

Mission Statement, Goals, and Objectives

200.1 VERSION

Review Date	Effective Date	Approving Authority
03/07/2024	7/9/18	Kelley Warner, Chief of Police

200.2 POLICY AND PURPOSE

This directive sets forth a general statement of department goals and defines its objectives to guide Harrisonburg Police Department employees in their law enforcement activities. The goals of the Harrisonburg Police Department and each employee thereof includes the protection of life, individual liberties and personal property; the preservation of peace; the prevention of crime and disorder; the detection and arrest of violators of the law; and the enforcement of federal and state laws and city ordinances within Departmental jurisdiction.

200.3 ACCOUNTABILITY STATEMENT

All employees are expected to fully comply with the guidelines and timelines set forth in this policy. Responsibility rests with the supervisor to ensure that any violations of policy are investigated and appropriate training, counseling and/or disciplinary action is initiated. This directive is for internal use only, and does not enlarge an employee's civil liability in any way. It should not be construed as the creation of a higher standard of safety or care in an evidentiary sense, with respect to third party claims. Violation of this directive, if proven, can only form the basis of a complaint by this department, and then only in a non-judicial administrative setting.

200.4 DEPARTMENT VISION

An unwavering commitment to community safety and security through selfless acts of service.

200.5 MISSION STATEMENT

The Harrisonburg Police Department will partner with our community to reduce crime, solve problems and improve quality of life.

200.6 GOALS AND OBJECTIVES

The Chief of Police or the authorized designee should establish goals and objectives for the Harrisonburg Police Department. The plan should specify a time period and should include, but is not limited to:

- (a) HPD will maintain accreditation
 1. Complete annual policy review
 2. Will successfully achieve reaccreditation
- (b) Provide a safe city for residents and visitors by focusing on crime trends using the latest technology available
 1. HPD will strive to reduce overall crime (based on a rolling five year average)

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2. We will use our Crime Analyst to provide information so that we can target crime and trends in the city
- (c) HPD will monitor population growth, influx of those unhoused, JMU and EMU enrollment and HCSD enrollments to help determine staff increase. However, a staffing study in conjunction with our next Strategic Planning in 2026 will be required.
 1. Redeploy sufficient staffing for increased programs and responsibilities
 2. Will strive to acquire 2 more school resource officers for the new high school upon completion
- (d) HPD will strive to provide opportunities for our youth to stay engaged in athletics and build relationships with law enforcement.
 1. Maintain current youth programs
 2. Strive to partner with the Boys and Girls Club of Harrisonburg and Rockingham for Friday and Saturday evening programs.
- (e) HPD will work with HFD to improve operating space over the next 3 years to accommodate staff and resources
 1. Improve and add operating space
- (f) HPD will develop a comprehensive Recruitment and Retention Plan in collaboration with our City's Human Resources Department. We will strive to complete the following:
 1. A streamlined testing process
 2. Increase the number of women and minorities into our department by 10% over the next 3 years for sworn staff.
 3. Increase our use of social media for recruitment
 4. Develop a formal mentoring program
- (g) HPD will increase its Take Home Car Program by increasing the number of take home vehicles by 8 over the next 3 years
- (h) Improve record keeping and highlighting activities
- (i) HPD will strive to increase employee retention
- (j) HPD will implement the identified goals from the 2023 strategic plan and continued follow up by the assigned champions.

Goals and objectives should be reviewed annually by the Chief of Police or the authorized designee and updated as required.

Commanders are responsible for the planning and research function. This function is essential to effective agency management and includes careful research of operational alternatives and the planning of future programs. Commanders should ensure that goals and objectives for their assigned Bureaus are established, assessed for progress, reviewed and updated annually, and distributed to all affected employees.

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200.7 CORE VALUES

These values guide how we treat each other and the public we serve. We use these as the basis for our actions, including training, reinforcement, rewards and consequences, and alignment of policies.

- **Honor**
 - We are honorable because it is the foundation on which all other values depend.
- **Accountability**
 - We are accountable in word and deed because our actions have a direct effect on the community we serve.
- **Dedication**
 - We are dedicated to delivering the highest quality service because we are committed to earning the trust and respect of our community.
- **Integrity**
 - We act with integrity because it is the cornerstone on which the trust of our community is built.
- **Professionalism**
 - We are a professional organization because we are committed to providing the highest level of service and safety.