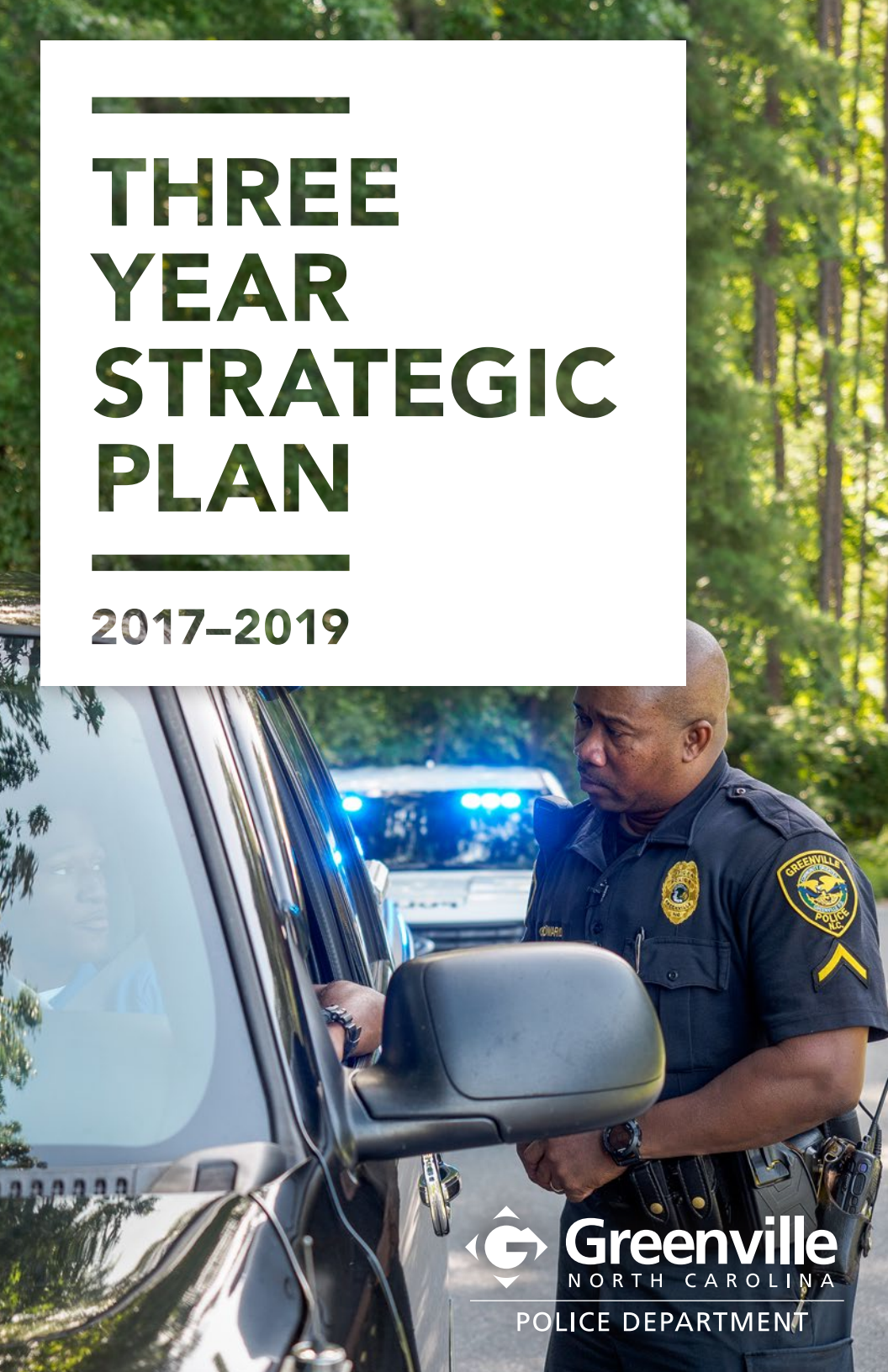
THREE YEAR STRATEGIC PLAN

2017–2019



Greenville
NORTH CAROLINA
POLICE DEPARTMENT

TABLE OF CONTENTS

03 Message from the Chief of Police
06 Building the 2017–2019 Three Year Strategic Plan
10 Building Trust & Legitimacy
14 Policy & Oversight
18 Technology & Social Media
22 Community Policing, Crime & Crash Reduction
26 Officer Training & Education
30 Officer Safety & Wellness
32 Population Trends & Officer to Population Ratio
34 Closing Remarks

OUR MISSION

The Greenville Police Department exists to enhance public safety and quality of life, in partnership with ALL people in OUR community, by preventing crime with honor and integrity.

MESSAGE FROM THE CHIEF OF POLICE

This strategic plan, developed in partnership with community members and staff from the Greenville Police Department, will serve as our road map for the next three years as we work to build both a safer community and stronger community relations with those who live, work and visit Greenville.

Developing the plan caused us to examine not only where we felt we were as an organization and the accomplishments made in the past, but to incorporate the national issues facing a rapidly changing law enforcement profession. Using the Presidential Task Force on 21st Century Policing as our framework, we raised tough issues such as biased-based policing, trust, transparency, legitimacy and officer safety.

The end product, as you will see, lays out a bold plan for our department–one that builds on our accomplishments of the past and raises the bar for where we envision our department and our community in the years to come.

This community strategic plan is a "live" document with a regular review in the spring of each year to ensure that our goals are still relevant and meaningful. The live document status will also allow for new and emerging priority matters to be addressed within the plan's lifetime. As we report back to the community, you will see it change–new goals and actions items will emerge out of our discussions with the communities we serve.

Chief Mark Holtzman

POLICE
HEADQ
500 S.
POLICE

FIRE/RESCUE
UARTERS
GREENE ST.
POLICE

BUILDING THE 2017–2019 THREE YEAR STRATEGIC PLAN

The 2017-2019 strategic plan is designed to build on the accomplishments of the previous three-year plan and further strengthen community support of our law enforcement actions. To ensure the best course of response to community concerns, we have adopted the goals of the President's "21st Century Policing Plan" as our guideline. These goals, referred to in the plan as pillars, will help ensure we continue to earn the trust of the people we protect and serve.

The "21st Century Policing Plan" was the culmination of a task force established by President Obama in December of 2014. The charge of the task force was to identify best practices and offer recommendations on how policing practices can promote effective crime reduction while building public trust. With trust from the community as the primary goal of our plan, we can work together to promote effective crime reduction strategies.

Early in this process when we invited members of our community to the table to offer recommendations into how we should move the police department forward. A planning session was conducted with the assistance of a professional facilitator on Friday, June 3, 2016. Members of the community, along with a broad cross-section of the department, were led through a process to identify strengths, weaknesses, opportunities, and threats facing the department.

The six topics used for this discussion are the six goals that will be utilized in this strategic plan:

1. Building Trust & Legitimacy
2. Policy & Oversight
3. Technology & Social Media
4. Community Policing, Crime & Crash Reduction
5. Officer Training & Education
6. Officer Safety & Wellness

After developing the recommendations for each goal the group discussed opportunities that exist for implementation of new programs/responses and improvement of existing plans.

Without the support of our community we cannot be successful as a department. The enthusiasm displayed by every individual who helped us through this process was evident and will enable us to address areas of concern that will hopefully lead to a stronger tie between law enforcement and those who live and visit the City of Greenville. A special thank you goes to the facilitator who helped us with this process, Mrs. Mary Paramore. With her guidance, we were able to frame a strategic plan that will guide us for the next three years.

Pepie
Parrr

BUILDING TRUST & LEGITIMACY

Law enforcement agencies are better equipped, better trained and better organized today than ever before to fight crime. Public trust has, however, remained flat or declined, especially in populations of color. Research and practice indicate that people in general are more likely to obey the law when they have trust in those who enforce the law.

We can accomplish this goal by working to ensure the community we serve sees our actions as procedurally just to include:

- Treating people with dignity and respect
- Giving individuals a voice during encounters
- Being neutral in decision making
- Conveying trustworthy motives
- Maintaining transparency

We will work to mitigate implicit biases, curtail disrespectful language from officers to members of the public, and continue to research various ways we can include the public in policy revisions and recruitment of officers.

We will build a culture of trust by treating all people with dignity and respect, remaining neutral and transparent in our decision-making, and by practicing fair and impartial policing.

Building Trust & Legitimacy Strategies	Responsible Position	Timeline
Increase local recruiting efforts in support of creating a diverse workforce.	Personnel and Recruiting	Ongoing
Increase the number of Youth Citizen's Police Academy sessions during summer months.	Youth Outreach	June 2017
Create a Community Outreach position to focus on young adult males.	Community Outreach	July 2017
Assign liaisons to established special interest groups.	Community Outreach	January 2018
Implement a mobile application for use by the public.	Police Technology Specialist	January 2018
Expand the Police Explorer Program for adolescents.	Youth Outreach	January 2018
Compile a Comprehensive Biased-Based Policing Report	Administrative Services	January 2018

POLICE
N.C.

GREENVILLE
POLICE

POLICY & OVERSIGHT

Policies and procedures must be readily available to the public and clearly articulated to ensure transparency. This information is posted on our department website. Pursuing a more open format, such as a discussion group where citizens can provide feedback on policies and procedures, may be more beneficial, both to the citizen and the department.

Sanctity of life is the overarching goal in our use of force policy but is something that might not be widely understood. Our policies balance the rights of all people without creating a dangerous work environment for officers.

Data collection and proper supervision will be utilized to ensure we are accountable for our actions as individuals and as a department.

We will strive to become more inclusive in the development of our policies and procedures by allowing members of our community to provide input when practical. We want all citizens to know that their well-being is our top priority.

Policy & Oversight Strategies	Responsible Position	Timeline
Use regular Police and Community Relations Committee meetings to garner public input into policy development, recruitment and hiring/promotion proceedures.	Community Outreach	Monthly
Improve the release of information related to corrective actions of police officers.	Office of Internal Affairs	Quarterly
Develop guidelines to improve procedural justice related to internal affairs investigations.	Office of Internal Affairs	January 2018
Contract with the Technical Assistance Branch of the Department of Justice to review high liability policies.	Strategic Services	June 2018

EXIT

TECHNOLOGY & SOCIAL MEDIA

Not only can technology improve policing practices, but it can lead to a more open relationship between the Police Department and the community. When considering technology for use by law enforcement it can be easy to forget the budgetary component and the rapidly changing nature of both hardware and software.

It is our goal to implement technologies that that will help promote the openness of the Greenville Police Department and provide ease of access to frequently asked questions and educational topics. Some of the action items associated with this goal are specifically designed to reduce violent crime, promote community cohesiveness, and increase the ability to access information about your Police Department.

We will continue to explore new technologies that increase our ability to engage and educate the members of our community to promote transparency without compromising investigations or violating the rights of individuals.

Technology & Social Media Strategies	Responsible Position	Timeline
Continue to pursue secure communications for both portable and mobile radios.	Logistics	Ongoing
Research night vision and thermal imaging technology to enhance search and rescue capabilities.	Police Technology Specialist	July 2017
Implement an advanced laser/digital crime and crash scene mapping technology.	Criminal Investigations	July 2017
Research the feasibility of mobile fingerprinting technology.	Criminal Investigations	January 2018
Upgrade the technology in the Mobile Command Post to allow real-time on-the-go use during critical incidents.	Administrative Services	January 2018
Investigate the use of a city-wide crime alert system.	Strategic Services	January 2018
Create a library of promotional and educational videos for presentations and public education.	Public Information Officer	January 2018
Explore grant opportunities and partnerships to implement advanced gunshot detection technology.	Administrative Services	June 2018
Expand the license plate reader program to improve criminal investigative efforts.	Field Operations	June 2018
Improve efficiency and safety of police operations through use of GPS technology.	Administrative Services	July 2018
Research the use and feasibility of driver's license scanners for police vehicles.	Police Technology Specialist	June 2019
Implement new software upgrades for dispatch, field reporting, and records management.	Police Technology Specialist	July 2019

Air Science
DWS
LAMMABLE
KEEP FIRE AWAY

COMMUNITY POLICING, CRIME & CRASH REDUCTION

Our community policing goal for the next three years is to work more closely with our community to define problems as they see them and collaborate on solutions. We are working diligently to foster a culture within the Greenville Police Department that demonstrates to our citizens that we are professional, compassionate, and accountable guardians of the community.

We will take every opportunity to provide education and allow for interactions that provide real insight into the daily operations of the Police Department. With a solid understanding of what we do as the primary law enforcement agency in the City of Greenville, our residents will be better enabled to appreciate and support what we do as a department. These principles will ensure our crime reduction efforts are a success.

Community policing will remain the guiding principle of the Greenville Police Department. We will strive to increase public trust by working with the community to reduce crime through a problem-oriented approach.

Community Policing, Crime & Crash Reduction Strategies	Responsible Position	Timeline
Complete community service projects utilizing Crime Prevention through Environmental Design principles in each Zone.	Field Operations	Ongoing
Continue the conversion of all lighting owned by the City of Greenville from conventional bulbs to LED.	Field Operations	Ongoing
Increase community outreach opportunities with the Chief of Police.	Chief of Police	Ongoing
Explore the use of police auxiliary officers.	Field Operations	Ongoing
Implement a "night-out" event at each of the three substations in addition to a regular annual event.	Field Operations	Annually
Extend ECU's jurisdiction to include the ability to respond to critical incidents throughout the city limits.	Deputy Chief of Police	June 2017
Implement red-light camera program and crosswalk enforecement zones.	Traffic Safety	December 2017
Explore the use of virtual neighborhood watches.	Community Outreach	January 2018
Create a customer feedback process as part of the quality assurance policy.	Strategic Services	January 2018

B. W. NEAGUE

OFFICER TRAINING & EDUCATION

Law enforcement officers today are faced with such a variety of challenges that specialized training is a constant. Officers of the Greenville Police Department will continue to receive the training mandated by the Criminal Justice Training and Standards Commission; in addition, they will receive specialized training throughout the life of this plan.

Training in crisis intervention, fair and impartial policing, conflict resolution, de-escalation techniques and officer safety will remain a focal point for the department. We will seek to bring training to the department from experts around the country to ensure the exposure received by Greenville Police Officers remains at the highest level possible.

Where practical, the community will be invited to participate as a way to ensure our officers understand the perspective of those they serve.

As a progressive law enforcement agency, we will continue to seek the highest level of training possible to ensure we are fully capable of addressing the challenges we face in the 21st Century.

Officer Training & Education Strategies	Responsible Position	Timeline
Continue implementation of Crisis Intervention training for all essential personnel to include assisting veterans in crisis.	Training Unit	Ongoing
Pursue training for all department personnel in de-escalation techniques and verbal confrontation resolution.	Training Unit	July 2017
Utilize department firearms training to enhance officer's ability to counter active shooters and terrorist acts.	Training Unit	October 2017
Improve emergency medical training.	Training Unit	October 2017
Explore an incentive program for officers designed to improve retention and recognize tenure, training, and education.	Administrative Services	July 2018

POLICE OFFICER
POLICE
GREENVILLE
N.C.
B. R. FLANNERY
OUTSTANDING POLICE PERFORMANCE
OFFICER BROCK FLANNERY
Greenville

POLICE
N.C.
Greenville
POLICE DEPARTMENT
OFFICER
POLICE
GREENVILLE
NC
OUTSTANDING POLICE PERFORMANCE
OFFICER CHARLIE ESPINOZA
Greenville

OFFICER SAFETY & WELLNESS

Recent estimates suggest that more than 100,000 law enforcement officers are injured in the line of duty each year. Many of these instances are the result of assaults; but, many are the result of motor vehicle crashes. Other injuries are related to poor nutrition, lack of physical fitness, sleep deprivation, and psychological impacts.

As a department, we must continue to foster a culture where being physically fit is rewarded, where taking care of personal health through proper sleep and nutrition are emphasized, and where policies and procedures support these ideals.

Mandated training will highlight these principles during this three year strategic plan. Health and wellness will be a sub-topic of every training offered by the department.

Physical injury and death of officers in the line of duty continues to be too high. We will focus on strategies to improve the mental, emotional and physical health of all employees to reduce these occurrences.

Officer Safety & Wellness Strategies	Responsible Position	Timeline
Use call center routing to divert non-emergency calls from the Telecommunications Center.	Logistics	Ongoing
Develop a committee to study, test, and recommend department needs to the Chief.	Deputy Chief of Police	April 2017
Expand the training unit to improve delivery of service to all department personnel.	Administrative Services	September 2017
Increase staffing numbers in the telecommunications center.	Administrative Services	January 2018
Review shift schedules that promote healthier living.	Field Operations	June 2019
Explore the possibility of a physical fitness incentive.	Administrative Services	June 2019
Maintain a minimum sworn officer ratio of 2.2 per 1000 members of the population.	Chief of Police	June 2019

POPULATION TRENDS & OFFICER TO POPULATION RATIO

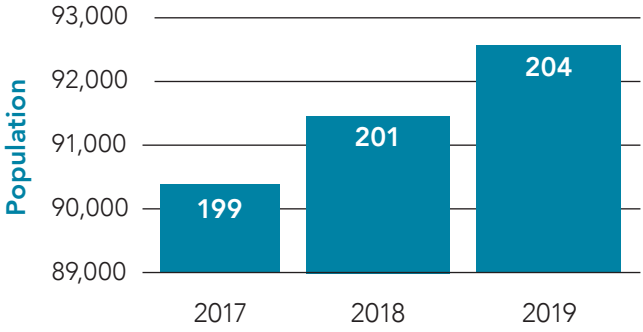
The City of Greenville has grown at an average rate of 1.28% each year since 2011. The growth in population is anticipated to rise consistently over the next several years.

Balancing the right amount of police officers for each community takes in many considerations. One factor is to compare the size of the police department with the size of the city it serves. Keeping this balance, or ratio, of officers to 1,000 residents, with local, regional and national levels helps our department grow and keep pace with the city we serve. (2015 officer ratios to residents included: Greenville 2.1, Benchmark NC cities 2.2, NC State 2.3, South Atlantic Region 2.9, FBI National average of 2.2 officers per 1,000 residents.)

Year	Population	Change
2011	85,059	
2012	85,059	0.00%
2013	87,241	2.57%
2014	87,241	0.00%
2015	89,852	2.99%
2016	90,597	0.83%
Average growth rate per year		**1.28 %**

*The 2016 population data in this chart was obtained through the US Census 2015 estimate.

Anticipated Greenville Population Growth and the Number of Sworn Officers Needed to Reach a 2.2 Ratio:



Across the State: Officer to Population Ratios in Benchmark Cities

City	Population	Sworn	Ratio
Jacksonville	58,030	112	1.93
Gastonia	74,543	176	2.36
Concord	87,696	160	1.82
Asheville	88,512	241	2.72
Greenville	**90,597**	**194**	**2.14**
High Pointe	110,268	229	2.08
Wilmington	115,933	265	2.29
Fayetteville	201,963	390	1.93

*All population data in this chart was obtained through the US Census 2015 estimate, except Jacksonville, NC. Jacksonville population was obtained through the state site due to the exclusion of the Navy population. The number of sworn officers was obtained through a direct source or public information online.

CLOSING REMARKS

I would like to offer a big thank you to those in our community who contributed to the development of this plan. Your ideas and perspective serve us well and help to maintain our focus on you, our community, as we work toward these goals. I was personally moved by the caring conversations and stories shared that showed you care for not just Greenville, but for the well-being of the officers who serve you.

Chief Mark Holtzman

Greenville
NORTH CAROLINA

POLICE DEPARTMENT

500 South Greene Street | Greenville, NC 27834

Emergency 911

Non Emergency (252) 329-4300
Information Desk (252) 329-4339

greenvillenc.gov GreenvillePD1 GreenvillePD