



BODY-WORN CAMERA

TRAINING & TECHNICAL ASSISTANCE

2016 Body-Worn Camera TTA National Meeting

Summary Report



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Executive Summary

On April 18–19, 2016, the Bureau of Justice Assistance (BJA) and CNA convened the inaugural meeting for the Body-worn Camera (BWC) Pilot Implementation Program (PIP) sites in Washington, DC. This meeting provided a forum for discussing important issues related to BWC program implementation, such as policy development, stakeholder and community involvement. In attendance were 179 representatives from each of the 70 BWC PIP sites, members of the BWC Training and Technical Assistance (TTA) Team, subject-matter experts, and representatives from the BJA, White House, Office of Management and Budget (OMB), National Institute of Justice (NIJ), U.S. Department of Justice’s (DOJ) Civil Rights Division, American Civil Liberties Union (ACLU), and International Association of Chiefs of Police (IACP).

This summary report, sponsored by BJA, summarizes participant discussion and lessons learned from the meeting, key takeaways for training and technical assistance, and evaluation feedback from the BWC PIP attendees. An executive summary of each of these areas is provided below.

Key Considerations and Challenges

CNA analyzed participant discussion to document key considerations, challenges, and best practices that can be used by the larger law enforcement community to better prepare for implementing a BWC program. Key considerations and challenges included:

- **Cross-cutting technology.** Departments need technology that can handle video footage from any data, as this proves challenging in instances in which city and county law enforcement officers respond to the same incident recording with body-worn cameras from different vendors.
- **Buy-in.** Inside of the department, acquiring buy-in from the police union was difficult for some departments. Departments felt that getting the unions’ buy-in hindered their BWC program by slowing down the process of implementation with the numerous meetings with the police union and community. It is considered best practice to give an overview of the BWC project to the police union and community. Breakout groups during these meetings can be helpful in creating discussion and allowing participants to get different points of view on the cameras.
- **Effectiveness.** It remains to be seen whether viewing footage prior to writing a report is effective or not, as there is little empirical data on this practice. It is known that viewing the video prior to report writing is time consuming.
- **Documentation.** One of the major implications of BWCs on use of force incidents is their ability to record such incidents. Prior to the advent of BWCs, use of force incidents were seldom recorded. Now, because of BWCs departments have up-close documentation of events leading up to a use of force incident, including the incident itself. This results in

major implications for police departments in that once a use of force incident is documented and released, the community may want to know what steps a department took in training an officer prior to the incident.

- Victims of crime. Increased workload, filming inside citizens' homes, and impact on victims seeking assistance were identified as challenges for BWC PIP sites working with victims of crime.
- Prosecutors. Prosecutors will need training on handling BWC video footage, as this will be used as evidence.
- Stakeholder engagement. Include local college campus safety departments in the development and implementation of the BWC program, so that they know how their students will be affected.

Opportunities for Technical Assistance

Participant discussion also highlighted a number of potential opportunities for technical assistance. Over the coming months, CNA and the BWC TTA Team will work with BJA to develop these TTA products and resources.

- Lessons learned to be posted on website (e.g., how staffing a program, etc.), which might be beneficial for the next round of sites.
- Develop PowerPoint presentations for use by sites when briefing community members on BWCs.
- Develop organizational charts for sites with added staff for redaction to better understand staffing roles involved in having a BWC program.
- Post enacted and proposed legislation (resources) on the BWC website.
- Develop a chart for use by sites illustrating the typical number of cameras needed for an agency based on size, including staff considerations.
- Develop a memo for leadership regarding the areas of a department affected by BWCs—evidence, public records, etc.
- Identify additional subject-matter experts that are more regionalized in terms of dealing with certain regions or state laws.
- Develop a memo outlining parameters of recording time for various shift lengths.

Participant Feedback

Meeting attendees 179 representatives from each of the 70 BWC PIP sites, members of the BWC Training and Technical Assistance (TTA) Team, subject-matter experts, and representatives from the BJA, White House, Office of Management and Budget (OMB), National Institute of Justice (NIJ), U.S. Department of Justice's (DOJ) Civil Rights Division, American Civil Liberties Union (ACLU), and International Association of Chiefs of Police (IACP). Forty-eight of these attendees (27 percent) completed the Participant Feedback Form.

Overall, the response to the BWC National Meeting was positive. Eighty-one percent of respondents noted they “Strongly Agree” or “Agree” that they feel better informed about Body-Worn Camera Technical Assistance, as well as about BJA expectations as a result of this meeting. The key note presentations were well received with over 80 percent of respondents noted they “Strongly Agree” or “Agree” that the presentation was interesting to him or her. In addition, the workshops were well received with over 75 percent of respondents noted they “Strongly Agree” or “Agree” that the workshops presented useful information, the environment/format was conducive to learning, and that the length of the session was appropriate. Positive aspects of the meeting that participants noted were the breakout sessions and peer-to-peer networking. When asked how future meetings could be improved, participants responded with suggestions about more time to interact with their peers through informal networking sessions, including being given lunches that are longer in length.

Next Steps

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

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Meeting Agenda

Day 1 – April 18, 2016

Time	Activity
8:00–8:30 a.m.	Registration
8:30–8:45 a.m.	Opening Remarks Beth McGarry, <i>Principal Deputy Assistant Attorney General, Office of Justice Programs</i>
8:45–9:00 a.m.	Welcoming Remarks Kristen Mahoney, <i>Deputy Director, Bureau of Justice Assistance</i>
9:00–9:15 a.m.	Introductions and agenda overview Michael Roosa, <i>Senior Policy Advisor, Bureau of Justice Assistance</i> Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i>
9:15–9:45 a.m.	BWC 101: What everyone needs to know about BWCs Michael Roosa, <i>Senior Policy Advisor, Bureau of Justice Assistance</i> Dr. Michael White, <i>BWC TTA Co-Director and Professor in the School of Criminology and Criminal Justice, Arizona State University</i>
9:45–10:00 a.m.	Break
10:00–11:30 a.m.	BWC case studies from enhancement sites Dan Zehnder, <i>Lieutenant, Las Vegas, NV Metropolitan Police Department</i> Ed Trapp, <i>Lieutenant, Pittsburgh, PA Police Department</i> Otha Sandifer, <i>Commander, New Orleans, LA Police Department</i> Douglas Steele, <i>Commander, Peoria, AZ Police Department</i>
11:30–12:00 p.m.	Keynote J. Thomas Manger, <i>Chief, Montgomery County (MD) Police Department; President, Major Cities Chiefs Police Association</i>
12:00–1:00 p.m.	Lunch
1:00–1:45 p.m.	Site progress and accomplishments Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i>
1:45–2:00 p.m.	Facilitator summary of discussions Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i>
2:00–2:15 p.m.	Break
2:15–3:45 p.m.	Site networking activity Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i>

Time	Activity
3:45–4:00 p.m.	Facilitator summary of discussions Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i>
4:00–4:45 p.m.	Technological issues with BWCs Michael Roosa, Senior Policy Advisor, BJA Dan Zehnder, <i>Lieutenant, Las Vegas, NV Metropolitan Police Department</i> Jonathan Lewin, <i>Deputy Chief, Chicago, IL Police Department</i> William Albert, <i>Sergeant, Greenville, SC Police Department</i> Ron Maas, <i>Captain, San Bernardino, CA Police Department</i>
4:45–5:00 p.m.	Day 1 wrap-up Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i>

Day 2 – April 19, 2016

Time	Activity
8:00–8:30 a.m.	Registration
8:30–8:45a.m.	Overview of day 2 Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i>
8:45–10:00 a.m.	TTA workshops (See workshop descriptions) Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i> <ul style="list-style-type: none"> • Use of Force Issues and BWCs • Analyzing Video Footage: Building BWC Use Cases • Working with Prosecutors on BWC implementation • Assessing and evaluating BWC implementation projects
10:00–10:15 a.m.	Break
10:15–11:30 a.m.	TTA workshops (See workshop descriptions) Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i> <ul style="list-style-type: none"> • Use of Force Issues and BWCs • Developing and Refining BWC Policies • Working with Prosecutors on BWC implementation • Victims Issues Regarding Body-Worn Cameras
11:30–12:00 p.m.	Presentation/discussion on the BJA BWC PMT Dr. Daniel Pryce, <i>Senior Research Associate, CSR Inc.</i> Dr. Laura Wycoff, <i>State Policy Advisor, Bureau of Justice Assistance</i>
12:00–1:00 p.m.	LUNCH

Time	Activity
1:00-1:30 p.m.	<p>Keynote: Community Perspectives on Body-Worn Cameras Jay Stanley, <i>Senior Policy Analyst, ACLU Speech, Privacy, and Technology Project</i></p>
1:30-2:15 p.m.	<p>Site reflection and planning Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i></p> <p><i>Participants will break up into four groups and assess how information from this meeting will inform their plans for the next 6–12 months</i></p>
2:15-2:30 p.m.	Break
2:30-3:30 p.m.	<p>Emerging issues in BWC TTA Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i> Tom Woodmansee, <i>Senior Policy Advisor, CNA</i> Stephen Fender, <i>State Policy Advisor, Bureau of Justice Assistance</i></p> <p><i>This will be a facilitated discussion among the sites regarding their suggestions for the TTA process and topics for new or enhanced TTA products.</i></p>
3:30-4:30 p.m.	<p>Site networking session Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i></p> <p><i>This session will be semi-structured for participants to discuss BWC issues with one another. Participants will be divided into four groups. Please review the potential discussion topics for this networking activity. There is no report out for this session.</i></p>
4:30-4:50 p.m.	<p>Closing Remarks Kristen Mahoney, <i>Deputy Director, Bureau of Justice Assistance</i></p>
4:50-5:00 p.m.	<p>Meeting wrap-up Dr. James “Chip” Coldren, <i>BWC TTA Director, CNA</i></p>

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Meeting Objectives

This was the first national meeting of the BJA PIP sites to include BJA, CNA, the BWC TTA Team partners (Arizona State University and Justice & Security Strategies), and several subject-matter experts (SMEs) working with us on this initiative. Thus, there were a number of objectives for this national meeting, including:

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

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Summary of Discussion

This summary includes highlights and lessons learned from the workshop and peer-to-peer/site networking sessions.

Workshop Sessions

Analyzing Video Footage: Building BWC-Use Cases

Dr. Craig Uchida, President, Justice & Security Strategies

Shellie Solomon, Chief Executive Officer and Vice President, Justice & Security Strategies

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

The information below highlights key considerations for police departments analyzing video footage, as well as challenges and best practices in doing such.

Video footage analysis is important because there is a huge amount of footage, and police departments will use footage only with “known content” (e.g., arrest, use of force, etc.) and so do not want to sift through thousands of hours of video to find it. Take Los Angeles, California, for example: One thousand Los Angeles Police Department (LAPD) officers wearing body-worn cameras produced approximately 271,000 videos, which is approximately 50,000 hours of video, taking up approximately 30,000 gigabytes of department storage. The Los Angeles District Attorney’s Office has received approximately 10,000 of those body-worn camera videos, which is approximately 2,000 hours of video, taking up approximately 2,300 gigabytes of storage.

Key considerations for police departments analyzing video footage

- Audio footage analysis technology is more advanced than video footage analysis technology.

- In video footage, certain things will be overlooked, such as a vehicle or individual because the technology, such as facial recognition software, is not yet advanced enough.
- Video footage analysis technology analyzes measurable commonalities, such as word dynamics (e.g., the interaction between different types of clustering words), producing a set of algorithms that states what is in the video footage. This allows officers to “read” a video without having to view it.
- While video footage analysis technology may incur additional costs for a department, there is an increased cost-benefit from saving money spent on lawsuits.
- Video footage analysis technology is a tool to help officers do their job, improve community relations, etc., but should not replace an officer.
- Currently, none of the body-worn camera vendors perform body-worn camera video footage analytics.

Challenges for police departments analyzing body-worn camera video footage

- Weather. A foot chase will view differently in different types of weather, such as in the snow versus in the sun.
- Lighting. The better the lighting, the better the resolution and thus the analysis.
- Analytics. Analytics are not yet advanced.
- Cross-cutting technology. Departments need technology that can handle video footage from any data, as this proves challenging in instances in which city and county law enforcement officers respond to the same incident recording with body-worn cameras from different vendors.
- Dropped frames. An officer was wearing a body-worn camera in an officer-involved shooting in Seattle. When the officer pulled the trigger, there was a drop frame. This is of concern to departments, in that they do not want it to look like they are editing frames. Expert analysis shows drop frames occur when a camera is turned on and off, but not consistent within the video

Best practices for police departments analyzing body-worn camera video footage

- Ask vendors for proofs of concept, tests, etc.
- Proceed with caution and think about what your department needs/wants from BWC video footage.
- Cue. Have officers say something as an audio cue, as audio footage analysis technology is more advanced than video footage analysis technology, and thus the former may serve to assist with the latter.
- Own the metadata in order to avoid issues with extraction from companies.

Assessing and Evaluating BWC Implementation Projects

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

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

Expectations—and hopes—are high regarding what we can learn about BWC implementation in the PIP initiative, and learning must come from data collection, performance measurement, and research. This workshop featured a discussion on the different expectations, opportunities, and methodologies for assessing and evaluating BWCs within police agencies. The workshop engaged participants in discussions about how to best do this as part of their BWC implementation programs.

The following summary of the discussion among presenters and participants highlights key considerations for police departments regarding the implementation, methodology, and challenges associated with evaluating a BWC program.

Key considerations for police departments assessing and evaluating BWC implementation projects

Implementation. Presenters discussed the importance of evaluating the implementation of their respective agencies' BWC program. They discussed two important aspects of evaluation with regard to implementation: how a BWC program is implemented, and the desired outcomes from deploying body-worn cameras.

Methodology. There are two different recommended methodologies that should be used when evaluating a BWC program: process evaluation and outcome evaluation. Determining how to evaluate the implementation of a BWC program and conducting an evaluation of the BWC program will be difficult for the PIP sites.

Challenges for police departments assessing and evaluating BWC implementation projects

Some BWC PIP sites have experienced challenges in getting officer and external buy-in for a BWC program. Participants noted that for their agencies, once camera footage was used to clear an officer of wrongdoing or an Internal Affairs (IA) investigation, officers were more accepting of the technology. Other participants noted that the pilot BWC program has helped increase officer buy-in as officers were able to see how the cameras worked to de-escalate situations. Challenges in acquiring officer buy-in for the BWC program may be partly attributable to officer fear of the unknown, as well as the idea that the cameras are there to portray officers in a negative light or “babysit” them to ensure they are doing their job correctly.

Inside of the department, acquiring buy-in from the police union was difficult for some departments. Departments felt that getting the unions' buy-in hindered their BWC program by

slowing down the process of implementation with the numerous meetings with the police union and community. *It is considered best practice to give an overview of the BWC project to the police union and community.* Breakout groups during these meetings can be helpful in creating discussion and allowing participants to get different points of view on the cameras.

Best practices for police departments assessing and evaluating BWC implementation projects

- Design and develop an implementation plan in terms of what the department should plan to accomplish during the course of three, six, nine, and 12 months.
- Establish a procurement process by creating a request for proposal (RFP) committee to find a BWC vendor.
- Have officers narrate during filming, specifically their thinking or rationale for action.

Developing and Refining BWC Policies

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

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

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

The following summary of the discussion among presenters and participants highlights key considerations for police departments regarding policy development, operation, and agency review of body-worn cameras.

Key considerations for police departments developing BWC policy

- Collaboration. The policy development process should be collaborative, involving the community, faith-based groups, the American Civil Liberties Union (ACLU), the National Association for the Advancement of Colored People (NAACP), and neighborhood groups, as well as creating a working group of internal and external stakeholders. Collaborative effort demonstrates a department's community policing abilities.
- Use of force policy. BWC policy development should parallel use of force policy because BWC implementation and controversial use of force cases often occur at the same time.
- Legislation. Police departments should consult legislation regarding citizen notification of recording disclosure.

Challenges for police departments regarding BWC policy review

Effectiveness. It remains to be seen whether viewing footage prior to writing a report is effective or not, as there is little empirical data on this practice. It is known that viewing the video prior to report writing is time consuming.

Best practices for police departments regarding BWC policy review and the operation of BWCs

- Reviewing footage. Some police department BWC policies allow officers to view BWC video footage prior to writing a report, while others prohibit or limit review—either by permission from supervisors or access with evidence.com—with restrictions on what can be reviewed.

- Supervision. Supervisory review permissions vary by agency. Some have randomized audits. For example, in Phoenix, supervisors must audit five random videos from each officer, looking for performance and training aspects, compliance with policy, and critical incidents for administrative hearings, as well as the BWC's possibly serving as an informal mentoring tool.
- Compliance. Some police departments use BWC video footage to ensure officer compliance with department policy. For example, in New Orleans, the Compliance Bureau ensures compliance on a monthly basis by comparing reports to corresponding BWC video footage. There are concerns with using BWC video footage to ensure compliance and then taking disciplinary action. In Tulsa, supervisors cannot view video footage for disciplinary purposes. However, if supervisors see something while viewing video footage for other purposes, they can take disciplinary action.
- Activation. When officers can activate BWC varies by agency. Some police departments require officers to activate the camera when reasonable, other departments have provided officers with a list of incidents when they are required to activate the camera (e.g. traffic, personal searches, pedestrian stops, probations, etc.). There does not appear to be any consensus when officers should activate the camera, with the exception of traffic and criminal enforcement, which is generally required for every agency. Notably, there are locations and incidents that agencies are not permitted to record: hospitals, juveniles, crime victims, mental health institutions, courts, and governmental proceedings.
- Participants noted that they view the cameras not as a means of evidence gathering but, rather, as a means of protecting citizens and officers. They also noted that how much storage a department can afford will greatly impact BWC activation requirements for officers.

Use of Force Issues and BWCs

Lt. Dan Zehnder, Las Vegas, NV Metropolitan Police Department

Jonathan Lewin, Deputy Chief, Chicago Police Department

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

The topic of use of force comes to the forefront in developing BWC policy, as there is an increased emphasis on what role BWCs play with use of force. The information below highlights major implications of BWCs on use of force, including documentation, significant and reportable non-deadly force, the use of force risk management cycle, use of force policy nexus, use of force analysis, and best practices regarding BWCs and use of force.

Key considerations for police departments on major implications of BWCs on use of force

Documentation. One of the major implications of BWCs on use of force incidents is their ability to record such incidents. Prior to the advent of BWCs, use of force incidents were seldom recorded. Now, because of BWCs departments have up-close documentation of events leading up to a use of force incident, including the incident itself. This results in major implications for police departments in that once a use of force incident is documented and released, the community may want to know what steps a department took in training an officer prior to the incident.

Challenges for BWCs on use of force

Use of force culture. BWCs have also resulted in the creation and documentation of a use of force culture within an agency, such as under what circumstances or in what geographical areas officers may be more likely to pull the trigger. As a result, agencies will examine what role minor use of force (handcuffing, injury, etc.) plays in their use of force and/or BWC policy.

Best practices for BWCs on use of force

- Use of force culture. *It is considered best practice for departments to have some level of documentation in either their use of force or BWC policy as to what role BWCs will play in minor use of force incidents.* This is so that minor use of force incidents are documented in use of force reports that are connected to BWC video footage. The best way to accomplish this may be to imbed BWC video footage in electronic use of force reporting, if possible. At what level this footage is reviewed will vary by agency, from first-line supervision to the highest level of management. Regardless, the review should look for whether the officer applied the appropriate amount of force and whether it was recorded by the camera.

- Significant and reportable non-deadly force. There is considerable debate as to whether officers should be allowed to look at BWC video footage before they make a statement on their use of non-deadly force. *It is considered best practice for departments to have some level of documentation in either their use of force or BWC policy regarding their process(es) for handling BWCs and video footage for non-deadly use of force incidents.* This is important for fulfilling a burden of proof in civil court proceedings.
- Use of force risk management cycle. BWCs enable departments to identify and assess inappropriate use of force, policy failures, etc., allowing them to implement documented mitigation strategies. *It is considered best practice for departments following identification, assessment, and implementation of training and/or policy revision(s), to have a documented process in place to ensure that the changes that resulted from the training and/or policy revision(s) are overseen by an individual responsible for this process.*
- Use of force policy nexus. *It is considered best practice for departments to document best practices.* This is important for public records requests because policy is public record and the public cares about pursuit procedures, use of force, etc. Thus, all department policies regarding BWCs need to be clearly linked and visible to the public in terms of how the department handles BWCs during use of force incidents.
- Use of force analysis. *It is considered best practice to identify someone within the department to analyze BWC and use of force data and trends to ensure that changes in use of force policy and/or procedures that resulted from training and/or policy revision(s) are effective.*
- Media day. *It is considered best practice to have a media day focused on use of force shooting incidents.* Departments construct scenarios that put media in situations requiring use of force, and shown in real-time BWC video footage of what a bystander sees. This video footage will be replayed numerous times, becoming stock footage on networks, eventually paying huge dividends for departments during times of crisis in demonstrating to the public the difficulty in and immediacy with which officers must make decisions in incidents requiring use of force.

Victims Issues Regarding BWCs

Mary Gavin, Chief, Falls Church, VA Police Department

Michael Rizzo, International Association of Chiefs of Police

Aviva Kurash, International Association of Chiefs of Police

As police agencies across the country make progress in implementing BWCs, important issues pertaining to victims of crime, privacy rights, victim and witness protections, and officer discretion regarding when to turn BWCs on and off have come to the forefront. This workshop featured a discussion on these issues from police and victims' perspectives, and engaged participants in discussions about how these and other victim-related issues have arisen in their jurisdictions.

The information below highlights key takeaways from the workshop, including challenges and best practices for police departments in working with victims of crime.

Key considerations for BWC PIP sites working with victims of crime

Determine the value of working with victims of crime for the police department, community, and others involved.

Determine if victims of crime are hesitant to seek assistance because of body-worn cameras.

Challenges for BWC PIP sites working with victims of crime

- Increased workload
- Filming inside citizens' homes
- Impact on victims seeking assistance.

Best practices for BWC PIP sites working with victims of crime

Explain the benefits of body-worn cameras. BWCs are a tool, and as such it is incumbent upon police leadership to explain the value in using such a tool.

Develop a victim-centered policy for BWCs. This will be beneficial in instances in which an officer arrives on scene and the victim seems irrational because the aggressor is calmer than the victim. However, the camera has the potential to be a hindrance when interviewing victims of sexual assault cases in that some departments' policies require BWC video footage of such victims be redacted. Developing a policy that allows for officer discretion during victim interviews allows for the officer to be sensitive to the victim's needs.

Working with Prosecutors on BWC Implementation

Carmen Facciolo, Policy Advisor, Bureau of Justice Assistance

Dr. James “Chip” Coldren, Managing Director for Justice Programs, CNA

Kristine Hamann, J.D., Founder and Executive Director, Prosecutors’ Center for Excellence

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

The information below highlights key takeaways from the workshop, including key considerations for police departments working with prosecutors, as well as challenges and best practices in doing so while developing and implementing a BWC program.

Key considerations for police departments working with prosecutors

- Police departments have been working with body-worn cameras for a longer period of time than prosecutors, U.S. Attorneys, public defenders, criminal defense attorneys, courts, and the public, among others.
- Prosecutors like body-worn cameras because they provide additional evidence. One participant noted that 46 percent of his/her prosecutor’s office’s evidence is from body-worn cameras. Another participant noted video footage from body-worn cameras is helping his/her prosecutor’s office’s increase conviction rates.
- Prosecutors will need training on handling BWC video footage, as this will be used as evidence.
- Prosecutors may have issues with paying costs associated with acquiring and maintaining BWC video footage for evidentiary purposes, when they have never had to pay for evidence before.
- Prosecutors may have issues with evidence being given and maintained by a private company, when previously it has been given and maintained by the government.
- The prosecutor’s role is to look at the (video) evidence and compare it to statute.

Challenges for police departments working with prosecutors

Manpower. Many police departments are still in the process of determining how to edit videos prior to sending to the prosecutor’s office. Officers do not have time to edit, nor do departments have the resources to do so.

For prosecutors’ offices that cannot store digital evidence, departments have to provide DVDs to courts. One participant noted in his/her police department, all body-worn camera video footage is

sent to the district attorney's office, which will require a liaison to help with the handling of the DVDs. Another participant noted that for his/her police department, one city prosecutor handles all misdemeanor cases.

Integrity. Police departments are concerned that body-worn cameras will undermine officers' statements.

Best practices for police departments working with prosecutors

Auto tagging is cheaper and ensures a video is tagged correctly, thereby ensuring an increased rate of accuracy by 40 to 60 percent in comparison to videos manually tagged.

Checkboxes are better than text lines when sharing evidence data between police departments and prosecutors' offices to avoid room for misinterpretation of text and/or incomplete data.

Peer-to-Peer/Site Networking Sessions

Key takeaways related to the importance of stakeholder (prosecutor) engagement for BWC PIP sites

BWC PIP sites identified the following lessons learned of stakeholder engagement:

- Establish formal working groups, rather than informal.
- Include stakeholders, such as the district attorney and public defender, in the application process.
- Hold Town Halls.
- Include local college campus safety departments in the development and implementation of the BWC program, so that they know how their students will be affected.

BWC PIP sites noted stakeholder challenges regarding the BWC program:

- Cost. Taxpayers are concerned with spending tax dollars on a program that is not required or needed.
- Information. Police departments find it difficult to provide stakeholders with detailed information, such as what the cameras will look like, prior to selecting a vendor.
- Legislation. Some townships have completely banned BWCs until legislation is passed, thereby making it impossible to implement a BWC program.
- Buy-in. While buy-in from politicians has been good for most sites, it is subject to change based on citizens' attitudes.

Key takeaways related to community engagement by BWC PIP sites

- What. BWC PIP sites noted discussing various aspects of the BWC program with community members, especially the BWC policy and how the camera works.
- Who. BWC PIP sites noted conducting outreach to members and leaders regarding BWC program implementation from various segments of the community, including faith-based groups and organizations, city councils, the NAACP, community policing advisory councils, among other criminal justice partners.
- How. BWC PIP sites noted using social media to conduct community outreach and communication beyond the policy development process, particularly to youth.
- Challenges. BWC PIP sites noted two main challenges related to ongoing communication with the community: getting the community to understand that not all officers will be equipped with BWCs, and that BWCs do not capture everything or perceive what the human eye does.

Key takeaways related to the evaluation of body-worn cameras by BWC PIP sites

Some of the BWC PIP sites have research partners evaluating their BWC program, including data on

- Use of force incidents
- Citizen complaints
- Officer compliance

- Officer satisfaction (with the camera).

BWC PIP sites indicated not evaluating their BWC program for the following reasons:

- Not far enough along in the program
- Officer responsible for implementing the program already has numerous other responsibilities
- Did not allocate grant funds for evaluation
- Difficult to work with local universities because of cost and/or length of time (semester is too short).

Tracking and reporting. BWC PIP sites noted tracking and reporting use of force incident by type under their respective agency's grant program. Sites noted that evidence and convictions will be difficult to track and report because it will be hard to get officers to understand body-worn camera footage as evidence that may result in a better conviction.

BWC PIP sites noted a desire to be able to track the following:

- Improved community relations
- Reductions in crime rates
- Officer injuries
- Cost savings (e.g., less time officers spend in court, less time supervisor spends investigating citizen complaints, etc., due to video footage).

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Key Technical Assistance Takeaways and Next Steps

The information below highlights key technical assistance for BWC PIP sites.

- Lessons learned to be posted on website (e.g., how staffing a program, etc.), which might be beneficial for the next round of sites.
- Develop PowerPoint presentations for use by sites when briefing community members on BWCs.
- Develop organizational charts for sites with added staff for redaction to better understand staffing roles involved in having a BWC program.
- Post enacted and proposed legislation (resources) on the BWC website.
- Develop a chart for use by sites illustrating the typical number of cameras needed for an agency based on size, including staff considerations.
- Develop a memo for leadership regarding the areas of a department affected by BWCs—evidence, public records, etc.
- Identify additional subject-matter experts that are more regionalized in terms of dealing with certain regions or state laws.
- Develop a memo outlining parameters of recording time for various shift lengths.

Next Steps

The information below highlights how training and technical assistance will be reviewed and developed accordingly. Of note, the material and podcasts recorded during the meeting will be posted to the website.

- Develop PowerPoint presentations for use by sites when briefing community members on BWCs.
- Identify additional prosecutors to serve as subject-matter experts.
- Develop additional webinars for the BWC program.
- Improve the BWC program website by making it more dynamic and creating groups based on agency size.
- Develop an RFP template.
- Develop training materials for use by sites.

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Evaluation Summary

This section summarizes evaluation responses from BWC TTA National Meeting, held April 18–19, 2016, in Washington, DC. Attending the meeting were 179 representatives from each of the 70 BWC PIP sites, members of the BWC Training and Technical Assistance (TTA) Team, subject-matter experts, and representatives from the BJA, White House, Office of Management and Budget (OMB), National Institute of Justice (NIJ), U.S. Department of Justice’s (DOJ) Civil Rights Division, American Civil Liberties Union (ACLU), and International Association of Chiefs of Police (IACP). Forty-eight of these attendees (27 percent) completed the Participant Feedback Form.

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

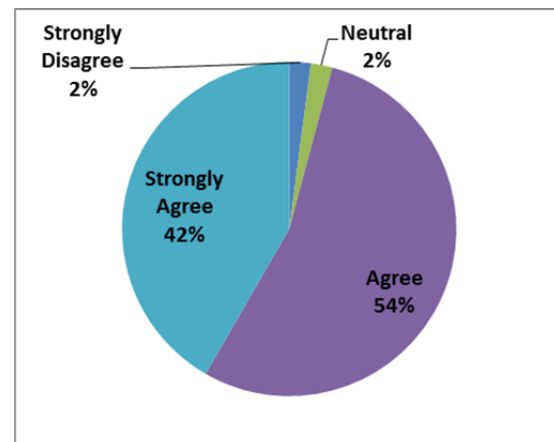
Results

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

Rated Questions

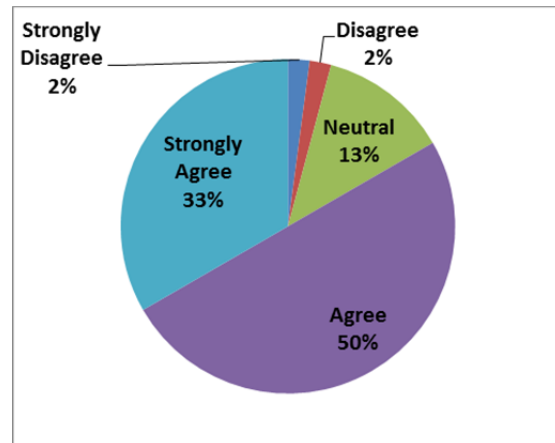
“The keynote presentations were interesting to me: Chief J. Thomas Manger.”

Answer	Response Frequency
Strongly Agree (5)	20
Agree (4)	26
Neutral (3)	1
Disagree (2)	0
Strongly Disagree (1)	1
Total Responses	48



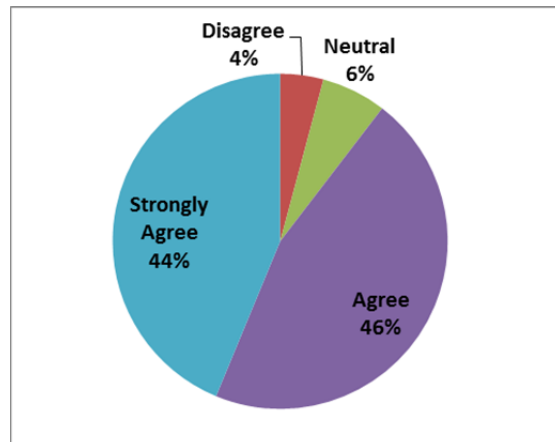
“The keynote presentations were interesting to me: Jay Stanley.”

Answer	Response Frequency
Strongly Agree (5)	16
Agree (4)	24
Neutral (3)	6
Disagree (2)	1
Strongly Disagree (1)	1
Total Responses	48



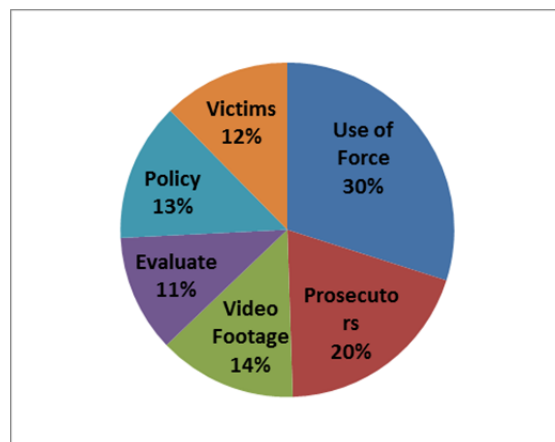
“The peer-to-peer networking sessions were helpful to me.”

Answer	Response Frequency
Strongly Agree (5)	21
Agree (4)	22
Neutral (3)	3
Disagree (2)	2
Strongly Disagree (1)	0
Total Responses	48



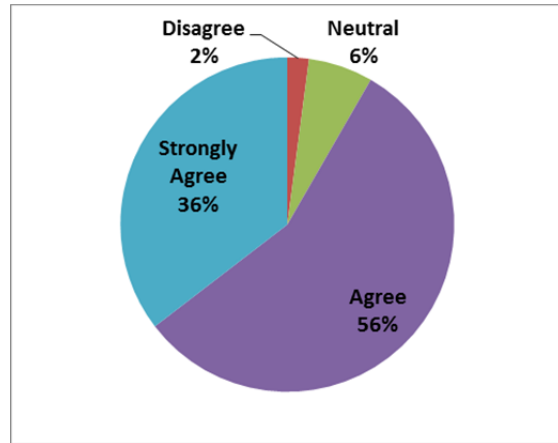
“Which workshops did you attend on the 2nd day?”

Answer	Response Frequency
Use of Force Issues	29
Working with Prosecutors	19
Analyzing Video Footage	13
Evaluating BWCs	11
BWC Policy Development	13
Victims' Issues	12



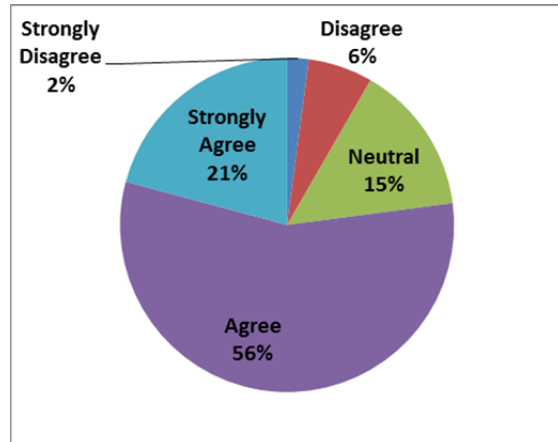
“The workshops presented useful information.”

Answer	Response Frequency
Strongly Agree (5)	17
Agree (4)	27
Neutral (3)	3
Disagree (2)	1
Strongly Disagree (1)	0
Total Responses	48



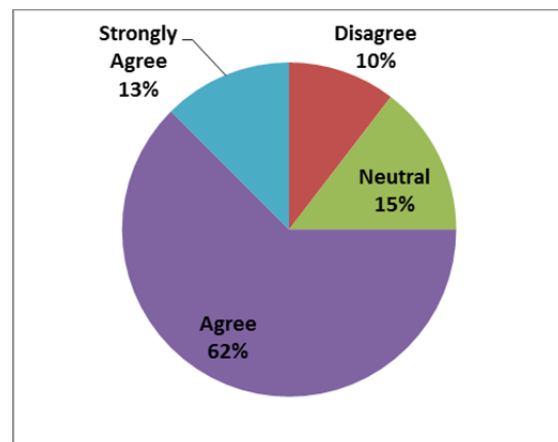
“The environment/format was conducive to learning.”

Answer	Response Frequency
Strongly Agree (5)	10
Agree (4)	27
Neutral (3)	7
Disagree (2)	3
Strongly Disagree (1)	1
Total Responses	48



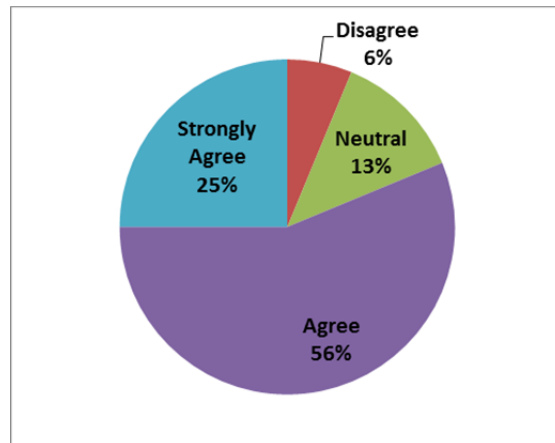
“The length of the sessions was appropriate.”

Answer	Response Frequency
Strongly Agree (5)	6
Agree (4)	30
Neutral (3)	7
Disagree (2)	5
Strongly Disagree (1)	0
Total Responses	48



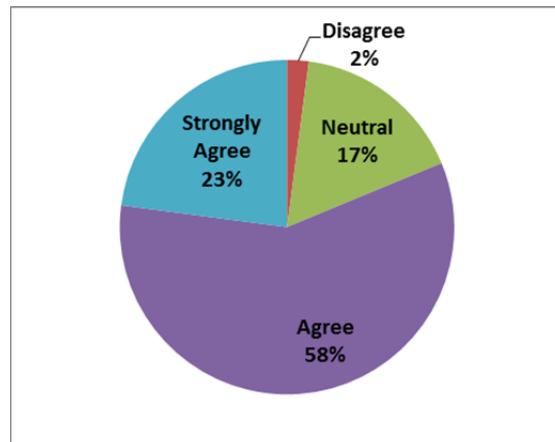
“I feel better informed about Body-Worn Camera Technical Assistance.”

Answer	Response Frequency
Strongly Agree (5)	12
Agree (4)	27
Neutral (3)	6
Disagree (2)	3
Strongly Disagree (1)	0
Total Responses	48



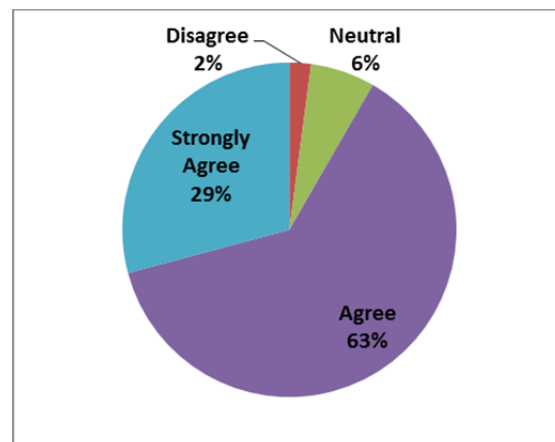
“I feel better informed about BJA expectations as a result of this meeting.”

Answer	Response Frequency
Strongly Agree (5)	11
Agree (4)	28
Neutral (3)	8
Disagree (2)	1
Strongly Disagree (1)	0
Total Responses	48



“BWC TTA can be of help to us.”

Answer	Response Frequency
Strongly Agree (5)	14
Agree (4)	30
Neutral (3)	3
Disagree (2)	1
Strongly Disagree (1)	0
Total Responses	48



Open-Ended Questions

1. What part of the National Meeting did you find most beneficial? Why?

- “Peer-to-peer networking provided an opportunity for direct exchange with other sites who may have experienced relevant issues and addressed them.”
- “The workshops that included handouts of the PowerPoint being presented. Not all workshops had PowerPoint presentations. However, not all workshops that had PowerPoint presentations passed out handouts.”
- “Breakout sessions with department our size and the workshops.”
- “Workshops. Chance to brainstorm for us and BJA!”
- “Peer-to-peer networking, providing dialog with others facing similar issues.”
- “Shared experiences from other states. Information helps to avoid pitfalls, especially in anticipating what state legislators may attempt.”
- “Brief review/comparison of accepted policies, which validate that own agencies policy is within national standards.”
- “The breakout session about prosecutors was very informative and will help our approach in getting ours to utilize our video repository. Also, discussions on redaction and Computer Aided Dispatch integration for video tagging.”
- “Networking sessions.”
- “Interactive sessions with other agencies to share successes and challenges.”
- “BWC case studies brought up several issues we hadn't considered yet. Especially liked idea to recognize officers for good things caught on film, not just for discipline. Peer-to-peer very useful, as was use of force workshop—again, we learned new things there that will help our agency specifically.”
- “The separate workshops were very helpful.”
- “The peer-to-peer networking. I learned a lot about the concerns other departments have and some of the challenges that they have faced and will face as we move forward with the implementation of BWCs in our department.”
- “The workshops were very informative and provided ideas and perspectives that were different than what I was thinking.”
- “Networking and information shared.”
- “The networking sessions.”
- “Direct in-person contact with the grant manager.”
- “Group discussions about use of force. It gives a great chance to hear about some of the things that happened at other agencies. This can help draft a more precise policy based on do’s and don’ts.”
- “Information on who else should be included as stakeholders.”
- “Interaction with other departments to identify common issues and discuss resolution strategies.”
- “Arizona State University staff had some detailed information that was very interesting.”

- “Having face time with the sites that we will be working with over the next two years was very valuable. Having those personal connections makes the repeated conference calls a value, as you may not be aware of unintended miscommunications.”
- “I found that splitting up into groups in general was a great idea that helped break things up a bit and kept it interesting. I also enjoyed networking with other officers. Also, the ‘working with prosecutors’ workshop in particular was very beneficial.”
- “Interacting with other police departments doing the same things and going through some of the same struggles.”
- “Breaking down into groups was the most beneficial. It would be beneficial to have two-party consent wiretap states working together to see how they are handling the issue.”
- “Day 2 classes were very informative. I wish there was time to attend more. I think some of the peer group stuff on day one was redundant. We were asked the same thing by various people that came into the room. If we had one of the classes on Day 2 instead of so much peer groups on Day 1 it would have been better.”
- “The breakout sessions with agencies of similar sizes.”
- “As an expansion agency, it seemed the conference was more heavily geared toward those agencies that were in the planning/policy development stage of their program.”
- “Networking, and hearing about issues I'd never heard about before, such as prosecutors refusing to use the cloud and insisting on receiving DVDs containing footage.”
- “The workshop sessions were very helpful due to the smaller class size and opportunity to have meaningful discussions.”
- “The peer-to-peer sessions would have been more beneficial had they been allowed to last longer. Likewise with Jay Stanley's presentation. More time was needed and it was apparent by the continuous questions that people had.”
- “The use of force policy implications.”
- “The presentations that incorporated the police departments already implementing BWCs, such as tech issues with BWCs, use of force breakout session, and site networking activities were most useful, since participants were able to hear about successes and failures from departments already using BWCs.
- “Discussions on policy development.”
- “Networking and peer comparisons.”
- “Workshops.”
- “Working with prosecutors. It has been an issue with us and we can take some things back to them.”
- “The breakout sessions.”
- “American Civil Liberties Union speaker.”
- “Workshops very topic specific.”
- “I would have liked to attend others.”
- “The workshops, it allowed for a more personal setting with smaller numbers which allowed more time to discuss issues.”
- “Continual discussion of the ‘got you’ culture.”

- “Presentations and peer sessions discussions all provide information that required me to question what we had in process and what we had left to do.”
- “The workshop was excellent and eye-opening.”
- “Breakout sessions.”
- “Prosecutor.”
- “Analysis of data.”
- “Listening to others’ problems.”
- “All of it. I know that seems like an invaluable answer but I make that statement sincerely.”
- “Breakouts.”

2. How can we improve in preparation for the next National Meeting?

- “Allow more time for peer-to-peer networking sessions.”
- “Have an open workshop to have one-on-ones with all categories present. Perhaps extend the National Meeting to three days instead of two.”
- “Maybe more workshops and peer size breakout sessions.”
- “Keep up the good work. Everything was very organized!”
- “With some presentations it would be helpful to have handouts, particularly those with PowerPoint presentations that have small print.”
- “Set for meeting did not encourage full participation by all participants, just a few.”
- “More peer time.”
- “No known improvements.”
- “Continued focus on the small group discussions. Those were most productive for us.”
- “The site networking breakouts could be improved—questions discussed were very repetitive. More time for question and answer with people that have already implemented BWCs and more question and answer with American Civil Liberties Union rep would have been useful.”
- “More presentations from actual law enforcement agencies that are using the cameras.”
- “I feel there should be a better way to network with people there. A catered lunch where the participants sit down and eat together instead of lunch on their own. Longer peer-to-peer breakout sessions. Some topics were covered several times which made it redundant.”
- “Maybe a slightly earlier lunch to beat the crowds.”
- “Please provide tables for your participants to utilize when taking notes. When you are teaching and training, it is most uncomfortable to take notes on a lap.”
- “Make the space more conducive for taking notes. Tables would have been helpful.”
- “Have presenters that are innovating with the new technology. This time it seemed it was simply talking about what had been done, not what can be done. Technology changes fast, most of what was presented I can read in the newspapers, not what we can do going forward. Cameras are a part of today, what role will they play tomorrow?”
- “Cover everything in a one-day seminar.”

- “First national meeting for next group should take place shortly after the awarding of the grant and some of the current participants should attend (or allow for a common day).”
- “For the new sites, it would be nice to have a session for the subject-matter experts to meet with their sites in person. Having to search people out was an interesting test of introversion vs. extroversion, and didn't always produce intended results.”
- “More time to network would be great.”
- “I think there needs to be better information on video analysis...not like the class I attended but how the video footage may be different than what the officer views especially under use of force and officer-involved shooting which are chaotic and stressful.”
- “Perhaps having the subject-matter expert work directly with their specific agencies in a session. It would likely be helpful to get to know everyone personally.”
- “Not having a desk and the ability to take notes was tough. People were sitting so close together it was slightly uncomfortable. I had a hard time trying to balance a notebook on my lap and take notes.”
- “The initial breakout sessions on the first day did not have enough time allotted. The facilitators had three to four questions that each agency was supposed to answer as a snapshot of where they were at. However, the session only allowed one to two minutes each, which was in no way feasible.”
- “No ideas.”
- “Overall, I must say this 'training' appeared to be last minute and thrown together to meet the grant requirements. It was disorganized under the guise of 'peer-to-peer.' It appeared that the organizers used this time to secure more information from participants versus providing technical support and feedback.”
- “Have camera vendors present. Not salesmen. Vendors who can show the differences without selling. Hands-on interaction. Not what can happen but show what the systems are truly capable of live.”
- “Simply posting the agenda on the website where it is more prominent and easier to find ahead of the conference would be an improvement.”
- “Use info gained from grant recipients to adjust grant requirements/ expectations. Bring in reps from agencies who have gone through the process.”
- “Set the schedule out earlier.”
- “More workshops on the various common issues (Health Insurance Portability and Accountability Act of 1996 < mental health).”
- “Tables to work off of.”
- “More time for Jay Stanley.”
- “Plan for more networking.”
- “More time built in for individual networking.”
- “More peer to peer time.”
- “Longer time for discussions.”
- “Break groups into regions for same sessions.”
- “Group attendees according to their respective stage of the program not agency size.”

- “Case study if implementation and lessons learned with public and prosecutors.”
- “I would suggest tables for writing.”
- “I saw folks typing—get info later to share.”
- “Food.”
- “Allow us to prep more by sending out everything in advance.”
- “Any podcast should schedule before or after sessions to allow attendee to take breaks and lunch.”

3. What topics or activities would you like to see at the next National Meeting?

- “Integration of data sources (i.e., Computer Aided Dispatch/Records Management System); Freedom of Information Act/redaction issues, analytics/ technology roadmap discussion.”
- “A mixer before the National Meeting begins. We really didn't have an opportunity to meet and greet with attendees.”
- “More information concerning storage. Maybe attempt to divide the groups by like/similar laws, i.e., states that have like/similar laws, retention policies, etc.”
- “Possibility of national cloud storage for video data.”
- “Lessons learned from grant recipients as their programs have progressed.”
- “BWC and perspectives.”
- “BWC and camera perspective bias.”
- “Best practices for BWC report writing.”
- “BWC and critical incidents.”
- “A general approach from a large, medium and small department from deployment and basic design of everything from storage to redaction and how it's handled in their departments.”
- “More of lessons learned.”
- “I think the topics covered were all useful.”
- “More time for question and answer would be great.”
- “A meeting needs to be held with the chief executive officers of the jurisdictions in the program because if they are not on board with the tremendous fiscal burden of the program, most police departments will not be able to maintain it.”
- “Something on BWCs that departments are using or have tested that may help other departments make a choice on what is best for their department. More on storage.”
- “I think updates on what agencies are seeing in the realm of video release and best practices will be helpful as more agencies get further along in the process.”
- “Tough to say as everything is so new.”
- “How can cameras in particular and technology in general start to come together in a systems approach?”
- “Show success stories with regard to BWC. So the opposite as well, failures.”
- “Sample memorandum of understandings and policies from other agencies that are best samples.”

- “A specific topic on technology, identifying costs, tech issues based on solution, etc.”
- “For the advanced sites—the resounding topics were related to how court actors are involved in the viewing/receipt of BWC video. This would be a topic to develop a 'best practice' or helpful recommendations around since these are outside stakeholders to our training and technical assistance providers—not dealing with systemic implementation often results in failure.”
- “Information on different products available to help departments make a decision on which BWC to buy.”
- “Same answer as 1. I teach a great class on officer perception, field of view, selective attention, and how that is going to be different than what the BWC video may show. Also police departments need to be able to know how to evaluate the video with software to assist in determining objectively reasonableness. Both of which I taught at in-service training.”
- “I don't know if it is possible but an overview of the technology available may be helpful. I know U.S. Department of Justice cannot promote one vendor over another, but it would be helpful.”
- “The speakers from the larger agencies that have already adopted a BWC policy were great. It was good to hear their progress, mishaps along the way, and ways they have improved their programs.”
- “More than a cursory review of the grant reporting, including samples of goals and the type of information that is being sought. The half-hour review was not really sufficient to clearly outline BJA expectations for these reports. Also, breakouts for expansion agencies with information specific to those groups would be desirable.”
- “Best practices to engage community and sworn in BWC implementation and ongoing use; 2) best practices to use BWC footage as a tool to improve officer performance.”
- “I suggest dedicating more time to breakout sessions with specific topics vs. several general talk sessions that are more about the contracted providers lecturing on their research.”
- “Vendors.”
- “Future research and development on BWCs, more information on redaction, long-term retention and storage, more information on strategies to share video with prosecutors, etc.”
- “Pros/cons from varying size agencies as to what has worked and what has not.”
- “More lessons learned.”
- “Health Insurance Portability and Accountability Act of 1996.”
- “State laws for the BWC trends.”
- “Hospitality room!”
- “Redactions.”
- “Officer buy-in.”
- “List of vendors.”
- “Use of video camera in criminal and civil litigation.”
- “Follow-up on current topics.”

- “Redaction technology.”
- “Financial component.”
- “Legal expert on confidentiality issue, Health Insurance Portability and Accountability Act of 1996.”
- “Networking to discuss vendor plus/negative areas of concerns.”
- “Topics related to sub-grantees.”

4. Did the National Meeting fulfill your reason for attending?

- “Yes”: 24
- “Very informative”: 2
- “NA”: 3
- “Yes it did, the staff was very helpful in providing information and connecting various participants when appropriate. Presentations and peer-to-peer interaction both provided a quality information.”
- “Not fully. Because few of the attendees were up and running, there still are many unanswered questions. Grant each agency with its own rules and layered with State requirements make each deployment different, but there did not seem to be much best practice sharing.”
- “In some ways yes and others no. I was definitely a minority as an information technology professional and did not expect any in depth or overly technical information as this isn't the kind of meeting for that information. It would be helpful to get a generalized overview of how different departments approach certain technology hurdles though.”
- “Yes, the conference provided a beneficial forum for the exchange of information and for providing a better understanding of the PIP program in general.”
- “I left with more questions than I had prior to the meeting.”
- “Yes it did. I learned things about storage issues that we have not considered. It was great to meet people from other areas that are going through the process just as we are and what they have learned during this process.”
- “I thought it was a requirement for the grant but I did find it very helpful.”
- “We were required to attend due to receiving a grant so in that light, yes. I had hoped for more forward looking insight, but most of it was looking back or providing info that is already known.”
- “There was some good information gathered. It might be useful for the U.S. Department of Justice policy advisors to define the scope of the grant. Does not have to be lengthy overview just a refresher and what to expect in the coming stages.”
- “Yes, everyone was very helpful. There was a lot of information and I definitely came away with a better understanding of the grant.”
- “We were required to attend.”
- “Yes very informative.”
- “Somewhat. I felt it was directed more toward agencies beginning implementation which we are past.”
- “Absolutely.”

- “Required so yes—found out who to go to and wish we would have known sooner to lessen the frustration of searching and not finding answers.”
- “Not at this time.”

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

- “Estimating Freedom of Information Act workload, gaining officer acceptance.”
- “Storage.”
- “I think having vendors present on day to answer questions, set up displays and demonstrate their products could be helpful. Of course this type of assistance should come early in an agency's program, it loses value after they already done a lot of their own research and testing.”
- “Phone or email tree for training and technical assistance and areas of expertise.”
- “From my side of the project I think we are already covered.”
- “Lessons learned.”
- “It's great to know we can have a subject-matter expert speak to our mayor, etc. if we request it. But it would be nice if information on how to do that was provided in the packet somewhere rather than having to find it on the website.” Also, redaction is a big deal, but wasn't talked about much—info for that would be good.”
- “We need more assistance on the redaction and storage process.”
- “I think there were too many of the group sessions based on category of award. We ended up talking about the same things over again.”
- “We really have not started our technical assistance yet.”
- “The training and technical assistance is behind the curve. They should have been in place before the grant went to the agencies so they could be there helping go forward. It seems that they are learning the process at the same time we are and therefore don't help us move through the process, only learn at the same time.”
- “Maybe provide a breakdown detail of exactly what else you need from each agency specifically. This could be done in one-on-one sessions online or in a video/audio conference.”
- “Clearer understanding of training and technical assistance at start of project.”
- “Regional breakout groups to tackle privacy, capture and release issues.”
- “Overall the CNA folks have been very friendly and helpful. There has been some delay in response time but I also understand folks are busy.”
- “It would have been nice to have a face-to-face meeting with our assigned analysts, etc.”
- “Perhaps a clearinghouse type of database listing different vendors and agencies' experiences with them.”
- “Need consistency between training and technical assistance providers-in talking to other agencies, found discrepancies in the level of assistance/contact and info provided (some erroneously being told they "had" to include certain things in their policy). The group from Arizona State University has done a great job and it was apparent they were the best resource.”

- “Would love to conduct a site visit to see a highly successful program in a major urban area.”
- “It would have been helpful had we been provided the BWC policy score sheet as soon as the grant was awarded. It would have allowed us to craft our BWC policy accordingly from the beginning, rather than having to modify the policy later on. More information related to data analysis on BWC usage and effectiveness would be helpful.”
- “Regional (state) chat rooms to exchange ideas. Individual states have their own issues.”
- “Various cost calculations.”
- “Law enforcement agency to law enforcement agency site visits.”
- “Have information about redaction software or companies.”
- “Technical specifications that protect number of estimated storage space required for sworn officers.”
- “Easy way to get all links, frequently asked questions, from one body worn camera site-not being referred to endless links on different site. Not everything is on the toolkit.”
- “Allowing entities awarded funds to be able to contact BJA directly.”

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

- “None”: 2
- “Well done, thank you.”
- “Overall, I think our agency got a lot out of the conference and will be using what we learned as we finish up our policy for review. We are looking forward to attending a regional meeting (we hope redaction might be a covered topic there).”
- “NA”: 2
- “Why have a chief talk about how cameras can affect victims when that chief’s agency does not use body cameras?”
- “I thoroughly enjoyed the conference and thank everyone for their time.”
- “Contact me if you are looking for a topic expert on field of view and officer perception and how that will affect use of force and officer-involved shooting investigations. Lt Mark Farrar 330-603-1875 (Akron Police Department).”
- “It may be beneficial to separate the focus groups between larger agencies and smaller. When I say smaller, less than 60 officers. In many cases the smaller agencies have similar problems as far as who actually works on the project etc. As an aside, my analyst was recently switched for unknown reasons to me. I was wondering why?”
- “As an expansion agency, it seemed the conference was heavily geared toward those agencies that were in the planning/policy development stage of their program, which is understandable. It made sense to be there as a peer resource, but there wasn’t much (new) information that we benefitted from.”
- “For the next meeting, if increasing and improving peer-to-peer networking is a goal, ALLOW MORE TIME. Most of the conversations I had were over the very short lunch period, or after hours.”
- “Likewise, think about better lunch planning and choose a hotel with better amenities.”
- “The conference needs tables. I took a lot of notes and I was difficult doing so on my lap.”

- “Thank you Denise.”
- “Supply PowerPoint presentations to breakout sessions—even if you missed a session you had the notes.”
- “I have no issues with keeping to a timeline but the over aggressive manner negatively impacted the content delivery.”