

# Columbia Heights Police Department Strategic Plan 2021

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## Strategies and Action Plan

### **Mission Statement**

The Columbia Heights Police Department is committed to active partnerships with the community in order to protect life and property, innovatively solve problems, and enhance the safety and quality of life in the communities we serve.

# Committed Helpful Professional Dedicated

**Strategy 1:** Implement problem oriented policing strategies through collection and analysis of data on patterns of crime and disorder for the purpose of focusing crime reduction efforts.

**Objective:** Continue to utilize best practices for targeting crime, disorder, violent offenders, and crime locations/zones and people.

Action Steps	Person Responsible	Action Status	Target Date(s)
Crime Mapping and Statistics	Police IS Specialist Sergeants (backup)  Patrol Sergeants	<ul style="list-style-type: none"> <li>Continue to make information user-friendly and helpful in determining actual crime patterns and trends using prediction analysis for crime trends and as 3/6 month look-backs</li> <li>Additional program-specific statistical data; i.e. thefts, domestics, frequent people (predictive analysis)</li> <li>Utilize city cameras to address crime issues</li> <li>Use Accurint successfully (hot spots, SARA, trends, predictability maps, etc.)</li> <li>Review Calls for Service by duplicate address</li> <li>Crime Prediction mapping in Hot Spot Summary</li> </ul>	Ongoing
Targeting Hotspots/Disorder	Captains Sergeants Patrol	<ul style="list-style-type: none"> <li>Daily review of hotspots, persons, and crimes by type through internal and external reports (Accurint). Officers to monitor for observed problems to be remediated through the SARA model or other remediation as needed, and update as necessary to include the removal of stale addresses/people <ul style="list-style-type: none"> <li>Work to keep Hot Spot and Rollcall trimmed to just very current</li> </ul> </li> <li>All patrol shifts as well as SCU, DTF, SRO's and investigations contribute to weekly hotspot intel and form updating.</li> </ul>	Weekly assignments with Daily monitoring and updating as necessary  Ongoing
CH Street Crimes Unit	Captains Sergeants	<ul style="list-style-type: none"> <li>SCU will be reinstated and act as a hybrid POP/COP response unit, staff dependent</li> </ul>	TBD 2021
Saturation Details	Sgt Pletcher Captains	<ul style="list-style-type: none"> <li>Schedule saturation details to respond to emerging crime trends or as needed</li> <li>Partner with TZD on Pedestrian details.</li> </ul>	TBD

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	Capt. Markham COP Coordinator	<ul style="list-style-type: none"> <li>• Continue CHPD Pedestrian Initiative</li> <li>• Continue to effectively communicate our pedestrian safety vision.</li> <li>• Research removing unnecessary bus stops on Central Ave.</li> <li>• Continue working with Social Services and other partners on Homeless outreach.</li> </ul>	Ongoing
Juvenile Accountability	Captain Markham School Liaison Officers Patrol	<ul style="list-style-type: none"> <li>• Continuing emphasis incorporating patrol/school liaisons. Communicate hours/statutes to schools and students just prior to end of school year</li> <li>• Educate parents regarding current curfew statutes, including those that affect parents/legal guardians of willful disobedience</li> <li>• Continue to communicate curfew statutes, i.e., (Multilingual, flyers in squads, etc.)</li> <li>• Continuous monitoring and enforcement emphasis, trend analysis to include increase use of social media monitoring by SROs</li> </ul>	School year (TBD)  Ongoing
Target Repeat Offenders	Sergeants   Investigations   POR Officers COP Coordinator  School Liaison Officers	<ul style="list-style-type: none"> <li>• Continue to invite Anoka County probation to partner</li> <li>• Probation sweeps</li> <li>• Provide training on all resources available to monitor repeat offenders (S3, POR tracking, etc.) and incorporate changes required by State.</li> <li>• Give all officers access to S3 and MRAP</li> <li>• Reach out to Minneapolis Police for intelligence sharing near borders.</li> <li>• Continue 2<sup>nd</sup> Precinct Meetings</li> <li>• Continue passing info onto HotSpot/Rollcall</li> <li>• Regular monitoring of POR offenders by POR Officers to be done at least twice a year per offender, with case-by-case considerations for further monitoring.</li> <li>• Continue working relationship w/Juvenile probation (Anoka and Hennepin)</li> </ul>	Ongoing
Domestic Violence Response	Sergeants Patrol	<ul style="list-style-type: none"> <li>• Continue to utilize Domestic Abuse Resource trifold that can be handed out on scene by officers. Issue on all domestic-related calls. Utilize Hot Spot Summary to</li> </ul>	Ongoing

		address repeat offenders/addresses.	
Target: Resource Development	Chief & Captains	Plan Development that includes: <ul style="list-style-type: none"> <li>• Identification of internal and external resources</li> <li>• Searching for resources and establishing partnerships that expand our capacity to accomplish our mission.</li> <li>• Continue implementing recommendations from the staffing study.</li> </ul>	Ongoing

**Strategy 2:** Involve community partners in policing efforts in order to provide successful communication of information, problem solving, and sharing of responsibility for action and decision-making.

**Objective:** Forge collaborative community and regional responses to the City's crime problems.

Action Steps	Person Responsible	Action Status	Target Date(s)
Partnering with apartment owners/managers	Captain Johnston COP Coordinator	<ul style="list-style-type: none"> <li>• Continuation of quarterly landlord meetings (include CHFD in meetings)</li> <li>• Continuation of crime mitigation philosophies where indicated</li> <li>• Continue to improve landlord attendance at trainings</li> <li>• Continue to find effective partners/guest speakers and venues for trainings</li> <li>• Research incentives for attendance</li> <li>• Landlord training for Conduct on Licensed Premises, Calls for Service, and city ordinances pertaining to rental properties refreshers</li> <li>• Partner with Anoka County for landlord/tenant resources and outreach</li> <li>• Landlord training on benefits and improvements provided by camera installation and monitoring, as well as their effect on crime solvability refreshers</li> <li>• Partnering with Community Development to create a Handout to renters (Columbia Heights Information guide)</li> </ul>	Quarterly Meetings  Ongoing  1 <sup>st</sup> Quarter  3 <sup>rd</sup> Quarter  Ongoing
Neighborhood Watch/Community Outreach	COP Coordinator Captains Sergeants Patrol Non-sworn Staff  Sgt Noll COP Coordinator	Plan development to include: <ul style="list-style-type: none"> <li>• Increase participation and communication</li> <li>• Update COP coordinator on current crime trends that can be communicated to block leaders</li> <li>• Utilize Code Red and social media for communication</li> <li>• Recruiting next generation block leaders</li> <li>• Recruit block leaders with multi-cultural background</li> <li>• Re-establish Neighborhood Watch officers meeting with every block leader</li> <li>• Biennial party</li> <li>• Increase NW participation in Circle Terrace and surrounding neighborhood</li> <li>• Quarterly Block Watch Training</li> <li>• Update NW Block Leader list</li> <li>• Explore how we can improve NW communication to counter misperception.</li> <li>• Increase NW Engagement (crime stats email to</li> </ul>	Ongoing  Ongoing  1 <sup>st</sup> Quarter  Ongoing

12/31/2020

	<p>Sergeants</p> <p>Capt. Johnston COP Coordinator</p> <p>SRO I. Farah Capt. Markham</p> <p>Sgt. Pletcher COP Coordinator</p> <p>Sgt. Pletcher</p> <p>Sgt. Pletcher Sgt. Hanson</p>	<p>Captains – COP Officer)</p> <ul style="list-style-type: none"> <li>• Neighborhood Watch Awards or annual recognition</li> <li>• Continue outreach opportunities to our multi-cultural communities (e.g. community picnics/Eat &amp; Greets targeting multicultural park locations)</li> <li>• Utilize existing quarterly review group to review COP activities.</li> <li>• Conduct school board/council academy</li> <li>• Renew partnering with Adult Education Center with a CWAC or similar event.</li> <li>• CWAC to coincide with National days and focus where events are already happening.</li> <li>• Partner w/ SAPA to host “Tea with a Cop”</li> <li>• Explore cancer-awareness badges/pins and possible concurrent outreach event</li> <li>• Increase community relationship building and/or resource education, utilizing new Circle Terrace Building <ul style="list-style-type: none"> <li>○ Look at CHPD Staffing options</li> <li>○ Keep looking at options to get building used by our partners</li> <li>○ Obtain an information board to post events.</li> </ul> </li> <li>• Continue community Heart Safe trainings as needed, utilizing community stakeholders to host events as well as frequent CHPD/CHFD sponsored events. Continue to update AED location list/registration within City.</li> <li>• Explore adding Hilltop to Heart Safe Partnership</li> <li>• Continue to utilize Multicultural Advisory Committee, maintaining regular meetings and creating annual MAC goals to be met. Continue Bi-monthly meetings.</li> <li>• Increase MAC recruitment to get new members.</li> </ul>	<p>Ongoing</p> <p>2<sup>nd</sup>/3<sup>rd</sup> Quarter</p> <p>TBD</p> <p>October</p> <p>TBD</p> <p>Ongoing</p> <p>Ongoing</p>
Police/Youth Initiative	Capt. Markham School Liaisons Assigned Staff Patrol Non-Sworn Staff	<p>Plan development that includes:</p> <ul style="list-style-type: none"> <li>• Continued progress in connecting with community’s youth.</li> <li>• Use the High School Morning Show for advertising our events or important</li> </ul>	TBD

	Capt. Markham SROs COP Coordinator CSOs	<p>information. Collaboration of community partners focused on youth.</p> <ul style="list-style-type: none"> <li>• Explore further outreach, programs, and training to address bullying and cyber-bullying</li> <li>• Explore training opportunities for families to address drugs and juvenile accountability using the school district parent newsletter.</li> <li>• Teach parents what ‘apps’ students are using</li> <li>• Monitor attendance of Youth Outreach: <ul style="list-style-type: none"> <li>○ Teen Academy</li> <li>○ BBBS <ul style="list-style-type: none"> <li>▪ Explore high school program in 2021</li> <li>▪ Elementary/Middle School</li> </ul> </li> <li>○ Explore deeper partnerships w/Recreation &amp; ISD 13 and other city departments</li> <li>○ DARE (TBD)</li> <li>○ Explore HS classroom opportunities</li> <li>○ Open Soccer</li> <li>○ No basketball tournament for 2021; look at bring back in 2022</li> <li>○ Cooking with a Cop (TBD)</li> <li>○ Cuts with a Cop</li> <li>○ Backpack giveaway</li> </ul> </li> <li>• Collaboration with area schools on Bullying program</li> <li>• Bike give-back</li> <li>• Partner with Parks &amp; Rec to host Bike Rodeo</li> </ul>	TBD  TBD  TBD
Collaboration with Businesses, Schools, city departments, and other entities on common issues and resource sharing to maximize results	COP Coordinator Captains Sergeants Chief	<ul style="list-style-type: none"> <li>• Façade improvement continues <ul style="list-style-type: none"> <li>○ Continue installation and maintenance of existing cameras.</li> </ul> </li> <li>• Partner with Fire and Community Development on Central Ave Improvement cleanup as well as problem areas.</li> <li>• Partner with Community Development to implement a problem solving plan for the Central Ave business district to include code and quality of life concerns.</li> <li>• Continue program adding city-owned CCTV cameras at key spots along Central Ave (Community Development)</li> <li>• Look at camera requirements for licensed rental properties with Community Development</li> <li>• Continue Partnering with Lee Carlson Center on community outreach program (COP) for</li> </ul>	Ongoing        1 <sup>st</sup> Quarter  TBD

	Sgt. Pletcher Sgt. Hanson	<p>mental health</p> <ul style="list-style-type: none"> <li>• Communicate crime trends and relevant information to BW early and often</li> <li>• Sustain current business partnerships and grow partnerships as opportunities present</li> <li>• For special events, Partner w/ Communication Coordinator to create short videos addressing various police interactions and topics in multiple languages</li> <li>• Explore other opportunities to partner with Communication Coordinator to create programs and initiatives (Police podcast, educational videos, etc.)</li> <li>• Partner w/ ACAO on Virtual Court Tour in various languages</li> <li>• Annual Domestic Violence Awareness Event hosted by MAC</li> </ul>	<p>Ongoing</p> <p>October</p>
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**Strategy 3:** Effectively communicate (internally and externally) department’s mission, values, strategies, and results to facilitate understanding and job effectiveness

**Objective:** Communicate clearly both internally and externally for the purpose of increasing understanding while continuously seeking ways to improve communication.

Action Steps	Person Responsible	Action Status	Target Date(s)
Branding External Communication	Captains Sergeants All Staff          Sgt. Pletcher Sgt. Noll Communications  Communications Capt. Johnston	<ul style="list-style-type: none"> <li>• Implement Code Red communication tool</li> <li>• Utilize options such as website, Facebook, Twitter, and Instagram to increase visibility and access</li> <li>• Continue and/or increase public service/public interest media articles</li> <li>• Continue branding efforts through communication and contacts with general public</li> <li>• Include crime prevention/safety tips in social media posts</li> <li>• Continue using social media to seek public assistance on crimes</li> <li>• Continue branding efforts during National Night Out and other events (Neighborhood Watch stickers, etc.)</li> <li>• “Who’s my MAC Member?” Social Media posts</li> <li>• Establish Recruitment unit for officer and civilian staff and volunteers.</li> <li>• Update CHPD branding video and entryway display materials</li> </ul>	Ongoing          1 <sup>st</sup> Quarter  2 <sup>nd</sup> Quarter  4 <sup>th</sup> Quarter
Employee Recognition	Captains Sergeants All Staff	<ul style="list-style-type: none"> <li>• Encourage use of recognition program by peers</li> <li>• Quarterly communication/feedback for awards recommended</li> <li>• Awards given at annual department meeting</li> <li>• Examine other opportunities to enhance employee recognition</li> <li>• Utilize Nightingale Award</li> </ul>	Ongoing   Annual  Ongoing
Inter-department communication	Chief Captains	<ul style="list-style-type: none"> <li>• Continue having a member of the administration attending at least one evening roll call (per team) on a monthly basis</li> </ul>	Ongoing

LMC	LMC Representatives Per Group	<ul style="list-style-type: none"> <li>• Meet at least quarterly with the intention of improving labor and management relations</li> <li>• All members actively engage officers and others in the ongoing discussions and decision making</li> <li>• Ensure that there is communication with and input from patrol on monthly basis regarding LMC meetings and other LMC concerns</li> </ul>	Ongoing
Peer Level Communication	All Staff	<ul style="list-style-type: none"> <li>• Committee chairs and team leads are responsible for communicating regular activities to other department members (business watch, DTF, SCU etc.) <ul style="list-style-type: none"> <li>○ Use Rollcall or HotSpot, whichever is appropriate</li> </ul> </li> <li>• Use police calendar to improve communication of department events <ul style="list-style-type: none"> <li>○ Reviewed monthly at supervisor meetings</li> </ul> </li> </ul>	Ongoing

**Strategy 4:** Assure police accountability to keep the department and its officers functioning properly and focused on the City and Department's mission, values and goals.

**Objective:** Develop a comprehensive accountability matrix and conduct management studies to give department management a balanced view of organizational performance.

Action Steps	Person Responsible	Action Status	Target Date(s)
Quarterly review	Chief Captains Sergeants Office Supervisor	<ul style="list-style-type: none"> <li>• Division activity and review which includes tracking performance by calls for service, crime stats, arrests, citations issued and other performance measures as relevant</li> <li>• Review department budget</li> <li>• Policing teams performance review</li> <li>• Progress review of Strategic Plan with line staff</li> </ul>	Quarterly
COP	All Staff	<ul style="list-style-type: none"> <li>• Track COP Hours w/ current system (20 hours minimum)</li> <li>• Encourage increase in total department involvement/effectiveness</li> </ul>	TBD
Employee Evaluation and Feedback	Sergeants Patrol	<ul style="list-style-type: none"> <li>• Bi-annual reviews for officers with less than 3 years' experience</li> </ul>	Ongoing
External Audits	Office Supervisor	<ul style="list-style-type: none"> <li>• Property Room/BWC audits alternate years,               <ul style="list-style-type: none"> <li>○ BWC this year</li> </ul> </li> </ul>	2 <sup>nd</sup> Quarter

**Strategy 5:** Ensure that Police Employees are sufficiently trained and properly equipped to perform their job tasks at a high level.

**Objective:** Develop a department-wide training plan that emphasizes personal development, high performing teams, and addresses both skill and knowledge-based training. Ensure police department has equipment and supplies suitable to carry out job related tasks.

Action Steps	Person Responsible	Action Status	Target Date(s)
Identify training needs of sworn staff with an emphasis on consistency, quality, and staff development	Capt. Johnston Sergeants	<ul style="list-style-type: none"> <li>• Yearly training mandates planned and calendar posted</li> <li>• Train on ICS/NIMS (partner with Fire)</li> <li>• Monthly Laser Shot/Decision making trainings</li> <li>• Individualized training as identified by employee and their supervisor</li> <li>• A minimum of one knowledge-based learning opportunity to be utilized</li> <li>• Continue training new department members on Integrating Communications, Assessment, &amp; Tactics (ICAT) and 40-hour CIT training, and refresh as needed.</li> </ul>	1 <sup>st</sup> Quarter  2 <sup>nd</sup> Quarter Ongoing
	Supervisors	<ul style="list-style-type: none"> <li>• Officer training that includes critical incident/scene management</li> <li>• Explore Interview &amp; Interrogation training with BOWMAC</li> </ul>	Ongoing
	Sgt. Hanson	<ul style="list-style-type: none"> <li>• Explore EOC training opportunity with BOWMAC</li> <li>• Implement 7 critical tasks training for patrol</li> </ul>	2 <sup>nd</sup> Quarter  4 <sup>th</sup> Quarter
	Capt. Johnston Sgt. Pletcher	<ul style="list-style-type: none"> <li>• Implement department-wide UAV training</li> <li>• Continue to identify and train UAV pilots per department needs</li> </ul>	1 <sup>st</sup> Quarter  Ongoing
	Supervisors	<ul style="list-style-type: none"> <li>• Mandatory training of sworn staff in areas defined as essential (see attached)</li> <li>• Follow-up during evaluations to ensure officer training needs are being met</li> <li>• Communication of training events intra-departmentally through police calendar</li> <li>• Expand department mobile field force training</li> <li>• MRAP/Photo Lineup Training</li> <li>• Domestic Violence Policy/LAP roll-call update/training</li> <li>• Juvenile County Attorney Update</li> </ul>	1 <sup>st</sup> Quarter  Ongoing
			1 <sup>st</sup> Quarter
			Ongoing
			1 <sup>st</sup> Quarter
			Ongoing

