2016 Body-Worn Camera TTA Regional Meeting

Meeting logistics:

Date: August 18-19, 2016

Location: Gaillard Center, 2 George Street, Charleston, SC 29401 (3 blocks from the hotel)

Hotel: Embassy Suites Historic Charleston, 337 Meeting Street, Charleston, SC 29403

Meeting Goals:

1. Deliver technical assistance to command staff – chiefs, deputy chiefs and high-ranking staff from PIP sites and to prosecutors.
2. Facilitate peer-to-peer learning and networking experiences for law enforcement command staff.
3. Discuss the role of the prosecutor and the courts
4. Provide Chiefs and command staff with what we know, what we do not know, and how to work with the media, communities, and officers regarding the implementation of body-worn cameras.
5. Provide interactive and useful training/TA to attendees
6. Explain the array of TTA resources and how to access them

Workshop Facilitators: Staff from BJA and JSS and several SMEs involved in the BWC TTA initiative will conduct and facilitate the workshop**.**

Workshop attendees: This meeting is intended for command staff (Chiefs, Deputy Chiefs, Commanders, Captains, etc.) and prosecutors from funded and non-funding sites in the Mid-Atlantic and Southeast regions of the US.

JSS and CNA TEAM:

Craig D. Uchida, Project Director

James 'Chip' Coldren, Project Director

Shellie E. Solomon, Principal Investigator and SME Lead

Mariel Shutinya, Programmatic Planner

Christine Connor, Logistical Planner

Kris Hamann, SME (former Executive Assistant DA for Manhattan DA's Office)

Clark Kimerer, SME (former Asst. Chief, Seattle Police Department)

Greg Hurley (Senior Knowledge Management Analyst, National Center for State Courts)

Tom Woodmansee, SME (former Lt., Madison (WI) Police Department)

BJA Representatives:

Director Denise O'Donnell

Michael Roosa

Todd Maxwell

Agenda

Day 1

8:30 – 9:00 Pardon The Interruption…Body Worn Camera Regional Conference Welcome
Craig D. Uchida, President, Justice & Security Strategies, Inc.

Welcome to Charleston
Major Naomi Broughton, Charleston Police Department

BJA Body Worn Camera Program Overview
Denise O'Donnell, Director, Bureau of Justice Assistance

Overview of the BWC TTA Program
James "Chip" Coldren, Managing Director of Justice Programs, CNA

9:00 – 10:30 Pardon the Interruption: Issues and Answers for Body Worn Cameras
A Plenary Panel Discussion of Chiefs
Moderated by Craig D. Uchida and Clark Kimerer

10:45 – 11:00 Break

11:00 – 12:00 Headlines and Psychic Hotlines: Grantee Discussion Sessions

- Procurement Progress
- Implementation
- TA
- Future Plans

12:00 – 1:15 Interruption: Lunch on your own

1:15 – 2:15 The Pardon: Prosecution Issues with Body Worn Camera Videos
Kris Hamman, former Executive Assistant DA for Manhattan DA's Office
Denise O'Donnell, Director, Bureau of Justice Assistance
Moderator: Craig Uchida

2:15-3:15 The Courts and Body Worn Camera Videos
Greg Hurley, National Center for State Courts
Moderator: Clark Kimerer

3:15 – 3:30 Break

3:30 – 4:30 **Crystal Ball Time: Technology, Video Analytics, and Redaction**
Craig D. Uchida
Todd Maxwell

4:30 – 4:45 **The Big Finish, for the day**
Mike Roosa, Project Manager, Body Worn Camera Project, BJA

5:30-7:00 **Happy Time at the Embassy Suites: Site Networking Event**

Day 2:

8:30 – 8:45 **Overview of the Day**
Craig D. Uchida

8:45 – 10:00 **Workshops**

Pardon the Cost: Cost Benefit Analysis
Shellie Solomon
Craig Uchida

Prosecutors and Video
Kris Hamman
Denise O'Donnell
James "Chip" Coldren

10:00 – 10:15 **Break**

10:15- -11:30 **Workshops Repeated**

11:30 – 12:00 **Pardon the Interruption Finale: Body-Worn Cameras and Media Relations**
Craig Uchida
Clark Kimerer

12:00 – 12:15 **Final Big Finish**
Mike Roosa
Chip Coldren

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

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U.S. Department of Justice

CNA
ANALYSIS & SOLUTIONS

JSS

Body Worn Video: *Issues and Answers from the Chiefs*

Our Moderators

- Dr. Craig D. Uchida, President, Justice & Security Strategies Inc.
- Clark Kimerer, Assistant Chief, Seattle, PD, ret.

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

Our Panelists

- Chief Raul Diaz, Lynchburg
- Chief James Donnelly, Central Bucks Regional
- Chief James Donnelly III, Warminster
- Assistant Chief Tommi Lyter, Pensacola
- Chief Michael Wilhelm, Waynesboro

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

The Backbone of the Discussion

Technology Needs Survey

Major Cities Chiefs & Major County Sheriffs with the Office of Emergency Communications

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TRAINING & TECHNICAL ASSISTANCE

The Survey

- Conducted summer 2015
- Sent to 67 major cities and 76 major counties
- Completed by 70 agencies
- Examined technology and interoperability challenges

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

1:12

RUNDOWN

COWBOYS

VIKINGS

VICK

PATS/BROWNS

RAIDERS/FALCONS

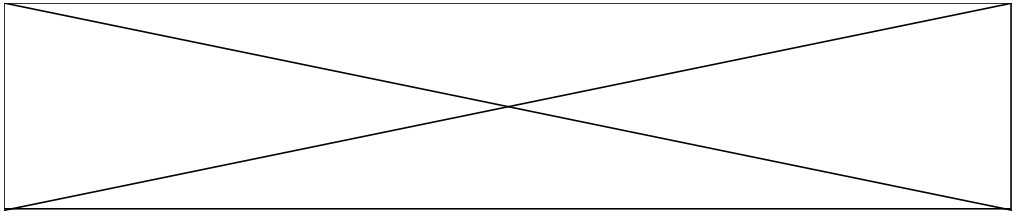
HARD HITS

ZENYATTA

DID WADE DESERVE TO BE FIRED?

Jose Cuervo
THE CUERVO

FOLLOW US ON TWITTER @ TWITTER.COM/PTISHOW



Body Worn Video

PARDON THE INTERRUPTION

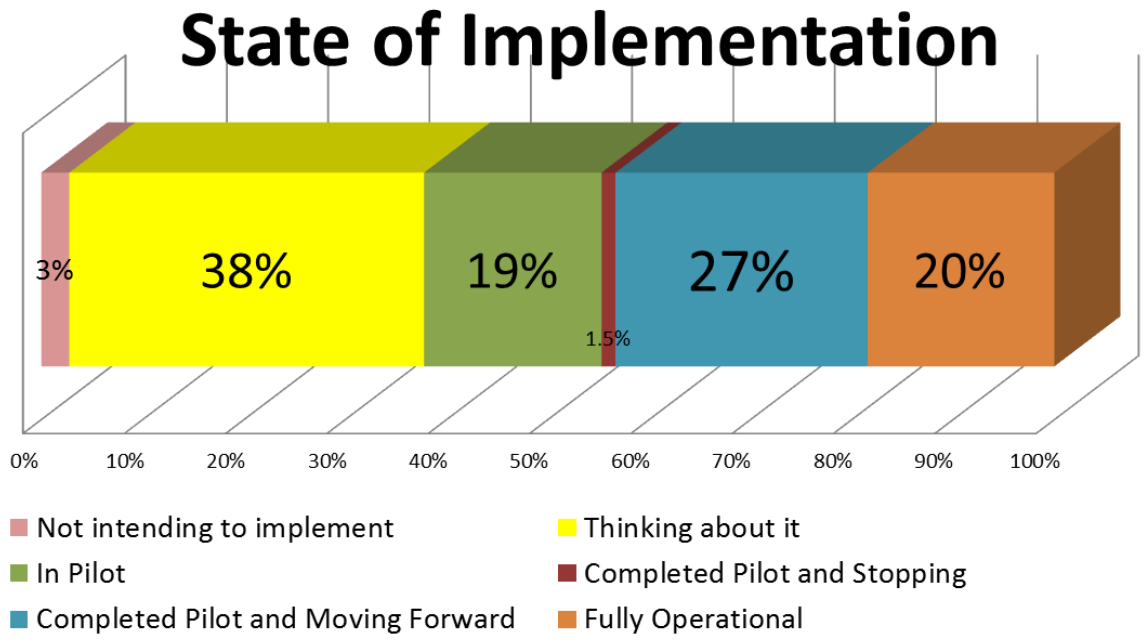
MOVING DISCUSSION

RUNDOWN

- WHO'S AHEAD
- ON/OFF
- STORAGE
- MAIL CALL
- VIDEO PER COP
- INSTANT REPLAY
- STORAGE AGAIN
- SHARING
- 180 DAYS?
- CRYSTAL BALL
- THE BIG FINISH

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

What lessons should we share NOW?



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TRAINING & TECHNICAL ASSISTANCE

Where are you in terms of implementation?

ON/OFF Policy

- 9-1-1 calls?
- Everyday encounters with civilians?
- Traffic stops?

- Private Residences?
- Incidents involving nudity?
- Juveniles?
- Sensitive Victims?
- Medical, mental health, religious, attorney-client or other privileges/sensitivities?
- Reluctant witnesses?

What is the level of officer discretion?

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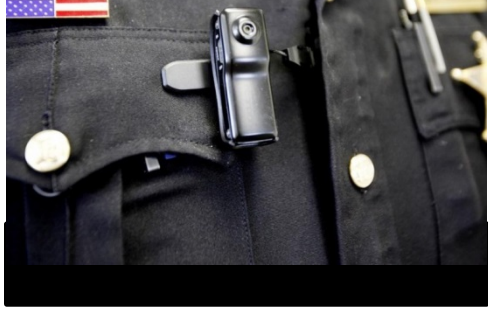

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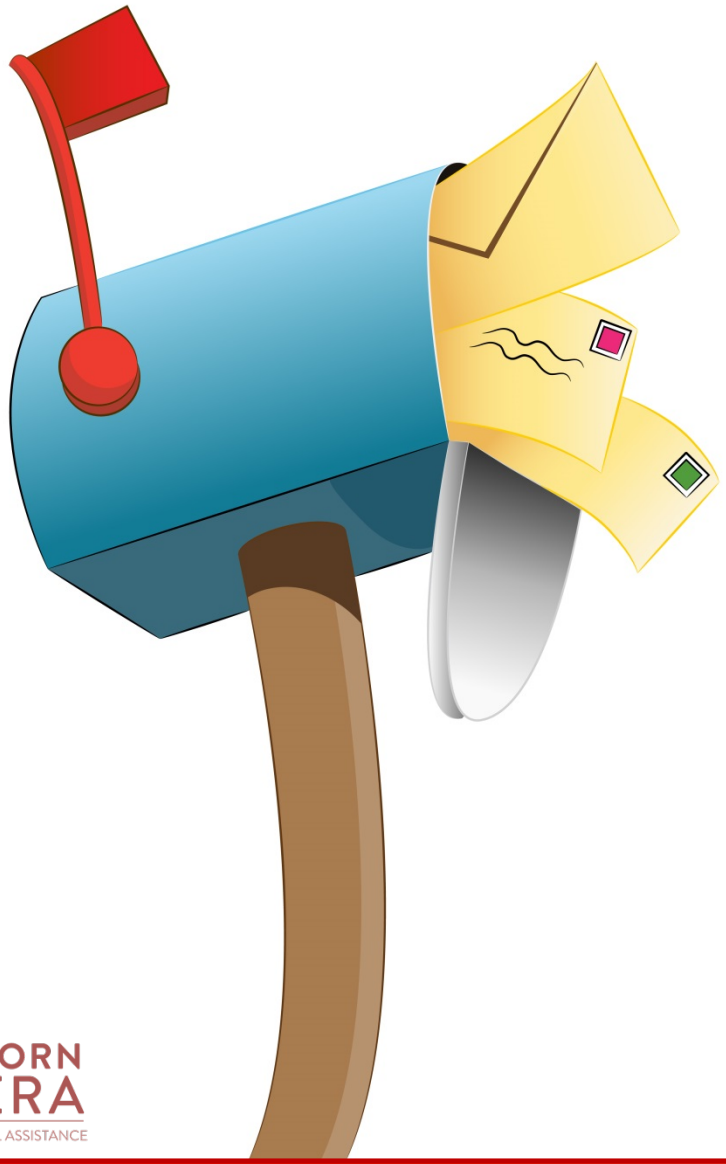
30% had not figured out storage

45% were using vendor cloud storage

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

How are departments storing the videos?



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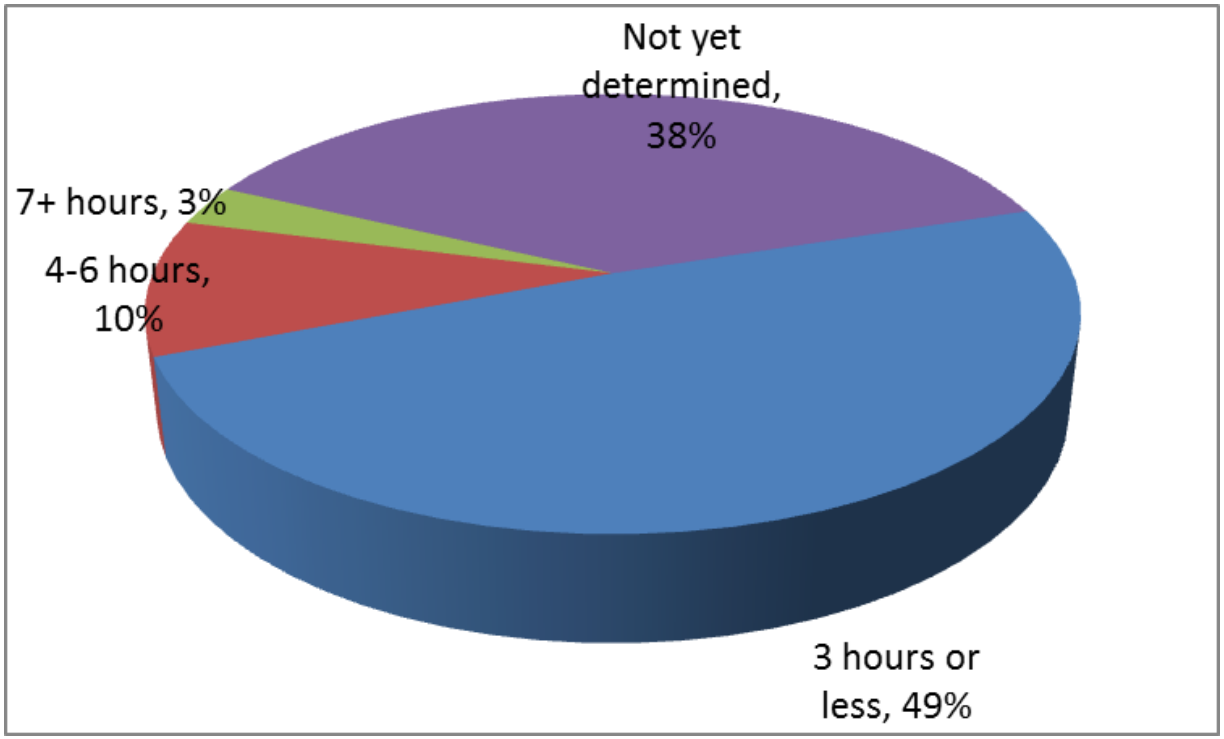
TRAINING & TECHNICAL ASSISTANCE

Send your questions to SESolomon@jssinc.org NOW

Average hours of video per officer



RUNDOWN

- BANDWIDTH
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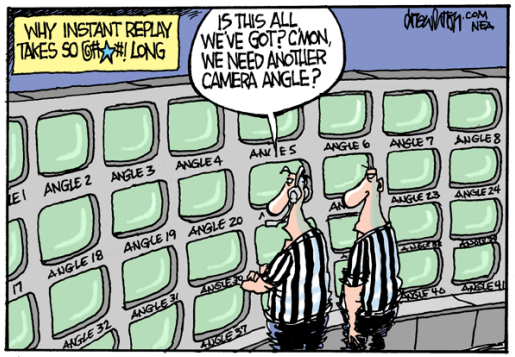
Are state laws increasing the hours of video capture required exponentially?

Review

The hope: Faster and Better resolution of complaints and cases



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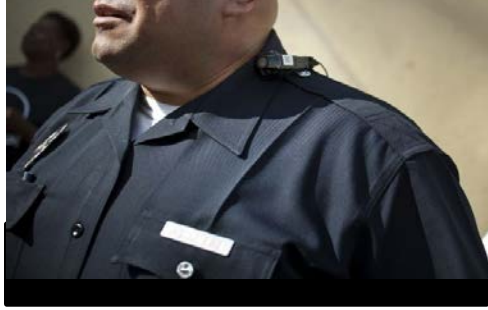
TRAINING & TECHNICAL ASSISTANCE

- **How is the supervisory role changing?**

CUMULATIVE STORAGE



7 % thought 100GB - 1 TB increase needed storage capacity annually

9 % - 1 TB -10 TB increase in needed storage capacity annualy

25%- 10 TB –100 TB increase in needed storage capacity annually

15% - more than 100 TB increase needed storage capacity annually

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- **Do we have any ideas of the cumulative storage requirements? 45% don't know…**

Criminal Justice System Sharing

- MOU's with prosecutors
- MOU's with courts
- MOU's with partner agencies

- Media/ public request?
- Redaction Issues?
- Personnel strains?

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

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- **How many DVDs can you burn in a hour?**

How Long Will the Video Be Kept?

Evidence:

- 70% more than 180 days
- 7% less than 180 days

Non-Evidence:

- 5% less than 30 days
- 31% more than 180 days

- **How many are keeping videos *FOREVER?***

RUNDOWN

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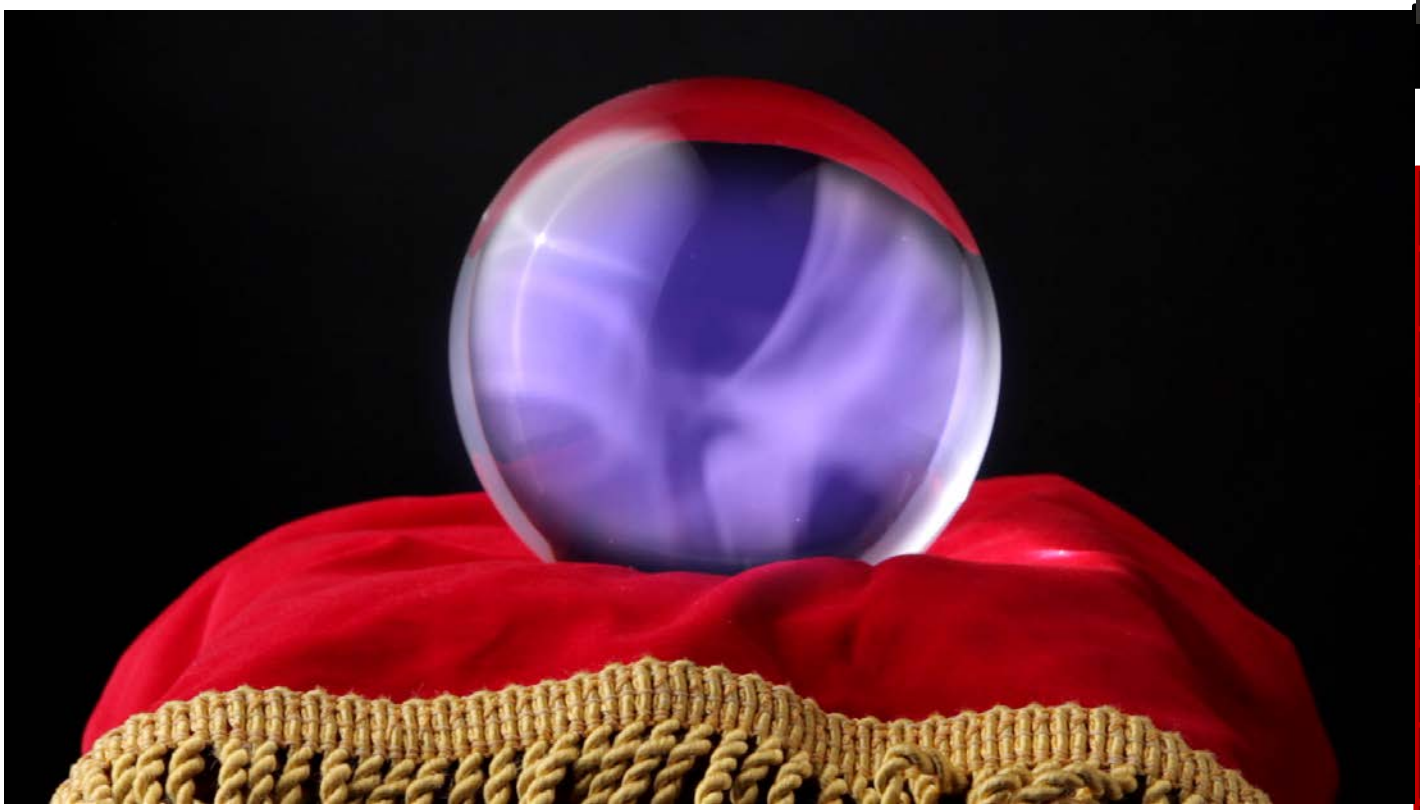
Technology Advancements



RUNDOWN

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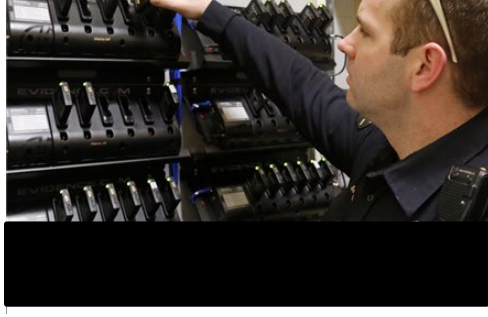
- ***What does the future hold?***

In Review

- **Corrections**
- **Follow Up Items**

- **Up Next…**



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Thank you

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TRAINING & TECHNICAL ASSISTANCE

Our Moderators' Contacts

- Dr. Craig D. Uchida, President, Justice & Security Strategies Inc.
  - cduchida@jssinc.org
  - 240-687-3719
- Clark Kimerer, Assistant Chief, Seattle, PD, ret.
  - clark.kimerer55@gmail.com
  - 206-364-5579

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Body Worn Camera: *Grantee Discussion Sessions*

Our Panelists

- Our Moderators

BODY-WORN CAMERA
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The Backbone of the Discussion

- Policy
- Procurement
  Implementation
- Technical Assistance Needs
- Future Plans

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

Review of Progress

- Monthly Calls
- SharePoint Site Reports
- Headlines

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Policy

PARDON THE INTERRUPTION

RUNDOWN

- Montgomery Co – New Method of Officer Accountability
- LPD holding public meeting about body-worn camera policies
- New officers/policy in Lynchburg
- Fairfax supervisors divided
- ACLU: mesh of body camera policies in Virginia

Are body cams changing our society?

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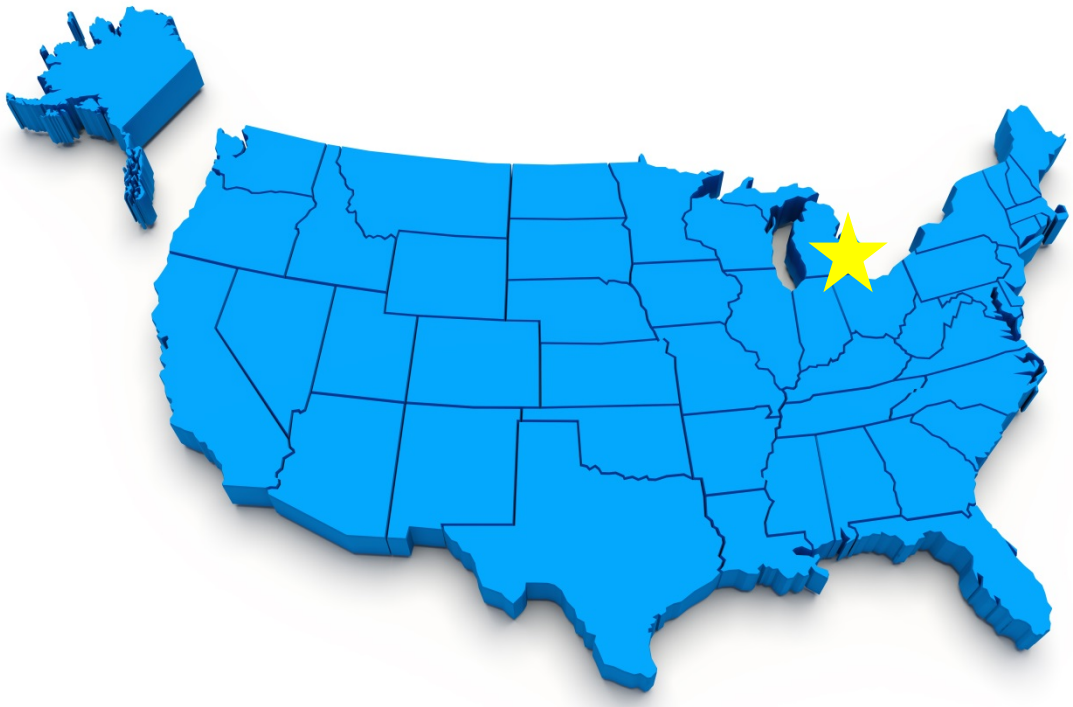
PARDON THE INTERRUPTION



RUNDOWN

- Detroit City Council Approves $5.2 Million
- Mayor Approves Vendor – Colorado Springs
- Orlando to add 450 body cameras to officers after USF study

- Is the procurement process proceeding smoothly?

Procurement

PARDON THE INTERRUPTION

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Implementation

PARDON THE INTERRUPTION

RUNDOWN

- Warminster Wearing Body Cams
- Bucks to Launch
- Rochester PO Wearing This Summer

Who has camera's working?

Implementation

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Technical Assistance Needs

PARDON THE INTERRUPTION

RUNDOWN

- When Cameras Fail
- Media Management
- Video Redaction and Public Information Requests
- **MAIL CALL**

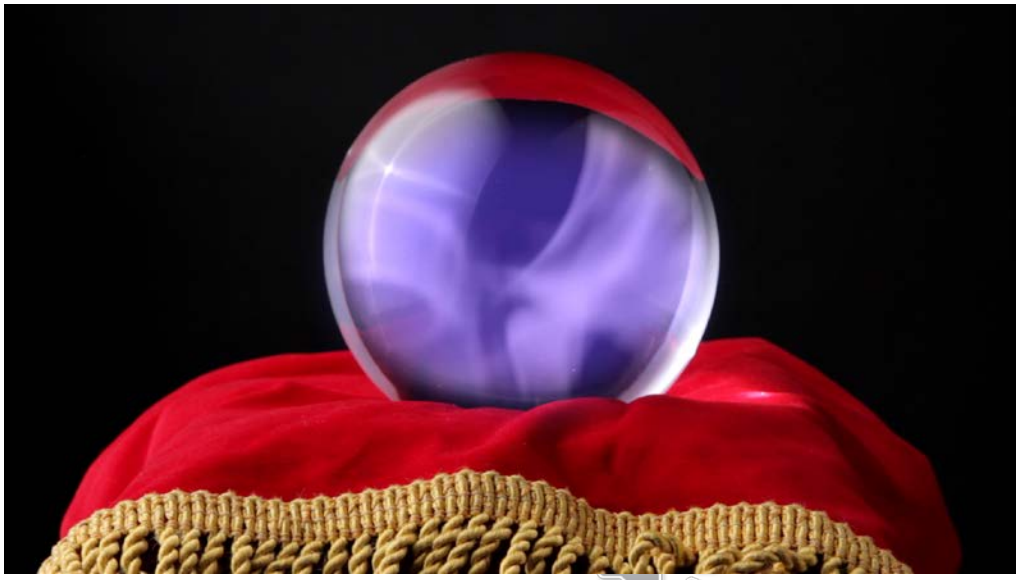
Where can we help?

Future Plans

PARDON THE INTERRUPTION

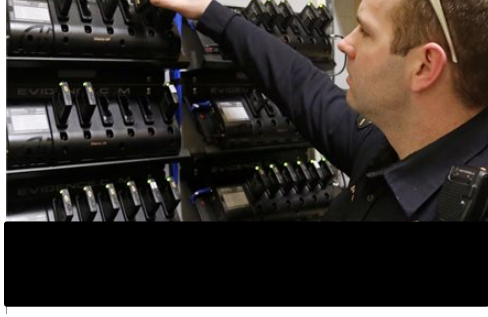
RUNDOWN

- Policy Revisions
- Technology Upgrades
- Community Engagement
- Budget Challenges



What are you anticipating?

In Review



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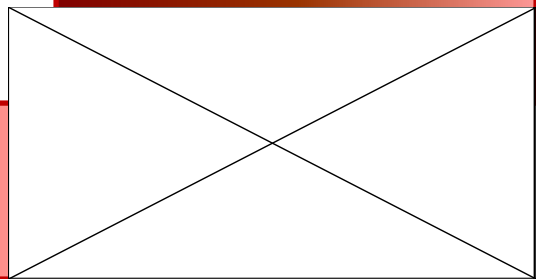

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PARDON THE INTERRUPTION

RUNDOWN

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- Senate Looks to Pensacola
- New Hanover Deputies Will Wear BWCs
- Norfolk Police officers now wearing body cameras

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PARDON THE INTERRUPTION

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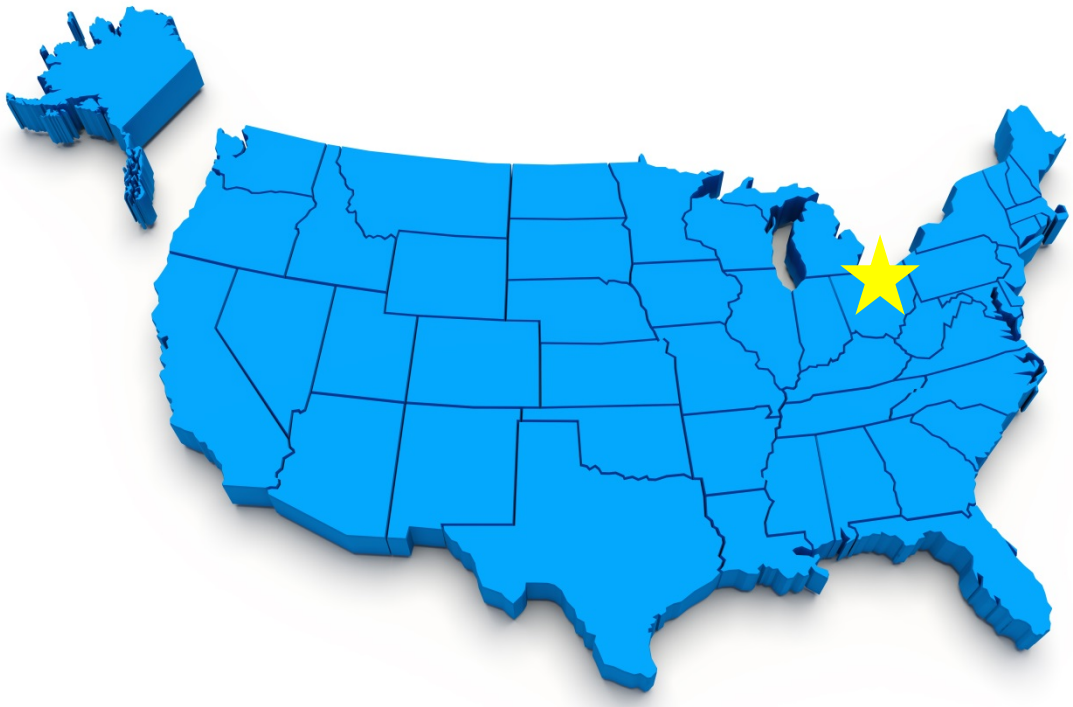
- Say cheese, Akron
- NCSO-Sheriff's office testing body cameras for purchase with grant funds

- **Is the procurement process proceeding smoothly?**

Procurement

PARDON THE INTERRUPTION



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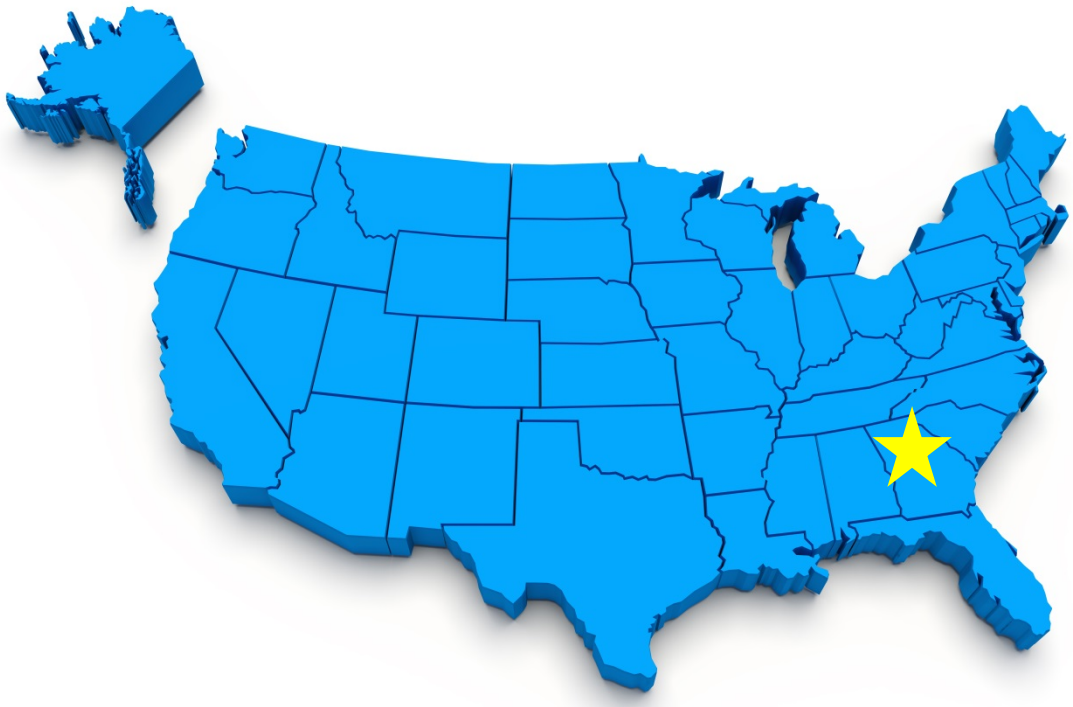

RUNDOWN

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PARDON THE INTERRUPTION

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- Miami-Dade Commission Approves Police Body Camera Program
- Lake County sheriff's department to expand body camera program
- Warminster Wearing Body Cams

Who has camera's working?

Implementation

PARDON THE INTERRUPTION

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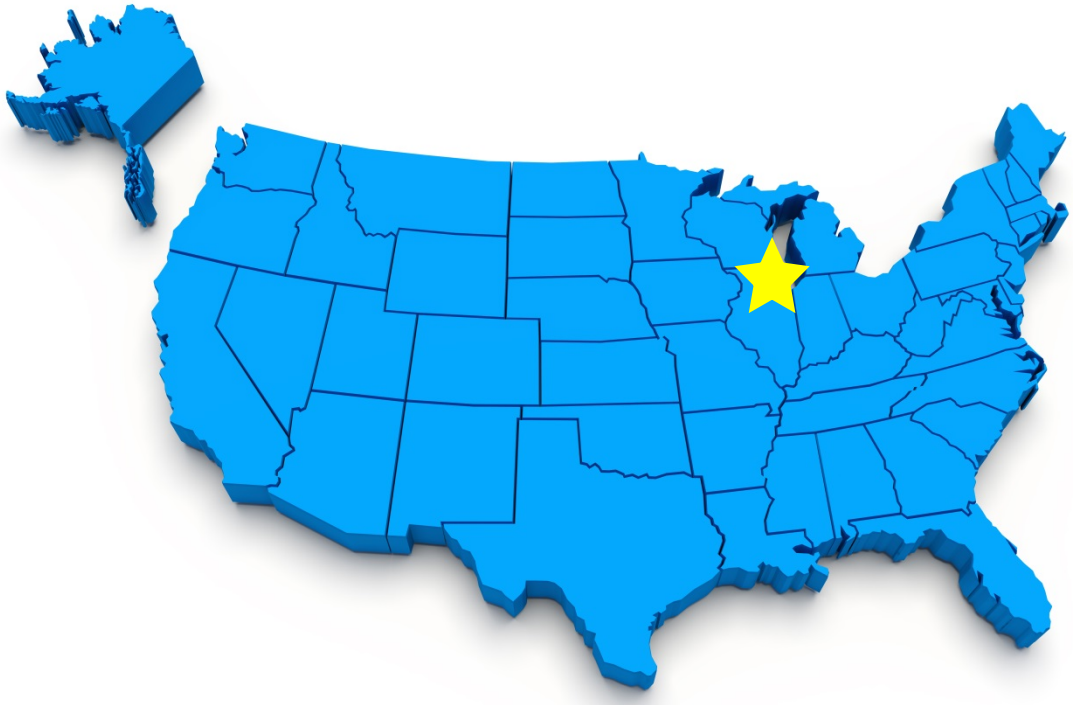

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PARDON THE INTERRUPTION

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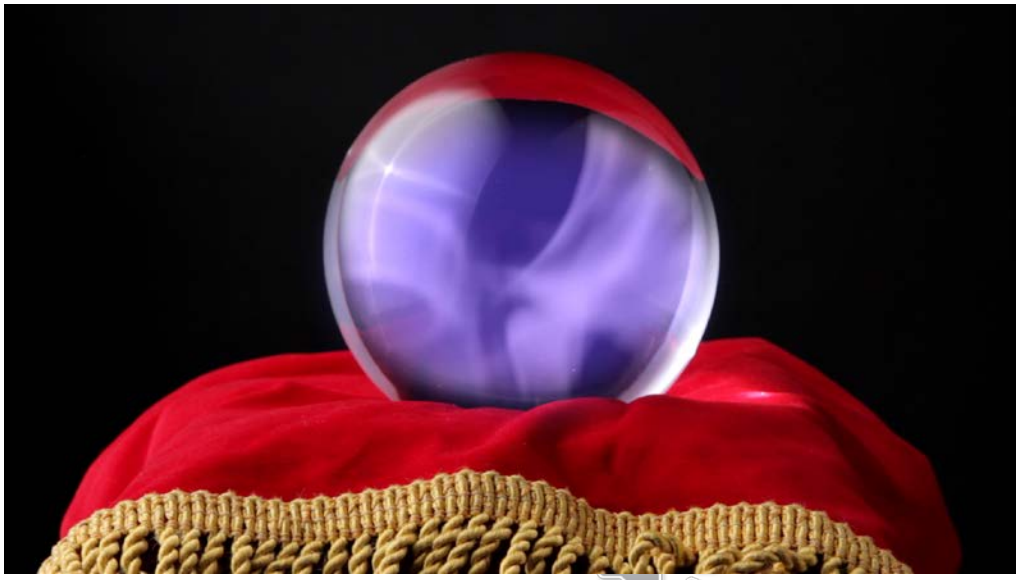
PARDON THE INTERRUPTION



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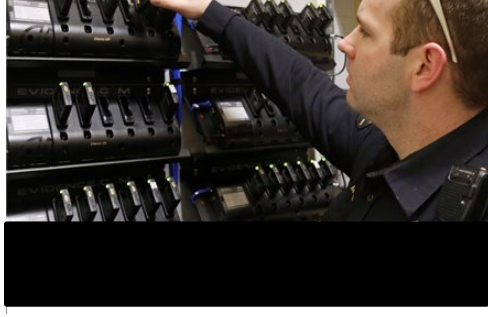

RUNDOWN

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- **Follow Up Items**

- **Up Next…**

National Body-Worn Camera Policy and Implementation Program

Denise O'Donnell
Director
Bureau of Justice Assistance

Overview

1. **Best estimates show that over 3800 agencies across the United States have implemented body-worn cameras.**
2. **Approximately 45 states have piloted or implemented a body-worn camera program.**
3. **Legislation is pending in approximately 37 states around the use of body-worn cameras.**

But what happens when my Law Enforcement Agency announces their intention to create a body-worn camera program?

The Method

BODY-WORN CAMERA TOOLKIT

- February 2015 - **Nat'l Body-Worn Camera Symposium** at White House

- BJA convened an expert panel with over 100 participants.

- Consolidated and translated best examples of research, policies, technology into a comprehensive program.

Expert Panel & FAQs

BODY-WORN CAMERA TOOLKIT

- **2015 BWC Expert Panel**
  - Broad range of disciplines and interests
    - Law Enforcement, Prosecution, and Defense
    - Privacy, Victim and Juvenile Advocates
    - Labor organizations
    - Community Stakeholders
    - Many Federal organizations
  - Received input from over 20 States, Canada & U.K.
- **Created FAQs and answers** based on Expert Panel discussions

Expert Panel Agenda

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- Review of Current Studies, Evaluations, and Research of Body-Worn Camera Programs
- Policy & Procedure
- Technical Considerations
- Legal/Liability Issues
- Training for Law Enforcement, Prosecutors, and Courts
- General Implementation Challenges of a Body-Worn Camera Program

Resource Collection

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- National outreach – collected over 100 policies
  - 48 States and 5 Countries
  - Multiple policy types
    - Local Police & Sheriff Agencies
    - State Police
    - Transit, Campus, etc…
- Policies evaluated against 6 criteria to feature comprehensive examples
- February 2016 – Nat'l Forum on BWC & Violence Against Women Victim Impact (IACP and OVW)

Underlying Principles

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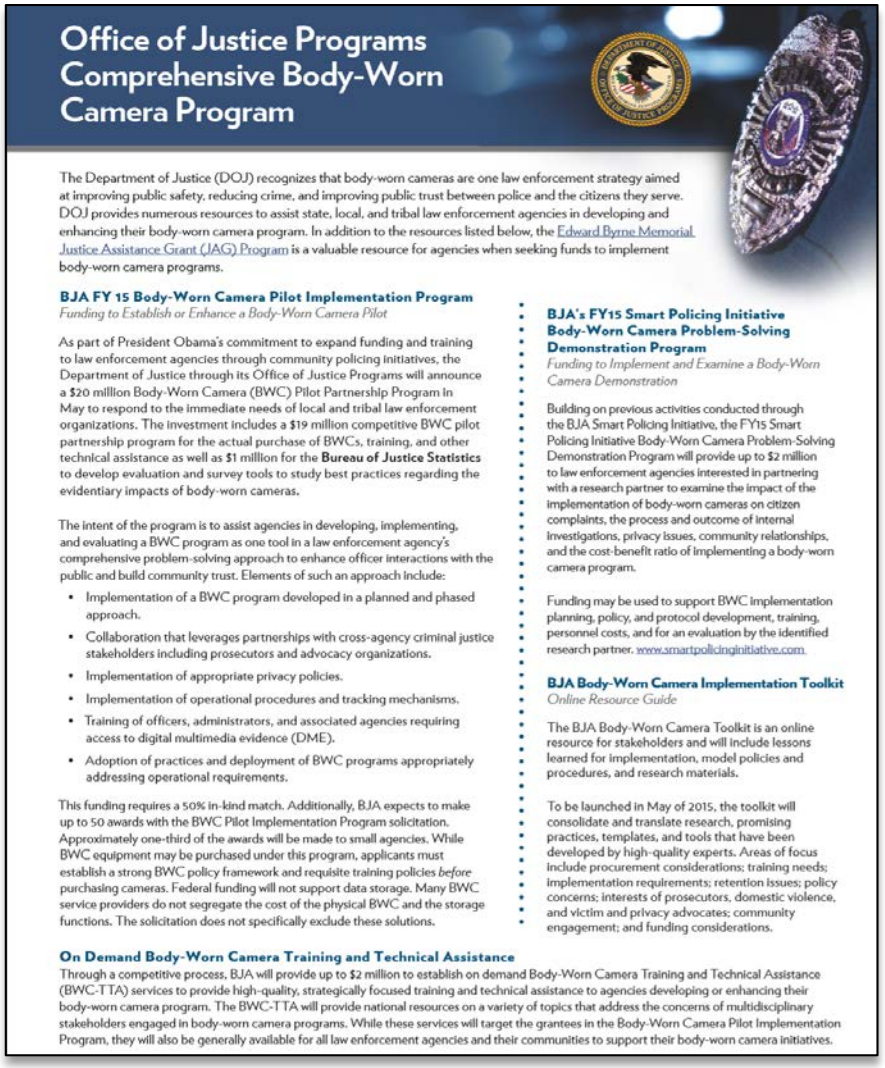
1. BWC- One tool as part of a comprehensive strategy to building community trust

2. Effective implementation is complicated
   - Requires important policies to be in place
   - Coordination with prosecutors, public defenders, courts and unions
   - Training
   - Input from communities & advocacy groups
   - Understanding of privacy laws and concerns
   - Consideration of impact on victims, witnesses, and minors
   - Technology & procurement issues
   - Storage & redaction; Costs

The Results

- **Policy and Implementation**
  Funding to Establish or Enhance a BWC programs.
- **Smart Policing**
  Funding to Implement and Examine a BWC Demonstration.
- **On-Demand TTA**
  Monitor pilot grantees and provide field support.
- **National BWC Toolkit**
  Online clearinghouse of lessons, policies, and research.



Office of Justice Programs Comprehensive Body-Worn Camera Program

The Department of Justice (DOJ) recognizes that body-worn cameras are one law enforcement strategy aimed at improving public safety, reducing crime, and improving public trust between police and the citizens they serve. DOJ provides numerous resources to assist state, local, and tribal law enforcement agencies in developing and enhancing their body-worn camera program. In addition to the resources listed below, the Edward Byrne Memorial Justice Assistance Grant (JAG) Program is a valuable resource for agencies when seeking funds to implement body-worn camera programs.

BJA FY 15 Body-Worn Camera Pilot Implementation Program

Funding to Establish or Enhance a Body-Worn Camera Pilot

As part of President Obama's commitment to expand funding and training to law enforcement agencies through community policing initiatives, the Department of Justice through its Office of Justice Programs will announce a $20 million Body-Worn Camera (BWC) Pilot Partnership Program in May to respond to the immediate needs of local and tribal law enforcement organizations. The investment includes a $19 million competitive BWC pilot partnership program for the actual purchase of BWCs, training, and other technical assistance as well as $1 million for the **Bureau of Justice Statistics** to develop evaluation and survey tools to study best practices regarding the evidentiary impacts of body-worn cameras.

The intent of the program is to assist agencies in developing, implementing, and evaluating a BWC program as one tool in a law enforcement agency's comprehensive problem-solving approach to enhance officer interactions with the public and build community trust. Elements of such an approach include:

- Implementation of a BWC program developed in a planned and phased approach.
- Collaboration that leverages partnerships with cross-agency criminal justice stakeholders including prosecutors and advocacy organizations.
- Implementation of appropriate privacy policies.
- Implementation of operational procedures and tracking mechanisms.
- Training of officers, administrators, and associated agencies requiring access to digital multimedia evidence (DME).
- Adoption of practices and deployment of BWC programs appropriately addressing operational requirements.

This funding requires a 50% in-kind match. Additionally, BJA expects to make up to 50 awards with the BWC Pilot Implementation Program solicitation. Approximately one-third of the awards will be made to small agencies. While BWC equipment may be purchased under this program, applicants must establish a strong BWC policy framework and requisite training policies *before* purchasing cameras. Federal funding will not support data storage. Many BWC service providers do not segregate the cost of the physical BWC and the storage functions. The solicitation does not specifically exclude these solutions.

BJA's FY15 Smart Policing Initiative Body-Worn Camera Problem-Solving Demonstration Program

Funding to Implement and Examine a Body-Worn Camera Demonstration

Building on previous activities conducted through the BJA Smart Policing Initiative, the FY15 Smart Policing Initiative Body-Worn Camera Problem-Solving Demonstration Program will provide up to $2 million to law enforcement agencies interested in partnering with a research partner to examine the impact of the implementation of body-worn cameras on citizen complaints, the process and outcome of internal investigations, privacy issues, community relationships, and the cost-benefit ratio of implementing a body-worn camera program.

Funding may be used to support BWC implementation planning, policy, and protocol development, training, personnel costs, and for an evaluation by the identified research partner. www.smartpolicinginitiative.com

BJA Body-Worn Camera Implementation Toolkit

Online Resource Guide

The BJA Body-Worn Camera Toolkit is an online resource for stakeholders and will include lessons learned for implementation, model policies and procedures, and research materials.

To be launched in May of 2015, the toolkit will consolidate and translate research, promising practices, templates, and tools that have been developed by high-quality experts. Areas of focus include procurement considerations; training needs; implementation requirements; retention issues; policy concerns; interests of prosecutors, domestic violence, and victim and privacy advocates; community engagement; and funding considerations.

On Demand Body-Worn Camera Training and Technical Assistance

Through a competitive process, BJA will provide up to $2 million to establish on demand Body-Worn Camera Training and Technical Assistance (BWC-TTA) services to provide high-quality, strategically focused training and technical assistance to agencies developing or enhancing their body-worn camera program. The BWC-TTA will provide national resources on a variety of topics that address the concerns of multidisciplinary stakeholders engaged in body-worn camera programs. While these services will target the grantees in the Body-Worn Camera Pilot Implementation Program, they will also be generally available for all law enforcement agencies and their communities to support their body-worn camera initiatives.

Policy and Implementation Program

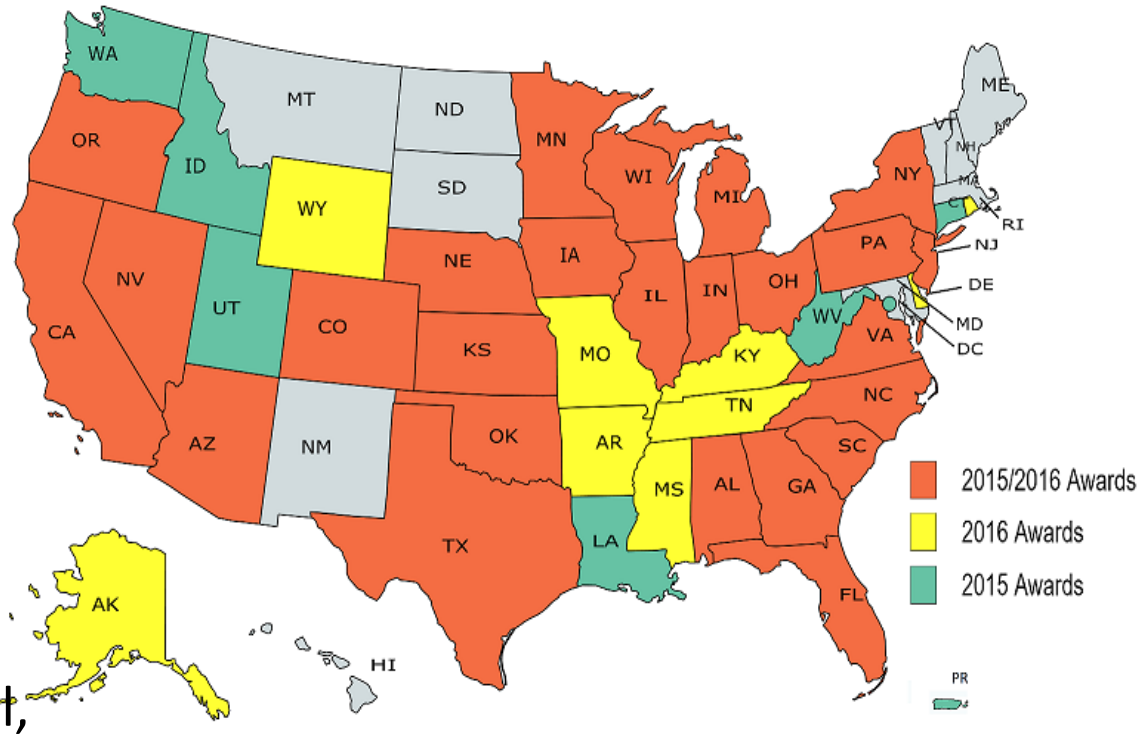
- **Goals**
  Strong, comprehensive problem-solving approach to BWC implementation.
- **Eligibility**
  Small, medium, large, and extra-large agencies.
- **Priority Considerations**
  - Significant involvement of prosecution and community stakeholders;
  - Maximum cost efficiency;
  - Core principles of technology procurement;
  - Victim-centered approach

Image Courtesy of Seattle (WA) Police Department

Policy and Implementation Program

BODY-WORN CAMERA TOOLKIT

- FY 2015:
  - $22.3 million
  - 73 Agencies
  - 21,000 cameras
- FY 2016:
  - $17 million
  - 106 Agencies
  - 17,120 cameras
  - Category < 25 officers
  - Category for State, Tribal, Univ. and School Police

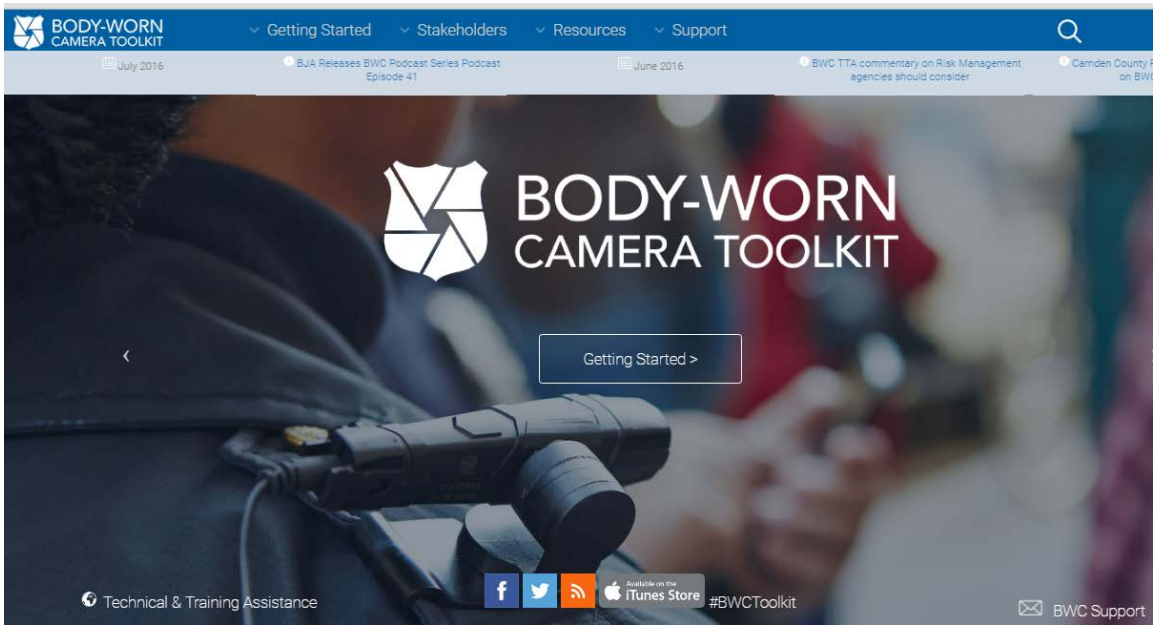


Defining the Toolkit

Clearinghouse of Materials

- Agency Policies, RFPs, Additional Information
- Research/Studies/Papers
- FAQs with Relevant Answers
- SMEs – webinars, podcasts, vignettes
- Recent publications

Collaboration with Partners



Defining the Toolkit

·BODY-WORN·
CAMERA
TOOLKIT

Materials for Prosecutors

- Best Practices Committees- BWC: Concerns & Considerations for Prosecutors
- Interviews/Transcripts: BWC- Prosecution Perspective
- SME's share Prosecution Perspective on BWCs
- Podcasts: Judges share perspective on BWCs and the court
- Research- BWCs assisting with prosecution of criminal cases
- Training- What LE agencies need to do to work with prosecution

Defining the Toolkit

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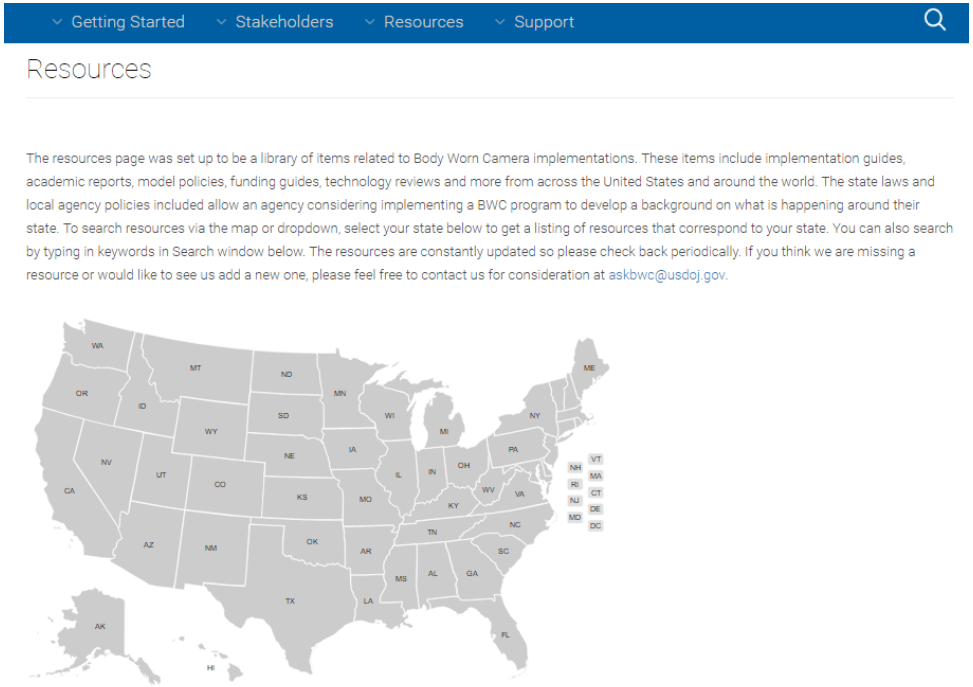
TOOLKIT

Resources

- Organized by State or Easily Searched for Key Words

Support

- Submission of Materials
- Questions and training or technical assistance requests



Website, Email, & Podcasts

·BODY-WORN· CAMERA TOOLKIT

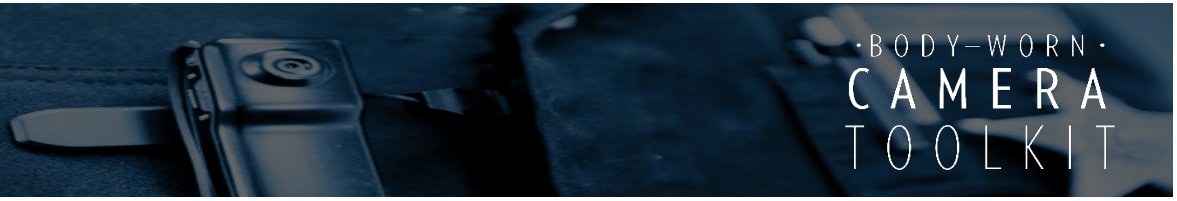
Website: www.bja.gov/bwc

Email: bwctta@bwctta.com

Podcasts:
https://www.bja.gov/Publications/podcasts/podcast.html

or on iTunes at
http://www.bja.gov/bwc/podcasts/BWC-itunes.xml

Questions



Q & A

Body Worn Cameras: *Prosecution Issues*

Charleston, South Carolina
August 18 and 19, 2016

Moderator:

Dr. Craig Uchida
President, JSS

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

Panelists:

- Denise O'Donnell
  - Director, Bureau of Justice Assistance
  - Former U.S. Attorney Western District of New York.

- Kristine Hamann
  - Executive Director, Prosecutors' Center for Excellence

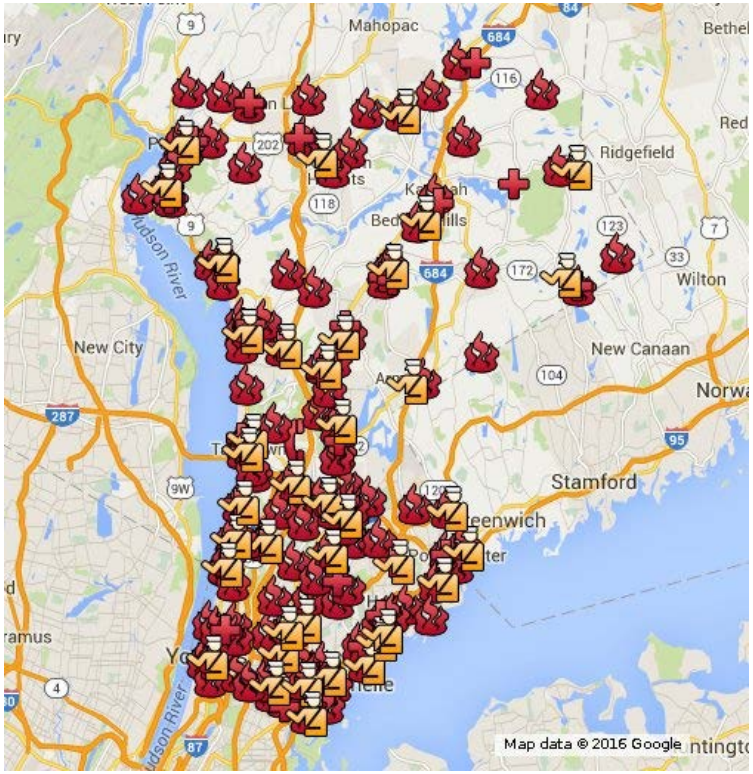
BENEFITS

- Evidence!

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

POLICE AND PROSECUTORS

- Do you know who has cameras?



BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

COORDINATION OF POLICE AND PROSECUTORS

- Policies
- Technology
- Procurement
- MOU

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

POLICE POLICIES

- When to record?
  - Mandatory
  - Discretionary
  - When not to record
  - When to delete

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POLICE POLICIES

- Privacy
- Consent
- Notice
- Legislation

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FINDING THE EVIDENCE

- How do you find it?
  - Which officer(s)?
  - What date and time
- How do you request it?
- When do you get it?

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TRAINING & TECHNICAL ASSISTANCE

TAGGING

- Who decides what is evidence?
  - Different methods
- Coordinated with dispatch and records management?
- Metadata
- Audits and audit trails?

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ACCESS BY PROSECUTOR

- DVD
- Link to Cloud
- How much are you allowed to see?

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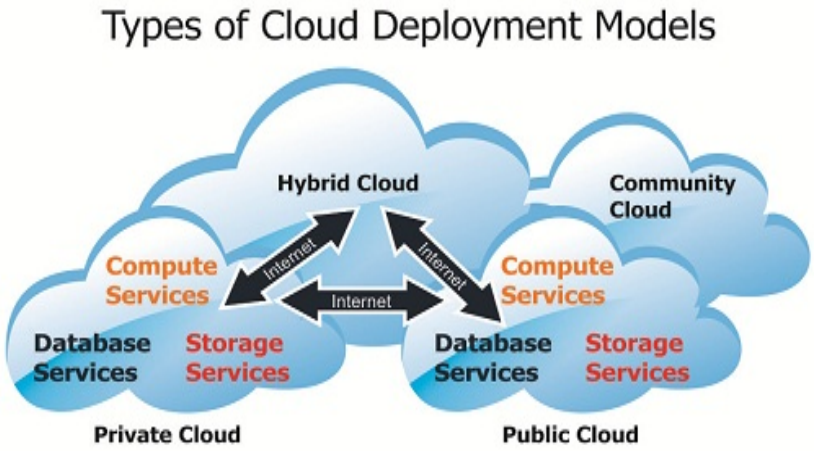
TRAINING & TECHNICAL ASSISTANCE

TECHNOLOGY - STORAGE

- In House Servers
- Cloud
- Statewide solution



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TRAINING & TECHNICAL ASSISTANCE

PROSECUTOR STORAGE

- Storage for other digital evidence?
- Separate storage for trial evidence?

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TRAINING & TECHNICAL ASSISTANCE

RETENTION

- Evidentiary vs. non-evidentiary
  - Note – this may be decided at the tagging stage
- Retention Time:
  - State statutes?
  - Class of crime?
  - Trial vs plea?
  - Specific request?

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TRAINING & TECHNICAL ASSISTANCE

DISCOVERY

- Do you review it first?
- Brady /Giglio
- Redacting
- Access for D/C?
  - Cloud
  - DVDs
- Federal issues

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

PROTECTIVE ORDERS

- To be seen by defense counsel only
- Can’t post to the internet
- Tag defense copy?
- Does victim have standing?

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

REDACTION

- Redacting
  - Who does it?
  - How?
  - Training
  - *Time*

  - Protective order needed?

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

TRIAL

- Jury selection
  - Believe an officer/witness even if not recorded?
- Preparing the officer
  - Wore a BWC?
  - Follow the policy?
  - Viewed the video before the report?

BODY-WORN CAMERA

INTRODUCING EVIDENCE

- Just a video
- Authentication
  - Encrypted?
- Compressed?
- Slowed down?
- Expert testimony?

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

INTRODUCING EVIDENCE

- Chain of custody?
  - Upload procedures
  - Audit trail

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

COURTROOM ISSUES

- Equipment
- Jury room
- Copy to introduce as evidence

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

PROSECUTOR COSTS

- Staff
  - Review
  - Discovery
  - Redaction

BODY-WORN CAMERA
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VOLUME OF EVIDENCE

- San Diego DA:
  - 2016 – 60,000 evidentiary videos and 10,800 hours of recordings
  - 2017 – 120,600 evidentiary videos and 21,000 hours of recordings
- Terabytes of storage
- Redaction: 8 minutes = 3 hours

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

OTHER PROSECUTOR COSTS

- Licenses
- Transcriptions
- Equipment for courtrooms and GJ
- Storage of trial evidence

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

PROSECUTOR POLICIES

- Does every tagged recording have to be viewed?
- When can it be shown to witnesses/police in trial preparation?
- When can/should recordings be shown to a suspect?

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

RELEASE OF RECORDINGS

- Coordinate with Police
  - Investigation/trial pending
- Public
  - Can you get your own recording?
- Freedom of information
- Media

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

MANAGING EXPECTATIONS

- Community expectations
- Investigative requirements
- Jury
- Media
- Police Unions

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

BEST PRACTICES COMMITTEES

- Colorado
- Washington state
- California
- Tennessee

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

Questions

Kristine Hamann
PROSECUTORS'
CENTER FOR EXCELLENCE
www.pceinc.org
Khamann@pceinc.org

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BJA
Bureau of Justice Assistance
U.S. Department of Justice

CNA
ANALYSIS & SOLUTIONS

JSS

Body Worn Cameras and the Courts

Our Panelists

- Greg Hurley, National Center for State Courts

Mission: To improve the administration of justice through leadership and service to the courts

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

Our Moderator

- Clark Kimerer, Subject Matter Expert

Assistant Chief, Seattle Police Department, ret.

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The Backbone of the Discussion

- Video retention/ lost/destroyed evidence prior to trial
- Technology creates legal issues?
- .avi/.mov
- Package solutions
- Resistance of the judiciary
- Facial recognition
- Court Case Mgmt. Systems

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About the National Center for State Court: Organizational Divisions

- Research
- Court Consulting
- Association Services
- Knowledge and Information Services
- Institute for Court Management
- International

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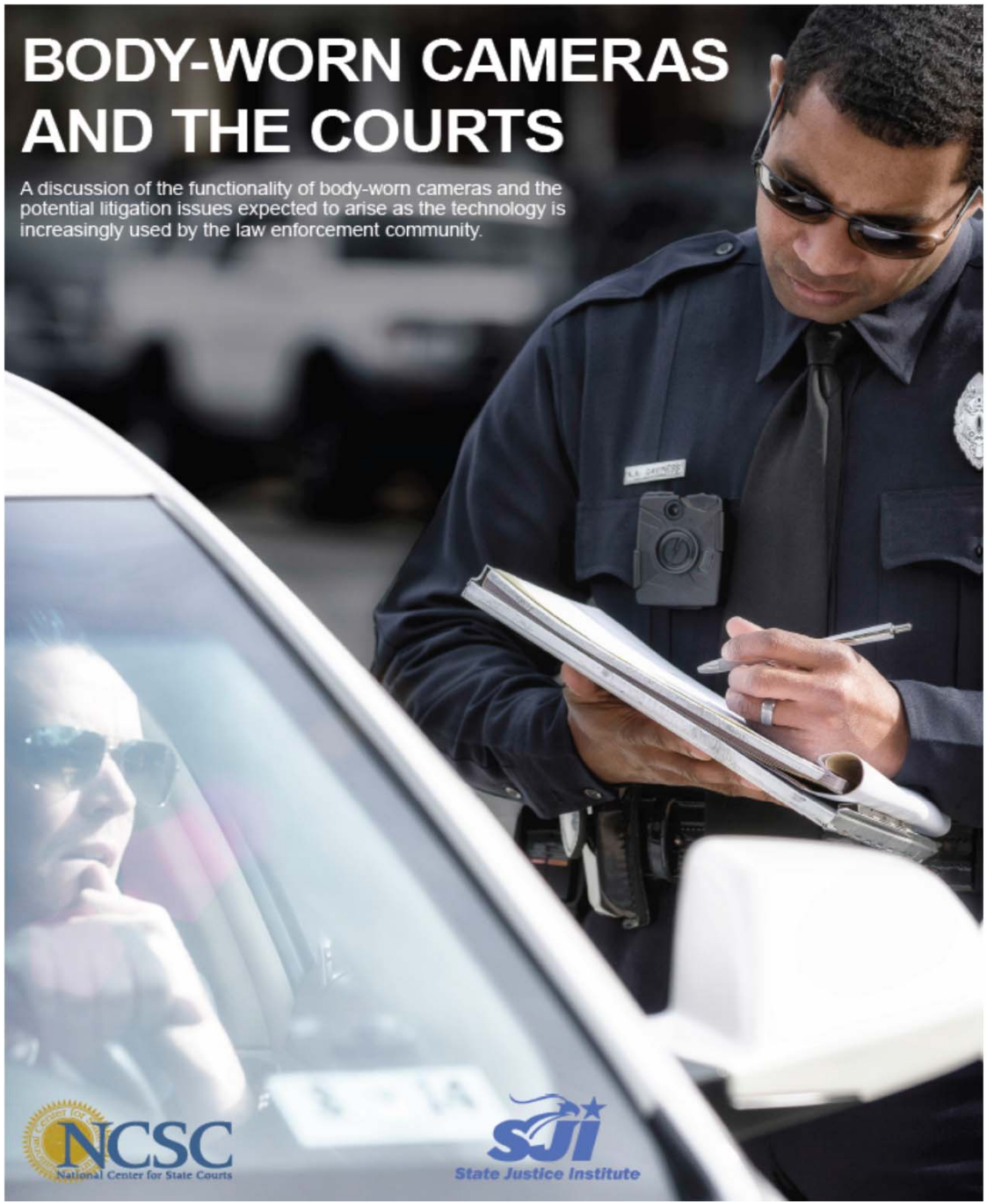
TRAINING & TECHNICAL ASSISTANCE



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Project Summary

- Project started in September of 2015
- New Type of Project
- Support from SJI
- Four Products, booklet, webinar, judicial curriculum and a bench card

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

BWCs and the COURTS

PARDON THE INTERRUPTION

- May not capture all aspects of the SFST testing
  Will capture SFST instructions by officer
  Statements and voice of defendant
  Aspects of defendants appearance
  Implied consent reading for secondary chemical testing and refusal
  Officers compliance with secondary testing protocols

How do BWCs change impaired driving cases?

RUNDOWN

- **BWC & Impaired Driving Cases**
- **Categorization/ Retention Issues**
- **Lost/ Destroyed Evidence – Youngblood/ CT/ TN Test**
- **Ohio Frustration**
- **Technology Creates Legal Issues?**
- **.avi/.mov or native format?**
- **Advantages of Packaged Solutions**
- **Public Disclosure Laws**
- **Resistance of the judiciary**
- **Crystal Ball - Facial recognition**
- **Crystal Ball – Courts Case Mgmt**

BWCs and the COURTS

PARDON THE INTERRUPTION

- Basic level: Felony, Misd, Casual Citizen contacts
- Category determines storage life of video
- *Point of process for evidence to be lost, intentionally or unintentionally*

RUNDOWN

- BWC & Impaired Driving Cases
- **Categorization/ Retention Issue**
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- **Technology Creates Legal Issues?**
- **.avi/.mov or native format?**
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- **Crystal Ball – Courts Case Mgmt**

- **Why is categorization so important?**

BWCs and the COURTS

PARDON THE INTERRUPTION

- Seminal Case: Arizona v. Youngblood, 1988 – U.S. Supreme Court
  - *Defendant charged with sexual assault*
  - *Defendant wanted to test a clothing sample for other DNA*
  - *Sample not refrigerated, un testable*
  - *Held: Unless a defendant can show bad faith on the part of the police, the failure of the police to preserve the evidence is not a 14th Amendment Due Process violation*
  - *An almost Impossible Standard*

- **What makes this standard impossible?**

RUNDOWN

- BWC & Impaired Driving Cases
- Categorization/ Retention Issues
- **Lost/ Destroyed Evidence – Youngblood/ CT/ TN/ Test**
- **Ohio Frustration**
- **Technology Creates Legal Issues?**
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The Irony of Youngblood

PARDON THE INTERRUPTION

- In 2000 DNA testing had improved
- Clothing from Youngblood was tested
- DNA belonged to one Walter Cruise
- Cruise was tried and convicted
- Youngblood was exonerated
- In 2007, Youngblood died
- The irony is that the defendant was innocent in the case that set up an almost impossible test.

- **Why is this case so interesting?**

RUNDOWN

- BWC & Impaired Driving Cases
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States Usage of Youngblood Doctrine

PARDON THE INTERRUPTION

- *States can provide more protection for their citizens than the U.S. Constitution but not less*
- *Most states follow the Youngblood doctrine but not all*
- *They can interpret their own constitution in different ways*

RUNDOWN

- BWC & Impaired Driving Cases
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- **What stances are your states taking?**

Connecticut Test

PARDON THE INTERRUPTION

- ***4 Part Balancing Test***
  - *Materiality of the missing evidence*
  - *Likelihood of a mistaken interpretation of it by the jury*
  - *Reason for non-availability of the evidence*
  - *Prejudice to the defendant caused by the unavailability of the evidence*

- **How are defendants impacted?**

RUNDOWN

- BWC & Impaired Driving Cases
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Tennessee Test

PARDON THE INTERRUPTION

- *3 Part Balancing Test*
  - *Degree of negligence involved*
  - *Significance of destroyed evidence, considered in light of its probative value and the reliability of secondary or substitutive evidence*
  - *Sufficiency of other evidence at trial used to convict*

- **What is the balencing act?**

RUNDOWN

- BWC & Impaired Driving Cases
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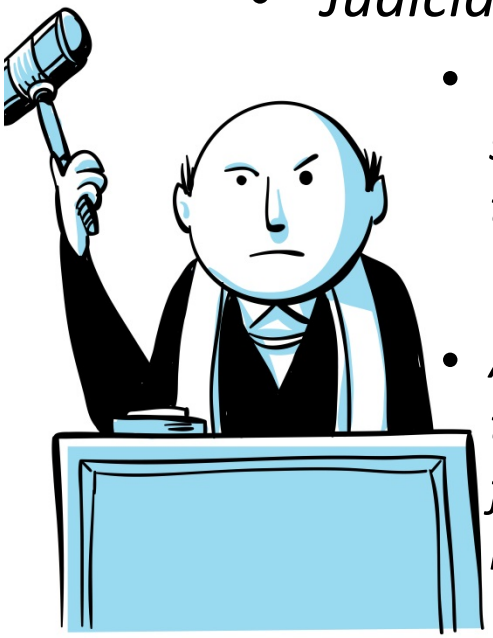
Ohio Case

PARDON THE INTERRUPTION



- *Judicial Frustration Case*
  - *"This Court finds it is incredible that such "accidental erasures continue to occur."*
  - *And, "The erasure occurred due to the trooper's complete and utter failure to safeguard the evidence relevant to the crime and arrest."*
  - *Appeals court reversed the case.*

RUNDOWN

- BWC & Impaired Driving Cases
- Categorization/ Retention **Issues**
- Lost/ Destroyed Evidence – Youngblood/ CT/ TN Test
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- **Courts lashing out?**

Digital Evidence from an Administrative Perspective

PARDON THE INTERRUPTION

Linkage between functionality of BWCs as currently manufactured and legal issues courts will see

- On/ off policies
- Mounting Locations
- Sound and Video Quality
- 4-5 Hours of Video
- Officer/ Citizen Behavior Changes

- **What policies should LE definitely have?**

RUNDOWN

BWC & Impaired Driving Cases

Categorization/ Retention **Issues**

Lost/ Destroyed Evidence – Youngblood/ CT/ TN

Ohio Frustration

Technology Creates Legal Issues

.avi/.mov or native format?

Advantages of Packaged Solutions

Public Disclosure Laws

Resistance of the judiciary

Crystal Ball - Facial recognition

Crystal Ball – Courts Case Mgmt

Authentication of Evidence

PARDON THE INTERRUPTION

- Chain of Custody
- Specific Identification

- **How can BWC videos be authenticated?**

RUNDOWN

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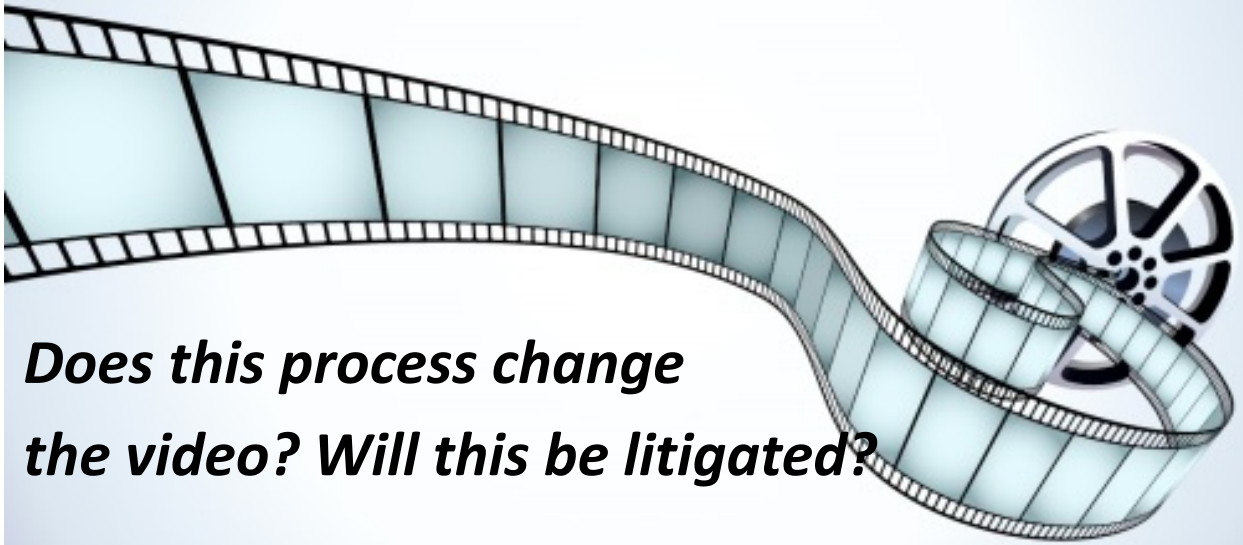
BWCs and the COURTS

PARDON THE INTERRUPTION

When moving a video from its proprietary software home to a CD, thumb drive, et, it will need to be converted to a publicly available format to play for the court.



Does this process change the video? Will this be litigated?

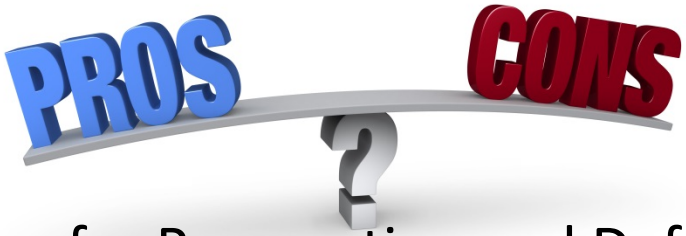
- **Do we all have to become film editors?**

RUNDOWN

- BWC & Impaired Driving Cases
- Categorization/ Retention **Issues**
- Lost/ Destroyed Evidence – Youngblood/ CT/ TN
- Ohio Frustration
- Technology Creates Legal Issues
- **.avi/.mov or native format?**
- **Advantages of Packaged Solutions**
- **Public Disclosure Laws**
- **Resistance of the judiciary**
- **Crystal Ball - Facial recognition**
- **Crystal Ball – Courts Case Mgmt**

BWCs and the COURTS

PARDON THE INTERRUPTION



- Allow for Prosecution and Defense access to video
- Either party can create a COPY version
- Original versions remain unchanged
- Log is created of access to the system
- Video can be downloaded to a portable form

RUNDOWN

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What about Proprietary Software?

BWCs and the COURTS

PARDON THE INTERRUPTION

- Every state has one!
- Many state require disclosure of BWC footage
- Redaction - $$$$ and Time
- FOI may or may not apply to the judiciary
- Judges can seal evidence.

Why are Public Disclosure laws so painful for BWC video?

RUNDOWN

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Judicial Resistence

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- Judges have been admitting video evidence for decades
- They recognize BWC technology will increase the amount of video
- Some concern it may lead to continuances

RUNDOWN

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Are judges “on board” with BWC video evidence?

BWCs and the COURTS

PARDON THE INTERRUPTION

RUNDOWN

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- **Crystal Ball - Facial recognition**
- **Crystal Ball – Courts Case Mgmt**

What will facial recognition do to the courts?

BWCs and the COURTS

PARDON THE INTERRUPTION

RUNDOWN

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- **Crystal Ball – Courts Case Mgmt**

Can BWC videos fit into courts case mgmt systems????

BWCs and the COURTS

PARDON THE INTERRUPTION

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- Public Disclosure Laws
- Resistance of the judiciary
- Crystal Ball - Facial recognition
- Crystal Ball – Courts Case Mgmt

Questions for the Court?

- # Thank you!
  - Greg Hurley, National Center for State Courts

ghurley@ncsc.org
757-259-1819

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TRAINING & TECHNICAL ASSISTANCE

Analyzing Video Footage: Where's Waldo? How do We Redact Him?

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Craig D. Uchida and Todd Maxwell
Justice & Security Strategies, Inc.
August 2016

Introductions

Speakers today:

Craig Uchida
Todd Maxwell

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Overview

- Where's Waldo, how do we find him and how do we redact him?
- Video Analytics – What are they?
- The State of Video Analytics
- What types of footage should be flagged and tagged?
- Video Redaction – What is it?
- The State of Video Redaction
- Automation Challenges
- What is available to assist?

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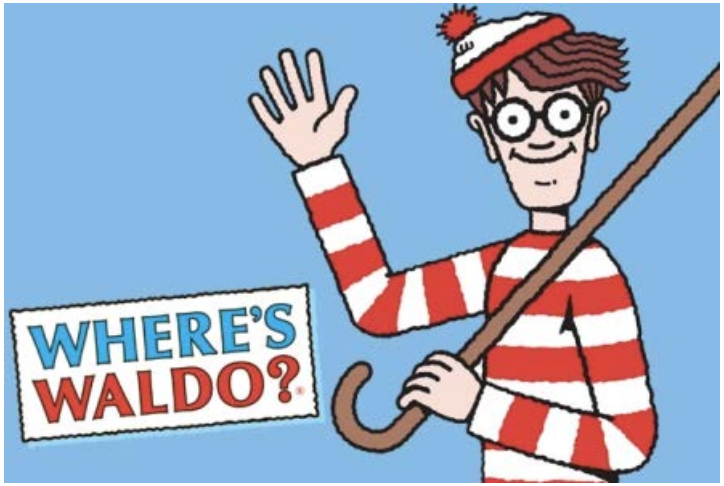
Where's Waldo?

- Iconic children's book and figure from 1987
- Martin Handford = author and illustrator
- Lost in the crowd; numerous books, puzzles, paraphernalia; soon to be a movie (2017)



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Where's Waldo?

Why Video Analytics?

- Lots of video footage
- Only video with "known content" will come to light

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Why Video Analytics?

- What about the other footage?
- What are the hidden risks and/or advantages of the other footage?

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Why Video Analytics?

What do you want to categorize, tag or flag?

- No need to tag the 'big things' – e.g. OIS or crimes in progress
- But, what type of officer activities?
- Incidents they forget to tag?
- Audits?
- Other behavior?

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Why Video Analytics?

Table 1. Police-Prosecutor Video in Los Angeles, October 2015 to March 2016

	LAPD	LADA	LACA
Number of videos	270,683	4,923	5,792
Number of hours of video	48,337	1,338	1,632
Size of files (GB)	36,411	1,031	1,224

What are the issues?

- BWC and CCTV footage are similar and different

- Similarities –
  - We look for 'abnormal movement' or individuals (like Waldo)
  - Motion detection of people
  - Object recognition – faces, vehicles, signs, etc.

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What are the issues?

- Differences:
  CCTV – physical security – across a city, in a mall, in a prison
  Cameras are in fixed locations and are basically ‘still’
  Reviews are done by sitting at a monitor

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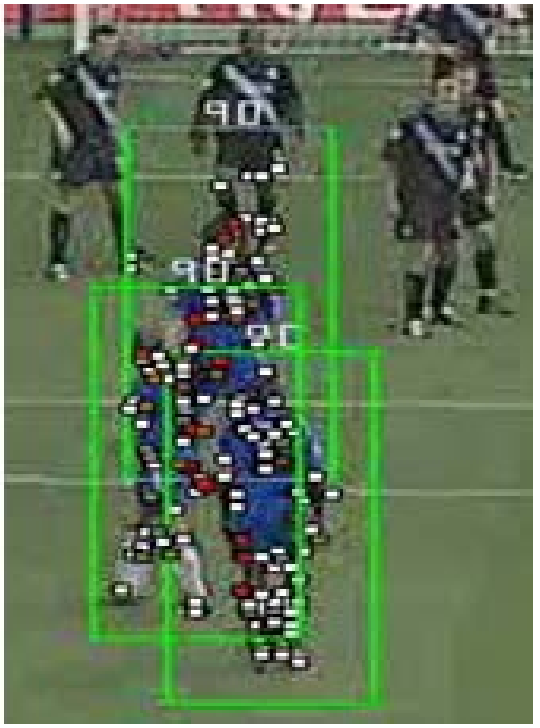
What are the issues?



BWCs – interactive – the camera and
person move

BWC – movement of the wearer effects the tools to analyze the footage

- Why does this matter?

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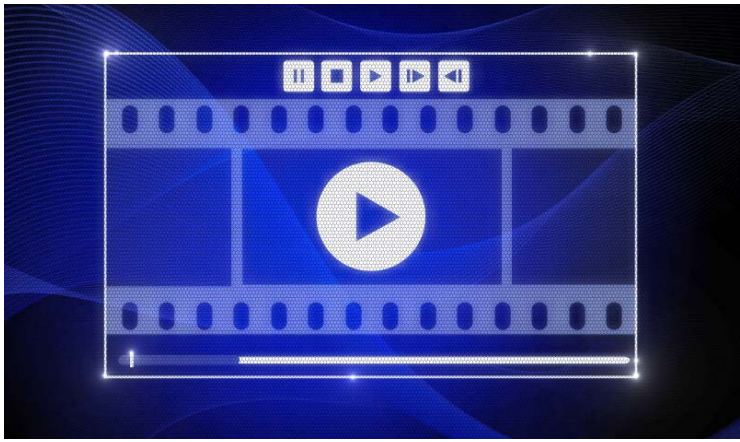
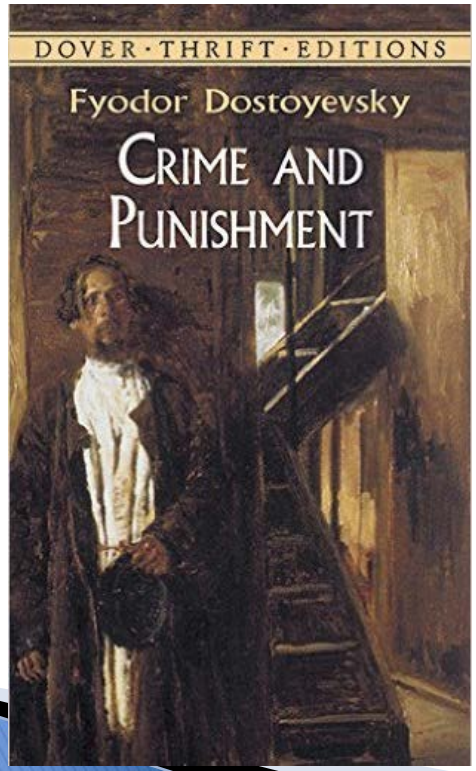
What are video analytics?

- Analytics:
  - Allow us to ‘read’ video footage
  - Viewed as ‘data,’ footage is broken into different components – frames and pixels within the frames
  - Math allows us to determine commonalities or uniqueness in the footage



How do we 'read' footage?

- Similar to analyzing a book
- Imagine you have a book, like Crime and Punishment by Fyodor Dostoevsky



We don't want to read the book
We want to analyze the contents in the book

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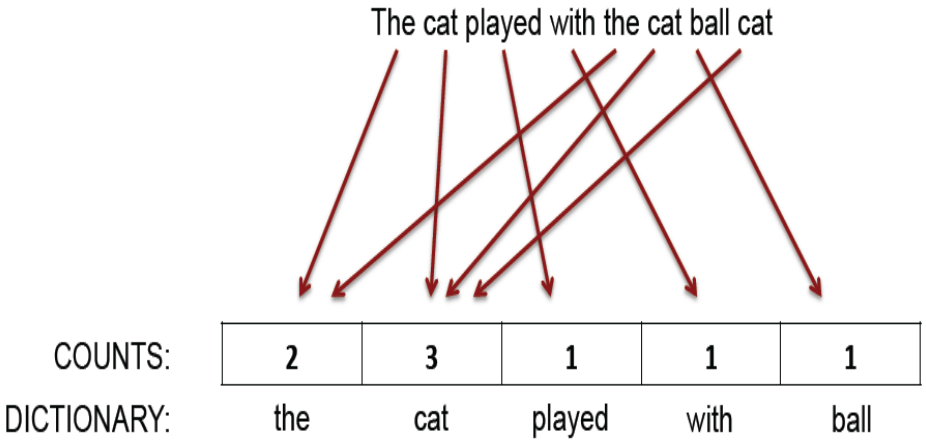
How do we analyze the book?

- STEP 1.

Feature Extraction

Bag-of-Visual-Words Representation



TF-IDF

$$f_w = f_{t,d} \times \log\left(1 + \frac{N}{n_t}\right)$$

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How do we analyze the book?

- Step 3

self-exciting topic models

$$\lambda(t) = \mu + \theta \sum_{t_i < t} \omega e^{-\omega(t - t_i)}$$

spatial-density estimation

$$\frac{||f_i||_{L_p}}{||f_i||_{L_1}} = \frac{\left(\int f_i^p dx\right)^{1/p}}{\int f_i dx}$$

Dynamics

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Challenges

- BWCs present unique math challenges
  - Camera is in motion
  - Image quality (e.g., low light)
  - What other problems?

  - 1000 different scenarios or ‘use cases’ and 1000 different algorithms
  - There is no ‘paint-by-numbers’ template

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Challenges

- Vendors and technologists are struggling with analytics
- Meet them, talk with them, but don't buy anything yet
- Proofs of concept, tests, and trials are the best approaches
- Work with them
- All of this is still in its infancy

How do we proceed?

- We should try to do a handful of things really, really well

- Select scenarios or ‘use cases’ that you need for your purposes

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How do we proceed?

LAPD example:

- ✓Invited technologists and vendors to show their stuff
- ✓90 minute presentations and Q&A
- ✓Will select 2 or 3 for proofs of concept
- ✓Will provide footage and oversee their progress

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What is Video Redaction?

- The obscuring of pixels and/or audio within video to conceal information for security, legal or sensitive information purposes.
  - Process: Decode the video and process all the pixels through a computer, edit the video and then re-enter the video to disk again.

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Why Video Redaction?

- Legally required by some states/agencies
- Protects witnesses, informants, victims, and minors identities
- Protects PII information
- FOIA requests

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A Closer Look at LAPD Videos

LAPD Videos (October 2015 – March 2016) = 48,337 Hours

2,900,220 Minutes of Video

174,013,200 Second of Video

5,220,396,000 Frames to edit (@ 30 fps)

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What are the issues?

- Some agencies have abandoned BWCs due to state FOI laws and redaction costs.

- Considerations include:
  - Costs (ManPower, Time, Software, Storage)
  - Software requirements
  - Limited automation
  - Automation still requires human review

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Automation Challenges

- Understanding which items to redact in a scene requires human thinking.
- Meta data auto tagging algorithms (Recognizing things in video is tough)
- SD to HD video increases resolution and megapixels per frame
- Redaction requirements vary per jurisdiction
- Liability issues require human interaction
- Software available to unredact video

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The State of Redaction

- Types of Video Redaction currently offered:
  - Blurring entire frame

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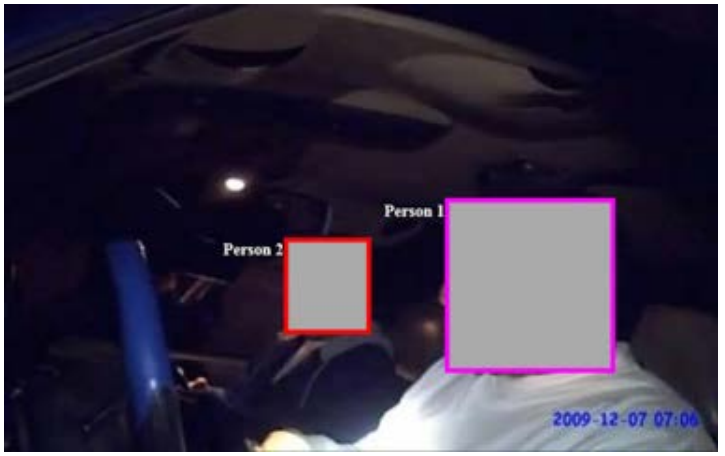
The State of Redaction

- Blurring specific objects

The State of Redaction

- Blocking out specific objects



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The State of Redaction

- Types of Audio Redaction Offered:
  - Muting of all audio

  - Selective Audio Redaction (mute/bleep)

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Key Components

- Video agnostic
- Able to redact audio & video
- Authentication
- Make sure you own the redacted video and meta data.
- Security
- DME vs Stand alone
- Free Trials online

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Available Options to Assist

- BWC Vendors Examples:
  - **Taser/Axon** – Evidence.com Axon Suite & includes audio and video redaction with some automation.
  - **Vievu** – Automatic Video Redaction (AVR) includes audio and video redaction with some automation
  - **Digital Ally** –VuVault with redaction tools.
  - **Utility** –Smart Redaction & includes audio and video redaction with some automation.
  - **Motorola** – Digital Evidence Management Solution

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Available Options to Assist

- Third Party software examples:
  - Adobe
  - **CaseGuard** – CaseGuard Studio offers audio & video redaction tools with some automation
  - **MotionDSP** – Ikena Spotlight offers audio & video redaction tools with some automation.
  - **SoleraTec** – Phoenix DEM
  - **Getac** – Veretos Enterprise Evidence Management
  - **YouTube – FaceBlur**

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Available Options to Assist

- Outsourcing Examples:
  - PRI Management: Cloud based service in Microsoft Azure Government cloud which is CJIS compliant. Upload video and request via webpage and get notification when done usually within a day unless high profile.
  - BlueSky Safeguard: Cloud based service video redaction service offering multiple different packages.

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BODY-WORN
CAMERA TOOLKIT
www.bja.gov/bwc
#bwctoolkit
BWC Toolkit Resources:
Redaction Guidelines
https://www.bja.gov/bwc/pdfs/BodyCameraExemptionRedactionGuidelines.pdf
BJA
Bureau of Justice Assistance
U.S. Department of Justice

Future State of Redaction

- Facial recognition cross-reference
- Define similar incidents
- Geotag correlation tools
- Improved Auto-Tagging
- Improved Auto-Redaction

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Questions?

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TRAINING & TECHNICAL ASSISTANCE

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- Todd Maxwell
- Todd.Maxwell@usdoj.gov
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BODY-WORN CAMERA
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Costs and Benefits of Body-Worn Cameras

Shellie Solomon and Craig Uchida
Justice & Security Strategies, Inc.
August 2016

Introductions

Speakers today:

Shellie Solomon
Craig Uchida

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Overview

- Traditional Cost-Benefit Analysis
  - Why Execs Should Participate in CBA Efforts
  - 4 Step Process
  - Cost Planning Scenarios
  - Benefit Estimation Scenarios
  - Outcome/ Results Estimation Scenarios

- CBA for BWC: Emerging Approaches
  - Estimating Benefits by using research findings
  - Costs of law suits, uses of force and complaints
  - Formulas for calculating costs

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Why CBA In Important?

Our Tax Dollars Are being Invested!

Simple 4 Step Process

1. Brainstorm Costs & Benefits
2. Assign Monetary Value to Costs
3. Assign Monetary Value to Benefits
4. Compare Costs and Benefits
   - Total cost / total revenue (or benefits) = length of time (payback period)

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ASSUMPTIONS

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Sample Spreadsheet

	Current Year (CY)	CY +1	CY +2	CY +3	CY +4	CY +5		Cost Benefit Analysis	
Costs									
Personnel	$ -							Total PV Benefits	$ -
Installation								Total PV Costs	$ -
Training								NET BENEFIT	0.00
Review/Redaction									
Supplies									
Infrastructure									
Storage									
Total Costs (Future Value)	$ -	$ -	$ -	$ -	$ -	$ -			
Total Costs (Present Value)	$ -	$ -	$ -	$ -	$ -	$ -	$ -		
Benefits									
Evidence									
Complaint Resolution									
Accountability									
Public Confidence									
Total Benefits (Future Value)	$ -	$ -	$ -	$ -	$ -	$ -			
Total Benefits (Present Value)	$ -	$ -	$ -	$ -	$ -	$ -	$ -		
Present Value Discout Rate	25%								

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On the Cost Side…

- What are the “sunk costs”?
- What are the “cost drivers”?

- What are in the “vendor’s loaded costs”?

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THIS IS A SAMPLE THIS A SAMPLE

THESE ARE MADE UP NUMBER THESE ARE MADE UP NUMBERS

	Current Year (CY)	CY +1	CY +2	CY +3	CY +4	CY +5			
Costs								Cost Benefit Analysis	
Personnnel								Total PV Benefits	$ 14,522,610.75
- Installation	$ 10,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00		Total PV Costs	$ 1,701,699.98
- Training	$ 36,000.00	$ 18,000.00	$ 18,000.00	$ 18,000.00	$ 18,000.00	$ 18,000.00		NET BENEFIT	12,820,910.77
- Review/ Redaction (Sworn or Civilian)	$ 60,000.00	$ 60,000.00	$ 90,000.00	$ 90,000.00	$ 90,000.00	$ 60,000.00			
- Supplies	$ 160,000.00	$ 32,000.00	$ 32,000.00	$ 32,000.00	$ 32,000.00	$ 160,000.00			
- Infrastructure	$ 50,000.00			$ 50,000.00					
- Storage	$ 7,500.00	$ 7,500.00	$ 7,500.00	$ 7,500.00	$ 7,500.00	$ 7,500.00			
- Cell Phone Service	$ 120,000.00	$ 120,000.00	$ 120,000.00	$ 120,000.00	$ 120,000.00	$ 120,000.00			
Total Costs (Future Value)	$ 443,500.00	$ 239,500.00	$ 269,500.00	$ 319,500.00	$ 269,500.00	$ 367,500.00			
Total Costs (Present Value)	$ 443,500.00	$ 228,095.24	$ 244,444.44	$ 275,996.11	$ 221,718.32	$ 287,945.87	$ 1,701,699.98		
Benefits (WAG SECTION)									
Evidence 20% Efficency Gain	$ 240,000.00	$ 240,000.00	$ 240,000.00	$ 240,000.00	$ 240,000.00	$ 240,000.00			
Complaint Resolution	$ 5,760.00	$ 5,760.00	$ 5,760.00	$ 5,760.00	$ 5,760.00	$ 5,760.00			
Use of Force	$ 19,200.00	$ 19,200.00	$ 19,200.00	$ 19,200.00	$ 19,200.00	$ 19,200.00			
Lawsuit and Claims	$ 300,000.00	$ 300,000.00	$ 300,000.00	$ 300,000.00	$ 300,000.00	$ 300,000.00			
Public Confidence	$ 2,160,000.00	$ 2,160,000.00	$2,160,000.00	$ 2,160,000.00	$ 2,160,000.00	$ 2,160,000.00			
Total Benefits (Future Value)	$ 2,724,960.00	$ 2,724,960.00	$2,724,960.00	$ 2,724,960.00	$ 2,724,960.00	$ 2,724,960.00			
Total Benefits (Present Value)	$ 2,724,960.00	$ 2,595,200.00	$2,471,619.05	$ 2,353,922.90	$ 2,241,831.34	$ 2,135,077.46	$14,522,610.75		

THIS IS A SAMPLE THIS A SAMPLE

THESE ARE MADE UP NUMBER THESE ARE MADE UP NUMBERS

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Scenarios to test drive the tool

- Outfit 100 Officers with cameras
  - Group A: Supportive Law Enforcement Environment
  - Group B: Get it done now/ Low Cost
  - Group C: Major Incident with causing community unrest has just happened
  - Group D: Close to Bankrupt Comunity

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Potential Benefits of BWCs

Evidence
Officer Morale
Public Confidence
Fewer uses of force
Fewer civilian complaints
Fewer lawsuits
Reduced number of injuries to officers and civilians

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Applying Relevant Research Findings

Table 1. Research Results of Body Worn Cameras on Use of Force and Civilian Complaints

Jurisdiction	% Reduction in Use of Force	% Reduction in Civilian Complaints
Rialto (CA)	59.0%	87.5%
Mesa (AZ)	75.0%	40.0%
Phoenix (AZ)	Not provided	23.0%

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Applying Relevant Research Findings

Mesa population: 462,000
# of sworn: 812
# of civilians: 416

Rialto population: 102,540
# of sworn: 100
# of civilians: 38

Phoenix population: 1,529,000
# of sworn: 2,805
# of civilian: 908

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Cost Savings?

- Uses of Force
- Civilian Complaints
- Lawsuits

- What are the costs of these actions?
- How much time is spent on investigations?
- How many $ in lawsuits?

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Calculating the Savings

- Number of incidents per year
- Number of incidents that do not occur because of the BWCs

Multiply:

- Average number of hours per investigation
- Average hourly salary of investigator(s)
- Number of incidents per year that do not occur

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Example from Los Angeles

- Average number of uses of force over 15 years=1,901
- Assume a reduction of 20%
- .20 X 1,901 = 380 fewer uses of force
- 40 hours for an investigation (minimum)
- $83/hour, fully loaded salary
- 380 incidents X 40 hours = 15,200 hours
- 15,200 hours X $83 = $1,261,600

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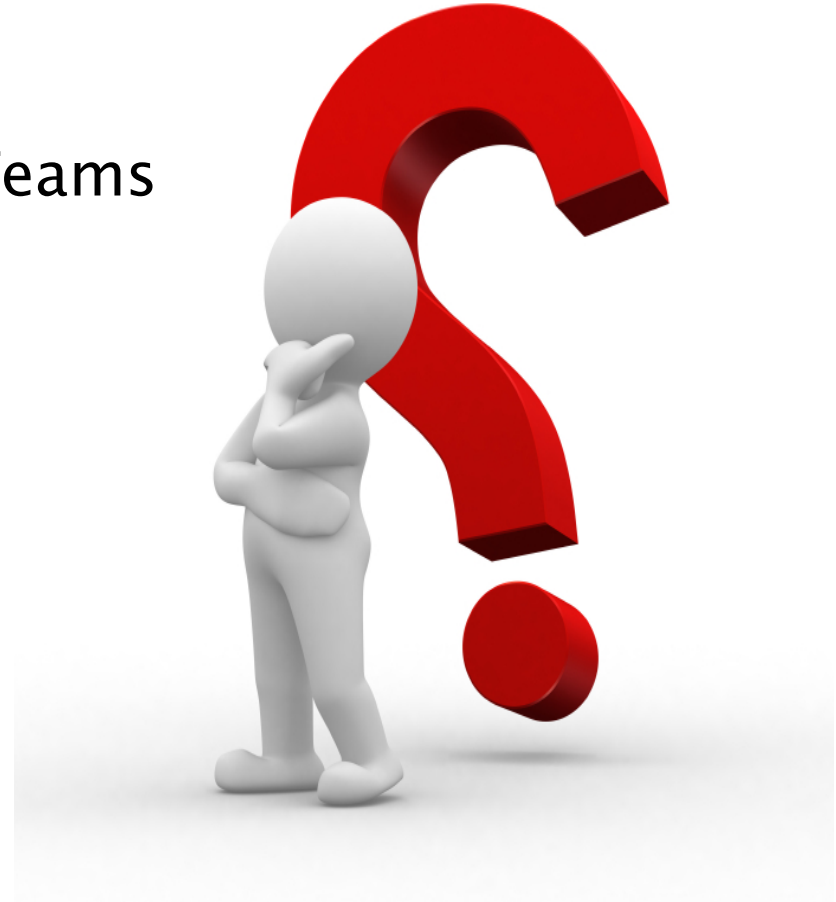
Ways to get this done…

- Research Partners
  - Local University Project Teams



CAMERA
TRAINING & TECHNICAL ASSISTANCE

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Body Worn Video: *MEDIA RELATIONS*

Our Moderators

- Dr. Craig D. Uchida, President, Justice & Security Strategies Inc.
- Clark Kimerer, Assistant Chief, Seattle, PD, ret.

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MEDIA CYCLE

PARDON THE INTERRUPTION

"IN AN EXCLUSIVE, SOURCES TELL US THAT A SUSPECT HAS BEEN ARRESTED AND ALSO THAT NO SUSPECTS HAVE BEEN ARRESTED AND ALSO THAT POLICE HAVE NO SUSPECTS, AND IN FACT, NONE OF THIS MAY BE TRUE...BUT YOU HEARD IT HERE FIRST!"

RUNDOWN

- **24 Hours**
- **Headlines**
- **2 Dynamics**
- **MAIL CALL**
- **YOUR NETWORK**
- **PRINCIPLES**
- Social Media
- High Ground
- **THE BIG FINISH**

CAMERA
TRAINING & TECHNICAL ASSISTANCE

What lessons should we share NOW?

MEDIA

PARDON THE INTERRUPTION

RUNDOWN

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- H

NATION MAY 30, 2016

Chicago to release police videos and reports from 100 incidents in a bid to gain public trust

By Jeremy Gorner

READERS REACT JUNE 25, 2016

Why spend $57 million on police body cameras if the footage won't be available to the public?

To the editor: This week, the L.A. City Council's Public Safety Committee voted in favor

L.A. NOW JUNE 20, 2016

Civil libertarians see danger in bill that seeks to delay release of body camera recordings

By Richard Winton

It would be two years before the release of police dash camera recordings revealed the final moments of Ricardo Diaz Zeferino, an unarmed man fatally shot when Gardena

EDITORIAL JULY 2, 2016

When it comes to police body cameras, the public can't be kept in the dark

By The Times Editorial Board

Body-worn cameras are all the rage among police departments that are serious about accountability. But the tool is still so new that there's little consensus on how and when — or even if — to let the public see the recordings these devices make. The...

BODY-WORN CAMERA
TRAINING & TECHNICAL ASSISTANCE

What less

Dynamics

PARDON THE INTERRUPTION

- Anticipatory / Pre-developed messaging

  Crisis Communications

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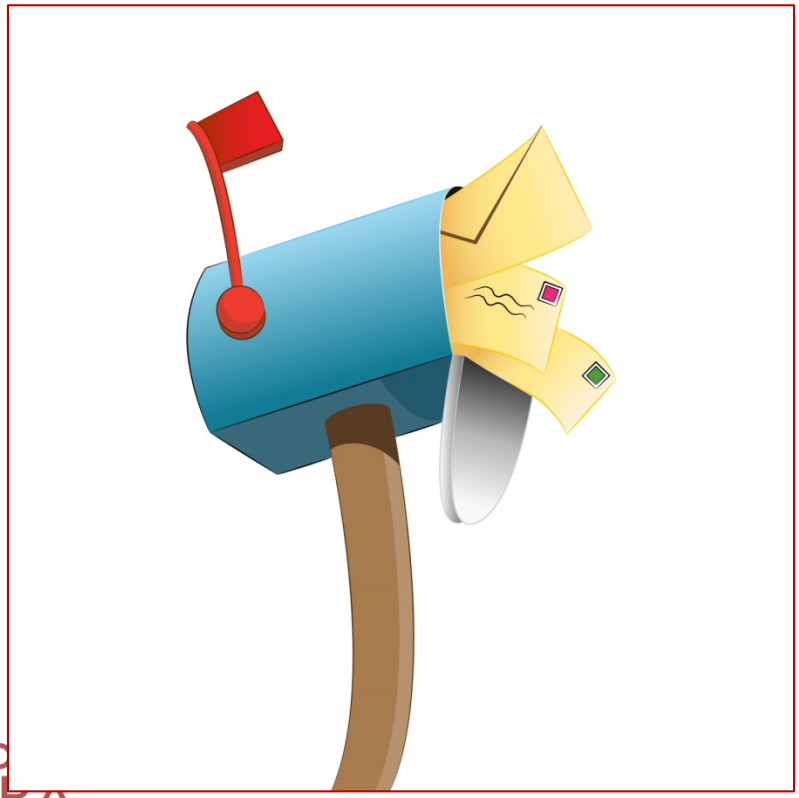
Dynamics

PARDON THE INTERRUPTION



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Police TV LIVE

PARDON THE INTERRUPTION

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Principles

PARDON THE INTERRUPTION

- Collaborate – work with the media
- Be Proactive – stay ahead of the game
- Don't Hide or run – respond respectfully
- Be consistent and uniform – don't change the rules

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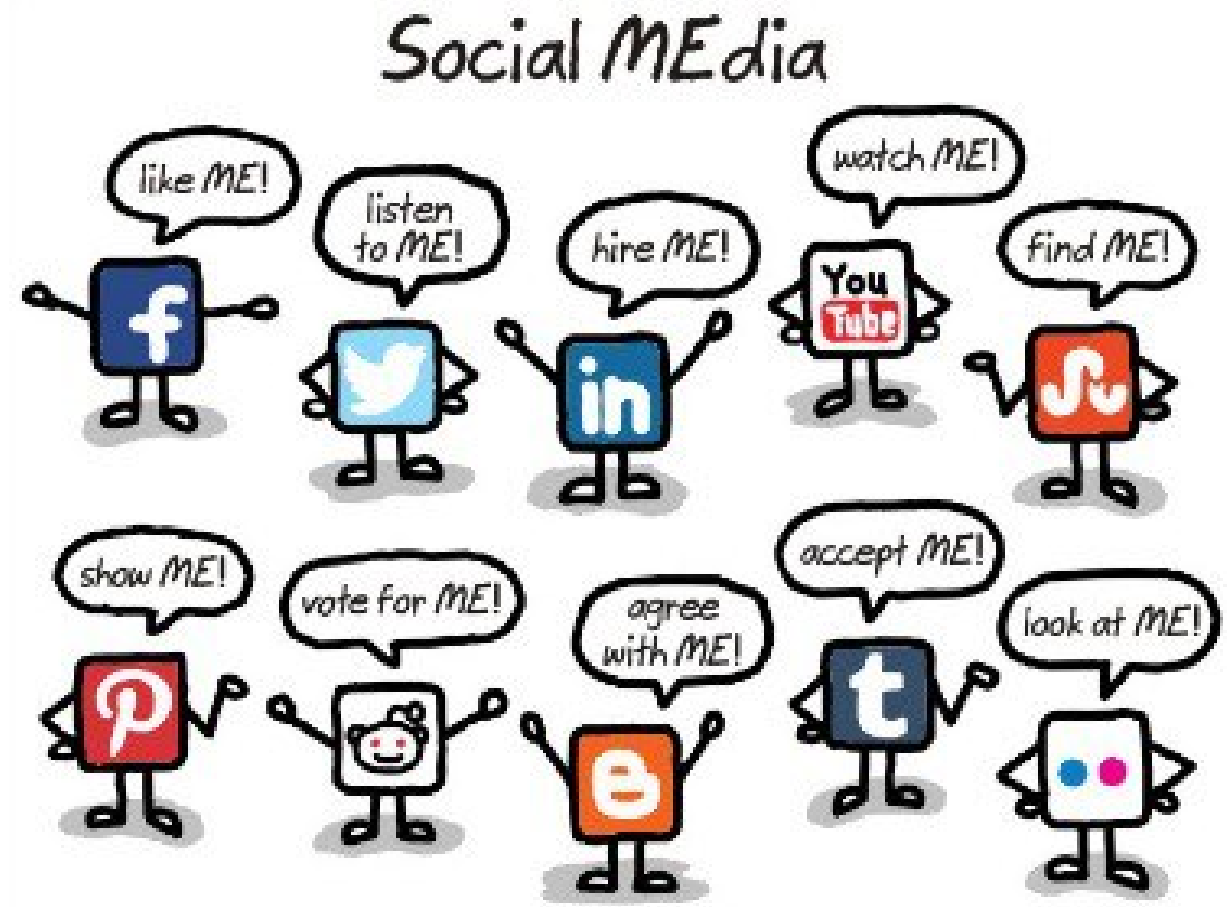
Social Media

PARDON THE INTERRUPTION



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What lessons should we share NOW?

Pitch Tent on High Ground

PARDON THE INTERRUPTION

Unconditional, consistent, timely, honesty and integrity

- Axiom #1 – Under-promise and Over-deliver
- Axiom #2 – Eye X 3: Inform, Influence and Inspire

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What lessons should we share NOW?

Pitch Tent on High Ground

PARDON THE INTERRUPTION

Do: Stay calm and in control
Do: Stay consistent with rules and methods
Do: Keep things in perspective
Don't say "No Comment"
Don't lie or tell half-truths
Don't hide

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Pitch Tent on High Ground

PARDON THE INTERRUPTION

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Questions?

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