

Greenville Police Department

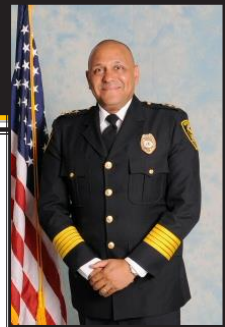
A World- Class Law Enforcement Agency



Strategic Plan 2014-2016

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 Our Chief of Police, Hassan Aden



Hassan Aden
Chief of Police

Greenville Police Department



500 South Greene Street
Greenville, NC 27834

I am proud to present the Greenville Police Department's Community Policing Strategic Plan for 2014-2016. When I became Chief of Police I committed to three things that I think are critical to improving our Community Policing effort in Greenville:

- Building better relationships between the Police Department and the community.
We must particularly build relationships with communities that may not traditionally have had access to our agency. An explicit focus will go toward working with our at-risk youth.
- Organizing our resources to achieve maximum impact on crime reduction and increased quality of life.
We will accomplish this by working with chronic offenders through a Focused Deterrence Strategy, as well as comprehensively addressing crime hotspots to prevent and reduce crime and disorder.
- Developing and mentoring our personnel.
We are fortunate to have an incredibly talented staff. In order to maintain and increase our effectiveness; a strong focus has to go toward career development strategies, training and mentoring. We recognize that our most important resource is our employees.

These commitments have expanded to encompass six department goals that will guide our actions and focus through the next three years. 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.

We have set our planning horizon to three years and our focus is on goals that are more strategic in nature. As we report back to the community, you will see it change – new goals and action items will emerge out of our discussions with the communities we serve.

One of the most innovative things about this Community Strategic Plan is in how it was developed. In March of 2013, we held a retreat which was professionally facilitated and included members of the communities we serve. These citizens worked with police employees to develop a new mission for the Greenville Police Department, as well as creating our goals for the three years—the inclusion of citizens in this process is indeed revolutionary and unprecedented. This process underscores our commitment to a new model of community policing that is effective, inclusive and transparent. The goals and actions in this plan will be delivered to you with the qualities that we hold most dear: Integrity, fairness, honesty, excellence, transparency and compassion. These values are part of every decision I make as Greenville's chief of police.

We created this Community Strategic Plan as a roadmap to guide us through the necessary steps to ensure that Greenville remains a vibrant, safe and healthy city for all that live, work and play.

Directory

To report **non-emergency incidents**, call the Greenville Police Department at **252-329-4315**

Frequently Called Telephone Numbers:

Communications Center 329-4302

Records 329-4329

Patrol Bureau 329-4334

Investigations Bureau 329-4348

Personnel & Recruiting 329-4702

Code Enforcement 329-4455

Accreditation 329-4335

Internal Affairs 329-4372

Crime Analysis 329-4103

Crime Prevention 329-4372

False Alarm Coordinator 329-4897

PAL Coordinator 329-4384

Victim's Advocate 329-4181

Administration Bureau 329-4610

Chief of Police 329-4338

**For Life Threatening and In-Progress
Emergencies, Always Call **911****



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www.greenvillenc.gov

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<https://www.facebook.com/pages/Greenville-NC-Police-Department/115721078514607>



The Strategic Plan Process

Deputy Chief Ted Sauls

The Greenville Police Department began development of a three-year strategic plan on March 9, 2013 when a group of officers and citizens came together to discuss needs of the police department and needs of the citizens of Greenville. This unprecedented gathering culminated into the implementation of a mission that includes ownership from both the police and the community. It further led to the creation of this document through participation from all levels of the department.

Strategic Planning is necessary to enable our department to manage organizational change and focus attention on needed resources and issues that citizens find most important. This level of cooperation with citizens in mission development and strategic planning is outside the norm for most law enforcement agencies and is a first for the Greenville Police Department in the development of the 2014-2016 Strategic Plan.

The following community stakeholders were included in the process to include:

- The City of Greenville Neighborhood Advisory Board
- East Carolina University
- The City of Greenville Human Relations Council
- The Southern Christian Leadership Conference (SCLC)
- Vidant Medical Center
- Uptown Greenville
- The Greenville Area Property Manager's Association (GAPMA)
- National Association for the Advancement of Colored People (NAACP)
- Certain Hope Ministries
- The Chamber of Commerce

Some of the concerns expressed by stakeholders were similar to those expressed by various community groups during previous outreach efforts. Matters involving at risk youth, property crimes, gang activity and traffic safety concerns topped the list from the strategic planning session. These safety concerns, along with possible solution strategies, were discussed in the development of the following six department goals.

1. Leadership and Ethics
2. Optimizing Organizational Structure
3. Crime Reduction
4. Traffic Safety
5. Community Engagement
6. Technology/Equipment Needs

Goal statements were then created for each of the six goals. From the development of goal statements staff members were able to create action items designed to accomplish the various goals. Establishing a timeline ensures that the action items are completed, eliminate redundancy and provide accountability.

Leadership and Ethics Goal

Goal Statement

We will develop ethical leaders at all levels of the agency by providing an infrastructure that values honesty, integrity and ethical decision-making in our daily work. This is essential in order to provide high quality police service and truly become a community oriented police agency.

Through these actions, we will promote and encourage decision making, initiative, creative problem solving and enhanced trust throughout the department and within our community.

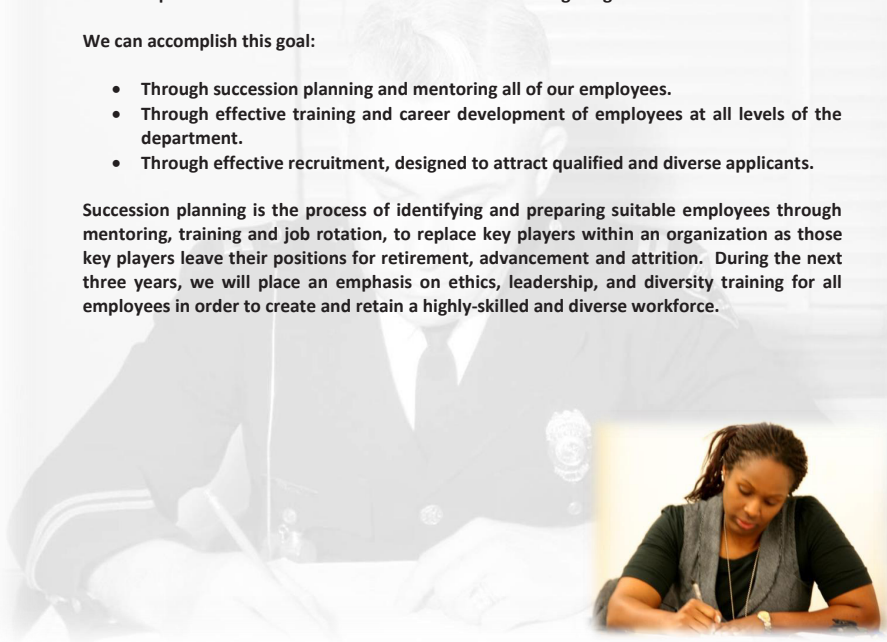
Public trust in law enforcement agencies to perform their responsibilities in an ethical manner is essential to effective crime control and community policing. Ethical law enforcement agencies are more effective, because the application of community policing helps build mutual respect and trust between police and citizens. Ethics and integrity and community policing are attributes of the high-performing, successful law enforcement agency.

Effective crime control requires a collaborative working relationship between law enforcement and the communities that they are sworn to serve and protect. A culture of police integrity is essential in building respect and trust and, in turn, mutual respect and trust between police and citizens is essential to effective crime fighting.

We can accomplish this goal:

- Through succession planning and mentoring all of our employees.
- Through effective training and career development of employees at all levels of the department.
- Through effective recruitment, designed to attract qualified and diverse applicants.

Succession planning is the process of identifying and preparing suitable employees through mentoring, training and job rotation, to replace key players within an organization as those key players leave their positions for retirement, advancement and attrition. During the next three years, we will place an emphasis on ethics, leadership, and diversity training for all employees in order to create and retain a highly-skilled and diverse workforce.



Leadership and Ethics Strategies	Responsible	Timeline
1. Develop a Succession Plan/Policy to include provisions for Recruitment, Promotion and Mentoring.	Administrative Services Bureau	February 2015
2. Develop and implement a Career Development Program	Administrative Services Bureau	On Going
3. Redevelop supervisor responsibilities and priorities through training and education	Administrative Services Bureau	December 2014
4. Update Recruitment Plan	Administrative Services Bureau	June 2014
5. Develop a Training Matrix for supervisory personnel	Administrative Services Bureau	January 2015



Optimizing Organizational Structure

Goal Statement

We will regularly review our organizational structure to ensure the most effective distribution of resources.

Historically the police department has deployed patrol officers based upon shifts. The districts within these shifts were determined by numerous time-related variables. To fully implement a successful deployment strategy, geography must be used as a basis for deployment and not time. Geographic “zones” will be determined by analyzing data such as calls for service, crime densities and response times. By changing from a time-based deployment to a geographic deployment, command staff can identify and utilize more resources to combat crime-related issues. Since many of our crime issues are geography specific and not time specific, it is advantageous for the police department to change to this type of deployment.

In order to achieve excellence we must provide the highest quality training and career development to all of our employees. We will implement a new field training program that will better prepare our employees to handle the challenges of modern policing by developing an increased level of emotional intelligence, self-awareness, motivation, self-regulation, empathy and social skills.



Optimizing Organizational Structure	Responsible	Timeline
1. Review Deployment Structure <ul style="list-style-type: none"> • Are the right people in the right place? • Review Duration of Rotating Shifts 	Chief of Police	On Going
2. Institute Patrol Training Program to replace current Field Training Program	Administrative Services Bureau	December 2015
3. Civilianization of Applicable Positions	Chief of Police	On Going
4. Work with Information Technology to develop new geographic zones.	Deputy Chief of Police	January 2014
5. Reorganization of Code Enforcement Division	Administrative Services Bureau	June 2014
6. Establish a Civil Disturbance Unit	Deputy Chief of Police	January 2015
7. Assess needs for current and future substations	Chief of Police	On Going



Crime Reduction

Goal Statement

Our crime reduction strategies will be based on proactive and forward thinking, evidence-based approaches. Data-driven priorities, as well as community-oriented response plans will be established to reduce crime and increase the quality of life in the City of Greenville.

The crime rates in the City of Greenville are influenced by a number of factors:

- Greenville is the center of social, cultural and economic activity for Eastern North Carolina, attracting people from a number of surrounding communities.
- Several large thoroughfares provide easy access city-wide.
- Greenville's crime rate is driven by property crimes rather than violent crimes.
- Greenville's downtown boasts a significant number of clubs concentrated in a small geographic area.
- Greenville's population grows significantly during daytime hours.

The Greenville Police Department provides services for more than 85,000 residents and is at the center of a Metropolitan Statistical Area of more than 180,000. The Greenville Police Department understands its role in creating a safe environment to further economic development and create a community of distinction.

The Greenville Police Department has adopted a data driven approach to reducing crime. Through data analysis, resources will be guided efficiently and accurately.

We will work with residents, property owners and managers and businesses to increase awareness of crime prevention techniques. Crime Prevention through Environmental Design (CPTED) is one such technique. The Greenville Police Department will deploy certified CPTED officers to assist citizens and businesses in making their properties safer and harder to victimize.



Crime Reduction	Responsible	Timeline
1. Reduce crime by 3% during first year of Strategic Plan	Chief of Police	December 2014
2. Adjust Law Enforcement Strategies to address changing city dynamics 1. Develop a geographic zone approach and deployment of officers 2. Create a unit to address Center City needs	Deputy Chief of Police	May 2014
3. Increase our capacity to offer Crime Prevention Through Environmental Design (CPTED) assessments	Field Operations Bureau	On Going
4. Crime Reduction Initiative Area (CRIA) also known as Hot Spots Policing	Criminal Investigations Bureau	On Going
5. Increase Bicycle Patrol Deployment <ul style="list-style-type: none"> • Greenway • Center-City • Mobile use by officers in the Field Operations Bureau 	Field Operations Bureau	On Going
6. Implement department-wide Data Driven Approach to Crime and Traffic Safety (DDACTS) program	Field Operations Bureau	In Progress June 2014

Traffic Safety

Goal Statement

We will improve the safety of our streets, highways, and sidewalks by addressing vehicular crashes and motor vehicle law violations through education, awareness and enforcement. These efforts will be concentrated in high crash locations as indicated by data. In cooperation with traffic engineers we will examine unsafe intersections and roadways in order to improve safety through design.



Traffic safety continues to be a top concern for our community. The traffic goals in this Strategic Plan are designed to educate the motoring public about high-crash areas and driving behaviors that increase vehicle and pedestrian safety.

The Greenville Police Department will implement Data-Driven Approach to Crime and Traffic Safety (DDACTS) which will identify high-crash locations as well as educate the motoring public about enforcement efforts. The goal of our education and enforcement is to obtain voluntary compliance to traffic laws and ordinances.

As a department, it is imperative that we utilize every resource available to reduce crashes and increase traffic safety. The Greenville Police Department utilizes traffic and engineering surveys, smart trailers, the media, social media and innovative resources in our efforts to reduce crashes and to make Greenville a safer place to walk, bike and drive.



Traffic Safety	Responsible	Timeline
1. Reduce traffic crashes by 10% over the life of the Strategic Plan	Field Operations Bureau	December 2016 With an annual Review
2. Implement department-wide Data Driven Approach to Crime and Traffic Safety (DDACTS) program.	Field Operations Bureau	In Progress Initial Review June 2014
3. Deploy Light Detection and Ranging (LIDAR) Speed Measuring Instruments and License Plate Recognition System (LPRs)	Field Operations Bureau	In Progress Initial Review March 2014
4. Research and recommend feasibility of a Jay Walking Statute to effectively reduce pedestrian vehicle accidents	Deputy Chief	January 2015
5. Host four DWI Checkpoints per year	Field Operations Bureau	On Going
6. Provide periodic Public Service Announcements and Public Awareness Campaigns	Public Information Officer	On Going



Community Engagement

Goal Statement

The Greenville Police Department is dedicated to enhancing relationships with community-based organizations and the citizens. We will maintain meaningful relationships within all of our communities and continue to keep our community-oriented programs and crime prevention efforts open and accessible to all of our citizens.

Our Community Engagement initiatives will continue to empower the citizens through outreach efforts such as our Civic Liaison Program and Citizens and Youth Police Academies. We understand working side by side with our community is our first line of defense in creating a safe environment in which to live, work and play.

When community stakeholders discuss strategies for enhancing community engagement and public safety, the subject of foot patrols inevitably arises. Sometimes deemed old fashioned by the rank and file, foot patrols are effective not only as a means of curbing crime in neighborhoods, enhancing community partnerships, and keeping officers in touch with local activity.

The Greenville Police Department will continue to foster positive relationships with all of our local media outlets. We recognize the importance of traditional and emerging social media. We will publicize our successes and hold ourselves accountable for our failures. We will further these efforts by utilizing periodic Public Service Announcements.

We will continue to foster relationships with our local schools and area youth by increasing the number of positive contacts with law enforcement officers. Sworn officers and civilian employees from the Greenville Police Department will serve as mentors at schools within the City of Greenville.



Community Engagement	Responsible	Timeline
1. Maximize use of social media to deliver information to citizens city-wide	Public Information Officer	On Going
2. Create a periodic Public Service Announcement in partnership with local media outlets	Public Information Officer	On Going
3. Formalize the Adopt-A-School Program in order to assign officers to each school within the city limits	Criminal Investigations Bureau	June 2014
4. Provide multiple aspects of Community Education <ul style="list-style-type: none"> • Citizen's Police Academy • Youth Citizen's Police Academy 	Administrative Services Bureau	January and September Annually
5. Develop a Civic Liaison Program	Administrative Services Bureau	On Going



Technology/Equipment Needs

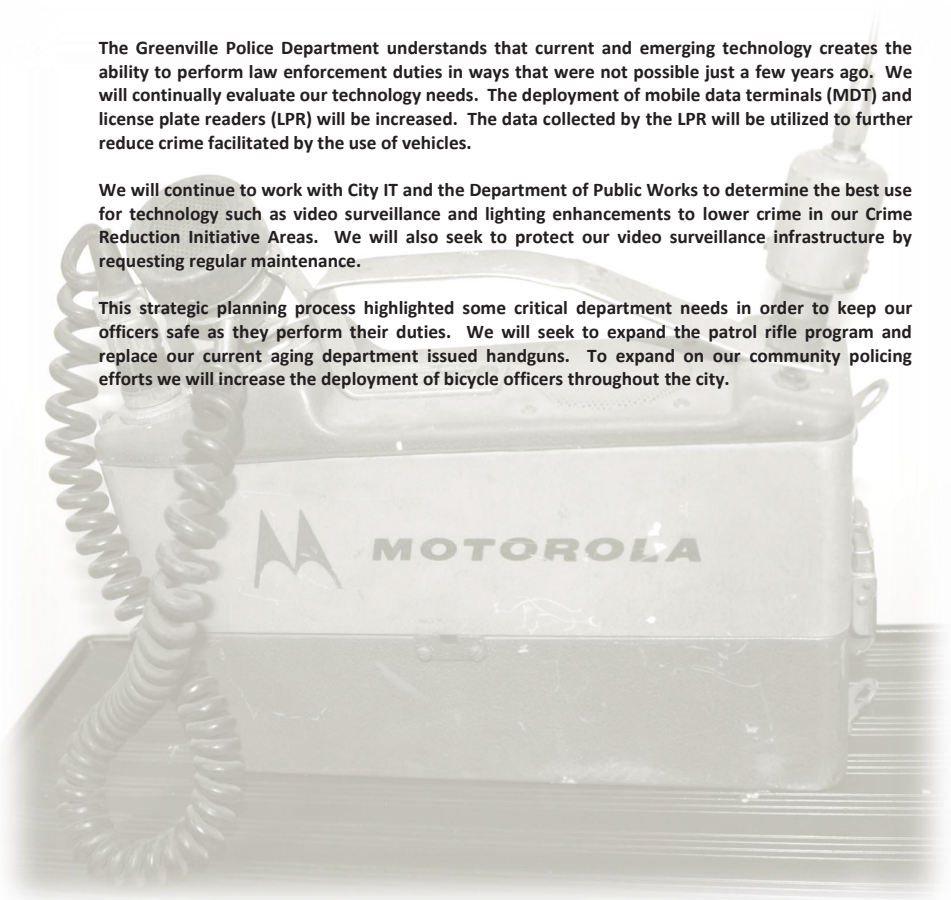
Goal Statement

Information Technology (IT) systems play an integral part in our ability to address criminal activity. It is therefore important that the Greenville Police Department maintain the most current IT platform possible. The Greenville Police Department will keep pace with technological advances and will seek new IT solutions on a regular basis in order to provide the highest level of service.

The Greenville Police Department understands that current and emerging technology creates the ability to perform law enforcement duties in ways that were not possible just a few years ago. We will continually evaluate our technology needs. The deployment of mobile data terminals (MDT) and license plate readers (LPR) will be increased. The data collected by the LPR will be utilized to further reduce crime facilitated by the use of vehicles.

We will continue to work with City IT and the Department of Public Works to determine the best use for technology such as video surveillance and lighting enhancements to lower crime in our Crime Reduction Initiative Areas. We will also seek to protect our video surveillance infrastructure by requesting regular maintenance.

This strategic planning process highlighted some critical department needs in order to keep our officers safe as they perform their duties. We will seek to expand the patrol rifle program and replace our current aging department issued handguns. To expand on our community policing efforts we will increase the deployment of bicycle officers throughout the city.



Technology and Equipment Needs	Responsible	Timeline
1. Increase our LPR infrastructure	Field Operations Bureau	On Going
2. Increase use of fuel-efficient vehicles in specific assignments <ul style="list-style-type: none"> • Administration • Staff • Parking Enforcement • Code Enforcement • Animal Control 	Administrative Services Bureau	On Going
3. Expand the Department's Rifle Program	Deputy Chief of Police	October 2014
4. Replace aging handguns	Deputy Chief of Police	July 2016
5. Expand the Department's Bicycle Program	Field Operations Bureau	On Going



Find Yourself In Good Company





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Greenville, NC 27834

Phone: 252-329-4315

www.greenvillenc.gov