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## JOINING THROUGH THE WEBEX



### Turn off your video



- Click the video icon, should remain red throughout the course

### Sound test



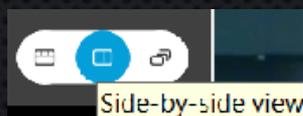
- You should hear music playing

### Your mic will be muted upon arrival



- To confirm, make sure your mic icon is red, and stays red throughout the course

### For best viewing, change to the Side-By-Side view



- Choose this option on the top right of the viewing screen

### Open chat: Click the bubble icon



- Chat will appear on the right-side panel Change "to" option to "everyone"

### Open notes: Click the paper icon



- Notes will appear on the right-side panel

### Lock the instructor video



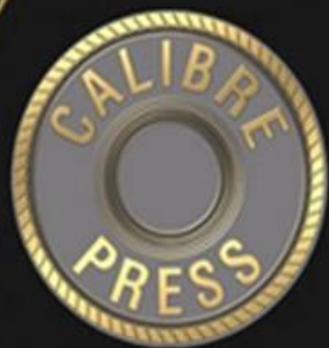
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# Response To Officer Involved Shootings:

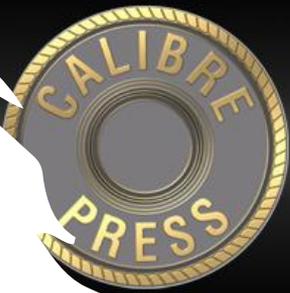
## *Critical Incident And Crisis Risk Management For Cities And County Agencies*



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**GOLD STANDARD FOR 40 YEARS**

**OVER 1 MILLION**



**TRAINING  
NETWORK**

**ING TRAINING ANYTIME ANYW**

Attorney Scott Wood

[okcoplaw@aol.com](mailto:okcoplaw@aol.com)



# **Atty. Scott Wood**

- **Former Tulsa Police Officer**
- **Certified Force Analyst**
- **Former General Counsel to the National Tactical Officers Association**
- **Has represented over 100 officers involved in use of force investigations**
- **Defends officers accused of civil rights violations**



BETTY SHELBY TRIAL

# VERDICT: NOT GUILTY

Jury deliberates nine hours before issuing decision



***THIS  
PRESENTATION IS  
NOT ABOUT HOW  
TO HIDE FACTS,  
SPIN FACTS,  
DECEIVE OR  
OTHERWISE  
MANIPULATE AN  
OFFICER  
INVOLVED  
SHOOTING  
INVESTIGATION.***

**DO NOT CROSS**

***IT IS ABOUT HOW TO  
PROTECT THE  
INTEGRITY OF AN  
OFFICER INVOLVED  
SHOOTING  
INVESTIGATION AND  
MAKE SURE THE  
RIGHTS OF OFFICERS,  
VICTIMS, SUSPECTS,  
THE PRESS AND THE  
PUBLIC ARE UPHELD.***

***FULFILLING THESE  
DUTIES WILL  
ULTIMATELY BENEFIT  
THE AGENCY AND  
MINIMIZE THEIR RISK  
IN CIVIL LITIGATION.***

**DO NOT CROSS**



**A CRISIS IS: a negative event or situation that impacts or threatens to impact**

- 1. people,**
  - 2. the environment,**
  - 3. business operations,**
  - 4. the organization's reputation,**
- and/or**
- 5. the financial status over the long term.**
- It requires immediate attention and guidance from leadership.**

**(Melissa Agnes in her book "crisis ready" 2018 Mascot books.**

**Public trust is  
always an  
absolute  
expectation of  
local  
government.**

**CITIZENS  
EXPECT AND  
DESERVE:**

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**TIMELY INFORMATION- EVEN IF THAT  
INFORMATION IS “WE’RE WORKING  
ON GETTING INFORMATION FOR YOU.”**

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**ACCURATE INFORMATION-  
SOMETIMES ACCURATE INFORMATION  
WILL TAKE SOME TIME. IF THAT IS THE  
CASE, SAY SO BUT GIVE A TENTATIVE  
TIMELINE.**

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**TRANSPARENCY- The buzzword of this  
century so far. What does  
transparency really mean?**

# **PLANNING IS KEY**

- **What have you done to plan for your coming crisis?**
- **Do you know what your other department heads worry about in terms of their imagined crisis?**



# **NUTS AND BOLTS**

## **What are the first things that need to happen after and OIS?**

- What does policy say? Field supervisors need to know which persons or entities are contacted immediately.
- Names and designators of all officers on scene when the shooting took place.
- Who shot and who did not (or didn't think they shot) In multi-shooter shootings, check everyone's gun.
- Separate shooters from non-shooters, and shooters from shooters. Before CIRT can arrive, assign officer to stay with shooter to maintain chain of custody of weapon.

**Clear designation of who will speak on behalf of the department in the early stages of the investigation.**

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- **Shift Commander on duty?**
- **Wait for PIO?**
- **Police Chief/Deputy Chief/Sheriff/Undersheriff?**



**Clear designation of who will speak on behalf of the department in the early stages of the investigation.**

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**Think about developing a standard statement that can be added to with the verifiable information you get from investigators. Be ready to address the call for **TRANSPARENCY.****



**But remember, TRANSPARENT  
does not mean:**

- **Succumbing to demands from the press or outside groups to get inside of an ongoing investigation.**
- **Panicking and giving out partial or incorrect information in the hopes that you will then be left alone.**

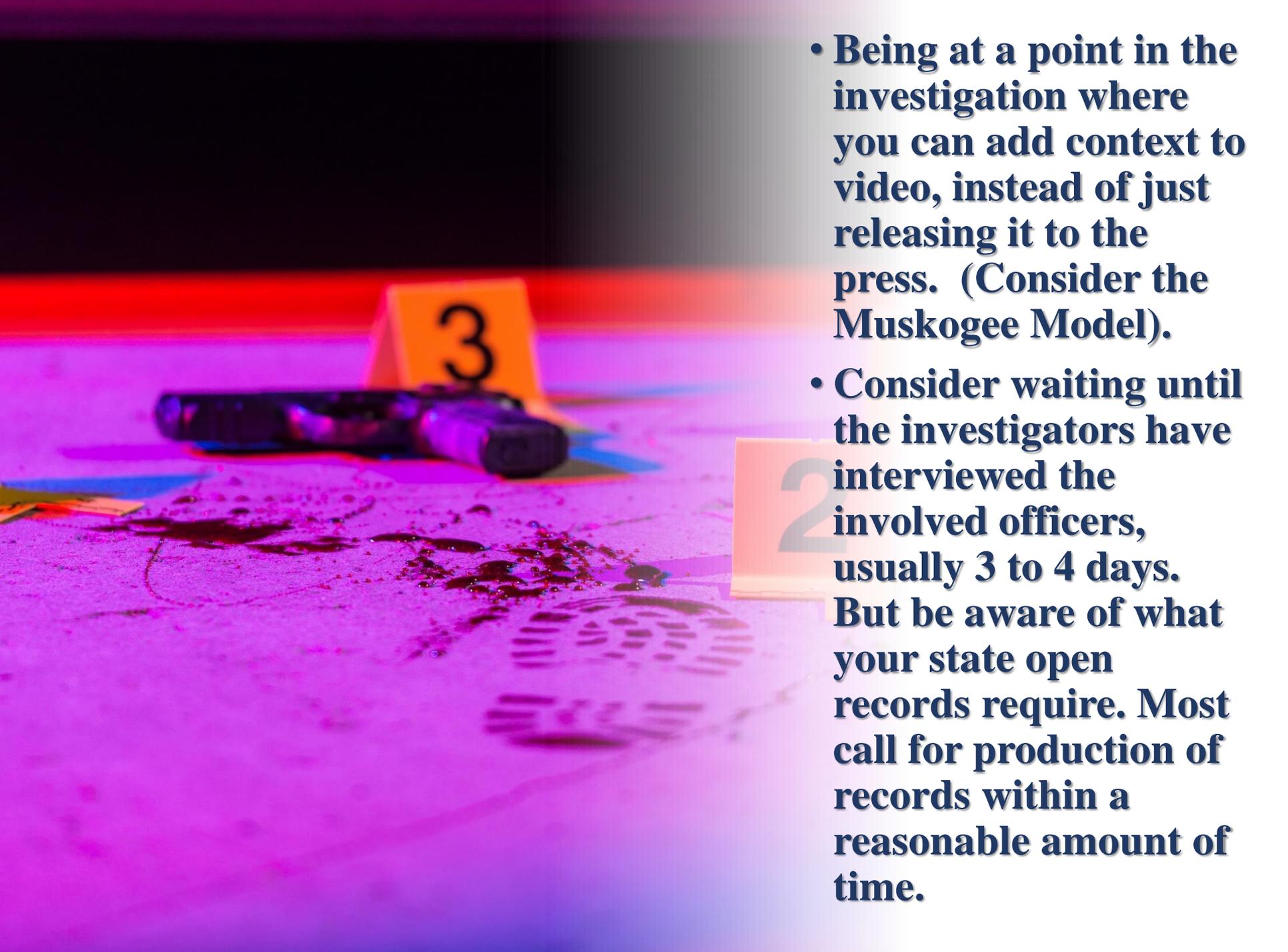
# But remember, **TRANSPARENT** does not mean:

- **Panicking and releasing a police recording whose narrative can be hijacked and falsified.**
- **Making promises to the press or outside groups about information you are not certain of at the time.**
- **Making one initial press release or statement about an incident, and then “hunkering down.”**

A crime scene photograph showing a handgun lying on a light-colored floor. A yellow evidence marker with the number '3' is placed near the handgun. There are several dark, irregular stains on the floor, likely blood. The scene is illuminated with a strong red light, creating a dramatic and somber atmosphere.

**Be ready to address:  
Was the shooting  
recorded? If so, when  
will the recording be  
released? These factors  
should be considered:**

**•Protecting the  
integrity of  
the  
investigation.**



- **Being at a point in the investigation where you can add context to video, instead of just releasing it to the press. (Consider the Muskogee Model).**
- **Consider waiting until the investigators have interviewed the involved officers, usually 3 to 4 days. But be aware of what your state open records require. Most call for production of records within a reasonable amount of time.**

- *“The key thing that people need to understand is that the integrity of the investigation is the most important thing,” said David Klinger, a University of Missouri-St. Louis sociology professor who studies police use of deadly force. He added: “You cannot let the mob run how a police department runs an investigation.”*

**“FASCINATING...EXTRAORDINARY”**

—As Quoted in Malcolm Gladwell's Bestselling Book *Blink*

A COP'S EYE VIEW  
OF DEADLY FORCE

**INTO THE  
KILLZONE**

“DRAMATIC AND PROFOUNDLY IMPORTANT TO OUR UNDERSTANDING OF ALL THAT CAN HAPPEN WHEN A COP PULLS THE TRIGGER” —JOSEPH WAMBAUGH

**DAVID KLINGER**

• *“It’s become a fetish — the video, the video, the video,” Klinger said. “The videos are not always dispositive. And in fact, they are frequently not dispositive.”*

**“FASCINATING...EXTRAORDINARY”**

—As Quoted in Malcolm Gladwell’s Bestselling Book *Blink*

A COP’S EYE VIEW  
OF DEADLY FORCE

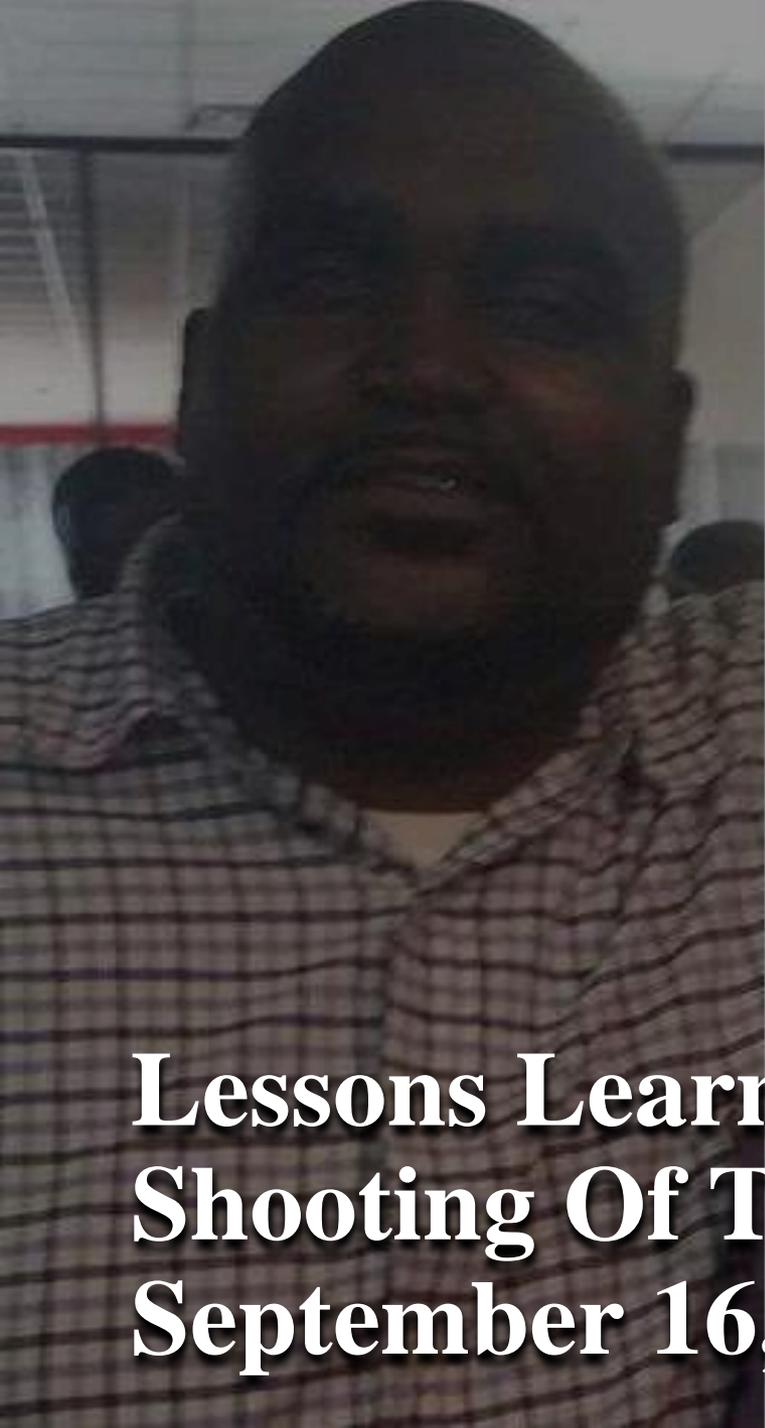
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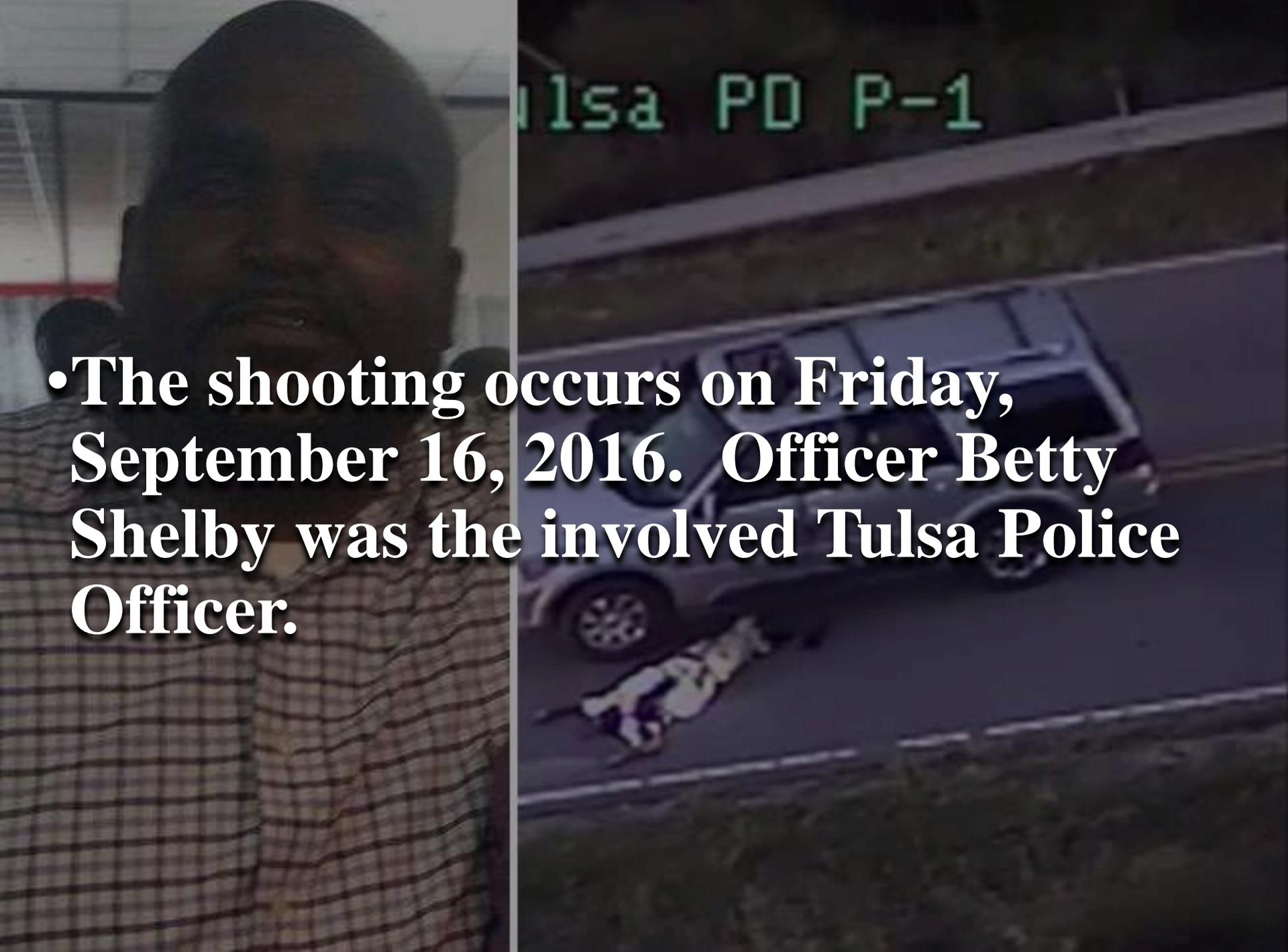
**DAVID KLINGER**



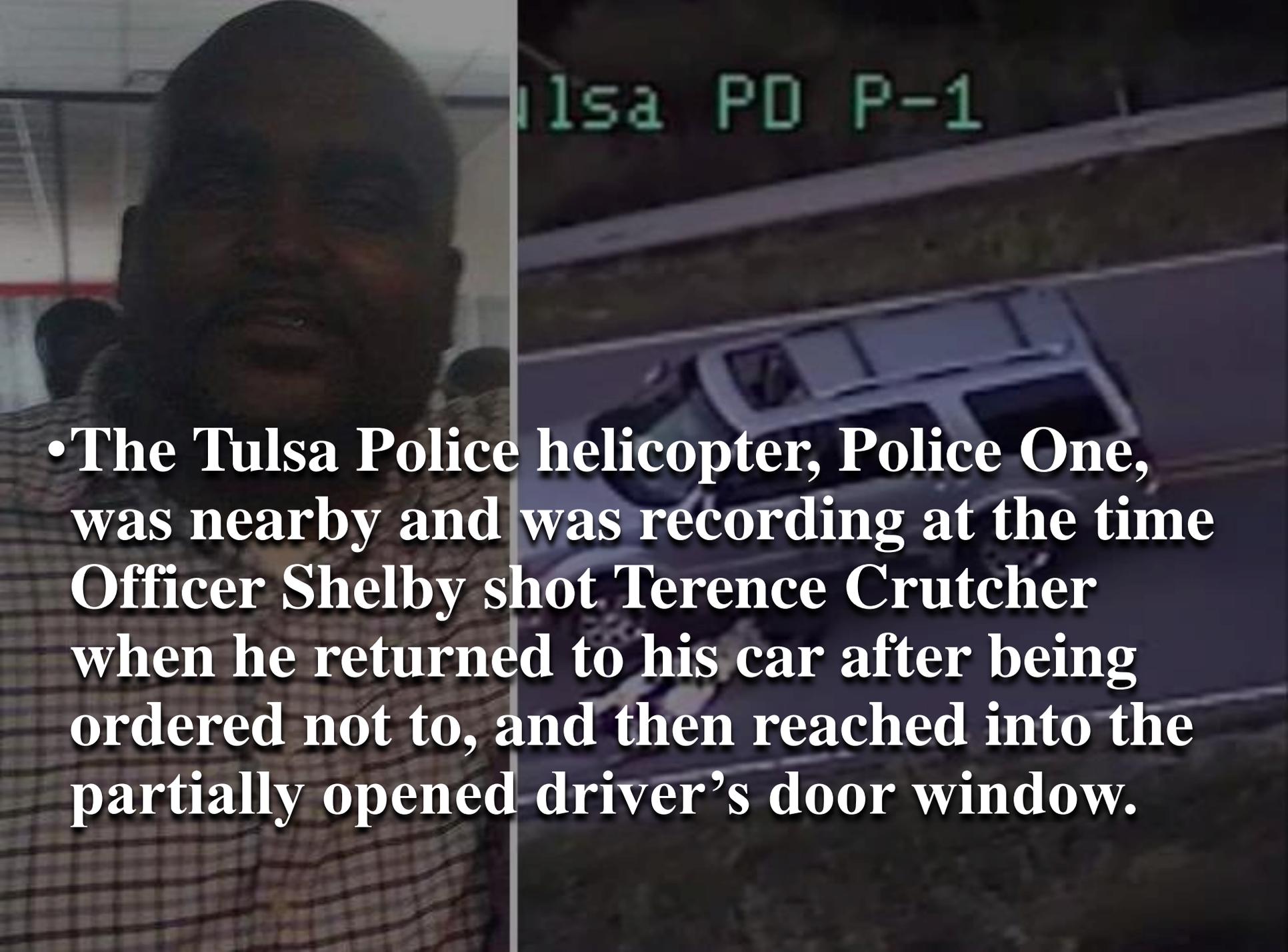
**When in doubt, or you have several options, default to the answer that will do the most to ensure and protect the integrity of the investigation.**

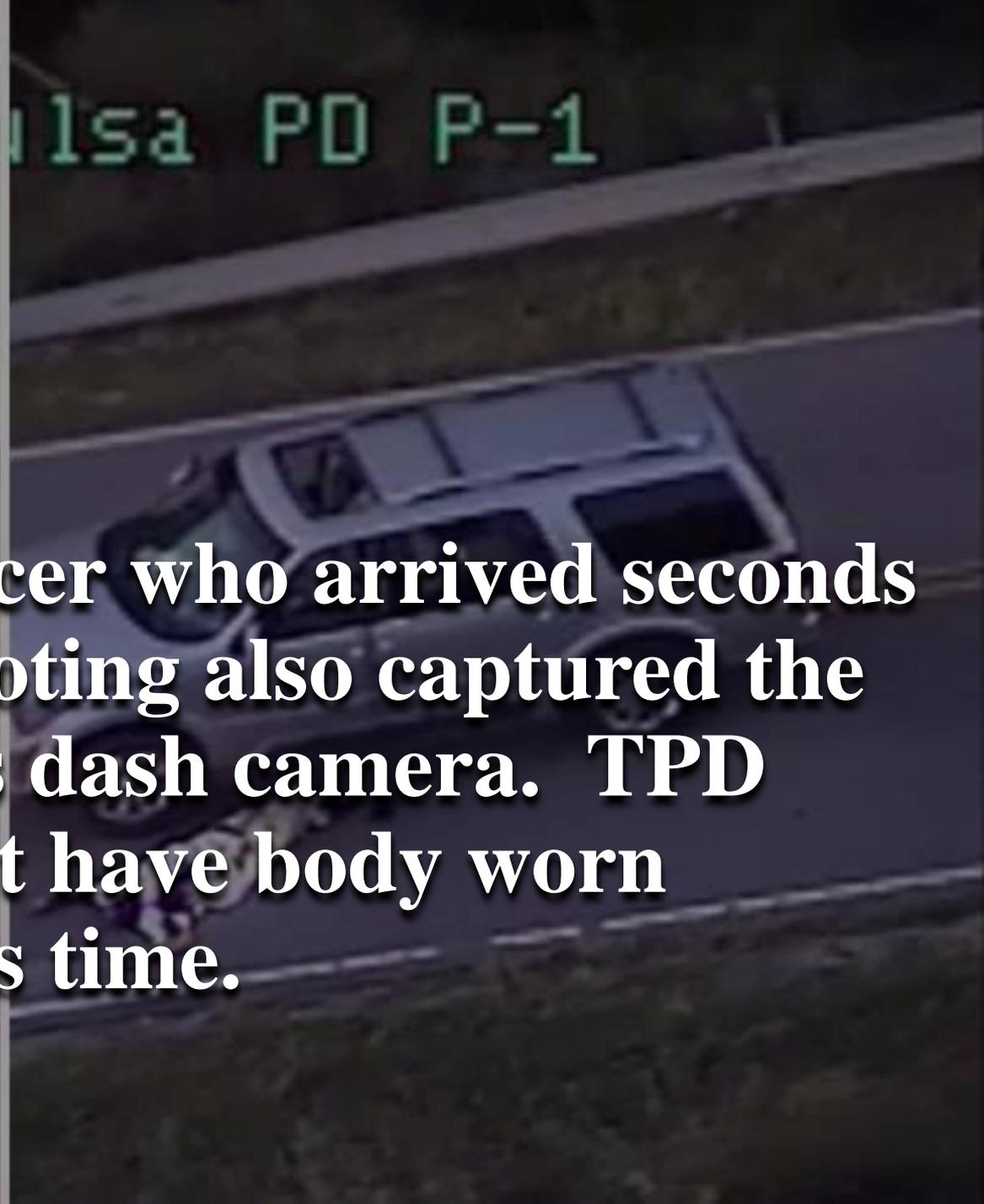
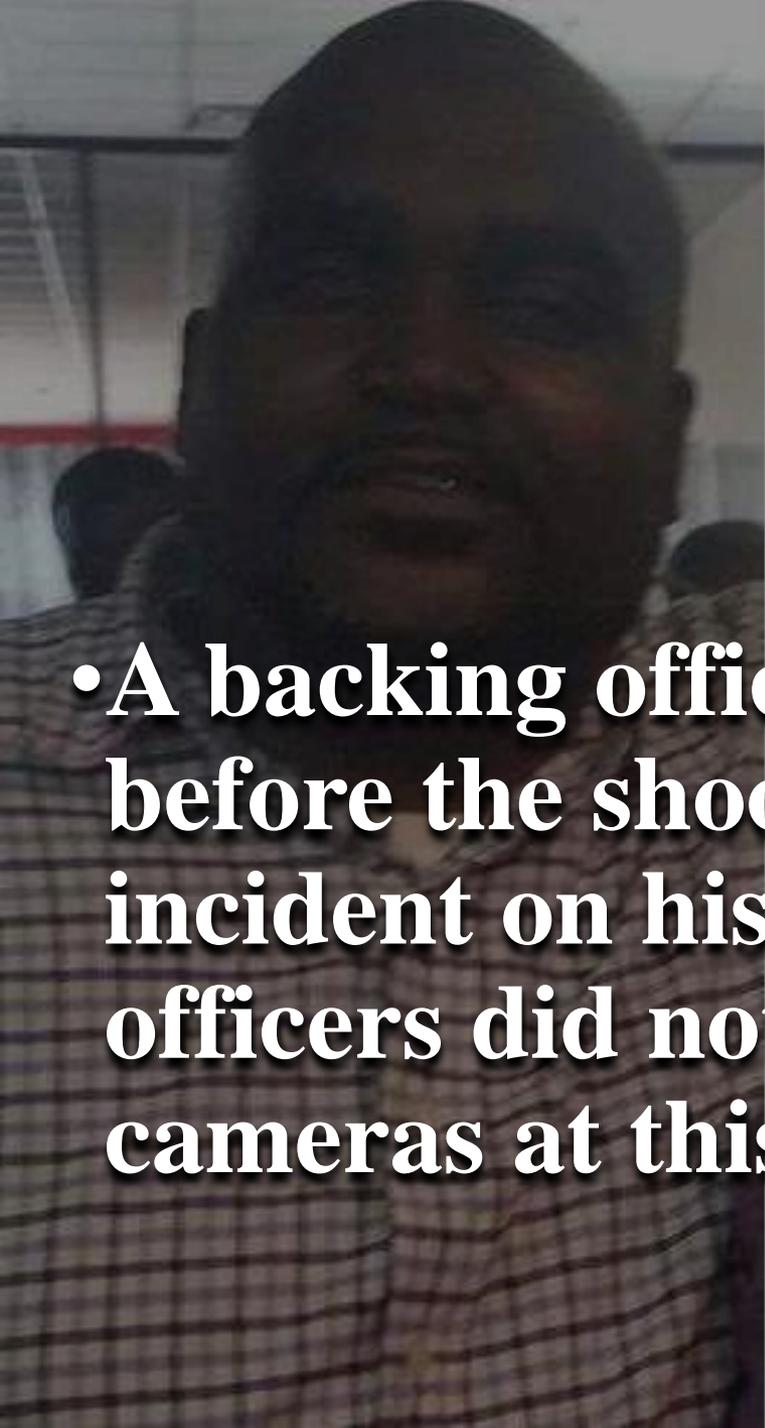


**Lessons Learned From The  
Shooting Of Terence Crutcher On  
September 16, 2016**



**• The shooting occurs on Friday, September 16, 2016. Officer Betty Shelby was the involved Tulsa Police Officer.**

- 
- **The Tulsa Police helicopter, Police One, was nearby and was recording at the time Officer Shelby shot Terence Crutcher when he returned to his car after being ordered not to, and then reached into the partially opened driver's door window.**



- **A backing officer who arrived seconds before the shooting also captured the incident on his dash camera. TPD officers did not have body worn cameras at this time.**

00;00;02;05



DISPATCH RADIO TRAFFIC

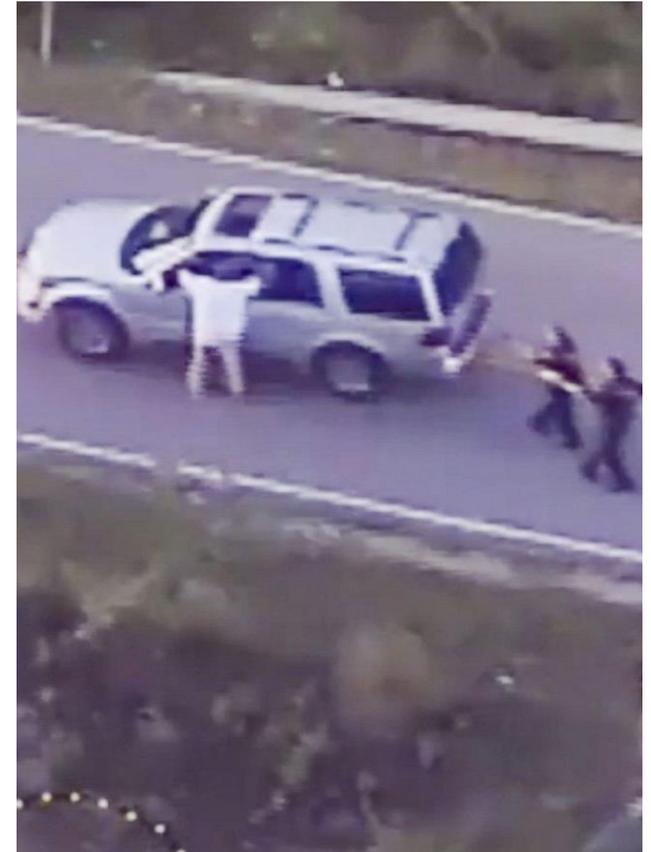
**CONFIDENTIAL MATERIAL** DO NOT DISTRIBUTE

**TULSA POLICE OFFICER INVOLVED SHOOTING ON  
SEPTEMBER 16, 2016; OFFICER BETTY SHELBY**

# **Saturday, September 17, 2016**

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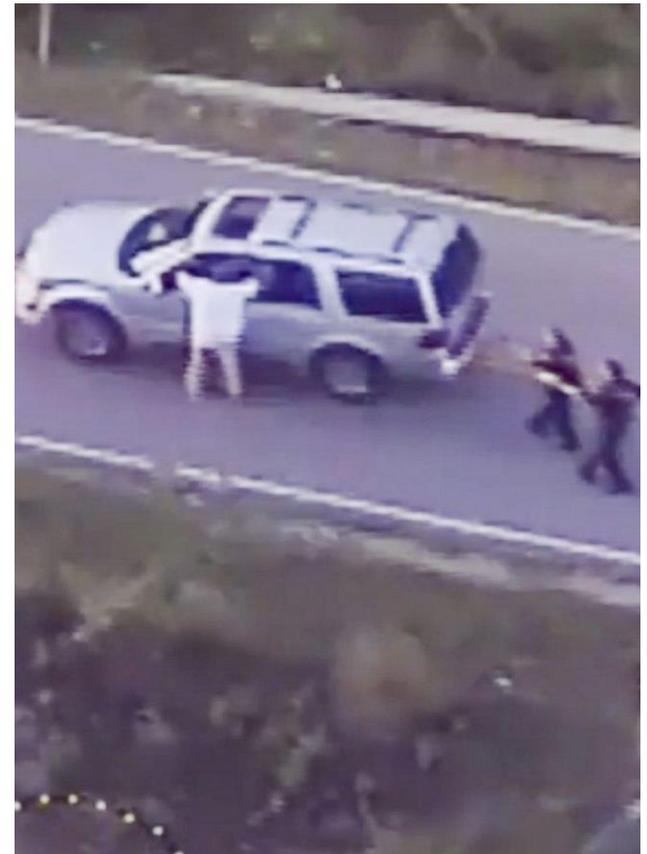
Early in the morning I received several messages which indicated the videos “don’t look good,” and that this could have been an accidental discharge. I also learned Betty’s dash camera was not activated at the time of the incident, since she only turned on her rear flashers, not her overheads. I also began hearing:



# **Saturday, September 17, 2016**

---

- **Concern that command staff was in a panic.**
- **Several requests from within the command staff that the Department utilize the “Muskogee Model.”**
- **Throw down of Betty Shelby begins. Primarily based on the widespread social attitudes in the wake of Ferguson, Missouri and BLM.**





**Panicking and releasing a police recording without context CAN ALLOW THE narrative can be hijacked and falsified. The Department did not rebut the claims that the drivers window was up, so that Crutcher could not have reached in for a gun.**

Less than 16 hours after the shooting, TPD released Betty Shelby's name as the involved officer, along with a picture of her. The department had *never* done this before.

## Tulsa Police Name Officers Involved In Fatal Shooting Of Terence Crutcher

Posted: Sep 18, 2016 11:34 AM CDT Updated: Sep 19, 2016 2:57 PM CDT  
BY: NEWS06.COM



# Terence Crutcher was turning life around before fatal Tulsa police shooting, family says

*-Chicago tribune*



**On the morning of September 18, I texted Detective Dave Walker to discuss a time for Betty's interview. We set the interview for Monday Morning, September 19.**



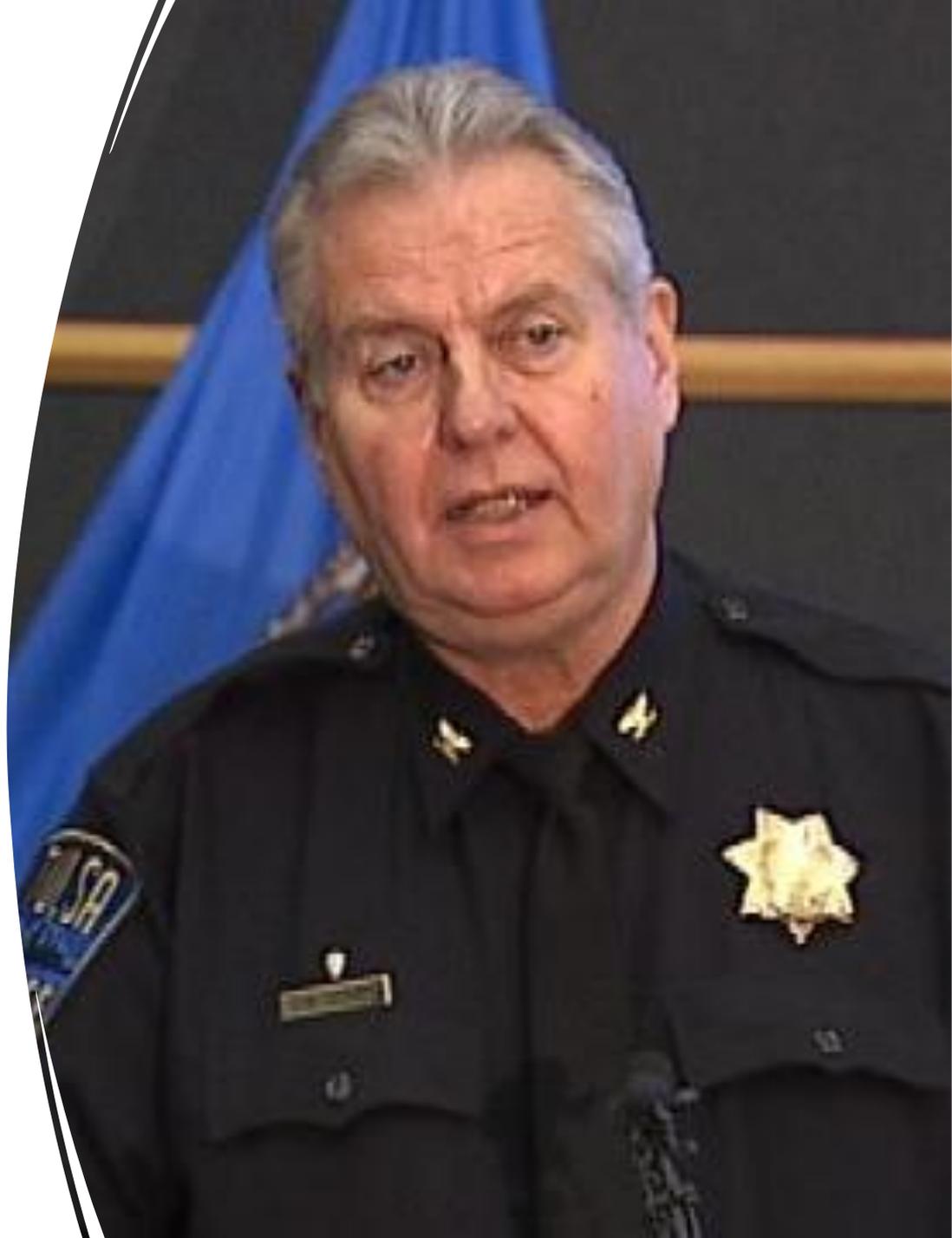
**On Saturday, September 18<sup>th</sup>, I received an anonymous voice message left at my office.**



*“Yes, I was calling Mr. Wood now. That guy right there, that Crutcher guy, he’s the same guy that fired shots Thursday, on the northside. An officer was called out and did a report. He was in the middle of the intersection of 51<sup>st</sup> Street.”*

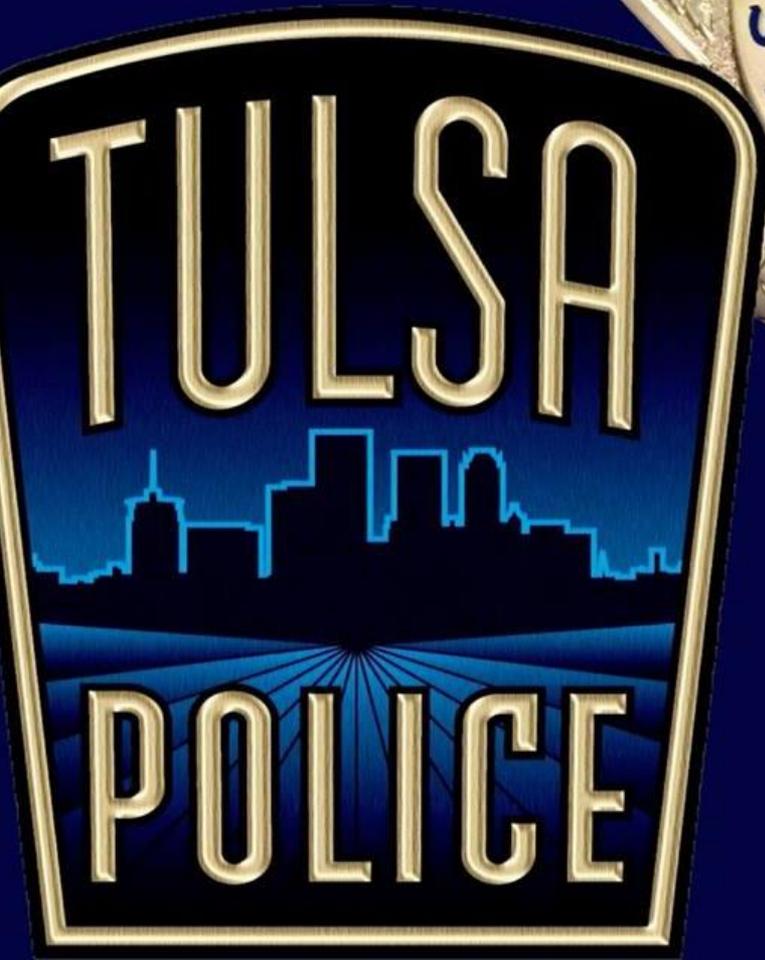
# **MONDAY, SEPTEMBER 19<sup>TH</sup>**

- 
- **CHIEF JORDAN  
ADDRESSED THE PRESS  
PRIOR TO RELEASING  
ALL OF THE VIDEO AND  
AUDIO RECORDINGS  
RELATED TO THE CALL.**
  - **HE CALLED THE VIDEOS  
“DISTURBING.”**
  - **HE CLOSED BY SAYING  
“*WE WILL ACHIEVE  
JUSTICE IN THIS CASE.*”**



**In police shootings, gauge your remarks based on the facts. Some are tragedies, some are predictable events. Don't confuse regret with an admission. Stay on message. Don't ramble.**





## **Muskogee Model Suggestion From Some Command Staff Members Rejected**

**Tulsa Police Sgt.  
Shane Tuell  
confirmed that  
relatives were  
shown the  
recordings Sunday  
ahead of the public  
release.**



**“We wanted them to see it before it was released so they wouldn’t be blindsided by it,” Tuell said. “We wanted to be able to have that intimate time with them, with their attorney, to see if they had any questions or concerns.”**



**“With something of this magnitude, we’re trying an approach that we believe is necessary to further that transparency.”**



**About a dozen protesters gathered outside the Tulsa County courthouse on Monday morning, waving signs that read, “This Stops Now” and “Not Going, Keep Protesting.” They also chanted, “Hands up, don’t shoot.”**

**Tuesday, September 20, 2016**  
**Los Angeles Times:**

*“Anger grows in Tulsa  
as police release video  
of fatal shooting of  
unarmed black man”*



**LA**  
**Times**



*"We have got to tackle systemic racism. This horrible shooting again. How many times do we have to see this in our country?"*

***Hillary Clinton on The Steve Harvey Morning Show***

**Wednesday, September  
21, 2016  
Cleveland Heights, Ohio  
(CNN)**

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**Donald Trump said  
Wednesday he was "very  
troubled" by the fatal  
police shooting late last  
week in Oklahoma of an  
unarmed black man and  
suggested the officer in  
question "got scared" or  
was "choking."**





***Sep 22, 2016***

- **TULSA, Oklahoma - President Barack Obama called Tulsa Mayor Dewey Bartlett Wednesday afternoon.**
- **The White House says Bartlett updated the President on what was happening in the aftermath of the fatal shooting of Terence Crutcher.**



***Black man shot  
by Tulsa police  
had hands 'in  
the air,' says  
pastor who  
reviewed video  
of the shooting  
By Derek  
Hawkins  
September 19,  
2016  
WASHINGTON  
POST***



- **Rodney Goss, a pastor at the Morning Star Baptist Church in north Tulsa, spoke to the Tulsa World.**
- **Goss said police let him review all three videos Sunday, along with members of Crutcher's family, local activists and community leaders. The department is expected to release the videos to the public Monday.**



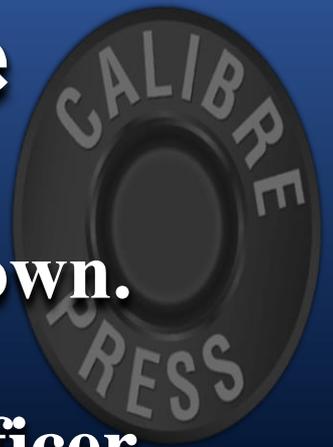
• Footage from the scene didn't show Crutcher reaching into the vehicle at all, only walking toward it, Goss told the World.



- **“His hands were in the air from all views,”** Goss said. **“It was not apparent at any angle from any point that he lunged, came toward, aggressively attacked, or made any sudden movements that would have been considered a threat or life-threatening toward the officer.”**

# **Runaway false narrative**

- **Terence Crutcher's vehicle had broken down. (not true)**
- **Terence Crutcher complied with all of Officer Shelby's orders. (not true)**
- **Terence Crutcher had his hands in the air the entire time. (not true)**
- **The driver's door window was up, so it was impossible for Mr. Crutcher to reach into the vehicle. (not true)**
- **Mr. Crutcher was tasered, then shot. (not true)**
- **No one rendered aid to Terence Crutcher. (not true)**



# “MUSKOGEE MODEL”

- Great example of crisis management in a high profile officer involved shooting.
- Occurred January 17, 2015, outside of a church just after a wedding.



# **Background to the Muskogee model:**

- **Muskogee PD implemented their body worn camera program in November of 2014.**
- **On Saturday afternoon, January 17, 2015, Officer Chansey McMillin answered a call at a local church regarding an ex-boyfriend who had made threats toward a female who attended the wedding. The pastor called 911 for the female.**
- **Officer McMillin arrived and made contact with the suspect.**



**This is a three-minute excerpt from Officer McMillin's bwc.**

# **Aftermath of the shooting**

- **Muskogee requested the OSBI investigate the shooting.**
- **Officer McMillin returned to the police station and Deputy Chief Chad Farmer took possession of his camera and downloaded the recording for the OSBI. The command staff then reviewed the recording.**
- **I was contacted by Chief Eskridge for advice about his concerns over :**
  - 1) how the recording would be viewed by the public,**
  - 2) the white officer black suspect dynamic,**
  - 3) social media postings from witnesses who said they were at the church and indicating the suspect had dropped his cellphone, not a gun, and was unarmed and shot for simply running away.**



**The Muskogee Model:  
Force Science News #277:  
How one city kept the peace after a white cop/black suspect  
OIS**

# **Crisis recognition & *potential* crisis recognition**

- **Chief Eskridge recognized the potential the shooting had to become part of what has come to be referred to as “The Ferguson effect\*.” He wanted a strategy to get ahead of false narratives.**
- **After I reviewed the video, I recognized the recording would be hard to interpret for non-police citizens, and if released to the public without explanation or context, the chance of a false narrative being developed would be high.**
- **In anticipation of requests for the recording, I advised him it would be reasonable to wait one week before releasing it.**

# **Crisis recognition & *potential* crisis recognition**

- **In the meantime, we could break the video down and analyze it and explain what was happening in a power point presentation which would be given in a press conference just before the recording was released. Chief Eskridge communicated with leaders and pastors of the black community and requested they have patience. He also answered any questions he could at that time.**
- **Ferguson, Mo. Officer Darren Wilson shot Michael Brown in August of 2014.**

# Muskogee Police Chief Rex Eskridge

- In late 2014 Chief Eskridge and I discussed the Ferguson effect on several occasions, and we believed a proactive approach would be better.
- Chief Eskridge then came up with a strategy to show the power point presentation to community leaders and pastors of all the churches in town prior to releasing it to the public. Chief Eskridge already knew them all, as he regularly attended services of the churches in town on a rotating basis.
- Members of the City Council also attended the series of debriefings which started on January 22, 2015.



# January 22, 2015 debriefings

- Muskogee officers were shown the presentation.
- Three other groups of community leaders, city councilors and others, including representatives from the US Attorney's office and the Muskogee County DA's office attended the debriefings.
- Following each presentation there was a question and answer session, with Chief Eskridge, and Deputy Chiefs Chad Farmer and Johnny Teehee fielding the questions.
- The power point and the recording was released to the press and public the next morning , January 23.



# Going the extra mile

- **Deputy Chief Teehee contacted Terence Walker's mother in Austin, Texas. She already knew of her son's death. Chief Teehee told her the investigation was being conducted by the OSBI, and explained the steps of the investigation. He also promised to keep her informed, and he called her everyday for the next few weeks.**
- **Mr. Walker's Godfather was an Austin Police Sergeant, and Chief Teehee briefed him also on the investigation.**

# Going the extra mile

- **Mr. Walker's uncle, an attorney in Texas, also contacted the Department and Chief Teehee briefed him as well.**
- **The night before the Department started its debriefings on January 22nd, a link to the BWC recording was sent to the family so they would not have to see it for the first time on television or the internet. But by this time, all of the community leaders had seen the video and the accompanying presentation, breaking down and explaining the shooting and showing still extracts of the suspect pointing his gun.**

# **NAACP Responds to Muskogee Officer Involved Shooting**

***KTUL NEWS 8 TULSA Jan. 26***

- Tulsa's NAACP is speaking out after the Muskogee officer-involved fatal shooting. The president, Pleas Thompson says it is proof there is a 'shoot first, ask questions later' culture.
- Thompson sat down with Channel 8 to view the raw video that
- Muskogee police released. He feels the officer could have avoided
- shooting, since Terrance Walker was seen running away.

# **That same day I advised Chief Eskridge we needed to reach out to Mr. Douglas. Chief Eskridge sent the Oklahoma NAACP Chapter President the following email:**

**Dear Mr. Douglas- By way of introduction, my name is Rex Eskridge, and I am the Chief of Police in Muskogee, Oklahoma. In following all of the news regarding the recent shooting, I noted you were quoted as saying you were going to come to Muskogee to make inquiry yourself about the facts and circumstances surrounding this shooting.**

**If that is indeed true, I wanted to extend an invitation to you to come to the police station and visit me and my staff while you are in town. I would be happy to provide you with any information I have regarding this incident. As you know the OSBI is investigating the shooting and it is my understanding that their final written report will not be done for a number of weeks. And, as I am sure you are also aware, the OSBI will not release the report to anyone except the District Attorney and the Police Chief of the requesting agency, which in this case is me. While I cannot release a copy of the report to you by statute, I can, and will let you and anyone you designate on behalf of the NAACP, come to the station and review the entire report when it is in my possession.**

**The City of Muskogee has taken a position of openness and transparency from the beginning of this investigation. Please let me know if I can be of service to you in any way as you seek information regarding this unfortunate incident.**

**Best Regards,**

**Chief of Police Rex Eskridge**



The shooting and the Muskogee approach to the aftermath appear in the national news.

# **The vast majority of coverage highly praised how the city of Muskogee responded**

*THE DAILY BEAST, NYC JAN. 24, 2015*

*NO LIE: The Wedding Day Cop Killing*

A recently issued body camera to a Muskogee, Okla., cop shows the value of openness, especially when guns are drawn.

*We should all be Okies from Muskogee.*

From that small Oklahoma town comes an example for the entire country on how a police department should conduct itself, starting with equipping its officers with body cameras and following through with a promise to be as transparent as possible in the wake of a fatal cop involved shooting.

The police department convened a meeting with Jones and various other pastors at the Rev. Martin Luther King, Jr. Community Center in Muskogee. The cops pledged to be as forthright as possible and over the following week showed the body camera video to Walkers' family as well as the pastors, inviting everybody to ask any questions they might have.

# ***THE DAILY BEAST, NYC***

## ***JAN . 24, 2015***

- Anybody who doubts this account is free to study the video, which the Muskogee Police Department has released for all of us watch and study and judge for ourselves.
- “This may sound crazy from a little town in Oklahoma, but we’re trying to set an example for the nation,” Mahan said.
- Sgt. Michael Mahan was Muskogee’s Public Information Officer in January of 2015.



# **You will be perceived to be transparent if you:**

- **Provide timely updates---even if there is not any new information to offer. If there's nothing new, say so, and advise what efforts are being made.**
- **If there is an outside investigation going on, such as the County Sheriff or OSBI, advise the detective or agent in charge of the investigation of any information you plan to release.**
- **If you get no information from the investigating agency, then balance that lack of information against the need to protect your agency or employee from falling victim to a false narrative. Sometimes you will need to step out in front. The following is an excellent example of a City stepping out in front of a crisis.**

# **Police publications around the country became aware of the Muskogee model and sang its praises.**

- **Force Science News #277:**  
<http://www.forcescience.org/fsnews/277.html>
- **How one city kept the peace after a white cop/black suspect OIS**
- **Stripped to its bare bones, the incident had the ingredients of another racial firestorm: A white cop with a prior shooting on his record repeatedly fires at and kills a young black male, a former college football player, in full view of a crowd dispersing from a wedding at an African-American church on the Martin Luther King holiday weekend. In one newspaper's terse assessment: "kindling in need only of a match."**

# **Police publications around the country became aware of the Muskogee model and sang its praises.**

- **Yet when these unfortunate circumstances recently befell Muskogee, OK, there were no protests by angry marchers, no demands for criminal prosecution of the police, no looting or burning, no related arrests.**
- **Instead, thanks to a police department's skillful performance in getting its "narrative" of the facts across to the public and maintaining calm in the critical days after the shooting, the fatal encounter and its aftermath became what one publication calls "*an example for the entire country of how a police department should conduct itself.*"**

# Averted Crisis

- **On February 23, 2015, Muskogee County District Attorney Orville Loge released a letter he prepared clearing Officer McMillin and finding the shooting legally justified.**
- **On January 17, 2017, the statute of limitations ran for bringing a lawsuit against the City of Muskogee and Officer McMillin. No lawsuit was ever filed.**
- **Since the shooting the Muskogee Model has been utilized on numerous other shootings involving OMAG insured agencies.**
- **The Model is also used now in most major police departments, including Boston PD and Los Angeles PD.**

**Brooklyn Center, Mn. OIS  
April 11, 2021**

**THIS SHOOTING A FEW MONTHS  
AGO IS AN EXCELLENT  
TRAINING PLATFORM.**

- **At approximately 1400 hours on April 11, 2021, veteran Officer Kim Potter and her rookie are involved in a traffic stop. A 20 year old named Duante Wright is the driver.**



**Brooklyn Center, Mn. OIS**  
**April 11, 2021**

- **A records check indicates he has a misdemeanor warrant for his arrest. It appears Officer Potter has decided to let the rookie take the subject into custody. In the next few seconds, a number of tactical errors occur.**



**Brooklyn Center, Mn. OIS**  
**April 11, 2021**

- **Mr. Wright is able to get back into his car, get behind the wheel, and start to drive off. Officer Potter then gets into a position to the side of Mr. Wright and announces “Taser, Taser, Taser!,” then fires one round from her service weapon as Mr. Wright drives away, traveling about a block and then crashes. He subsequently dies.**





**Body worn camera recording**

**Field Training Officer Potter confused her gun for her taser.**



# GRABBING AND SHOOTING A GUN INSTEAD OF A TASER IS NOT A NEW OCCURRENCE.

Date	Victim's name	City
2001	Steven Yount	Sacramento, CA
2002	Everado Torres*	Madera, CA
2002	Christopher Atak	Rochester, MN
2003	Frederick Henry	Somerset County, MD
2004	Theodore Wright	Mesa, AZ
2006	Unknown	Bremerton, WA
2008	Michael McCarty	Nicholasville, KY
2009	Oscar Grant*	Oakland, CA
2014	Eric Butts	Springfield, MO
2015	Eric Harris*	Tulsa, OK
2017	Jamel Jackson	Baldwin County, GA
2018	Ryan Smith	York County, PA
2018	Akira Lewis	Lawrence, KS
2019	Brian Riling	New Hope, PA
2019	Ashley Hall	Ladue, MO
2021	Daunte Wright*	Brooklyn Center, MN

BROOKLYN CENTER, Mn. Officer involved  
shooting  
PRESS CONFERENCE April 12, 2021



BROOKLYN CENTER, MN. OIS PRESS CONFERENCE EXCERPTS  
ONE DAY FOLLOWING THE INCIDENT  
Mayor Mike Elliott



Later in the conference, the mayor responds to a question and says he is in favor of *“releasing the officer of her duties.”*



10 minutes later Chief Tim Gannon gets back up and says the officer is entitled to due process, and the crowd turns.



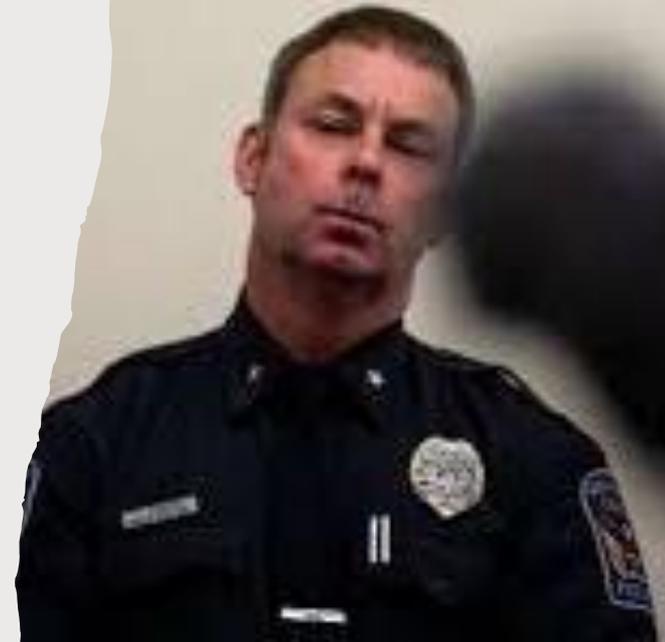
By Wednesday, April 14, Officer Kim Potter resigns and is charged with 2nd degree manslaughter, and Chief Gannon has also resigned.



# WHAT CAN WE LEARN?

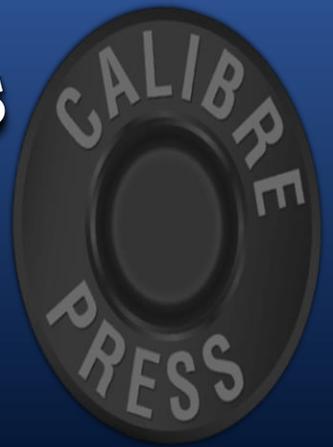
## Plan

- The location and set up of the press conference was poor.
- Not appearing all together and introduced at the
- same time gave the appearance of division.
- The diametrically expressed positions on termination of the officer between the Mayor and the Chief should not have happened.
- The Chief's demeanor indicates he is uncomfortable, and in conflict with his group.
- The release of the video was in panic, and too early, imo.
- tim



# “MUSKOGEE MODEL” TAKEAWAYS

- **Timely communication**
- **Accurate communication**
- **Honest communication**
- **Transparent in a *reasonable* time frame**
- **The activation of your plan begins today--  
form/solidify relations now**
- **Don't panic and abandon your plan**
- **Don't be afraid to ask for help**



# **Social media to counter false narratives**

- **This responsibility falls to the officer's lawyer and or Union representation.**
- **MUSKOGEE MODEL APPLIED TO THE BETTY SHELBY SHOOTING:**
- **McMillin OIS video on youtube:**
- **<https://www.youtube.com/watch?v=nIzSGl0INxU>**
- **Muskogee model power point on McMillin ois:**
- **[https://youtu.be/T\\_DbvUQRthw](https://youtu.be/T_DbvUQRthw)**

# **Put your toolbox together now**

- **WHO?-**
- **Who is on the response team in the event of a crisis?**
- **Who will be responsible for notifying the other team members of a crisis or potential crisis?**
- **Who is in charge of communicating messages to the team members?**
- **If something needs to be investigated, who will be tasked with doing it?**
- **Who is in charge of social media monitoring?**
- **Who is in charge of the posting of social media messages? Who is involved in clearing those messages for publication?**
- **Discuss and practice these things ahead of time.**

# Who *is* the right messenger?

- **Rank- but not necessarily. Plan for someone being gone because that is how it happens!**
- **Reputation- Who already has the trust of the community?**

# Who *is* the right messenger?

- **Responsiveness-** Again, the initial response and follow ups must be timely.
- **Rehearse-** stumbling around in your comments will not project trust or leadership. There are techniques to help with this. Be yourself and be likeable. If you are not likeable, then get someone else.



*“To be persuasive we must be believable; to be believable we must be credible; to be credible we must be truthful.”*

*---Edward R. Murrow*

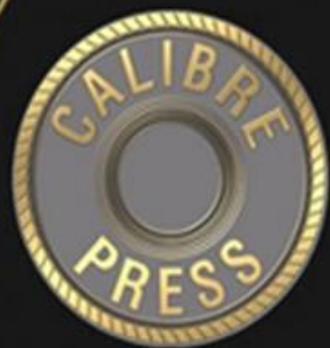
## PLANNING

*“Plans are of little importance, but planning is essential.”*  
--Winston Churchill

- **Plan, Practice, Share your ideas.**
- **Never send out a message, statement or social media post on behalf of the organization without running it past the team.**
- **Your focus of attention may have led you to miss something obvious.**
- **Never release a communication without assessing the potential risk.**

# Issue - Manage

- **Once a crisis begins, it can spawn other issues or even another crisis. Be on the look out for what may be coming or developing and act promptly. Stay ahead of the curve.**
- **Monitor social media posts. If the City or Department is getting “run over,” plan how you should re-act and combat run away narratives.**



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