The Los Angeles Body-Worn Technology and Accountability Program (LABTAP)

CATEGORY 1: IMPLEMENTATION OF NEW BWC PROGRAM FOR LARGE AGENCIES. Competition ID: BJA-2015-4169 (Cooperative Agreement).

Introduction

Under the Bureau of Justice Assistance (BJA) Body Worn Camera Program, the Los Angeles Police Department (LAPD or Department) seeks funds to purchase body-worn cameras (BWCs) and to fully plan for their use. Known as the Los Angeles Body-worn Technology and Accountability Program (LABTAP), this BJA project will include the active participation of the Los Angeles County District Attorney's Office (LADA) and the Los Angeles City Attorney (LACA) in determining how they will use video footage for evidence and prosecution of cases.

Importantly, LABTAP has two goals: 1) Implement a careful and thoughtful process to appropriately adopt and use BWCs across the criminal justice system; and 2) Integrate research and evaluation findings into policies and practices for BWCs. The LAPD is one of two sites in the country (the other is Las Vegas) currently participating in a National Institute of Justice (NIJ) evaluation grant to examine and assess the technological features of BWCs, including storage, data analytics, battery life, and other components. The evaluation is measuring outcomes related to police officer behavior, specifically whether BWCs lead to reductions in uses of force, civilian complaints, and other events. Findings from the study will help inform LABTAP and BWC projects across the country and internationally.

Until now, the NIJ evaluation relied upon data from body worn cameras currently deployed in two of LAPD's 25 Divisions. Cameras for the NIJ study were supported by

private funds donated to the Los Angeles Police Foundation. With the addition of the BJA grant, the LAPD will outfit more than 4,500 personnel with cameras covering 25 Divisions, ensure that prosecutors have access to video footage and are trained appropriately, and involve public defenders and the courts in the implementation process.

Section 1: Statement of the Problem

Over the last year, police use of BWCs has increased dramatically, public and media scrutiny of the technology has intensified, and commercial offerings of BWCs have risen (NIJ 2014). In the aftermath of the police involved fatalities of Michael Brown in Ferguson, Eric Garner in Staten Island, and Freddie Gray in Baltimore, the public's trust in police is at a low point. In LA, officer-involved shootings and use of force incidents have created some controversy, but because of the Department's positive relationships with LA's diverse communities[i], civil disorders have not arisen. Nonetheless, the need for accountability and maintaining the public trust continues to be a major part of the LAPD's strategy of partnership policing.

New ways to improve public trust are being tested and discussed nationally, one of which is to use BWCs for accountability purposes. But there is much to be learned about BWCs. The White House/OJP/BJA expert panel in February 2015, the COPS Office/PERF guide on BWCs (Miller, Toliver and PERF 2014), and recent research findings (White 2013) have led to numerous questions regarding privacy, impact on communities, law enforcement policies, costs, technical aspects of the cameras, data storage, and other issues related to BWCs. Further, Prosecutor Best Practice Committees from around the country (e.g., see Colorado and Merzon, 2014) have strongly urged that district attorneys and city prosecutors be involved in the implementation process. Their

role in developing appropriate policies and in using video as evidence is critical to the adjudication process, but heretofore has been largely underrepresented. These issues will be addressed appropriately and carefully to ensure that the technology serves its purpose of ensuring justice across the system.

One of the major problems in policing in general, and with technology in particular, is the lack of strong empirical links between policy, practice, and evaluation. In many instances technologies are adopted with minimal regard for consideration of the effects of that technology on use, costs, policies, and practice. Carefully conceived process and impact evaluations of the technology on police and the community are rare. When evaluations *are* performed, the findings are seldom put into effect immediately, if at all. In this instance, however, under LABTAP, the LAPD has the ability to integrate BWC findings from an on-going NIJ-funded evaluation with practice in the field, and with BWC policies that have already been developed and with new policies that will be developed.

The major advantage of this proposed project is that LABTAP will draw upon results from the NIJ study that includes prominent researchers from Justice & Security Strategies (b)(6) , UCLA (b)(6) and George Mason University (b)(6) The evaluation consists of robust social science methods, including an experimental design, officer surveys, interviews with community members, systematic social observations, measurement of outcomes related to use of force and civilian complaints, and the effects of BWCs on crime. The research team is working closely with the LAPD to measure these outcomes, and the LAPD will use the findings to make ongoing adjustments to its policies and practices.

A second advantage is the involvement of the Los Angeles County District Attorney (LADA) and the Los Angeles City Attorney (LACA) in the planning and implementation process with respect to digital multimedia evidence (DME) policies and usage, and larger issues of storage, retention, and expungement.

The timing of implementing BWCs throughout the City of LA, improving and extending BWC policies, and including the LADA and LACA could not be better. By concurrently using evaluation findings with the proposed plan for the implementation of LABTAP, the LAPD will indeed practice what has been preached – it will follow an evidence-based/research-focused approach.

Demographics

Los Angeles, California, is the second largest city in the United States with a population of nearly 3.8 million residents distributed over 472 square miles. The LAPD is the third largest police force in the U.S. with nearly 10,000 sworn officers and over 2,800 civilian employees. Chief Charlie Beck oversees the Department that is divided into 21 separate patrol divisions and four traffic divisions (25 total Divisions), organized into four bureaus, which cover the service area. In 2014, the LAPD made 23,733 Part I Crime arrests and 118,294 Part II Crime arrests. Officers responded to nearly 800,000 calls for service from LA residents and businesses.

Section 2: Project Design and Implementation

LAPD and LABTAP

How is this project addressing specific concerns raised above? What is the local knowledge on BWCs and what, more generally has been gleaned regarding strengths, weaknesses and potential for BWCs?

The LAPD has examined the use of BWCs for nearly four years, but is still in the early stages of a NIJ study on BWCs. The Department has followed a 'make haste slowly' approach; that is, it has carefully selected a specific camera and written procedures for their use (see Appendix 2), but has yet to implement a full program, hence the proposed operationalization of LABTAP through BJA funding and the match. Ultimately, the LAPD and City estimate that nearly 7,000 cameras will need to be deployed for officers serving in an enforcement capacity.

Local Knowledge and General BWC Practice

The LAPD is aware of both the positive aspects of cameras as well as their limitations. Among the positive aspects, the Department recognizes that video footage can provide compelling evidence in criminal prosecutions by recording events, statements, searches and other elements in the early stages of an investigation. Cameras should also promote accountability of the work of officers and thus, enhance community relations. Behavior of both community members and officers should be improved because they know their conduct is being recorded. This also means that safety should be increased, leading to a reduction in use of force events. For police officers, frivolous complaints about their conduct should be reduced and, if complaints are made, the time required for the disposition of those complaints should be reduced. This will also save the LAPD time and money. Lastly, the Department will be able to enhance training, by utilizing real life examples as educational tools.

In terms of limitations, the LAPD is aware of the large investment it is making in this technology as it pertains to the cost of hardware, software, storage, personnel, and training. Second, managing, storing, and providing discovery of video footage are time

consuming tasks that require manpower. Third, privacy concerns are complex and have multiple layers. For example, the privacy of people's homes, taking statements from witnesses, complainants, and informants, the privileged domains of attorney-client, doctor-patient, or marital situations, as well as the privacy of officers themselves all must be considered. Inadvertent filming of personal, embarrassing, or irrelevant events may also occur. Lastly, and importantly, there are a number of misconceptions about the cameras – they are not the panacea for capturing all aspects of encounters or ensuring public trust, nor are they always equal to or better than humans at capturing events.

Implementation of Body Worn Cameras: LABTAP

The major goals of LABTAP are: 1) Implement a careful and thoughtful process to appropriately adopt and use BWCs across the criminal justice system and 2) Integrate research and evaluation findings into policies and practices for BWCs.

To achieve these goals, LABTAP involves three phases. The first is the LAPD NIJ study, which is already underway. The second phase will be the BJA implementation program that will involve planning for inclusion of criminal justice agencies, the integration of NIJ evaluation findings into the process, the development of training, and a determination that all of the issues regarding BWCs are addressed. The third phase is the BJA Citywide deployment program that will involve the deployment, continued training, and measurement of outcomes of BWCs.

Phase I. LAPD Evaluation

Under the NIJ study, two cameras were selected for a field test, and a small sample of officers (n=32) tested them. LAPD staff conducted research on a number of BWCs on the market and looked at cameras that had a long battery life (10-12 hours), were easy to

use, and where video could be stored efficiently. Costs of the cameras and storage were also examined closely. Ultimately, one camera was selected and cameras for the NIJ study were donated by the Los Angeles Police Foundation. These cameras will be evaluated in Mission and Newton Divisions in summer 2015.

As cameras were being tested, LAPD staff began writing policies and procedures for their use. These 28 procedures, approved by the Police Commission[ii] in April 2015, answer some of the issues raised in the PERF/COPS Office document. For example, officers are instructed to turn on the devices "prior to initiating any investigative or enforcement activity involving a member of the public, including *all* traffic stops, pedestrian stops, calls for service..." (see Appendix 2, page 2 for the complete list). Exceptions to this procedure, include witnesses or victims that "refuse to provide a statement if recorded and the encounter is non-confrontational." In other situations, the officer is allowed to use his/her discretion to turn the camera off (e.g., victim's emotional state or age, victims of sexual assault).

Other procedures include a prohibition on modifying recordings, and officers are not allowed to record briefings, meetings or while in private spaces (locker rooms or restrooms). Training on the technology and policy is required for all officers. Officers must identify the event type and other information that best describes the content of the video, and they must upload all data at the end of each shift.

Officers must view recordings prior to documenting an incident, arrest, search, interview, non-categorical use of force, or other enforcement or investigative activity. An officer who is involved in a categorical use of force (e.g., officer involved shooting), however, cannot view the footage until authorized by the Force Investigation Division

investigator.

The procedures also include the roles and responsibilities of supervisors, watch commanders, trainers, commanding officers, and the Information Technology Bureau.

A number of procedures have yet to be addressed, including the specific role of the prosecutor (LADA and LACA), how video footage will be directly linked to reports, and when/how officers retrieve footage for testifying at trial. It is anticipated that the current funding proposal will lead to a collaborative process in resolving these issues in the near term and more importantly, monitoring whether these initial decisions optimize justice and safety concerns in the local criminal justice system.

The NIJ evaluation (Grant Number 2014-R2-CX-0101) is currently underway and with a number of results anticipated by fall 2015. The research team will provide answers to questions about how the cameras are used in the field, how police and community members feel about privacy, how police behavior changes in terms of uses of force, civilian complaints, and law suits, how police interact with the community, and whether cameras lead to crime reduction. Presumably, BWCs should strengthen cases and lead to speedier pleas and case dispositions. In addition, specific footage should enhance training curricula by providing 'real-life' scenarios of police-citizen encounters. For police performance, BWCs should provide supervisors with information about how officers react to specific situations and how they might be improved. Finally, the evaluation will provide information about the effectiveness of policies and procedures.

The research team will use data from the LAPD's Risk Management Information System (RMIS), also known as TEAMS II (see pages 15-16). These data include all uses of force, civilian complaints, lawsuits, traffic collisions, and pursuits since March 2007 for

every officer. For example, the chart and table in Appendix 3 show the trend lines and numbers of uses of force and civilian complaints from 2000 to 2014 by month. The trend lines show a decrease in civilian complaints, but a somewhat steady pattern for uses of force. More analyses will be conducted to determine whether and how BWCs may affect these trends.

Surveys of officers in Mission and Newton Divisions will be conducted at three different time periods to gauge their changes in perceptions of the cameras. Focus groups with community members and organizations will be conducted within each of the Divisions. Finally, but importantly, trained observers will ride with officers who wear the cameras and those who do not to determine whether and how behavior of officers changes. By using these methods, the Department will have empirically-based answers to many of the questions that have been posed nationally and internally. In addition, the research findings should have important policy implications that will be considered and integrated into the procedures and practices for BWCs.

Phase II. BJA Implementation Program – Policies and Training

During Phase II, the LAPD will continue to develop its procedures and enhance its BWC training programs. Using the research findings described above, the Department will specifically focus on the issues defined in the COPS Office/PERF publication (Miller, Toliver & PERF 2014) -- 1) Privacy considerations, 2) Impact on community relationships, 3) Addressing officer concerns, 4) Managing expectations, and 5) Financial considerations. Technical considerations will also be reviewed and LABTAP will incorporate collaborative agreements with the LADA and LACA.

The first six months of the LABTAP will include the development of additional

procedures and training and the establishment of a working relationship with the BJA

Training and Technical Assistance provider to ensure that the COPS Office guide has

been followed.

The Role of Prosecutors

The LADA and LACA are important components of this project (letters of support

are included in Appendix 5). The LADA has jurisdiction throughout the county and

reviews over 70,000 cases annually, of which about 23,000 arrests are from the LAPD.

The LACA is one of the largest municipal law offices in the nation, with a staff of nearly

500 attorneys. The Criminal Division prosecutes all misdemeanor criminal offenses and

infractions committed within the City. The average number of cases reviewed each year

totals 90,000, resulting in the filing of 70,000 misdemeanor cases each year.

Both prosecutor offices are concerned about the manner in which BWCs will

result in evidence for individual arrests. In particular, prosecutors have raised a number of

important questions about the chain-of-custody of video footage: Who views the video?

Who has access? How and where are videos stored? Who is tasked with sorting and

tagging recordings? How do officers link the video to arrest reports?

They are also concerned about the policies that give officers discretion over the

video recordings, as they will impact criminal prosecutions. BWC footage could capture

essential evidence of crimes whether catching a suspect in the act, recording admissions or

documenting physical evidence recovered at a crime scene. Whenever a body-worn

camera recording is introduced in court, officers will be required to explain, through their

reports/testimony, why they turned the camera on to record an incident, and more

significantly, why they decided not to turn on the camera, or why they turned it off at

some point during the event.

Stakeholders Meetings and Discussions: The LABTAP Steering Committee

The LAPD has already begun meeting with the LADA and LACA to discuss the ramifications of BWCs. Under the grant, the LABTAP Steering Committee will be formally constituted and will convene monthly meetings with appropriate agendas, tasks, action items and take-aways. As meetings progress, other agencies will be invited to participate, including members of the public defender's office, judges, U.S. Attorneys, and Federal law enforcement entities (FBI, DEA, and ATF).

LABTAP Training

A formal LABTAP training plan will be developed during Phase II. The plan will include training curricula for all police personnel and for criminal justice agencies (prosecutors, courts, and public defenders). At a minimum, elements of the plan will address: who receives and conducts the training; what will be taught; and how the training will be delivered.

1. Who receives training? Who are the trainers?

LAPD personnel, both civilian and sworn, will receive appropriate training on BWCs. Curricula will be developed and created for different levels and users of BWCs: command staff, supervisors, officers, new recruits and investigators. Criminal justice partners, including prosecutors, the courts, and public defenders will also receive training appropriate to their involvement and need.

Currently, the most knowledgeable trainers are from LAPD's Tactical Technology Section of the Information Technology Bureau. They will work with Training Academy personnel and criminal justice partners to determine the levels and types of training that

will be needed. Train-the-trainer courses will be conducted for police, prosecutors, and other criminal justice agencies.

2. What is being taught?

At a minimum, the curriculum will include the following topics:

1. Technical aspects of BWCs -- review, access, storage, retention and redaction
2. The human aspect of BWCs -- privacy concerns for the police and public
3. LABTAP policies and procedures
4. Results of the research team's evaluation
5. Managing expectations of police and the public
6. Roles of commanders, supervisors, officers, investigators and technology staff
7. Roles of the prosecutor and criminal justice agencies
8. Using BWC footage in court – discovery, evidence and testimony

3. How will training be conducted?

Training will follow adult learning processes. With technologies like BWCs, interactive, hands-on methods, coupled with minimum lecture material will lead to a better understanding of how to use the cameras. For example, as part of the training section on "Technical Aspects of BWCs," cameras will be provided to each trainee to demonstrate their use, how to review footage, how to clip them on, and so forth.

Scenario-based training with trainees acting as users, community members, witnesses, and observers provide the class with 'quasi-real' situations that can distinguish when it is important to turn the cameras on/off, and what types of questions will be asked by community members (e.g., 'are you videoing me?').

Phase III. BJA Deployment Program - Deployment, Training and Measuring Outcomes

The third phase of the project includes deploying the cameras to the remaining 23 LAPD Divisions, training personnel in the Department and criminal justice agencies, and continuing to measure outcomes.

Training for LAPD personnel will occur based on the deployment of the cameras at each Division. Installation of docking stations (electrical and internet wiring), training, troubleshooting any glitches, and manpower to handle these tasks preclude the deployment of all of the cameras at one time. As part of the Phase II planning process LABTAP will determine the order in which Divisions will receive cameras. Training for prosecutors, judges, and public defenders will take place in the first months of Phase III as arrests and potential prosecutions dictate the need for early training.

To measure outcomes of BWCs on citizen complaints, use of force, and other behaviors, the LAPD will rely on its RMIS/TEAMS II data. The research team conducting the NIJ evaluation (Justice & Security Strategies) will assist in providing the information to BJA on a quarterly and semiannual basis.

Section 3: Capabilities and Competencies

The LAPD has extensive experience in managing and overseeing projects of this magnitude. In 2014, the Department received 14 grants from a variety of funding agencies including BJA and NIJ totaling $6.5 million. In particular, the Department has received $900,000 from BJA for its Smart Policing Initiative and $1,143,818 from NIJ for eliminating the DNA Backlog.

Staffing

(b)(6)   (b)(7)c, (b)(6)   (b)(6)   and a project manager (TBD) will be involved in the project.   (b)(6)   and (b)(7)c, (b)(6) have a deep understanding of BWCs and served as panelists at the White House/BJA-sponsored "Body-Worn Camera Expert Panel" in February 2015.

(b)(6)   J.D., LAPD Chief Information Officer, will serve as the Project

Director.   (b)(6)   oversees all technology, grant funding, contracts and procurement

processes for the LAPD.   (b)(6)   joined the LAPD in November 2006 when she

served as the Commanding Officer for the TEAMS II Development Bureau established

under the federal Consent Decree with the US DOJ.

Prior to joining the LAPD,   (b)(6)   served as a Policy Director for

Homeland Security and Public Safety for Mayor Antonio Villaraigosa in the City of LA,

and prior to that, she worked as a litigation associate for the law firm Howrey LLP. Prior

to entering the legal field,   (b)(6)   served as an IT Project Manager in the software

development and eCommerce arenas. She will supervise the overall project, the

acquisition and implementation of the technology, the faithful execution of the research

design, and the collection of police performance measures.

A Project Manager will be hired to manage the day-to-day operation of the project,

ensuring that all facets of the project are implemented. The Project Manager will work

closely with the LABTAP team within the Department and the LABTAP Steering

Committee, including the LADA's Office and the LACA's Office. The Project Manager

will work directly for Ms. Goodrich.

LAPD   (b)(7)c, (b)(6)   is the Department expert on BWCs and technology.

He will assist in the deployment of the cameras, and with his team, provide training in the

field on the technology and its practical application.   (b)(7)c, (b)(6)   has been with the

LAPD more than 20 years, and serves as the Officer-In-Charge of the LAPD's Tactical

Technology Section, where he oversees the research, development, and testing of all new

and emerging technology that may impact field operations for the LAPD. (b)(7)c, (b)(6)

serves as the expert on LAPD in-car video, BWCs, license plate recognition,

CCTV, and the design of the advanced patrol vehicle. (b)(7)c, (b)(6) regularly appears as an expert on national panels and forums on a wide variety of law enforcement technical and related policy matters.

Management Analyst (b)(6) will serve as the Grant Manager. She will manage the quarterly financial and performance measure reports. (b)(6) serves as the lead Grant Specialist for the LAPD's Grants Section.

Policy development and implementation

The LAPD has adopted and implemented data-driven, research-based efforts since 2009 with the Smart Policing Initiative (SPI). Through SPI, the Department began Operation LASER (Los Angeles' Strategic Extraction and Restoration Program) that targets hot spot corridors and chronic offenders. Using data from crime incidents and calls for service, Newton Division's Crime Intelligence Detail identified areas and individuals that were causing the most violent problems for the Division. By engaging in high visibility patrol and other tactics, Newton Division showed statistically significant reductions in homicides, robberies, and other violent crimes. As a result of the success of LASER, the Department is institutionalizing the program and expanding its use to three other divisions that experience violent crime.

Technology capabilities including previous systems implementation projects

During the last decade the LAPD has become a data-driven, technology-oriented police department that emphasizes outcomes of efficiency and effectiveness. In addition to LASER, three different examples demonstrate the direction that the Department has taken to increase its technological capabilities.

First, under the Consent Decree with the US DOJ, the LAPD created an early

intervention system, referred to as TEAMS II (Training Evaluation and Management System II). It is one of the most comprehensive databases on officer performance available. TEAMS II collects information from 14 separate systems and analyzes data for all sworn officers in the Department. This information is compiled in the Risk Management Information System (RMIS) and is used in two ways: to assess employee performance and to analyze risk management. That is, RMIS is designed to examine employee outcomes across five domains: use of force, citizen complaints, claims and lawsuits, preventable vehicle crashes, and vehicle pursuits. The database consists of over 40 million lines of data that enable the Department to identify officers who may be on the verge of engaging in at-risk behavior.

A second innovation is the adoption of a platform called Palantir. This system enables crime analysts, officers, and detectives to search LAPD's data in a single place, using a single password to discover associations and connections between internal and external sources. At least 20 databases are now linked to Palantir including crime incidents, arrests, field interviews, calls for service, license plate readers, and citizen tips. The system includes data from Long Beach, the LA Sheriffs Department and 30 other local law enforcement agencies. Among its functionalities, Palantir creates visual work-ups of criminal networks, places crime incidents on maps, and allows crime analysts and detectives to find suspects, vehicles and locations quickly and easily.

A third example is the use of a predictive policing tool (PredPol) to guide deployment of officers where they are needed the most. Using a mathematical algorithm developed at UCLA, LAPD tested the premise that property crimes (e.g., burglary and burglaries from motor vehicles) can be predicted at specific locations at specific times.

Using an experimental design, researchers at UCLA found that predictive analytics had more predictive accuracy than crime analysts and by chance. As a result of this research, the Department adopted PredPol and is using the tool in at least five (of 25) divisions.

Mobile technology deployments

The Department is currently testing different mobile applications to increase efficiency and eliminate paper. "Going mobile, going digital" is the major initiative for the Information Technology Bureau. As such, the Mobile Field Interview is being tested. Officers currently use 3" X 5" cards when they interview citizens in the field. Those cards are data entered by records clerks. To eliminate the use of paper and data entry, a vendor is working to create an app and to provide a platform to customize the interface.

Another mobile technology project includes creating a process and app to account for officers who are involved in special events. Large-scale sporting events like the Special Olympics, LA Marathon, and post-championship parades as well as protests and un anticipated events often require over 500 officers. To check-in officers, keep track of their locations and account for time on the job, a mobile app is being developed.

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

LAPD is a leader in pursuing, facilitating and sustaining collaborative models. One of the best examples is the 20-year partnership with the L.A. County Department of Mental Health (LACDMH). The LACDMH is the largest county mental health department in the country and directly operates 175 program sites and contracts with approximately 1,000 providers. The LAPD and LACDMH created and developed police/ mental health co-responder teams, known as System-wide Mental Assessment Response Team (SMART). This collaboration grew from two agencies in 1995 to 14 in 2015,

including local, county, state and national government agencies, non-profit mental health and autism organizations, and multiple hospitals.

The goal of SMART is to effectively link people with mental illness to appropriate mental health services. SMART focuses on people with mental illness who repeatedly called the police or who were subjects of many calls for service. Over the years, the program has expanded the collaboration and enhanced the depth of services provided. They identify emerging needs, create data systems to provide information, and engage key stakeholders to create long-term solutions. In 2005, LAPD created a Case Assessment and Management Program (CAMP) to construct customized responses to subjects receiving SMART services. CAMP opens 15-20 new cases per week and never closes a case. CAMP pairs police detectives with a psychologist, nurses and/ or social workers to develop long-term solutions to each individuals specific needs.

Section 4: Program Continuity and Sustainability

The City and LAPD take a broad view of program continuity and sustainability for LABTAP. Mayor Eric Garcetti and Chief Beck expressed their desire to increase public trust and accountability by purchasing and implementing BWCs in every LAPD Division by 2017. In anticipation of the BJA solicitation, they encouraged the City Council to approve funds for the match in early 2015.

Chief Beck is committed to program continuity and sustainability because he is mindful of 1) the specific goals of the approach, 2) the budgetary needs of the project, and 3) the essential components that lead to success for the project.

Chief Beck is committed to the goals of LABTAP to implement a careful and thoughtful process to appropriately adopt and use BWCs across the criminal justice

system and to integrate research and evaluation findings into policies and practices for BWCs. He has expressed the need for the LAPD to use data and integrate findings into everyday policies and decision-making.

Second, the budgetary needs of the project include costs for a program manager, body-worn cameras, and software licenses for the LADA and LACA. The position of the project manager, which is critical to LABTAP, will be funded by the City and will reside within the Information Technology Bureau (ITB).

Third, the essential components that lead to the success of the LABTAP will be known when the process and impact evaluations are completed. The Research Team funded under the NIJ evaluation will provide findings and recommendations that speak to what worked and what did not and thus provide LABTAP with useful results going forward. These results will be used to make the case to the Mayor and the City Council to invest General Fund dollars into LABTAP.

Section 5: Plan for Collecting the Data Required for this Solicitation's Performance Measures and Sustainment

The measures required by this cooperative agreement under the Government Performance and Results Act (GPRA) of 1993 will be collected and reported on by the LAPD. As part of the requirements of the cooperative agreement, the LAPD will submit performance metric data quarterly and work with the TTA provider as indicated in the RFP.

For this project the following objectives will be reported on, with the appropriate measures requested by BJA:

1. Improve transparency and accountability in encounters between police and the public by deploying body-worn cameras (BWC) and train law enforcement personnel on appropriate BWC privacy policies and operational procedures;

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

3. Implementation of a BWC 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.

Appropriate measures include the number of officers who are eligible for BWCs, those using the cameras under the grant, and all personnel who receive training on policies and procedures, the use of the cameras, and on the analysis and management of cameras. Other measures include the number of policies that are created during the grant period, the number of public complaints that are made and substantiated/unsubstantiated, and the number of uses of force that are reported. Finally, the number of stakeholders and external partners who participate in the project and the number of new staff positions will be reported to BJA.

The LAPD is responsible for all federal reporting requirements, including quarterly financial reports and progress reports.

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[i] According to the 2010 Census, the racial makeup of Los Angeles included: 1,888,158 Whites (49.8%), 365,118 African Americans (9.6%), 28,215 Native Americans (0.7%), 426,959 Asians (11.3%), 5,577 Pacific Islanders (0.1%), 902,959 from other races (23.8%), and 175,635 (4.6%) from two or more races.[82]Hispanics or Latinos of any race were 1,838,822 persons (48.5%).
[ii] The 5-member civilian Board of Police Commissioners serves as the head of the LAPD, functioning like a corporate board of directors. The Mayor appoints the commissioners.