

# **GREENSBORO POLICE DEPARTMENT**



## **STRATEGIC PLAN FY 2021-2024**

**Brian L. James**  
Chief of Police



Greensboro Police Department  
FY 2021-2024 Strategic Plan

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## TABLE OF CONTENTS

Message from Chief _____	P3
Special Acknowledgements _____	P4
Department Mission Statement, Vision Statement, Core Values _____	P5
Strategic Planning – Purpose & Overview _____	P6
Greensboro Police Department Organizational Structure _____	P8
Crime Reduction _____	P9
Ongoing Professional Development _____	P13
Strong Community Relationships _____	P16
Traffic Safety _____	P19
Partnering with Community Resources _____	P22
Employee Retention and Recruitment _____	P23
Employee Mental Health and Wellness _____	P25
Modern Technology/Infrastructure/Equipment _____	P25



Greensboro Police Department  
FY 2021-2024 Strategic Plan

---



## Message from the Chief

I am pleased to present the Greensboro Police Department’s strategic plan. For the next three years this plan will provide a framework for our team to achieve its mission while ensuring the department operates in line with the values of our agency. This Strategic Plan helps to provide direction and focus for our organization. It is the roadmap that outlines where the agency is headed while capturing our success along the way. The plan is a “living document” that is annually reviewed and updated to reflect current community issues, population trends, organizational goals and the state of the economy. As we move forward, we must continue to build trust in the community and establish innovative ways to decrease violent crime. As the Chief of Police, I am committed to building relationships while providing the highest level of service to make Greensboro safe for all people. This was a collaborative effort and I would like to thank the many employees who provided input to complete this plan.

Brian L. James  
Chief of Police



Greensboro Police Department  
FY 2021-2024 Strategic Plan

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## Special Acknowledgements

Deputy Chief Mike Richey  
Deputy Chief Renae Sigmon  
Deputy Chief Michael Terry  
Deputy Chief John Thompson  
Captain Richard Alston  
Captain Teresa J. Biffle  
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Captain Greg Gardner  
Captain Stephanie R. Mardis  
Captain Thomas D. Moore  
Captain Chris M. Schultheis  
Captain Chad E. Williams  
Lieutenant Frances R. Banks  
Lieutenant Adam Bell  
Lieutenant Ashley Brown  
Lieutenant Justin Flynt  
Lieutenant Kenneth Johnson  
Lieutenant Larry Patterson  
Lieutenant Anthony C. Price  
Lieutenant John L. Raines  
Lieutenant Alex Ricketts  
Public Information Officer Ronald Glenn  
Office of Community Engagement Assistant Director Josie Cambareri  
Office of Community Engagement Director Jenny Caviness



Greensboro Police Department  
FY 2021-2024 Strategic Plan

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OUR MISSION

Partnering to make Greensboro safe for all people.

VISION STATEMENT

To be a national model for exceptional policing through our commitment to excellence, selfless public service, and effective community partnerships.

CORE VALUES

Honesty, Integrity, Stewardship, Respect, Trust, Accountability

To fulfill our mission we are committed to:

- Crime Reduction
- Ongoing Training and Professional Development
- Strong Community Relationships
- Traffic Safety
- Partnering with Community Resources
- Employee Mental Health and Wellness
- Modern Technology, Equipment, and Infrastructure

As City stewards:

- We remain vigilant for more effective means to achieve our goals
- Are flexible enough to change strategies when necessary
- Ensure that evaluation of work practices is a standard part of our efforts. These efforts are designed to move us forward in our commitment of policing for Greensboro's communities.



## Greensboro Police Department FY 2021-2024 Strategic Plan

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### **Strategic Planning – Purpose & Overview**

The Greensboro Police Department Strategic Plan's primary purpose is to define the agency's vision, determine what we want to achieve, and establish an approach to accomplish and measure the outcomes. This Strategic Plan will help inform employees of their job expectations and allow the employees to envision themselves as an essential part of a larger organization. Also, the plan will inform the community members about police services and how these services are delivered. The objectives outline the department's plan to improve productivity, equipment, operations, efficiency, safety, and increase engagement with Greensboro residents.

Additionally, this living document complies with CALEA's multi-year plan. The plan will be evaluated annually for changes and improvements to help build upon the department's efficiency to collaborate with Greensboro's greater community.

#### **CALEA Accreditation**

The Greensboro Police Department has been accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 1986. As part of the accreditation process, the agency is required to have a *multi-year* plan that involves annual updating and includes the following:

- A. Long-term goal and operational objectives for the agency and each major organizational component;
- B. Anticipated workload and population trends;
- C. Anticipated personnel levels;
- D. Anticipated capital improvement and equipment needs; and
- E. Provisions for review and revision as needed.

#### **Workload, Personnel, and Population Trends**

##### *Current Population Trends*

*According to worldpopulationreview.com, Greensboro had an estimated population of 299,946 people in 2020 which reflects an 11.23% growth since the last official census in 2010. According to the US Census and Internal City Data, Greensboro is ranked as the third most populated city in the state of North Carolina with the city encompassing 135 square miles of total land area.*

##### *Anticipated Population Trend*

*The North Carolina Office of Budget and Management has shown continuous growth for Greensboro every year for the past ten years. Based on their projection figures, the population of Greensboro will continue to grow over the next three years. The NCOBM does*



## Greensboro Police Department FY 2021-2024 Strategic Plan

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*not give population projections on cities. Using the most recent data from the US Census Bureau, the forecasted population for Greensboro in 2023 will be estimated at 309,255.*

### *Current Personnel Levels*

*The department is allocated 683 sworn employees and 114 civilian (non-sworn) employees for a total of 797 employees. As of January 1, 2021, the agency was facing 34 sworn vacancies (5.2% of allocated) and 9 civilian vacancies (8.6% of allocated), resulting in 43 vacancies overall, or approximately 5.7% of its total workforce. The last significant addition to the department was in 2011 when the department was awarded thirty (30) sworn officers.*

### *Anticipated Personnel Levels*

*The Greensboro Police Department continuously recruits for vacant positions – both sworn and civilian. Based upon hiring and attrition rates for sworn personnel, the Department is projecting that sworn staffing levels will decrease. Currently, there is high attrition and a decreasing number of job seekers within law enforcement. The lack of interest in the profession results in a smaller pool of highly qualified applicants. Public perception of law enforcement also contributes to the barrier to effective recruitment. Despite the shortage in sworn positions, the agency is diligently recruiting for civilian positions and may be able to achieve full allocation levels for civilian personnel in the near future.*

### *Current Workload*

*The Greensboro Police Department provides 24 hour 7 days a week law enforcement services for an estimated 300,000 residents covering 135.2 square miles. The ratio of sworn officers to land area of coverage is currently at 1:0.20 square miles. The ratio of sworn officers per resident is currently at 1:445 residents or 2.25 officers per 1,000 residents. Extension of the city's essential services (water/sewer) and Greensboro Urban Loop warrants an increase of police service of annexed communities outside of the corporate city limits of Greensboro.*

### *Anticipated Workload*

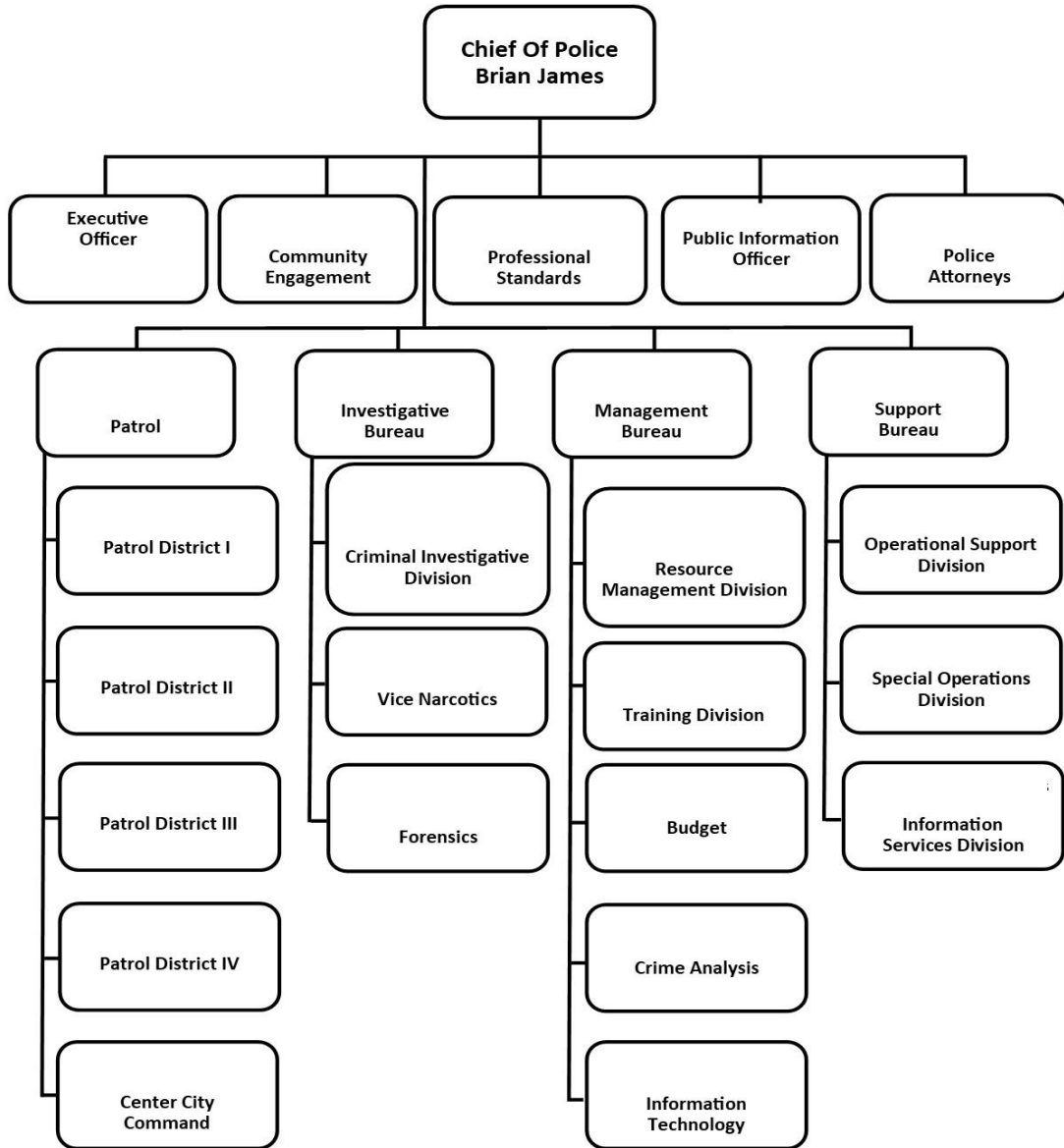
*Since 2010, the City has experienced an 11.24% population increase and a 2.5% increase in area (from 131.9 square miles to 135.2 square miles). During this time frame, the agency has acquired thirty (36) additional personnel allocations, bringing the total number of authorized sworn officers to 683. In 2010, the number of allocated civilian employees were 113. This amount has since increased to 114. The ratio of sworn officers to land area, despite the increase in land, has remained the same; one officer covering an average of 0.19 square miles. When comparing the ratio of officers to residents in the city, we see that personnel allocations have not kept up. In 2010 the population was 269,700. The ratio of officers to residents was 1:418 or 2.3 officers per 1,000 residents. Today, in 2021 the ratio is 1:439 or an approximate 2.28 officers per 1,000 residents. With population trends showing a steady increase, a growing economy (housing, entertainment, and hotels), and a performing arts center for downtown Greensboro, workloads for officers are expected to increase in the near future.*



Greensboro Police Department  
FY 2021-2024 Strategic Plan

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Greensboro Police Department Organizational Structure







Greensboro Police Department  
 FY 2021-2024 Strategic Plan

**CRIME REDUCTION**

**Goal:** Reduce violent crime by 20% of 2019 year end numbers by end of 2022

*In 2019, there were a total of 45 homicides in the City of Greensboro. In 2020, there were a total of 61 homicides. This a 35 % increase. Overall, there was an 11% increase in violent crime from 2019 to 2020. See the chart for additional information.*

Part 1 Crimes	2019	2020
Homicide	45	61
Forcible Rape	104	87
Aggravated Assault	1704	2009
Robbery	626	588
<b>Total Violent Crimes</b>	<b>2479</b>	<b>2745</b>
Burglary	2207	2222
Theft from MV	3148	2944
Motor Vehicle Theft	986	1124
Arson	90	103
<b>Total Property Crimes</b>	<b>6431</b>	<b>6393</b>

**Objective I: Implement a Violent Crime Reduction Strategy (VCRS) to primarily focus on homicides, robberies, and aggravated assaults utilizing a wide inter-bureau approach.**

Target Completion Date: FY 2021-2024

**Investigative Bureau**

Action Plan

*Criminal Investigations Divisions/Vice Narcotics Division*

- Ensure every National Integrated Ballistic Information Network (NIBIN) hit is assigned to the affected detective and the Bureau of Alcohol, Tobacco, Firearms, and Explosives (BATFE) Task Force Officers (TFO).
- Conduct investigative follow-up on assigned active cases with any connection to a known offender and provide information to the affected squads.
- Conduct regular meetings to discuss ongoing investigations to ensure officer safety and further the success of the overall strategy.
- Ensure that all actionable intelligence generated by the VCRS should be pursued, documented and visible to all strategy partners.



## Greensboro Police Department FY 2021-2024 Strategic Plan

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### Forensics Services

- Employ a Firearms Examiner
- Completion of NIBIN (National Integrated Ballistic Information Network) process within 24 to 72 hours following the collection of shell casings
- Conduct DNA/Latent Prints on a case-by-case basis.

### Measures of Success

- Quantitative evaluation of active cases with any connection to a known offender that leads to an arrest.
- Quantitative evaluation of the NIBIN, DNA/latent print hits that leads to a suspect and an arrest

## **Support Bureau**

### Action Plan

#### Operational Support Division

##### Police Neighborhood Resource Center (PNRC)

- Conduct regular legal paper assignments in Greensboro Housing Authority (GHA) sites in/near Hot Spots, with the goal of conducting at least two per month
- Utilize citizen contacts with GHA residents to share/solicit information on violent crime, CrimeStoppers, and GunStoppers program.

#### School Resource Officer

- Utilize contacts with faculty and students to share/solicit information on violent crimes, CrimeStoppers, and GunStoppers program.

#### Electronic Monitoring Unit

- Officers will assist with monitoring any Priority Offender currently assigned to a monitor
- Officers will also utilize Crime Analysis Hot Spot locations for monitoring any activity during documented crimes.

### Measures of Success

- Quantitative evaluation of CrimeStoppers tips that leads to an arrest in GHA and the number of legal papers assigned and served in GHA.
- Quantitative evaluation of arrests made after a search of GPD EMU Tracking Software



## Greensboro Police Department FY 2021-2024 Strategic Plan

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### **Management Bureau**

#### Action Plan

##### Crime Analysis Unit (CAU)

- Employ a Full-time Crime Analyst/NIBIN Specialist
- Provide operational support of data analysis and tracking changes for multiple divisions.
- Release a weekly report of shooting offenses (aggravated assaults involving a firearm, shooting into occupied property, shooting into unoccupied property, and discharge of firearm offenses) throughout the city to all police.
- Provide network analysis charts related to NIBIN leads to the police command staff, and generate Crime Pattern Bulletins based off NIBIN leads for distribution to all police.

##### Measures of Success

- Number of actionable investigative leads due to association between two or more pieces of ballistic evidence
- Number of linked crimes which identifies suspects

### **Patrol Bureau**

#### Action Plan

- Maintain a monthly goal of 25% available time across all shifts for proactive activity (Self-Initiated and Vehicle Stops) with emphasis on completing field interview reports, illegal gun seizures, and legal paper service.
- Assign Hot Spots within the districts and conduct special assignments and High Visibility Operations in these said Hot Spots.
- Educate and encourage business owners to ‘harden’ their businesses by making sure they have the most up to date and operating technology (i.e. working cameras) that successfully aid in recording information to increase the solvability factors for crime.
- Conduct various special assignments (Community Walks, Meetings, and Traffic Safety Assignments) based on crime statistics within their respective districts.
- Document encounters with offenders and share the information with first line supervisors and assigned investigators.
- Supplement Street Crimes Unit (SCU) and Tactical Narcotics Team (TNT) Squads
- Conduct thorough investigations involving motor vehicle thefts, including the location of theft, suspects involved and the recovery location if known and



## Greensboro Police Department FY 2021-2024 Strategic Plan

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communicate routinely with both CID and TNT resources in order to increase the flow of intelligence between Divisions.

- Based on crime and safety trends, develop enduring community policing and crime prevention programs specific to neighborhoods and their identified issues and/or needs.
- Implement more community partnerships by partnering with businesses to reduce violent robberies and larcenies.
- Collaborate with businesses and citizens in effort to achieve at a minimum 50% of participation with usage of the Ring Cameras, Nextdoor, Social Media, or the like, which will aid with criminal apprehension.
- Invest in Technology to increase and improve investigative leads to include License Plate Readers

### Measures of Success

- Maintain and increase the number of crime prevention programs and determine the success rate by analyzing the crime statistics of the area where the programs were facilitated.
- After initiation of each Action Plan, conduct a quarterly assessment of criminal statistics to assess crime trends.
- Measure how many neighborhoods utilized the Ring Camera, Nextdoor, and Social Media platforms, and then analyze the crime statistics for the area.
- When deploying License Plate Readers, determine how many stolen vehicles were located and/or how many wanted individuals were arrested due to the Reader technology.

Objective Responsibility: Patrol Bureau Commanders and Investigative Bureau

### **Objective II: Implement a strategy to affect violent crime by increasing traffic enforcement efforts throughout the City of Greensboro with a coordinated effort between Patrol Divisions and the Special Operations Division.**

Target Completion Date: FY 2021-2024

### Action Plan

- Install and maintain additional Speed Measure Devices in patrol line vehicles.
- Train and certify personnel in the use and maintenance of speed measuring devices for traffic enforcement applications.
- Pair patrol officers who are certified in speed measuring devices and show initiative in traffic enforcement with SOD personnel for additional career development.



## Greensboro Police Department FY 2021-2024 Strategic Plan

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- Communicate the importance of the effect of traffic enforcement on the department's strategy to decrease violent crime.

### Measures of Success

- Verify the newly acquired Golden Eagle Devices and existing speed measuring devices have been installed across the Patrol Bureau and being maintained.
- Verify that officers on each work rotation and in each division have been trained and certified by the state to operate speed measuring devices. Continue to schedule training of personnel in traffic enforcement-related areas.
- Track the frequency in which Patrol Bureau Officers and Special Operations Division Officers coordinate efforts to complete traffic enforcement and/or training.
- Monitor and track vehicle stops and the associated warnings, citations, and arrests resulting from those stops.

Objective Responsibility: Commanding Officers of Patrol Divisions and the Special Operations Division.

### ONGOING PROFESSIONAL DEVELOPMENT

**Goal:** Provide the GPD staff with up-to-date training to further raise awareness and develop the organization

#### **Objective I: Implement the Integrating Communications, Assessment, and Tactics (ICAT) program for all sworn department members.**

Target Completion Date: FY 2021

#### Action Plan

- Schedule all full-time personnel to attend Integrating Communications, Assessment, and Tactics (ICAT) training.
- All newly hired sworn personnel will complete ICAT training within the first year of their employment.

#### Measures of Success

- Decrease in Use of Force
- Continue scheduling ICAT training for lateral and police academy graduates within their first year of hire.

Objective Responsibility: Executive Officer of the Training Division



Greensboro Police Department  
FY 2021-2024 Strategic Plan

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**Objective II: Partner with community resources to bring racial equity and diversity training to the department.**

Target Completion Date: FY 2021 and ongoing

Action Plan

- Utilize the International Civil Rights Center and Museum (ICRCM) to educate police academy members on the historical significant of Greensboro's role in the civil rights efforts.
- Use facilitators to discuss racial equity with police academy members after a tour of the ICRCM.
- Continue Implicit Bias Training in the Police Academy
- Implement department wide racial equity training.
- Command Staff participation in Racial Equity Institute's (REI) Phase 1 workshop.

Measures of Success

- Completion of police academy tours and racial equity facilitated discussion.
- Ensure all departmental members have attended racial equity training.
- Command Staff member participation in REI's Phase 1 workshop.

Objective Responsibility: Commanding Officer of the Training Division

**Objective III: Continue to train personnel in Crisis Intervention Training (CIT) and other special population education.**

Target Completion Date: FY 2024

Action Plan

- Enroll officers in Crisis Intervention Training (CIT) as opportunities present themselves.
- Coordinate with CIT programmers to host CIT training.
- Solicit opportunities to host special population training to benefit department members.

Measures of Success

- Number of officers that have completed Crisis Intervention Training (CIT) training.
- CIT classes hosted or sponsored by the department.
- Increase the number of special population training opportunities for the department.



Greensboro Police Department  
FY 2021-2024 Strategic Plan

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Objective Responsibility: Executive Officer of the Training Division

**Objective IV: Ensure all supervisors attend first line supervisors training and command staff participates in an executive management program.**

Action Plan

- Develop an orientation guide for newly promoted personnel.
- Ensure that all supervisors have attended first-line supervisors training.
- Increase the number of supervisors who attend leadership training opportunities.
- Command staff members attend an executive management program.

Measures of Success

- Design and completion of an orientation plan for newly promoted corporals, sergeants and lieutenants.
- Develop and/or seek out leadership schools for all levels of supervision.
- All supervisors attend first-line supervisor training.
- Completion of executive management training by command staff members.

Objective Responsibility: Executive and Commanding Officer of the Training Division

**Objective V: Initiate a succession plan that identifies and develops department personnel for future leadership positions within the organization.**

Target Completion Date: FY 2023

Action Plan

- Design a succession plan/policy to include provisions for recruitment, promotion and mentoring.
- Development of an internal leadership and management program aimed at developing current and future leaders.
- Instill mentoring relationships into the department culture.

Measures of Success

- Implementation of a department succession plan.
- Internal leadership and management courses created.
- Create a structured mentoring program within the department.

Objective Responsibility: Office of the Chief of Police



Greensboro Police Department  
FY 2021-2024 Strategic Plan

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**STRONG COMMUNITY RELATIONSHIPS**

**Goal:** Increase citizen contacts and activities within the community to build relationships and increase quality of life

**Objective I: Conduct ongoing Community Conversations**

Target Completion Date: FY 2021 and ongoing

Action Plan:

- Increase speaking engagements, mini classes, and webinars with houses of worship, neighborhood associations, and other established groups.
- Attend small and large community events

Measures of Success

- Number of educational sessions and speaker requests completed by the department
- Number of community programs attended
- Number of new and relevant programs planned with CRT
- Survey tool for program reflection

Objective Responsibility: Office of Community Engagement, Patrol Bureau

**Objective II: Walk and Talks in neighborhoods.**

Target Completion Date: FY 2021 and ongoing

Action Plan

- Renew the volunteer program, with modifications, so residents can effectively volunteer to walk with officers in identified areas. Create a new sign up system with fewer restrictions.
- Work with CROs to reinvigorate Community Watch Program
- Host monthly meeting with Community Resource Team to discuss common issues, share ideas, and strategically plan engagement in neighborhoods.
- Introduce Dog Walker Watch. DWW encourages neighbors to assist law enforcement by being vigilant while out walking.

Measures of Success

- Successful volunteer registration site
- Number of walks completed
- Consistent active community watch programs
- Number of Dog Walker registrations
- Community Watch Survey





Greensboro Police Department  
FY 2021-2024 Strategic Plan

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Objective Responsibility: Office of Community Engagement and Patrol Bureau

**Objective III: Create educational videos and social media posts to inform the public of trends in crime, departmental functions and the importance of understanding why crime is relevant to the entire community.**

Target Completion Date: FY 2021

Action Plan

- Social Media posts that provide specific information on crime trends, victimization, significant arrests, and community commendation of officers.
- Monitor social media metrics to inform future posts.

Measures of success

- Number of educational posting such as GPD in 60 seconds, “how-to...”, “what to do when...” etc.
- Number of GPD Kudos
- Engagement and metrics from social media posts

Objective Responsibility: Office of Community Engagement, Patrol Bureau

Public Information Officer

**Objective I: Promote the Positive Impacts of Policing on the Community**

Target Completion Date: FY 2021 and ongoing

Action Plan

- Utilize contacts within the media and community contacts to share/solicit information on positive police interactions.
- Increase the number of non-crime related stories about the department by highlighting department personnel and resources.
- Utilize tools at the department’s disposal to provide targeted information to areas that serve to increase contact with the department.

Measure of Success

- Increase presence of positive stories about the department in the media and online.
- Increase of positive attitudes regarding the role of police in the community.
- Increase in the ease of communication with the community.

Objective Responsibility: Public Information Officer



Greensboro Police Department  
FY 2021-2024 Strategic Plan

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**Objective II: Build and maintain impactful relationships with the media and community partners.**

Target Completion Date: FY 2021 and ongoing

Action Plan

- Proactively build relationships with each media entity/community partner.
- Visit on an annual basis media/community partners to solicit input.
- Provide continued access to accurate and timely information about incidents and ongoing investigations.

Measure of Success

- Strong working relationships that benefit the department and media/community partners.
- Increase positive attitudes regarding the communication from the police department to the community.
- Increase in the ease of communication with media and community partners.

Objective Responsibility: Public Information Officer

*Police Neighborhood Resource Center (PNRC)*

**Objective I: Foster strong community relationships in Greensboro Housing Authority communities**

Target Completion Date: FY 2021 and ongoing

Action Plan

- Building a social media presence for each specific community
- Actively seek citizen input to learn about their specific need
- Spend at least 80% of time on foot patrol or on bicycle patrol
- Conduct monthly meeting with the site managers
- Conduct a cost neutral bi-annually event to build relationships with the youth and the elderly from each site.

Measures of Success

- GHA feedback/survey by social media or door-to-door contact
- GHA Staff cooperation and feedback

Objective Responsibility: Commanding Officer of the Operational Support Division



Greensboro Police Department  
FY 2021-2024 Strategic Plan

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School Resource Officers

**Objective I: Foster strong community relationships in the Guilford County Schools**

Target Completion Date: FY 2021 and ongoing

Action Plan

- Engage students in various environments, i.e. school programs, clubs, athletics, classroom settings, etc.
- Develop professional relationships with staff
- Have an “open door” policy for staff and students

Measure of Success

- Exchange of valuable information and trust
- Positive attitudes regarding the police
- Solicit feedback

Objective Responsibility: Commanding Officer of the Operational Support Division

**TRAFFIC SAFETY**

**Goal:** Enhance traffic safety and crash reduction enforcements to reduce traffic Collisions, decrease personal injuries and decrease property damages.

**Objective I: Target traffic enforcement operations in areas selected based on statistical crash data, speed and traffic data, and community complaints.**

Target Completion Date: FY 2022

Action Plan

- High visibility and directed patrols during targeted times and locations
- Maintain and utilize speed measurement instruments
- Identify and address engineering concerns with city partnerships
- Capture the number of accidents in the particular area

Measures of Success

- Analyze and compare the number of crashes, the severity of injuries stemming from crash involvement, statistical average speeds on targeted roadways, along with the successful resolution, and reduction, of community complaints.



Greensboro Police Department  
FY 2021-2024 Strategic Plan

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**Objective II: Focus Enforcement and Education on Driving While Impaired**

Target Completion Date: FY 2022 and ongoing

Action Plan

- Utilize the DWI Task Force
- Ensuring Officers are trained in Standardized Field Sobriety Testing
- Increased number of Booze and Lose It operations

Measures of Success

- Statistical number of DWI arrests
- Overall reduction of traffic crashes involving impaired drivers

**Objective III: Conducting public awareness and education campaigns**

Target Completion Date: FY 2021 and ongoing

Action Plan

- Using the Public Information Officer, Community Engagement, and Social Media platforms to provide education on Child Passenger Safety, DWI, Driving Safety and Laws, Pedestrian Safety, Bike Safe, Vision Zero, and Safe Kids.
- Maintain Child Passenger Safety Certified Inspectors/Technicians to assist the public with accurately installing child safety seats.

Measures of Success

- Traffic fatalities
- Pedestrian and bicyclist fatalities
- Motorcyclist fatalities
- Speeding-related fatalities
- Unrestrained passenger vehicle occupants fatalities

**Objective IV: Provide specialized training opportunities for patrol officers**

Target Completion Date: FY 2021

Action Plan

- Specialized Measurements Instruments
- Standardized Field Sobriety Testing
- Intoximeter Operator Certification



## Greensboro Police Department FY 2021-2024 Strategic Plan

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### Measures of Success

- Number of patrol officers certified in the use of speed measurement instruments, certified in Standardized Field Sobriety Testing and those certified as Intoximeter Operators which should show a positive correlation to a statistical increase in speed and Driving While Impaired enforcement actions within the Patrol Division.

**Objective V: Utilization of the Statewide Traffic Enforcement Program (STEP) through the Governors Highway Safety Program by earning credits through enforcement operations to acquire additional traffic enforcement equipment for the agency.**

Target Completion Date: FY 2022

### Action Plan

- Participation in GHSP sponsored events and highway safety enforcement events
- Accurately record and document participation in these events

### Measures of Success

- Statistical number of Department traffic operations eligible to accrue credits within the STEP program, and the subsequent accrual of those credits. In turn, those credits would be utilized to acquire traffic enforcement equipment at no cost for the Department from the program. An increase in the amount of enforcement equipment for the agency should correlate to an increase in the overall enforcement statistics of the Department.

**Objective VI: Improved road safety for bicyclists and pedestrians**

Target Completion Date: FY 2024

### Action Plan

- Identify high risks areas for vulnerable roadway users
- Consult with North Carolina Department of Transportation and Greensboro Department of Transportation regarding engineering concerns
- Implement enforcement areas of high volume traffic of pedestrians
- Full participation in Vision Zero Greensboro

### Measures of Success

- Approved paths for bicyclists, sidewalk repair, and installation, reduced collisions and injuries



Greensboro Police Department  
FY 2021-2024 Strategic Plan

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- Reduction in pedal cyclist and pedestrian injuries/fatalities

Objective Responsibility: Special Operations and Patrol Division Commander

**PARTNERING WITH COMMUNITY RESOURCES**

**Goal:** Utilizing problem-solving techniques that determine the root cause of the issue that often evolve into a police response.

**Objective I: Create a full-time Community Resource Coordinator**

Target Completion Date: FY 2021- 2022

Action Plan

- Create a referral system for officers.
- Create partnerships with agencies for referrals
- Create or find a tracking system
- Create opportunities for non-profits and volunteers to assist with resources

Measures of success

- Referral system creation by Early 2021
- Number of successful partnerships with agencies for referrals
- Implemented tracking system
- Number of non-profits and volunteers to assist with resources
- Employee utilization should increase over time

Objective Responsibility: Office of Community Engagement

**Objective I: Enhance response to homelessness by deploying Homeless Area Response Team (H.A.R.T.) and Behavioral Health Response Team (B.H.R.T.)**

Target Completion Date: FY 2021 and ongoing

Action Plan

- Create a referral between officers, counselors, and homeless/mental health professionals.
- Work with existing non-profits regarding homeless/mental health providers.
- Provide public service announcements (PSA's) to the greater community about HART and BHRT.

Measures of success:

- Identify and track the number of individual referrals.



Greensboro Police Department  
FY 2021-2024 Strategic Plan

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- Annual report on resources that are allocated toward HART and BHRT in the community.
- Create a survey that patrol officers/HART Officers/BHRT Officers can use to engage citizen satisfaction.

Objective Responsibility: Patrol Bureau Commanders, Support Bureau Commanders, and Office of Community Engagement

**Objective II: Utilize community partners for referrals to address the needs of Guilford County School students through the use of School Resource Officers**

Target Completion Date: FY 2021 and ongoing

Action Plan

- School Resource Officers (SRO) should utilize contact with community partners for diversionary programs when feasible for youth
- Utilize departmental list maintained by OCE as an active referral list of agencies that work with youth for the variety of needs

Measure of Success

- Number of referrals to diversion programs weighed against the number of offenses
- Variety in partners on the referral list

Objective Responsibility: Commanding Officer of the Operational Support Division

**EMPLOYEE RETENTION AND RECRUITMENT**

**Goal:** Establish strategies to increase recruitment and increase retention

**Objective I: Increase Employee Retention**

Target Completion Date: FY 2021 and ongoing

Action Plan

- Provide career path/leadership training and opportunities for growth and movement (through career counseling, informal leadership opportunities, Career Development, educational opportunities).
- Complete a yearly evaluation and comparison of salary and benefits package to surrounding and similar size grouping of agencies within the state.
- Provide programs and offerings to assist employees with wellness and support.
- Offer a regular employee survey to determine any trends in employee workplace satisfaction.



## Greensboro Police Department FY 2021-2024 Strategic Plan

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- Conduct exit interviews at the department level to monitor reasons for separation and evaluate relevant factors that can be improved upon for retention.
- Collect and review statistical data of separations to include resignation, retirement, and termination as well as subsequent returns to department of former employees.
- Provide improved Mental Wellness program for officers.

### Measures of Success

- Complete an evaluation of the programs offered on leadership training, employee wellness and support, and solicit feedback from employees who attended the programs.
- Evaluate information produced from exit interviews to improve retention.
- Collect and analyze data from employee questionnaires to make relevant changes within the department.

### **Objective II: Increase Recruitment Efforts**

Target Completion Date: FY 2021-2024

### Action Plan

- Participation in in-person and virtual career fairs at colleges, for the city, etc.
- Advertisement- specifically through social media platforms, radio, and television to reflect and attract diversity.
- Yearly evaluation and review of hiring process to streamline and create efficiencies in that process
- Implementation of a Recruiting Team consisting of currently employed officers
- Develop a brand for the agency that reflects current trends (moving away from the “exciting” videos, etc., to emphasizing being part of the change with the current climate or the altruism of the career).
- Collect and evaluate data from applicants/new hires about why they chose GPD.
- Yearly evaluation and comparison of salary and benefits package to surrounding and similar size grouping of agencies within the state to be/remain competitive.
- Integrate recruitment and community engagement efforts to appeal to possible future employees.

### Measures of Success

- Evaluation of applicant provided data to show the effectiveness of means employed in reaching interested applicants/recruiting.





Greensboro Police Department  
FY 2021-2024 Strategic Plan

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**EMPLOYEE MENTAL HEALTH AND WELLNESS**

**Goal: Establish strategies to address and evaluate officers' mental well-being**

**Objective I: Ongoing emotional and mental wellness support**

Target Completion Date: FY 2021-2022

Action Plan

- Implement a Mental Wellness Program to include more evaluation points throughout career
- Improve monitoring/assistance with officers involved in critical incidents
- Improve evaluation/monitoring of officers returning from military deployment
- Improve evaluation/monitoring of officers' Fitness for Duty status
- Provide counseling services for self-identified needs
- Offer a voluntary physical fitness evaluation of employees and appropriate guidance for improvement.
- Promote participation in the City's Health and Wellness Programs/Financial Education Programs
- Maintain a list of current chaplains of different faiths to serve officers, nonsworn employees, and families.

Measures of Success

- Complete an assessment on the educational and employee wellness program to determine its effectiveness.
- Conduct an assessment on the physical fitness evaluation ninety days after the suggested improvements have been given to the employee
- Solicit after-action reports completed from chaplains to provide feedback to the agency

**MODERN TECHNOLOGY/INFRASTRUCTURE/EQUIPMENT**

**Goal: Provide employees with up to date equipment and technology to ensure efficiency**

**Objective I: Upgrade the RMS System.**

Target Completion Date: FY 2021-2022

Action Plan

- A Technology Subcommittee has already been formed and will head up this project.



## Greensboro Police Department FY 2021-2024 Strategic Plan

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- The subcommittee will examine various vendors, assessing capabilities compared with agency needs.
- Similarly, a CAD upgrade, compatible with RMS will be researched in conjunction with this project.
- A working budget has been established for purchase of these two systems.
- Potential vendors will conduct remote displays of system capabilities.
- Finalists will present a more in depth product overview which will be tested by the committee before a final purchase is made.

### Measures of Success

- The purchase and successful implementation of the new system will be the sole measure of success.

Objective Responsibility: Executive Officer to the Patrol Deputy Chief

### **Objective II: Lexis Nexis/ Accurint and Implementation of a Real-Time Crime Center (RTCC)**

Target Completion Date: FY 2021-2022

#### Action Plan

- Investigate the capability of making Accurint accessible to all needed users.
- Upgrade Accurint to an enhanced version if needed.
- Determine how many users will need access agency-wide.
- Compatible with the Accurint Virtual RTCC, which is in a trial phase for 45 days in GPD at this time.
- Examine staffing needs to staff an RTCC or (V)RTCC full time.
- Request funding to implement and staff the (V)RTCC as a budget add-on.

#### Measures of Success

- Purchase/upgrade of Accurint or Lexis Nexis.
- Completed research of costs and needs for implementing a (V)RTCC.
- Successfully acquiring funds to implement same.

Objective Responsibility: Commanding Officer CID

### **Objective III: Complete a Staffing Study/ Growth Plan**

Target Completion Date: FY 2021

#### Action Plan:

- A determination has already been made to complete the study in-house versus using an outside vendor.



## Greensboro Police Department FY 2021-2024 Strategic Plan

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- The City staffed study will examine call load, job functions, and job needs (RTCC staffing for example) to determine if additional personnel are needed.
- Should it be determined that additional staffing is needed, a proposal will be presented to City Council for additional funding.
- The project is currently underway with a due date of March 15<sup>th</sup>, 2021.

### Measures of success:

- Complete the staffing study
- Successfully acquire the needed staffing and accompanying budget increase.

Objective Responsibility: City Budget and Resource Management Division

### **Objective IV: Office Space Needs/ Completion of Headquarters.**

Target Completion Date: FY 2022-2023

#### Action Plan:

- Research parking solution for the addition of 125 more employees to the building. Determine potential cost.
- Initial funding for Engineered Building Plans for HQ (appx. \$75k)
- Seek Capital Improvement Plan funding (appx. \$2million per floor)

#### Measures of Success:

- Attain approval for the parking solution.
- Attain approval for construction and funding for same.
- Complete construction.

Objective Responsibility: Executive Officer RMD

### **Objective V: Increased Security (camera recording, lighting, fencing)**

Target Completion Date: FY 2022-2023

#### Action Plan:

- Upgrade analog camera system at D3/FSD (planned for 2021)
- Add exterior cameras at D2/Vice, interior cameras in Vice, Evidence Room camera (planned for 2021)
- Add parking lot lighting for D2/Vice (planned for 2021)
- Review proposal and cost for adding fenced parking at D4/CID (expected completion Jan 31, 2021)
- Determine costs for each of these items and attain approval for funding.

#### Measure of Success:

- Successfully complete upgrade plans for each area of need.



## Greensboro Police Department FY 2021-2024 Strategic Plan

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- Attain Funding for each action item.
- Complete construction.

Objective Responsibility: Executive Officer RMD