The Haivision Podcast

Operation Center Best Practices with current and former law enforcement member - Part 2

Summary of the Episode

In this episode of The Haivision Podcast, the discussion centers on innovations and challenges in video technology, specifically focusing on video wall solutions, real-time crime centers, and operation centers. Haivision's Colin Coyle hosts the conversation with former and active law enforcement leaders, including Chief Kristen Ziman, Captain Darin Hull, Captain Jay Draisin, and Lieutenant Sean Arthur, sharing their experiences and insights on building and maintaining real-time crime centers.

Key topics include common mistakes and red flags in setting up these centers, the importance of planning for software and policy alongside hardware, and the need for collaboration with IT and community stakeholders. The panel emphasizes the importance of building strong processes, ensuring community engagement, and involving political stakeholders early in the planning stages. They also discuss practical aspects such as budgeting for maintenance and replacement of technology, automating workflows, and handling political and multi-jurisdictional challenges.

The episode concludes with advice for agencies considering the implementation of real-time crime centers, emphasizing the importance of networking, learning from existing centers, and involving experienced vendors and stakeholders in the

process. The panelists offer their contact information, encouraging listeners to reach out for support and guidance.

Transcript

Introduction to the Podcast

Welcome to the Haivision Podcast, where we take a deep dive into the innovations and challenges shaping video technology. In each episode, we'll bring you insights from experts behind cutting-edge video networking, visual collaboration, and video-wall solutions.

So whether you're a professional navigating the complexities of video-wall technology, working in live production, or someone simply curious about new tech, this podcast is for you.

Join us as we explore the latest trends, share success stories, and discuss the technology shaping the future of mission-critical video environments.

00:42 - Episode Overview

In part two of this episode, Haivision's Colin Coyle continues the discussion with former and active law enforcement leaders on mistakes, red flags, and best practices at real-time crime centers.

00:53 – Mistakes and Red Flags when Building your Command Center

Colin: Sean, let's talk about the process and the technology side, right? What are the mistakes, what are the red flags that people are making?

I can start just by saying that I think a lot of times folks just focus too much on just the hardware piece, right, I think as Jay said. But what do you see as the missteps?

Lt. Sean Arthur: It was like I said earlier, you have to plan for that software, and there's tons of software out there. Building the space is one aspect of it, and Constant Technology would love to help you with that, by the way. I'm just letting

you know that the software, you have to plan on your software and policy, and like Jay said, we also with Constant, we provide a policy for you that I wrote for our center for facial recognition, artificial intelligence, things like that, that you're going to be questioned by the public on that.

So just have that in mind, that the software that you use has to kind of fit not only with your agency, but with your analysts. We were running, when I left eight analysts, and it got to a point where we were running 42 software programs in the room itself, and it became burdensome on them. When they said, "hey, Lieutenant, that's enough, I can't take anymore", and then you start pulling back. Just remember, what your people can handle is what your room is going to be able to handle and you'll be the best outcome of what you want from your room.

Colin: Captain Hull, how long have you been running your real-time crime center?

Capt. Darin Hull: For just a little bit over a year.

Colin: Okay. And in that first year, what are some mistakes that you folks made? Thoughts that you had or presuppositions that you had that turned out not to be true once this thing really turned on and hit the street?

Capt. Hull: I think we've been kind of lucky because we've always taken an incremental approach. We call it crawl, walk, run. This is what we've always done. So you don't need to, when you look in an operation center, you don't have to go from zero to 100 miles an hour. You don't have to go from an empty room and to a Taj Mahal operation center. So be willing to start, kind of like Kristen was talking about, be willing to start with some people just having a conversation. Be willing to start with just a couple of officers with a couple of radios and a couple of computers.

Be willing to be adaptive to the changes in the technology and stuff like that. So the mistakes I would say that you would make is if you just determine exactly what you want from day number one and you're rigid and structured in that

approach, be willing to take that crawl, walk, run mentality and gain steam as you go.

Colin: Yeah. One of the things that we say a lot around Haivision is that when someone's buying our technology, they're not buying a video wall, right? They're building a room, if not a whole building, around a video wall. And what I think we would advise is to make sure that you leave space.

Because once you start using these things and getting out there, you're going to find new uses. You're going to find, as you get buy-in from the community, from neighboring folks, you don't want to have to spend a couple million dollars building this room just to go, well, we needed a bigger room.

Lt. Arthur: Can I add on that?

Colin: Yeah, please.

Lt. Arthur: We were building our room and I made sure we put in extra cables and wires to grow. And by the time I left, we were already through that, so it wasn't planned enough. Because as the room grew, we had drones being flown out of there. We had, you know, analytics done. So just remember that. Too much is never for a room when it comes to cables and IT. Just make sure of that.

Chief Kristen Ziman: And I would also add, just because of reaching back to our kick center and asking them now that it's been up and running, what would you do differently?

Some of the things they said is not only collaborating with outside entities such as yourselves, but even within the city. They said they actually got into a couple of pull-and-push matches between those in other departments. IT for the city versus IT for the police department. And they ultimately went with computers that IT wanted, but the police department wanted something different. And they just changed them and the police got what they wanted in the first place.

They ran into some barriers with putting LPRs (license plate readers). The city had an idea of what locations they wanted and the police department had a very different idea. So that collaboration is also necessary within your own ecosystem.

So left hand must always know what right hand's doing. And then to your point, he also said that being able to adapt, looking at new software and saying, hey, let's move with the times and not being so rigid in the way that we have the vision and to pivot into new technology, new ideas as they arise.

Colin: Yeah. And for you folks who are running operations centers today, that partnership with IT is so important from a manufacturer's side. We always love to get talking with IT as early as possible. Because if we're in there with them early, it can be a nice easy experience for everybody. But there's so many times where an agency gets to like, they bought the thing, it's six months later, they're ready to install a thing. And you're like, okay, I need IP addresses. And they're like, "oh, we forgot to call IT". And now it's a battle.

But so even if you have a center running today, your needs are changing, your needs are growing on a daily basis. Make sure that your manufacturers have a good relationship with your City IT. And if they don't, then just drag them by the ear and sit them down.

Perfect. Thank you.

Community engagement. So we've talked about a couple of times, community engagement and bringing the community on board. I think there is a misconception in the world that these rooms are a lot of guys like me doing Hollywood hacker on their keyboards watching 500 cameras. So let's talk about how you've been able to get community buy-in and build those community relationships. Jay?

Capt. Jay Draisin: Yes. So I mentioned during our build out, we brought the media in multiple times. We also do a Citizens Police Academy in Orlando. That is a part of that academy now. So not only do they see the rest of the agency, they come in there and we show them the operations. All of our commissioners, the mayor, everybody was brought in there and they see how that operates. And it's just being transparent and upfront with how things work.

Most of what we had to fight against was honestly, misinformation. People would come in and we saw it a lot in those police academy sessions. People would come

in and ask a question, "hey, I heard or I saw on the news or I saw this". And we would just tell them that's not at all how it works. In fact, here's how it works. And we would just show them and just clarify that miscommunication. But you have to do that.

If you try to keep it... I don't want to say secret, but if you're not as open as you can the first time something happens and they have some other perception of how that worked, you're fighting an uphill battle, right? So getting out in front of it is always going to be much easier because if you wait to be asked the question, it looks like you're rationalizing what you're doing versus providing information.

Colin: And so Chief Ziman, I know you kind of got your operations center moving. You got that ball rolling. And you retired, but you still stay in touch and network with your old command team. So I know you did a lot of work in advance getting community buy-in, but it doesn't just stop when the lights turn on, right?

Chief Ziman: No, not at all. In the community buy-in, it was a challenge again. That was kind of the first step because of the misconceptions. And we had also partnered, talk about public-private partnerships, but we also were the first in the state to partner with Ring Neighborhood. And so the first thing with our kick center was our Ring doorbells. You guys can tap into everything that I see in my home, right? Absolutely not.

And so it was getting out in front of it from the beginning, describing what we were trying to do and what the end in mind is. And we always have the same end in mind, but we just have to remind people of that is to drive down crime, to protect victims, solve these crimes. So getting out ahead of it and then constantly beating that drum.

I mean, it's as though that you feel like you're going to keep saying it, and yet the message has to be continually repeated. And the transparency, and that is the operative word here, is to show them here is exactly what we're doing. And license plate readers, you mentioned that earlier, is we're tracking them, not the case. So a little education goes a long way, but unfortunately it has to be done over and over again.

10:00 – Community Buy-In and Engagement

Colin: Listen, I would love it if I live in Bucks County, Pennsylvania, and if the Bucks County sheriff, I would gladly share access to the cameras in my house. I got three little kids. I need a nap. If you guys could just watch them for an hour, make sure they stay away from the stove. But we were talking about whack-a-mole earlier, right?

And Captain Hull, I know that you're great about media engagement, about talking about how you're using this operation center, but that's also got to lead to some frustration, right? It's wins when you're sharing the great things you're doing for your community, but it probably leads to kind of a wellspring of people who weren't aware of what was happening, right?

Capt. Darin Hull: Yeah. I would say you've heard a lot of good advice. The constant drumbeat is a really good thing to take away from that conversation. For us, I would say two different things. One, it's an all, you're pushing on all fronts.

So you've got your media, your social media, your regular community groups you interact with. Also consider bringing groups that are traditionally considered antagonistic to law enforcement, some nationally recognized groups. Bring those people in and share with them what you're doing in real-time crime senior policies, because that's kind of an iron sharpens iron approach that you might be surprised by, that if you're preemptive in bringing them in and showing them what you're doing and what you're not doing, talking about misinformation, you'd be surprised how having those groups support is very beneficial.

And then the second thing I would share with you guys is figure out what your "why" is. So that's a message we always try to share with every group. It may be tailored to the group that we're presenting to, but the message is always the same. The "why" is always the same. And the great part about local government, because there's a lot of problems that can be challenges associated with local government, but a local government, you can reach your local community and those local groups. And people can tell if you're being genuine with them when you talk with them. So if you can figure out what your "why" is for your

operations center and share that message to the media and on all different fronts, I think you're going to find that community buy-in and you can overcome some of the hesitancy you might encounter.

Capt. Draisin: So something to add, just goes on this topic. So specific to FUSUS is something that we offer and this goes into that collaborative effort, right? And you mentioned Ring. So Ring is normally like at a residential, right?

Most businesses have some type of other security aspect. But so what we offer is two things for the community to participate and collaborate with us and henceforth their agency is they can actually just register that they have cameras. They don't want to share them. They don't want to give them to us, but they just want you to know I have cameras. If something happens in my neighborhood, please reach out to me. And what they do is they supply their information, email, phone number, name, and that they have cameras in their neighborhood. We register those on the agency's map with a separate icon so there is no access to their cameras. And very quickly you will have thousands of your residents in your area register their cameras.

How powerful is that to go before the media, your city councils to say we've provided this opportunity. Look at the thousands of members of our community that want to let us know that they want to cooperate with us. They haven't provided access to anything. So that gets rid of that perception of they're just going to look at my cameras.

But what it does, and most of my background was in investigations throughout my career, it enables you to do a virtual canvas. You have an incident occur in that area. Even if you don't have access to their cameras, you can send a message to them through our platform that says hey, this is what happened in your neighborhood. One of two things, can you check your cameras? And if you have information on the crime, a vehicle description, hey, check your cameras for this. Or maybe they were just out walking their dog and saw a car fly through the neighborhood.

It's that virtual canvas that allows you to do. Now we do that with businesses as well, but a lot of businesses will choose to integrate their cameras into an agency system. So when something's actively happening, we can actually access their cameras. But what a powerful tool, and you're giving the community that opportunity to say we support you. Because it's that silent majority that we're really seeking to reach. People are quiet. It goes back to that digital snitch idea. One time they register and now you know you've got them. They're cooperative with law enforcement. They want to help law enforcement. And they're providing you their information to do so.

14:03 – Sharing Success Stories of your Real-Time Crime Center

Chief Ziman: Can I add to that too?

I love that you brought that up because that was also very pivotal when people started sharing. But then here is all of the success stories that we get from that. People who share footage with us. But then we stop there. So this is why this is so important. Then you have to push out those success stories to say as a result of our real time crime center and as a result of our partnership with community members who voluntarily shared their information, shared this footage, and when you have a great win from your intel center, whatever you're calling it, where you push that out. Because we just don't do a good enough job to tout our success stories. We have a lot of them, but putting them out in the public. And so that's I think where we fail truly as a profession. So you've got to just keep telling the stories.

Colin: To build on Jay's point about that silent majority, I live in a sleepy town, right? And I'm sitting at home in my office one day around 3 o'clock and I hear gunshots outside my house. I was like, what the hell just happened? And you go out and the police arrive pretty quickly and they're looking around and for whatever reason, someone driving down the street, Joy Ride, and decided to pop off a couple shots from a handgun. And so many of my neighbors were coming out to the responding officers and saying, hey, I have a ring camera. I have a Nest camera. How can I help? So just a bit of advice to those of you who don't have an

operation center, they don't have integration with platforms like this, at least to have documentation available to homeowners to make it really easy for them to understand step by step how they can pull that content and share it with you. It's going to give you a fantastic tool.

Sean, anything that you want to add on community engagement?

Lt. Arthur: I have to say, yeah, that was one of the key things. I spent most of my career on patrol and worked my way up there. When I got to these crime centers, I was like, oh, the sheriff asked me to be the project manager and then to run it. And I was like, oh, gosh, that had been a job. But then as it went on, I actually saw the benefit of what this can do and the cases that we solved in the room for patrol, like for instance, a missing person using LPRs to track the car that she left in. And as you know, be multi-agency event, getting all these people out there trying to track this person down. We were able to solve in like 15 minutes from the room.

So it is a force multiplier when you're looking at that. And that was just one. The other thing was they used to call me Lieutenant Disney because I was doing tours four or five times a week for our general public and everyone else. It's a funny name.

And the main majority of the people that came in were like, oh, you're watching us on the cameras. No, we're watching the cameras when there's a crime. Our IT department would kill us with the bandwidth that we use trying to get that into the room. So once they started to realize, and we did tons of tours, these people started realizing, oh, when there's a crime, then they start going into their software and looking. So once we got that out and that perception that we're watching cameras all day out, it was, I can't tell you how many times the public was just so happy. And they'd actually tell their HOAs and their family, oh, you guys got to go up there and see a tour to see what this county does. They were actually proud of it more than some of the people that worked at the Sheriff's Office, believe it or not, what was going on in the room and how high tech we became.

Colin: I'm going to just take a moment. We have a lot of intelligent people here in the room. We've got 100 years of crime fighting intelligence up here and me. If anyone has any questions for the panel, please feel free. Just go raise your hand and my good friend Dustin will come find you. So just pop your hand up if you have any questions for the group.

There we go.

Dustin, we've got a question in the back. Two questions in the back. We're going to make this a conversation yet, friends.

Guest Question: Natalie Best: Well, first of all, thank you. It's been a wonderful panel. My name is Natalie Best. I'm actually from the District of Columbia Department of Transportation. So in DC, we always sit at the foot of government. So everything's very political. And so I've heard you talk a lot about the collaborative process of community and other stakeholders, but is there also a layer of politics that goes along with this? Multiple governments. I'm sure there will be, if not politics and multi-jurisdictional law enforcement. Never.

Colin: So I'm going to let everyone else answer intelligently, but I will first say that we are actually currently working with the DC Metro Police Department on a real-time crime center. We are in the process of implementing and building that out right now. So if you want to say hi afterwards, we'll make sure to connect you to the right people. We can make sure that you're being introduced to the right folks for that bit of collaboration.

But who wants to field that one first? Good. We'll start down there and make our way.

Capt. Hull: So yes, your electeds are very important to your operations center. And you can help them out in multiple ways and get their buying in multiple ways. So number one, you know the type of groups that are going to reach out and

express concern to your electeds in your area. And that was part of what I was talking about of being proactive and reaching out to those groups first. So instead of creating a situation where your elected is having to receive potentially negative information, concerns, and then they're having to redirect it to you, if you proactively take that burden off your elected and start addressing those concerns to the community and sharing your "why", right?

Another thing is to make sure that if you have those success stories, like we were talking about sharing your success stories is giving your elected an opportunity to be a part of that success story if they choose to. Because without your elected, at least like in our, I'm a county government, we have a very talented board of commissioners, five board of commissioners. Without their support, we don't have the funding, right? So what we have done is we have brought them in for different press conference opportunities and things like that to make them a part of the team versus just the silent person, right? We make them feel a part of the public safety focus and the groundbreaking technology in taking care of the community. And you build up an ally instead of just a party that you're answering to, if that makes sense.

Colin: I want to actually jump the order on this and tee this one up for Chief Ziman because DCDOT, you have a really interesting set of parameters. It's not just DC-elected government. It's Congress, it's the state of Virginia, it's the state of Maryland, right? It's all of the other jurisdictions that tie into everything that you do. It's WMATA, right? The Washington Airport Authority. You have so many stakeholders. And Chief, I think you were a city that is in four counties when you were.

Chief Ziman: Yeah, that's true. And I would echo exactly what you said. So just from a local municipality perspective, but we're in four counties, Aurora, which is just insane. But the first stop is the stakeholders within the city. The mayor of the city. And when I first started to have this in my brain, and I just started planting the seed, is that this is what I'm going to try to budget for.

You have to have buy-in. There is no way that you cannot have buy-in from your elected officials. We did exactly that. When we started to build the blueprint for it

and we started to really determine how we wanted to build it, we took it right to city council. And this was in its raw stage to say, here is our "why". This is precisely why we want to do it. And then every step, we made sure that we gave them a presentation, made sure that they were the first ones in, because their constituents are the ones who are going to them that are going to complain and say that we're spying on them. So without that, you truly can't move forward. That's foundational.

Now, as far as the other counties, we were looking at different sheriffs. We actually took a different approach, and we decided if we build it, they will come. Instead of talking to everyone else, we decided to build, with Aurora being the largest part in Kane County, we just decided to build what was going to be best for our organization and our city as a whole. And then we invited them to come in and collaborate in any way they wanted to, but we really didn't bring them in early.

Colin: Jay or Sean, did you have anything that you wanted to add?

Capt. Draisin: Yeah. Like I mentioned, most of my career, detective, and then operations, I was not a political person. I've always been in my law enforcement career very upfront. If you ask me a question, be careful, because you're going to get an honest answer. So I learned very quickly. I had to educate myself.

One of the pillars, how to work the political process. We included, we did site visits, much like Chief said, we did site visits all over the country.

I included an IT architect from the city, included them on our site visit trips, because they were going to be a stakeholder in this process. And we needed to get them involved on the outset. And it also saved me a lot of heartache later on, because they knew what we were doing. Because I certainly wasn't going to be able to explain it properly. I'm not an IT person.

Colin: And if you've selected any software or hardware vendors to work with, or even consultants to help spec things out, you really should embrace them to help with the political side of it. Because from our perspective, we are more than happy to reach out to our existing partners in law enforcement that we serve as a

technology provider, to make sure that they'll open their doors to your stakeholders to see what can be accomplished.

And this is an area, a lot of times when someone is trying to sell something and they go, "oh, well, they're going to bring in a different agency", your salesperson's eye is going to light up and go, I can make this bigger. But we understand the folks that serve law enforcement, that that's how you get a Frankenstein's monster designed by committee, and that's how you fail a city. So if you're partnering with good technology partners, they're going to remain focused on you and what you need in helping you navigate that.

Capt. Draisin: I would add also, specific to DOT and those types of issues, we brought in our traffic engineering cameras, right? They're all over the city. They very specifically did not want us recording their camera feeds. So at the time, I was still working for the PD, didn't work for Fusus yet. We contacted Fusus. They created core devices for our city that did not even have the ability to record. Because my thought process was, I'd rather get something than nothing. And here we are four years later, and now they are talking about wanting to be able to record those.

So take what you can get when you get started, because something's better than nothing. And then one other last thing on the political front, I found out that each of our city commissioners got allocated funds for their specific areas. And we talked about funding earlier. So I contacted one of our city commissioners and said, hey, we're having a crime problem in this area. I hear you have funding. You have your own allocated funding. So instead of maybe throwing a block party, how about buying a camera for us? I'll have my analyst run the data. You put the camera up in the highest crime area in your district, and you take credit for it. You're working with us. And sure as heck, that's what he did. And then another council person said, how come you didn't come to me? So it's being creative with those funding ideas, finding out where it is, and just learning how to approach people and build those relationships.

Colin: And we'll throw your block party. No, like constant or Haivision. I'm not even kidding. You got a new real time crime center, and you want to bring the

community in. And we will bring food trucks, and we will help make a day of it 100,000% any old time. Your success is our success.

We had another question in the center of the room. Dustin?

Guest Question: Thank you. My name is Kyle. I'm with Phoenix PD. We're in the throes of actually deploying all our gear for our real time. Main question being, given the experience that everyone's had, what is the maintenance period throughout the lifespan of this gear that's deployed in the area? How did you guys address it, as in stuff going down? Did you have a plan or just learn along the way?

Colin: Sean?

Lt. Arthur: Yeah, just so you know, in our original talks when we started planning this, we had an IT person assigned to our room. Of course, that never really happens once it started, but we ended up having an IT person. I said the last year I was there, actually assigned 50% of the time to the room to help us with software issues.

If things go down, just remember when you do start doing video walls and consoles and all that, there's a warranty on all that stuff. I do recommend sometimes getting that additional warranty added to that. I know with our wall, we had a few things. It's funny because we had a few issues with the wall, and it ends up it was actually our IT and their Firewall that was causing those issues.

A lot of the time, the equipment that you have usually will last at least 10 years, 7 to 10 years is usually what we think of when you're trying to up or redo or update your room. Just keep that in mind, but I'd have to say having an IT person in the room along with your analysts and things would be a key. Someone at least knows what's going on assigned to the room during the planning phases, and then when you're starting with the room and when it's going, because that IT person saved us a bunch of times at 2 o'clock in the morning when we're trying to figure out. It

ends up being a software issue that's really not anything to do with the hardware and things.

Colin: I think the best advice I can give on this topic is your displays. The display technology is "commodity technology". The manufacturers behind those things change their lines every 18 months, if not faster. Spend an extra $12,000 or $20,000 today, however much it takes, to have at least two extra displays or panels in a warehouse or a location that you, the City, control. If you don't, and one goes out three years from now, you're going to have to spend a quarter million dollars because you're not going to be able to find compatible technology to put into that wall or into that space.

Buy those spares, and I know it's hard to have equipment that you invest that sits and does nothing, but I can't emphasize enough how important that can be. That's amazing insurance to avoid having to spend a ton of money down the road to refresh a whole wall that is otherwise perfectly functional.

Lt. Arthur: Just to tap on that, we ended up buying two extra monitors that we had, and we ended up using one of them that we had to flip out real quick. It was a matter of maybe 30 minutes getting them down and putting them back up.

Colin: People trip. I mean, someone is sweeping a floor and hits a thing with the handle of the broom. These things happen, and you have manufacturer's warranties, and the manufacturer might tell you, well, here, this is the model that we're replacing that with, and now you've got a thick bezel in your beautiful wall. It doesn't line up the right way, and it really drives people crazy.

Chief, you look like you were going to jump in.

Chief Ziman: No, I thought it was going to be a dumb answer to say we got warranties, but that turned out to be the right answer. Listen, I don't know how the sausage is made.

Capt. Draisin: Well, kind of in line with that. We actually were able to budget for what we called rip and replace. It started out smaller as our four-year period went on while I was there. That budget grew. It was intended for rip and replace, but I

was trying to be a little creative, and if things were working, I spent it on new assets.

That's how we built our assets across our city. But made sure I didn't spend it all, so if something did go down, I didn't want someone pointing the finger at me like, hey, we give you rip and replace money. But you also want to be careful. If you're in charge of this project, make sure that you learn what these vendors are going to do for you in that process.

That's part of the education process for me. I wasn't in purchasing. I wasn't buying things for my agency prior to that project. One of the reasons we work with Fusus this, if their cores go down, we're going to replace it. That's part of our contract.

You work with people like Constant and Haivision. You want to work with vendors that are going to support their product, so be careful. Make sure that is in the contracts if you're responsible for working those out for your agency, but also build in some replacement funds that you can get.

Once you start getting wins with your center, your replacement budget's going to grow because they're going to see those wins.

Colin: Bear in mind, a scope of work protects whoever wrote it. If your vendor wrote the scope of work and you didn't, it's protecting your vendor more than it's protecting you. Contracts exist for when people aren't friendly. Just make sure you understand what the obligations of all parties are for the long term.

Any other questions in the audience? Perfect, right up here.

Guest Question: Specifically those four pillars, Jay, you were talking about, can you expound upon the automate function beyond LPRs or cameras, what we should recommend is critical infrastructure or policies to help automate the system.

Colin: Jay, let me just repeat that real quick. The question for you was, for the sake of the record, you talked about the four pillars and you mentioned automate. What does automate mean beyond just LPRs and that low hanging fruit? What do you recommend for policy and procedure?

Capt. Draisin: Interesting question because really automate ended up turning into workflow process for us. It's not just the technology automation while that is key. Depending on the technology you buy, you want to get something, number one, you can access quickly.

We had access to our school cameras, but we had to go through a VPN on a specific computer over to this. It wasn't fully automated, but we were able to pull that into a new system that then gave us one click access to their cameras.

For us, automation really was workflow. During my career, I was part of our hostage negotiation team. I'm very procedural and process oriented. I made sure when we built ours out, we built very specific training programs for the people that work in there. We had workflow.

When an incident kicked off, people knew what they were going to do. As simple as we said, we're going to have a detective of the day and we're going to have an analyst of the day. It rotates every day. If something kicks off, you're the lead detective on this incident that we're working. People knew what their roles were. A lot of that came from my experience as a detective. I supervised our homicide unit. I was actually our homicide unit supervisor in 2016 when we had the Pulse Nightclub massacre in Orlando. I learned a lot from that. I brought all of my detective experience and processes on getting things done into our crime center.

My goal was to turn everybody in there, whether it's a detective or an analyst, into a detective. To think like a detective, think two steps ahead. That's why I always bring up it's people, process, and products. People always comes first for me. If you don't have the right people in there, and during our site visits, we went places that had every top end technology that you could buy.

Usually in cities that had higher crime rates, they get a lot more grant money, but the processes in place were non-existent. We were there visiting them, watching them not do their job. If they're doing that when they have visitors, what are they doing when no one's around? That is a big part of that automation. It's not literal automation where this does this, although some of the technology we added does do that. It's automating your processes so that everything flows very

smoothly. We actually tied in our command staff office, our chief's conference room, into our crime center. During a significant incident, we become the incident command post, but we can pipe everything down to the chief's conference room so we don't have 30 people sitting over our shoulder or asking questions and watching. Everything's on their screens as well, and we can pipe everything down there to them. It's really about process.

Colin: That's one of the things that we fight against our customers with sometimes in Haivision, because our platform allows for a lot of automation. It allows for surfacing alerts, which can lead to alert fatigue if you have too much blinking and bubbling at the top. Automation from a technology standpoint can actually be awful if you've set your wall to change a view when a certain alert surfaces, but you're in the middle of an incident response and now it's clearing that dashboard that you needed. I love that advice just to focus on the people in the room and just taking the process.

Lt. Arthur: Just to add on that, it was one of the hardest things that I had to deal with was dispatch, our communication center, to be honest with you. They thought we were taking their job. What was the delineation when they were going to release that incident and let us run it to give them time to answer calls?

We created a policy on that, what would work and not work for them. We actually brought them in, sat them down, went to their in-service and talked to them about it and what they wanted to do, what we could do to help them to alleviate some of that workflow for them. When there's a big incident, they still have to dispatch calls. We took that from them so we could actually work in a critical incident and push the dispatch calls back to them so they could do their job.

Colin: I'm going to give Captain Hull last thought on the topic and then we are at time. Then Darrin, afterwards, I think everyone just one final thought to share with the group. Where can they find you and how to follow up?

Capt. Hull: I guess the one final thought is right now we were talking about this last night, it still is kind of a small community and real-time operation or crime center game.

Networking is going to be very important to your success. Trust down on the collective wisdom of your vendors on your other real-time crime centers and people you know. So when you hear people tell you, hey, reach out to me. If you have any questions, take advantage of those opportunities.

When you go into a new area for a conference or something like that, if they have a real-time crime center or real-time operation center, pop in and see what they're doing. I went to a conference earlier this year in Orlando, visited Orlando real-time crime center and sat down and immediately walked away with two or three things that I knew we absolutely were going to do. So just understand this technology hasn't been around 30 years. There's no established best practices out there and this is the way you do it. Take the time to learn, adapt and grow your network because that collective wisdom is going to be critical to your success.

Colin: Thank you.

Sean?

Lt. Arthur: Yeah, just to hit what the Captain's saying, if you ever guys need anything, please give us a call. And I know the president at Constant Technologies, Brad, he tells me, we don't really care if you're buying something or not. We just want to help public safety out. So he gives me that power to just do what we want to do. You call, you need a policy, you need this, you need that. I'll be more than happy to help you with whatever you're doing. And I would take a parent, Jay's got it, and the chief, Colin, all of us, you know, we're here to help you guys. Don't make the same mistakes we did. So we want you to succeed.

Colin: Jay?

Yeah, agreed. And on that note, my email address is jmd@Fusus.com. I will actually give you my personal cell phone number as well. I'm living, breathing crime centers for the last four years and love it. So I am happy to share any

information I can with you. My number is 407-383-3013. And I am not in Sales with Fusus. I always tell everybody this when we go do training as well. I am never going to try to sell you anything. Our product sells itself, which is why I went to work for the company, because it sold it on me. The officer safety value is huge, which is why I'm so passionate about this space. It really is officer safety intelligence doing a better job. So if anybody needs anything, please feel free to reach out to me.

Chief Ziman: Don't call me, I'm retired.

Just kidding. It leveled up our police department. So if anybody has any questions from my perspective, I'm happy to answer them.

Colin: And then from the Haivision perspective, first, we are not Hikvision, H-I-K-V-I-S-I-O-N. They are a bad Chinese company. So no, we are not Hikvision. No. To echo what Jay and Sean have said here, feel free to reach out to us to talk to our real time crime experts, our public safety experts. We don't care if you bought our technology or someone else's technology. This is really a world where a rising tide lifts all ships. My team wants to learn from what you're doing so we can help other cities, other states, other municipalities. So if you want to just network and share, and you're just trying to find out who else in the world has seen the challenges you have, reach out to us at Haivision.com, H-A-I-V-I-S-I-O-N.

We would be happy to try and make introductions for you to folks that we know that have gone through similar struggles.

Lt. Arthur: And just to add, I have some cards. If you guys need them, they'll be up here. They have my personal number as well.

Colin: If you want my personal number, it's really just to discuss how much you loved Hadestown. It's a great show. You should go see it. Six, by the way, Six is fantastic. Go see that one on Broadway. All right, listen, thank you everyone for coming today. We appreciate your time!

End of Episode