

THREE YEAR

STRATEGIC PLAN

2020–2022



Greenville
NORTH CAROLINA
POLICE DEPARTMENT



TABLE OF CONTENTS

6	Message from the Chief of Police
7	Building the 2020–2022 Three Year Strategic Plan
10	Crime Reduction
14	Crash Reduction
18	Community Engagement
22	Recruitment + Maintenance = Retention
26	Growth Trends Analysis

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.

OUR VISION

It is our hope that through our coordinated efforts to reduce crime and crashes, while creating a deeper relationship with our community, we will accomplish our goals in this strategic plan and help foster a safer and more involved City and Department.



POLICE
HEADQ

500 S.

GREENVILLE
POLICE

FIRE/RESCUE QUARTERS

GREENE ST.



MESSAGE FROM THE CHIEF OF POLICE

Working without a plan is like driving without directions. After a few hours you're either lost or right back where you started. Running a police department is no different. Operating without a clear plan leaves us spinning our wheels and looking back wondering just what we have accomplished.

And that's why we welcome you to look over our plans for the next three years and to join us on the journey as we seek to take our department where it's never been before.



We are aiming for a future where our community has a record low level of violence, our neighborhoods are more secure and better informed, our roadways are safer for motorists, and our department is more engaged than ever.

Reducing crime, reducing crashes, and increasing community engagement—that's the goal. If you turn the next few pages you'll see our roadmap to getting there.

I want to thank our community members for the partnership over the years and hope this guide will keep you informed as we go along. To the men and women of GPD, without you none of these plans would be possible.

I want to thank you for the sacrifice and dedication you demonstrate around the clock when answering each call for service and for never turning away from an emergency. Your health and safety is woven through this plan and I thank each of you for wearing the GPD blue.

Here's to the next three years...let's get started.

Chief Mark Holtzman

BUILDING THE 2020–2022 THREE YEAR STRATEGIC PLAN

Deputy Chief Ted Sauls

On Tuesday, July 25, 2019, a planning session was conducted with the assistance of a professional facilitator. Members of the community, along with a broad cross-section of the department, were led through a process to identify the biggest strengths, weaknesses, opportunities, and threats currently facing our department.

From this session, a list of recommended goals and opportunities for growth was established, with a primary focus in the following areas:

1. Crime Reduction
2. Crash Reduction
3. Community Engagement
4. Recruitment + Maintenance = Retention

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.







CRIME REDUCTION

Recognizing that technology in law enforcement will become more and more essential, it is imperative the Greenville Police Department remain on the cutting edge of its development as police officers work to impact one person, crime, or community at a time.

Through the use of technology such as real time crime centers, predictive policing models, GPS anti-theft programs, and social media, we hope to further reduce criminal activity to record lows. Using these concepts will ensure that we effectively reduce crime in the future and foster a positive relationship with the citizens and visitors of our community.

The outcome: a more proactive, visible, and effective police department. It is our hope that all citizens of Greenville feel safer in their homes, communities, and daily lives knowing we consider them our partners and an integral part of our success.

It is our goal to reduce crime by 20% over the life of the 3-year strategic plan by using specialized technology, collaborating with the community, and maximizing social media platforms.

Crime Reduction	Responsible Position	Timeline
Explore technological opportunities to support a real-time crime center, video analytics, and predictive policing software	Administrative Services Bureau	December 2020 Implementation: June 2022
Expand the use of License Plate Reader Technology (LPR)	Field Operations Bureau	December 2021
Leverage the availability of partnerships with organizations, businesses, and institutions to expand our ability to monitor cameras in public spaces	Administrative Services: Explore platform Zone Commanders: Tasked with zone contacts	Admin portal: December 2020 Bring in partners: June 2022
Expand our current drone program department wide	Field Operations Bureau	June 2020 Ongoing
Expand the use of GPS Anti-Theft Program	Zone Commanders	Ongoing (Annual Reports July 1)
Leverage social media platforms to alert communities	Public Information Officer Zone Commanders	December 2020 Ongoing (Annual Reports July 1)
Develop a comprehensive differential policing strategy by further exploring the use of on-line reporting, tele-serve services, and private security	Chief of Police: Private Security Information Services Division: Online Reporting	Ongoing (Annual Reports July 1)
Implement a voluntary Crime-Free Rental Housing program	Deputy Chief	July 2021





CRASH REDUCTION

Over the past few years, Greenville has been ranked by the North Carolina Department of Transportation as one of the top cities for traffic crashes in the state. Officers are working diligently and collaboratively with other government organizations to reduce the number of traffic crashes in our community through enforcement, education and engineering improvements.

By continuing to use data-driven approaches to crime and traffic safety, we will identify areas that need greater enforcement, engineering changes, and technological innovation. We will push for real change by discussing the needs of Greenville with our State Representatives and other elected officials. As a department, we will strive to make Greenville a safer place to drive, bike and walk.

The Greenville Police Department is committed to reducing crashes by 20% over the life of this three year strategic plan. We will accomplish this goal by implementing traffic safety programs designed to address legislative changes, engineering improvements, and traffic enforcement.

Crash Reduction	Responsible Position	Timeline
Improve traffic enforcement by adding new intersections to the red light camera program where needed based on data	Red Light Program Managers	December 2021
Propose legislative changes for texting while driving, to increase the reportable crash dollar amount, and the use of NC State right of ways for License Plate Reader (LPR) use	Field Operations Bureau	Ongoing (Annual Report November)
Fully staff the Traffic Safety Unit	Field Operations Bureau	July 2020
Explore automated speed enforcement strategies	Chief of Police	Explore: December 2020 Legal Exploration: December 2021 Implementation: December 2022
Increase community awareness through the use of messaging	Public Information Officer	Ongoing (Annual Report December)
Continue partnership and initiative on Traffic Safety Task Force	Field Operations Bureau Traffic Safety Unit	Ongoing (Quarterly Report)





COMMUNITY ENGAGEMENT

As the City of Greenville continues to grow and our population becomes more diverse, community engagement lies at the forefront of successful policing. Partnering with members of our community to reduce crime and the fear of crime, while improving quality of life, will only make us stronger.

We hope to build a trusting relationship with our community, as well as our visitors, by remaining transparent, nurturing collaborative problem solving, sustaining engagement across the city, and recognizing the benefits of a diverse population.

We will accomplish our goal by expanding our efforts north of the Tar River, increasing our utilization of social media to reach more people, hosting regular meetings with our stakeholders, and surveying our partners to determine our best direction as a department.

The Greenville Police Department will increase community engagement by creating new partnerships with special interest groups and re-inventing our current flagship programs.

Community Engagement	Responsible Position	Timeline
Host quarterly special interest networking events: i.e. Gaming, PAL, Fitness	Community Outreach Projects	Ongoing (Quarterly Reports December)
Survey and implement community engagement	Community Outreach Projects	Survey: December 2020
Recognize officers for their Community involvement in interest-based community outreach programs	Administrative Bureau Services	Quarterly Service Awards
Re-introduce flagship program philosophies to police personnel through roll-call training, mini-academy training, marketing, and social media	Career Services/ Public Information Officer	December 2020 (Annual Report December)
Expand our community policing effort north of the Tar River	Community Projects Coordinator / East & West Zone Commanders	July 2020
Expand our neighborhood liaison initiative by adding 30 new locations	Field Operations Major	10 per year





RECRUITMENT + MAINTENANCE = RETENTION

Interest in law enforcement careers has declined nationally over recent years. This has created a need for more aggressive recruiting and led agencies to become innovative in their search for candidates. As important as it is to find new talent, it is equally important that agencies work to retain the veteran officers and manage stressors that cause these officers to leave the profession.

As an agency we will continue to seek the most qualified candidates through statewide recruitment campaigns. We will take every opportunity to promote our agency and show why we are the agency to work for in the 21st century.

We will also take every opportunity to find unique ways to reward and care for all of our employees to ensure their longevity and well-being.

As a progressive law enforcement agency, we are committed to investing in modern recruitment strategies and a renewed focus on retention of police officers to effectively promote enhanced workplace safety and personal wellness.

Recruitment + Maintenance = Retention	Responsible Position	Timeline
Implement pay and education incentive step program	Chief of Police	Ongoing (Annual Report July)
Fully implement take-home car program	Logistics Division	December 2022 (Annual Reports until fully implemented)
Introduce fitness incentive program	Field Operations Bureau	December 2020
Identify, evaluate and determine scheduling options	Deputy Chief	December 2020
Incentivize extraordinary performance	Chief of Police	July 2021
Maintain a 2.2/1000 officer to citizen ratio and a stretch goal of 2.3	Career Services/Recruiting	Ongoing (Annual Report December)





GROWTH TRENDS ANALYSIS

City of Greenville has grown at an average rate of 1.65% each year since 2014. It is expected that the growth rate will continue to consistently rise over the next several years.

Maintaining an appropriate ratio between police officers and residents not only helps our department grow, but allows us to better serve our community.

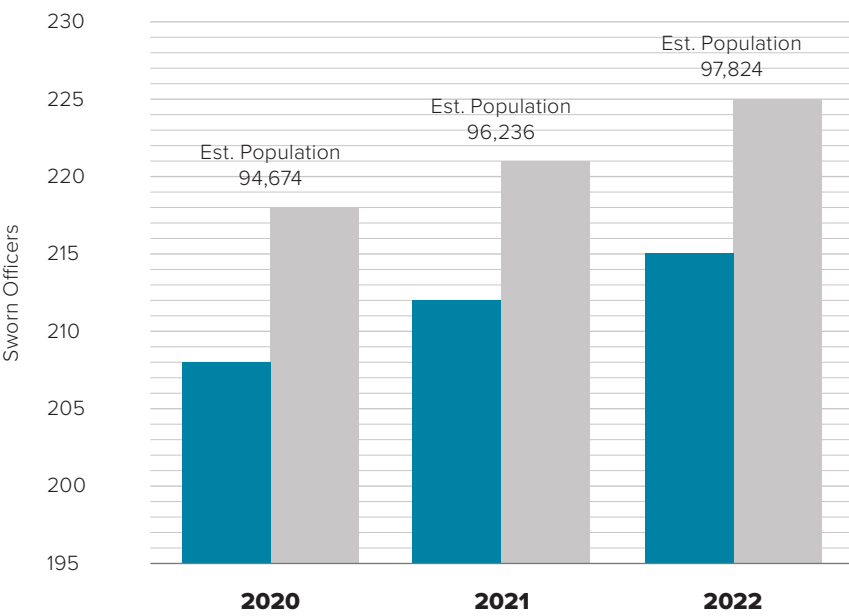
At the conclusion of the 2017–2019 three year strategic plan the Greenville Police Department’s ratio was equal to other benchmark North Carolina cities and the national average.

Year	Population*	Average Growth
2014–2015	87,241	2.99%
2015–2016	89,852	0.83%
2016–2017	90,597	1.72%
2017–2018	92,456	1.06%
2018–2019	93,137	1.65%
Average growth rate per year		1.65%

**Source: United States Census Bureau, www.census.gov*

In an effort to keep pace with benchmark North Carolina cities, the State of North Carolina, and the FBI National average, the Greenville Police Department will maintain a minimum ratio of 2.2 officers to 1,000 population and add a stretch goal of 2.3.

Anticipated Greenville Population Growth and the Number of Sworn Officers Needed to Reach a 2.3 Ratio



Year	Population Estimate	Minimum Ratio	Officers	Stretch Goal Ratio	Officers
2020	94,674	2.2	208	2.3	218
2021	96,236	2.2	212	2.3	221
2022	97,824	2.2	215	2.3	225



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Emergency 911

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



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GreenvillePD1



GreenvillePD