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**THE INFLUENCE OF CULTURE ON
BODY-WORN CAMERA POLICY:
AN EXPLORATORY STUDY OF PENNSYLVANIA POLICE**

A Thesis in
Criminal Justice

by

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Abstract

Graphic images capturing police officers engaged in use of force incidents against citizens shared with millions of other people through social media has contributed to feelings of public distrust of its police among many groups within the country. Demands calling for the use of police body-worn cameras (BWC) has rapidly spread across the country as the preferred response to police reform. Similar to other forms of mobile technology like license plate readers and dash cameras, BWC policy is likely to be shaped by the existing climate and police culture in which the agency functions. It is important to understand the relationship between the police culture and its influence on BWC policy to predict its potential effectiveness as a means of reform.

Through an online survey, this thesis queried a sample of 92 Pennsylvania police departments about their agencies' culture and the current climate and its influence on BWC policy. The results indicate that even with the current climate departmental culture has had a nominal effect on the implementation of BWC. Despite a supportive legislative, social, organizational environment aimed at facilitating the implementation of BWC, police departments using the devices across the Commonwealth have not exponentially increased. Administrative internal policies requiring officers to use BWC to improve public trust and accountability has also not hastened the adoption of BWC. An evaluation pertaining to the agency's mission has also not directly influenced the adoption of BWC policy. The cost of the cameras and unfunded mandates are possible explanations for its slowed implementation. This exploratory study offers insight into the current climate and the influence of police culture on BWC policy.

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Chapter 1. Introduction

A series of graphic, highly publicized incidents of police officers' use of deadly force has contributed to the polarization between the police and the citizens they serve (Chermak, et al., 2006). The distrust of police and the treatment of citizens – in particular, minorities –has resulted in a growing number of protests in recent years. The long-standing narrative associated with the police culture has been one of a closed community, “a blue wall of silence” in which officers are loyal to their fellow officers to the detriment of accountability (Brough, et al., 2016). Congressional hearings examining police involved deaths of minorities, along with activist groups like Black Lives Matters and American institutions such as the National Football League have expressed opposition to current practices (Dobbs, et al., 2014). Thus, national spotlight has been cast upon the “blue wall” in hopes of improving the manner in which police use force.

Popular reaction to political, social, and institutional demands for police reforms have recently focused on improving officer accountability, transparency, and public trust. The use of police body-worn cameras (BWC) has garnered widespread support across the country among politicians, reform advocates, and police alike. In 2016, President Obama, taking the opportunity to address excessive use of force, encouraged police to apply to the Department of Justice's “Body Worn Camera Partnership Program” as a means to purchase BWC. The program funded approximately \$20 million of BWC purchases among state and municipal policing agencies (Gaub, et al., 2016; Stalcup & Hahn, 2016; Young & Ready, 2016). In addition, reform advocates like the American Civil Liberties Union (ACLU) have supported the use of BWC to improve transparency, provided that BWC does not impede on individual privacy (Stanley, 2013). Recognizing

the current climate of reform, a couple of Pennsylvania police departments, like Pittsburgh and Carlisle, acted swiftly to secure the federal monies to obtain the devices.

The result of the continued support for mobile recording devices has been evident by the proliferation of BWC among large urban departments. In fact, by 2016, 95% of major cities reported that they were either using BWC or had planned to do so (Stalcup & Hahn, 2016; Zansberg, 2016). On the contrary, smaller departments, which account for the majority of agencies across the country, have been more circumspect in their response. In particular, policing agencies in Pennsylvania – which is a predominantly rural state comprised of mostly small policing agencies – have been slow to adopt BWC because of concerns with issues like individual privacy, public access, and cost.

Notwithstanding the well-publicized external pulls beckoning the immediate implementation of cameras, the internal demands like leadership style, perspectives of policing responsibility, and recording policies of how best use BWC to improve accountability has been difficult to assess and much slower to adopt. Moreover, policy professionals have advised against rushed utilization as procedural questions such as how to ensure citizens' privacy and when to provide public need to be examined to fully understand the challenges ahead (Evans, 2015). The understanding of the impact of current environment and the departmental culture on the adoption of BWC is important to the development of strong policies.

The purpose of this study is to examine how organizational culture and climate effects departments decision to adopt BWC policies. There have been few attempts to explore the impact of the environment or culture on the adoption of BWC and its policies (Lum,

et al., 2015). Specifically, there have been no studies assessing the culture or climate in Pennsylvania and its influence on BWC policy. This is an important gap in current literature given that culture has traditionally been thought of as a key predictor in any attempt at policing reforms. The culture of an organization is reflective of how it responds to external and internal demands, as well as how leadership strategizes its use. Byrne & Hummer (2017) argue that the usefulness of BWC within policing cannot be studied without giving attention to the responsibility of management's procedures and structure. Enactment without standards and outcome measures, such as improved officer behavior, is subject to perceived organizational dysfunction and program failure. This technology for law enforcement has brought new challenges to long-standing policies. Departmental use of BWC affects more than 1,000 departments, 18,000 police officers across Pennsylvania, and more than 12 million Pennsylvania residents (Reaves, 2011; U.S. Census Bureau, 2017).

This thesis proceeds as follows. Chapter One proposes an examination of the perspectives of departments about the culture and climate of the organization, BWC, and policies. Chapter Two discusses the relationship between a climate of external demands, and internal cultural influences resulting in departmental BWC policy. Chapter Three outlines the methodology to include participants, variables, and data analysis plane used in the current thesis. Chapter Four discusses the results of the study through a series of tables. Lastly, Chapter Five discusses key aspects of the police culture in relation to the emergence of body-worn cameras and proposes additional areas of research.

Chapter 2. Background on the Body-Worn Camera

According to Coudert and colleagues (2015), while individuals largely agree to the use of BWC, these same persons hold fundamentally different opinions regarding how they are to be used. For example, politicians imagine that BWC will have a calming effect between citizens and the police with the goal of improving public trust. Meanwhile, society demands the cameras need to make police incidents involving use of force more transparent and hold the officers accountable. In contrast, police officers expect the video from the devices to protect them from false accusations of inappropriate conduct (Coudert, et al., 2015). Police administrators must navigate the current climate and these differing expectations through the management of sound policy – policy that attends to the department’s external and internal influences, ensuring the rights of citizens and the culture within the organization.

Current literature on the topic of BWC has largely centered on the political, societal, and organizational influences that affect BWC policy and its success. Despite what has been learned about BWC, there is scant evidence on which to base policy. Random experimental research on the impact of the equipment is just beginning and the extant studies using other methods have mixed results (Sousa, et al., 2016). Divergent policies abound regarding best practices about BWC capabilities and how best to manage the potentially invasive technology in a country based on individual freedoms. This section summarizes the literature on BWC.

Police Culture and Climate

The culture of a group of persons often refers to the values, perspectives, and attitudes shaped by political, societal, and administrative influences dictating how individuals' function as a group (Paoline III, et al., 2003). Organizational culture is the collective ideas, about the organization's expectancies and principles (Garcia-Buades, et al., 2015). Much of the past research pertaining to police culture has described its members to be authoritarian, to isolate themselves separate from society, to be cynical, and to hold distrustful views of outsiders (Campeau, 2015; Cordner, 2016). Research on police culture has described it as a process whereby veteran officers socialize new officers into the agency, shaping their values and attitudes about the community and police work (Cordner, 2016).

As a result of this socialization process, mindsets of suspicion and division from the community develop, while at the same time creating solidarity among its members (Cordner, 2016). These attitudes have been attributed to the proliferation of officer misconduct and nonconformity to policy. Indeed, culture has often been considered to be an impediment to department accountability and transparency (Cordner, 2016). Through socialization, the police culture is formed, consisting of a variety of components to form a macro level concept. The culture of the department is significantly tied to the climate in which the organization functions.

Climate refers to the environment, the circumstances, and opportunities that exists and are often created locally by leaders (Garcia-Buades, et al., 2015). Police departments exist within this climate and administrators make decisions based on the influences of the

current environment. Currently there is a climate for change in the manner in which apply use of force. An atmosphere for improvement to the extent to which there is a search for new information and new ideas are created (Garcia-Buades, et al., 2015). BWC have been viewed as innovative technology that holds the potential to change the way police officers perform their work.

Body-Worn-Cameras and Police

Local Political Debate and BWC

One way to understand the current state of policing in America is to consider the issues being debated at the federal level and the actions that have occurred at the state level. Equipping police officers with BWC to improve officer accountability and reduce the distrust prevalent among minorities is a national discussion at the state and local levels of our governments. Understanding the current attitudes of police administrators about BWC as they attempt to persuade a potentially difficult police culture toward acceptance of this innovation is critical to successful reform.

According to Stanley (2013) minorities, migrants, and the poor have been at greatest risk of harm by the unabated use of BWC without policy pertaining to matters of omnipresent identification and intrusion into persons' privacy (Stanley, 2013). These groups, based largely on where they live and what they look like, are more likely to be profiled, detained, and arrested by the police. Equally, police administrators have contended that legislators need amended wiretap laws to facilitate widespread use of the BWC. As a result, advocates for these groups have lobbied elected officials to support the use of BWC. In turn, legislative efforts to address BWC concerns, such as those in

Pennsylvania, have begun to be instituted in some states resulting in new legal definitions and statutes.

Pennsylvania, along with several other states, has been a two-party consent state that requires citizens agree to video their actions in private places and to be audibly recorded (Evans, 2015). Until recently, Pennsylvania's Wiretap Law, 18 Pa C.S. 5703, prevented the interception and disclosure of private conversations using electronic, mechanical, or other devices, unless all participants consented. The Wiretap Law also prevented disclosing the content of these captured communications in court proceedings. The illegal recording of private conversations in homes constituted a felony criminal offense – even for police officers. Indeed, police officers were susceptible to criminal sanctions and a loss of retirement pensions if convicted of felonious illegal wiretapping.

However, the current climate has changed, Pennsylvania's legislators recently provided clarity on the issue of BWC by adopting Act 22 of 2017. This piece of legislation significantly amended the definition of oral communication within the Commonwealth's Wiretap Law to now exclude what is captured by police officers through the use of BWC. It is now lawful for police to intercept video images and audible statements of residents within their homes without consent. The amendment permits on-duty uniformed officers to collect communications made in their presence while using an approved recording technology (Hausman, 2017).

Act 22 of 2017 also has changed the process of obtaining the police recordings. Video content will no longer be subject to Pennsylvania's Right-to-Know Law (Act 3 of 2008), but rather access to BWC video will be requested through the originating police agency

within a specific time period of 20 days. The request to police for the video can be denied if the matter pertains to events subject to criminal investigations or if identifying information of a victim or confidential informant may be compromised (Hausman, 2017). The impact of this pro-camera legislation becomes even more significant to individual rights of residents and the fiscal uncertainty it creates. When one considers that there are in excess of 1,100 municipal departments throughout the state with more than 27,000 sworn officers each potentially wearing cameras and recording images of residents and conversations for eight or twelve hour shifts each day, the gravity of the decision becomes clear (Reaves, 2011).

Policing Style and BWC

Police departments have their own managerial style that is revealed within the organizational culture of the agency (Wilson, 1968). The style of policing is a compilation of the agency's approaches, practices, and procedures. It serves as a reflection of the agency's climate and shapes all phases of the work done by the department. It influences how the department interacts with the community within the jurisdiction, the department's resources and their allocation, and police strategies.

Wilson's (1968) *Varieties of Police Behavior* distinguished three unique styles of policing among departments: the watchman, the legalistic, and the service styles. In brief, the watchman style of policing emphasizes maintaining order within the community, allowing a great deal of officer discretion, and irregular informal interaction between police and citizens. This style of policing was associated with rural areas with small departments similar to that of agencies across much of Central Pennsylvania. The

legalistic style of policing highlights officers as crime fighter with strict enforcement to the rules and policies. Citizen interaction with the police is formal and frequent. This style was linked to large city departments with a diverse population perhaps like that of Philadelphia or Pittsburgh. Lastly, the service approach prefers assistance over the law enforcement role. Officer and citizen interaction are frequent as the goal is to provide services to the community.

The responsibility of maintaining order describes a department adhering to a style aimed at maintaining order within the community by intervening that tends to disturb the peace, or disrupt the order or norms of society. It allows officers discretion in their decision making and reduces police-citizen interaction. The enforcement of laws approach is concentrated on the strict enforcement of the rules, requiring officers interact with the community is frequent and formal. A service orientation to policing describes the role of police as providing a service to citizens as taking precedent over that of law enforcement resulting in frequent police and citizen interaction.

The modification of policing styles to include BWC policy is largely dependent upon successfully appraising the current organizational culture, and navigating it to accept this new technology. Darroch and Mazerolli (2012) found that how administrators engaged with officers to neutralize potential negative expressions toward innovation, like that of BWC, within the department was more important than departmental climate. The researchers argued that less formal and more participative police organizations support innovative reforms. In order to facilitate BWC reforms it is the actions, motivations, and qualities of the agency's leaders that act as the foundation to the emergence of innovation

(Darroch & Mazerolli, 2012). Management's action is central to gaining officer acceptance to adopt BWC policy.

Agency Characteristics and BWC Activation Policy

Developing this dedication among line officers is often dependent on the manner administrators attempt to implement reforms. According to Gaub and colleagues (2016), a "civilizing effect" may be accomplished by administrators when there is a commitment to developing organizational principles accepting of BWC with the aim of improving public trust. The authors examined police officer perceptions of BWC and the manner of their implementation in three different departments (Phoenix, Tempe, and Spokane) before and after their deployment.

The researchers found that the officers of the Phoenix Police Department, who held largely negative views toward BWC before deployment compared to officers in Spokane and Tempe, continued to hold negative views after deployment. In comparison, Tempe officers who held positive attitudes pre-deployment continued to hold positive views post-deployment. The views of the Spokane officers shifted negatively after deployment; but the officers maintained a moderate opinion when compared to that of Phoenix Police Department. Gaub and colleagues (2016) reasoned that political timing, the time spent including other stakeholders in the process, and increased familiarity of the device contributed to the shift among Spokane officers' opinions.

Whereas, Phoenix officers were introduced to BWC before the technology began to receive attention and funding, unlike Spokane and Tempe where the implementation came later and the device was more familiar, impressions of BWC were already formed

by Phoenix officers. Unlike officers in Phoenix, Tempe officers, held a more positive view of the devices, had experienced an 18-month implementation period which involved line-level officers and a variety of stakeholders from outside of the department, resulted in continuous favorable BWC views (Gaub, et al., 2016; Elliot & Kurtenbach, 2016).

Gaub and colleagues (2016) illustrate how officer perceptions can be influenced and shaped at the organizational level. The authors suggested that the political environment during the time of implementation, along with the planning and implementation process, influenced officer perceptions (Gaub, et al., 2016). Thus, the manner in which the BWC is introduced to the agency's members, the method of implementation all contributed to the differences in opinions among officers.

Applying Gaub and colleagues' (2016) concept that the department's planning and implementation practices and how its effect on the attitudes of the members is further refined within the Young and Ready (2016) experiment of BWC activation policy. Activation policies have not been standardized, thus leaving departments and officers not only responsible, but also vulnerable to disputed recording incidents. Officers are responsible for recognizing when it is appropriate to activate and terminate BWC recordings during an incident. Typically, activation policies are either considered to be mandatory or discretionary.

A mandatory activation policy requires the recording of the camera begins at the start of each incident or contact with citizens and continues until the completion of contact. Whereas, a discretionary activation policy permits the officer the discretion as to what type of circumstance and when the camera is to begin recording and when it is to end.

Young and Ready (2016) argued that mandatory activation policies result in more video recordings and improved accountability. In contrast, discretionary activation policies lend themselves to a reduced numbers of video recordings, as well as slower achievement toward organizational accountability (Young & Ready, 2016).

An example of applying an activation policy to a culture receiving of the technology and the positive outcomes it can produce can be seen in the use of BWC in Mesa, AZ. Officers who volunteered to wear BWC activated them 67% of the time, as opposed to officers forced to participate who activated their cameras only 51% of the time required (Young & Ready, 2016). Based on these results, the authors concluded that mandatory activation of the cameras is the more effective approach than a discretionary policy to ensure the cameras are being used in accordance with departmental policy, but also the goal of increased accountability (Ready & Young, 2016). The researchers argued that officers who hold favorable opinions about the device should be more willing to use the BWC resulting in the production of the anticipated benefits of the device (Ready & Young, 2016).

Similarly, White (2014) recommended police departments using or anticipating to use BWC ought to develop policies directing officers when a camera is to be turned on to record, when it is turned off, and constraints regarding voluntary, obligatory, and barred use of the apparatus to guarantee impartial handling for all citizens. Thus, the promotion of an accepting climate with favorable attitudes toward accountability is likely associated with staff participation in decision making and the use of a mandatory activation policy. If not attended to a detachment of attitudes about the BWC between administrative and line objectives can develop.

Organizational Support for BWC

Research has shown that officers' views about the purpose of BWC has differed between line and supervisory staff (Pelfrey & Keener, 2016; Smykla, et al., 2015; Jennings, et al., 2014). Smykla and colleagues (2015) found that the majority of police supervisors support the use of BWC while line officers are less receiving of it. An example of this differentiating view is seen in Pelfrey and Kenner (2016) which concluded that supervisors believed the greatest incentive for using BWC was for improving departmental transparency. While, line officers reported the greatest benefit to the use of BWC was its capability to defend officers' actions against citizen claims of inappropriate behavior.

A disconnect between administrators and patrol officers BWC views has policy repercussions unless efforts are taken to augment the frailties of the organizational culture. Smykla and colleagues (2015) suggested leadership support of BWC can neutralize officer concerns about policy, its purpose, and how effective the technology is used within the department. Developing policies that are satisfactory to the users of the cameras is critical to its successful and sustained use.

Another factor, managerial structure can also influence the adoption of BWC technology. The aim of administrators is to increase organizational effectiveness, adopt cost effective replacement of traditional law enforcement methods, and meet the external and internal requests for more accountability and transparency (Schuck, 2017). Technology that is ineffective, poorly managed, or quickly outdated may still be adopted based on marketing but is less likely to have a lasting impact on the profession. To create

officer acceptance of BWC, rank-and-file members should participate in developing policies and program implementation (Schuck, 2017). Technologies that support the current managerial structure and do not change the balance of power are more likely to be adopted than those that support radical changes to the policing profession (Schuck, 2017). Several recent studies pertaining to the use of BWC indicate that these devices satisfy the current managerial structure and meet the demands placed on the organization.

A recurring argument has been that BWC improve accountability by their capability to reduce police excessive force incidents (Ariel, et al., 2015; White, 2014; Young & Ready, 2016). The first experiment to examine this phenomenon was conducted in Rialto, California. In a randomized controlled trial of Rialto police officers wearing BWC over a 12-month period, Ariel and colleagues (2015) found a reduction in the use of force incidents by about 50% and a reduction in citizen complaints during those shifts in which the equipment was being used. The Rialto study implies that when officers are being recorded and cognizant of the BWC recording they will be held accountable. Their decision-making is more oriented toward resisting use of force until unquestionably required.

Despite the Rialto findings, not all of the research supports a relationship between BWC use and fewer use of force incidents. In several unidentified locations, the debate over the use of BWC originates from investigations that have demonstrated no reductions in use of force incidents with the usage of BWC. Ariel and colleagues (2016) conducted an experiment similar to that of the Rialto study, examining multiple unidentified sites from around the world where BWC use was present and not present; they found no noticeable difference regarding police use of force.

Another leading assumption has been that the technology will bridge the often-present distrust between police and the citizenry, particularly minorities (Ariel, et al., 2016; Coudert, et al., 2015; Feeney, 2014; Jennings, et al., 2014). While there has been little evidence of BWC making a difference in the number of citizen complaints in Europe, in the U.S. the overwhelming majority of literature has found a positive relationship (Gaub, et al., 2016). Prior to the advancement of mobile video there was no consistent way to record volatile interactions between the public and law enforcement, leaving differing individual accounts as the basis of contention (Mateescu, et al., 2016; Stanley, 2013). BWC has been marketed as having the capability to capture inappropriate behaviors of police and, at the same time, defend officers from false citizen allegations of misconduct (Stanley, 2013).

Research has revealed that body cameras may well prevent external grievances being filed or may be used to exculpate officers when a complaint is put on record for misconduct. For example, the Rialto study found citizen complaints decreased as much as 88% during the use of BWC (Ariel, et al., 2015) and White (2014) found a 48% downswing in all officer-related grievances from the public. BWC could reduce the number of external complaints (Jennings, et al., 2014). Evans (2015) argued that BWC use can resolve complaints quicker and at a lower cost than through the process of litigation. The summation of favorable research generalizes that BWC has a “civilizing effect” on both the officer and citizen. The “effect” creates a less adverse interaction between police and citizens (Ariel, et al., 2015; Brucato, 2015; Coudert, et al., 2015; Evans, 2015; Feeney, 2014). It would appear that there is improved behavior among both officers and citizens when each recognizes that they are being recorded by BWC.

In sum, nationally reported incidents of excessive force, inappropriate officer behavior, and the perceived unjust decisions exonerating the police culture have resulted in demands for reforms. Across the country, body-worn cameras have gained the political, societal, and administrative support for the reasons listed above. This trend appears to be occurring in Pennsylvania as well as evident departments applying and receiving federal grant monies, departments are equipping officers with cameras, and legislation aimed at stimulating police use BWC has been enacted.

As such, the relationship between the environment and BWCs is important to the understanding the promising influence these devices could have on policing. Despite research arguing the dangers like loss of personal privacy and freedoms, restrictions on public access to camera video, as well as the cost there are more contemporary writings on the topic of BWC that have favored the use of the devices as a means to organizational reforms. More specifically, reforms in the way police decide to use force, the manner in which officers behave toward citizens, and the requisite for accountability and transparency within a police atmosphere that historically has been characterized by discretion, comradery, and silence is advocated.

Chapter 3. Methods

Hypotheses

Evans (2015) reported that within the U.S. 80% of departments were evaluating future BWC use, but only about 25% of police agencies in the U.S. were currently using BWC. This distinction may reflect a climate of cautioned optimism surrounding cameras: with changes in law the percentages would become less distinct as departments gained favorable legislation to their concerns (Evans, 2015). Pennsylvania has moved toward implementation of BWC as evidenced by new BWC legislation and amendments to Right-to-Know Laws. Yet, the research on BWC and its ancillary consequences is still emerging. The current study posits the hypotheses to follow as a means to better understand the current climate and the relationship between the culture surrounding police and body-worn cameras.

In Pennsylvania, Act 22 of 2017 has established operational standards for the use of the BWC. At the same time, the Commonwealth's Wiretap Law has been amended to facilitate the use of police-worn body cameras in residents' homes by making the Commonwealth a "one party consent" state. It is believed that such peripheral legislative action is intended to create a climate to reduce uncertainty about its use and increase the use of cameras across the Commonwealth. Following this line of reasoning the first hypothesis is:

H1: Act 22 of 2017 and the amendments to Pennsylvania's Wiretap Law influence police administrators' perspectives about use of or plans to use BWC.

Second, the implementation of body cameras may be affected by the agency's policing style within the individual department. Despite legislative attempts to standardize several aspects of the use of BWC across the Commonwealth, variations are likely to exist. The decision to implement cameras and related policies is likely to be associated with existing policing styles. The style of policing is how officers interpret their work as a priority, and that mentality has the potential to affect policies surrounding the BWC; thus, the second hypothesis is:

H2: Policing style influences the decision to adopt BWC.

The existence of distinct localized climates among police agencies will result in noticeable policy variations pertaining to the use of BWC. It is theorized that the department's selection of the cameras' activation policy will be consistent with the perspectives of administration about the technology. Under what circumstances officers are directed to initiate recordings is believed to be indicative of the agency's cultural attitude about BWC policy. Defining how the organization's culture and cameras will co-exist to achieve accountability. Following this line of thought, the third hypothesis is:

H3: Policy regarding the activation of camera recordings will vary among departments.

To test these hypotheses, this thesis will use quantitative analyses. A survey research design assessed administrative perceptions pertaining to variables associated with the implementation of body-worn camera trends in the Commonwealth. This thesis is exploratory in nature, as no existing studies have examined the relationship between BWC, policy, and the effect of culture.

Participants

The current study focused on policing agencies in Pennsylvania. Pennsylvania has more than 1,100 municipal police departments across the Commonwealth (Reaves, 2011). The departments across the Commonwealth range from large, urban forces to small, rural departments, thus offering the potential for a mix of different administrator perspectives pertaining to BWC and their policies. An invitation to participate was sent by the Pennsylvania Association of Chiefs of Police via electronic mail to 650 officers holding administrator titles (e.g. directors of public safety, chiefs of police, lieutenants, or other ranking officers participating in managerial activities) to represent their agency in a survey. Participant consent was obtained in accordance with the University's Institutional Review Board's guidelines and recommendations. Of these 650 administrators from across the state who are members of the PCPA, 92 of them participated in the survey. A response rate of approximately 14% for this study.

A descriptive assessment of the use of video technology and department size revealed that 92 respondents answered questions pertaining to the use of any video recording on a daily basis, use of BWC, and department size. On average, departments utilized some form of video 1.16($s= 0.370$). Ninety-two participants responded to question relating to the use of BWC video. On average, departments used BWC 1.78 ($s= 0.415$). Department size ranged from 3 to 216 sworn officers; the average department for the agencies in this sample was 24.13 ($s= 27.307$). Ranging from 0 to 271, the average number of total employees is 29.42 ($s= 34.90$).

The sample of the departments were located across all geographical areas of the Commonwealth. There were 20 departments which reported having equipped officers with BWC accounting for 21.7% of the respondents. In contrast, seventy-two departments reported being non-BWC agencies, which comprised of 78.3% of the sample.

Instrumentation

An online survey was administered through Qualtrics to collect data to test the hypotheses. The instrument includes 31 questions comprised of a specific selection of topics pertaining to BWC (See Appendix). The themes included: (a) the influence of legislative reform on decision making about BWC policy; (b) the effect of policing styles on the choice to adopt BWC policy; and (c) the significance of activation policy as a predictor to organizational climate on the development and implementation of BWC policy. Closed-ended questions were utilized to collect information on these themes.

Outcome Measures

The first hypothesis examined the influence of legislation on the decision by departments to adopt BWC policy. This particular hypothesis addressed two outcome measures. First, *Decision Making* was measured by the response to the survey item 8, “How has the passage of Act 22 of 2017 affected the department’s decision to equip officers with BWC?” (See Appendix). There were six response options for participants to choose including 1= changed administrator perceptions about BWC use; 2 = reduced liability concerns associated with its use; 3 = clarified fiscal expenditures; 4 = increased stakeholder support; 5 = simplified BWC policy; and 6 = had no influence. In addition,

Effectiveness of legislation further explored administrative perspectives in survey item 9, “Has Act 22 of 2017 policy mandates helped or hindered the process body worn camera implementation?” Response categories included 1 = made implementation more difficult; 2 = made implementation less difficult; and 3 = has had no effect (See Appendix).

The second hypothesis explored administrative perspectives about the relationship between agency responsibility and decision to adopt BWC. Decision to *Adopt BWC* was measured by survey item 5, “Does your agency equip its officers with body cameras?” The response was binary (0= No; 1= Yes) (See Appendix). Also, survey item 22, “What best describes the culture of the department?” There were four categorical response options, 1 = watchman; 2 = legalistic; 3 = service; 4 = other (See Appendix).

Evaluation of the department’s *Practices* – another outcome to assess the third hypothesis – was measured by survey item 14: “What is your (or what do you perceive to be your) agency’s camera recording policy pertaining to when to activate recordings?” There were five categorical response options: 1= Officer Discretion; 2= During Calls for Service/Citizen Interaction; 3 Arrest/Use of Force Incidents; 4= Continuous Recording; and 5= Other. Also applied was survey item 5. “Does your agency equip its officers with body cameras?” The response was binary (0= No; 1= Yes) (See Appendix).

Independent Variable

The primary independent variable, *Agency Responsibility*, was used to test hypotheses 2 and 3. *Responsibility* was measured by the survey item 22, “What do you perceive is the primary responsibility of the department? There were four categorical response options: 1= Maintain order; 2 = Enforcement of Laws; 3 = Service the Public; and 4=

Other. (See Appendix). This thesis applied Wilson's (1968) identification of policing styles of watchman, legalistic, and service. Policing style reflects the department's perception of agency responsibility and how services are provided to the community. This study has identified these policing styles in terms of perceived agency responsibility, rather than that of the individual officer to its community.

Other Important Variables

Other important variables to consider when exploring influence of culture to police department adoption of BWC and activation policy include whether officers had a positive attitude toward the cameras, demands on police agencies and department size. Positive officer attitude is measured by the response to survey item 3, "Of all of the officers within the department, about how many have a positive attitude toward innovation and change?" with responses ranging from 1= All to 5= None.

Several external demands influence police policy. Influential demands were measured by the response to survey item 4, "Which of the following demands has had the greatest influence on the decision to incorporate technology into the department's operation?" with response options 1= political demands; 2= societal demands; 3= fiscal demands; 4= organizational demands; and 5= other.

Department size is measured by the number of total employees. Department size is a continuous variable, measured by the response to survey item 28, which asked for the "Total number of department employees, both sworn and civilian?"

Data Analysis Plan

Because categorical variables are used to test the hypotheses, frequency distributions, cross tabulations, and two-way chi-square tests were appropriate for the data.

Table 1. Data Analysis Plan

Hypothesis	Outcome variables	Predictor variables	Levels of Measurement	Plans for Analysis
1. Legislation has influenced administrators' perspectives about BWC.	Perspectives; Effectiveness of Legislation;	None	DVs: Nominal	Frequency Distribution
2. Policing style has influenced decision to adopt BWC.	Adoption of BWC	Administrator perspective; positive officer attitude; influential demands; size	DV: Nominal IV: Nominal and higher	Chi-square
3. Variations among departments affect policy regarding officers' discretion to activate BWC.	Practices; Adoption of BWC	Administrator perspective; positive officer attitude; influential demands; size	DVs: Nominal IV: Nominal and higher	Chi-Square

Chapter 4. Results

The first hypothesis examined the influence of Act 22 on administrative decisions to implement body worn cameras. Table 2 illustrates the frequency of the responses by administrators as they attempted to relate their beliefs about the effectiveness of the current legislative action on implementation of BWC and policy. Participants had the opportunity to select more than one response, resulting in percentages greater than a hundred percent. The largest percentage of participant responses indicated that Act 22 reduced liability concerns associated with BWC use (46.7%). Participants also reported that the new law changed their perceptions about using BWC (32.6%). Additionally, administrators perceived the law simplified BWC policy (31.6%) while also increasing support for its use (23.9%). Conversely, about one-third (34.8%) of administrative responses conveyed the law had a nominal impact on their decision to use BWC (34.8%). Interestingly, only a small percentage (5%) of administrators believed that Act 22 effectively helped in projecting the costs associated with using BWC.

Table 2. Influence of Act 22 on Decision Making to Adopt BWC

Response (N=163)	Percentage ^a
Changed administrator perceptions	32.6
Reduced liability concerns	46.7
Clarified fiscal expenditures	5.4
Increased stakeholder support	23.9
Simplified body worn camera policy	31.6
Had no influence on decision	34.8

^a Percentages do not equal 100% because respondents were permitted to select more than one response.

In further developing the impact of the Commonwealth’s attempt to facilitate the implementation of BWC, this thesis examined the effectiveness of the legislation according to administrators. As seen in Table 3, approximately one-half (51.1%) of police administrators reported that Act 22 legislation has had no effect on their decision to implement BWC. In addition, about 7% of executives believed the legislation has made their use of BWC cameras even more difficult than before its passage. In contrast, approximately 42% of executives reported that the legislation has made implementation less difficult or when they do decide to implement BWC it will make implementation less difficult.

Table 3. Frequency of Perspectives of Legislation Effectiveness

Response (N=88)	Percentage
Made implementation more difficult	6.8
Has had no effect	51.1
Made implementation less difficult	42.0
Total	99.9

The second hypothesis stated “*Policing style has influenced the decision to adopt BWC.*” The statement explored the relationship between the policing style of the department based upon the attitude toward what the primary departmental responsibility was to the community and the implementation of BWC. As seen below, Table 4 reports the frequency distribution of prevailing administrator views on the department’s responsibility to the community and the use of cameras. The most recurring response by administrators describing the practice of policing to its citizens was that of public

service (47.8%). The least occurring policing style identified was that of watchman (6.6%).

Further examination of the relationship between style and the use of BWC reveals a couple of distinctions. First, within those departments currently using body cameras, the majority report a service-oriented approach (72.2%) than those departments not using the cameras (60.3%). However, one noticeable difference is that departments not using the camera reported a greater value of maintaining order within their respective communities (17.3%) than those departments using cameras (5.6%).

Table 4. Frequency of Perspectives on of Responsibility by Adoption of BWC

Policing Style	All Departments (N=76)	No BWC (N=58)	BWC (N=18)
Maintain Order	14.5	17.3	5.6
Enforcement of Laws	15.8	15.5	16.6
Public Service	64.5	60.3	72.2
Blending of Styles	5.3	6.9	5.6
Total	100.1	100	100

Note: Sixteen cases are missing from analysis.

The results of a chi-square analysis reveal that no relationship was present between department’s policing style and the implementation of BWC, $\chi^2 (3, N = 76) = 3.2, p = 0.36$. There were 16 missing cases. Fisher’s Exact test was employed due to the small sample size. The result of this test also was not significant ($p= 0.643$). As measured here there appears to be no significant difference between perceived department responsibility and the use of body-worn cameras.

The premise of the third hypothesis (*Agency variations affect department policy regarding activation of camera recordings*) explored the association between administrative perspectives of legislation and policing styles and how BWC are to be used in the Commonwealth. This relationship was measured by distinguishing departments' activation policies. It was theorized that differences in administrator perspectives pertaining to legislative mandates and manner of policing would be reflected in significant differences among BWC activation practices.

Table 5 below indicates that the majority of administrators perceive that officers should be activating BWC during calls for service (67.2%). This perspective is steady between both those departments using BWC (73.7%) and those who do not use the devices (64.1%). Conversely, other circumstances such as recording during times of arrest / use of force were combined due to the tendency for suspect resistance at that specific time. Despite combining arrest / use of force, or permitting activation at the discretion of the officer were similarly low in their frequency (5.2%).

A comparison on activation policy between departments currently using BWC and not using BWC revealed differences. Understanding the views of administrators from BWC departments using and non- BWC agencies lends itself to realizing current organizational climate and attitudes on its use. In addition, such analysis permits the forecasting of future activation policies impact on operationalization.

Those agencies who reported currently using BWC, the overwhelming majority cited the most often circumstances requiring the activation of cameras was during for calls for service (73.7%). Of note, those departments currently using BWC, but not requiring activation during calls for service, were almost equally divided between the remaining

circumstances including use of force situations, continuous recording, and blended factors (5.3%) and a small increase in through policy permitting the use of officer discretion (10.5%) as policy.

Table 5. Frequency of Administrator Perspectives on Activation Policy

Policy	All Departments (N = 58)	No BWC (N=39)	BWC (N=19)
Officer Discretion	3.3.	2.6	10.5
Calls for Service / Citizen Contact	42.4	64.1	73.7
Use of Force	3.3	5.1	5.3
Continuous Recording	6.5	12.8	5.3
Blended Circumstances	7.6	15.4	5.3
Total	100.0	100.0	100.1

a: Thirty-four cases missing from analysis.

BWC recordings during times of calls for services is more likely to increase the number of recordings and accountability. While policies that limit activation to only those occasions where arrest / use of force is anticipated, or at officers' discretion more likely reduces the number of recordings and decreases the overall transparency of the agency. A chi-square test of independence was calculated associating activation practices to policing style, finding no significant relationship ($\chi^2 (4, N= 58) = 3.53, p = 0.473$). There were 34 missing cases. Due to the small sample size, Fisher's Exact test was employed. The result of this test also was not significant ($p= 0.268$).

Chapter 5. Discussion

This exploratory study has attempted to better understand the influence of culture on body-worn camera policy. The relationship between departmental culture and reforms has been less of a focus for study perhaps because it has long been accepted to be significant. Culture, a macro-level concept, is comprised of several dimensions to consider and varying levels of responsibility among its members. Along those lines, this thesis hypothesized that the present climate of administrator perspectives about the political environment, policing/managerial style of the agency, and internal operational practices would be a predictor the adoption of body-worn camera and policy implementation. While the study does not demonstrate a clear statistically significant relationship between independent and dependent variables, it does suggest a degree of relevance to specific matters, which has limited the number of agencies implementing BWC across the state.

Policy and Practical Implications

This thesis provided insight into the perspectives of administrators and the official viewpoints of the department. However, not learned was the thoughts of rank and file on BWC policy. This was in part to the participants selected, but also the cases in which there are no policies defining BWC practices, resulting in officers doing what is deemed in their best interests at the line level. This perhaps explains the following results of the study.

One, administrators reported Act 22 of 2017 as having reduced liability concerns related to the use of BWC, clarified policy guidelines and set forth operational mandates. This legislation appears to have satisfied administrators' concerns about potential

liability and outlined operational guidelines, approximately half of the respondents don't believe it has had a significant influence on their decision to equip officers with body cameras. As a result, the law has not exponentially increased the number of departments equipped with BWC in the state. Support for this observation is found in this study, as only about 21% of the departments in this examination have implemented BWC to date. This is a slight increase from an earlier study of Pennsylvania departments' use of BWC when it was reported approximately 20% of departments were equipped (Evans, 2015).

An explanation for this result is the Act left significant unresolved fiscal questions pertaining to initial start-up costs to pay for the devices and subsequently the long-term storage of video. Only about 5% of the participants in the current sample reported Act 22 had satisfied their budgetary concerns. The decision to adopt may not be the result of culture, but one of fiscal concerns.

Second, 64% of all department administrators in the sample reported their primary responsibility to their communities was service to the public. Among those departments in this study having reported the use of BWC and identified as being public service oriented increased to approximately 72%. There was no significant statistical relationship found between BWC activation policy and perceived department responsibility. Yet, conceivably the data conveys that administrators recognize the climate in which they currently operate and the presence of a culture receiving of innovation and change. The presence of BWC may leave administrators with the belief that there is a "civilizing effect" between officers and the public.

Third, this examination discovered approximately two-thirds of the sample reported their policy preference to activate cameras is concentrated to officer responses to calls for service in which there is contact with individuals. The research determined that 67% of the participants require their officers to record during incidents of citizen contact during calls for service. This result has important practical implications as administrators in this sample group have or perceive they will create activation policies. The purpose of these policies is clear. Administrative decision making and officer practices implies departments are creating these policies with the focus on reducing liability concerns. As such the culture of policing within the Commonwealth as represented here insinuates the police culture is willing to accept BWC as a means to improve accountability.

Limitations

There are limitations with this study. While the convenience sampling used in this thesis was helpful for this pilot study by its expedition of data collection, it was not without its limitations. Convenience sampling in this study lent itself to potential biases and under representation of the entire administrative population. Only approximately 9% of the 1,100 departments are represented in this thesis. The membership of the PCCA is possibly not representative of the general population of police administrators in Pennsylvania. As such, this particular sampling under represents the number of administrators across the state, and cannot be generalized to the target population.

Another weakness of this study was the limited number of outcome measures. While attempting to follow the statistical design protocol of using a small set of primary outcomes resulted in creating a validity issue. As a result, too few measures made it difficult to generalize to larger population of police administrators.

This thesis's decision to dispense surveys to administrators to study organizational philosophies was problematic. Use of survey often only cursorily extracts information about part of the culture. For example, managers may not be aware of some qualities of their own organizational values, might be tentative to fully make known perceived limitations of their agency, or may elect to withhold their true beliefs by giving data that would be more socially suitable than reality. Thus, telling these results to a larger population maybe problematic. In addition, while the culture of policing may have become more diverse over time, it still retains its authoritarian attitude toward outsider opinions which would better gathered by conducting interviews.

The small sample size was also a limitation of the study. While the use of a small sample size may be preferred during introductory studies to avoid investing too much time and money, it noticeably decreased the capability to interpret results in relation to confidence levels. Larger sample sizes make it easier to notice and increase the power of the study. Data from this small sample pilot study of administrators would best be used to design larger confirmatory studies.

Future Research

Despite these weaknesses, there have been indications that the current climate in Pennsylvania while cautious is moving toward implementation. This composition has demonstrated that organizational culture alone is not solely responsible for the adoption of the cameras. Nor, is it the single factor in its implementation of policy. Specifically, the findings of this paper indicate that BWC is not a lone mediation to solve accountability issues and the occurrence of excessive force. As demonstrated here, there are likely other factors that explain why only about one-fifth of Pennsylvania

police departments in this thesis have incorporated body-worn cameras into daily operations.

One explanation may be that the small departments across the Commonwealth have not satisfactorily addressed the short or long-term costs associated with BWCs and how to pay for the emerging technology. Perhaps departments should assess their agency's need for BWCs prior to purchase. In addition to self-evaluation, discussions pertinent to the development of strategies needed to allocate the necessary resources in coming years maybe relevant. Future research may want to utilize focus groups to more fully explore administrative assessments of Act 22, its costs, and its effectiveness in stimulating the implementation of BWC.

Second, additional research to better understand the changes in required BWC training of officers, the impact of regional attitudes, the size of the agency, the correlation between BWC and increased supervision, as well as the effective change in culture should occur in the development of body-camera policy. Future research on BWC could include the impact of unfunded mandates created by state government and placed upon municipal police departments wanting to use the devices.

Third, current status of the police culture is limited in its influence to affect the development of BWC policy. Police officers are more diverse in gender, ethnicity, and education than ever before. Moreover, police officers are now working in a more open and accountable environments with current technological advancements and supervisory oversight than ever in the history of the field. Contemporary policy development is now driven by national opinions and trends, rather than that of localized individuals or government. Yet, the response to these trends is largely the result of local and state

efforts to meet the demands remains localized. Potential investigations into the efficacy of this pattern would be of value to future administrators.

Conclusion

Bureaucratic answers to questions generated in this experimental study are neither easy nor immediate. Despite a supportive climate, the culture of a department is more complex than only administrator responses from the top of the hierarchal organization. Culture also includes the line and staff personnel at the bottom of the organization. Often the ideals of the members of the organization are not always in step with one another. Policies developed at the top of the organization are very differently implemented at the bottom of the group. The existence of different ideals as found in this thesis represents common sense of what is occurring between administration and staff within policing agencies on a daily basis. It reveals that while BWC policy is drafted and adopted within the Chief's office, implementation occurs by the patrol officer on the streets of our communities.

In conclusion, Pennsylvania and its departments are at an important junction in the delivery of policing services. The climate for BWC within the Keystone State is mixed. There have been significant steps by state, county, and local officials like positive BWC legislation and policy decisions that has created a favorable environment for implementation within Pennsylvania. Yet, some of the most concerning issues to departments including costs, unfunded mandates, and cost-benefit analysis have yet to be satisfactorily addressed. The impact of BWC is still yet to be determined, but it should not be forgotten that it holds the potential to tear down the "blue wall of silence" and the dark injustices that occur with the existence of power. It also has the potential to

highlight the difficult job police officers do, and unequivocally feature their many noteworthy acts performed on a daily basis.

Appendix

Police Body-Worn Cameras Survey

The Pennsylvania Chiefs of Police Association (PCPA) and The Pennsylvania State University (PSU) are interested in learning more about administrative perspectives pertaining to the emergence of new technologies, and the influence it has had on departmental policy among municipal police agencies in the Commonwealth. Particularly, PCPA and PSU would like to learn more about the effect technology has had or is anticipated to have on the changes to policy within your agency.

The first set of questions assesses the department's current use of video technology.

1. Does your department currently utilize any form of video recordings during its daily operation? (Yes/No)

2. What forms of video technology does your department currently use? (Select all that apply.)
 - A. CCTV of station house
 - B. Interrogation room video
 - C. Dashboard mounted camera
 - D. Tasers equipped with video
 - E. CCTV of locations within jurisdiction
 - F. Other _____

3. Of all of the officers within the department, about how many have a positive attitude toward innovation and change?
 - A. All
 - B. Almost all
 - C. Most
 - D. About half
 - E. Some

4. Which of the following demands has had the greatest influence on the decision to incorporate technology into the department's operation?
 - A. Political demands
 - B. Societal demands
 - C. Fiscal demands
 - D. Organizational demands
 - E. Other _____

The next series of questions assess departments' current or past use of body-worn cameras.

5. Does your agency equip its officers with body cameras? Yes / No (If yes, skip to question 3)
6. What is the department's current attitude about body-worn cameras?
 - A. Plan to equip officers with body cameras within the next year
 - B. Previously participated in pilot program (If so, when and for how long?)
 - C. Currently participating in pilot program (If so, what is the start date? The end date?)
 - D. Do not currently equip, nor plan to equip, or participate in pilot program
7. How many officers wear or are projected to wear body cameras in your department?
Currently wear _____
Projected to wear _____ (about when will this take place?)

Act 22 of 2017 removed BWC video from the Wiretap Law, permits officers to record persons in their homes without a warrant, directs recordings are not subject to Right-to-Know Requests, and directed the Pennsylvania State Police to establish standards pertaining to which devices can be used, how long to retain video, and specific storage protocols. The next group of questions evaluates the impact of Act 22 of 2017 on the adoption of BWC.

8. How has the passage of Act 22 of 2017 affected the department's decision to equip officers with body worn cameras? _____

- A. Changed administrator perceptions about its use
- B. Reduced liability concerns associated with its use
- C. Clarified fiscal expenditures related with its use
- D. Increased stakeholder support for the technology
- E. Simplified BWC policy
- F. Had no influence

9. The Act 22 of 2017 mandates departments using BWC develop policies pertaining to required training of officers, notification of times of operation, proper use and maintenance of BWC, storage of recordings and use of facial recognition technology.

Has Act 22 of 2017 policy mandates helped or hindered the process body worn camera implementation?

- A. Made Implementation More Difficult
- B. Made Implementation Less Difficult
- C. Has Had No Effect

The next set of questions asks about the impact of body cameras among the community served by the department.

10. Has (or do you perceive) the number of use of force reports increased, decreased, or remained the same since body cameras have been used?

- A. Increased
- B. Decreased
- C. Remained the Same

11. Have (do you perceive) the number of citizen complaints increased, decreased, or remained the same since body cameras have been used?

- A. Increased B. Decreased C. Remained the Same

12. Who outside of the department may obtain the footage from the camera?

- A. Footage not released to outside party
- B. Released to media outlets
- C. Released to Law Enforcement agencies
- D. Government agencies
- E. Citizens
- F. Other _____

13. According to actual (or perceived) department policy what is the process for citizens to obtain footage?

- A. Internal Agency Form
- B. Freedom of Information Act Request
- C. Written request
- D. Command Staff Approval
- E. Other

The following inquiries examine the effect of body worn cameras within the organization.

14. What is your (or what do you perceive to be your) agency's camera recording policy pertaining to when to activate recordings?

- A. Officer Discretion
- B. During Calls for Service/Citizen Contacts
- C. Arrest / Use of Force Incidents
- D. Continuous Recording
- E. Other

15. During instances where there might be an expectation to privacy outside of the home, which, if any, circumstance(s) does policy require officers to inform citizens that they are being recorded?

- A. Emergency medical responses
- B. Attending places of worship
- C. Receiving care at hospitals
- D. Socializing at private clubs
- E. Participating at political meetings
- F. Other

16. How does the department retain (or intend to retain) video from the cameras?

- A. Department server
- B. Private Vendor
- C. Cloud
- D. Other

17. How long does the agency store video footage obtained from body cameras ____?

The proceeding questions gauge the fiscal impact of body worn cameras.

18. How does the department pay (or intend to pay) for the initial costs of cameras?

- A. Department Budget
- B. Grant Funding
- C. Private Funding
- D. Other ____

19. How does the department pay (or intend) to pay for data storage costs?

- A. Department Budget
- B. Grant Funding
- C. Private Funding
- D. Other ____

20. What is the approximate percentage (actual or perceived) of the annual department budget for body worn cameras including purchase, maintenance and video storage ____?
21. What area(s) of the department's operational budget has been (or plans to be) cut in order to use body-worn-cameras? (Select all that apply.)
- A. Patrol
 - B. Criminal Investigation
 - C. Community policing
 - D. Training
 - E. Other _____
 - F. There have been/will be no cuts to the operational budget.

The last section of questions asks about your department's culture, size, population of your jurisdiction, and the region in which your agency is located.

22. What best describes the culture of the department?
- A. Watchman (order maintenance, great deal of officer discretion; infrequent police-citizen interaction)
 - B. Legalistic (crime fighter; strict enforcement of the rules; police-citizen interaction is formal and frequent)
 - C. Service (service role preferred over law enforcement role; police-citizen action is frequent)
 - D. Other _____
23. What do you perceive is the primary responsibility of the department?
- A. Maintain order
 - B. Enforcement of laws
 - C. Serve the public
 - D. Other

24. Which result do you most agree is occurring (or will occur) in policing with the use of body cameras?

- A. Limit officer discretion
- B. Improve officer-citizen relationships
- C. Weaken officer solidarity
- D. Increase officer accountability

25. How would you describe the prevailing management style within the department?

- A. Authoritarian (leaders make decisions without much input from others)
- B. Bureaucratic (leaders make decisions based on the rules and regulations on the books)
- C. Participative (others' input affects leaders' decisions)
- D. Laissez – Faire (leaders allow everyone to make decisions)
- E. Charismatic (leaders make decisions, then persuade others)

26. How do you believe the majority of patrol officers within the department perceive the management style to be?

- A. Authoritarian (leaders make decisions without much input from others)
- B. Bureaucratic (leaders make decisions based on the rules and regulations on the books)
- C. Participative (others' input affects leaders' decisions)
- D. Laissez – Faire (leaders allow everyone to make decisions)
- E. Charismatic (leaders make decisions, then persuade others)

27. Do you believe that officers should be mandated to utilize technology like body cameras in a service capacity even if it detracts from their ability to fight crime?

(Yes or No)

28. Total number of department employees, both sworn and civilian?

29. What is the approximate population of the department's jurisdiction?

30. What is the zip code of your department?

31. What is the name of the department?

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