
“Preventing Crime is Everyone’s Responsibility”

Huntington Police Department



STRATEGIC PLAN 2014-2018

“Preventing Crime is Everyone’s Responsibility”

To Mayor Steve Williams and members of Huntington City Council,

The Huntington Police Department (HPD) 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. However, due to budgeting limitations, many of those important short-term goals are unfunded. Therefore, they must become part of the overall HPD five-year strategic plan and the City of Huntington capital improvement plan.

The Huntington Police Department’s Strategic Plan describes the long-term goals and objectives of the organization. The evolving dynamics of the City of Huntington require the HPD to be flexible in order to meet the challenges of change. Therefore, the department’s 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 2014-2018 Strategic Plan. It projects the vision and future needs of the department for the next five (5) years. The assumptions, goals and objectives are stated.

HPD will seek out best practices that address departmental needs. Any identified deficiencies will be addressed by training and partnerships with other law enforcement organizations. The Strategic Plan will be modified in order to continue to meet the changing 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 and constructive discussions of ideas, decisions and performances 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, the citizen’s perception of safety will increase:

Proposed Strategies

- Use specialized units (SEU, K-9, and Bike Patrol) to target specific crimes and offenders in a proactive manner.
- Use saturation patrol and officer presence to deter crime and enhance public safety perception.
- Create additional patrol zone(s) which provides for uniform coverage and increases officer presence throughout the city.

Assumption #2—Community policing will remain a favored sociological response to crime:

Proposed Strategies

- The Department will continue to seek out proven best practices of other law enforcement agencies.
 - Embrace evidence based and data driven strategies to prevent and reduce crime.
 - The Department will continue to establish partnerships and relationships within the communities we serve in order to identify problems and develop problem-solving strategies.
 - Utilize code enforcement initiatives to mitigate environmental causes of crime and disorder.
 - Build upon existing relationships with our residents.
 - Commitment to long-term deployment of community police officers in neighborhoods throughout the city.
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Assumption #3—Technology advances will increase service efficiencies and accountability:

Proposed Strategies

- County-wide computer networking to 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.
- Maintaining the in-car camera video and audio recording program will be a priority.
- Establishing a state-of-the-art interview facility for the Criminal Investigations Bureau to meet growing demands.
- Continue to use PowerDMS (Document Management System) to develop and disseminate policy and other training opportunities to personnel.
- Crime mapping to assist with resource allocation and deployment of personnel.

Assumption #4—Adequate facilities will be necessary to address personnel and technology growth within the Police Department:

Proposed Strategies

- The Department will expand its infrastructure to address crime and disorder issues and identify the safety and security needs of our citizens.
 - Establishment and de-centralization of specialized units will be encouraged to facilitate the opportunity to become closer to the citizens.
 - Expansion of evidence/property storage area.
 - Expansion of the Code Enforcement Unit requires additional office space.
 - Expansion of the Digital Forensics Unit requires secure work space.
 - Expansion of the department’s Information Technology (IT) platform work space.
 - Expansion of video surveillance systems and in-car camera systems require additional secured storage/monitoring area.
 - Forensic Investigations Unit requires additional secured area for evidence processing.
 - Bulk evidence and equipment requires off-site building for secure and dry storage.
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Assumption #5—Economic development and community development initiatives will alter the demographics of the community and create additional demands and expectations for police.

Examples include:

Fairfield West Pre-development Plan, West End River to Rail Project, Greater Huntington Park and Recreation District initiatives, Paul Ambrose Trail for Health, Marshall University Visual Arts Center, Kinetic Park development, TTA service linking Huntington to Ashland, Ironton, and Proctorville, and expansion of regional medical centers.

Proposed Strategies

- Follow the community oriented policing model supported by long-term officer assignments to business district, public housing and other areas of need.
 - Continue to build relationships with business owners, Neighborhood Institute Organizations, and other community stakeholders.
 - Continue to build relationships with Marshall University administrative staff and students.
 - Utilize technology to address added demands (cameras, electronic reporting).
 - Acquire necessary equipment to respond and patrol a variety of environments (trails, river, parks, and downtown).
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Strategic Goals

The five-year goals and objectives are as follows:

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

Objectives:

- A. Strategic - Continue Weed and Seed model implementation utilizing evidence based and data driven methods – West End River to Rail initiative.
- B. Responsive - Utilize specialized units (SEU, K-9, Bikes) to support patrol functions in the community.
- C. “Broken Windows” - Use Code Enforcement to reduce the environmental impact on crime.
- D. Community Policing - Continue to improve partnerships with citizens, community stakeholders and other governmental entities in order to improve the quality of life of our citizens.

Performance Measures

- Number of officers assigned to frontline service delivery roles
- Number of evidence based programs implemented
- Number of code enforcement citations cleared
- Proportion of crimes reported by the community to the police department
- Community Surveys

Goal #2 **Expand and enhance recruitment and retention efforts to support anticipated retirements and personnel increases.**

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. Continue to improve the marketing strategy for the department.
 - D. Provide additional training and career development opportunities for personnel.
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Performance Measures:

- Number of new hires – sworn and civilian – to maintain current staffing levels
- Number of new hires to fill new positions
- Percentage of new hires reflecting diversity of race, gender and sexual orientation

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

Objectives:

- A. Expand the Professional Standards Bureau in scope and staffing.
- B. Continue to update policy and procedure to meet national standards.
- C. Enhance transparency of police operations as viewed by the public through quarterly reports and annual report.
- D. Continue to establish the department as a regional training hub.
- E. Utilize citizen surveys to identify areas of improvement and enhance customer service.
- F. Complete the Commission on Accreditation for Law Enforcement (CALEA) process to become a nationally accredited law enforcement agency.

Performance Measures:

- Citizen ratings in customer service surveys
- Compliance with all applicable accreditation standards
- Publication and dissemination of quarterly and annual reports
- Number of training courses conducted
- Number of personnel trained from other agencies and organizations

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

Objectives:

- A. Complete an annual comprehensive assessment of threats posed to the City of Huntington with respect to crime and disorder.
 - B. Disrupt and dismantle drug trafficking organizations (DTO’s).
 - C. Identify groups or organizations associated with guns and violent crimes.
 - D. Identify offenses and trends that disproportionately impact overall crime rates, such as vandalism, vehicle break-ins, and burglary.
 - E. Improve quality of life through crime reduction strategies.
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Performance Measures:

- Crime statistics
- Drug Seizures and Forfeitures
- Number of DTOs disrupted or dismantled
- Number of convictions
- Community surveys

Goal #5

Improve the efficiency and effectiveness of our delivery of police services by expanding the use of technology.

Objectives:

- A. Use technology to track crime and manage deployment of personnel to prevent and solve crime.
- B. Expand the use of departmental intranet to improve information sharing and communication among employees.
- C. Increase our capacity to prevent and solve crime through use of surveillance camera network.
- D. Complete in-car camera installation throughout patrol fleet (accountability, evidence).
- E. Explore technology to improve or enhance officer safety.
- F. Expand digital forensics examination capacity within the department.
- G. Complete implementation of report management system.
- H. Partnering with the Marshall University Forensic Science Center.

Performance Measures:

- Frequency of directed patrols due to hot spots identified through analysis of crime mapping data
 - Percentage of patrol fleet with in-car cameras
 - Number of digital forensic examinations conducted
 - Number of investigations assisted by camera network
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Goal #6 **Become a leading partner with other stakeholders in areas of education, prevention, treatment, and re-entry.**

Objectives:

- A. Participate in public forums to address strategies and alternatives to incarceration.
- B. Participate in videos and public service announcements concerning drug addiction and the accompanying consequences.
- C. Recognize treatment as an alternative to incarceration.
- D. Implement parolee “call-in” strategy to reduce recidivism.
- E. Recognize drug court and other diversion programs as an alternative to incarceration.

Performance Measures:

- Number of public forums conducted or participated in
 - Reduced number of repeat offenders/offenses
 - Number of offenders participating in diversion programs or offered other alternatives to incarceration
 - Completion and widespread dissemination of public education materials on substance abuse, overdose prevention and treatment
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Goal #7 Improve internal and external communications.

Objectives:

- A. Utilize external communications strategically.
 - 1) Develop proactive media program in order to ensure fair and accurate coverage of organization and promote key messages.
 - 2) Continue employee and public involvement in the development of the organization through the hiring process and policy considerations.
- B. Improve communications with other city departments.
 - 1) Establish relationships to aid in problem-solving initiatives undertaken by the police.
 - 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 various units throughout the Department.
 - 1) Develop proactive internal campaigns to communicate issues and messages of importance from the Chief.
 - 2) Develop feedback mechanism to ensure that employees’ views and concerns are received and considered by the organization.

Performance Measures:

- Participation in meetings of neighborhood organizations
 - Quantity of collaborative partnerships
 - Number of staff meetings
 - Employee feedback
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Goal #8 **Promote prudent fiscal operations in order to provide cost effective police services.**

Objectives:

- A. Hold department accountable for performance outcomes.
- B. Promote efficiencies through established processes.
- C. Obtain alternative funding sources.
- D. Maintain fiscal responsibility through budget forecasting and monitoring.
- E. Ensure facilities and equipment are properly maintained and serviced.

Performance Measures:

- Total grant funding obtained
 - Asset forfeiture
 - Contributions from partnering law enforcement agencies
 - Employee performance evaluations
 - Facility and equipment inspections
 - Working within approved budget
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