

**From:** Funston, Robin (JMD)  
**Sent:** Fri, 11 Jun 2021 21:22:22 +0000  
**To:** Braverman, Adam L. (ODAG) (JMD); (b)(6); (b)(7)(C); (b)(7)(F) Armstrong, Jennifer (USMS); Dunham, Timothy M. (TD) (FBI); MacAllister, Hope A. (ATF); Celaya, Kayla (USMS); Mills, Meredith (USMS); Luckstone, Charlotte (USMS); Kelly, Richard (USMS); (b)(6); (b)(7)(C); (b)(7)(F) Kelly, Stephen D. (OGC) (FBI); Coburn, Jeffrey L. (OTD) (FBI); Gleason, Robert (Chris); Kaye, Ryan S. (ATF); russ.burnett@gsa.gov; Nance, Tennille (JMD)  
**Cc:** Kumar, Amit (JMD); Vanderplow, Paul D (ATF); Ashton, Robin (JMD); Dickinson, Lisa (USMS); Perese, Dogan A. (ITADD) (FBI); Behning, Roy T. (OTD) (FBI); Flowers, Christopher R. (CID) (FBI); Ramsay, Sara (RPO) (FBI); Dalton, Ashley L.  
**Subject:** BWC Evaluation Follow up

Good afternoon,

Last month, we had a good initial discussion on evaluating the roll out of Body-Worn Cameras across DOJ law enforcement components. At that time, it was agreed that it would be best to see the Department's policy prior to developing the evaluation questions and determining evaluation metrics and collection. Earlier this week, DAG Monaco issued the Department's Body-Worn Camera Policy. This policy articulates areas that component policies shall address, and it also requires components to, "Design evaluation metrics that can be used to measure the impact of its BWC policy."

Now that the policy is out, we need to be proactive to ensure that the evaluation metrics developed enable us to learn as much as possible. Our goal is to systematically collect data across the 4 law enforcement components to ensure that the data can be combined to create a coherent picture for policy makers at the Department level and the component level, and allow the components to learn from each other, about:

- what works best,
- potential tradeoffs for future decisions on how best to roll out the program nationwide, and
- ultimately to ensure that the program provides the transparency to maximize the evidentiary value, the accountability that is being sought, and trust with the communities we serve.

We want to protect against collecting data in a fragmented way that becomes anecdotal or "suggestive data" and to ensure that we have a systematic approach that allows us to detect trends and patterns and draw conclusions of lessons learned that will strengthen the program and the support of the program across DOJ and its stakeholders.

To that effect, we ask each component to think about what metrics to collect around each of the areas outlined in the Department's policy (see below) and how they plan on collecting that data. We plan on having a meeting the week of June 21 to discuss potential metrics and data collection methods.

We look forward to working with all of you on the evaluation of this important program.

Robin

[DOJ Body-Worn Policy Camera Policy](#)

*Each component's BWC policy shall include:*

- *the responsibilities for Department agents to carry, operate, maintain, and secure the equipment, including when to activate and deactivate BWCs;*
- *the type(s) of BWC equipment authorized for use;*
- *the duration of time and scope of the BWC footage preserved prior to its activation (i.e., buffering period);*
- *specialized or sensitive investigative techniques or equipment that may require different treatment under the BWC policy;*
- *procedures governing the collection, storage, access, retention, use, and dissemination of BWC recordings, consistent with applicable federal laws;*
- *procedures governing the use of BWCs by all members of Department-sponsored task forces; and*
- *procedures for the expedited public release of recordings in cases involving serious bodily injury or death.*

Robin Funston  
DOJ Deputy Evaluation Officer,  
Director, Strategic Planning and Evaluation Staff

**From:** Funston, Robin (JMD)  
**Sent:** Mon, 28 Jun 2021 17:54:23 +0000  
**To:** Braverman, Adam L. (ODAG) (JMD); (b)(6); (b)(7)(C); (b)(7)(F) Armstrong, Jennifer (USMS); Dunham, Timothy M. (TD) (FBI); MacAllister, Hope A. (ATF); Celaya, Kayla (USMS); Mills, Meredith (USMS); Luckstone, Charlotte (USMS); Kelly, Richard (USMS); (b)(6); (b)(7)(C); (b)(7)(F) Kelly, Stephen D. (OGC) (FBI); Coburn, Jeffrey L. (OTD) (FBI); Gleason, Robert (Chris); Kaye, Ryan S. (ATF); russ.burnett@gsa.gov; Nance, Tennille (JMD)  
**Cc:** Kumar, Amit (JMD); Vanderplow, Paul D (ATF); Dickinson, Lisa (USMS); Perese, Dogan A. (ITADD) (FBI); Behning, Roy T. (OTD) (FBI); Flowers, Christopher R. (CID) (FBI); Ramsay, Sara (RPO) (FBI); (b)(6); (b)(7)(C); (b)(7)(F) Leverty, Scott (JMD); Fortuno, Jose A. (ITADD) (FBI); Carley, Jason J. (CID) (FBI); Nieboer, Chad (USMS); Rau, Christine (USMS); Viswanathan, Prakash (USMS)  
**Subject:** BWC Evaluation: Process for Developing Evaluation Priorities and Data Collection Opportunities  
**Attachments:** BWC slides 2021-06-28 (002).pptx

We want to thank everyone for participating in today's discussion. Attached are the slides from today. Please let us know who you're 2 or 3 component POCs are for the BWC evaluation. We will be in touch with them to schedule your component specific meeting after the July 4<sup>th</sup> week. In the meantime, please feel free to reach out to me on any issues in developing your component specific and/or department evaluation questions and metrics.

Thanks again,  
Robin



# **Body-Worn Cameras:Developing Evaluation Priorities and Identifying Data Collection Opportunities June 28, 2021**



# Agenda

- Goals and benefits of building evaluation into Phase 1 of the BWC program  
How SPPS can support a cross-component evaluation effort  
Types of questions an evaluation can help answer  
Ingredients for a successful evaluation  
Questions for follow-up in individual component meetings



## Goals and benefits

- Build evidence to support program and policy decisions moving forward from Phase 1 Build evidence that is comparable across components, so that components can learn from one another's experiences

## Types of questions an evaluation can answer

- How can the program be optimized for efficiency and effectiveness?  
(sooner – formative evaluation) How effective is the program in achieving its intended outcomes?  
(later – outcome evaluation)



# Ingredients for a successful evaluation

- Measurable outcomes Metrics that are already captured in data or could be captured through new data collection Bonus: Feasibility of implementing different versions in different units





# Questions for follow-up meetings

- What are the hard choices going into your BWC policy? Is there potential to test by implementing different versions in different units? What data will be collected? What additional data could be collected to yield measurable outcomes?



**From:** Funston, Robin (JMD)  
**Sent:** Fri, 25 Jun 2021 20:35:54 +0000  
**To:** Braverman, Adam L. (ODAG) (JMD); (b)(6); (b)(7)(C); (b)(7)(F); Armstrong, Jennifer (USMS); Dunham, Timothy M. (TD) (FBI); MacAllister, Hope A.; Celaya, Kayla (USMS); Mills, Meredith (USMS); Luckstone, Charlotte (USMS); Kelly, Richard (USMS); (b)(6); (b)(7)(C); (b)(7)(F); Kelly, Stephen D. (OGC) (FBI); Coburn, Jeffrey L. (OTD) (FBI); Gleason, Robert (Chris); Kaye, Ryan S.; russ.burnett@gsa.gov; Nance, Tennille (JMD)  
**Cc:** Kumar, Amit (JMD); Vanderplow, Paul D; Ashton, Robin (JMD); Dickinson, Lisa (USMS); Perese, Dogan A. (ITADD) (FBI); Behning, Roy T. (OTD) (FBI); Flowers, Christopher R. (CID) (FBI); Ramsay, Sara (RPO) (FBI); (b)(6); (b)(7)(C); (b)(7)(F); Levert, Scott (JMD); Fortuno, Jose A. (ITADD) (FBI)  
**Subject:** BWC Evaluation: Process for Developing Evaluation Priorities and Data Collection Opportunities  
**Attachments:** BWC Evaluation Follow up

Good afternoon, SPSS is looking forward to meeting with everyone on Monday. Below is the agenda:

#### Agenda

- Goals and benefits of building evaluation into Phase 1 of the BWC program
  - Build evidence to support program and policy decisions moving forward from Phase 1
  - Build evidence that is comparable across components, so that components can learn from one another's experiences
- How SPSS can support a cross-component evaluation effort
- Types of questions an evaluation can help answer
  - How can the program be optimized for efficiency and effectiveness? (sooner)
  - How effective is the program in achieving its intended outcomes? (later, but we can begin planning for it now)
- Ingredients for a successful evaluation
  - Measurable outcomes
  - Metrics that are already captured in data or could be captured through new data collection
- Questions for follow-up in individual component meetings
  - Which elements of your BWC policy are proving difficult, and can these benefit from testing?
  - Is there potential to test these by implementing different versions in different locations/offices/teams during Phase 1?
  - What data will be collected? What additional data could be collected if relevant to measurable outcomes?

Hi all, As noted in my email last week (see attached), now that the policy is out, we need to be proactive to ensure that the BWC evaluation enables us to learn as much as possible. Our goal is to systematically collect data across the 4 law enforcement components to ensure that the data can be combined to create a coherent picture for policy makers at the Department level and the component level, and allow the components to learn from each other.

Later this week, we will send out an agenda for next Monday's meeting.  
Thanks all, we look forward to working with you all.  
Robin

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### [Join Microsoft Teams Meeting](#)

(b) (6) United States, Washington (Toll)

Conference ID: 455 846 990#

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**From:** Funston, Robin (JMD)  
**Sent:** Wed, 8 Sep 2021 19:10:29 +0000  
**To:** (b)(6); (b)(7)(C); (b)(7)(F) Gleason, Robert (Chris)  
**Cc:** Burnett, Russell (JMD)  
**Subject:** FW: Call for Information on Component Planned BWC Evaluation Activities: Due 9/3

Just checking on the status of DEA's submission. Thanks so much.

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**From:** Funston, Robin (JMD)  
**Sent:** Thursday, September 2, 2021 5:07 PM  
**To:** Armstrong, Jennifer (USMS) (b) (6), (b) (7)(C) Nieboer, Chad (USMS)  
(b) (6), (b) (7)(C) (b)(6); (b)(7)(C); (b)(7)(F) @usdoj.gov>; Dunham, Timothy M. (TD) (FBI) (b) (6), (b) (7)(C) MacAllister, Hope A. (b) (6), (b) (7)(C) Kaye, Ryan S. (b) (6), (b) (7)(C) Coburn, Jeffrey L. (OTD) (FBI) (b) (6), (b) (7)(C) Gleason, Robert (Chris) (b)(6); (b)(7)(C) @dea.gov>  
**Cc:** Burnett, Russell (JMD) (b) (6)  
**Subject:** RE: Call for Information on Component Planned BWC Evaluation Activities: Due 9/3

Hi all, just a quick reminder that the Call for Information on your BWC Evaluation Activities is due tomorrow, September 3. We look forward to reviewing the information and working with you on this important evaluation effort in support of the BWC initiative.

Thanks,

Robin

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**From:** Funston, Robin (JMD)  
**Sent:** Tuesday, August 24, 2021 9:26 AM  
**To:** Armstrong, Jennifer (USMS) (b) (6), (b) (7)(C) Nieboer, Chad (USMS)  
(b) (6), (b) (7)(C) (b)(6); (b)(7)(C); (b)(7)(F) @usdoj.gov>; Dunham, Timothy M. (TD) (FBI) (b) (6), (b) (7)(C) MacAllister, Hope A. (b) (6), (b) (7)(C) Kaye, Ryan S. (b) (6), (b) (7)(C) Coburn, Jeffrey L. (OTD) (FBI) (b) (6), (b) (7)(C) Gleason, Robert (Chris) (b)(6); (b)(7)(C) @dea.gov>  
**Cc:** Burnett, Russell (JMD) (b) (6)  
**Subject:** Call for Information on Component Planned BWC Evaluation Activities: Due 9/3

## Call for Information on Component Planned BWC Evaluation Activities

On behalf of the Department's Evaluation Officer, the Strategic Planning and Performance Staff (SPPS) is requesting information about the evaluation and evidence-building activities that ATF, DEA, FBI, and

USMS are planning during Phase 1 deployment of body-worn cameras (BWCs). SPPS will use this information to:

- identify opportunities for greater coordination among the components around evaluation and evidence building;
- identify opportunities to standardize metrics and methods across the components and thus build a stronger Department-wide evidence base regarding BWCs; and
- incorporate BWC-related evidence needs and evaluation activities into the Department's first-ever Learning Agenda and Annual Evaluation Plan, required by the Foundations for Evidence-Based Policymaking Act of 2018.

Please send one response per component for the questions below by 09/03/2021 to Russell Burnett (b) (6) and Robin Funston (b) (6). If you have any questions or would like clarification on any of the items, please contact Russell Burnett or Robin Funston.

Thank you

**From:** Funston, Robin (JMD)  
**Sent:** Tue, 24 Aug 2021 13:25:54 +0000  
**To:** Armstrong, Jennifer (USMS); Nieboer, Chad (USMS); (b)(6); (b)(7)(C); (b)(7)(F)  
L; Dunham, Timothy M. (TD) (FBI); MacAllister, Hope A. (ATF); Kaye, Ryan S. (ATF); Coburn, Jeffrey L. (OTD) (FBI); Gleason, Robert (Chris)  
**Cc:** Burnett, Russell (JMD)  
**Subject:** Call for Information on Component Planned BWC Evaluation Activities: Due 9/3  
**Attachments:** Call for Information on Component Planned BWC Evaluation Activities.docx

## Call for Information on Component Planned BWC Evaluation Activities

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Thank you



## Call for Information on Component Planned BWC Evaluation Activities

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Please send one response per component for the questions below by 09/03/2021 to Russell Burnett (b) (6) and Robin Funston (b) (6). If you have any questions or would like clarification on any of the items, please contact Russell Burnett or Robin Funston.

**Component:** Click or tap here to enter text.

**POC Name:** Click or tap here to enter text.

**Title:** Click or tap here to enter text.

**Definitions:** Throughout this document, **evaluation** is defined as systematic data collection and analysis to assess the effectiveness and/or efficiency of the program (or elements of the program). The term **officer** is used to refer to law enforcement officers (LEOs) generally, including agents, deputies, and any others who will use and wear BWCs.

### ***Evidence needs***

1. **For your component, which aspects of the program would benefit from further evidence or evaluation?** *Several possibilities are listed below, but please make use of the "please specify" blank to list any and all questions that have arisen for your component that would benefit from further data, research, or evaluation.*

- How to define the policy on when cameras should be activated and deactivated
- How to train officers on BWCs
- How and when equipment should be assigned or issued
- How BWCs might affect the actions of officers in the field
- How BWCs might affect attitudes or morale of officers

- How BWCs might affect actions of civilians during interactions with officers
- Whether and how BWCs might promote public trust
- How to maximize the evidentiary value of the video captured by BWCs
- Other – *please specify*:  
Click or tap here to enter text.

### ***Evaluation plans***

**2. At this point in time, have you made specific plans for evaluation during Phase 1?**

- Yes
- No

**3. What type(s) of evaluation are planned? Please mark all that apply.**

- Process or implementation evaluation, which assesses whether the program (or an aspect/element of the program) is implemented as intended or how well it is operating
- Impact or outcome evaluation, which measures whether the program (or an aspect/element of the program) is achieving intended outcomes or having intended impact
- Other – *please specify*:  
Click or tap here to enter text.

**4. During Phase 1, will your component be systematically checking the quality and completeness of video captured by BWCs? By “systematically” we mean via random sampling or some other systematic method for generating reliable, representative estimates of the quality and completeness of video.**

- Yes
- No

### ***Outcomes of interest***

**5. What outcomes will be analyzed?**

- Complaints against officers (for example, numbers of complaints, or time to resolution)
- Tort claims (for example, numbers of claims, or time to resolution)
- Evidentiary value of video captured by BWCs
- Use of force or weapon discharge
- Incident review (time or resources required)
- Usability of cameras
- Function/malfunction of cameras
- Activation/deactivation of cameras (for example, whether cameras are activated and deactivated according to policy)



- Reliability/quality of stored video
- Other – *please specify*:  
Click or tap here to enter text.

### **Data sources**

**6. What data sources will be used?** *This could include data collected specifically for evaluation purposes or data that would be collected anyway.*

- Complaints
- Incident/arrest reports
- Data on prosecutions or other legal proceedings
- Video captured by BWCs
- Meta-data associated with video captured by BWCs
- On-board usage and diagnostic data from BWCs
- Problem reports or requests for technical assistance from officers
- Survey data obtained by actively surveying officers
- Human resources or staffing data
- Other – *please specify*:  
Click or tap here to enter text.

### **Surveys of officers**

**7. If you will be actively surveying officers, which of the following do you plan to ask about?**

- Officer satisfaction with the program
- Technical problems with the cameras
- Ability to activate and deactivate the cameras as required by policy in the course of operations
- Perceived effects of the cameras on the officer's own conduct or actions
- Perceived effects of the cameras on conduct or actions of civilians/others
- Perceived pros and cons of the cameras or the BWC program
- Perceived effects of the cameras on officer safety
- Other – *please specify*:  
Click or tap here to enter text.

**From:** (b)(6); (b)(7)(C); (b)(7)(F)  
**Sent:** Mon, 28 Jun 2021 15:10:37 -0400  
**To:** Machak, Michael J. (b)(6); (b)(7)(C); (b)(7)(F); Schaefer, Mary  
B; Gleason, Robert (Chris)  
**Subject:** FW: BWC Evaluation: Process for Developing Evaluation Priorities and Data  
Collection Opportunities  
**Attachments:** BWC slides 2021-06-28 (002).pptx

Mike:

JMD held a meeting today to discuss evaluation of the BWC program. JMD is requesting DEA POCs for the evaluation (see email below). I believe Mary will be reaching out to you on this.

Thanks.

(b)(6); (b)(7)(C); (b)(7)(F)  
Chief, Compliance Section (ADCC)  
Drug Enforcement Administration  
(b)(6); (b)(7)(C) Office  
(b)(6); (b)(7)(C); (b)(7)(F) Mobile  
(b)(6); (b)(7)(C); (b)(7)(F) @usdoj.gov

(b)(6); (b)(7)(C); (b)(7)(F)  
**From:** Funston, Robin (JMD) (b) (6)  
**Sent:** Monday, June 28, 2021 1:54 PM  
**To:** Braverman, Adam L. (ODAG) (JMD) (b) (6); (b)(6); (b)(7)(C); (b)(7)(F)  
(b)(6); (b)(7)(C); (b)(7)(F) @dea.usdoj.gov>; Armstrong, Jennifer (USMS) (b) (6), (b) (7)(C); Dunham,  
Timothy M. (CID) (FBI) (b) (6), (b) (7)(C) MacAllister, Hope A. (ATF)  
(b) (6), (b) (7)(C) Celaya, Kayla (USMS) (b) (6), (b) (7)(C) Mills, Meredith  
(USMS) (b) (6), (b) (7)(C) Luckstone, Charlotte (USMS) (b) (6), (b) (7)(C)  
Kelly, Richard (USMS) (b) (6), (b) (7)(C); (b)(6); (b)(7)(C); (b)(7)(F) @DEA.USDOJ.GOV>;  
Kelly, Stephen D. (OGC) (FBI) (b) (6), (b) (7)(C) Coburn, Jeffrey L. (OTD) (FBI) (b) (6), (b) (7)(C)  
Gleason, Robert (Chris) (b)(6); (b)(7)(C) @usdoj.gov>; Kaye, Ryan S. (ATF) (b) (6), (b) (7)(C)  
(b) (6) Nance, Tennille (JMD) (b) (6)  
**Cc:** Kumar, Amit (JMD) (b) (6) Vanderplow, Paul D (ATF)  
(b) (6), (b) (7)(C) Dickinson, Lisa (USMS) (b) (6), (b) (7)(C) Perese, Dogan  
A. (ITADD) (FBI) (b) (6), (b) (7)(C) Behning, Roy T. (OTD) (FBI) (b) (6), (b) (7)(C) Flowers,  
Christopher R. (CID) (FBI) (b) (6), (b) (7)(C); Ramsay, Sara (RPO) (FBI) (b) (6), (b) (7)(C); (b)(6); (b)(7)(C); (b)(7)(F)  
(b)(6); (b)(7)(C); (b)(7)(F) @dea.usdoj.gov>; Leverty, Scott (JMD) (b) (6) Fortuno, Jose A.  
(ITADD) (FBI) (b) (6), (b) (7)(C) Carley, Jason J. (CID) (FBI) (b) (6), (b) (7)(C) Nieboer, Chad (USMS)  
(b) (6), (b) (7)(C) Rau, Christine (USMS) (b) (6), (b) (7)(C) Viswanathan, Prakash  
(USMS) (b) (6), (b) (7)(C)  
**Subject:** BWC Evaluation: Process for Developing Evaluation Priorities and Data Collection Opportunities

We want to thank everyone for participating in today's discussion. Attached are the slides from today. Please let us know who your 2 or 3 component POCs are for the BWC evaluation. We will be in touch

with them to schedule your component specific meeting after the July 4<sup>th</sup> week. In the meantime, please feel free to reach out to me on any issues in developing your component specific and/or department evaluation questions and metrics.

Thanks again,  
Robin