GREENBELT POLICE

Multi-Year

Strategic Plan

PURPOSE

The Department's strategic plan serves as an outline for our service delivery and future challenges. The strategic goals and action items are meant to act as a guide as we move forward to meet the needs of the community, our staff and the City of Greenbelt. This plan is not all inclusive and does not cover all of the challenges the department will face. It is meant to be flexible and allow us to focus on areas of priority

As the department moves forward our focus is on reaching staffing goals, developing a greater use of technologies and using innovative strategies in the area of predictive policing to continue our tradition of providing excellent police service.

The objectives and strategies are intended to support the department's mission of:

- Community Safety: Community Safety is the priority of the Police Department. This overall goal determines how the department focuses its efforts in the areas of community outreach, enforcement, staff development, and the use of technology.
- Community Outreach: The department recognizes that to be successful there needs to be partnerships with all of the residents of Greenbelt. The Department will take every opportunity to develop relationships and build trust with our community.
- Develop Staff: Providing department staff with training, career opportunities, education and promotion will reduce turn over and create a stable department to meet the needs of our community.

The department will measure progress using data analysis to track improvement in areas department wide. The reduction of crime, lowering of motor vehicle crashes and improved case closure rates will be areas of focus.

STRATEGIC GOALS & OBJECTIVES

Goal: Reduce, Prevent and Solve Crime
Objective 1: Improve Safety of Greenbelt

Action Items

	Description
1.1	Targeted Enforcement areas
1.2	Use best practices in response to mental health concerns
1.3	Develop and implement crime prevention strategies For targeted areas
1.4	Conduct outreach on crime prevention
1.5	Partnerships with other law enforcement agencies
1.6	Decrease Time from call to officer arrival

Measures of Success

Reduction of crime in targeted areas

Reduce time from call to officer on scene

STRATEGIC GOALS & OBJECTIVES

Goal: Reduce, Prevent and Solve Crime
Objective 2: Enhance Investigations

Action Items

	Description
2.1	Maintain or Increase CIU staffing to meet levels of service
2.2	Maintain Special Assignment Team
2.3	Maintain an effective Property and Evidence function

Measures of Success

Improved identification of crime trends and patterns

Maintain or increase case closure rate

Maintain property room standards

STRATEGIC GOALS & OBJECTIVES

Goal: Traffic Safety
Objective 2: Increase Traffic Safety

Action Items

	Description
1.1	Identify and monitor high crash locations. Increase enforcement and education efforts within those areas
1.2	Monitor school zones for traffic law compliance.
1.3	Promote pedestrian safety
1.4	Continued participation with state-funded traffic safety grant programs

Measures of Success

Maintain or reduce traffic crash rate within target areas.

STRATEGIC GOALS & OBJECTIVES

Goal: Community Outreach

Objective 1: Community Policing

Action Items

	Description
1.1	Engage the community with educational programs (Citizens' Academy, Coffee with a Cop, National Night Out)
1.2	Establish CIT program
1.3	Maintain an active Bike Patrol program
1.4	Continue to participate in anti-drug campaigns
1.5	Dare Program

1.6	Create communication marketing campaigns and programs surrounding Police, community programs and events
1.7	Community Events
1.8	Partnering with business groups

Measures of Success

Host Community Programs
NNO, Shop with a Cop, Virtual Town Halls
Crime Prevention Programs
Drug take back, neighborhood watch, DARE program
Partnerships
CARES, Recreation

STRATEGIC GOALS & OBJECTIVES

Goal: Employees
Objective 1: Retain Staff

Action Items

	Description
1.1	Maintain or increase staffing levels
1.2	Assessment and staffing of Specialized Units
1.3	Maintain Community Policing Work Group
1.4	Employee Wellness programing

Measures of Success

Solicit annual employee feedback.

Maintain staffing levels at no less than 100 percent of authorized strength.

Maintain employee programs that focus on emotional, physical, mental, and financial wellness.

STRATEGIC GOALS & OBJECTIVES

Goal: Employees
Objective 3: Train, Develop, Recognize

Action Items

	Description
2.1	Continue to provide professional development training for all employees
2.2	Optimize opportunities for outside training
2.3	Provide Cross Divisional training opportunities
2.4	Maintain a formal awards process
2.5	Promote regular employee recognition.

Measures of Success

Training standards
Meet or exceed officer-training standards as established by Maryland Police
Training Commission

Recognition
Publicly share employee accomplishments and successes

Goal: Staff Development

Objective 3: Succession Planning

Action Items

	Description
2.1	Leadership training
2.2	Succession planning
2.3	Provide supervisory training for all supervisors
2.4	Training for civilian staff
2.5	Cross Training for Commanders

Measures of Success

Officer Training
Officer training total average training hours at or above the MPCTC standards

Supervisory training
Provide supervisory training

STRATEGIC GOALS & OBJECTIVES

Goal: Technology, Policy and Practice
Objective 5: Best Practices

Action Items

	Description
1.1	Maintain CALEA Certification
1.2	Maintain and develop policies consistent with best practices.
1.3	Review emerging technology to improve departmental efficiency, effectiveness, and employee safety

Measures of Success

Policy
Maintain a department policy that meets or exceeds CALEA Standards