



GRANTS OFFICE

# SAMPLE GRANT PROPOSALS



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# SAMPLE GRANT PROPOSALS

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On the following pages, you'll find applications and summary descriptions from recently funded Body-Worn Camera Policy and Implementation (BWC PIP) projects across the nation. **Feel free to use this information as inspiration for your agency's next grant proposal. Let the samples serve as launching points - Not as paragraphs to copy and paste.**

Not plagiarizing these samples is important for three reasons:

- (1) *The best grant applicants write proposals to address local problems. A sheriff's office in a rural Kansas county, for example, will be experiencing an entirely different set of daily challenges and trends in crime than an urban detail in St. Louis.*
- (2) *These questions are specific to the Body Worn Camera Policy and Implementation Program (BWC PIP). This grant program asks a unique set of questions and requires entirely different sets of documentation than a project with the State Homeland Security Program or the School Violence Prevention Program. One application will not fit all grant programs.*
- (3) *Grant reviewers do not appreciate reading a proposal created from a template. It's obvious to readers if the foundation of a project was based off another, entirely different, program. It's also not wise to duplicate a previous application from your own agency - Evaluators often refer to old proposals while reviewing current applications. To avoid this duplication, speak directly to the specific needs of your agency and the application at-hand. Provide well-documented, compelling arguments as to why this project is crucial to the success of the community. In short, give evaluators a reason to fund your application.*

*In general, it's good practice to not rely heavily on other's work to get you over the hump. While it may be intimidating to start typing in that huge blank page all on your own, at the end of the day, your proposal will benefit from original work. So, take some time to review these model proposals. Use them to jump start your own ideas. Then put these documents away, clear your desk, and get writing!*

# SAMPLE PROGRAM NARRATIVE 1: PITTSBURGH BUREAU OF POLICE

## STATEMENT OF THE PROBLEM

The Pittsburgh Bureau of Police (PBP) serves a city of more than 305,000 residents and encompasses more than 58 square miles. There are 815 sworn officers within the PBP, and another 36 in basic recruit training. The number of sworn officers with patrol activities and/or with daily citizen interaction includes 488 officers and 75 sergeants and lieutenants for a total of 563. The City of Pittsburgh's population is predominantly white (66%) with African Americans making up the largest minority (26.1%).<sup>1</sup> In addition, of all metropolitan areas in the United States with a population of more than 1 million, the Pittsburgh region is considered the whitest metro area.<sup>2</sup>

While Pittsburgh is rarely mentioned in national media outlets alongside the likes of Ferguson or Baltimore, our history has been similarly plagued by economic and often physical segregation of African Americans into pockets of entrenched poverty. Only occasionally do these simmering racial tensions creep to the fore, yet, the cracks in our comfortable, albeit deeply unequal system have surfaced in the past 20 years, and have now reached a fever pitch. The driving force behind this now public discontentment: use-of-force by police and the fraught relationship between our disenfranchised African American residents and PBP.

In October 1995 a defining incident in Pittsburgh-area race relations took place just outside the city limits, when 31-year old Jonny Gammage, a businessman and cousin of former Pittsburgh Steeler Ray Seals, drove his shiny new Jaguar just a few blocks over the line into suburban Brentwood Township. Around 1:45 a.m., Gammage was pulled over for "driving erratically" in the predominately white, middle class suburb. In just over seven minutes, the 5-foot-6, 165- pound man was dead due to a fatal compression of his neck and chest - an incident that bears striking similarities to the recent Eric Garner case in New York City, nearly 20 years later.

The Gammage case drew national attention. Protesters and civil rights marchers chanted, "We fired up, won't take it no more", and leaders like Jesse Jackson stated that such a brutal and unwarranted incident "amounts to a lynching." Despite the outrage and repeating calls for justice, the five white officers who took part in the beating were ultimately acquitted of all charges by an all-white jury. Now, in 2015, we have seen similar incidents play out time and time again: A young, African American male without a criminal record is beaten by white officers, yet no clear evidence exists to refute the officers' claims. Thus, an all-white jury chooses to acquit the officers of any wrong doing.<sup>3</sup>

Other notable Pittsburgh cases followed. In 2010, 18-year old Jordan Miles, an African American viola player who attended a prestigious local performing arts high school, was involved in a violent altercation and arrested by three white PBP officers for allegedly concealing a gun inside his winter coat, later revealed to be a bottle of Mountain Dew.<sup>4</sup> In 2012, a white officer pulled over a young African American male named Leon Ford in the affluent Highland Park neighborhood. Upon viewing his ID, the officer incorrectly mistook Ford for a wanted man named Lamont Ford, setting off a struggle that ended in five gunshots being fired at Ford, permanently paralyzing him.<sup>5</sup>

Like Gammage, neither Miles, nor Ford had any criminal record or were ever implicated in criminal behavior after the fact, and no officers have been convicted of any wrong-doing related to these incidents. Of course, the lack of video evidence has led to vast speculation of racial bias and profiling, or an even more sinister outright racism at play within the Bureau.

It would be foolish to assume misconduct, or worse, on the part of every officer in these cases, and

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1. US Census Bureau: QuickFacts, Pittsburgh, PA
  2. University of Pittsburgh's School for Social Work, Center on Race & Social Problems: "Pittsburgh's Racial Demographics 2015: Differences and Disparities". 2015.
  3. WTAE News. "Family of Jonny Gammage Speaks Out, Prompted by Eric Garner Case". Dec. 18, 2014.
  4. Huffington Post. Jordan Miles, Teen Violinist: Beat By Police Over Mt. Dew Bottle". March 26, 2010.
  5. Pittsburgh Post-Gazette. "Officer Who Shot Leon Ford Placed On Desk Duty". Dec. 12, 2014.

equally imprudent to blindly assign guilt to the young black men involved. There is one clear truth binding together all of these tragic incidents: without concrete video evidence, we will never know exactly what happened. It is this uncertainty that threatens to drive factions of our community further and further apart, allowing citizens to retreat into the comfortable stereotypes of the dangerous young black man or the bad cop on a power trip.

The City continues struggling with growing civilian-police tensions. In 2014, 280 misconduct complaints were filed against Pittsburgh police officers. Allegations such as these fall into four categories: conduct unbecoming a member, conduct towards the public, warrantless searches and seizures, and use of force. Below, these numbers are broken down along with an estimate of whether a relatively new tool for police, Body-Worn Cameras (BWCs), would have been relevant to the investigation of these allegations, based on the presence of conflicting narratives between the officer and complainant in each case:

<b>Pittsburgh Police Misconduct Complaints by Category, 2014</b>			
	<b>Total Com-plaints (#)</b>	<b>BWCs would have aided in investigation* (#)</b>	<b>BWCs would have aided in investigation* (%)</b>
Conduct Unbecoming a Member	80	32	40%
Conduct Towards the Public	128	118	92%
Warrantless Searches and Seizures	26	23	88%
Use of Force	46	41	89%
<b>TOTAL</b>	<b>280</b>	<b>214</b>	<b>76%</b>

*\*Determination by internal records of The Pittsburgh Bureau of Police*

BWCs programs have been rapidly gaining in popularity over the last few years due to the benefits they bring to both police officers and civilians, reducing misconduct complaints and use-of-force incidents. The most striking research on the impact of BWCs is the effort undertaken in Rialto, CA., which included officers working similar shifts with similar responsibilities who were randomly assigned cameras. Overall, officers with cameras received 90% fewer complaints from the public and used force nearly 60% less frequently than officers without cameras.<sup>1</sup> Thus, the results in Rialto suggest what has been called a “civilizing effect” not only on officers, but on civilians as well. When members of the public know they are being recorded and when officers know that their actions will show up on a recording, both seem to exhibit more thoughtful and controlled behavior. In another study conducted on the Mesa, AZ Police, there were 40% fewer total complaints and 75% fewer use-of-force complaints for officers outfitted with BWCs.<sup>2</sup> This research topic is still new, yet it is clear that the BWCs have a positive effect on officer conduct and lead to a reduction in complaints.

BWC recordings, also referred to as Digital Multimedia Evidence (DME), serve as the best, most objective evidence of what actually happened during a reported incident. This can have substantial impact: the existence of BWC recordings will protect officers against fabricated accusations by civilians and perhaps most importantly for the City of Pittsburgh, incidents involving the use-of-force need no longer be the subject of competing stories. DME recordings will show whether use-of-force was warranted and proper procedures used. DME can also highlight instances when training or departmental policy would benefit from an overall change.

In addition, DME recordings can play a key role in the adjudication of cases. Whether the decision maker in the adjudication is a supervising officer, the Chief of Police, an arbitration panel, a judge, or a civil or

1 The Guardian. “California police use of body cameras cuts violence and complaints”. Nov. 4, 2013

2 WorldNow. “ASU study shows body cameras make Mesa officers more cautious”. April 25, 2014.

criminal jury, the availability of DME establishes the basic facts of an incident via an unbiased observer, the camera itself. In the Pittsburgh region, the Allegheny County District Attorney's Office fully supports the use of BWCs. In the instances in which DME has been available to the DA, it has been invaluable evidence for use in training, establishing accountability, providing objectivity, and enhancing officer safety.

After reviewing DME in a particular case, the District Attorney may determine that the actions of officers do not meet best practice pursuit, use-of-force, or detention procedures and he can then recommend that PBP provide appropriate re-training to its officers. If Bureau policy is deemed to not meet best practices, the DA can recommend that PBP update its policies and retrain its officers in accordance therewith. In more extreme cases, the District Attorney may determine that the actions of an officer rise to the level of criminal conduct and the appropriate charges must be filed.

The Pittsburgh Bureau of Police and the Allegheny County District Attorney's Office are members of the Allegheny County Criminal Justice Advisory Board (CJAB) and have collaborated on county-wide best practices, including policies for administration of photo arrays, witness interviews, and evidence collection. CJAB has developed a model policy for use of body-camera equipment county-wide, and have collaborated on a Pittsburgh-specific BWC policy that meets the specialized needs of the city due to its size and urban setting. Over time, the collaboration evolved into PBP's standing Body-Worn Camera Working Group.

The Body-Worn Camera Working Group also meets in sub-committees tasked with addressing particular pressing issues related to BWCs. One such sub-group deals specifically with policy development that respects and preserves the privacy rights of individuals while balancing concerns for the safety and well-being of victims of violence. To get this balance right, the working group actively seeks input from domestic violence victims and child advocacy organizations. Another sub-committee is tasked with carefully considering the implications of technical policy related issues including storage, access, redaction, and DME records. All Bureau policies related to BWCs are evolving as national best practices come to light, PBP data collection and evaluation occurs, and the number of cameras in use grows.

Currently, PBP has 50 body-worn cameras, with the goal of adding 200 more, for a total of 250 BWCs by the time program is fully implemented. With well over 500 officers seeing daily citizen interaction, PBP aims to deploy all 250 BWCs in a strategic manner that focuses on high-crime Police Zones and officers who receive an above-average number of complaints.

## **PROGRAM DESIGN AND IMPLEMENTATION**

The Pittsburgh Bureau of Police (PBP) was a relatively early adopter of BWC technology. In February 2012, in the aftermath of the Jordan Miles use-of-force case, then-[REDACTED] assigned [REDACTED] to be Project Manager for a new BWC initiative. The goal was to explore the possibility that BWCs could better document the facts in such officer-involved incidents, but also serve as convenient "in-car" cameras for motorcycles and bicycle officers.

In April 2012, [REDACTED] deployed three BWCs for initial testing, and by August of that year 50 cameras were purchased. PBP soon engaged in a small study of the new technology by tracking 12 volunteer officers outfitted with BWCs. The study ran from April 1, 2012 to February 28, 2013. Notably, an officer with eight misconduct complaints the previous year, received only one complaint during the trial period. While the test sample was too small for any statistically significant conclusions, the results were promising enough to keep [REDACTED] and PBP engaged in BWC program development.

The BWCs remained in use until February 2013, when PBP became aware that their program was a technical violation of the PA Wiretap Act, which then required all video units to be mounted inside a vehicle. Thus, the program was halted until the PA State Legislature was able to amend the act in February 2014.<sup>1</sup>

With that legislative hurdle out of the way, PBP under the leadership of [REDACTED] began crafting a

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<sup>1</sup> Pittsburgh Tribune-Review. "Corbett says he will sign legislation allowing cameras to be mounted on police officers' bodies". Feb. 3, 2014

more substantial set of BWC policies based on research and best practices from around the country. The current policy was adopted July 30, 2014, and has already been requested by departments all over the country to aid them in drafting their own policies. After a thorough retraining of BWC-equipped officers, the cameras were redeployed on September 29, 2014.

In December 2014, newly appointed Chief of Police **[REDACTED]** deemed the BWC program a priority of the Bureau, directing the formation of a Body-Worn Camera Working Group to conduct a complete review of all aspects of the program with a focus on possible policy improvements and program expansion. The group members were selected with an eye towards the most sensitive issues raised by BWCs: civil liberties and privacy concerns, legal liability, generating “buy-in” from the public, and technical and logistical improvements to the program.

The Body-Worn Camera Working Group held its first meeting on January 12, 2015. The current group members are **[REDACTED]**. The group has met regularly throughout the first half of 2015, and will continue to meet quarterly, along with periodic specialized subcommittee meetings.

On February 26-27, 2015, **[REDACTED]** participated in a Bureau of Justice Administration (BJA) expert panel discussion on Body-Worn Cameras in Washington, D.C. One of the goals of the panel was to help the BJA assemble a “BWC Toolbox” with guidelines and policies to help aid police departments and municipalities who are considering the use of BWCs. On February 18, 2015, The Pittsburgh Bureau of Police was notified that Pittsburgh was one of two cities selected by the Urban Institute for a Body-Worn Camera study being developed through a grant from the Arnold Foundation.

Looking forward, the next step for PBP in establishing a large-scale, state of the art body- worn camera program is to expand the number of cameras deployed throughout the City of Pittsburgh from 50 to 250. This proposed project is referred to as the Body-Worn Camera Expansion Program. To ensure the success of this expansion, PBP has developed clear Goals and SMART Objectives (i.e. specific, measurable, achievable, relevant, time-bound) that create a 2- year structured framework for the BWC program team.

#### **Purpose Statement:**

The Pittsburgh Bureau of Police is seeking your financial investment in the amount of \$250,000 to expand its body-worn camera pilot program.

#### **Goals:**

1. Promote a sense of accountability and transparency throughout the PBP,
2. Protect the PBP and its members from civil liability resulting from wrongful accusations of misconduct,
3. Promote a sense of accountability and transparency throughout the PB
4. Improve training and correct internal agency problems.

#### **Objectives:**

##### **1. Promote a sense of accountability and transparency throughout the PBP,**

- By the end of Year 1, implement communications outreach plan to inform and generate buy-in from both citizens and officers about BWC program.
- By the end of Year 1, train 100% of officers with patrol activities and/or daily citizen interaction on BWC equipment operation.
- By the end of Year 1, deploy all 200 BWC packages to officers with patrol activities and/or daily citizen interaction.
- Throughout the life-cycle of the grant, distribute surveys on to gauge the evolution of attitudes related to PBP and the BWC program.

##### **2. Protect the PBP and its members from civil liability resulting from wrongful accusations of misconduct**

- By the end of Year 1, increase the use of Digital Multimedia Evidence in adjudication by 25%.
- By the end of Year 2, increase the use of Digital Multimedia Evidence in adjudication by 50%.

### 3. Assist the PBP with investigations of alleged misconduct

- By the end of Year 1, decrease the number of misconduct complaints by 25%.
- By the end of Year 2, decrease the number of misconduct complaints by 50%.
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### 4 Improve training and correct internal agency PBP problems

- By the end of year 1, Police Bureau supervisors will be using Digital Multimedia Evidence regularly to investigate concerns of officer performance and conduct, in order to identify problems, create opportunities for improved officer training
- By the end of Year 2, integrate BWCs into training as a teaching tool.
- By the end of Year 2, integrate feedback from Urban Institute study and general BWC data collection to inform officer training.

## LOGIC MODEL

PBP has created a Logic Model to ensure a joint-understanding of the intended inputs, strategies, outputs and outcomes of the proposed Body-Worn Camera Expansion Program. While much of the content has been modeled after the Department of Justice COPS “Implementing a Body-Worn Camera Program Recommendations and Lessons Learned” publication, PBP recognizes that the Bureau of Justice Administration may require specific deliverables and/or metrics that do not clearly appear within the current Logic Model and will gladly comply with those requirements (see full graphic below).

Inputs	Strategies	Outputs	Outcomes (1 year)	Outcomes (2 years)
*Grant Funding	G1: Promote a sense of accountability and transparency throughout the PBP	#of media publications/press hits	*By the end of Year 1, increase the use of Digital Multimedia Evidence (DME) in adjudication by 25%	*By the end of Year 2, increase the use of Digital Multimedia Evidence (DME) in adjudication by 50%
*Grant applicant and in-kind cash	G2: Protect the PBP and its members from civil liability resulting from wrongful accusations and misconduct	# of internal Q&A sessions # of officers trained on BWCs	*By the end of Year 1, decrease the number of misconduct complaints by 25%	*By the end of Year 2, decrease the number of misconduct complaints by 50%
*PBP staff and staff time	G3: Assist the PBP with investigations of alleged misconduct	# of BWC packages deployed	*By the end of Year 1, establish regular reviews of DME to identify systemic problems and opportunities to positively modify officer training	*By the end of Year 2, integrate BWCs into basic training and officer re- training as a teaching tools
*Facilities	G4: Improve training and correct internal agency PBP problems	# of surveys distributed # of surveys collected	*Implement communications outreach plan to inform and generate buy-in from both citizens and officers about PBP BWC program	*By the end of Year 2, integrate feedback from Urban Institute study of PBP’s BWC program to inform modifications to officer trainings
*Urban Institute study		# of adjudications using DME # of misconduct complaints	*Train 100% of officers with patrol activities and/or daily citizen interaction on BWC equipment operation.	
*Equipment and supplies		# of community public safety/block watch meetings attended	*Deploy all 200 BWC packages to officers with patrol activities and/or daily citizen interaction.	
*Data storage		#of PBP DME review sessions		
*Partnerships w/ District Attorney’s Office, University of Pittsburgh, Urban Institute, etc		# of police training modifications		

**Impact Statement (post 3-4 years):** After implementing a full-scale BWC program, PBP is perceived to be a legitimate and accountable agency, citizens-officer and community relations have vastly improved, and a revised set of comprehensive BWC policies were implemented.

## CAPABILITIES AND COMPETENCIES

During the BWC pilot launch in 2012, the Pittsburgh Bureau of Police reached out to policy experts to assist with the implementation and evaluation of the existing program. The measured, manageable scale of the initial rollout displays an awareness on the part of PBP of the sensitive nature of BWC deployment. The lack of incidents related BWCs in Pittsburgh is a testament to the thoughtful, conservative approach with which they have been tested over these past three years

Much of the credit for the BWC program's early success goes to Program Manager. **[REDACTED]** has been with the Bureau for nearly 22 years, and during his tenure he has written extensive policy recommendations, created strong partnerships with local and national stakeholders, and has taken necessary steps towards implementing a fully functional BWC program for the city. As the BWC program expands, **[REDACTED]** will continue leading the project implementation with selected implementation team members, both internal and external to the Bureau to fill various roles. Those team members who have already been identified can be seen in the following table, along with the organization that they represent and their general role in the Body-Worn Camera Expansion Program.

<b>Body-Worn Camera Expansion Program Team Members</b>		
<b>Title</b>	<b>Organization</b>	<b>Role</b>
Chief <b>[REDACTED]</b>	Pittsburgh Bureau of Police	BWC program oversight
Assistant Chief <b>[REDACTED]</b>	Pittsburgh Bureau of Police	BWC administration and grant reporting lead
<b>[REDACTED]</b>	Pittsburgh Bureau of Police	Administrative and reporting assistant
<b>[REDACTED]</b> Police Zone Commanders, Zones 1-6	Pittsburgh Bureau of Police	BWC Program Manager
	Pittsburgh Bureau of Police	BWC program leads in individual Police Zones
<b>[REDACTED]</b>	Pittsburgh Bureau of Police	BWC software lead and technical adviser
Officer <b>[REDACTED]</b>	Pittsburgh Bureau of Police	BWC training integration and DME evaluation
Officer <b>[REDACTED]</b>	Pittsburgh Bureau of Police	BWC training integration and DME evaluation
<b>[REDACTED]</b> , Communications Manager	Pittsburgh Department of Public Safety	Communications and community outreach lead
<b>[REDACTED]</b>	Pittsburgh Department of Law	City of Pittsburgh legal liability expert
<b>[REDACTED]</b>	Pittsburgh Department of Law	City of Pittsburgh legal liability expert
First Assistant/Chief-of- Staff <b>[REDACTED]</b>	Allegheny County District Attorney's Office	BWC adjudication expert
Professor <b>[REDACTED]</b>	University of Pittsburgh	BWC civil liberties and privacy expert
<b>[REDACTED]</b>	Marshall Dennehey Warner Coleman & Goggin	Liability and civil liberties expert
<b>[REDACTED]</b>	Urban Institute	Liaison to PBP for BWC research study

As previously noted, the PBP created BWC policy received high marks from both the general law enforcement community and from several distinguished field experts. However, the PBP views this policy as a work-in-progress and will continue to refine it as feedback from the public, the Body-Worn Camera Working Group, and national best practices dictate. This adopted policy does, however, put the PBP into an advantageous phase in which it can focus on program implementation efforts and policy refinement rather than starting from square one.

The existing policy establishes guidelines and procedures for the utilization of Body- Worn Cameras (BWC) by members of the Pittsburgh Bureau of Police. Additionally, this policy establishes procedures for the retention, duplication, storage, and purging of recordings from BWC equipment, and the procedures to be followed by MVR Custodial Officers for the retention, duplication, storage, and purging of recordings. A full copy of the current PBP BWC policy can be found in the application attachments.

A strategic communications plan will be implemented alongside the BWC program expansion, both internally and externally, to guarantee support from officers and citizens alike. Internally, Chief McClay, along with Project Manager will communicate with all six Police Zone Commanders regularly, ensuring a full understanding of the BWC program. Given that officers gained positive outcomes during the 2012 pilot (i.e. several saw a significant reduction in complaints), BWCs have been generally well-received internally. Already having a working BWC policy in place works to The Bureau's advantage because officers already have familiarity with the overall plan and expectations.

Externally, the Bureau will assuage community concerns by attending regular Community Block Watches and Public Safety Zone meetings in every city neighborhood prior to the expansion for Q&A sessions. In addition, the Bureau will activate the City of Pittsburgh's community outreach offices and hold city-wide demonstrations. [REDACTED] has been vocal about his support for BWCs during his tenure, so, this concept will not be an entirely new for Pittsburgh. Additionally, the Bureau will activate two community outreach offices including the Public Safety Office of Community Outreach, headed by [REDACTED] and the Mayor's Community Affairs Office to educate residents on an ongoing basis. Lastly, the PBP is planning several Force on Force training demonstrations in which citizens and members of the media will participate in live 'shoot, don't shoot' scenarios using blank ammunition. These participants will be wearing the cameras and afterwards review the video and discuss what occurred during the scenarios. The Bureau of Justice Assistance (BJA) has expressed interest in this communication plan and will be invited to observe one or more of these events.

The Bureau is fully technologically capable of system implementation, exemplified by the BWC pilot program. For the pilot, the PBP successfully implemented, Body-Worn Camera system, including all cameras, accessories, docking stations, and other items related to the On-Officer MVR system. Additionally, the PBP designated agency administrators to oversee the data management on evidence.com, the Bureau's cloud-based system, and established a hierarchy of users to update and access the data regularly.

The Bureau has implemented several programs and initiatives including the Police Chief Selection Forums, Citizens Police Academy, and Cops and Kids Program, which have all been successful in capturing the attention and input of the broader community. Most recently, the City of Pittsburgh engaged the public to participate in the search for a new Chief of Police. Partnering with a local foundation, university, and several public organizations, a series of well-attended public forums were held in all six Pittsburgh Police Zones, providing the opportunity for residents to be involved in the process of selecting a new Chief. Citizens shared their ideas about how to improve policing, identified neighborhood priorities, and suggested qualities they believed were essential for the new hire.

Twice a year, for over 20 years, the PBP sponsors a Citizen's Police Academy to help community members become closely acquainted with the roles and responsibilities of the Bureau. During this unique experience, participants receive three hours of training one evening each week (for 15 weeks) in many of the varied functions of law enforcement. They experience some of the highlights of police training and are exposed to the operations of the police bureau. Participants are taught the basics of criminal law, search and seizure, patrol tactics, firearms and many other subjects. In addition, they learn about crime scene processing, police canines, and are exposed to many of the specialty police units. Students leave this training with a greater understanding of the police mission and with an increased ability to see how the police serve the community. Since inception, 600 participants have graduated.

Additionally, the Bureau has successfully partnered with the City of Pittsburgh's Parks and Recreation Department (CitiParks) to host an annual summer camp program for city youth called Cops and Kids. During this three week camp, police officers work with the kids to teach them about leadership and teamwork, while also addressing things like consequences of illegal guns and drugs and understanding public safety. Recently, the program has expanded to include the Pittsburgh Promise, which is a nonprofit that provides college scholarships for City of Pittsburgh public school students. Since inception, Cops and Kids has hosted over 1,200 kids in the last 8 years.

In 2009, the Bureau piloted an in-car camera program in one of six Police Zones. By 2012, that program was expanded to include all six patrol zones in the city, and currently, there are over 200 vehicles in the fleet equipped with wireless, in-car camera technology. Those cameras upload data automatically when a police vehicle arrives at its zone station, ensuring timely and accurate reporting. There are currently nine remote servers, one agency server, and a full backup system to support this program. Further, over 200 vehicles have mobile data terminals through which officers receive dispatch information, enter reporting, and accomplish anything else that can be done using laptop capabilities. Vehicles have also been adapted for printers to support applications including e-citations. As a result, officers have been able to streamline reporting processes and spend less time on paperwork.

The PBP and City of Pittsburgh have worked closely with several key stakeholders including, the Allegheny County District Attorney's Office and Allegheny County Police Department, and the University of Pittsburgh. The collaboration of many of these entities has resulted in the formation of the previously mentioned Allegheny County Criminal Justice Advisory Board and the Body-Worn Camera Committee Working Group, again specifically designed to support implementation of this program. By collaborating with the District Attorney's Office and the University of Pittsburgh, the PBP was able to bring together legal experts to develop policies for best practice regarding BWC.

## **PROGRAM CONTINUITY**

The Pittsburgh Bureau of Police is committed to strengthening the relationships with the community members it serves. With **[REDACTED]** ability to bring diverse partners to the table, and his commitment to community policing strategies, one can see the value the PBP places in BWC programming. The PBP hopes to move the needle on community policing strategies by continuing BWC program for years to come, which will require a strong financial commitment.

Understanding that all federal dollars come with an expiration date, the Bureau and City of Pittsburgh are devoted to continuing this work well after the funds are expended by dedicating full-time staff members and capital dollars to this project. Letters of commitment from both Mayor William Peduto and City-Council President Bruce Krauss indicate a future for this program well after funds are depleted through the Capital budgeting process. These federal funds will afford Pittsburgh the opportunity to greatly expand its existing programming.

In addition to committed capital dollars, the Bureau and Mayor's Office have established strong relationships with the city's local foundation community and have successfully pursued several joint police-related grant opportunities with those foundations and Allegheny County, securing hundreds of thousands of dollars to assist with improving community policing tactics on a county-wide level. Having an investment from the local community foundation will be critical in continuing to grow the city's plans for a more transparent and trustworthy police force.

Moreover, the city is committed to staffing positions needed to successfully run the BWC program. The BWC Project Manager position will remain the primary coordinator for this program and will be budgeted in coming years. PBP is in the process of hiring a grants administrator position whose primary role will be to assist with additional fund-seeking and grant management, giving the Bureau another avenue for potential future funding outside of the capital budget commitment. The staff support for program longevity will be in place following the expenditure of federal funding. This continuity plan will be fleshed out fully in the coming year after program expansion commences.

## **PLAN FOR COLLECTING THE DATA REQUIRED FOR PERFORMANCE MEASURES AND SUSTAINMENT**

The Pittsburgh Bureau of Police is well-positioned to implement a comprehensive data collection plan for the body-worn camera expansion program given its accessible cloud-based management system, strong partnership with a local university team, and slated participation in a national Urban Institute study. With the assistance of this BWC expansion grant and momentum gained from having strong partners at the table, Pittsburgh is poised to become a national data model that will be replicable in other cities across the country.

The Pittsburgh Bureau of Police (PBP) currently uses the cloud-based electronic data storage and management system, evidence.com for all of its data collection needs. This is a highly secure and robust instrument that allows agencies to store, manage, and control retention and deletion of customizable data, including digital evidence, on a regular basis. Moreover, it has a very strong audit trail report to ensure the integrity of evidence and a reporting mechanism that allows the Bureau to monitor the officers in the system, as well as how cameras are being used. This system has been an integral part of the Bureau since the initial 2012 BWC pilot, and will be used throughout the implementation and oversight of Pittsburgh's Body-Worn Camera Expansion Program. Currently, the 35 deployed body-worn camera officers (on motorcycles and bicycles) use the management system and additional officers will be trained as the program expands.

The Bureau is committed to facilitating a larger, more in-depth analysis of the BWC program pilot launched in 2013 with the help of both local and national experts, as well as developing a comprehensive method for capturing relevant BWC data in the future. While the 2013 pilot was too small to provide comprehensive data, it did show great potential via several case studies. As part of the initial program evaluation phase, the Bureau's BWC Project Manager, an internal expert, met with research teams at the University of Pittsburgh and leading national authority on racial profiling, to discuss the framework for creating a comprehensive BWC data plan. **[REDACTED]** is widely known throughout the criminal justice community and has been working with the PBP for a number of years. With insight from both internal and external partners, the intent is to successfully measure the pilot program's successes and shortfalls, while also measuring how well it is received by both police officers and the community at large. Research teams from the University of Pittsburgh, led by **[REDACTED]** will work with the Bureau in the coming months to assist with the pilot program assessment.

Subsequently, Pittsburgh was recently selected by The Urban Institute as one of two U.S. cities to participate in a comprehensive BWC study, which is slated to commence in December 2015. This study is reminiscent of the Rialto study conducted in 2012, but will be conducted on a larger and more in-depth scale, and it will help to create the data framework needed to show program successes and shortcomings. Both the Pittsburgh Bureau of Police and the Anaheim Police Department will participate in 2015-2016. Components of this study will include citizen and police surveys, and program evaluation. Perhaps most importantly, this study is slated to emerge as a definitive study of BWC's for law enforcement in general and results/best practices made replicable to other cities. This Urban Institute study is fully funded and will not require any monies from this grant to fund the project.

All data and information gleaned from these BWC studies will be shared with the public and other cities to ensure open, clear communication and government transparency. In March 2014, the City of Pittsburgh joined the ranks of many other cities and launched a comprehensive Open Data policy. The open data legislation includes some of the things like: a basis in open government community values, a requirement that public open government data should be posted online, a specification for open standards, a management structure for the release of data and a call for additional guidance to be created to assist government departments in releasing data. By including these elements, the city hopes to share its BWC study results effectively and accurately, while also setting the standard for future BWC programming and program replicability.

## **SAMPLE PROGRAM NARRATIVE 2: WEST ALLIS POLICE DEPARTMENT**

### **Provide data in support of the need for body-worn cameras:**

The West Allis Police Department's mission is to enhance the quality of life in the community through the protection of life and property, fair an unbiased law enforcement, and community partnerships. As such, the Department is committed to providing transparency to the community and ensuring police officers are acting as professionally and appropriately as possible.

The Department handles approximately 55,000 calls for service each year. Police officers with the Department have historically used force against citizens about 150 times per year.

Between 2011-2014, approximately 83 citizen complaints were filed against Department staff. The complaints were related to a variety of issues including unprofessionalism, excessive use of force, and improper procedures. Each one was investigated. Additionally, internal investigations were conducted for similar issues that did not necessarily come to light through a citizen complaint, but was recognized within the agency. This highlights the Department's desire to ensure officers are acting professionally and appropriately.

Currently, supervisors who review use of force incidents, citizen complaints, and conduct internal investigations primarily depend upon the statement and perspectives of those involved. Unfortunately, the lack of irrefutable evidence, such as video/audio from BWCs, often prevents supervisors from knowing what genuinely happened from a neutral perspective.

### **Describe the demographics of your jurisdiction:**

The City of West Allis is located in southeastern Wisconsin. West Allis is an urban suburb of Milwaukee. According to current U.S. Census data, the City of West Allis is approximately 11 square miles and has a population of approximately 61,000 residents who occupy about 29,000 housing units. In addition, there are approximately 4,100 businesses in West Allis. The median household income is about \$44,000, and about 15% of residents are below the poverty level.

Approximately 21% of the population is below the age of 18, about 15% is 65 years of age or older, and about 64% of the population is between 18 and 64 years of age. Racially, about 87% of the population is white, about 4% of the population is black, and the remaining 9% are either other races or a combination of races. Additionally, about 10% of the population is Hispanic.

### **Demonstrate a full understanding of how officer complaints and use of force practices can be addressed by BWCs:**

Between 2011-2014, approximately 83 citizen complaints were filed against West Allis Police Department staff. The complaints usually stemmed from activity related to law enforcement calls for service (i.e., traffic stops, trouble calls). The complaints were related to a variety of issues including unprofessionalism, excessive use of force, and improper procedures. Each one was investigated. Additionally, internal investigations were conducted during this timeframe for similar issues that did not necessarily come to light through a citizen complaint, but was recognized by supervisors within the Department.

The Department takes all citizen complaints and unsatisfactory performance/actions seriously and seeks to determine the facts of the matter at hand. A lot of time and resources can be spent looking into these matters as to gain a thorough understanding of what happened. While these investigations usually provide a good idea of what happened, the genuine facts are generally not known unless there is video and/or audio footage of the incident. Once all of the available facts are known about a particular matter, an assessment can be made to determine if police officers acted appropriately. If they did not, a determination can then be made as to the consequences. Consequences may be in the form of counseling, retraining, discipline, or a combination of these. Many times, it is the citizen's word against the police officer's word or there are limited available facts to ultimately determine what genuinely occurred. This means the police officer may not be held accountable for his/her actions, the citizen may not be held accountable for his/her actions of filing a false complaint, and there may be a never-ending shadow of suspicion cast on the police officer.

In the past, incidents involving citizen complaints or internal investigations have sometimes been captured on surveillance footage and/or police dash cameras. This has often provided an immediate, factual description of what happened and can eliminate unnecessary time and resources from being used to look into a matter more as well as uncertainty. Some of this video footage has cleared officers of serious allegations (i.e., sexual assault) – had it not been for video, additional time and resources would have likely been put forth and there may have always been a shadow of suspicion on the police officer. Some of this video footage has been shown to citizen complainants who, realizing his/her description of the incident is not accurate, then rescind their complaint or change their statement. Some of this video footage has shown that police officers have clearly acted inappropriately (i.e., driving at excessive speeds) and are subsequently subjected to consequences to address the behavior -- had it not been for video footage, the inappropriate behavior may have continued and/or progressed to a situation involving death, injury, property damage, liability for the Department, etc. Some of this video footage has been able to be reviewed with police officers to point out deficiencies and/or training needs.

BWCs would be invaluable in investigating complaints against officers for the same reasons as discussed for surveillance footage and/or police dash cameras. Additionally, BWCs would be even more beneficial because they provide video and audio footage (this is not always true for surveillance and/or police dash cameras), they are mobile and theoretically with the officer at all times, and they would likely be used to capture many more interactions between officers and citizens on calls related to law enforcement services.

Not only can BWCs help address citizen complaints, but they can also be used to address uses of force. Police officers with the Department have historically used force against citizens about 150 times per year. Citizen complaints involving use of force would be addressed like any other citizen complaint. However, use of force incidents captured by BWCs that do not generate a citizen complaint could still be reviewed by supervisors to assess whether the police officer acted according to Department standards and the law.

Undoubtedly, officers throughout the Department will have varying numbers of use of force incidents due to their assignment, level of activity, etc. By having BWC footage available of the incidents, supervisors can review footage to determine if officers with higher than average use of force instances are being too aggressive and officers with lower than average use of force instances are too timid. The footage could then be used for counseling and/or training these officers.

BWC footage could also be used for training in general as well. BWC footage of instances in the field could be critiqued with police officers to point out positives, negatives, considerations for the future, and training needs. BWC footage of training scenarios could be critiqued for similar reasons. Having better trained police officers usually enhances safety for the officers as well as citizens. Having better trained police officers is likely to reduce citizen complaints, use of force incidents, and liability.

Using BWC footage to address citizen complaints and use of force incidents will undoubtedly help the Department ensure police officers are acting appropriately, highlight deficiencies in police officers that can be addressed through training or other consequences, and will help build and maintain trust with the public that officers are acting appropriately.

#### **Demonstrate a need to leverage DME (Digital Multimedia Evidence) to help inform adjudication of cases:**

Updates in law (i.e., requirement to audio record interrogations), development of new information (i.e., research related to problems with eyewitness identification), and changes in public perception have increased the need for “irrefutable” evidence to hold people accountable for their criminal actions. This irrefutable evidence is often considered to be fingerprint and DNA evidence as well as video and audio evidence. BWCs would help provide this irrefutable evidence because it would potentially capture the actions and statement of suspects, the condition of victims, and the details of evidence and crime scenes.

Police officers with West Allis Police Department have experienced hesitancy and refusal of prosecutors to charge cases as a result of the absence of irrefutable evidence. Police officers with the Department have experienced criminal and civil cases result in a dismissal or not guilty verdict because of the lack of irrefutable evidence. On the other hand, police officers have experienced successful and streamlined prosecutions because of the existence of irrefutable evidence. Domestic violence cases are one example of how BWC footage could have a large impact. Unfortunately, the Department handles approximately 600 domestic violence cases each year and the great majority of them do not result in charges being issued. The lack of charges is generally attributed to lack of cooperation from victims who often deny there is a problem. Prosecutors have expressed positive feedback and great interest when irrefutable evidence such as phone call audio and signed statements have been obtained from victims. This is because, at times, prosecutors are able to prosecute a criminal case and hold abusers accountable for their actions without the victim being in court. Holding abusers accountable for their actions helps to provide them with treatment, protect victims,

and break the cycle of violence for victims and their children. BWC footage would only increase the amount of evidence available to successfully prosecute these types of cases.

Additionally, it is not uncommon for citizens to make claims and/or file lawsuits against the Department. The absence of irrefutable evidence such as video/audio footage from BWCs can cause a decision to be made to settle the case monetarily rather than risk a greater monetary loss by contesting it. The existence of irrefutable evidence such as video/audio footage from BWCs can provide an accurate description of what really happened and squash untruthful allegations, reduce adjudicated complaints, and reduce settlements.

**Demonstrate a partnership with associated agencies and advocacy groups necessary to effectively utilize DME and promote the program objectives.**

The West Allis Police Department regularly presents cases to the Milwaukee County District Attorney's Office for charging consideration. Police officers provide prosecutors with all reports, photographs, videos, and audio recordings related to the case so that prosecutors can make an informed decision about issuing criminal charges and know what evidence is available to them in criminal proceedings. The Department has been piloting a program with the Milwaukee County D.A.'s Office to electronically share this information rather than physically presenting these documents to the D.A.'s Office. This pilot is meant to make the process more efficient. The program has been successful and efficient thus far. In the future, footage from BWCs would likely be shared with the D.A.'s Office in the same way.

The Department also has a strong working relationship with the Municipal Judge and the City Attorney's Office who prosecute municipal cases. Both the Municipal Judge and City Attorney strongly support implementation of BWCs.

**Identify methods to develop policies and tracking mechanisms that include legal liabilities of FOIA (Freedom of Information Act), storage, retention, redaction, and expungement as well as privacy policies addressing BWC issues involving civil rights, domestic violence, juvenile, and other victims' groups.**

The West Allis Police Department has been accredited through the Wisconsin Law Enforcement Accreditation Group (WILEAG) since 2010. Maintaining accreditation requires constant review of Department policies and procedures to ensure they comply with accreditation standards and legal changes as well as helping to improve overall performance and professionalism. In order to accomplish these objectives, members of the Department routinely visit or communicate with other accredited law enforcement agencies inside and outside of Wisconsin as well as discuss best practices on matters related to law enforcement. Usage of this network would be one valuable mechanism that would be used to address these issues.

The Department values strong relationships with the members of the community and community groups. Effective communication and openness to ideas is often a foundation for these relationships. The Department attempts to communicate with the community through various ways to include social media, website, newsletters, community meetings, individual meetings. The Department believes it would be important to use these means to publicize and receive input from citizens and community groups on these issues related to BWCs.

The City of West Allis has an Information Technology (IT) Department and the West Allis Police Department has an Information Technology Specialist who works for the Police Department, but in conjunction with the IT Department. Issues related to storage, retention, redaction, and expungement would be discussed with both.

The Department has long standing, solid relationships with professionals with whom police officers regularly interact. These professionals include prosecutors (both state and municipal), other City Departments (i.e., Fire Department, Health Department), child welfare authorities (Bureau of Milwaukee Child Welfare), medical facilities, the media, domestic violence support groups (Sojourner Family Peace Center), and others. The Department also employs a victim advocate who assists victims of domestic violence and sexual assault. The Department believes it would be important to consult with all of these entities/individuals to address these issues.

After using all of these methods, and prior to implementation of critical policies, such as a BWC policy, the Department believes it is imperative to work with the City Attorney's Office to ensure the policy is legally sound. Ensuring that the policy is legally sound would have to include consideration/compliance of open record or FOIA requirements.

## **Provide metrics for agency sworn personnel:**

The West Allis Police Department is budgeted for 132 sworn officers. Approximately 112 sworn officers generally have daily citizen interaction outside the agency when they are working. All, but 24, of these officers are required to wear uniforms. Eighty eight sworn officers would be expected to deploy body-worn cameras when our BWC program is completely implemented.

## **Project Design And Implementation**

The West Allis Police Department will successfully accomplish this BWC project by using a number of resources and through a number of methods.

The following are goals, objectives, and performance measures applicable to this project:

### **Goal #1: Enhance public trust of the West Allis Police Department through use of BWCs.**

- **Objective #1: Obtain input from community members/community groups about relevant issues in developing a BWC policy.**
  - **Performance Measure:** The Department's Administrative Captain will track the number of community members who provide individual input, the number community meetings held along with the number of people present at the meetings, and the community groups contacted for provide input along with whether they provided input.
- **Objective #2: Notify community members/community groups and media upon implementation of BWCs.**
  - **Performance Measure:** The Department's Administrative Captain will document the mechanisms used to alert community members/community groups and the media about the implementation of BWCs.
- **Objective #3: Share BWC footage with the public and media provided the release does not compromise an investigation or violate the law.**
  - **Performance Measure:** The Department's Records Bureau Supervisor will track the number of requests for BWC footage, the number of such requests honored without redaction, the number of such requests honored with redaction, and the number of such requests denied as well as the reason(s) for the denial.

### **Goal #2: Enhance accountability and performance of police officers within the West Allis Police Department through use of BWCs.**

- **Objective #1: Develop a strong, legally sound BWC policy.**
  - **Performance Measure:** Obtain input from community members/community groups about relevant issues in developing a BWC policy; obtain input from other professionals with whom the Department works; obtain input from political figures with whom the Department works; obtain input from the Department's legal department.
- **Objective #2: Equip and train uniformed officers who have regularly contact with the public with BWCs.**
  - **Performance Measure:** Obtain sufficient BWC equipment, document quantity and specifications of equipment, and document that all police officers received training on BWCs, what was covered in the training, the length of the training, and the date of the training.
  - **Performance Measure:** Require uniformed officers who regularly have contact with the public to use BWCs during their shift.
- **Objective #3: Ensure supervisors review BWC footage that is related to citizen complaints and use of force incidents.**
  - **Performance Measure:** Supervisors will document their review of BWC footage in their investigative documents.

- **Objective #4: Ensure supervisors randomly review BWC footage to ensure police officers are performing satisfactorily.**
  - **Performance Measure:** Supervisors will document their random reviews of BWC footage in a database designed for supervisors to track the date they randomly reviewed BWC footage as well as the timeframe which was reviewed.

**Goal #3: Increase existence and use of irrefutable evidence through use of BWCs.**

- **Objective #1: Develop BWC policy with consideration of gaining evidence related to criminal cases.**
  - **Performance Measure:** Involve municipal and state prosecutors in development of BWC policy.
- **Objective #2: Document and preserve existence of BWC footage evidence related to criminal cases and share with prosecutors.**
  - **Performance Measure:** Supervisors will ensure that officers document whether or not BWC footage was captured during an incident, what type of activity was captured, and whether or not it was preserved.

Upon beginning this project, the Department's Training Bureau (which is staffed with a Captain and a Sergeant) will immediately begin researching and pricing on current various brands of BWCs as well as associated equipment (i.e., storage). The research will include advantages and disadvantages of various brands as well as specifications of the brands. The Training Bureau will also work to secure equipment for testing.

Once information about IT related information/specifications about products is obtained by the Training Bureau, it will be turned over to IT for evaluation/feedback. IT will be directed, in part, to play close attention to what products have operating characteristics that are consistent with the 18 core operating characteristics described in the grant announcement.

Upon beginning this project, the Administrative Captain and Accreditation Sergeant will gather policies from other agencies, examine best practices, and establish a detailed list of issues to be addressed for policy (i.e., privacy issues, recording requirements and exceptions for police officers).

In reviewing the COPS "Implementing a Body-Worn Camera Program" document, it is clear that at least the following issues will need to be discussed and addressed:

- When are officers required to use BWCs (i.e., what call types)?
- When do officers have discretion to use BWCs (discretion is important)?
- What are exceptions to using BWCs (i.e., perhaps when speaking with a confidential informant)?
- When are officers prohibited from using BWCs (i.e., when in contact with someone showing nudity)?
- How do you address concerns about BWCs that officers may have (i.e., perhaps with discussions with the police officer's union)?
- How do you appropriately address privacy issues with crime victims (i.e., perhaps ask victims for consent to record them)?
- How do you appropriately address privacy issues with juveniles?
- How do you appropriately address privacy issues in people's homes (i.e., perhaps ask for consent to record)?
- How do you manage expectations of police agencies and the public?
- How do you appropriately address other privacy issues such as an encounter with nudity (i.e., perhaps with restrictions for using BWCs that are outline in policy)?
- What is the public perception of BWCs and how will BWCs impact community relationships (i.e., perhaps find out at community meetings)?
- Will BWCs make citizens apprehensive about talking freely with officers (i.e., perhaps discuss at a community meeting)?

- Is it necessary to inform the public that they are being recorded (i.e., perhaps discuss with the legal department)?
- Will officers be allowed to review BWC footage prior to providing a statement about critical incidents (i.e., officer involved shooting)?
- How will BWCs be used for training?
- How often is it necessary to provide refresher training to police officers for BWCs?
- How long should BWC footage be retained (i.e., perhaps consult with legal department and open record laws)?
- How do you address people reluctant to provide info while BWC is in use (i.e., perhaps address this with officer discretion in the policy)?
- Who should have access to BWC footage?
- How to ensure data is not tampered with, edited, or copied without authorization?
- What safeguards must be put into place to prevent unauthorized access to BWC footage?
- What type of documentation about BWCs should be included in documentation (i.e., location of BWC on the police officer, why it was not used, chain of custody for footage)?
- When can BWCs be deactivated?
- What is the best way to store BWC footage (i.e., in house server, online cloud database)?
- What type audit is necessary to safeguard data?
- How should data be categorized (i.e., evidentiary, non-evidentiary)?
- Once BWCs are implemented, what information should be proactively shared with the public and how often?
- Who and how often will footage be periodically monitored?
- Should privately owned BWCs be an option?
- Where is the best place to wear a BWC?
- When should footage be downloaded?
- What should training include (i.e., policy and procedure review, law review, scenarios, usage)?
- What type of statistical data should be collected in regards to BWCs?
- What financial impact will BWCs have on the Department (i.e., direct and indirect costs)?
- What type of discipline should be warranted for a violation related to BWCs?

All of these issues must be addressed to ensure the privacy rights of citizens are protected, the relationships between police officers and community members are maintained, that BWCs are used efficiently and effectively to benefit the Department as well as the community, and to ensure public trust with the Department.

After a detailed list of issues is comprised, the Captain of Administration will determine ways to obtain input from police officers about BWCs. Input would likely be obtained through surveys, focus groups, and/or individual discussions with officers. The Captain of Administration

will also ensure input is received from various professional organizations (i.e., Bureau of Milwaukee Child Welfare), political figures/entities (i.e., Police & Fire Commission for the Department, Mayor), prosecutors, community members, and community groups. Input would likely be obtained through surveys and focus groups.

Once input is received from all of the individuals and groups, the Deputy Chief of Support Services and Captain of Administration will discuss the input and determine how the individual items on the list of issues should be addressed.

Following this determination, the Captain of Administration will provide this information to the Accreditation Sergeant for inclusion into a draft policy. The draft policy would then be turned over to the City Attorney's Office for review.

Once a firm policy is established between the City Attorney's Office and Police Department, the various BWCs obtained by the Training Bureau will be tested/evaluated with a small group of select officers. The Training Bureau will obtain feedback from the officers. Following a trial period, the Training Bureau will discuss the testing/evaluation with the Deputy Chief of Support Services. Additionally, the Deputy Chief of Support Services will consult with IT personnel about their opinions on the BWC equipment. A decision will be made upon what brand to go with and what options to have.

Police Department purchases over \$10,000 require approval from the Department's Police and Fire Commission. Once a decision is made about what BWC brand to purchase, approval will be sought from the Police & Fire Commission. Upon approval, our Purchasing Department will be tasked with ordering the BWCs.

The Training Bureau will then start to develop a training program for the BCWs and include it in the upcoming in-service. In-service is generally held in the spring and fall. It takes approximately 3 months to get all Department personnel through in-service. In-service would be scheduled in a way to start as soon as possible after BWCs arrive. Training would include how to operate the BWCs, the policy on the use of BWCs, legal considerations, procedures for archiving it, and evidence considerations.

Upon arrival of the BWCs and in-service training, all uniformed officers who have contact with the public will be expected to use BWCs during their shift. Since officers would go through in-service in small increments, BWCs would be gradually implemented. Officers will be able to sign BWCs out at the beginning of their shift and sign them back in at the end of their shift in a similar way that rifles, shotguns, radios, cell phones, radar units are signed in and out. The Training Bureau will be responsible for following up with officers for feedback and to address concerns with the functionality of BWCs.

Once BWCs begin to be deployed, that information will be disseminated to the community and media in forms of press releases, social media, Department website, newsletters, and presentations at community meetings. Requests for BWC footage will be evaluated on a case by case basis and will be released unless restricted by policy or law.

Once in-service is over and all personnel are trained in the use of BWCs, the Administrative Captain will track and analyze the number of complaints and use of force incidents to determine the impact of BWCs on these matters. BWC footage will be reviewed when available for use of force incidents and citizen complaints. Additionally, supervisors will randomly check BWC footage to assess officer performance.

The West Allis Police Department is not currently under consideration for any other BJA BWC Programs.

**Fully describe the applicant's capabilities to implement the project and the competencies of the staff assigned to the project:**

The Training Bureau regularly researches, acquires quotes, and tests/evaluates a variety of equipment. Several years ago, the Training Bureau conducted some research on Body-Worn Cameras and arranged for a select number of officers to test/evaluate different brands. A number of policies related to Body-Worn Cameras were obtained from other agencies. It was decided that our agency would wait to implement BWCs, but has been more interested in pursuing BWCs over the past few months. The Training Bureau regularly develops training programs for various topics and instruct on these topics.

With this revitalized BWC project, the Training Bureau will conduct more research into current products and acquire products for testing. Our Accreditation Sergeant and Administrative Captain, who routinely develop and review policies, will start gathering information for a draft policy and outlining what issues need to be decided for the final policy.

The Administrative Captain currently tracks and oversees citizen complaints, internal investigations, and use of force incidents.

**Describe and demonstrate effective policy development and implementation and describe program communication plans:**

West Allis Police Department's Accreditation Sergeant routinely corresponds with other agencies, both within Wisconsin and throughout the county, to obtain policies and feedback. The Accreditation Sergeant will start by conducting this with agencies known to have implemented BWCs. The Accreditation Sergeant will also review COPS "Implementing a Body-Worn Camera Program." The Accreditation Sergeant and Administrative Captain will develop a list of issues that need to be addressed (i.e, privacy issues, requirements for recording). Following input from officers and staff within the West Allis Police Department, city officials, community groups, professional organizations, and citizens, the issues will be sorted out and a decision will be made on how such issues should be handled. After the Accreditation Sergeant updates the policy, it will be sent to the City Attorney's Office for review. The Administrative Captain and City Attorney's Office will work towards an agreeable policy that the Chief of Police will ultimately approve. Following this approval, the policy will be presented to members of the Department at in-service training. Modifications to the policy would be disseminated to Department members via email, memos, orders, and/or roll call. Officers always have the ability to discuss issues or seek clarification from supervisors.

**Describe the agency's technology capabilities including previous systems implementation projects:**

The West Allis Police Department is very capable of successfully implementing technological projects. Most Department squad cars have a variety of technological components that tie together – this includes emergency lights and siren, dashboard cameras, rear seat cameras/microphones, officer microphones, locking mechanisms for guns, radios, and a laptop computer with various programs and databases that connect to the same programs and databases available at the Department. It has been setup for camera/audio footage to automatically upload to a secure database when the squad car is located at the Department. Several Department squad cars also have Automated License Plate Readers (ALPR) that tie in to this equipment as well as communicate with the mother server at a neighboring police department.

Specifically in regards to the dashboard cameras/microphones, laptop computers, and laptop computers, a great deal of effort and time was spent researching various brands/types of equipment, obtaining feedback from other agencies already using the equipment, consulting with our IT personnel, testing/evaluating the equipment, deciding on what equipment to purchase, obtaining appropriate approvals, and finally ordering the equipment. Once the equipment was received, the project managers worked through bugs in the implementation process and continued to seek feedback after the equipment was implemented and making tweaks along the way.

The Department just recently implemented an automated electronic media storage system for photos, videos, audios, and other media types. The system is quick and easy to use and it automatically backs up. BWC footage could easily be accepted and archived by this system.

The Department is near the completion of a surveillance camera project. The project involves the installation of surveillance cameras at intersections throughout the City of West Allis. Upon beginning the project, the Department consulted with the IT Department, Electrical Department, and Engineering Department to discuss the feasibility of such a project. Once it was determined that the project was feasible and what each Department would be required to do, the IT Department researched camera equipment and obtained quotes for the equipment. After that, a funding source was determined to finance the project and the equipment was ordered. Once the equipment arrived, the IT Department and Electrical Department worked together to start installing cameras. A few cameras have yet to be installed. As each camera is installed, our officers have been notified of the existence of the cameras and our Dispatch Center has been advised to monitor such cameras in order to watch for anything that might require police services. Officers have been asked to provide feedback about the success of the cameras.

**Describe previous law enforcement programs and initiatives that required broad community and stakeholder engagement and report the results of those efforts.**

The West Allis Police Department is accredited through the Wisconsin Law Enforcement Accreditation Group (WILEAG). In order to become accredited, and as an option for subsequent reaccreditations, the Department has held public information sessions where the public and other professionals are invited to a public forum to provide comments about the Department. These sessions have been advertised through fliers at the Department and other government buildings in the City of West Allis, press releases to the media, emails to other professionals/ departments, and social media. These sessions have attracted heads of other Departments within the City of West Allis (i.e., Health Department, Fire Department, Mayor), other law enforcement agencies, the school district, the Milwaukee County District Attorney's Office, as well as citizens. Comments have always been overwhelmingly positive and informative the assessors which is reported in accreditation reports.

The Department also has a strong Community Services Bureau (CSB), which works closely with the community. CSB oversees our Neighborhood Block Watch Program, which has been in existence since the mid-1990s. It involves the Department working with approximately 545 block watch captains (277 being in low to moderate income areas) to stay in communication with about 16039 homes (about 8582 of which

are located in low to moderate income areas) in West Allis. Quarterly newsletters are distributed to the residents; small neighborhood meetings are held to allow for interactions between police officers and the community; larger community partnership meetings are held for the police to address larger issues facing the Department and the community; Neighborhood Partner Specialists (retired officers) regularly go door to door speaking with individual residents. Personnel from our CSB also regularly speak with individuals about questions/concerns they may have.

**Describe previous mobile technology deployments and the results of those efforts (i.e., mobile: records management systems (RMS), computer aided dispatch (CAD), electronic citations, and other reports, mobile computers and devices, in-car video, and mobile applications):**

Patrol officers at West Allis Police Department operated marked patrol vehicles that have mobile computers in them. These computers allow officers to access and view our records management system and computer aided dispatch; complete, print, and issue electronic citations; complete incident report and accident reports; conduct record searches; review policies/procedures/state statutes; and review squad video. These mobile applications are tied technologically linked with mobile applications in the Department so work completed on the mobile computer automatically saves and is accessible inside the Department. Accident reports and electronic citations are electronically sent to the state.

**Provide evidence of broad community and stakeholder collaboration and a high level of commitment from participating agencies and entities via memoranda of understanding or other appropriate mechanisms. Such commitment for the BWC PIP should be described in the application and submitted as attachments with the application.**

Letters of support for BWCs were received from West Allis Mayor Dan Devine, West Allis City Attorney Scott Post, and West Allis Municipal Judge Paul Murphy. Members of the West Allis Police & Fire Commission, who oversee the West Allis Police Department, have voiced support for BWCs as well. Additionally, approximately 75 community members attended a Neighborhood Partnership meeting on the evening of June 15, 2015, and there was overwhelmingly support for BWCs.

See attached letters of support.

**Describe how the agency will support the body-worn camera program once federal funds are exhausted:**

The West Allis Police Department is eager to receive federal funds to help implement a BWC program. Once federal funds are exhausted and the large startup costs are passed, the West Allis Police Department anticipates funding through its annual budget and restructuring, which is described more under the budget narrative.

**Describe the process for measuring project performance. Identify who will collect the data, who is responsible for performance measurement, and how the information will be used to guide and evaluate the impact of the program. Describe the process to accurately report implementation findings.**

The West Allis Police Department maintains an Early Warning System (IAPro) to track citizen complaints, administrative investigations, and use of force incidents. The Administrative Captain enters information related to complaints and administrative investigations while the Training Sergeant enters information related to use of force incidents. The Administrative Captain oversees this system and will be responsible for determining if the implementation and use of BWCs have an affect on citizen complaints, internal investigations, and use of force incidents. Specifically, it is anticipated that the following data will be tracked by the Administrative Captain:

- Percent of officers within the Department who are wear BWCs.
- Percent of officers trained on BWC policies and procedures to include usage, analysis, and management.
- Number of new policies developed that address the key BWC policy and procedures areas.
- Percent decrease in the number of citizen-officer complaints.
- Percent decrease in the number of substantiated citizen-officer complaints.
- Percent decrease in the number of use of force reports filed.

Issues and unfavorable trends that arise from a review of this data will be discussed with the Training Bureau (for possible training programs for to enhance the performance of police officers) and/or the Commanding Officers of those police officers involved for potential individual counseling.

The Department intends to accurately report implementation findings to Department members via email and in-service. Findings will be shared with the West Allis Common Council, the West Allis Police & Fire Commission, and the community via our Annual Report. The Police & Fire Commission will also be provided with quarterly reports on findings.

# SAMPLE PROGRAM NARRATIVE 3: WILKINSON COUNTY SHERIFF'S OFFICE

## STATEMENT OF THE PROBLEM

Body-worn cameras are at the forefront of law enforcement discussion in the United States today. This innovative technology has the potential to provide greater security, transparency, and accountability to police officers and the community at-large. Seeing the benefits of body-worn cameras, the Wilkinson County Sheriff's Office implemented a limited body-worn camera program more than seven years ago. Wilkinson County is applying for this grant in order to significantly enhance their existing program through the purchase of 25 new body-worn cameras and a secure software system, better enabling the Sheriff's Office to meet its core objectives. Using funding from the Bureau of Justice Assistance, the Sheriff's Office intends to outfit all patrol and jail officers with body-worn cameras.

The Sheriff's Office began using body-worn cameras for patrol officers more than seven years ago. Seeing the need for a comprehensive policy regarding body-worn camera usage, the Sheriff introduced an official policy in 2014. Since the introduction of Wilkinson County's body-worn camera policy in July 2014, there has been a marked decline in reported crimes in the county. In 2013, the county reported 135 crimes on its FBI Universal Crime Report (UCR). In 2014, that number decreased to 123, a decrease of nearly 9 percent. Projecting the rate from the first four months forward for the rest of 2015, the county is on pace for only 105 reported crimes this year, a decrease of nearly 15 percent from 2014 and 22 percent from 2013-2015. Interestingly, despite this steady decrease in crimes reported, adult arrests have increased from year to year, from 277 in 2013, to 290 in 2014, to a projected 336 in 2015. The trend of increasing arrests highlights the importance of secure and transparent policies and procedures in the Wilkinson County jail. As arrests go up, greater opportunities exist for incidents between officers and inmates and among inmates themselves. Body-worn cameras for officers in the county jail could help to mitigate this potential for conflict.

According to the 2010 Census, Wilkinson County has an estimated population of 9,563. According to the 2013 American Community Survey estimates, this population is approximately percent white and 37.6 percent black or African American. According to the same estimates, the median household income for Wilkinson County is \$36,173, more than 26 percent lower than the Georgia median household income of \$49,179. Twenty-one percent of the Wilkinson County total population lives in poverty, with 36 percent of the population under 18 years old falling into this category. Throughout the United States, incidents involving violence between citizens and public safety officers often involve racially diverse populations in low-income communities. Wilkinson County certainly fits this description. Much of the research and media attention regarding body-worn cameras centers on the effect that this technology can have in racially diverse, low-to moderate-income urban communities. If funded, Wilkinson County, a rural community, could provide information to the federal government that could advance body-worn camera programs in entirely different types of communities, previously ignored by large-scale evaluations. Wilkinson County's small population and below-average household incomes lead to a small tax base, making it very difficult for the Sheriff's Office to purchase an adequate body-worn camera system without financial assistance.

Body-worn cameras utilized under a sound, thoughtful system of policies can be powerful tools that can help mitigate use-of-force complaints from both the general public and public safety officers. Body-worn cameras produce objective, unbiased evidence that can help determine the facts regarding questionable interactions between officers and community members. Not only do body-worn cameras provide an up-close, unbiased perspective, but they also have the potential to act as a potential calming mechanism, providing positive pressure to both citizens and the officers interacting with them to behave courteously and professionally. For example, in Rialto, California, the Police Department saw an 88 percent decrease in citizen use-of-force complaints the year after implementing a body-worn camera program. In Mesa, Arizona, complaints decreased 75 percent in the wake of the introduction of body-worn cameras.<sup>9</sup> These results, while excellent, should not be seen as exceptions.<sup>1</sup>

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<sup>1</sup> Miller, Lindsay, Jessica Toliver, and Police Executive Research Forum. 2014. Implementing a Body-Worn Camera Program: Recommendations and Lessons Learned. Washington, DC: Office of Community Oriented Policing Services. [www.justice.gov/iso/opa/resources/472014912134715246869.pdf](http://www.justice.gov/iso/opa/resources/472014912134715246869.pdf).

Wilkinson County, while a smaller community than these analogues, has seen similarly positive results from its body-worn camera program through a significant decrease in crimes reported. This grant could help to enhance these positive results and alleviate some of the deficiencies in the existing system, namely the lack of security in the chain of evidence and the quality of the video evidence produced. While there may be privacy concerns regarding the use of body-worn cameras, these concerns are outweighed by the cameras' propensity to enhance and promote the constitutional rights of citizens and the professional behavior of public safety personnel. It is now possible and becoming increasingly common for citizens to film interactions with police officers on their phones. While citizens absolutely have the right to film and share video involving interactions with public safety personnel, this video has little value towards discerning the true course of events in a questionable interaction as it can easily be manipulated and is not held to a secure chain of evidence. With sound policies and procedures in place, body-worn camera video evidence is not susceptible to these challenges.

Digital multimedia evidence (DME) is a powerful tool that helps judges, juries, investigators, and prosecutors, accurately, professionally, and ethically adjudicate criminal cases. If sound body-worn camera policies are implemented properly, then DME will be readily available to investigators, prosecutors, judges, juries, and other interested parties. The primary concern of adjudication is seeking the truth. DME provides an innovative, honest perspective that helps decision makers to discern truth and achieve justice. In Wilkinson County, DME could be a powerful tool for prosecutors and the Sheriff's Office to work together towards justice. This grant could help make DME much more viable in Wilkinson County by providing the Sheriff's Office with the funds necessary to purchase a comprehensive camera system which ensures a secure chain of evidence, connecting the goals of law enforcement and prosecutors.

The Wilkinson County Sheriff's Department has secured the partnership and support of the Ocmulgee Judicial Circuit District Attorney's Office and the Assistant District Attorney for Wilkinson County in the implementation of the body-worn camera program. DME is a powerful tool for public safety investigators and government prosecutors alike. The District Attorney's Office would be thrilled with the purchase of new cameras which integrate a more secure data storage system, making evidence from body-worn cameras carry much greater weight in a court of law.

The cameras that the Sheriff's Office will purchase through this grant are part of a package which includes secure software. Data will be stored on a local PC, managed and operated exclusively by Sheriff's Office personnel. The Sheriff's Office already has the servers and data storage capabilities to properly store and secure data. The Wilkinson County staff is experienced in responding to Freedom of Information Act (FOIA) requests and understands the proper procedures and legal liabilities that surround FOIA.

According to the Wilkinson County Sheriff, there will be 22 sworn officers working for the Wilkinson County Sheriff's Office at the time of program implementation. In addition to these officers, the Sheriff will provide body-worn cameras to the staff of the county jail. Equipping jail staff with body-worn cameras could provide new insight to the Bureau of Justice Assistance as to the effect of digital media evidence in a rural jail environment. All of the sworn officers, including the lead jail officer, have patrol activities and regular citizen interaction outside of the agency. All of the jail officers have regular interaction with inmates.

## **PROJECT DESIGN AND IMPLEMENTATION**

Body-worn cameras are innovative tools that are becoming increasingly essential for the safety and due process of the general public and public safety personnel. Sheriff Richard Chatman and the Wilkinson County Sheriff's Office recognize that body-worn cameras are powerful and effective tools that help to ensure accountability, due process, and most importantly safety and they have been using these cameras for several years. Seeing the need and understanding the salience of issues regarding interactions between police officers and citizens across the country, Sheriff Chatman spearheaded the effort to create a body-worn camera policy for Wilkinson County in 2014. The primary objectives of the body-worn camera program, as articulated in Sheriff's Office Policy O-206 are:

1. "Body-worn cameras allow for accurate documentation of deputy-public contacts, arrests, and critical incidents. They also serve to enhance the accuracy of deputy reports and testimony in court.
2. Audio and video recordings also enhance this office's ability to review probable cause for arrest, deputy and suspect interaction, and evidence for investigative and prosecutorial purposes and to provide additional information for deputy evaluation and training.
3. The body-worn camera may also be useful in documenting crime and accident scenes or other events that include the confiscation and documentation of evidence or contraband."

The Sheriff's Office's current body-worn camera system does not enable it to meet these objectives, primarily due to concerns about the integrity of the chain of evidence. One of the most important aspects of operating a body-worn camera program is ensuring the integrity of video evidence generated by the cameras. The current, inadequate camera program in Wilkinson County relies heavily on the honesty and diligence of officers to properly handle and submit removal media from their respective body-worn cameras. While the Wilkinson County Sheriff believes in the honesty and integrity of his officers, it is essential to the due process rights of citizens for the Sheriff's Office to ensure that all evidence is handled in an uncompromising manner at all times. Additionally, this secure chain of evidence makes body-worn camera generated evidence much more viable in prosecution. The Sheriff's Office's goal in applying for this grant is to give department personnel and prosecutors the tools they need to keep their practices in line with their policies, efficiently and fairly administer justice, and ensure accountability to the Constitution. Currently, Wilkinson County officers are responsible for ethically and consistently removing media from their respective cameras and uploading it to the Sheriff's Office's data storage system. While there have been no documented incidents of tampering and Sheriff Chatman believes in the integrity of his officers, the current, inadequate system provides significant opportunities for tampering, weakening the ability of prosecutors to utilize viable evidence in a court of law and potentially endangering the constitutional rights of residents of Wilkinson County.

While the Wilkinson County Sheriff's Office already has body-worn camera policies in place, they plan to update and enhance their policies to better meet community needs with assistance from this program. In the coming months, the Sheriff's Office intends to update policies to more directly address privacy and data storage concerns. Under the current policy, deputies are provided significant discretion in deciding when to record their activities and interactions with the public. In keeping with the recommendations of the Police Executive Research Forum, the Sheriff's Office intends to allow officers a degree of discretion, but also to create a policy which more comprehensively addresses situations where cameras should always be used.

A key component of officer discretion will be allowing officers to refrain from recording intelligence gathering conversations with community members in order to protect the privacy concerns of cooperating citizens and maintain existing community relationships. Officers will also be required to document incidents where they utilize discretion to not record interactions with the public in situations where it may otherwise be required. Additionally, the Sheriff's Office intends to create a new policy addressing data storage. Keeping in mind the 60-90 day retention period for non-evidentiary video advocated by the Police Executive Research Forum, the Sheriff's Office will collaborate with the Wilkinson County government to determine data storage policies in accordance with available data server storage.

Since Wilkinson County has already implemented an initial body-worn camera program, many of the hurdles typically experienced in program implementation may be avoidable in this case, particularly in regards to addressing officer concerns on the subject. Officers are already aware of the role cameras can play in de-escalating citizen interactions (and thus complaints) and the help that video footage can provide in adjudication. Officers will be allowed to review footage before making official statements or testifying in court. The Sheriff and the Chief Deputy review evidence as needed and randomly for training and evaluative purposes.

The Sheriff's Office has a Community Outreach Program in place which gives officers the opportunity to interact with and gain the trust of the residents of their community. The Community Outreach Program provides a forum for the Sheriff's Office to interact with residents of the county in a friendly, informative way. Through the Community Outreach Program, the Sheriff's Office has a strong presence in the Wilkinson County Schools. The Sheriff and his deputies regularly participate in events and assemblies at local schools, educating students, teachers, and parents on public safety issues. These efforts currently consist primarily of drug and alcohol education through the D.A.R.E and K-9 programs. Beginning in the 2015-2016 school year, the Sheriff's Office will integrate body-worn cameras into their Community Outreach Program. Officers will demonstrate to students how body-worn cameras work and explain the reasons for using them, focusing on the propensity of body-worn cameras to promote good behavior from citizens and officers and to protect the constitutional rights of all involved.

The Sheriff's Office has a long history of community engagement in Wilkinson County. This program would simply be the latest project in a long line of citizen engagement activities. The Sheriff's Office has been operating a Neighborhood Watch program for many years, collaborating with citizen leaders to keep residential neighborhoods safe from crime. In addition to their school system and neighborhood watch efforts, the Sheriff's Office also has a long history of participation and engagement at Vacation Bible Schools at Wilkinson County churches, leading demonstrations and engaging children and church members with information about public safety, building trust and relationships along the way. The body-worn camera program has the potential to significantly enhance these outreach efforts. While body-worn cameras have important functional purposes, they will also be very interesting and exciting to community members, particularly children, in demonstrations. The Sheriff's Office can easily integrate body-worn cameras into their existing community outreach efforts at no added cost. From school assemblies, to D.A.R.E. presentations, to Vacation Bible Schools, body-worn cameras will be an essential component of the Sheriff's

Office's outreach efforts, providing a forum for discussion on crucial issues by engaging community members with the intrigue of new, exciting technology. It is important to remember that while body-worn cameras are powerful tools in law enforcement, they are not flawless solutions. The Sheriff's Office will also utilize the Community Outreach program to manage expectations for the body-worn camera program, informing the public of the limitations of video evidence and of situations in which video evidence may not be available.

In addition to communicating with the general public, the Sheriff's Office will engage with the Ocmulgee Judicial Circuit Assistant District Attorney for Wilkinson County throughout the life of their body-worn camera program, informing prosecutors about the benefits and limitations of evidence generated by body-worn cameras. Usage of body-worn cameras in the county jail will provide additional transparency, accountability, and cohesion between the criminal justice organizations in Wilkinson County.

While this is not a research proposal, Wilkinson County's experiences with body-worn cameras could prove to be very valuable, particularly to similar governments in the Middle Georgia region. Wilkinson County is part of a collaborative network of 11 counties and 20 cities serviced by the Middle Georgia Regional Commission. The Middle Georgia Regional Commission will facilitate information sharing between the law enforcement agencies in the region, helping other agencies learn from Wilkinson County's policies and experiences, providing a hub for discussion, education, and collaboration. The Regional Commission has agreed to provide this service free of charge. This collaboration provides an opportunity for grant funds to ultimately result in cascading benefits to the wider Middle Georgia region, as funding in Wilkinson County illuminates best practices and technologies for the other communities in the region to employ. Many evaluations of body-worn camera programs center on large, urban police departments. Funding the Wilkinson County Sheriff's Office would provide the Bureau of Justice Assistance a window into the inner-workings of a body-worn camera program in a rural, small town environment. The information produced by an intervention in Wilkinson County could help to inform federal efforts in rural areas throughout the country.

Due to limited available funds, securing outside funding is essential to the enhancement of Wilkinson County's body-worn camera program. The Sheriff's Office can afford to match up to

\$10,000 towards this project. Since the Sheriff's Office has already implemented a body-worn camera program, many startup and auxiliary costs can be avoided. The Sheriff's Office will use grant funds and matching local funds exclusively towards the purchase of a comprehensive body-worn camera system and travel required of grant recipients.

The Sheriff's Office has extensively researched body-worn cameras and received detailed quotes from multiple providers, seeking to find the best cameras available that meet their financial limitations. The Sheriff's Office intends to purchase 25 Safety Vision Prima Facie cameras. These cameras meet all 18 of the Bureau of Justice Assistance's preferred technical criteria. Most importantly for Wilkinson County, the camera system comes with a secure software package for data storage and management. Data is uploaded to a secure, internal server, with minimal officer action, and no removable media, meeting the specifications outlined by the Bureau of Justice Assistance and allaying any concerns about the chain of custody for evidence. The cameras are also extremely cost-effective, providing high-quality video evidence at a comparatively low price.

The Sheriff's Office will utilize the objectives suggested in the grant solicitation as overarching goals for their body-worn camera project and will use data generated towards the achievement of these goals in program evaluations. These objectives are as follows:

1. Improve transparency and accountability in encounters between police and the public by deploying body-worn cameras and train law enforcement personnel on appropriate body-worn camera privacy policies and operational procedures.
2. Establish privacy policies and operational procedures governing body-worn cameras that are transparent, accessible to the public and address body-worn camera issues involving legal liabilities of FOIA, civil rights, domestic violence, juvenile groups, and victim's groups.
3. Implementation of a body-worn camera program developed in a planned and phased approach that first achieves broad stakeholder, local political leadership, community engagement and then leverages partnership input to address policy, training, deployment, and ultimately procurement related requirements.

The Sheriff's Office will meet goal #1 by providing all of its patrol and jail officers with timely, thorough, and relevant body-worn camera training. Sheriff Chatman will lead training and policy development, using the recommendations of COPS, PERF, and other leading organizations as the basis for best practices and procedures.

They will achieve goal #2 by creating transparent, digestible, meaningful policies through collaboration between the sheriff, deputies, jail officers, the assistant district attorney, community members engaged through the Community Outreach Program, and any local advocacy organizations that show an interest in being a part of policy development. Sheriff Chatman will lead the policy development and enhancement process, keeping best practices in mind throughout the process.

Goal #3 is the ultimate goal of Wilkinson County's proposed body-worn camera program enhancement. The Sheriff's Office intends to achieve this goal by purchasing 25 new body-worn cameras, phasing out the usage of their current inadequate cameras, training officers in new policies and procedures for the new cameras, and gradually deploying the new cameras in conjunction with extensive community engagement, building policies and understanding along the way. (For more details, see attached timeline.)

## **CAPABILITIES AND COMPETENCIES**

The Wilkinson County Sheriff's Office has already demonstrated their ability to implement this sort of project by their success in implementing the existing body-camera program. Sheriff Chatman has served as a law enforcement officer in Wilkinson County since 1981. He is experienced and well trained and understands the major issues facing law enforcement today. He has extensive experience developing and writing policies for the Sheriff's Office. The Sheriff's Office staff has several years of experience managing digital records management software and the software package that the Sheriff's Office is seeking to fund is very user friendly. Wilkinson County has trained finance staff with extensive experience managing funds from a variety of sources, including previous BJA awards.

The Sheriff's Office will devote significant work hours and manpower towards the goal of enhancing and improving existing body-worn camera policies. In the coming months, Sheriff Chatman will meet with several experienced Wilkinson County deputies and the Assistant District Attorney for Wilkinson County to determine and implement best practices in body-worn camera procedures. The Sheriff's Office will utilize its Community Outreach Program to articulate body-worn camera policies to the general public, providing information and demonstrations at the same time. The Sheriff's Office has utilized community outreach efforts in the past to implement Neighborhood Watch and D.A.R.E programs and they believe that body-worn cameras will be a natural fit for the Community Outreach Program as well.

The Wilkinson County Sheriff's Office has a long history of successful integration of new technology into their policies, procedures, and practices. The Sheriff's Office began using a digital records management system (RMS) in 2001 and began using mobile computer units in their patrol cars in 2007. Both the RMS and the mobile computer program implementations were highly successful. All of the sworn officers and office staff are trained and proficient in utilizing digital solutions to better perform their jobs.

## **PROGRAM CONTINUITY**

Federal funds will be used exclusively for the purchase of new body-worn cameras. The Sheriff's Office will continue to allocate funds from its general fund allocations towards the maintenance and continuation of its body-worn camera program. The body-worn camera program will become a regular component of the Sheriff's Office's Community Outreach Program, helping to familiarize citizens with policies and practices and providing continuity in the community long after the expenditure of all granted funds.

## **PLAN FOR COLLECTING THE DATA REQUIRED FOR THIS SOLICITATION'S PERFORMANCE MEASURES AND SUSTAINMENT**

- Objective: Improve transparency and accountability in encounters between police and the public by deploying body-worn cameras and train law enforcement personnel on appropriate body-worn camera privacy policies and operational procedures.

The performance measures for this objective will be the percent of eligible officers within the department wearing body-worn cameras and the percentage of law enforcement officers trained on the policies and procedures including usage, analysis, and management. Sheriff Chatman will be responsible for measuring the results of this objective. In order to meet this objective, Sheriff Chatman will lead all officers in mandatory body-worn camera training sessions.

- **Objective:** *Establish privacy policies and operational procedures governing body-worn cameras that are transparent, accessible to the public and address body-worn camera issues involving legal liabilities of FOIA, civil rights, domestic violence, juvenile groups, and victim's groups.*

The performance measures for this objective will be the number of new policies developed that address the key body-worn camera policy and procedure areas (data management and retention, collaboration and coordination, recording discretion, documentation of failure to record, review of footage, etc.), the percent decrease in the number of public complaints, the percent decrease in substantiated citizen-officer complaints, and the percent decrease in the number of use-of-force complaints filed. Sheriff Chatman and his office staff will be responsible for measuring the results of this objective. For each of these performance measures, the Sheriff will collect and analyze data on a monthly basis with August 2015 serving as the baseline for comparison.

- **Objective:** *Implementation of a body-worn camera program developed in a planned and phased approach that first achieves broad stakeholder, local political leadership, community engagement and then leverages partnership input to address policy, training, deployment, and ultimately procurement related requirements.*

The performance measures for this objective will be the number of external partners participating in the body-worn camera initiative, the number of external partners who commit their participation in the program formally through a Memorandum of Understanding, and the number of new staff positions (if any) created/classified as a result of the body-worn camera initiative. Sheriff Chatman will be responsible for measuring the results of this objective.