

# GREENVILLE POLICE DEPARTMENT STRATEGIC PLAN 2021-2025



GREENVILLE POLICE DEPARTMENT, 4 MCGEE ST, GREENVILLE, SC 29601



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## Introduction

The Strategic Plan is a five-year set of goals and activities that supports the Greenville Police Department's mission to collaborate with our community to prevent crime, promote safety and enhance quality of life. It also directly supports several City Council priorities, including Public Safety & Engagement, Economic Development, Recreation, Open Space & Sustainability and Neighborhoods & Affordable Housing.

The women and men of the Greenville Police Department are proud to serve the residents and visitors in the City of Greenville. We honor our mission each day and hold each other accountable in support of the mission and values of the department.



## Greenville Police Department Core Values

The values listed below were established by the members of the Greenville Police Department and guide our employees' conduct.

- **Integrity**
  - Desired Outcomes: Earned trust/confidence from employees and public
  - Behavioral Expectations: Honesty, truthfulness, humility, stewardship, respect
  - Personal Benefit: Pride, healthy conscience, doing the right thing
- **Courage**
  - Desired Outcomes: Inspire action and change
  - Behavioral Expectations: Intentionality, urgency, willingness to confront/challenge
  - Personal Benefit: Strength, influencing change, being heard
- **Creativity**
  - Desired Outcome: Solve or mitigate complex problems
  - Behavioral Expectations: Understanding, experimentation, evaluation
  - Personal Benefit: Challenge, ability to influence outcomes, making a difference
- **Collaboration**
  - Desired Outcomes: Promote team environment and response
  - Behavioral Expectations: Coordination, cooperation, support, active engagement
  - Personal Benefit: Achievement, identity
- **Conscientiousness**
  - Desired Outcomes: High performance, public satisfaction with service
  - Behavioral Expectations: Owns actions, initiates, responsive, knowledgeable, thoughtful, caring, communicates clearly and frequently in a timely manner
  - Personal Benefit: Accomplishment, influencing organizational behavior, ability to make a difference
- **Excellence**
  - Desired Outcomes: Demonstrated high levels of competence
  - Behavioral Expectations: Goal oriented, trained and educated, innovative, team player, coaching, empowerment
  - Personal Benefit: Focus on improvement leads to personal and professional excellence
- **Fairness**
  - Desired Outcomes: Being equitable and impartial
  - Behavioral Expectations: Respect individuals and differences, decisions are made without malice, prejudice, or personal bias
  - Personal Benefit: Confidence, reduced anxiety; open mindedness; build police legitimacy
- **Compassion**
  - Desired Outcomes: Advocacy, empathy, understanding, trust
  - Behavioral Expectations: Community involvement, support, concern for well-being of others
  - Personal Benefit: Humanity, empathy, and dignity

## Evidence-based Policing

The Greenville Police Department (GPD) utilizes evidence-based policing as the framework for the Strategic Plan. Evidence-based policing is<sup>1</sup>:

Using data, analysis, and research to complement experience and professional judgment, to provide the best possible police service to the public.

This means that GPD uses practices, technologies, methods, and approaches that have been proven to work and sets aside those approaches that do not demonstrate any benefit. The Strategic Plan is designed around seven evidence-based strategic goals:

- Reducing serious crime
- Holding offenders to account
- Maintaining safety and order
- Reassuring the public
- Providing quality services
- Using force and authority fairly and effectively
- Using financial resources efficiently

These goals provide a framework that improves policing, builds trust, support, and partnerships, and allows best-practice crime reduction models to be utilized.

### Strategic Goal #1 - Reducing Serious Crime

Reducing serious crime requires GPD to partner with neighborhoods, service organizations, and non-profits, working together to address the conditions that generate crime and disorder. The partnership is guided by evidence-based crime reduction models such as Community-oriented Policing, Problem-oriented Policing, and Project Safe Neighborhoods.



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<sup>1</sup> The terms and definitions in this Strategic Plan are derived from: Gary Cordner. 2020. Evidenced-Based Policing in 45 Small Bytes. National Institute of Justice, Washington DC. [www.NIJ.ojp.gov](http://www.NIJ.ojp.gov). Reference to this publication is used within this plan.

Initiatives:

- 1- Neighborhood Engagement Team - a dedicated team of officers assigned to specific neighborhoods who partner with residents and businesses to address issues. This team is supported by the Community Engagement and Strategic Planning units.
- 2- Stratified Policing - an organizational model for systematic crime reduction that designates responsibility based on the type of problem and the resources necessary to address it.
- 3- Project Safe Neighborhoods - a multifaceted, evidence-base program designed to address serious and violent crime and deter potential offenders from committing crime. This is facilitated through partnerships with community members, service providers, non-profits, and re-entry programs.
- 4- Problem-oriented Policing (POP) – an organizational model and comprehensive approach to crime reduction and partnership building that uses research to identify and address crime problems and quality of life issues.

Strategic Goal #2 - Holding Offenders to Account

GPD relies on evidence-based deterrence methods to demotivate someone from committing crime by having them evaluate the risk of committing a crime and identifying alternatives and available resources. Non-law enforcement resources and partnerships also work to support and guide individuals away from criminal behavior.



Objectives:

- 1- Continuation of the Gang Reduction and Violence Intervention Targeting Youth (GRAVITY) Program, which deters involvement, reduces opportunities, and provides alternatives to group-based criminal activity.
- 2- Prioritization of warrant service for offenses related to violence, domestic assault, or serious repeat offending, including:
  - a. Reducing the number of active warrants by conducting viability study on warrants older than five years (this would be an ongoing project between GPD’s Warrants and Detective units and the City Attorney’s Office)
  - b. Further developing the notification program by mailing notifications to subjects who have active bench warrants stemming from nonviolent offenses
  - c. Continuing to work with members of the medical community to facilitate care for mentally ill subjects (while in crisis)

### Strategic Goal #3 - Maintaining Safety and Order

The idea of safety and order is related to public spaces, and roadways. People driving, attending an event, or visiting a park should feel safe. Additionally, one of the core elements of law enforcement is ensuring citizens' right to peaceably assemble. Given the number of festivals and events, and vehicles traveling the roads each year, this a major component of policing in Greenville.



#### Objectives:

- 1- Crowd management - manage the movement and order of large numbers of people in the Central Business District and in city parks.
- 2- Traffic management
  - a. Reduce collisions and injury and damage levels of collisions and improve efficient and safe movement along major corridors through targeted enforcement campaigns.
  - b. Coordinate with Traffic Engineering to evaluate problematic road segments and intersections for improvement.
  - c. Identify areas of concern to neighborhoods, including pedestrian and bike safety. Coordinate with Traffic Engineering to identify solutions.
  - d. Utilize traffic calming methods to address community concerns in collaboration with the city, county, and State Department of Transportation.
  - e. In conjunction with the SC Law Enforcement Network, develop local awareness campaigns to promote safe and courteous driving through a variety of media formats.
  - f. Traffic Response Vehicle (TRV) program tasked with assisting stranded motorists and clearing highways efficiently. Implement and evaluate operations, developing the Standard Operating Procedure and amending the General Order.
  - g. Conduct a staffing and deployment study for Traffic.
  - h. Collision Reconstruction is recognized for its expertise and is a regional resource for other law enforcement agencies. Goal is to be the premier Collision Reconstruction Unit in South Carolina. Continuing advanced training for collision reconstruction. Implementation of UAV for scene mapping collision reconstruction. Implement the latest technology and equipment, and training related to traffic safety
- 3- City Hall Security. GPD will work with City Hall personnel and contracted Security Services to ensure visitors and staff are safe. This includes medical emergencies, fire and tornado drills.
- 4- School Resource Officer program to increase student engagement and develop partnerships.
  - a. School activity programs
  - b. Allen Jacobs Summer Camp
  - c. Active Threat and critical incident training in conjunction with the School District

## Strategic Goal #4 - Reassuring the Public

The Greenville Police Department continuously seeks to build the trust of residents and businesses. It does so by being transparent, engaging in outreach programs, being active on social media, and event participation. GPD will work to reassure residents based on open and accurate data, reporting, and be responsive to the needs of neighborhoods, communities, and businesses.



### Objectives:

- 1- Continue and expand ongoing transparency programs via social media, Community Engagement, City Communications, outreach events, and publishing of reports and statistics.
- 2- Continue to expand the diversity of GPD through recruitment efforts; individuals that can help to further build community relationships.
- 3- Conduct Community and Neighborhood Surveys. Satisfaction and safety surveys conducted by the City and consultants.
- 4- Reassuring and informing the community with the City 9-1-1 Dispatch CodeRed application, providing notifications to residents regarding city information, and Community Care for elderly and/or disabled citizens. Expand these programs through awareness campaigns.

## Strategic Goal #5 - Providing Quality Services

Policing is a service. GPD is requested to help and assist in many ways and one that operates 24/7/365. Greenville is a dynamic and growing city. We are called to traffic accidents, speeding, disorder, loud music, and property and violent crimes. GPD also provides service in addressing crime and investigations to ensure we meet the needs of the residents, visitors, and businesses.

### Objectives:

- 1- Communications and Dispatch (E9-1-1). Quality service begins with phone calls to 9-1-1. GPD Communications is a National Emergency Number Association (NENA) certified center that exceeds national standards for operation. Addressing the needs to maintain this standard and support the national upgrade to NextGeneration-9-1-1 – a multi-year effort to improve accuracy, performance, and integrate new cellular and technical capabilities. Key areas are radio communication, interoperability, mapping, training, audio recording archiving, and software improvements.
- 2- Conduct Department-wide workload analysis. Review load balancing, deployment, work schedules, and planning for staffing and deployment needs.



- 3- Conduct a review of outsourced false alarm management.
- 4- Real-time situation center – monitoring radio and Computer Aided Dispatch – for special events and critical incidents.
- 5- To provide timely and accurate reports, review incident report writing and approval process, and implement a process improvement plan, and updated report writing manual.
- 6- Continue to build partnerships with organizations who assist with serving individuals at risk. Examples include: State and County Mental Health, Community Crisis Response and Intervention Homeless Alliance, Upstate Wounded Warriors; with the goal of diverting appropriate 9-1-1 calls to partner organizations.
- 7- Evaluate equipment and training to assist disabled vehicles and identifying fleeing vehicles without the need to pursue.
- 8- Employee health, wellness and fitness training that addresses physical and cognitive health to prepare employees to manage work stress and reduce injury.

### Strategic Goal #6 - Using Force and Authority Fairly and Effectively

Law Enforcement has been given responsibility and authority to enforce laws. The power applied is expected to be proportional to the need and be used in a just – equitable, lawful, and fair – manner. The public and police use data to determine if use of force is just with oversight already in place.



#### Objectives:

- 1- Use of Procedural Justice practices with interactions with the residents, businesses, visitors, and vehicle stops
- 2- Review best practices and implement evidenced-based Use of Force training programs in conjunction with scenario-based training.
- 3- Transparency in reporting Use of Force, continuing to publish information and working with the Public Safety Citizens Review Board.
- 4- Review best practices and implement a Bias Early Warning program. Detect and address concerns proactively.

## Strategic Goal #7 - Using financial resources efficiently

The public expects Government, inclusive of Law enforcement, to be efficient with operating costs. This applies in areas such as equipment costs, allocation and workload, and training.

### Objectives:

- 1- Follow city procurement policies and adopt best practice guidelines from the International Association of Chiefs of Police to obtain appropriate technology and equipment in support of the Strategic Plan.
- 2- Research grant funding opportunities and evaluate private/public partnerships to augment programs and equipment needs.
- 3- Maintain GPD's status as the leader in Law Enforcement training in South Carolina through continuous review, upgrade and adoption of training courses that reflect changes in law enforcement and community expectations. Develop realistic, operational environment scenarios based on nation-wide trends and best practices; comprehensive training that can reduce liability and injury. Specific training based on evidence-based practices include:
  - a. Leadership
  - b. Community Outreach
  - c. Problem-Oriented Policing
  - d. Procedural Justice and bias awareness
  - e. Diversity training and crisis communication
  - f. Communication and de-escalation
  - g. Use of Force with additional less than lethal options
  - h. Safe driving and emergency vehicle operation
  - i. Special event, traffic management and crowd safety
  - j. Wellness and mental health training
  - k. GPD department policy and procedures, position cross training and succession planning
  - l. Partner with regional academic institutions collaborating on research and training.

