

1. SCOPE OF THE PROBLEM

City and Department Demographics

The City of Greenville, South Carolina, is the hub of the largest Metropolitan Statistical Area (MSA) in South Carolina and the heart of an urban county that is home to more than 470,000 people. According to the US Census Bureau, the city of Greenville has a 2013 population of 61,397 residents, which represents 3.8% growth over the 2010 census. The city's daytime population is estimated to be over 114,000. Greenville's population is more diverse than the State of South Carolina, with 61.3% classified as white, 30% African American, 5.9% Hispanic or Latino, 1.8% two or more races, and 1.4% Asian. Additionally, Greenville County is home to major international companies, including Michelin North American Headquarters, BMW and Fluor, which further diversifies its population with European residents and visitors. The City boasts one of the best examples of shared vision and downtown revitalization in the country. It has been recognized nationally by a variety of reputable publications for its redevelopment efforts, downtown Falls Park and its livability, most recently earning a 2015 top ten US city recognition by the publication Livability, and outranked only by Pittsburgh, Minneapolis and Indianapolis.

The Greenville Police Department is a full service police agency comprised of 243 employees, 197 of which are sworn officer allocations. Currently, the Department has filled 185 officer positions. There are 125 officers assigned to field operational functions, all of whom would be required to wear body cameras under the Department's program. It received its 8th accreditation award through the Commission on the Accreditation of Law Enforcement Agencies (CALEA) in March 2015.

In September 2014, the city manager hired a new police chief to reinstitute a community policing philosophy and reform internal disciplinary and management systems, to restore community interaction, confidence and trust in the Department. Chief Ken Miller joined the Department after serving as Chief of Greensboro NC from 2010-2014 and Deputy Chief in Charlotte-Mecklenburg NC from 1989-2010. Since joining the City, Miller has restructured assignments geographically, assigned geographic responsibilities to commanders, added Community Coordinators as liaisons to neighborhoods, focused employees on neighborhood patrols and problem solving, and is reconstituting and developing the Crime Analysis Unit. He has restructured Recruitment and is emphasizing recruiting minorities and women in the Department. Miller has also restructured the disciplinary system, procedures for improving thoroughness and efficiency of investigations, and is automating investigation documentation and data collection, adjudication and early intervention. He has been accessible, open and transparent with the community, social activists, media, elected officials and officers in addressing controversial concerns and conflicts between the police and community, and has quickly gained the confidence of a number of community leaders from all socio-economic and many special interest groups.

As Table 1 indicates, the Department's sworn composition is overwhelmingly white, with 82% of the sworn force being white male and female. Despite concentrated efforts to recruit minority groups from the local community and area colleges/universities, the Department continues to struggle in generating applications for employment from people from racial and ethnic minority groups. In May of 2015, the Department restructured its recruitment practices to emphasize minority recruitment. It is currently working closely with the local chapter of the NAACP and its faith community to increase minority group applications for employment.

Regardless, the current composition of the Department poses a threat to police-community relationships as it fosters suspicion and mistrust among some minority groups and individuals.

Department Demographics						
Race/Sex	Sworn	%	Civilian	%	Total	%
Caucasian/Male	139	75.1%	8	19.0%	147	64.8%
Caucasian/Female	13	7.0%	21	50.0%	34	15.0%
African-American/Male	20	10.8%	1	2.4%	21	9.3%
African-American/Female	4	2.2%	8	19.0%	12	5.3%
Hispanic/Male	4	2.2%	1	2.4%	5	2.2%
Hispanic/Female	2	1.1%	3	7.1%	5	2.2%
Other	3	1.6%	0	0.0%	3	1.3%
Total	185	100.0%	42	100.0%	227	100.0%

Table 1, Department Demographics

Socio-Economic Conditions, Contacts and Tension

While Greenville has many attributes that make it an exceptional destination city, data from the US Census Bureau highlights some important and troubling statistics that affect policing and police-community relationships—particularly relationships between police and the African American community. For example, as 20% of the city’s overall population lives in poverty, 41.7% of its African Americans live in poverty and 25% of African American families earn less than \$10,000 annually. Per capita income variation for African Americans as compared to whites is -\$26,934 (\$13,945 v. \$40,778). While 44.7% of the white population is married, only 15.8% of African Americans are married. While 94.9% of the white population has graduated high school, only 70.7% of African Americans has graduated. Finally, nearly 32% of African Americans receive food stamps or SNAP assistance. Having such significant socio-economic disparities within a community demographic exacerbates frustration, concentrates dependency and dysfunction, and sets the foundation for increased police-community engagement and conflict.

Clear tension exists between Greenville’s communities of color and the Police Department, although it has not spilled over into civil unrest. It has been anecdotally described by many African American community leaders as an historical tension, with perceptions of bias, racism and institutional racism at the core of those perceptions. In November 2014, the Department hired an independent market research firm to initiate a sixty-three question bi-annual comprehensive community survey to assess satisfaction with police services and levels of confidence and trust in the Department. Rated on a 1-10 point rating scale, with 95% confidence of results within a +/-5% variation, the Department has an unbiased view of how each demographic group perceives service delivery and procedural justice, including fairness, integrity and trust. With most questions, white and older populations rate the Department the highest, while African Americans, Hispanic/Latino, Asian and youth rate it the lowest.

Performance of Greenville Police By Total Sample, Race and Age	Total	White	African American	Other *	18-34	35-54	55+
Mean Rating Don't know responses dropped from base. "n" is sample size before dropping don't know.	n=408	n=258	n=119	n=25	n=101	n=145	n=152
Q5. Overall impression of GP 1=Very negative to 10=Very positive	7.8	8.3	6.8	7.1	7.4	7.7	8.2
Greenville Police are . . . 1=Strongly disagree to 10=Strongly agree							
Q7. Are courteous	7.9	8.5	6.9	6.7	7.1	7.8	8.6
Q8. Are professional	8.0	8.5	7.0	7.3	7.5	7.8	8.5
Q9. Perform job with integrity & honesty	7.9	8.5	6.7	7.3	7.3	7.7	8.4
Q10. Are responsive to community issues	7.7	8.3	6.8	6.6	7.0	7.4	8.4
Q11. Treat all people with respect	7.2	8.1	5.5	6.8	6.4	7.0	7.9
Q12. Use good judgment in use of force	7.1	8.1	5.6	6.0	6.6	7.0	7.5
Q19. Are effective in making my neighborhood safe	7.7	8.2	6.9	6.4	7.3	7.4	8.3
Q24. Are effective in making the City of Greenville safe	8.1	8.5	7.3	7.7	7.7	8.0	8.5

Table 2, Community Survey Results from Research Strategies, Inc.

As data in Table 2 indicates, ratings among minority groups are lower among key relationship questions. However, the greatest rating disparities exist in questions assessing how Greenville

Police treat people with respect, use good judgement in the use of force, perform the job with integrity and honesty, are courteous and are professional. In these categories, along with the category of overall impression of the Department, African Americans and other minority groups rate the Department much lower than white respondents.

In 2014, the Department fielded 53 complaints of misconduct. Of those complaints, 21, or 40% were closed as unfounded or not sustained. It is believed that having video of police interactions with members of our public would significantly reduce the number and percentage of complaints closed with these dispositions. Additionally in 2014, Department officers engaged in 73 uses of physical force to effect an arrest. Very few of these incidents are recorded on video, given the limitations of in-car video systems.

Historically, the violent and property crime index in Greenville and Greenville County has been elevated among the 46 counties in South Carolina and nationally among municipalities. In 2014, three primarily African American communities in Greenville accounted for just over 30% of all violent crime. Among the various descriptions, contacts and detention demographic data listed in Table 3, Greenville Police have disproportionate contacts with people of color.

2014 Incident and Contact Data

Event Type	White	%	Black	%	Latino	%
Part 1 Crime Reports w/Offender Descriptions	373	33.2%	687	61.1%	Unable to Determine	Unk
Arrests	2,968	40.8%	3,858	53.0%	387	5.3%
Field Interviews	1,395	35.7%	2,379	60.9%	86	2.3%
Traffic Citations/Warnings	12,746	57.3%	7878	35.4%	1,216	5.5%

Table 3, Incident and Contact Data, 2014

When one considers the social-economic, perceptions of police, and incident and contact disparities, it is clear that conditions are prevalent for conflict and unrest to occur. Recently, on December 24th 2014, police located a large 34-year old African American man in a high crime

area where the officers had heard gunshots moments before. Upon seeing police, the man fled from the officers in a very unusual manner. One officer used his Electronic Control Device (ECD) to detain and arrest the person, but had difficulty handcuffing him. In the midst of the incident, officers learned the person was autistic and could not follow the officer's directions. Although the Department has in-car video systems, those systems did not capture the event. A citizen recorded the event on a personal phone, and a number of community activists accused the Department of using excessive force in the incident, even stating officers beat and kicked the man. The accusations were broadcast through multiple press conferences and media formats. With the organized assistance of several key African American community leaders, the chief of police held multiple press conferences to share vital information, and appeal for calm, order and patience while the investigation was completed. That support, coupled with a structured review of the citizen's video of the incident, was essential to preventing subsequent violence and civil unrest during the two-month period it took to conclude the investigation.

The Value, Use and Processing of Body-Worn Video

There are limitations to in-car video systems, as they capture video of only a slice of officer interactions with the public, and almost nothing outside of the immediate vicinity in front of the patrol car. Greenville Police currently have in-car systems, but most are at end of life stages, are unreliable and in need of replacement. The Department is able to burn to DVD videos needed in Municipal or General Sessions Courts for discovery by defense attorneys or through FOIA requests, but the task is laborious. Consequently, a strict-evidence DUI law in South Carolina requires officers to record full-body images of suspected DUI drivers completing field sobriety tests. Any failure to capture a full-body view of any field sobriety test results in the case being dismissed in court. Because of the field of view limitations of in-car camera

systems, there are many times when an offender's body parts are out of recording view of the camera, and this greatly reduces DUI convictions. This is a particular area of policing where body-worn cameras would enhance prosecutorial success.

In June 2015, the SC Legislature passed a bill that seeks to promote the use of BWC systems and addresses state minimum standards for policy development. It also designated police body-worn video as a protected document exempt from the Freedom of Information Act, with some important exceptions that serve the interests of promoting public trust in police and the investigative process. Chief Miller testified in support of the legislation before a SC Senate committee, and worked with Senate lawyers, police and sheriff organizations, civil rights groups and media representatives to draft language that best met the privacy interests of the public, protections for prosecutors, defendants and officers alike, and transparency in police and government operations.

Body-worn camera systems enable officers to record situations that occur in most any environment. While imperfect, these systems provide the greatest degree of recording flexibility available. They provide the best chance of capturing the entirety of an incident on record, to evaluate against law, policy and skills training, but also to enable a Department to preserve and present evidence or address concerns with factual information. In the December 24th ECD incident described above, having body-worn video would have helped police managers fully understand and assess the events quickly, without having to wait for a private video to surface or interview and re-interview involved officers and witnesses. It also would have enabled the Chief and community groups to work better together to understand and diffuse the situation, and to do so as quickly as possible to preempt people attempting to plant seeds of doubt in the public's mind through social and news media outlets.

All BWC systems are not equal in quality or functionality. Officers have field tested various brands and mounts, and they find that head and collar mounted cameras provide the best replication of officer sight views. These mounting positions better inform assessments of reasonable suspicion, probable cause, and policy compliance—as well as officer communication, tactics and safety. They also limit viable vendors, as many companies offer only chest or pocket mount cameras. While some cameras provide HD recording capabilities, the Department’s analysis is that the night resolution of VGA provides the most accurate replication of view quality available to an officer at the time of the incident. And, it is most efficient in storage consumption, since some videos will need to be stored for five or more years as defined by the Public Records Act (SC Code of Laws, Section 30-1-10 through 30-1-170) and general retention schedule of the SC Department of Archives and History. Finally, different systems provide varying record/playback formats, redaction capabilities, protection from video alteration and ease of secure or unsecure access to prosecutors, defense attorneys, media and the public. Our analysis is that the Taser Axon/Evidence.com solution is a best of breed package that serves all of the practical considerations identified in the two COPS publications, and best serves the needs of the officers, justice partners, media and community alike.

Greenville Police have consistently supported prosecutorial, discovery/defense and judicial needs when it came to the use and access of in-car video. The Department will specifically partner with the Solicitor of the 13th Judicial Circuit, the City’s Municipal prosecutor, the Chief Municipal Court Judge and a Circuit Court Judge to develop the BWC policy and efficiently manage the access and transfer of video evidence to facilitate the administration of justice. Courts at both levels have the technology capabilities to enable playback of BWC footage from Evidence.com. The establishment of sensible protocols, open

playback format of the video, availability of Internet connectivity, and accessibility to the video management software all enable seamless transition of video from the field to the courtroom. Further, the independent City Council-appointed *Commission on Fire and Police Practices*, which accepts complaints and appeals of alleged police misconduct and employee appeals of discipline, is committed to helping develop the policy and review video to better inform policy decisions, managerial functions, and training, including sensitive issues, such as whether officers and witnesses should be permitted to review video prior to providing statements.

Body-worn camera technology will improve managerial processes associated with complaint investigation, policy development, risk management and training. Currently, supervisors complete investigations of all officer-involved uses of force, collisions, pursuits, and forced entries into Constitutionally-protected areas, injuries and complaints of misconduct. In most of these situations, there is no video evidence to support the statements of officers. In situations involving complaints, there is often no video evidence to support officer descriptions of actions, which often vary widely from the accounts of complainants or witnesses in various events. In one very recent complaint currently under investigation, the mother of a 21-year old African American male accused two police officers of arresting her son without probable cause and beating and using an ECD to control him without his presenting any resistance. When advised of dramatically different officer accounts of her son's behavior as written in the incident report, she vehemently decried the report as a "pack of lies" and that she would see to it their actions "would not be covered up." Clearly, body-worn video would help the Department more effectively sort through the facts of a situation, particularly those where the statements of involved parties are so vastly different.

Body-worn video can help in the refinement of policy and training, and play an important role in risk management. As officers operationally demonstrate the effectiveness of training and protocols, supervisors and managers will evaluate whether the manner and outcomes of actions are appropriate or in need of revision. Through the review of video, complaints and uses of force, the University of South Carolina and the Commission on Fire and Police Practices will also weigh in on the need for revisions to policy and training. Finally, prosecutorial and judicial outcomes and feedback will inform policy and training. Properly implemented and managed, this 360-degree review process will best protect citizens from police abuse and protect officers from unnecessary litigation, liability and loss of public confidence and trust.

2. PROGRAM DESIGN AND IMPLEMENTATION

Program Goals and Objectives

The overall goal of the program is to deploy body-worn cameras on all 125 uniformed field operational personnel, while ensuring the program comports with the best practices identified in two important publications concerning body-worn camera technology, implementation and assessment:

Miller, Lindsay, Jessica Toliver, and Police Executive Research Forum. 2014. *Implementing a Body-Worn Camera Program: Recommendations and Lessons Learned*. Washington, DC: Office of Community Oriented Policing Services.

White, Michael D. 2014. *Police Officer Body-Worn Cameras: Assessing the Evidence*. Washington, DC, Office of Community Oriented Policing Services.

Doing so also provides unique opportunities to accomplish several program efficacy assessment objectives, which serve to strengthen the body of knowledge available to police agencies throughout South Carolina and the country:

- 1. Ensure the policy development process incorporates appropriate and practical suggestions from the public and criminal justice system stakeholders.** Core tasks

involved include meetings and forums with stakeholders and the public to facilitate the shape, development and review of BWC policy and procedures. By holding at least two well-advertised public forums with the *Commission on Fire and Police Practices*, we can capture critical ideas and feedback on the development of the Department's BWC policy from both groups, as well as educate the public on the various aspects and intricacies of policy and law that work together to promote fairness for the public we serve and our officers serving their needs. The Department would ensure that representatives from the State Solicitor's Office and Sessions Court were also present to assist with the public dialogue. In four neighborhoods where our greatest concentrations of field contacts, calls for service and arrests, exist we will hold meetings to discuss the BWC policy, implementation and core community relations issues we are working on or need to resolve. One objective is to educate the public on what to expect, how the cameras work and the rules and regulations concerning the release of the videos. The Department would also closely coordinate policy development and implementation with both State and municipal prosecutors and judges to ensure seamless inclusion of BWC video into case preparation, review and prosecution in court. Finally, the Department will ensure all stakeholders involved in drafting the BWC policy are provided with and expected to be familiar with the resource publications and recommendations, as well as model policies from police departments already using body-worn cameras, such as Greensboro NC, Charlotte NC, and Minneapolis. Policies from New Orleans LA, Seattle WA and Oakland CA are also helpful in that these agencies have policies approved by the US Department of Justice through consent decree processes.

- 2. Develop a BWC training program that fully sets forth expectations, accountabilities, and value.** While the training program must produce clear understanding and applied knowledge of a comprehensive BWC policy, it must also demonstrate the practical benefits to the officer, agency and public. The training program will include comprehensive policy review and its value in officer safety and protection, prosecution of crimes, elevating levels of integrity, and improving interactions with the public. The Department views this training as complimentary to the *Fair and Impartial Policing Training* of Dr. Lorie Fridell, under which all personnel were trained in spring 2015. Finally, the training will inform all personnel and the public of expectations and consequences with respect to data retention and release, recording requirements and failures to record, and public/employee expectations of privacy as developed in policy.
- 3. Evaluate the impact of the public information campaign in promoting program awareness, transparency and involvement in the policy development process.** The public awareness campaign will involve several components, including a Department Website where the public can learn about the program and its goals, track policy development and implementation timelines, as well as find information about accomplishment of project milestones and public meetings. Additionally, the Department will periodically advertise the initiative, website, and public forums through various social media applications. Finally, the *Put Cameras on Cops* billboard campaign (Figure 1) will create awareness as the Department works to develop policy and implement the initiative. To monitor and measure the levels of public awareness, the Department can monitor website and social media traffic, and participation in public forums where body camera policy is discussed or presented.



Figure 1, *Put Cameras on Cops* Campaign

4. **Evaluate the impact of BWC deployment on uses of force, severity of force and injury/level of injury to members of the public and officers.** Because the Department currently retains data related to use and severity of force, as well as injuries to officers and subjects involved in force, it can track changes over time and conduct periodic and longitudinal pretest/posttest evaluations to determine the impact of implementing a comprehensive BWC program. By working with the Criminology and Criminal Justice Department at the University of South Carolina, this evaluation will retain a level of independence that promotes confidence in results and transparency in operations.
5. **Evaluate the impact of BWC deployment on complaints and types of complaints received, whether generated by another employee or a member of the public.** In October 2014, the Department changed its complaint intake processes by eliminating a complaint affidavit requirement. This means that the Department accepts all complaints of misconduct for investigation—in any form, by anyone and including anonymous complainants. The Department also revised the Department’s conduct rules to include for all employees a duty to report misconduct and a prohibition on retaliation of any kind. Opening up the complaint process has led to a slight increase in complaint volume, but an evaluation of the data will enable the Department to determine if body-worn cameras reduce complaints or provide opportunities to mediate unfounded complaints to better

satisfy complainants. By working with the Criminology and Criminal Justice Department at the University of South Carolina, this evaluation will also retain a level of independence that promotes confidence in results and transparency in operations.

6. Evaluate the impact of the BWC program on enhancing public confidence, trust and satisfaction in the Greenville Police Department among each demographic group.

Since the Department has sponsored an independent, comprehensive community survey in November 2014 and developed baseline data, it is well-positioned to re-examine any changes in public perceptions of honesty, integrity, respect, courtesy, judgment in use of force and general satisfaction. It is also poised to assess the impact of its BWC program on those important indicators of the health of a police-community relationship. To achieve this goal, the Department will contract with an independent research firm to complete another comprehensive community survey approximately six months following implementation. These results will be shared again with employees, elected officials and members of the public.

7. Improve employee and organizational performance through qualitative analyses of and review of BWC footage and police written reports. Much as the mother of the 21-year old against whom officers used force complained that the officer's arrest report was "a pack of lies," it is important to comparatively review various reports an officer completes with body camera footage to ensure the written report accurately reflects the incident events. Additionally, a review of the video can identify individual and collective training needs, various camera deployment issues and other concerns that can be quickly addressed to ensure the BWC program is successful. Without such review, it is possible for reports to fail to accurately reflect facts and circumstances, for proper footage to exist,

and for problems to persist without resolution. While some video, such as those involving complaints, uses of force, pursuits, forced entries and responses to critical incidents/crimes, will clearly be reviewed against this purpose, there are multitudes of contacts that do not fall into these categories. As a part of policy development and program evaluation, the Department will work with the University of South Carolina and the Commission on Fire and Police Practices to establish a routine protocol for examining such contacts and will work together to complete an initial assessment six months following implementation.

Program Deliverables

The specific deliverables, tasks, descriptions and timelines for development, implementation and evaluation are included in Table 4, below, and the Department will assume responsibility for the accomplishment of all deliverables and tasks listed. At this time, the Department has not pursued any BJA or other BWC program funds.

Deliverable	Task	Description	Start	Finish
1) Public Awareness Campaign	Website development	Initiative description, announcements, public involvement opportunities, progress reports; evaluation reports.	Oct-15	Oct-17
	Electronic billboards	Put Cameras on Cops Campaign.	Oct-15	Dec-15
	Post implementation progress campaign	News media, social media, Website, neighborhood meetings.	Jun-16	Mar 2017
2) Policy Development	SC State BWC policy standards development	IAW a June 2015 State law, assist SC State Law Enforcement Training Council in developing minimum BWC policy requirements for police agencies.	Jul-15	Oct-15
	Knowledge acquisition	Model policies/publications acquisition and distribution to Commission on Fire and Police Practices, Solicitor and judges.	Oct-15	Oct-15
	Public education and feedback sessions	Police presentation of program goals and objectives, technology overview, governing law, best practices, policy development process, obtain policy feedback.	Oct-15	Nov-15

Deliverable	Task	Description	Start	Finish
	Policy development	Collaborate with Commission on Fire and Police Practices, Solicitor and judges to develop core policy provisions.	Nov-15	Jan-16
3) Training Development/ Pilot Testing	Lesson plan development	Law, policy, procedures for operation/retention/release, use in investigations and court processes, managing behavior.	Dec-15	Feb-16
	Pilot training	Officers, solicitors, prosecutors and judicial staff test all aspects of policy and protocols.	Feb-16	Mar-16
4) Equipment Acquisition/Installation	Equipment and software/storage Contract Execution	Execute service agreement, complete acquisition and installation processes.	Jan-16	Feb-16
5) Broad Implementation	Training/equipping/deploying	Train/Equip/Deploy in Platoon groupings each two week period until complete.	Mar-16	Jun-16
6) Policy Review	Post implementation review/adjustment of policy/procedures	Involve employees, prosecutors, judges, Commission on Fire and Police Practices.	Jul-16	Jul-16
7) Performance Review	Commission on Fire and Police Practices review	Review video with police reports and complaint investigations; feedback on policy, communications, safety and tactics.	Mar-16	Ongoing
	Police Department chain of command review	Chain of command review of video in supervisor investigated incidents, including complaints, uses of force, injuries, collisions, pursuits and forced entries.	Mar-16	Ongoing
	Police Department supervisory random review	Supervisor initiated random review of video for policy compliance, effective communication, safety and tactics.	Mar-16	Ongoing
8) Program Evaluation	University of South Carolina (USC) use of force evaluation	Evaluate report/video similarities among a variety of factors, including sequence of events, level of force, type of force, threat analysis, level of resistance, type of resistance.	Nov-16	Mar-17
	USC complaint evaluation	Evaluate whether BWC use reduces complaints.	Nov-16	Mar-17
	USC video/report comparative analysis	Evaluate similarities and differences in report writing as compared to data captured on BWCs.	Nov-16	Mar-17
	Independent, comprehensive community survey	Evaluate data as compared with 2014 community survey, and specifically inquire about knowledge of body cameras and whether public trust has improved.	Nov-16	Jan-17
	Provide and maintain data for tracking measurables by BJA	Produce, complete and update all data as defined in various objectives in the BJA Body-Worn Camera grant solicitation on pages 19-23 of the solicitation.	Oct-15	Mar-17

Table 4, Project Deliverables

3. CAPABILITIES AND COMPETENCIES

The Department is quite capable of implementing and evaluating BWC technology. It retains the technical, business management and legal support necessary to negotiate, contract and implement complex technical solutions. The project is being led by a chief of police experienced in developing and deploying body-worn cameras, and in evaluating police performance in the areas of internal investigation, early intervention and discipline. Enlisting the support of Dr. Geoff Alpert and the University of South Carolina adds program evaluation capabilities that are among the most reputable any project could attract. And, the Department will use an independent research firm to conduct an independent comprehensive community survey to evaluate perceptions of the program and police. The Department also retains a successful history managing DOJ grant funds and is well-prepared to meet technical, administrative, financial and reporting requirements.

The Police Department is supported by the City's IT Department, which provides and manages a robust network infrastructure. To support the uploading of significant volumes of data to a secure Cloud environment, City IT is prepared to expand data throughput capacity at each of the Police Department's three operational or training facilities. This is one of the most significant shortcomings in appropriately planning or preparing for the implementation of cameras and can dramatically affect camera availability/readiness and program effectiveness.

Primary Project Resources

Ken Miller, Chief of Police: As Chief of police in Greensboro from 2010-2014, Chief Ken Miller implemented body-worn cameras among all 508 field operational personnel over a four month period following extensive work in developing policy. He has lectured with and provided

extensive technical assistance to PERF and COPS in the development of the COPS publication *Implementing a Body-Worn Camera Program*. He has assisted in the development of legislation designed to promote the use of body-worn cameras in policing. His implementation in Greensboro continues to attract interest from agencies across the country seeking guidance in developing policy, implementing systems and collaborating with others, such as the prosecutors and the private benefactors who provided startup funding for the program. Miller is also experienced in a variety of technology implementations, having developed custom Internal Affairs case management and early intervention system software for Charlotte-Mecklenburg and Greensboro. He developed a unique offender management strategy in Charlotte and Greensboro to couple restrictions on offender activity with GPS monitoring and automated crime-correlation to reduce recidivism in dramatic ways. And, Miller is a police executive who leads and manages in an open and transparent way, earning the respect of employees and the public alike.

Joe Browning, Captain: Captain Browning is a 20-year member of the Department and currently serves as the commander of Administrative Services. In this capacity, he plans and manages the Department's budget, fleet, equipment, training, crime analysis, and planning/policy development processes. He has recently coordinated the training of all personnel for Fair and Impartial Policing, and is coordinating Department-wide training for community policing, problem solving and crime prevention through environmental design (CPTED). Having served in a variety of positions over his career, Browning has developed extensive experience in managing the implementation of police technologies such as in-car video, mobile data systems and a variety of police software applications. He is widely respected in City government, with employees and the community. He graduated from the Southern Police Institute's

Administrative Officers Program and earned a Master's degree from American Military University.

Dr. Geoffrey Alpert: Dr. Alpert is a nationally recognized expert on police violence, pursuit driving and training. He teaches courses in research methods and policing at the University of South Carolina in Columbia. Professor Alpert has been conducting research on high-risk police activities for more than 25 years, and has published more than 100 journal articles and 15 books. Dr. Alpert recently completed a major study on police officer decision-making funded by the National Institute of Justice, and an investigation of racial profiling for the Miami-Dade County Florida Police Department. He is working on a use of force study that focuses on less-lethal technology and the effectiveness of their applications. He routinely provides commentary for national news programs and morning talk shows.

4. PROGRAM CONTINUITY

The City of Greenville and the Greenville Police Department are financially committed to implementing and maintaining an effective body-worn camera program indefinitely. Evidence of that is observable in the project budget, where the City is funding 65% of the initial project costs and remains committed to funding 100% of the costs in year two and beyond.

Additionally, Chief Miller is an outspoken advocate and promoter of the technology, and has successfully implemented the first large agency implementation of body cameras across all uniformed field operational units in Greensboro in 2012. His approach is collaborative and involves employees, community and criminal justice stakeholders in each implementation. The Department's approach to public awareness, transparency and accountability provides a strong foundation for program commitment and success. Finally, the City's establishment of an independent citizen review board in the Commission on Fire and Police Practices, and their

involvement in establishing and maintaining the body-worn camera program solidifies commitment on the part of the City and the community alike.

5. PLAN FOR COLLECTING DATA REQUIRED AND SUSTAINMENT

As referenced in the Project Goals and Objectives and Project Deliverables sections of this application, the Department is prepared to collect and evaluate more data elements than required through the BJA solicitation. In addition to BJA's requirements, the Department will also collect and track more granular data in the following areas:

1. Use of force, severity of force and injuries resulting from force data;
2. Complaint types and volume, dispositions and video helpfulness in providing resolution;
3. Qualitative reviews of video to compare to police reports to improve performance; and
4. Independent comprehensive community survey to measure perceptions among a variety of service measures, including judgment in use of force, courtesy and respect.

The Department is capable of accurately collecting all data required by the grant solicitation on pages 19-23 of the solicitation. To ensure that the Department is doing so, it will create a comprehensive spreadsheet that links data collection requirements and needs to specific tasks and deliverables. Implementation findings will be regularly shared with DOJ through grant reporting mechanisms and the public through the Department's website.

The City Council, City Manager and Police Chief are all committed to the success of this program and to continuing it indefinitely after the grant period ends. Each views BWC technology as a useful and evolutionary progression, and necessary for informing and maintaining public confidence and trust. And, all are quite confident the program will produce a rich dataset that can serve to inform other agencies and communities throughout the nation.