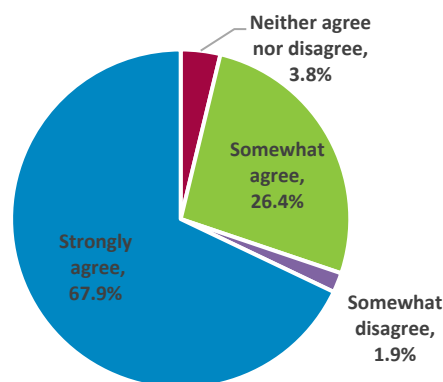
Participant Feedback Survey Results

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

Rated Questions

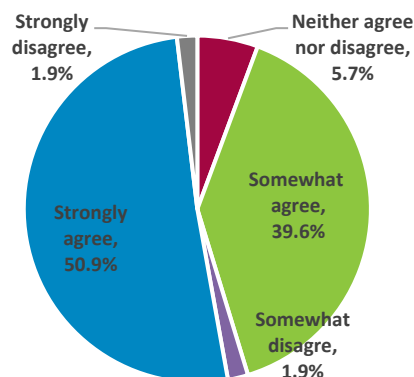
“The content presented at the conference was useful.”

Answer	Response Frequency
Strongly agree	36
Somewhat agree	14
Neither agree nor disagree	2
Somewhat disagree	1
Strongly disagree	0



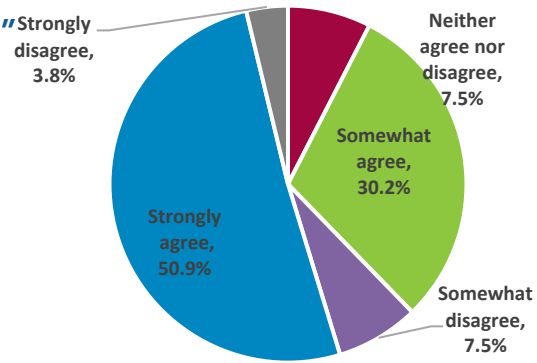
“The conference met my expectations.”

Answer	Response Frequency
Strongly agree	27
Somewhat agree	21
Neither agree nor disagree	3
Somewhat disagree	1
Strongly disagree	1



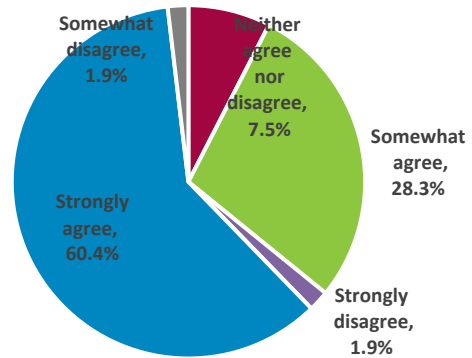
“The online format was conducive to learning.”

Answer	Response Frequency
Strongly agree	27
Somewhat agree	16
Neither agree nor disagree	4
Somewhat disagree	4
Strongly disagree	2



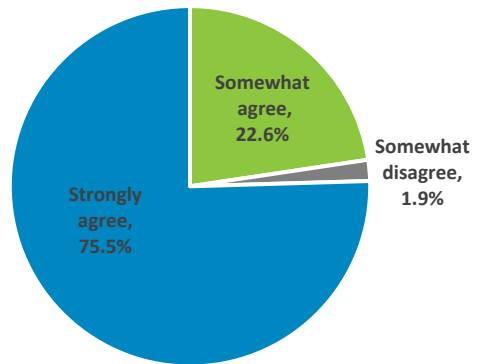
“The length of the sessions was appropriate.”

Answer	Response Frequency
Strongly agree	32
Somewhat agree	15
Neither agree nor disagree	4
Somewhat disagree	1
Strongly disagree	1



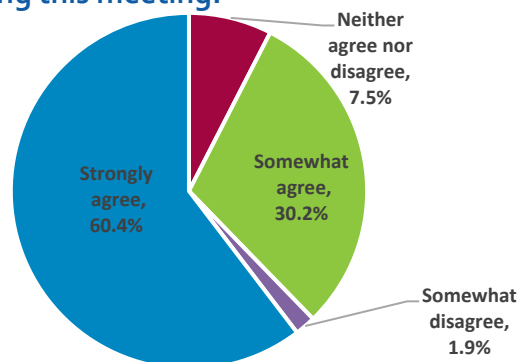
“The half-day schedule worked well for me.”

Answer	Response Frequency
Strongly agree	40
Somewhat agree	12
Neither agree nor disagree	0
Somewhat disagree	1
Strongly disagree	0



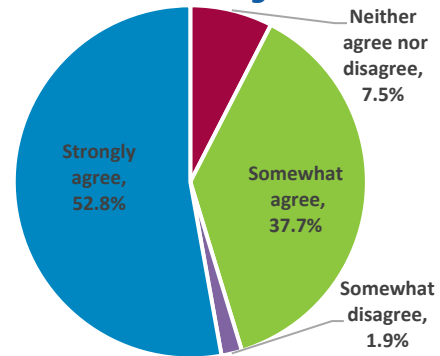
“I feel better informed about BWC TTA after attending this meeting.”

Answer	Response Frequency
Strongly agree	32
Somewhat agree	16
Neither agree nor disagree	4
Somewhat disagree	1
Strongly disagree	0



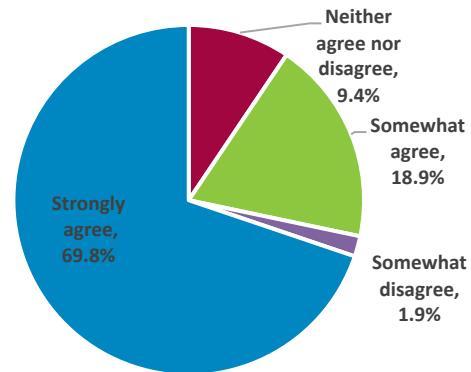
“I feel better informed about BJA expectations as a result of this meeting.”

Answer	Response Frequency
Strongly agree	28
Somewhat agree	20
Neither agree nor disagree	4
Somewhat disagree	1
Strongly disagree	0



“The technology platforms worked well.”

Answer	Response Frequency
Strongly agree	37
Somewhat agree	10
Neither agree nor disagree	5
Somewhat disagree	1
Strongly disagree	0



Open-Ended Questions

Many respondents discussed the benefits and challenges of a virtual meeting versus an in-person conference. Suggestions for future presentations included adding a training demonstration or “how-to” section on reporting, including speakers from smaller departments, hosting the meeting shortly after the grant is awarded, and expanding the organizations/departments available to grantees. Participants made no specific requests for TTA in the open-ended questions. Overall, the response to the meeting was positive.

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

- “If the online presentation were to continue annually, having more interactive capabilities such as clickable questions other than polls would be interesting.”
- “None; everyone communicated their presentations great.”
- “Thank you. The body-worn camera sessions were very informative throughout and thank you for having them this year.”
- “Worked out well. The fact that we have had to become accustomed to this sort of training due to COVID-19 just made it another training.”
- “This survey is only in response to the BWCs in Correctional Settings session. I thought the questions covered the area well in the time span allotted.”
- “I liked the format and I think it works better for me to attend with this format than to attend in person. I can attend, get the information that meets my needs and then get back to the work I need to get done as part of my normal duties.”

- “The field investigations block should be much longer with more time for Q&A. In-person conferences are much preferred to online.”
- “More leverage to keep departments engaged beyond receiving funds.”
- “Just a great job, very user friendly.”
- “The technical assistance offered is outstanding.”

If you have any other questions or comments, please note them here.

- “I wanted to watch each and every presentation, but for us where I’m located, it didn’t allow for a lunch break.”
- “The administrative side didn’t really help much. Maybe giving us an idea of what we can expect or some sort of training. Actually seeing the reports we have to fill out and where we are sending them. I don’t really have questions until I’m actually doing something. Knowing what to expect would probably help me to have less questions when I actually do it. It was nice putting a face to a voice and a name though! Everyone has been very helpful and patient and I really do appreciate that!”
- “It would have been nice to have more mid to small department speakers. Many of the speakers were from departments with units dealing with only BWCs. That is not the way most departments operate.”
- “Can the PowerPoints and other materials used be available for reference?”
- “This is an area that could be expanded for the future, either in terms of a single session, or over multiple sessions. I think it would be helpful to other grantees to talk to all parts of a project team, not just law enforcement/correctional officers and administration. Please consider adding grants management, IT and perhaps even purchasing or actual vendors for a more comprehensive scope of the challenges to implementing BWCs in the corrections environment. Thank you.”
- “None. Great content and presentations.”
- “I have no other questions. I truly appreciate all of the information that is available to us. Some information was repetitive from last year, but I know there were attendees that needed to hear it for their first meeting. It was still a good refresher for me. I look forward to next year’s conference. THANK YOU!”
- “I really appreciated Chief Art Acevedos’ comments and wish we had more time with him.”
- “The platform was new to me but worked very well. I liked the ability to have live interaction with other participants and the sharing of resources and information in the chat as the presentations were underway. Great job!”
- “I thought the information presented was useful. I would have liked to attend this event in person because there were too many distractions around me while I tried to pay attention. However, I understand why the event was presented virtually. I also think this information should be presented (and mandatory) much sooner after grant funds are awarded. A lot of this information would have been useful for us months ago. Again, great job!”
- “I did not find the conference useful. The information covered was for someone that has/had little grant experience, had not researched or tested BWC devices and was

essentially starting from ground zero with their project. We had been working with vendors for several years, demoed the devices and were set to go other than securing grant funding.”

- “For future grant recipients, it would be easier to follow a type of itemized list of the steps needed for the grant process. TTA website has a lot of info but seems like almost too much info that can be difficult to navigate. Lastly please work out bugs in new system before rolling it out. JustGrants was a headache first couple of months. Work tickets to fix issues were clunky and redundant. Otherwise TTA staff and subject matter experts were very knowledgeable and helpful on their end.”
- “The Conference contained exceptional topics and speakers. I was pleasantly surprised. Having said that, a virtual conference was not a good platform for me. I was unable to participate in all sessions. I completely understand why the conference was virtual this year but I’m hopeful it will be in person next time so I and many others can commit to each session and the entire session. Thank you for a great conference!”
- “No questions. It was a good virtual conference for me. It was my first virtual conference, and I was skeptical at first. Well planned and good information.”

Conclusion

Overall, the second virtual national meeting received very positive feedback. Attendees found the range of topics discussed at the meeting beneficial. The majority of attendees reported that all of the sessions were beneficial, and they were surprised at the effectiveness of a virtual event. Some would have preferred an in-person event, but they understood the need to conduct the meeting virtually because of COVID-19. One major benefit of the virtual setting was that many more participants could attend the meeting. Another was that individual could attend those session which were most relevant and have other from their agency attend sessions selectively. Over the next several months, the BWC TTA team will use the information gathered from the national meeting to develop TTA products and resources for both the BWCPIP sites and the law enforcement agencies and stakeholders implementing BWCs. We will also use this information to plan future BWC TTA meetings and workshops.