

# **DATA USE AGREEMENT BETWEEN THE CITY OF OAKLAND AND THE BOARD OF TRUSTEES OF THE LELAND STANFORD UNIVERSITY**

This Data Use Agreement (hereinafter referred to as the “Agreement”) is between the CITY OF OAKLAND, through the OAKLAND POLICE DEPARTMENT (hereinafter referred to as “CITY or OPD”), and The BOARD OF TRUSTEES OF THE LELAND STANFORD JUNIOR UNIVERSITY (hereinafter referred to as “STANFORD”), collectively referred to as the “Parties.”

## **RECITALS**

WHEREAS STANFORD is an institute with professors, graduate students, and researchers who possess knowledge in the field of law enforcement on the sociological and psychological dynamics in law enforcement agencies and in police and community relations; and

WHEREAS CITY has a desire to facilitate research at STANFORD to advance the accumulation of unique data in the field and to use the research to improve police practices and police-community relations in the City of Oakland; and

WHEREAS STANFORD represents that, to its knowledge and belief, that it is qualified to perform the research described in this Agreement;

THEREFORE, the Parties agree that STANFORD will conduct the specific research in accordance with the requirements of this Agreement, as detailed in Section 3 of this Agreement, as well as the following:

### **1. TERM**

The obligations under this Agreement shall commence when signed by the Parties (“Effective Date”) and shall continue for five (5) years. The Term may be extended upon mutual written agreement between the Parties.

### **2. COST**

There is no exchange of money. The mutual research and data provision described herein shall be at the expense of each party.

STANFORD shall pay for the cost of storage, maintenance, and access to body worn camera footage provided under this Agreement.

### **3. SCOPE OF RESEARCH**

The purpose of this research is to leverage technology (e.g., members’ body worn cameras) and existing agency data (e.g., stop data, use of force data) to better understand the nature

of law enforcement's contacts with the public, and in turn develop and evaluate tools, trainings, and interventions designed to improve police practices and improve police-community relations. The goal of improving policing ultimately requires examination of factors and dynamics that are both external facing (e.g., OPD's encounters with the public) and internal facing (e.g., agency culture).

To this end, in collaboration with OPD, STANFORD will engage in the following research initiatives:

1. Applying a data-driven approach (which includes the analysis of existing agency data, such as body-worn camera footage and/or the development of new metrics) to gain insight about the nature and impact of police enforcement practices, including dynamics of police-community interactions during different types of encounters and the factors associated with racial disparities in enforcement practices and ensuing outcomes;
2. Leveraging empirical data to more objectively evaluate the effectiveness of Departmental interventions and approaches, namely police trainings and changes made to policy and practice;
3. Analysis of internal agency culture and the development and subsequent evaluation of tools, techniques, and trainings to intentionally shape law enforcement culture in ways that improve outcomes for both OPD members and the community members they are sworn to protect and serve.

The research to be performed is described further in **Exhibit A**, which is attached and incorporated herein by reference.

Based on the data provided to STANFORD by the CITY, STANFORD will use reasonable efforts to exercise its experience and expertise that is standard in the industry to perform the tasks as outlined in this Agreement.

#### **4. DELIVERABLES**

***STANFORD will use reasonable efforts to perform the following:***

1. STANFORD will conduct an analysis of footage from OPD's body-worn cameras using computational linguistics tools to detect patterns in police-community interactions/encounters and will make recommendations for relevant changes to policy, practice, and/or training. Given the wide range of encounters OPD members have with the public, the analysis will focus on a mutually agreed upon subset of encounters (e.g., officer-initiated traffic stops and encounters that involve the use of force). The goals of this work are to innovate and increase equity in law enforcement practices, reduce disparities, and improve police-community relations.
2. STANFORD will conduct an analysis of existing agency data (e.g., body-worn camera footage, personnel data) and/or new metrics that have been developed in order to systematically evaluate the effectiveness and impact of Department-level

interventions and approaches, namely police trainings and changes made to policy and practice. Given the wide range of possible initiatives and trainings, the analysis will focus on a mutually agreed upon subset of agency-level interventions and approaches (e.g., de-escalation trainings, policies that guide how and when members conduct self-initiated traffic stops). The goal of this work is to create a new industry gold standard for the assessment of police trainings and changes made to policy and practice. By comparing the body-worn camera footage of officers who took the training to those who did not, for example, an agency can determine whether and how a training might meaningfully impact police-community encounters and interactions.

3. For each of these deliverables, an accompanying summary report (“Summary Report”) will be prepared and delivered in person or by way of a written report provided to the CITY, unless requested otherwise by the Parties, 90 days following the conclusion of the research.

## **5. CONFIDENTIALITY**

*5.1 Access to Confidential Information.* STANFORD Researchers who are authorized by STANFORD’S Principal Investigator Jennifer L. Eberhardt, William R. Kimball Professor at the Graduate School of Business and Faculty Co-Director of Stanford SPARQ, shall have access to OPD Data as defined in Section 5.

Prior to providing access to OPD Data, STANFORD shall provide a list of authorized Stanford Researchers to OPD (“Personnel List”).

OPD will provide information that is de-identified to the extent reasonably feasible. In some situations, providing de-identified information is not feasible or would be prohibitively burdensome. De-identified information is information that is not anonymized but does not contain any immediately identifiable information, though there may be a way to link the information back to identifiable information. OPD may also disclose information that is considered sensitive in nature as it may reveal operational information. OPD represents and warrants that it has the right and authority to provide OPD Data to STANFORD for the uses contemplated under the Agreement.

*5.2 Legal Limitations on Disclosure of Confidential Information.* OPD will not disclose information to STANFORD under this Agreement where disclosure is prohibited by law. If the law allows OPD to disclose Confidential Information to STANFORD, STANFORD shall use such information only in accordance with and to the extent permitted by law and only as necessary in performing this Agreement. "Confidential Information" means non-public City information including, but not limited to, personally-identifiable information, protected health information, individual financial information, or information relating to criminal investigations and clearly marked “confidential”, or if disclosed orally or in any other form, is identified as “confidential” at the time of disclosure, with the exception of subparagraph 5.5.10 (collectively, "Proprietary or Confidential Information") that is subject to local, state or federal laws restricting the use and disclosure of such information,

including, but not limited to, Article 1, Section 1 of the California Constitution; the California Information Practices Act (Civil Code § 1798 et seq.); the California Confidentiality of Medical Information Act (Civil Code § 56 et seq.); the federal Gramm-Leach-Bliley Act (15 U.S.C. §§ 6801(b) and 6805(b)(2)); the privacy and information security aspects of the Administrative Simplification provisions of the federal Health Insurance Portability and Accountability Act (45 CFR Part 160 and Subparts A, C, and E of part 164); and California Penal Code Sections 263.1 and 293.

*5.3 Protection of Confidential Information.* In the performance of research described in Section 3, STANFORD may have access to CITY'S proprietary or Confidential Information, the disclosure of which to third parties may damage CITY. If CITY discloses proprietary or Confidential Information to STANFORD such information must be held by STANFORD in confidence and used only in performing the Agreement. STANFORD shall exercise the same standard of care to protect such information as a reasonably prudent research institution would use to protect its own proprietary or Confidential Information of a similar nature. BWC footage will be securely stored in accordance with a protocol approved by STANFORD'S Privacy Office. STANFORD shall return to OPD or destroy BWC footage and any other Confidential Information accessed, stored and maintained by STANFORD pursuant to this Agreement no more than three (3) years following termination of this Agreement.

*5.4 Duty not to Disclose.* The STANFORD Researchers agree not to disclose OPD's Data unless authorized herein or as set forth in Section 5.7.

*5.5 Definition of OPD Data.* Any data or information OPD provides to STANFORD pursuant to this Agreement is considered OPD Data. OPD Data may include, but may not be limited to the following records and information contained therein:

1. Vehicle Stop Data - Any mandatory State collection Data, Citation Data and Date, Time, Location, Demographics of Officer and Subject stopped (for both adults and minors), Reason/Offense of stop, Disposition, Search Conducted, Search found contraband, Vehicle Pursuit, Make/Model of Vehicle
2. Pedestrian Stop Data - Any mandatory State collection Data, Date, Time, Location, Demographics of Officer and Subject stopped (for both adults and minors), Reason/Offense of stop, Disposition, Search Conducted, Search found contraband, Foot Pursuit, Number of People stopped
3. Use of Force Data - Date, Time, Date reported, Location, Demographics of Officer and Subject Stopped (for both adults and minors), Reason/Offense of stop, Disposition, Type of Force used, Resistance Level of Subject
4. Policy Manual - Electronic copy of All Policies (current)
5. Secondary Data (examples) - Department Demographics, Crime Data for both adults and minors, (NIBRS/FBI UCR), Calls for Service Data, Annual Reports

(Use of Force, IA, etc.)

6. Aggregate complaint data
7. Aggregate crime statistics
8. Deployment data
9. Calls for service data
10. Body Worn Camera Recordings – Actual Body Worn Camera (“BWC”) recordings will not be stamped or labeled as “Confidential Information” due to the difficulty in labeling all frames of a digital recording as confidential; nonetheless, any such data is understood and agreed to remain confidential between the Parties under the terms of this Agreement. To the extent STANFORD is made aware of a citizen’s or officer’s name, badge number, or other personal or unique identifying information, STANFORD shall not use directly or indirectly any information in its research findings that would identify the officer, citizen, or the CITY.
11. If there is an additional category of OPD Data not specifically referenced above that STANFORD seeks to collect, STANFORD shall notify OPD as soon as reasonably practicable. The Parties will confer in good faith to determine whether release of the requested data is consistent with the terms and conditions of this Agreement.

*5.6 Transfer of Confidential Information.* STANFORD shall store data on a separate secure server used only for high-risk data. The server is physically housed in the access-controlled STANFORD Research Computing Facility (SRCF) at SLAC National Accelerator Laboratory, one of the 17 U.S. Department of Energy national laboratories. The data center building is under 24/7 video surveillance with badge access and centrally logging of all entries. The server complies with the standards set for High-Risk Servers by STANFORD’S Information Security Office (ISO) (see <https://uit.stanford.edu/guide/securitystandards>) and records metadata logs for all external network connections.

*5.7 Excluded from Confidential Information.* STANFORD may disclose the OPD Data or information under Section 5 of this Agreement, to the extent that it is required to be produced pursuant to a requirement of applicable law, government agency, an order of a court of competent jurisdiction, or a facially valid administrative, Congressional, or other subpoena, provided that STANFORD, subject to the requirement, order, or subpoena, promptly notifies the CITY. To the extent allowed under applicable law, the CITY may seek to limit the scope of such disclosure and/or seek to obtain a protective order. STANFORD will disclose only the minimum amount of Confidential Information necessary to comply with law or court order as advised by its legal counsel.

## **6. COOPERATION IN PROVISION OF ACCESS TO CONFIDENTIAL DATA**

The Parties hereby commit to work together, in good faith, to provide STANFORD

Researchers confidential access to all records necessary to conduct the research described in Section 3 above, consistent with CITY'S policies, statutory obligations, and this Agreement.

The Parties acknowledge that without provision of the data as described in this Agreement, STANFORD will not able to conduct the scope of research specified in Section 3 of this Agreement.

## **7. DATA BREACH**

STANFORD Data Breach. In the event of any Data Breach, act, error, omission, negligence, misconduct, or breach that compromises the security, confidentiality, or integrity of City Data, STANFORD shall, as applicable:

- a. Notice. STANFORD shall notify the City as soon as practicable but no later than five (5) business days of confirming such occurrence. STANFORD notification shall identify to the extent already known:
  - i. the nature of the unauthorized access, use or disclosure;
  - ii. the information accessed, used, or disclosed;
  - iii. the person(s) who accessed, used and disclosed and/or received protected information (if known);
  - iv. what corrective action STANFORD has taken or will take to prevent future unauthorized access, use or disclosure.
- b. Plan to Prevent Future Event. STANFORD shall provide to the City a plan within thirty (30) calendar days of the Data Breach occurrence describing the measures STANFORD will undertake to prevent future occurrences.
- c. Notification. Notification to the City, as described above, shall comply with applicable law, be written in plain language, and contain, at a minimum: name and contact information of STANFORD representative; a description of the nature of the loss; a list of the types of data involved; the known or approximate date of the loss; how such loss may affect the affected individual; what steps STANFORD has taken to protect the affected individual; what steps the affected individual can take to protect himself or herself, and, contact information for major credit reporting agencies.
- d. Data Loss. If STANFORD determines that there is a data loss, STANFORD shall promptly notify the City without unreasonable delay and assign someone to coordinate with the City to resolve the cause of data loss and assist in data recovery.

## **8. TERMINATION**

Either Party may terminate this Agreement at any time by giving the other Party not less than thirty (30) days prior written notice. This Agreement shall remain in effect as stated in paragraph 1 above. Upon termination, STANFORD shall destroy CITY Data and Confidential Information in accordance with paragraph 5.3 above.

## **9. DEDICATED LIAISON**

CITY shall designate a manager with the authority to communicate directly with the Chief of Police, to act as a Liaison with STANFORD Researchers. The Liaison will coordinate

research efforts between CITY and STANFORD Researchers, and assist the Researchers in understanding and navigating with CITY departments.

## **10. PUBLICATION, PUBLICITY AND OWNERSHIP OF DATA**

### *10.1 Publicity*

Neither Party will use the name, trade name, trademark, or other designation of the other Party in connection with any products, promotion, advertising, press release, or publicity without the prior written permission of individuals who have the authority to bind the entity. Either Party may make a statement of fact regarding their collaboration on this project without prior written approval.

### *10.2 Exclusive Authority Over Publication and Publication Contents*

STANFORD Researchers shall be free to publish the results of their research in their exclusive discretion and as they see fit without approval of or interference by CITY or anyone associated with CITY. STANFORD Researchers shall give CITY thirty (30) calendar days' notice prior to submitting any of their research findings for publication to allow CITY an opportunity to review the manuscript or publication. Such notice shall be in writing and be in the form of the proposed manuscript or publication itself. Within thirty (30) calendar days of receiving the notice contemplated in this paragraph, City may review the proposed manuscript or publication to:

- a) Identify information it deems to be Confidential Information and request its removal;
- b) Confirm the privacy rights of individuals are adequately protected; and
- c) Identify information the CITY deems incorrect and request it be corrected.

CITY will provide comments, if any, within 15 days of receiving the manuscript or publication. If patentable technology is disclosed in the manuscript or publication, CITY will promptly advise STANFORD whether it requests STANFORD to file and prosecute a patent application. Unless CITY agrees to an exception, under no circumstances shall any manuscript or publication include any information disclosing confidential data or material, or the names of individual police officers or other OPD employees, members of the public, or information that is reasonably likely to lead to their identification or which may compromise the confidentiality of personal and personnel information. If CITY's confidential information is disclosed in the manuscript or publication, CITY, and STANFORD will agree to modifications agreeable to both parties.

### *10.3 Ownership of Research Data*

Except as provided herein, STANFORD retains ownership of all work products arising from the processing of Confidential Information and all data that is collected during the research undertaken pursuant to this Agreement. STANFORD shall retain all rights to publish scholarly works using any data or work product, subject only to the requirements of this Agreement, including the treatment of Confidential Information. Confidential Information that contains personal identifiers of individual officers, civilian employees, or persons whose names appear

in investigation records shall remain in the sole and exclusive ownership of CITY. The City retains all ownership and rights to the underlying OPD Data and information under Section 5 of this Agreement.

## **11. LIABILITY**

(a) STANFORD agrees to hold harmless and indemnify the CITY from all liabilities, demands, damages, expenses, and losses arising out of its gross negligence or willful misconduct in connection with this Agreement.

(b) CITY agrees to hold harmless and indemnify STANFORD from all liabilities, demands, damages, expenses, and losses arising out of its gross negligence or willful misconduct in connection with this Agreement.

(c) With respect to the CITY'S use of any analyses or other outcomes provided by STANFORD to the CITY, the CITY agrees to hold harmless, indemnify, and defend STANFORD from all liabilities, demands, damages, expenses, and losses arising from any use of such analyses or outcomes by the CITY, except to the extent such liabilities and associated costs are caused by the gross negligence or willful misconduct of STANFORD.

No Consequential Damages. EXCEPT FOR CLAIMS BASED ON WILLFUL MISCONDUCT, NEITHER PARTY SHALL BE LIABLE FOR INDIRECT, SPECIAL, CONSEQUENTIAL, PUNITIVE OR EXEMPLARY DAMAGES OF THE OTHER PARTY.

## **12. INSURANCE**

Without in any way limiting the Parties' liability, both parties are self-insured sufficient to cover its liabilities arising from the performance this Agreement.

## **13. NOTICES**

Any notice, consent, or correspondence shall be effective only in writing, personally delivered with an executed acknowledgement of receipt or deposited in the U.S. mail, certified, postage prepaid and addressed as follow:

To STANFORD:                      Office of Research Administration  
Stanford University  
485 Broadway, Floor 3  
Redwood City, CA 94063-3136  
Attention: RRA-  
cc: [osr\\_intake@stanford.edu](mailto:osr_intake@stanford.edu)  
cc: [jcgenota@stanford.edu](mailto:jcgenota@stanford.edu)  
cc: [jleberhardt@stanford.edu](mailto:jleberhardt@stanford.edu)



To CITY: Lisa Ausmus  
Acting Deputy Chief of Police  
Bureau of Risk Management  
Oakland Police Department  
455 7<sup>th</sup> Street, 9<sup>th</sup> Floor  
Oakland, CA 94607

Either Party may change the name or address of the representative for the purpose of this Notice paragraph by providing prompt written notice to the other Party.

#### **14. INDEPENDENT CONTRACTOR**

It is understood and agreed that STANFORD shall act as and be an independent contractor and not an agent or employee of CITY; and as independent contractor, STANFORD shall obtain no rights to retirement benefits or other benefits which accrue to CITY's employees, and STANFORD hereby expressly waives any claim it may have to any such rights.

Neither STANFORD nor anyone employed by STANFORD will represent, act, or purport to act as, or be deemed to be an agent, representative, or employee of CITY. Neither will CITY nor anyone employed by CITY represent, act, or purport to act as, or be deemed to be, an agent, representative, or employee of STANFORD.

#### **15. COUNTERPARTS**

This Agreement may be executed in two or more counterparts, each of which shall be deemed an original but all of which together shall constitute one and the same instrument. Facsimile, Portable Document Format (PDF) or photocopied signatures of the Parties will have the same legal validity as original signatures.

#### **16. ENTIRE AGREEMENT**

This Agreement constitutes the entire agreement between the Parties and supersedes all prior written or oral agreements or understandings with respect thereto.

#### **17. MODIFICATIONS; WAIVER**

No amendment or modification of this Agreement will be valid or binding upon the Parties unless made in writing and signed by each Party. Failure by a Party to enforce any rights under this Agreement will not be construed as a waiver of such rights nor will a waiver by a Party in one or more instances be construed as constituting a continuing waiver or as a waiver in other instances.

#### **18. NO THIRD-PARTY RIGHTS**

This Agreement is solely for the benefit of STANFORD and CITY. This Agreement is not

intended to and does not create any cause of action, claim, defense or other right in favor of any party who is not a signatory to this Agreement.

**19. GOVERNING LAW**

The interpretation and enforcement of this Agreement shall be governed by the laws of the State of California. The Parties agree that venue for any legal action concerning any dispute arising under this Agreement shall be a court of competent jurisdiction located in Santa Clara County, California.

**20. SEVERABILITY**

If any term, covenant, or condition of this Agreement is held by a court of competent jurisdiction to be invalid, the remainder of this Agreement shall remain in full force and effect.

**21. ASSIGNABILITY**

The Parties agree that the Agreement and any rights, duties, obligations, or interests in the Agreement cannot be assigned or transferred without the express, written consent of the other Party. Any attempt to transfer or assign without prior written consent shall be void.

**IN WITNESS WHEREOF**, the Parties have executed this Data Use Agreement as of the Effective Date.

BOARD OF TRUSTEES OF THE  
LELAND STANFORD JUNIOR  
UNIVERSITY

OAKLAND POLICE DEPARTMENT on  
behalf of the CITY OF OAKLAND:

By: \_\_\_\_\_  
Jeff Genota, Data Use Agreement Officer  
Office of Research Administration  
Stanford University

By: \_\_\_\_\_  
Floyd Mitchell, Chief of Police  
City of Oakland

Date: \_\_\_\_\_

Date: \_\_\_\_\_

By: \_\_\_\_\_  
Jestin D. Johnson, City Administrator  
City of Oakland

Date: \_\_\_\_\_

## Exhibit A: Scope of Research

### Overview:

The goal of this research is to leverage technology (e.g., members' body-worn cameras) and existing agency data (e.g., stop data, use of force data) to better understand the nature of law enforcement's encounters with the public, and, in turn, develop and evaluate tools, trainings, and interventions designed to improve police practices and improve police-community relations.

In particular, the research described herein provides an opportunity to unlock the potential of the body-worn camera footage that law enforcement agencies routinely collect. Rather than exclusively being considered evidence of what transpired during a single encounter, body-worn camera footage can also be harnessed as a rich source of data to be mined for insights and common patterns of engagement between the police and the public across hundreds or even thousands of police-community interactions. These insights can help guide an agency and its members and inform the development of novel tools, trainings, and interventions designed to improve police practices and improve police-community relations. Body-worn camera footage can subsequently be used to systematically evaluate the impact of those efforts that an agency has undertaken to change its policies, practices, and/or the manner in which officers are trained.

Improving police-community relations requires not only an examination of factors and dynamics that are external facing (e.g., members' encounters with the public) but also factors that are internal facing (e.g., agency culture). As such, Stanford and OPD will explore the impact of systematic efforts to deliberately shape law enforcement culture in ways that contribute to both the health of police-community relations and officer well-being.

In partnership with OPD, STANFORD will engage in the following initiatives:

1. Applying a data-driven approach (which includes the analysis of existing agency data, such as body-worn camera footage and/or the development of new metrics) to gain insight about the nature and impact of current police enforcement practices, including the dynamics of police-community interactions during different types of encounters and the factors associated with racial disparities in those enforcement practices and ensuing outcomes;
2. Leveraging empirical data to more objectively evaluate the effectiveness of Department interventions and approaches, namely police trainings and changes made to policy and practice;

### Analysis of current policing practices and police-community interactions:

Routine encounters, like vehicle stops, are the most common way the public interacts with the police and, as such, are the foundation of the relationship between communities and the police who serve them. Members' body-worn camera footage of these encounters provides a window into the substance and nature of these interactions. Analyzing and applying

computational tools to police officers' body-worn camera footage of routine encounters enables researchers, practitioners, and policymakers to measure, diagnose, and prescribe remedies to improve the health of police-community relations.

As such, Stanford will conduct an analysis of footage from OPD's body-worn cameras using computational linguistics tools to detect patterns in police-community interactions/encounters. These analyses will be used to make recommendations for relevant changes to policy, practice, and/or training. The goals of the analyses and subsequent recommendations are to innovate and increase equity in law enforcement practices, reduce disparities, and improve police-community relations.

Given the wide range of encounters OPD members have with the public, Stanford's analysis will necessarily focus on some subset of encounters (e.g., officer-initiated vehicle stops, encounters that involve the use of force) that have been mutually agreed upon. With the guidance and input of OPD, Stanford, for example, could analyze body-camera footage of vehicle stops to systematically explore the linguistic and environmental factors that may be associated with escalation during such stops. Such an analysis could shed light on the following questions: Do officers' words and tone of voice during the first seconds of a stop predict whether it will end with the driver being handcuffed, searched, or arrested? Does this process play out differently depending on the location of the stop or the time of day? Does the race of the driver or the experience level of the officer play a role? Developing and validating metrics to detect escalation, in turn, will provide clues to which de-escalation techniques and tactics may be most effective.

As background research, STANFORD will go on police ride-alongs into public areas with members of the OPD. STANFORD will also review relevant state and local laws, departmental policies, memos, and general orders that guide officers' conduct and interactions with the public. If deemed appropriate by OPD liaisons, STANFORD will attend relevant ongoing trainings offered by the OPD for additional context.

Once all necessary data have been received, the analysis of each subset of police-community encounters will last approximately two years, depending on the scope.

#### Evaluating the impact of policy change and other intervention strategies:

Through Department policy, agency executives directly communicate a set of values to the rank-and-file that is intended to guide officers' behavior. Yet these values and how they translate into behavior can be hard to measure. STANFORD proposes that policy change can be data-driven and, in partnership with OPD, will develop a method to use body-camera footage (and other sources of data) to quantify and evaluate the effectiveness of policy change. These policy changes may include, for example, new policies that affect how officers are to make decisions and/or collect information about self-initiated activity, guidelines for how and when to conduct searches, and directives about which enforcement practices the agency is prioritizing.

Stanford's process of developing a systematic method for evaluating the impact of

Department level intervention strategies will require the regular input of OPD executives to articulate what kinds of outcomes they hope to see affected by altering a particular type of policy or practice. Because changing the use of force policy would likely have different consequences than changing protocols for writing traffic tickets, the method and markers must be tailored to the type of policy being reformed.

This process of systematic evaluation can also be applied to trainings for sworn members. It is in the interest of all stakeholders that the trainings law enforcement officers go through, often at significant expense, are effective. For example, how are the skills officers are taught through OPD's Training Division directly translating to officers' ability to proactively de-escalate real-life interactions and promote positive relations with the public? What specific metrics capture the changes on the ground that are brought about because of the completion of training? In other words, what is the evidence that a given training moves the needle in the way it was designed?

To complete this research by evaluating department interventions and building on STANFORD's past work, Stanford will develop new methods to analyze members' footage. For example, using machine learning, Stanford will develop algorithms to analyze the language used in the course of interactions between the police and the community. The analysis will be conducted using research protocols approved by the Stanford University Institutional Review Board (IRB). The body-worn camera footage will be securely stored in accordance with a protocol approved by STANFORD'S Privacy Office. The insights gained from the analysis can be leveraged to refine and inform Department trainings, and policy and practice reform efforts.

Once all necessary data have been received, the analysis of body-worn camera footage and other sources of data tied specifically to each intervention will take approximately two years, depending on the scope.