

RPD BWC (Body Worn Camera)—Project Charter

I. GENERAL INFORMATION	
<i>Project Title</i>	Rochester Police Department (RPD) BWC (Body Worn Camera) Project
<i>Brief Project Description</i>	Develop and implement a Body Worn Camera program to include technology/system identification, policy development and selection.
<i>Prepared By</i>	Deputy Chief Wayne Harris, RPD
<i>Date</i>	May 11, 2015

II. BACKGROUND
<p>Recent events, both locally and nationally, have shown an increasing trend toward police activities being video and audio recorded by citizens of our communities. These recordings are often the basis of citizen complaints for infractions such as discourtesy or excessive force. Smartphone technology is the usual method of recording. As such, these recordings often do not capture an entire event, they are easily uploaded to social media, and they create an inaccurate depiction of a police encounter that is immediately available for public review. In an effort to provide a more accurate record of police encounters, foster the improvement of police-community relations, establish transparency, and improve the quality of evidence brought into criminal prosecutions, many law enforcement agencies across the country have begun to outfit their uniformed officers with body worn cameras. In accordance with this trend, the City of Rochester Police Department has undertaken a Body Worn Camera project.</p> <p>Due to the social sensitivities of this project and the financial burden that the city will come to bear, this project cannot be successful without extensive consideration being given to technology, policies, legal issues, and fiscal support.</p> <p>This project will be multi-faceted in that it will involve the identification of camera technology, as well as the identification of a comprehensive data management system, and it will direct the development of policy to govern the program which will include input from project stakeholders (such as community groups, clergy organizations, and outside agencies with whom the RPD regularly interacts).</p>

III. PROJECT OBJECTIVES:
<p>The objective of the Body Worn Camera project is to develop and implement a system that will provide audio and video technologies to be worn by uniformed road personnel. An additional objective is the development of a digital data management system.</p> <p>The primary benefits sought from a BWC program include more accurate reporting of police/public interactive incidents, transparency and the continuing efforts toward furthering police-community relations.</p> <p>Specific Goals:</p> <ol style="list-style-type: none">1. Deploy BWC technology to all members of RPD who regularly interact with the public in an enforcement capacity.2. Improve the high quality public service expected of RPD officers, and promote the perceived legitimacy and sense of fairness and procedural justice.3. Improve management of DME, to ensure identification, retention, accessibility of DME that is relevant to RPD arrests and investigations, and the conduct of RPD officers.4. Incorporate the BWC program into RPD's policy and training development process.

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III. PROJECT OBJECTIVES:

5. Develop and implement strong policies to ensure proper and credible use of BWCs.
6. Establish a long-term BWC program that remains technologically current, and financially sustainable.
7. Inform national efforts to improve the use of BWCs more broadly..

IV. PROJECT SCOPE:

The scope of this project is to develop and implement a Body Worn Camera program. This will include:

1. Stakeholders will be identified (internal and external) and their input will be solicited in support of project objectives and to enhance transparency.
2. Identifying and contracting with an appropriate vendor for the purchase of the camera technology, and Data Management System.
3. Researching, developing and negotiating a BWC policy that addresses legal, privacy and labor issues. Policy research will include the creation of a Policy Development Team to ensure all levels of operational need and project objectives are appropriately addressed.
4. To promote transparency stakeholder input will be solicited throughout the project and stakeholders will be regularly updated on project status.
5. Successfully implementing our program, beginning with a roll out of one third of the total number of cameras we intend to deploy which will facilitate the establishment of a structured replacement program to reflect the expected three year turnover of camera technology.
6. The BWC Project will include a detailed independent evaluation by The Center for Public Safety Initiatives (CPSI) at Rochester Institute of Technology. CPSI, under the direction of Dr. John Klofas, has a proven history on the Federal, State, and Local levels regarding the analysis of policy and data within the criminal justice system. RPD will partner with CPSI with the collection of performance data and will provide equipment and policy feedback as appropriate. This process will begin after Phase I implementation and will continue through the completion of the program.

V. ASSUMPTIONS:

City Administration has determined that the Rochester Police Department will deploy Body Worn Cameras on uniformed officers. A BWC program will foster better community relations through accountability and transparency. Additionally, a BWC program will contribute to better public understanding of police policies and practices, and it is expected to be a factor in the decrease of the number of citizen complaints.

VI. CONSTRAINTS:

1. There are budgetary implications that must be considered while developing a Body Worn Camera program. Specifically, depending on the Data Management System selected for this program, our budget will be impacted by way of the initial capital expenditure and annual operating cost. The detailed project planning phase will include cost estimates for both, and we will work closely with the Office of Management and Budget (OMB) throughout the project to pursue the most cost-effective plan feasible. See Section X, below, *Project Risks*.
2. The collective bargaining agreement between the Rochester Police Department and the Rochester Police Locust Club (labor union) requires cooperation between the parties when changes to the terms and conditions of employment for members may occur. As such, there is the possibility that discussions may be required with the police union regarding the BWC Program prior to

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VI. CONSTRAINTS:
implementation. This potentially may impact the implementation schedule and/or project cost.

VII. PROJECT METHODOLOGY:	
The RPD BWC Project will be managed based on the global standard in project management principles as defined by the Project Management Institute’s (PMI) PMBOK® (Project Management Book of Knowledge).	
Phase	Deliverables
1. Project Initiation	<ul style="list-style-type: none"> • Establish Executive Management Team • Research BWC technology • Develop Project Charter • Approval of Project Charter by Mayor • Identify Key Stakeholders
2. Project Planning	<u>Project Plan:</u> <ul style="list-style-type: none"> • Risk Plan • Budget (Capital & Operating Cost) • Form Policy Development Team • Implementation Schedule • Stakeholders Communication Plan • Detailed Roles and Responsibilities of all project participants • Project Governance • Project Change Process • Quality Plan
3. Project Execution	<ul style="list-style-type: none"> • Delivery of training • Deployment of Cameras • Implementation of Policy • Implementation of data collection plan for independent project evaluation • Implementation of Data Management System
4. Project Monitoring and Control	<ul style="list-style-type: none"> • Updating documentation and conducting proper follow up to ensure project success. • Continue to collect data necessary for independent project evaluation
5. Project Closeout	<ul style="list-style-type: none"> • Closeout Report

VIII. Project Milestones:
The timeline identifies several deliverables intended to address key components identified by the COPS and PERF report “Implementing a Body-Worn Camera Program,”

Milestones	Deliverables	Responsibility	Date
1. Project Initiation	<ol style="list-style-type: none"> 1. Develop Project Charter 2. Research BWC technology 3. Identify Key Stakeholders 	Wayne Harris, DCA	May, 2015
2. Project Planning	<ol style="list-style-type: none"> 1 Develop BWC Project Plan which will include the following: 2 Solicitation of Stakeholder Input 3 Risk Assessments 4 RFP & Selection of 	Project Core Team (includes representatives from RPD & IT; Wayne Harris,	June, 2015

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Milestones	Deliverables	Responsibility	Date
	Vendor/Consultant 5 Council Approval of Vendor/Consultant Contract 6 Capital Cost 7 Operating Cost 8 Implementation Schedule 9 Present Recommended Plan for Mayor’s Approval 10 Stakeholders Communication Plan 11 Detailed Roles and Responsibilities of all project participants 12 Project Governance	Kevin Costello, Tony Sutera, Mark Dibelka, John Mustico, and Nick Petitti)	
3. Policy Development	1 Form Policy Development Team 2 Solicit Stakeholder Input: Policy, FOIA, and Privacy.	RPD R&E (John Mustico)	December, 2015
4. Project Funding	1 Approval of funding from City Council	Wayne Harris/Tony Sutera/Director of Office Management Budget	June, 2015
5. Technology Solution Evaluation and Selection	1 Prepare and Publish RFP 2 Complete Selection Grid based on Proposals 3 Complete Selection Grid based on vendor scripted demonstrations 4 Evaluation of cameras based on field testing 5 Vendor Selection	Project Core Team (Harris, Costello, Sutera, Dibelka, Mustico, Petitti and Subject Matter Experts from RPD & IT	December, 2015
6. Submission to City Council	1 Submit to council for approval to enter into a contract with the selected vendor	Wayne Harris	January, 2016
7. Contract Negotiations	1 Execution of contract	Wayne Harris, Tony Sutera, and Law Department	January, 2016
8. Phase I Implementation	1 BWC Deployment and training 2 Management System Implementation 3 Begin CPSI evaluation	Kevin Costello/Tony Sutera	May, 2016
9. Phase II Implementation	1 Deployment of Cameras 2 Continue CPSI evaluation	Kevin Costello/Tony Sutera	May, 2017
10. Phase III Implementation	1 Deployment of Cameras 2 Continue CPSI evaluation	Kevin Costello/Tony Sutera	May, 2018

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IX. Project Structure:

Project Governance – Executive Management Team

Project Title	Assigned	Role
Executive Sponsor	Mayor Lovely Warren	Ultimate approval authority for project design and implementation, and responsible to secure required funding and resources.
Project Sponsor	Michael Ciminelli , Chief Wayne Harris , DCA	Program oversight and control to ensure successful completion of the program.
Project Steering Committee	Len Redon , Deputy Mayor Chris Wagner , OMB Director Allen Williams , Director of Special Projects Lisa Bobo , CIO Michael Ciminelli , RPD Chief James Smith , City Communications Director	Responsible to Executive Sponsor for project oversight and control; vocal and visible project champion; approval of project deliverables; policy decisions; issue resolution; approval of scope changes, direction and guidance to the project.

Project Core Team

Project Sponsor	Wayne Harris , DCA	Program oversight and control to ensure successful completion of the program.
Project Managers	Kevin Costello , Captain, RPD Tony Sutera , IT	Responsible for ensuring that the Project Team completes the project. The Project Manager will report to the Steering Committee. The Project Manager develops the Project Plan with the Team, and manages the Team’s performance of project tasks. The Project Manager is responsible for communication, including status reporting, risk management, obtaining necessary funding and resources through the Steering Committee, escalation of issues that cannot be resolved in the team, and, in general, making sure the project is delivered in budget, on schedule, and within scope.
Project Coordinator	Lt. Mark Dibelka (Lt. Dibelka will hold this position until December of 2015 when the position will be filled by Lt. Mike Perkowski)	Administrative assistance to Project Manager; will report to Project Manager for purposes of this project. Also responsible for internal RPD communications on the project. Maintain project schedule, action item and issue registers.
Subject Matter Expert (SME)	John Mustico , Sergeant, RPD Nick Petitti , Director of Business Intelligence, RPD	Responsible for supporting the policy initiatives of this project. Responsible for coordinating data collection with CPSI

Support Teams

Communications	Allen Williams , Director of Special Projects James Smith , Director of	Responsible to coordinate external communications and community outreach for project.
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Project Title	Assigned	Role
	Communications Inv. Jackie Shuman, RPD PIO	
Legal	TBD —Request Law Dept. to assign attorney	Provide legal guidance and support to Executive Management Team and Police Development Team.
Labor	Mike Oliveri	Provide labor related guidance and support to Executive Management Team as needed.
Vendor Selection	Core Project Team: See above	Issue RFP for vendor support as needed, and selection of vendor(s).
Community Liaison	Chair- TBD	Ensure effective communication with community stakeholders. Other roles and responsibilities TBD
IT	Chair- Tony Sutera Other IT- TBD R&E- Joe Silva	Provide subject matter expertise and recommendations on IT-related matters.
Budget	<u>Co-Chairs</u> Nancy Alberto, RPD Joe Mustico, OMB	Provide subject matter expertise and recommendations on budget matters for options, including budget and cost estimates, and overall budget impact. Also, provide budget support throughout all phases of the project.
Labor	Chair – Wayne Harris Mike Oliveri, Labor Kevin Costello	Provide subject matter expertise and recommendations on labor matters and implications. Negotiations with unions(s) as required to institute a BWC program.
Policy	Chair— Sgt. John Mustico Membership TBD	Determine and implement necessary changes to RPD policies and procedures, e.g., General Orders, Administrative Orders, etc.
Evaluation	Chair— Nick Petitti	Coordination with Independent Evaluator to ensure proper data collection and delivery.
Training	Chair— Lt. David Gebhardt Membership TBD	Determine and coordinate needed internal RPD training to implement a BWC program.

IX. PROJECT RESOURCES:

To be identified during project planning

X. PROJECT RISKS

Risks	Mitigation Strategy
Potential labor issues.	Work closely City labor officials to identify potential labor issues as the plan is developed, and negotiate mutually acceptable resolutions with the union as needed.
BWC technology maintenance- For general maintenance of the BWC technology and eventual repair needs, a Department liaison	The RFP will mitigate this concern as the selected vendor will have to meet our repair and maintenance needs

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Risks	Mitigation Strategy
will be identified to coordinate with the selected vendor.	
Technology compatibility with Rochester's climate- As Rochester's climate offers various degrees of extreme weather, we will need to identify and select a system that can operate under any condition.	The RFP will mitigate this concern as the selected system will have to meet this requirement.
FOIL/Legal- The data collected from our BWC camera program will likely be subject to FOIL requests, we will potentially need one or two FTE's for data management and FOIL requests.	FTE's will involve coordination with OMB and DHRM. This will also require coordination with City Communications and the Law Department.
Privacy concerns- Digital data will be collected during officer interactions with the public. This will result in data being gathered from private resident and during sensitive situations such as rape investigations.	Our policy will direct when an officer will activate the recording function of the BWC system, and under what circumstances an officer will be authorized to deactivate the recording function or not activate at all.
BWC Limitations- A BWC field of view varies depending upon the technology selected and how it is deployed/worn.	This concern will be mitigated through the RFP process and vendor selection with input from PDS for our system needs.
Due to the likelihood of similar projects being conducted by law enforcement agencies throughout the country, it is possible that the availability of potential vendors may be limited. As a result potential vendors may be unable to meet our timeline requirements.	Vendor availability will be taken into consideration during the selection process.

XI. SUCCESS MEASUREMENTS:

The immediate success measurement of this project will be the deployment of Body Worn Cameras to be worn by RPD uniformed road personnel and overall ability to meet project objectives. The longer term success measures will include enhanced reporting of police and public interaction, transparency and improved police-community relations.

XII. APPROVALS:

Upon signature of the Executive Sponsor and the Steering Committee, the Project Managers are empowered to proceed with the project as outlined in this Charter.

Name	Signature	Date
Mayor Lovely Warren		
Len Redon Deputy Mayor		
Michael L. Ciminelli Chief of Police, RPD		
Chris Wagner Director, Office of Management		

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& Budget		
Allen Williams Director of Special Projects		
Lisa Bobo City IT Director		
James Smith City Communications Director		