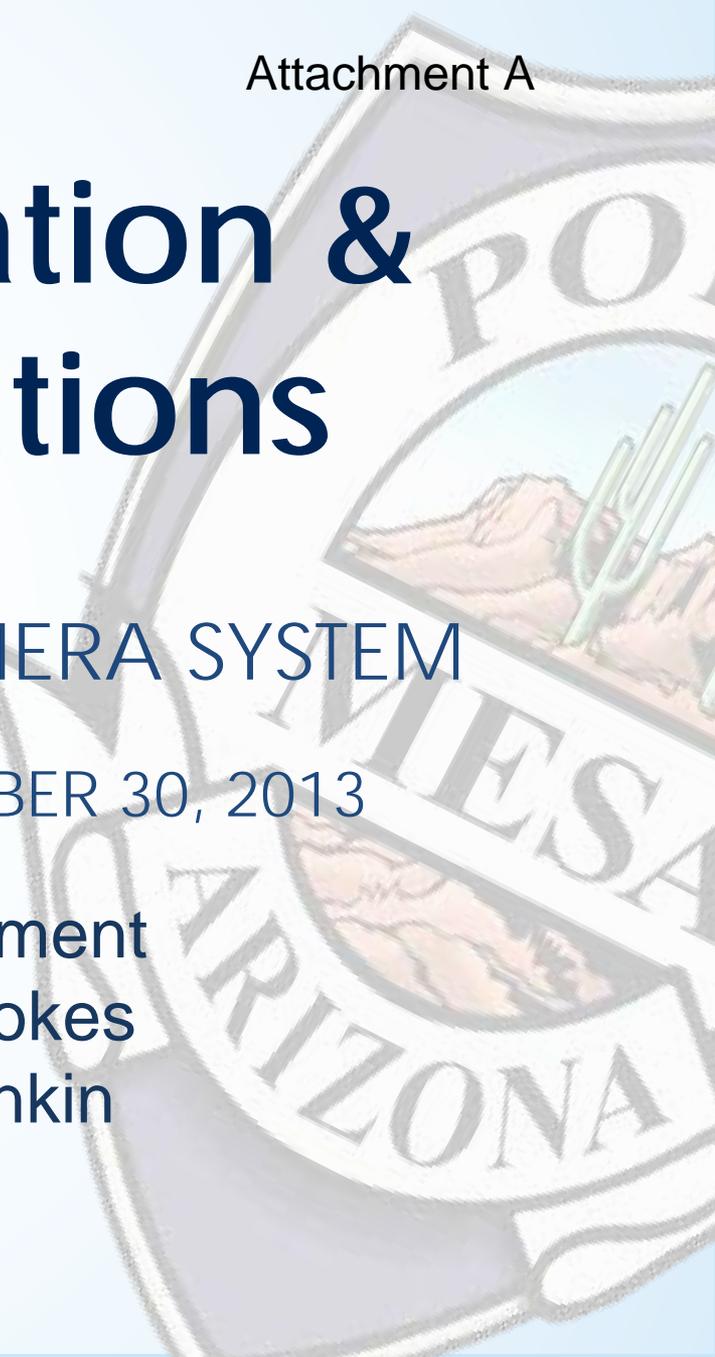


Program Evaluation & Recommendations

ON-OFFICER BODY CAMERA SYSTEM

OCTOBER 1, 2012 – SEPTEMBER 30, 2013

Mesa Police Department
Lieutenant Ryan Stokes
Lieutenant Lee Rankin



Mesa, Arizona

Population: 450,000
MPD: 1,200 members



Twelve Month Evaluation

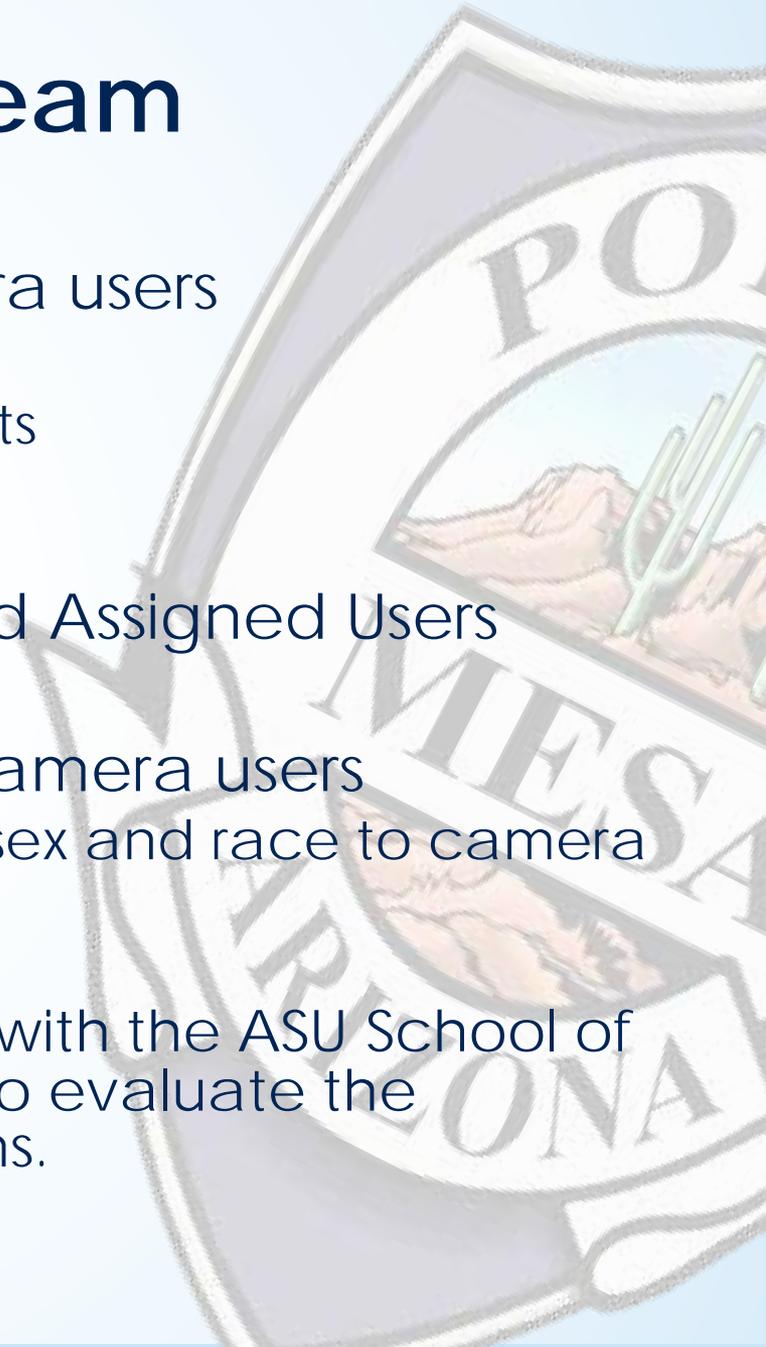
Evaluation Focus

- System's impact on reducing civil liability
- Impact on departmental complaints
- Impact on criminal prosecution
- Ease of use, durability and comfort



Evaluation Team

- Fifty (50) on-officer body camera users
 - Predominately Patrol
 - Divided among divisions and shifts
 - Three motor officers
- Divided between Volunteer and Assigned Users
- Control Group - Fifty (50) non-camera users
 - Demographically similar in age, sex and race to camera users.
- MPD entered into an agreement with the ASU School of Criminology and Criminal Justice to evaluate the deployment of the camera systems.



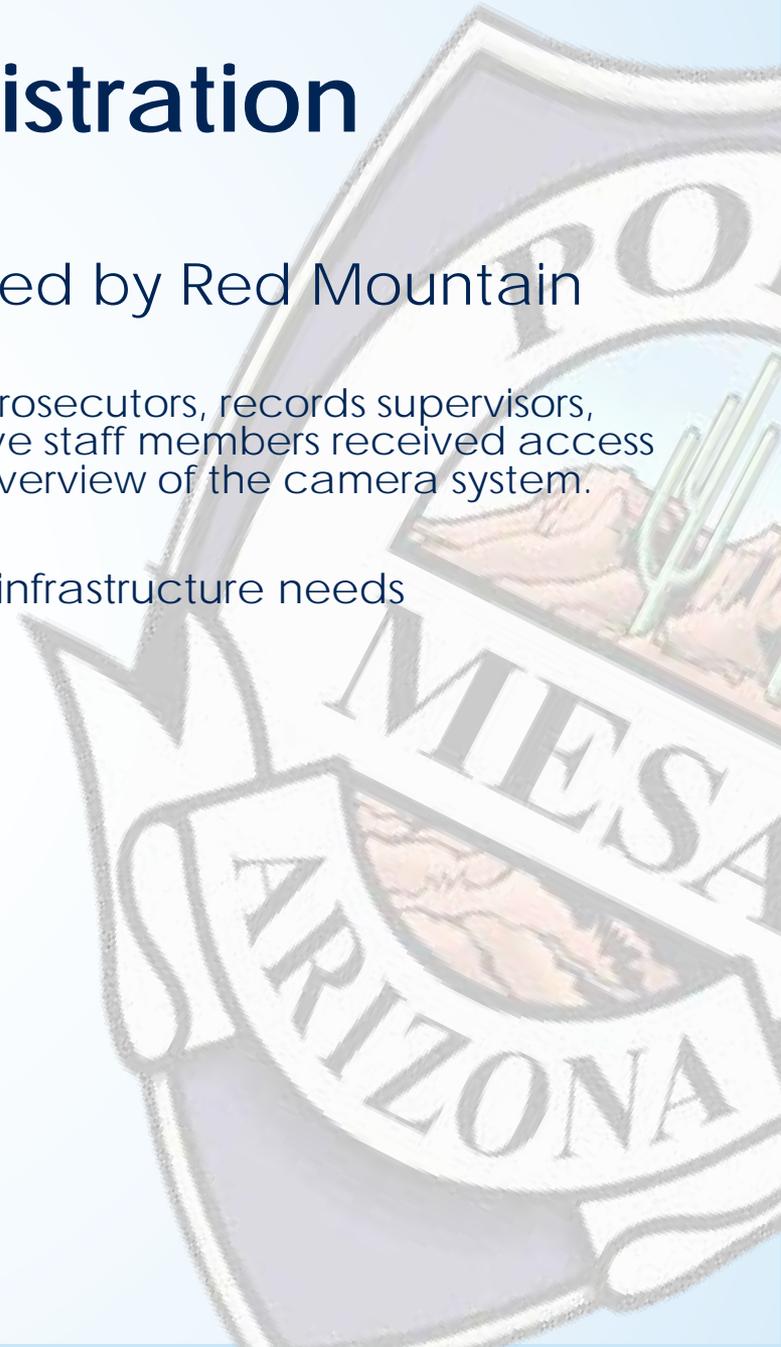
Project Implementation: Stakeholders and Workgroup

- A workgroup consisting of the records unit, evidence section, information technology unit, policy management unit, City of Mesa Prosecutor's Office, training, internal affairs and patrol met to discuss policy implications and system integration.
- The objectives to minimize the impact on officers and to integrate the on-officer body camera system into existing processes.
- The following policies were reviewed; Public Records Requests (ADM 1734), Release of Public Information (ADM 1730), Evidence Disposition and/or Removal (ADM 1130), Evidentiary Recordings (ADM 1850) and Rule 15 Requests (ADM 440).
- Based on the workgroup findings, the greatest challenge would be integrating video evidence within Evidence.com with the existing workflow involving public records requests, redaction requirements and Rule 15 mandates.

Program Administration

Centrally managed and administered by Red Mountain

- Training
 - Lieutenants, sergeants, detectives, city prosecutors, records supervisors, evidence supervisors and select executive staff members received access and training on evidence.com and an overview of the camera system.
- Hardware
 - ETM Installs / Coordinate with PD IT for infrastructure needs
- Software
 - PD IT
- Purchasing
 - Ongoing costs
 - Future costs
- Repair/replacement
 - Intranet Web Portal for Officers
- Program requirements
- Liaison with Taser
- Liaison with ASU



Policy Development

- A comprehensive policy was developed and approved, which was intended to provide Axon camera users, supervisors and administrators with the guidance needed to successfully manage the program.
- The policy direction was divided into two six month segments that would provide executive staff with a comparison between two operational models.
- In the first six months, camera officers were directed, ***“When practical, officers will make every effort to activate the on-officer body camera when responding to a call or have any contact with the public.”***
- During the second six month period, officers were asked to ***“exercise discretion and activate the on-officer body camera when they deem it appropriate.”***

Evaluation Methodology

Quarterly Survey - Program officers were asked to complete surveys that were intended to track their perceptions over the course of the evaluation.

- The survey measured administrative burden, use of video evidence in court, citizen reactions and officer behavior, comfort, use and general perceptions.
- Officers were also asked to make recommendations to continue, expand or eliminate the on-officer body camera system.

Contact Cards - Program officers were asked to complete monthly field contact cards.

- Officers were advised of a randomly selected day/shift per month in which they were required to complete a contact card for every contact.
- The contact card consist of a series of twenty four questions identifying the specific call, the nature of the call, gender and demographics of the participants, suspect behavior, type of force required, victim behavior and officer perceptions.

Videos being Stored

- 150 Cameras = 7.7 TB storage (67,000 videos)
 - 10 GB officer per month
- 17% related to Felony Cases
- 33% related to Misdemeanor Cases
- 50% non crime related

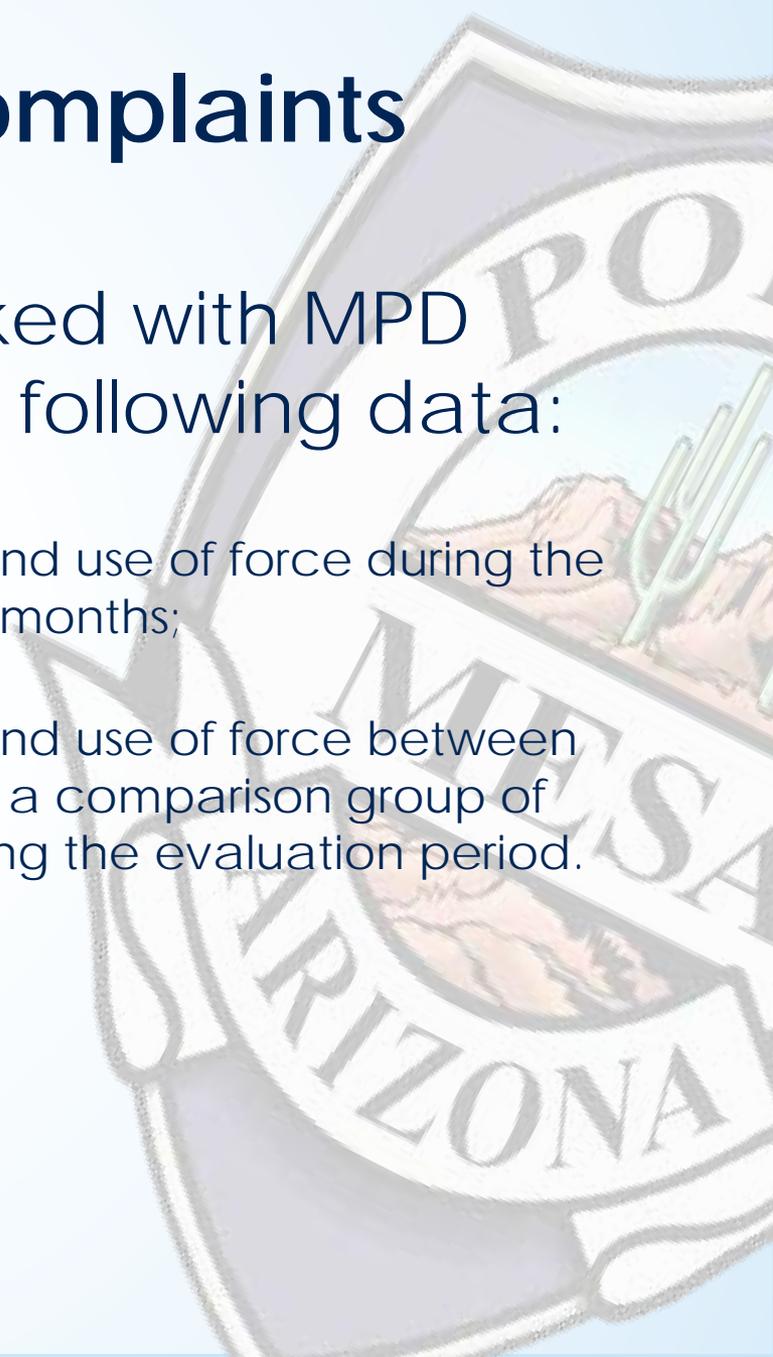
- Retention Rates:
 - Recommendations made by Archives and Records Management Library under the direction of Secretary of State



Departmental Complaints

Program administrators worked with MPD Internal Affairs to gather the following data:

- Compare departmental complaints and use of force during the intervention period to the previous 12 months;
- Compare departmental complaints and use of force between officers wearing the body cameras to a comparison group of officers not wearing the cameras during the evaluation period.



Studies on Effectiveness

UNIVERSITY OF
CAMBRIDGE

INSTITUTE OF CRIMINOLOGY

Reduce
COMPLAINTS



40%

Reduce
COMPLAINTS



87.5%

Reduce
LITIGATION



93%

Reduce
USE OF FORCE



75%

Reduce
USE OF FORCE

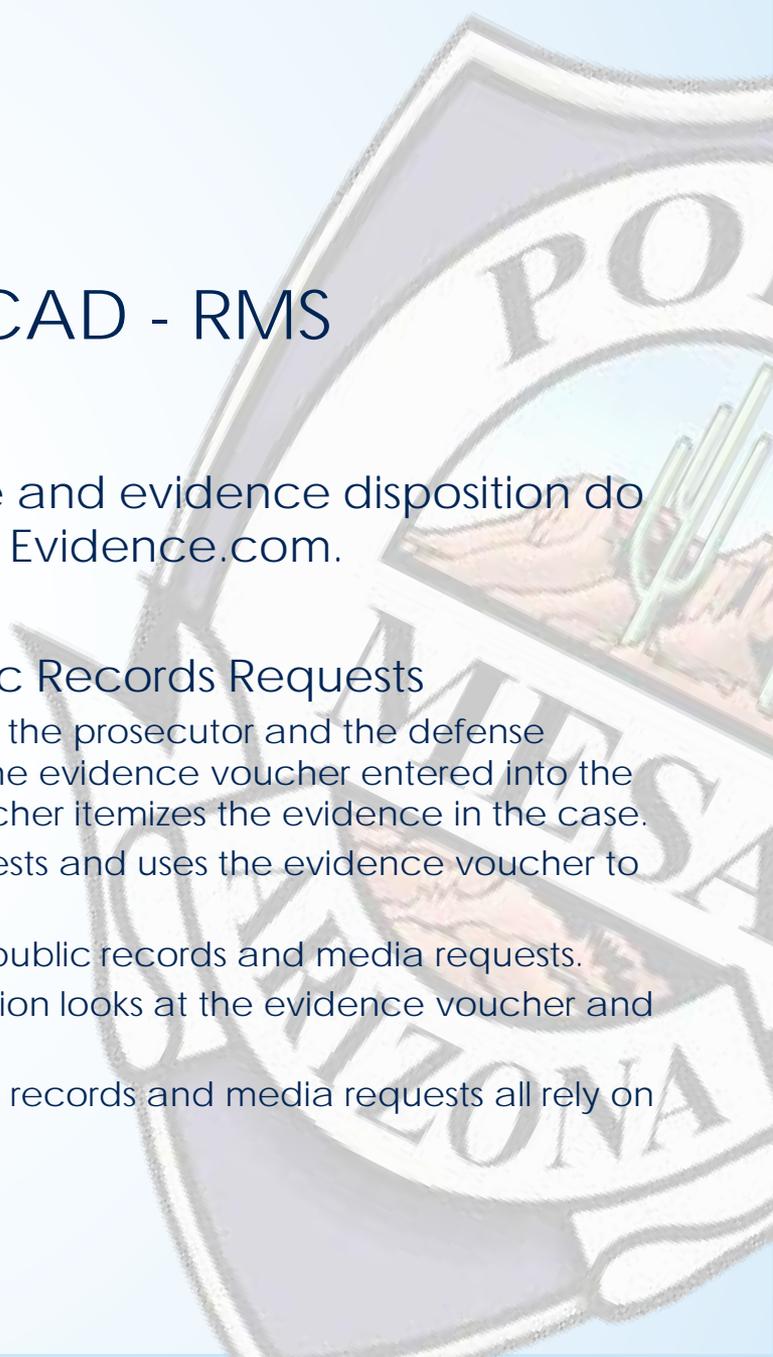


59%

Findings

System Integration: E.Com - CAD - RMS

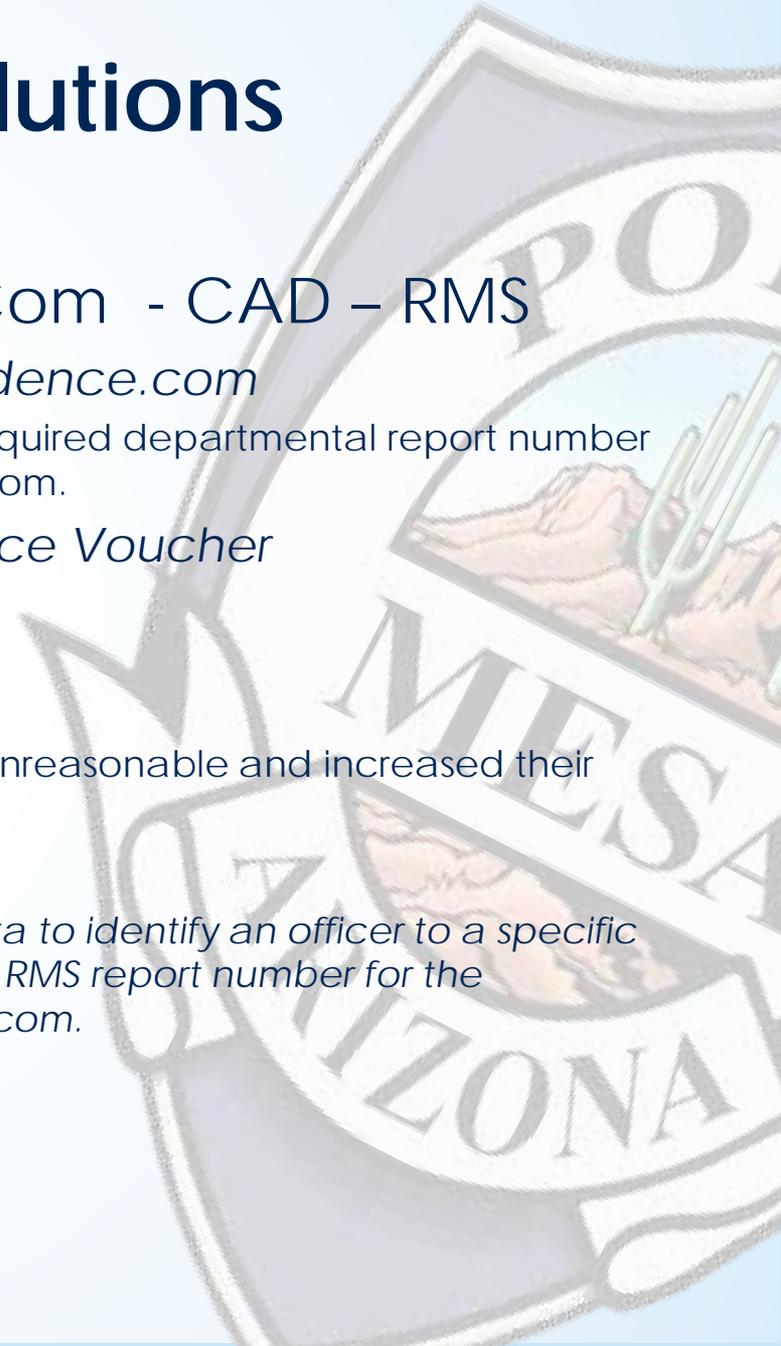
- Existing process that manages evidence and evidence disposition do not encompass on-body video stored in Evidence.com.
- Managing Discovery (Rule 15) and Public Records Requests
 - When a case is presented for prosecution, both the prosecutor and the defense attorney review the departmental report and the evidence voucher entered into the Records Management Systems (RMS). The voucher itemizes the evidence in the case.
 - The records unit processes most discovery requests and uses the evidence voucher to determine case evidence.
 - The records unit uses the same process to fulfill public records and media requests.
 - Once a case is adjudicated, the evidence section looks at the evidence voucher and submits a disposition request to the case agent.
 - Discovery requests, evidence disposition, public records and media requests all rely on case information entered into RMS.



Integration Solutions

System Integration Solutions: E.Com - CAD - RMS

- *Solution 1: Records Unit Access to Evidence.com*
 - Officers were not consistently adding the required departmental report number to video evidence located with Evidence.com.
- *Solution 2: Creation of Virtual Evidence Voucher*
 - RMS Module Checkbox
 - CAD Benchmark
 - Evidence Voucher
 - Officers felt that the additional steps were unreasonable and increased their administrative workload.
- *Solution 3: Automated Process*
 - Developing an algorithm that uses CAD data to identify an officer to a specific call. The algorithm then auto-populates the RMS report number for the appropriate video file located in Evidence.com.
 - Eliminates manual processes



Policy Evaluation

- Effective April 24, 2013, Axon officers were given the discretion of when to activate their on-officer body camera system. Prior to this date, the policy directed officers when practical to record every public contact.

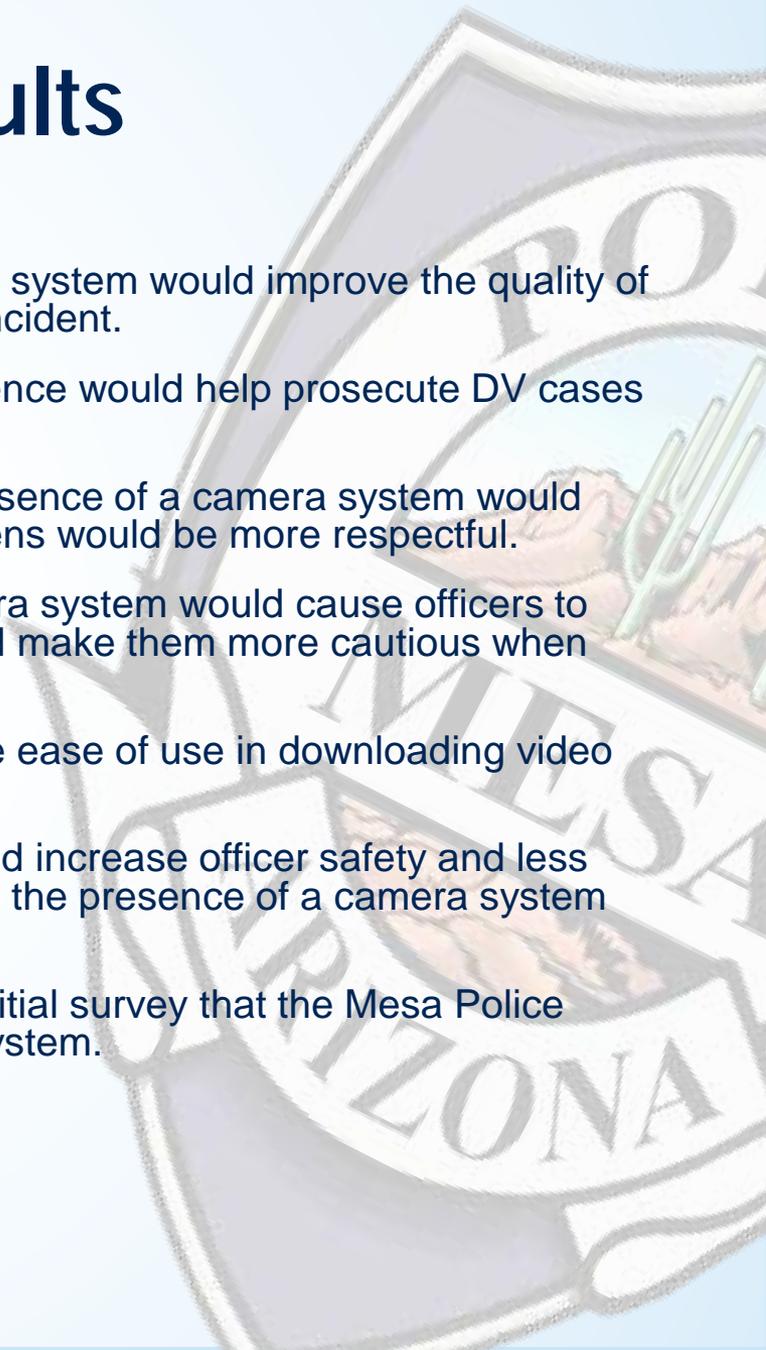
An analysis of system usage before and after the change date revealed the following:

- Prior to April 24, 2013, Axon officers averaged 2,327 video files per month. Following the implementation of the discretionary policy, officers averaged 1,353 video files per month.

This represents a 42% decrease in system activations under the discretionary policy.

Survey Results

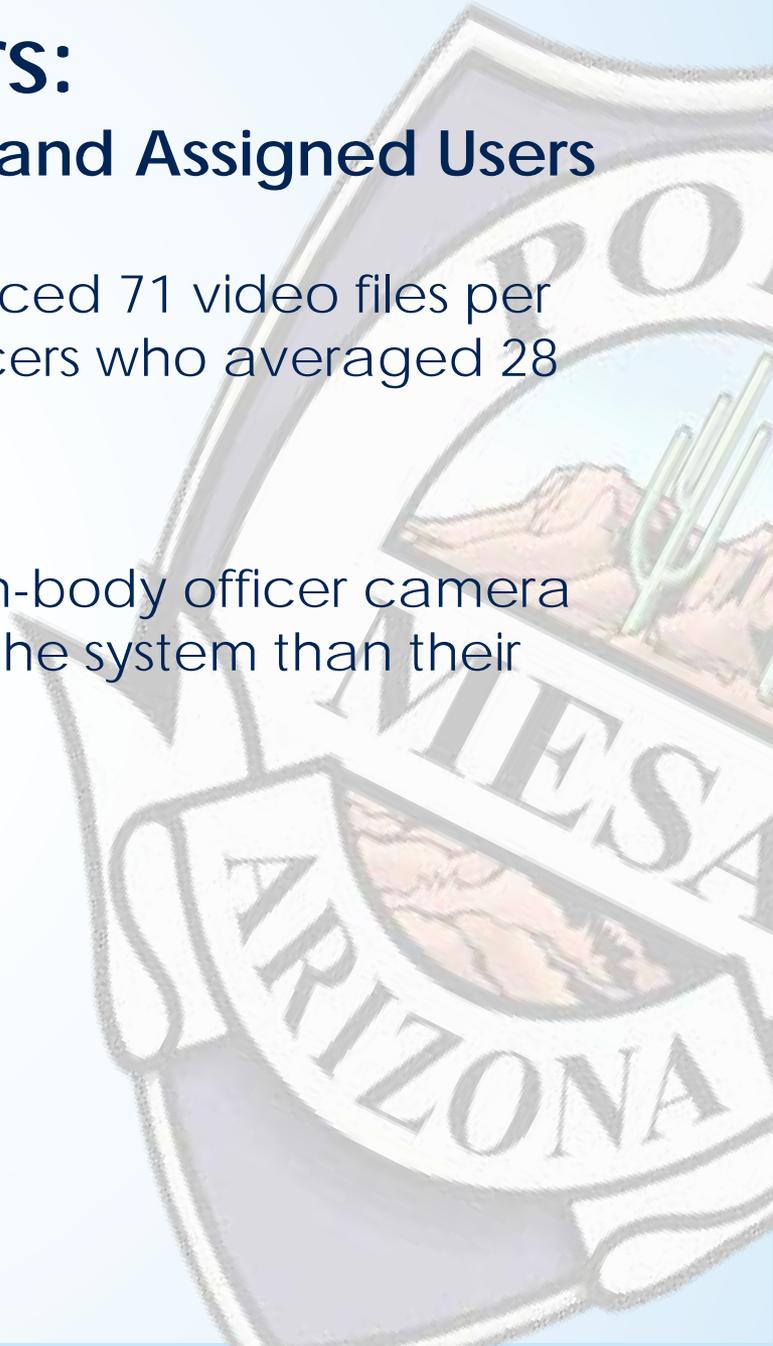
- Over 80% of program officers believed that the camera system would improve the quality of evidence and produce more accurate accounts of an incident.
- Over 76% of program officers believed that video evidence would help prosecute DV cases when the victim was unwilling to testify.
- Less than half of program officers believed that the presence of a camera system would impact citizen reactions. Only 45% indicated that citizens would be more respectful.
- Nearly 77% of program officers believed that the camera system would cause officers to act more professionally and 81% indicated that it would make them more cautious when making decisions.
- The initial survey demonstrated some concern with the ease of use in downloading video and navigating Evidence.com.
- Very few officers believed that the camera system would increase officer safety and less than half believed their fellow officers were receptive to the presence of a camera system on scene.
- Only 23.5% of program officers expressed within the initial survey that the Mesa Police Department should adopt an on-officer body camera system.



Axon Users:

Differences Between Volunteer and Assigned Users

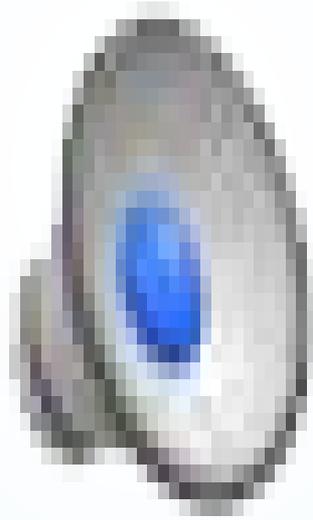
- On average, volunteer officers produced 71 video files per month as compared to assigned officers who averaged 28 video files per month.
- Officers who volunteer to wear the on-body officer camera system were 60.5% more likely to use the system than their assigned counterparts.



Redaction Requests

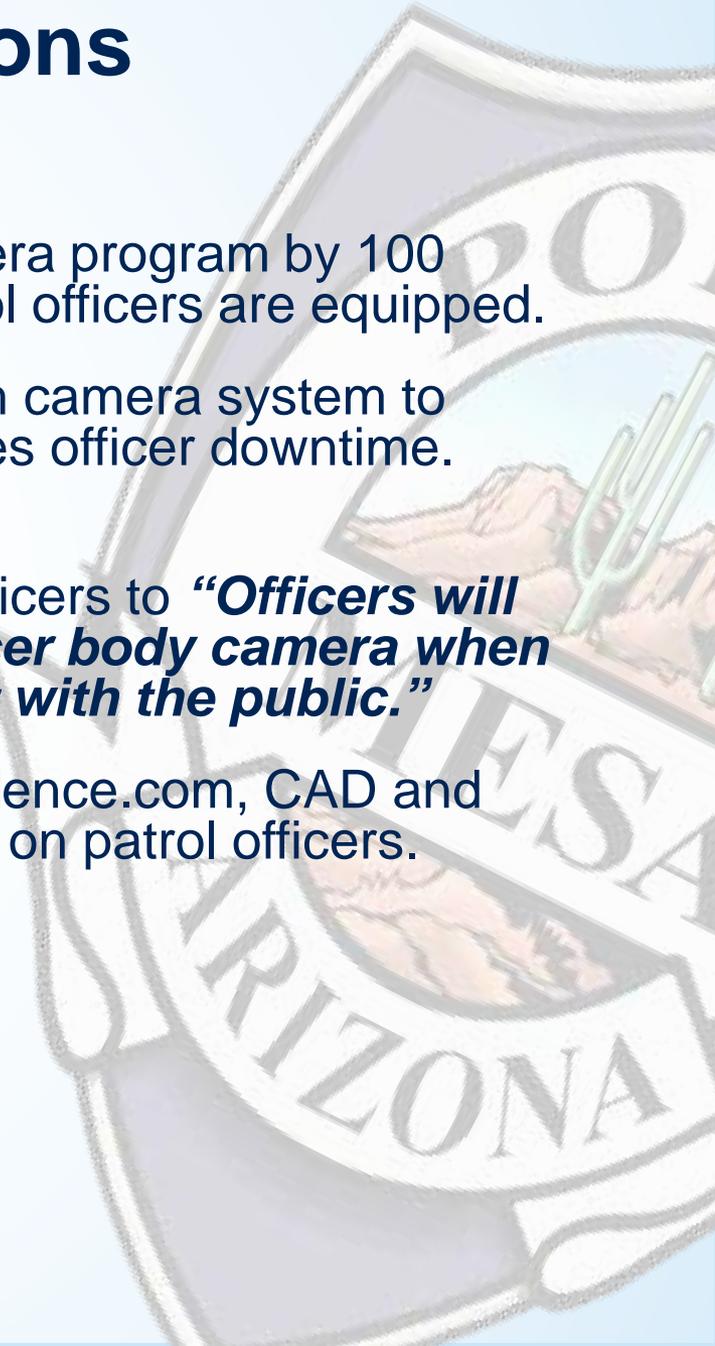
- All public records requests involving on-officer video are forwarded to the officer who produced the video.
- When an officer receives the public records video request, the officer is required to review the video in its entirety.
- The review consists of identifying images and information that should not be released, including NCIC/ACJIS information, personal biographical information, juvenile faces, undercover officers, informants, nudity and other sensitive information as determined by the staff attorney.
- Any items that need to be redacted are identified by the officer by providing a description and time stamp of the selected images. The request is then forwarded to the MPD Video Services Unit (VSU) for action.
- During the evaluation period the records unit has received an average of three to four public records requests per month for on-officer video.
- Of those requests, three requests were forwarded by officers to the VSU for action.
- *The total time to complete these three redactions was 30.5 hours.*

Blurring Tool for Redactions



Recommendations

- Expand the Axon Flex on-officer body camera program by 100 cameras every year thereafter until all patrol officers are equipped.
- Purchase a hand held tablet/player for each camera system to ensure a streamlined process that eliminates officer downtime.
- Revert to the previous policy that directs officers to ***“Officers will make every effort to activate the on-officer body camera when responding to a call or have any contact with the public.”***
- Commit to an automated integration of Evidence.com, CAD and RMS to minimize the administrative burden on patrol officers.
- Funding Source: Risk Management Fund



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