

In-Car Camera Systems: The Human Resources Perspective

Larry D. Krantz

Abstract

The research paper discusses the use of the in-car camera system within law enforcement vehicles and the impact, or potential impact, the systems may have. It is a known fact video can be powerful evidence in criminal cases; however, the paper primarily focuses attention on the systems from the Human Resources perspective; how the systems impact the agency from liability claims, worker's compensation claims, at-fault vehicle crashes and traffic related rudeness complaints. In addition, the research identified the video recordings can be a valuable tool to officers when completing investigative reports by reviewing the videos. This will increase the accuracy of the reports, extract verbatim quotes, and potentially mitigate unintentional factual errors, which results in a more detailed and professional accounting of the incident. The research also demonstrated the other benefits a camera system could have within the agency, such as enhanced officer safety, training, performance and professionalism, improve accountability and improved community perception. The ability to expediently identify officer misconduct or exonerate an officer from false allegations is also a benefit of the in-car camera systems. Although the benefits are compelling, without a comprehensive policy establishing operational guidelines and strong leadership from the first line supervisor to the executive leaders of the agency the in-car system can itself become a liability to the agency. Therefore, it is important the agency conduct training on the systems with all personnel to ensure adherence to policy and statutory requirements.

Introduction

Organizational Problem

As the population increases in Orange County, Florida, so does the number of citizen and law enforcement encounters, which have unfortunately become more violent. Due to the increased resistance offered towards the deputies by suspects, law enforcement agencies should review and evaluate different tools which may help to accurately document those encounters and provide potential evidence. According to statistics published by the Federal Bureau of Investigation, 48 law enforcement officers were feloniously killed in the line of duty and 57,268 officers were assaulted in the line of duty during 2009 (FBI, 2010). As such, in-car cameras and/or on person camera systems may offer critical evidence in cases where officers have been killed or assaulted and provide visual evidence to assist with the identification and prosecution of the perpetrators. In addition to providing valuable evidence, these camera systems could reduce an agency's liability from auto accidents as the systems could provide clear evidence of who may have been at fault in traffic crashes and determine if employees operate the agency's vehicles in accordance with policies. The liability to

the agency is significant when it relates to traffic crashes due to repair costs, injuries to employees and citizens, and increased worker's compensation claims. The Orange County Sheriff's Office (OCSO) currently does not install cameras in the agency's fleet of patrol vehicles, but has in-car cameras specifically used by the Traffic Section to enforce driving under the influence laws.

The mission of the Sheriff's Office is to reduce crime by providing excellent service at a reasonable cost through partnerships that build trust, create a safe environment, and enhance the quality of life in our community (Orange County Sheriff's Office, 2011). The mission is supported through the use of technology to apprehend criminals, help create a safe community, and reducing costs to the agency, which includes worker's compensation claims and liability lawsuits resulting from traffic crashes of agency vehicles.

The purpose of this research is to review the impact use of these camera systems may have to the agency as it relates to liability costs associated with traffic crashes. The research will also look at the policies needed to integrate the systems with any personnel costs, such as the need to hire additional personnel to manage the technological hardware systems, records retention, supervisory oversight, and whether agencies experienced a reduction of rudeness complaints.

The use of in-car camera systems have long been used to capture suspect's actions and verbal statements, which helps to build a strong, prosecutable case. Officers have indicated (Westphal, 2004) they also use the video recording to improve their written reports by extracting exact statements made by suspects, which can be helpful in cases where consent is an issue. The results of reviewing the recordings have enabled officers to better prepare and present cases in the courtroom, thus improving the opportunity for successful prosecutions. Another benefit of the cameras is the ability to use the videos to improve officer safety tactics as many officers have indicated they reviewed the videos to critique dangerous situations such as felony traffic stops and vehicle pursuits to improve their skills (Westphal, 2004).

Research, according to Westphal (2004), indicated agencies have reported first line supervisors have effectively addressed relatively minor complaints through the use of the camera systems, which has reduced the numbers of cases being referred to the agency's internal affairs units. The benefit is it affords the agency to appropriately address complaints in a timely manner, at times while on scene or shortly after the complaint is received, which offers the citizen and the officer with an expedient resolution.

The use of the camera systems has value to the agency beyond gathering evidence, such as:

1. Enhancing officer safety;
2. Improves agency accountability;
3. Reduces liability;
4. Simplifies incident review;
5. Enhances officer training, performance, and professionalism;
6. Improves community perception;
7. Strengthens police leadership.

The camera systems have also proven effective in exonerating officers from allegations of misconduct and been used to speak for an officer who is unable to speak for himself ("In-Car," 2006).

Officer worn cameras bring an added dimension to the use of camera systems within law enforcement agencies. The use of the officer worn cameras permits a video to be taken from the officer's location, such as a residence or other location away from the vehicle and record the encounter. Thus allowing video images to be recorded which may not have been otherwise captured from the fixed camera within the patrol vehicle. These cameras have also been used to help reduce litigation and can increase the transparency of operations for an agency ("Officer-Worn Cameras," 2010).

Successful in-car camera programs require users, managers, and the judiciaries to have an understanding of how the equipment operates, understand the limitations and potential drawbacks of the systems. The following actions should be implemented:

1. A course of instruction which incorporates applicable laws, Federal Rules of Evidence, agency policies and procedures, along with use and operation of the audio/video equipment;
2. An in-car camera course of instruction designed specifically for new employees;
3. A refresher course for advanced officer training because with any new technology the failure to properly train officers in the use, operation, and legal implications of improper use can be detrimental to the agency ("The Impact of Video," 2004).

Much of the police work being performed is accomplished out of the supervisor's view and control. While officers are aware in-car camera systems provides additional scrutiny of their performance, the question of whether or not it impacts their performance remains unanswered. However, the majority of officers found camera systems have not altered the manner in which they perform on a daily basis. Many of the officers believe the presence of the camera improved their professionalism and courtesy. ("The Impact of Video," 2004)

Although measuring the impact of in-car camera systems on liability claims was difficult, the consensus is that video recordings of police encounters have saved time in case disposition and has resulted in expedient case settlements and would save time related to lengthy litigation proceedings ("The Impact of Video," 2004).

Many times public support on law enforcement issues can be difficult; however, as it relates to the in-car camera systems the public supports and expects law enforcement agencies to have these systems installed in the vehicles. A belief also held by the public is the cameras not only help curtail officer misconduct, but will also be valuable in ensuring the integrity of the agency. Not only can these systems affect officer behavior, they have also modified the behavior of the citizens with whom the officers have contacted. Officers have reported citizens were less aggressive when they knew a camera was recording their encounter ("The Impact of Video," 2004).

Regardless of the previously stated benefits, agencies must have clearly defined policies and procedures in place prior to implementation of the systems. These policies should address use, security of recordings and access, storage systems, and applicable

records retention standards. The agency must also include supervisory oversight and review as part of their processes to ensure integrity and accountability. However, leaders within the agency must remain cognizant of ramifications of looking at every minor violation as a disciplinary matter and instead, look at them through training or informal counseling. This will help promote trust and acceptance by the employees, which will translate to improved morale. Therefore, the leaders of the agency should also regularly include a cross-section of the agency to be involved in the decision making and problem solving processes. Proper management of the systems is essential to the program's success ("The Impact of Video," 2004).

Methodology

The Orange County Sheriff's Office, established in 1850, is the primary law enforcement agency of the county which serves a population of 1,145,956 (U.S. Census Report, 2010) permanent residents and approximately 40 million visitors annually. The OCSO is the largest law enforcement agency within the Central Florida area, the third largest in the State of Florida and is ranked the 11th largest in the Nation. The agency is headed by an elected Sheriff, who serves a four year term with no prohibitions as to the number of terms he or she may serve. Although the agency receives its funding from the county government, the Sheriff's Office is autonomous to the local county officials. The agency has approximately 2176 employees with approximately 1500 sworn law enforcement officers and 696 marked vehicles assigned to the Uniform Patrol Division.

The researcher is a manager with the Orange County Sheriff's Office with tenure of approximately 27 years of active service. The research will be conducted through a survey presented to 25 randomly selected law enforcement agencies within the State of Florida and other reference materials found from various sources. The researcher will remain neutral when stating the facts discovered during the course of the research. The participants for this research will be members of the randomly selected law enforcement agencies.

The information obtained from the research will help to identify potential areas of concern with the implementation of the in-car camera systems. This researcher also hopes to identify whether the camera systems will benefit the Orange County Sheriff's Office, the citizens, and the employees from a cost savings perspective related to reduced liability, reduced vehicle crash claims, reduced complaints and reduced employee injuries/worker's compensation claims.

The survey consists of 17 questions, primarily involving yes or no responses; however, some of the questions require the participant to pick one response from a selection of answers. The qualitative information provided by the participants will be reviewed and be part of the final recommendations related to the implementation of the in-car camera systems. Sharing of this information will help establish the researcher's integrity regarding the information obtained from other sources and will help validate the information, and that the analysis of this topic will not be based solely upon the researcher's perspectives. The dependability of the information obtained during the research can be demonstrated through the systemic research processes such as the survey questions provided to the participants and through other identified sources of

information obtained during the research. An example of the type of questions asked is how long has the participant's agency used the camera systems and has their agency experienced a reduction in liability claims or repair costs since implementation of the system. Although the purpose of the research is to identify the effectiveness of the in-car camera systems related to reduction in liability and other associated costs, the information being reviewed may be of importance to other agencies as they decide to implement camera systems, thus the research can be transferable to others.

Limitations

Positive aspects of this research will be to identify the effectiveness of camera systems in reducing costly litigation and other liability costs associated with the agency vehicles. Strength to the research will be the identification of other policies or procedures which have benefited other agencies in the use of the camera systems, specifically related to evidence handling and supervisory oversight. However, possible limitations to the research of this issue could be lack of participation from other law enforcement agencies or the responses could reveal additional issues which are currently unknown. Other limitations could be the participating agency's reluctance to reveal the actual or approximate dollar amounts related to liability claims, or the agency may not have accurately tracked the information being requested, thus impacting the results of the research data.

Methods

The research took place in Orange County, Orlando, Florida and involved various law enforcement agencies throughout the State of Florida. The surveys, which consisted of multiple choice responses, were distributed to 25 law enforcement agencies and were provided instructions on how to complete and return the completed surveys via electronic mail or U.S. mail. The surveys will identify the agency, the size of the agency, whether or not the responding agency currently has an in-car system installed in their fleet, and whether or not the agency has installed in-car camera systems in vehicles other than uniform patrol personnel.

The purpose of the research is to determine how the implementation of the cameras may impact the Orange County Sheriff's Office from a human resource perspective as it relates to liability, worker's compensation claims and citizen complaints. With current budgetary constraints it has become increasingly important to demonstrate to the stakeholders our agency is being fiscally responsive while also providing effective and reliable equipment to assist our employees in the performance of their duties while also reducing liability costs to the agency. Therefore, the survey addresses the concerns related to costs associated with liability claims, workers compensation issues, evidence handling, supervisory oversight, citizen complaints and equipment needs involved in implementation of the system. The researcher believes the data collected during the research will benefit his agency by being able to demonstrate whether there are fiscal savings to the agency through the implementation of an expanded in-car video system in the fleet of agency vehicles.

Although the purpose of the research is to identify fiscal benefits or policy implications within the Orange County Sheriff's Office, the information being reviewed may have value to other agencies as they review whether to implement an in-car camera system, thus the research can be transferable to others. The dependability of the information obtained during the research can be demonstrated through the systemic research processes such as the survey/interview questions provided to the participants. The confirmability of the information can be obtained from the notes and other information collected from the interviews. This can also be demonstrated through other identified sources of information obtained during the research.

A SWOT analysis for the proposed action plan has been identified as follows:

Strengths

- Improved use of technological advancements.
- Quality video evidence of citizen contacts.
- Improved accuracy with report writing.
- Enhanced service to the community through decreased liability claims.
- Reduced worker's compensation claims

Weaknesses

- Financial implications regarding startup costs.
- Employee resistance.
- Hardware or software complications.
- Limited storage capabilities requiring third party involvement.

Opportunities

- Improved evidence for prosecution.
- Improved ability to determine fault in vehicle crashes with contradictions in testimony.
- Increase professionalism and proficiency.
- Enhanced stakeholder confidence.
- Effective and expedient resolution to rudeness and other complaints.

Threats

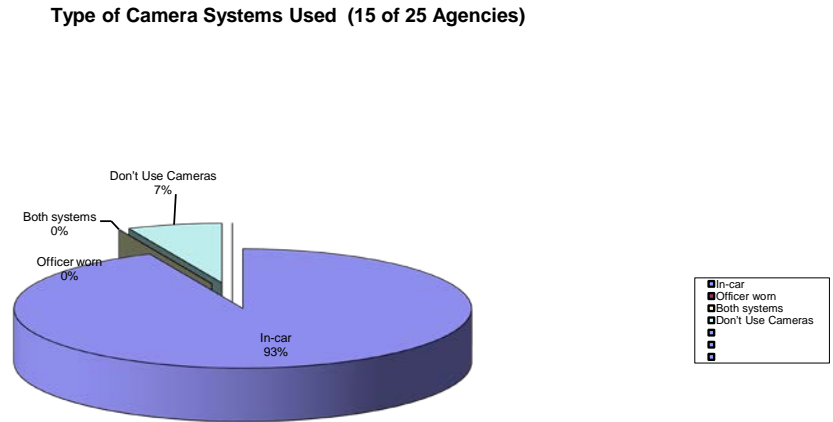
- Employee resistance.
- Supervisory oversight, review of real time video.
- Lack of funding.
- Pace of technology changes.
- Technical support concerns if with outside vendor.

Results

The survey revealed the average size of the responding agencies is 721 sworn employees and the majority of the agencies, or 93%, currently utilize an in-car camera system. Only one (1) of the 15 responding agencies, or 7%, does not currently use an in-car camera system. The average number of systems used is 214; however, three (3)

responding agencies indicated that used the in-car camera systems did not provide the total number of systems used by their agency. The average number of years the responding agencies have used the in-car camera systems is 12.8 years.

Table 1: Type of Camera System Used

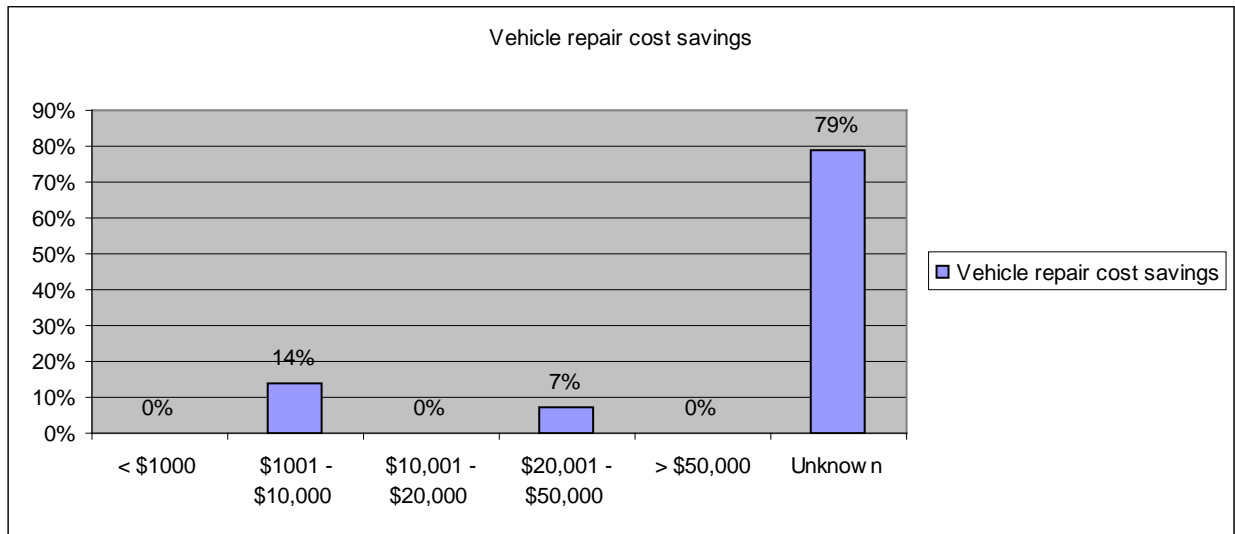


The researcher also determined, via the survey, the following information:

- 57% use the in-car camera systems in units other than uniform patrol;
- 86% have a separate policy governing the use of the camera systems;
- 50% of the agency's policies outline random supervisory review;
- 93% permit supervisory discretion to handle minor performance issues or infractions which have been captured on the videos;
- 50% of the responding agencies had to purchase additional computer equipment in order to implement the in-car camera systems, with an average cost of \$17,416.70;
- 100% of the agencies did not need to hire additional personnel to manage the system.

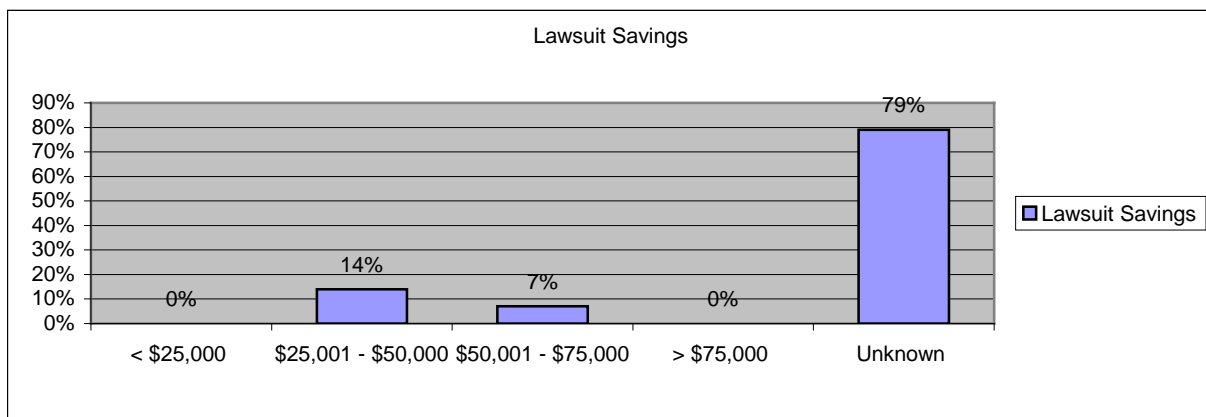
In order to evaluate the effectiveness of the in-car camera systems the survey asked several questions related to potential cost savings in the area of liability. The survey identified the majority of the agencies, 64%, did not experience a reduction in vehicle crashes where employees were determined to have been at fault; however, for the 29% of the agencies who experienced a reduction the following chart identifies the savings reported from a reduction in vehicle crashes.

Table 2: Vehicle Repair Cost Savings



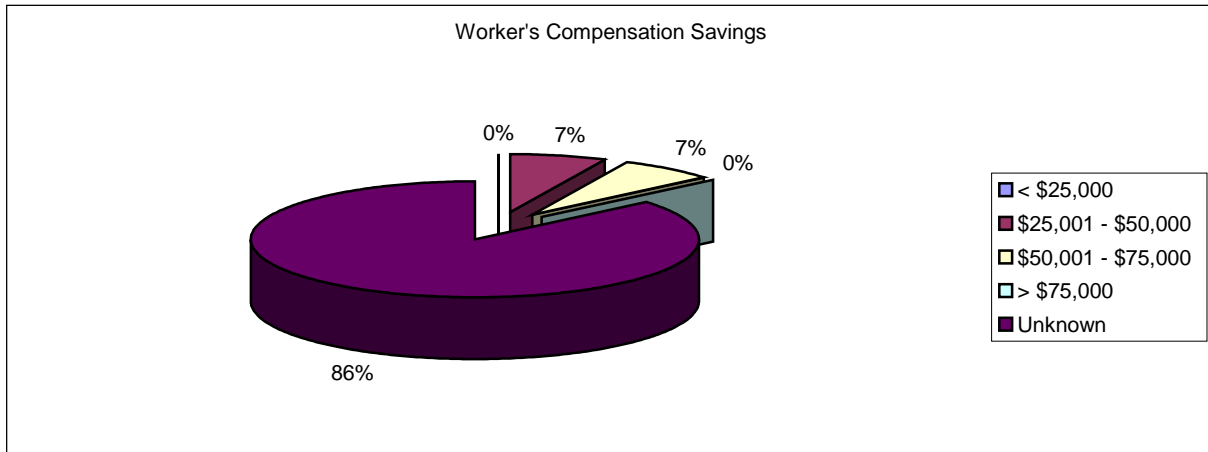
The survey determined 58% of the agencies did not know or could not identify any savings as it relates to lawsuits and an equal number, 21% (or 3 agencies) determined they did and did not experienced any savings. The following chart identifies the savings as determined by those agencies who responded in the affirmative.

Table 3: Savings from Lawsuits



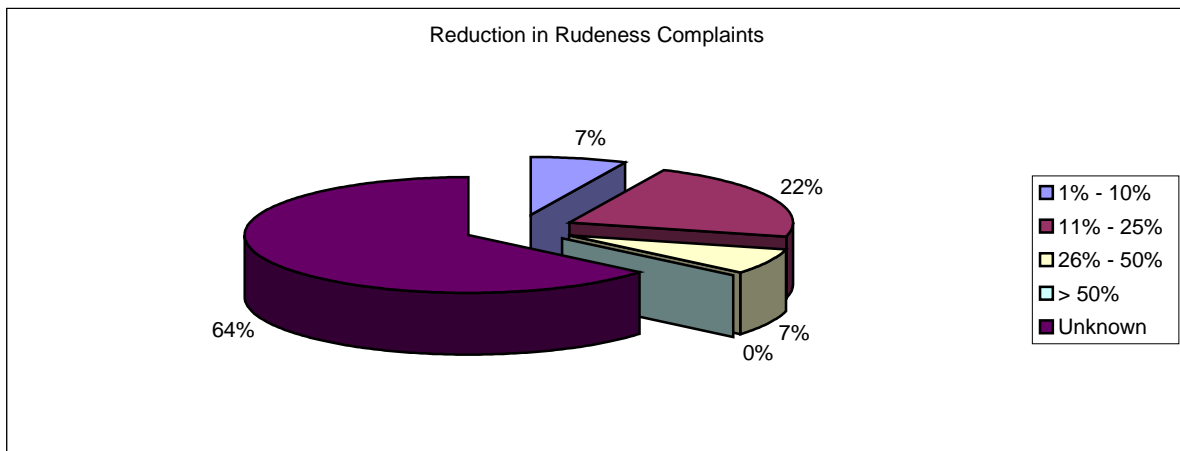
The survey identified 72% of the responding agencies did not identify a reduction in worker's compensation claims and only two (2) agencies, or 14%, identified a savings while two (2) agencies, or 14%, could not determine a savings. The following chart depicts the savings as reported by the agencies who replied in the affirmative.

Table 4: Worker's Compensation Savings



Although not typically associated with having an impact on costs to the agency, rudeness complaints as a result of traffic stops does impact the agency through the various resources assigned to resolve those complaints and the time associated with thoroughly reviewing or investigating those complaints. Therefore, the survey asked if the agencies identified any reduction in rudeness complaints related to traffic stops as a result of the camera systems being implemented. As such, 64% of the respondent agencies identified a reduction in rudeness complaints, 29% did not identify any reduction while 7% could not determine. The following chart identifies the percentage of reduction experienced by those agencies who replied in the affirmative.

Table 5: Reduction in Rudeness Complaints



Discussion

This researcher found the majority of respondents primarily used the camera systems in their uniform patrol divisions; however, a few agencies use them in other sections such as, Traffic Units, DUI Units, and Street Crimes Units. With enhanced technologies being developed rapidly, it is ever important law enforcement continue to implement these technologies to better perform our mission of making our communities safer through reductions in crime. One way to improve the effectiveness of law enforcement is through the use of technology such as camera systems. These systems accurately record the events which have transpired and are quite effective as courtroom evidence. In addition, the recordings can improve the accuracy of the written reports and mitigate potential differences in the written word and the recorded incident, which could otherwise be scrutinized by others as being a credibility issue.

The study performed by IACP ("The Impact of Video," 2004) surveyed 900 hundred citizens from 18 states to determine their acceptance of law enforcement using camera systems. The results demonstrated overwhelmingly that *"94% stated that they do support it and approve the use of the camera. However, 71% suggested that they should be informed when they are being videotaped."* This is an issue which must be thoroughly reviewed for not only legality issues, but for a consistent standard and practice so that all the agencies' employees are consistent with their use of the systems. This means each agency must adopt comprehensive policies, preferably a separate policy specifically related to the use of the camera systems, to ensure proper application and use. It is important this is communicated to the community by the CEO (Chief Executive Officer) of the agency to ensure the public the devices will be used in strict adherence to established law and policy in order to maintain the public's trust.

Another interesting finding of the study ("The Impact of Video," 2004) showed 51% of citizens would change their behavior if they knew they were being video recorded and 48% of the respondents indicated the use of the camera systems would make the less likely to file a complaint. This could be consistent with 64% of the respondents to this researcher's survey indicated they had a decrease in complaints filed.

Recommendations

As a result of the research there are some recommendations which can be made regarding the use of the in-car camera systems. Some of the recommendations are, but not limited to, the following:

- Install in-car camera systems in the agency's Uniform Patrol Division and Evening Traffic (DUI) Unit in intervals to manage the initial costs;
- Comprehensive research into the various products and capabilities is a necessity to ensure the equipment will sufficiently meet the intended needs;
- Comprehensive, yet separate policies should be adopted to ensure consistent application and use of the devices, to include the use of the videos regarding complaint handling processes and evidentiary handling;
- Training to all involved employees in not only the use of the devices, but also the legal issues and policy implications of the devices;
- Adequate storage and security measures are paramount to the success of the program;
- Support from local government partners (funding source) in how the devices will improve officer safety and benefits to the community;
- Community education/involvement through community meetings and/or community partnerships;
- Track the "at-fault" vehicle crashes and other liability claims to determine if any reductions can be attributed to the implementation of the system;
- Track traffic related "rudeness" complaints to determine if the implementation of the system has reduced these types of allegations.

Conclusion

In short, the researcher examined all of the information obtained during the course of the literature review and surveys conducted on this specific topic. The results clearly identified a need to ensure sufficient research and review of available products to have the best equipment to support the intended mission, such as DUI enforcement or other traffic related enforcement. The benefits of an in-car camera system are multiple, such as reduced crash liability, reduced repair costs, reduced worker's compensation claims, reduced complaints, improved report writing, and improved evidence for prosecution. The agency must also have a clearly defined policy to establish operational guidelines to ensure proper utilization of the equipment and provide proper training to all employees. Additionally, there must be strong leadership throughout each level of supervision, to include the executive leaders, or the in-car system could become a liability to the agency and cause credibility problems with all its stakeholders. It is therefore imperative the law enforcement organization maintain the highest level of skilled employees, supervisors and leaders to provide the highest level of quality service to the community.

Captain Larry Krantz served honorably in the U.S. Army Military Police Corps prior to joining the Orange County Sheriff's Office in 1984. During his 27 year tenure he has held numerous assignments which include Patrol, Persons Crimes, Sex Crimes, Domestic Violence and two (2) tours in the Professional Standards Section. He has also served in the agency's Tourist Sectors as a deputy, a Patrol Sergeant and as an Investigative Lieutenant. He also was the agency's liaison for Walt Disney World and helped negotiate a multi-million dollar contract to implement a new patrol Sector. He is currently the Captain responsible for the daily operations of the Aviation and Traffic Sections.

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Appendix A: Blank Survey

In-Car Camera Systems Survey Questions

Dear Survey/Interview participant, my name is Larry D. Krantz, and I am a Captain with the Orange County Sheriff's Office. I am currently conducting research as part of my studies in the Florida Criminal Justice Executive Institute's Senior Leadership Program, Class #14. The title of my research project is "In-Car Camera Systems: The Human Resource Perspective." The purpose of this research is to review the impact use of these camera systems may have to the agency as it relates to liability costs associated with traffic crashes. The research will also examine personnel costs, such as the need to hire additional personnel to manage the technological hardware systems, supervisory oversight, and whether agencies experienced a reduction of rudeness complaints after integrating camera systems into their agencies. As part of my research, I ask you to voluntarily participate in completing the survey. Your participation with this research project shall be interpreted as your implied consent. Your prompt response will allow me to analyze and include your responses into my research paper. Thank you in advance for your participation and please contact me if you have any questions.

Larry D. Krantz
407-468-7287

PLEASE RETURN NLT JUNE 24, 2011

EITHER BY EMAIL (larry.krantz@ocfl.net) OR US MAIL:

Orange County Sheriff's Office
Attn: Captain Larry D. Krantz
2400 West Colonial Drive
Orlando, Florida 32804

Agency: _____
Number of sworn members: _____

1. Which camera system does your agency use? (check which apply)
 - a. In-car camera system? _____ How many? _____
 - b. Officer mounted camera? _____ How many? _____
 - c. Combination of both systems? _____
 - d. Do not use camera systems. _____ (do not proceed further)

2. Does your agency also use the cameras in divisions/units other than your patrol division? (circle one)
 - a. Yes. If yes, please list those other divisions/units: _____
 - b. No

3. How long has your agency used cameras? (please write in)
 - a. _____

4. Does your agency have a separate policy governing use of the camera systems? (circle one)
 - a. Yes
 - b. No

5. Does your agency policy outline evidence handling procedures? (circle one)
 - a. Yes
 - b. No

6. Does your agency policy outline random supervisory review of videos? (circle one)
 - a. Yes
 - b. No

7. Does your agency policy permit supervisory discretion to informally resolve minor performance issues or policy infractions involving the use of the camera systems or incidents captured on the video without mandating formal disciplinary action? (circle one)
 - a. Yes
 - b. No

8. In order to implement the camera systems, did your agency need to purchase additional computer systems that are separate from other systems used by the agency? (circle one)
 - a. Yes If yes, what was the approximate cost? _____
 - b. No

9. Did your agency need to hire additional computer or technical personnel to specifically manage the computer systems related to the camera systems and to ensure the integrity of the process? (circle one)
 - a. Did not require additional personnel be hired
 - b. 1 personnel
 - c. 2 personnel
 - d. 3 or more personnel

10. Since the camera systems were implemented, has your agency experienced a reduction in officer involved "at-fault" vehicle crashes? (circle one)
 - a. Yes
 - b. No

11. If yes to question #10, please indicate the average range of savings to the agency regarding a reduction in vehicle repair costs. (circle one)
 - a. Less than \$1000
 - b. \$1001 to \$10,000
 - c. \$10,001 to \$20,000
 - d. \$20,001 to \$50,000
 - e. greater than \$50,001

12. If yes to #10, has your agency experienced a reduction in liability claims/lawsuits? (circle one)

- a. Yes
- b. No

13. If yes to #12, please indicate the average range of savings to the agency regarding lawsuits. (circle one)

- a. Less than \$25,000
- b. \$25,000 to \$50,000
- c. \$50,001 to \$75,000
- d. greater than \$75,001

14. Since the camera systems were implemented, has your agency experienced a reduction in employee worker's compensation claims related to traffic crashes?

- a. Yes
- b. No

15. If yes to #14, please indicate the average range of savings to the agency in terms of worker's compensation claims.

- a. Less than \$25,000
- b. \$25,001 to \$50,000
- c. \$50,001 to \$75,000
- d. greater than \$75,001

16. Since the camera systems were implemented, has your agency experienced a reduction in rudeness complaints related to traffic stops by your officers?

- a. Yes
- b. No

17. If yes to #16, please indicate the average range of the reduction:

- a. 1% to 10%
- b. 11% to 25%
- c. 26% to 50%
- d. greater than 50%

Appendix B: Survey with Results

In-Car Camera Systems Survey Questions with Results

Dear Survey/Interview participant, my name is Larry D. Krantz, and I am a Captain with the Orange County Sheriff's Office. I am currently conducting research as part of my studies in the Florida Criminal Justice Executive Institute's Senior Leadership Program, Class #14. The title of my research project is "In-Car Camera Systems: The Human Resource Perspective." The purpose of this research is to review the impact use of these camera systems may have to the agency as it relates to liability costs associated with traffic crashes. The research will also examine personnel costs, such as the need to hire additional personnel to manage the technological hardware systems, supervisory oversight, and whether agencies experienced a reduction of rudeness complaints after integrating camera systems into their agencies. As part of my research, I ask you to voluntarily participate in completing the survey. Your participation with this research project shall be interpreted as your implied consent. Your prompt response will allow me to analyze and include your responses into my research paper. Thank you in advance for your participation and please contact me if you have any questions.

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2400 West Colonial Drive
Orlando, Florida 32804

Agency: _____ **Total # of respondents = 15 out of 25 or 60% return** _____
Number of sworn members: _____ **Average # = 721.1 sworn members** _____

18. Which camera system does your agency use? (check which apply)

- a. In-car camera system? 14 (93%) How many? Avg # = 214.3
- b. Officer mounted camera? _____ How many? _____
- c. Combination of both systems? _____
- d. Do not use camera systems. 1 (7%) (do not proceed further)

Note: 3 agencies did not provide # of systems used

19. Does your agency also use the cameras in divisions/units other than your patrol division? (circle one)

- a. Yes. **8 (57%)** If yes, please list those other divisions/units: _____
- b. No **6 (43%)**

20. How long has your agency used cameras? (please write in)

- a. Average = 12.8 years _____

21. Does your agency have a separate policy governing use of the camera systems? (circle one)

- a. Yes 12 (86%)
- b. No 2 (14%)

22. Does your agency policy outline evidence handling procedures? (circle one)

- a. Yes 13 (93%)
- b. No 1 (7%)

23. Does your agency policy outline random supervisory review of videos? (circle one)

- a. Yes 7 (50%)
- b. No 7 (50%)

24. Does your agency policy permit supervisory discretion to informally resolve minor performance issues or policy infractions involving the use of the camera systems or incidents captured on the video without mandating formal disciplinary action? (circle one)

- a. Yes 13 (93%)
- b. No 1 (7%)

25. In order to implement the camera systems, did your agency need to purchase additional computer systems that are separate from other systems used by the agency? (circle one)

- a. Yes 7 (50%) If yes, what was the approximate cost? Average = \$17,416.70
- b. No 7 (50%)

Note: 1 of the 7 yes agencies did not provide an approx. cost

26. Did your agency need to hire additional computer or technical personnel to specifically manage the computer systems related to the camera systems and to ensure the integrity of the process? (circle one)

- a. Did not require additional personnel be hired 14 (100%)
- b. 1 personnel
- c. 2 personnel
- d. 3 or more personnel

27. Since the camera systems were implemented, has your agency experienced a reduction in officer involved "at-fault" vehicle crashes? (circle one)

- a. Yes 4 (29%)
 - b. No 9 (64%)
- Not Answered = 1 (7%)

28. If yes to question #10, please indicate the average range of savings to the agency regarding a reduction in vehicle repair costs. (circle one)

- a. Less than \$1000
- b. \$1001 to \$10,000 2 (14%)

- c. \$10,001 to \$20,000
 - d. \$20,001 to \$50,000 1 (7%)
 - e. greater than \$50,001
- Unknown or not answered = 11 (79%)

29. If yes to #10, has your agency experienced a reduction in liability claims/lawsuits? (circle one)

- a. Yes 3 (21%)
 - b. No 3 (21%)
- Unknown or not answered = 8 (58%)

30. If yes to #12, please indicate the average range of savings to the agency regarding lawsuits. (circle one)

- a. Less than \$25,000
 - b. \$25,000 to \$50,000 2 (14%)
 - c. \$50,001 to \$75,000 1 (7%)
 - d. greater than \$75,001
- Unknown or not answered = 11 (79%)

31. Since the camera systems were implemented, has your agency experienced a reduction in employee worker's compensation claims related to traffic crashes?

- a. Yes 2 (14%)
 - b. No 10 (72%)
- Unknown = 2 (14%)

32. If yes to #14, please indicate the average range of savings to the agency in terms of worker's compensation claims.

- a. Less than \$25,000
 - b. \$25,001 to \$50,000 1 (7%)
 - c. \$50,001 to \$75,000 1 (7%)
 - d. greater than \$75,001
- Unknown or not answered = 12 (86%)

33. Since the camera systems were implemented, has your agency experienced a reduction in rudeness complaints related to traffic stops by your officers?

- a. Yes 9 (64%)
 - b. No 4 (29%)
- Unknown or not answered = 1 (7%)

34. If yes to #16, please indicate the average range of the reduction:

- a. 1% to 10% 1 (7%)
 - b. 11% to 25% 3 (22%)
 - c. 26% to 50% 1 (7%)
 - d. greater than 50%
- Unknown or not answered = 9 (64%)