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Preventing Crime is Everyone's Responsibility

# Huntington Police Department



## STRATEGIC PLAN 2009-2013

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## Preventing Crime is Everyone's Responsibility

February 27, 2009

Dear Mayor Wolfe and Members of Huntington City Council,

The Huntington Police Department is goal-oriented with a mission to "Prevent Crime Through Problem-solving Partnerships." Defining our mission helps us maintain organizational focus on reducing crime and disorder by increasing our Department's operational capacity and effectiveness through partnerships. The short-term goals of our organization are determined and then presented in our annual budget requests.

The Huntington Police Department's "Strategic Plan" describes the long-term goals and objectives of the organization. The evolving dynamics and financial burdens of the City of Huntington require the Huntington Police Department (HPD) to be flexible in order to meet the challenges of change. Therefore, the Huntington Police Department "Strategic Plan" must remain a fluid document in a constant state of evolution. Every year during the annual budget development process, the "Strategic Plan" will be reviewed, evaluated and modified as needed. The "Strategic Plan" is the roadmap for the future of the Huntington Police Department.

Respectfully Submitted,

W. H. Holbrook  
Chief of Police

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## **Purpose Statement**

This is the Huntington Police Department 2009-2013 Strategic Plan. The plan projects the vision of the Department and future needs for the next five (5) years. The assumptions, goals and objectives are stated.

The Huntington Police Department will seek out "best practices" that must fit the Department. Any identified deficiencies will be addressed by training. The Strategic Plan will be modified in order to continue to meet the needs of our community.

## **Vision Statement**

The members of the Huntington Police Department embrace quality policing and are committed to the development of a comprehensive strategy to prevent crime, resolve public safety issues, provide service to the community and enhance the quality of life within our city.

## **Mission Statement**

The mission of the Huntington Police Department is to provide the highest level of professional police service while preventing crime through problem-solving partnerships.

This mission is accomplished by a commitment to:

- Reduce criminal victimization
  - Call offenders to account
  - Reduce fear and enhance personal security
  - Strive to ensure safety in public places
  - When required, use force fairly, efficiently and effectively
  - Maintain fiscal responsibility to our citizens
  - Meet the expectations of our community
  - Demonstrate discipline within the organization in order to maintain and enhance public trust
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## Values

The following values are embraced by our Department:

**Respect for Human Life:** We value human life and dignity above all else, so we will treat all people with value and decency.

**Employees:** Our employees are our most valuable assets, so we will provide the best possible equipment, training and support.

**Citizens and Partnerships:** We believe that cooperation and teamwork will enable us to combine our diverse backgrounds, skills and style with the capacities of others to achieve common goals.

**Laws and Constitution:** We believe in the principles embodied in our Constitution. We recognize the authority of Federal, State and local laws.

**Integrity:** We are committed to the highest standards of honesty and ethical conduct. Furthermore, we are accountable to each other and to the citizens we serve. We believe integrity is the basis of trust between supervisors and staff, and between the Department and citizens.

**Communication:** Effective and open communication at all levels is the cornerstone of a progressive organization. We value honest, constructive discussion of ideas, performance and decisions that help accomplish the goals of the Department.

**Commitment to Excellence:** We strive for personal and professional excellence in all of our daily endeavors.

**Problem Solving:** We are most effective when we help identify and solve community problems related to crime and disorder.

**Duty:** We provide high-quality service with positive results for our community while maintaining the highest standard of public service and job satisfaction.

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## Assumptions

Assumptions are the forecasts that form the basis for the plan. Collectively, they serve as the platform upon which the goals and objectives are based.

Assumption #1—As staffing levels increase, crime rates will decrease:

- Specialized units (SEU, K-9, Bike Patrol) target specific crimes and offenders in proactive manner.
- Saturation patrol and officer presence will deter crime and enhance public perception.
- Response time reductions.

Assumption #2—Economic change within the city will alter the demographics of the city and create additional demands and expectations for police:

- Downtown revitalization and development will be a priority of the city.
- Kinetic Park development will continue further developing the corridor to the city.
- TTA service linking Huntington to Ashland, KY; Ironton, OH; Proctorville, OH; and Charleston, WV—further enhancing transportation hub in Huntington.
- Continued growth of two major hospitals increases medical services provided to tri-state region.
- No remarkable housing growth is anticipated.
- Continued growth of Marshall University, bringing even greater diversity and infusion of different ethnic groups.

Assumption #3—Community and problem-oriented policing will remain a favored sociological response to crime:

- The Department will continue to seek out “best practices” as demonstrated by other law enforcement agencies throughout the United States.
- The Department will continue to establish partnerships and relationships within the communities we serve in order to identify problems and develop problem-solving strategies.

Assumption #4—The Huntington Police Department will continue to grow and evolve:

- The Department will expand its infrastructure to address crime and disorder issues and how to best provide for the safety and security needs of our citizens.
- Establishment and decentralization of specialized units will be encouraged to facilitate the opportunity to become closer to the citizens.

Assumption #5—Technology advances will increase service efficiencies and accountability:

- County-wide computer networking will dramatically enhance information sharing and communication.
  - New uses of technology will be developed to expand training opportunities and capacity, such as in-car legal and safety updates and on-line reporting.
  - In-car cameras and audio recordings.
  - State-of-the-art interview facility for the Detective Bureau.
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# Preventing Crime is Everyone's Responsibility

## Strategic Goals

The five-year goals and objectives are as follows:

**Goal #1**      **Strengthen community problem-oriented policing. . Using the four accepted police responses: strategic policing, responsive policing, “broken windows” and community policing.**

*Objectives:*

- A. Weed and Seed model implementation.
- B. Establish specialized units (SEU, K-9, Bikes).
- C. Continue to improve partnerships with other governmental entities in order to improve the quality of life of citizens in each neighborhood.

**Goal #2**      **Expand and enhance recruitment and retention efforts to maintain full staffing levels.**

*Objectives:*

- A. Enhance organization through recruitment and retention of diverse and quality employees representing our professional standards.
- B. Develop a diverse staff that reflects the community.
- C. Develop a marketing strategy.

**Goal #3**      **Improve the accountability and professionalism of the Huntington Police Department.**

*Objectives:*

- A. Expand the Professional Standards Bureau in scope and staffing.
- B. Continual update/re-write for policy and procedure manual.
- C. Enhance transparency of police operations as viewed by public.
- D. Continue to identify “best practices” of law enforcement at a national level.
- E. Continue to establish ourselves as a regional training hub.

**Goal #4**      **Identify and address critical public safety issues.**

*Objectives:*

- A. Address the open-air drug markets.
- B. Identify groups or organizations associated with guns and violent crimes.
- C. Identify and target trends that impact overall crime rates, such as prostitution, metal theft and selected property crimes.
- D. Improve quality of life through crime reduction.

**Goal #5**      **Improve the efficiency and effectiveness of our delivery of police services by expanding the use of technology.**

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*Objectives:*

- A. Acquire technology to manage and track the effective deployment of personnel.
- B. Establish Departmental intranet to improve information sharing and communication among employees.
- C. Increase officer ability to integrate new technology and acquire information from their police vehicle.
- D. Install in-car cameras in entire patrol fleet.
- E. Explore technology to improve or enhance officer safety.

**Goal #6**      **Expand volunteer opportunities within the Police Department.**

*Objectives:*

- A. Continue our internship program with Marshall University.
- B. Develop a Citizen Police Academy whose alumni association will serve as a pool of potential volunteers.
- C. Creation of Volunteer/Reserve Coordinator to oversee all volunteer initiatives of the Police Department.

**Goal #7**      **Improve internal and external communications.**

*Objectives:*

- A. Utilize external communications strategically.
    - 1) Develop proactive media program in order to ensure positive coverage of organization and promote key messages.
    - 2) Develop better employee and public involvement in the development of the organization.
  - B. Improve communications with other city departments.
    - 1) Establish relationships to aid in problem-solving initiatives.
    - 2) Encourage more efficient work processes when installing or servicing equipment.
    - 3) Gain access to more advanced technology applications used by other departments.
  - C. Develop culture within the organization of openness and transparency, improving two-way communication between bureaus and throughout the Department.
    - 1) Develop proactive internal campaigns to provide issues and messages of importance from the Chief.
    - 2) Develop feedback mechanism to ensure that employees' views and concerns are heard and acted on by the organization.
    - 3) Reduce frustrations caused by misinformation through the implementation of regular meetings with the Chief of Police.
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