

Implementation of Body-Worn Cameras at West Allis Police Department

STATEMENT OF THE PROBLEM (15%)

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 (35%)

Describe specifically how the project will accomplish expected outcomes by providing the goals, objectives, and the performance measures applicable to the project. Include a comprehensive timeline (as an attachment) that identifies milestones, numerically lists deliverables, and who is responsible for each activity. Utilizing the COPS "Implementing a Body-Worn Camera Program" report, the applicant will demonstrate a thorough understanding and appreciation of the issues discussed, and will incorporate the most important program design elements in their proposal. All applicants must describe a detailed implementation plan for achieving the goals of the BWC PIP (Policy and

Implementation Program). Additionally, all applicants must identify and provide a status of any other BJA BWC Programs that have been applied for.

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 satisfactory.
 - 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 BWCs 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.

CAPABILITIES AND COMPETENCIES (15%)

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 through ProPhoenix; 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.

PROGRAM CONTINUITY (5%)

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.

PLAN FOR COLLECTING THE DATA REQUIRED FOR THIS SOLICITATION'S PERFORMANCE MEASURES (10%)

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 effect 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 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.

BUDGET (20%)

Provide a proposed budget and budget narrative that are complete, cost effective, and allowable (e.g., reasonable, allocable, and necessary for project activities). Budget narratives should demonstrate how applicants will maximize cost effectiveness of grant expenditures. Budget narratives should demonstrate cost effectiveness in relation to potential alternatives and the goals of the project.

West Allis Police Department believes the following budget is necessary to implement a BWC program:

At any given time, the West Allis Police Department could have approximately 30 uniformed officers in positions where they have contact with the public or people in custody. In addition, special events such as parades, athletic events, community events, and the annual Wisconsin State Fair (a 10-day event in August) can mean that up to 50 uniformed officers are in position where they have contact with the public or people in custody. As noted, approximately 88 uniformed officers regularly have contact with the public and/or people in custody when they are working. Rather than seeking to obtain a BWC for each of the 88 officers, and in order to maximize cost effectiveness of grant expenditures, the Department is seeking to obtain 50 BWCs. The BWCs would be stored in our patrol equipment room and would be signed out at the beginning of an officer's shift, used during the shift, and then returned at the end of their shift so that another officer could use the BWC. Having 50 BWCs will allow for all uniformed officers who have contact with the public and/or people in custody to generally have BWCs for all of our regular and special events throughout the year.

It is anticipated that approximately \$29,600 will be used to cover the salary of various personnel over the first year of the project. The various personnel include the Administrative Captain, Accreditation Sergeant, Training Captain, and Training Sergeant. These personnel will be involved in researching BWC equipment, policy development, developing training programs, planning, and facilitating focus groups or individual interviews with members of the community, community groups, and professionals. This \$29,600 is being requested under the grant.

It is anticipated that the BWCs will cost approximately \$500 per camera. The Department is seeking to purchase 50 BWCs for a total cost of \$25,000. This \$25,000 is being requested under the grant.

Prior to implementation of BWCs, it is anticipated that each of the Department's 132 sworn police officers will receive 4 hours of training on BWCs before BWC implementation. This amounts to 528 hours (considering that the average police officer makes approximately \$35/hour, time for police officers in training will cost about \$18,480). It is anticipated that 12 classes of 11 police officers will be held and that the Training Captain will instruct these classes (considering that the Training Captain makes approximately \$40/hour, time for instructing will cost about \$1920). The total cost to training is approximately \$20,400. This \$20,400 is being requested under the grant.

Although contingent upon some of the policy related decisions (i.e., when to record, how long to store data), information from other agencies indicates that the Department will have to assign someone to manage, classify, and redact BWC data. It is estimated that the employee will have to spend 40 hours per week doing this. The Department believes that a non-sworn clerk would be appropriate for doing this. The annual salary for a clerk is approximately \$47,460 in salary plus approximately \$15,662 in benefits for a total of \$63,122 for 1 year. For 18 months of the project, the total cost of salary and benefits is approximately \$94,683.

The Department is requesting \$75,000 in grant funds and is proposing a match of \$94,683 for a total program cost of \$169,683. This match does not include the cost of data storage. In checking with other agencies, it is anticipated that the annual cost of storage may be approximately \$40,000. The Department spoke with Mayor Devine about including additional funds in the Department's annual budget for BWC data storage and Mayor Devine believes this is possible.

The Department recognizes the importance of sustaining this project and believes that the program will be able to be sustained through restructuring.

The Department is currently evaluating its structure of personnel. In part, the Department is considering restructuring the Training Bureau because of changes in their duties over the past few years. The Training Bureau currently has a Captain of Police and Sergeant of Police assigned to it. The Captain's salary is about \$95,069 plus about \$31,373 in benefits while the Sergeant's salary is about \$82,500 plus about \$27,225 in benefits for a total is \$236,167 per year. The restructure would replace the Captain of Police with a Lieutenant of Police whose salary is about \$90,695 plus about \$29,929 in benefits. Additionally, the Sergeant would be replaced with a clerk whose salary is about \$47,460 plus about \$15,662 in benefits. This change would result in an annual savings of about \$52,421. The Department anticipates this change at the end of 2016. The Department would then use this \$52,421 savings to fund a clerk who would be responsible for classifying and redacting BWC data. It is anticipated that the additional cost for benefits would be absorbed in the annual budget. The Department spoke with Mayor Devine about including additional funds in the Department's annual budget for BWCs and Mayor Devine is agreeable to this.

The cost of not moving forward with this project means additional staff time to review use of force incidents, administrative investigations, and citizen complaints. It also means less trust from the public. Additionally, the lack of irrefutable video/audio evidence could result in continued monetary settlements related to lawsuits that are filed against the Department. Continued monetary settlements will eventually surpass the amount of this project.