

Columbia Heights Police Department Strategic Plan 2023



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.

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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) |
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| Crime Mapping and Statistics | Police IS Specialist Sergeants (backup) Patrol Sergeants | <ul style="list-style-type: none"> 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 Additional program-specific statistical data, i.e. thefts, domestics, frequent people (predictive analysis) Explore more detailed weekly mapping (Central Ave, Part 1 & Part 2 crimes) Utilize city cameras to address crime issues Use Accurint successfully (hot spots, SARA, trends, predictability maps, etc.) Review Calls for Service by duplicate address Crime Prediction mapping in Hotspot Summary | Ongoing |
| Targeting Hotspots/Disorder | Captains Sergeants Patrol | <ul style="list-style-type: none"> 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"> Work to keep Hot Spot and Rollcall trimmed to just very current All patrol shifts as well as SCU, DTF, SRO's and investigations contribute to weekly hotspot intel and form updating. Patrol complete crime alerts for suspects and send to investigations | Weekly assignments with Daily monitoring and updating as necessary Ongoing Jan 2023 |
| CH Street Crimes Unit | Captains Sergeants | <ul style="list-style-type: none"> SCU will be reinstated and act as a hybrid POP/COP response unit, staff dependent | TBD |
| Saturation Details | Sgt. Noll Sgt. Urbaniak | <ul style="list-style-type: none"> Schedule saturation details to respond to emerging crime trends or as needed Partner with TZD | Graduation (6/8/23) Homecoming TBD |

Updated 02/13/2023

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| | <p>Captains</p> <p>Capt. Markham COP Coordinator</p> | <ul style="list-style-type: none"> Continue to effectively communicate our pedestrian safety vision. MNDOT/City Traffic Safety Vision Continue working with Social Services and other partners on Homeless outreach. | Ongoing |
| Juvenile Accountability | <p>Capt. Markham School Liaison Officers Patrol</p> | <ul style="list-style-type: none"> Continuing emphasis incorporating patrol/school liaisons. Communicate hours/statutes to schools and students just prior to end of school year Educate parents regarding current curfew statutes, including those that affect parents/legal guardians of willful disobedience Continue to communicate curfew statutes, i.e., (Multilingual, flyers in squads, etc.) | <p>School year (TBD)</p> <p>Ongoing</p> |
| Target Repeat Offenders | <p>Sergeants</p> <p>Investigations</p> <p>POR Officers COP Coordinator</p> <p>School Liaison Officers</p> | <ul style="list-style-type: none"> Continue to invite Anoka County probation to partner Probation sweeps Continue 2nd Precinct Meetings Continue passing info onto Hot Spot/Rollcall 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. Continue working relationship w/Juvenile probation (Anoka and Hennepin) | <p>Ongoing</p> <p>Ongoing</p> |
| Domestic Violence Response | <p>Sergeants Patrol</p> | <ul style="list-style-type: none"> 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 address repeat offenders/addresses. Introduce social worker on repeat locations. | Ongoing |
| Target: Resource Development | <p>Chief & Captains</p> | <p>Plan Development that includes:</p> <ul style="list-style-type: none"> Identification of internal and external resources Searching for resources and establishing partnerships that expand our capacity to accomplish our mission. Maintain/expand opportunities within house social worker. | Ongoing |

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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) |
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| Partnering with apartment owners/managers | Capt. Markham COP Coordinator | <ul style="list-style-type: none"> Continuation of quarterly landlord meetings (include CHFD in meetings) Continuation of crime mitigation philosophies where indicated Continue to improve landlord attendance at trainings Continue to find effective partners/guest speakers and venues for trainings Research incentives for attendance Landlord training for Conduct on Licensed Premises, Calls for Service, and city ordinances pertaining to rental properties refreshers Landlord training on benefits and improvements provided by camera installation and monitoring, as well as their effect on crime solvability refreshers COP officer conducts roll call training Survey landlords on topics of interest | Quarterly Meetings Ongoing TBD Ongoing 1 st Quarter 1 st Quarter |
| Neighborhood Watch/Community Outreach | COP Coordinator Captains Sergeants Patrol Non-sworn Staff Sgt. Noll COP Coordinator Sergeants | Plan development to include: <ul style="list-style-type: none"> Increase participation and communication Monthly zoom meetings with Chief Social media advertisement for block captains Update COP coordinator on current crime trends that can be communicated to block leaders Utilize Code Red and social media for communication Recruiting next generation block leaders Recruit block leaders with multi-cultural background Increase NW participation in Circle Terrace and surrounding neighborhood Update NW Block Leader list Neighborhood Watch Awards or annual recognition Continue outreach opportunities to our multi- | Ongoing 1 st Quarter Ongoing 1 st Quarter 1 st Quarter Ongoing |

Updated 02/13/2023

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| | <p>Capt. Markham COP Coordinator</p> <p>SRO I. Farah Capt. Markham</p> <p>Guzdkiewicz</p> <p>SRO I. Farah/CHPA COP Coordinator</p> <p>COP Coordinator</p> <p>Partner with CHFD</p> <p>Sergeants</p> | <p>cultural communities (e.g. community picnics/Eat & Greets targeting multicultural park locations)</p> <ul style="list-style-type: none"> • Utilize existing quarterly review group to review COP activities. • Citizen Academy • National Constitution Center ABE Project • CWAC to coincide with National days and focus where events are already happening. • Research new options • Partner w/ SAPA to host “Tea with a Cop” • 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. • Explore adding Hilltop to Heart Safe Partnership • Continue to utilize Multicultural Advisory Committee, maintaining regular meetings and creating annual MAC goals to be met. Continue Bi-monthly meetings. • Increase MAC recruitment to get new members. | <p>Quarterly</p> <p>4th Quarter</p> <p>October</p> <p>1st Quarter</p> <p>4th Quarter</p> <p>1st Quarter</p> <p>Ongoing</p> <p>Ongoing</p> <p>2nd Quarter</p> |
| Police/Youth Initiative | <p>Capt. Markham School Liaisons Assigned Staff Patrol Non-Sworn Staff</p> <p>Capt. Markham SROs COP Coordinator CSOs</p> | <p>Plan development that includes:</p> <ul style="list-style-type: none"> • Continued progress in connecting with community’s youth. • Use the High School Morning Show for advertising our events or important information. Collaboration of community partners focused on youth. • Explore further outreach, programs, and training to address bullying and cyber-bullying • Monitor attendance of Youth Outreach: <ul style="list-style-type: none"> ○ Teen Academy ○ Explore partnering with CHSD for sports mentoring program 2023 ○ BBBS <ul style="list-style-type: none"> ▪ Elementary/Middle School ○ Explore deeper partnerships & ISD 13 | <p>TBD</p> <p>TBD</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) |
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| Branding External Communication | Captains Sergeants All Staff | <ul style="list-style-type: none"> Utilize options such as website, Facebook, Twitter, and Instagram to increase visibility and access Continue and/or increase public service/public interest media articles Explore expanding social media Continue branding efforts through communication and contacts with general public Include crime prevention/safety tips in social media posts Continue using social media to seek public assistance on crimes Continue branding efforts during National Night Out and other events (Neighborhood Watch stickers, etc.) | Ongoing |
| | Sgt. Piehn Communications Communications Capt. Johnston | <ul style="list-style-type: none"> Maintain recruitment unit for officer and civilian staff and volunteers. Update CHPD branding video and entryway display materials Explore QR code and branding on squads | 1 st Quarter |
| Employee Recognition | Captains Sergeants All Staff | <ul style="list-style-type: none"> Encourage use of recognition program by peers Quarterly communication/feedback for awards recommended Awards given at annual department meeting Examine other opportunities to enhance employee recognition Utilize Nightingale Award | Ongoing Annual Ongoing |
| Inter-department | Chief | <ul style="list-style-type: none"> Continue having a member of the | Ongoing |

Updated 02/13/2023

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| <p>communication</p> <p>LMC</p> <p>Peer Level Communication</p> | <p>Captains</p> <p>LMC Representatives Per Group</p> <p>All Staff</p> | <p>administration attending at least one evening roll call (per team) on a monthly basis</p> <ul style="list-style-type: none"> • Meet at least quarterly with the intention of improving labor and management relations • All members actively engage officers and others in the ongoing discussions and decision making • Ensure that there is communication with and input from patrol on monthly basis regarding LMC meetings and other LMC concerns • 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"> ○ Use Rollcall or Hotspot, whichever is appropriate • Use police calendar to improve communication of department events <ul style="list-style-type: none"> ○ Reviewed monthly at supervisor meetings | <p>Ongoing</p> <p>Ongoing</p> |
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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"> Division activity and review which includes tracking performance by calls for service, crime stats, arrests, citations issued and other performance measures as relevant Review department budget Policing teams' performance review Progress review of Strategic Plan with line staff | Quarterly |
| COP | Sgt. Noll | <ul style="list-style-type: none"> Explore tracking de-escalation events | TBD |
| Employee Evaluation and Feedback | All Staff | <ul style="list-style-type: none"> Track COP Hours w/ current system (20 hours minimum) Encourage increase in total department involvement/effectiveness | Ongoing |
| External Audits | Sergeants Patrol | <ul style="list-style-type: none"> Bi-annual reviews for officers with less than 3 years' experience | |
| | Office Supervisor | <ul style="list-style-type: none"> Property Room/BWC audits alternate years, <ul style="list-style-type: none"> BWC 2023 | 2 nd Quarter |

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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) |
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| Identify training needs of sworn staff with an emphasis on consistency, quality, and staff development | Capt. Markham Sergeants | <ul style="list-style-type: none"> Yearly training mandates planned and calendar posted Train on ICS/NIMS (partner with Fire) Laser Shot/Decision making trainings | 1 st Quarter |
| | Sergeants | <ul style="list-style-type: none"> VR training Individualized training as identified by employee and their supervisor A minimum of one knowledge-based learning opportunity to be utilized (COP/POP) Strength finders/On-line assessment | Next year Ongoing |
| | Supervisors | <ul style="list-style-type: none"> Continue training new department members on Integrating Communications, Assessment, & Tactics (ICAT) and 40-hour CIT training and refresh as needed. | Ongoing |
| | Sgt. Hanson | <ul style="list-style-type: none"> Officer training that includes critical incident/scene management Implement 7 critical tasks training for patrol | 2 nd Quarter |
| | Sgt. Noll/SRO Weisser | <ul style="list-style-type: none"> Active shooter training (partner with Fire and school district) | 1 st Quarter |
| | Capt. Johnston | <ul style="list-style-type: none"> Implement department-wide UAV training Continue to identify and train UAV pilots per department needs | 2 nd Quarter |
| | Supervisors | <ul style="list-style-type: none"> Mandatory training of sworn staff in areas defined as essential (see attached) Follow-up during evaluations to ensure officer training needs are being met Communication of training events intra-departmentally through police calendar | 3 rd Quarter |
| | Sgt. Hanson | <ul style="list-style-type: none"> Maintain MFF team staffing and department mobile field force training | Ongoing |
| | SRO's | <ul style="list-style-type: none"> Juvenile County Attorney | 1 st Quarter |
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Updated 02/13/2023

| | | Update/Procedures | |
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| Identify training needs of non-sworn staff with an emphasis on consistency, quality, and staff development | Office Supervisor | <ul style="list-style-type: none"> Yearly training mandates planned prior to beginning of year and calendar posted Mandatory training of non-sworn staff in areas defined as essential (see attached) Individualized training as identified by employee and their supervisor A minimum of one knowledge-based learning opportunity to be utilized in 2022 | |
| Identify and acquire required equipment and supplies | Chief Austin Supervisors Police IS Specialist Capt. Markham | <ul style="list-style-type: none"> Professionally budget and find alternate revenue streams for required equipment and supplies Continue funding for college reimbursement for employee professional development and seek improvements to current policy Continue to explore technological advancement in training, programs, and equipment based on department needs and funding. Explore purchase of Public Safety Command Vehicle | <p>Budget related items to coincide with city process</p> <p>Ongoing</p> <p>2nd Quarter</p> <p>Ongoing</p> |
| Expand efforts in employee wellness | All Staff Wellness Coordinator Chief Capt. Johnston | <ul style="list-style-type: none"> Facilitate exercising on-duty Focus on nutrition training and education Implement multi-faceted approach to wellness (5-prong) <ul style="list-style-type: none"> Heart Nutrition Physical Mental Tactical Continue seeking new wellness trainings/initiatives, including roll-call trainings Continue mandatory mental health check-ins per policy; explore bi-annual commitment for 2023 | <p>4th Quarter</p> <p>Ongoing</p> |