

# Columbia Heights Police Department Strategic Plan 2014



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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 Sergeant (backup)	<ul style="list-style-type: none"> <li>Continue to make information user- friendly and helpful in determining actual crime patterns and trends.</li> <li>Additional program-specific statistical data; i.e. thefts, domestics</li> <li>Officers to make regular use of County records browser to identify crime trends</li> </ul>	Weekly Reports  Daily
Targeting Hotspots/Disorder  CH Street Crimes Unit  Saturation Detail (All Hands Day)	Captain Austin Sergeants  Captain Austin POP Sergeant  POP Sergeant	<ul style="list-style-type: none"> <li>Weekly review of hotspots and crimes by type through internal and external reports. Officers to monitor for observed problems to be remediated through the SARA model or other remediation as needed.</li> <li>Monitor implementation of year-round POP/SCU</li> <li>Host up to three saturation events. Focused on a specific issue or concern. May be COP oriented.</li> </ul>	Weekly assignments and monitoring,  May to September
Juvenile Accountability (a) Truancy  (b) Curfew	School liaisons and Patrol  Patrol	<ul style="list-style-type: none"> <li>Continuing emphasis incorporating patrol/school liaisons.</li> <li>Continuous monitoring and enforcement emphasis, trend analysis.</li> </ul>	School year  Ongoing
Target Repeat Offenders	Sworn staff (incorporate patrol)  POR Officers  School Liaison Officers	<ul style="list-style-type: none"> <li>Continue to invite Anoka County probation to partner</li> <li>Regularly scheduled intelligence meetings               <ul style="list-style-type: none"> <li>CISA &amp; CID</li> </ul> </li> <li>Probation sweeps</li> <li>Regular monitoring of POR offenders</li> <li>Share POR information with patrol</li> <li>Re-Establish working relationship w/Juvenile probation.</li> </ul>	Ongoing  Quarterly  Ongoing
Domestic Violence Response	Captain Sergeants Patrol	<ul style="list-style-type: none"> <li>Expand and utilize the DART program</li> <li>Domestic calls are assigned to an officer for follow up</li> <li>Look into implementing a landlord notification (letter) for high numbers of domestic calls in a month (quarter).</li> </ul>	Ongoing  Monthly
Target: Resource Development	Chief & Captain	<p>Plan Development that includes:</p> <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> </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	Ofc Nightingale Capt Austin	<ul style="list-style-type: none"> <li>• Continuation of quarterly landlord/tenant meetings</li> <li>• Continuation of crime mitigation philosophies where indicated</li> <li>• Researching and potential implementation of incentives to encourage adoption and implementation of best practices</li> <li>• Determine ways to improve landlord attendance at trainings</li> <li>• Send (top 10) landlords in CFS a courtesy letter on a monthly basis</li> </ul>	Quarterly Meetings  Continuous Mitigation
Neighborhood Watch/Community Outreach	COP Officer Capt Austin	Plan development to include: <ul style="list-style-type: none"> <li>• Increase participation and communication/10 additional areas</li> <li>• Block Watch Training/4 events</li> <li>• Increase outreach opportunities to our multi-cultural communities</li> <li>• Awards or annual recognition</li> <li>• Senior Academy</li> <li>• Coffee with a cop</li> <li>• Look into event night for families to increase community relationship building and/or resource education</li> </ul>	By end of year  Ongoing
Police/Youth Initiative	Invest Sgt School Liaisons Assigned staff	Plan development that includes: <ul style="list-style-type: none"> <li>• Continued progress in connecting with community’s youth</li> <li>• Collaboration of community partners focused on youth</li> <li>• Youth outreach with goal of 6000 contacts for Cops N Kids               <ul style="list-style-type: none"> <li>○ Teen Academy</li> <li>○ BBBS</li> <li>○ Explore deeper partnerships w/Recreation &amp; ISD 13</li> </ul> </li> <li>• Collaboration with ISD 13 on Bullying program</li> <li>• Look for opportunities to partner with private schools (e.g. reading program)</li> </ul>	Ongoing
Collaboration with Businesses, Schools, city departments, and other entities on common issues and resource sharing to maximize results	Ofc Nightingale Captain Sergeants Chief	<ul style="list-style-type: none"> <li>• Continue redevelopment opportunities in Sheffield, Circle Terrace and other identified opportunities</li> <li>• Expand on proactive partnerships to maximize results/expand funding</li> <li>• Increase Business Watch/25 businesses/2 training sessions               <ul style="list-style-type: none"> <li>○ Increase information sharing; i.e. suspect photos</li> </ul> </li> </ul>	Ongoing

**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	Sergeant Branding Committee All Staff	<ul style="list-style-type: none"> <li>• Utilize options such as website, Facebook, and other media to increase visibility and access</li> <li>• Continue and/or increase public service/public interest media articles</li> <li>• Examine opportunities in cable access</li> </ul>	Ongoing
Employee Recognition	Captain Sergeants All Staff	<ul style="list-style-type: none"> <li>• Streamline the employee recognition process to make it easier to use (Web based?)</li> <li>• Encourage use of recognition program</li> </ul>	1 <sup>st</sup> Quarter  Ongoing
Inter-department communication  LMC  Peer Level Communication	Chief Captain Sergeants All staff	<ul style="list-style-type: none"> <li>• A member of the administration attends at least one evening roll call (per team) on a monthly basis</li> <li>• Regular meetings 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>• Implement a new schedule program</li> <li>• Seek ways to improve shift to shift daily communication</li> <li>• Committee chairs and team leads are responsible for communicating regular activities to other department members (business watch, DTF, SCU etc.) via a department newsletter (The Blue Sheet).</li> </ul>	Ongoing  As Scheduled

**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)
<p>Quarterly review</p> <p>Plus-Two Initiative</p> <p>Employee Evaluation and Feedback</p>	<p>Chief Nadeau Captain Sergeants Office Supervisor</p>	<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> <li>• Officers to engage in at least two extra activities based on the Plus-two attachment (one of which is COP)</li> <li>• Utilize TimeIQ or similar to track strategic plan activities</li> <li>• Implementation of review system tied to quarterly reviews</li> <li>• Research/implement a better system to track employee development and training history</li> <li>• Quarterly evaluations are completed collaboratively with the employee during a quarterly meeting</li> </ul>	<p>Quarterly at Supervisor Meetings</p> <p>Quarterly</p> <p>Begins January 1, 2014</p> <p>Ongoing</p> <p>Begins January 1, 2014</p> <p>1<sup>st</sup> Quarter 2014</p> <p>Begins April 1, 2014</p>
<p>Continue to explore and adopt practices that lower calls for service and free officers up for other responsibilities</p>	<p>Chief Nadeau Captain Austin Sergeants</p>	<ul style="list-style-type: none"> <li>• Continue to work with City of Hilltop in adoption of progressive ordinances</li> <li>• Research and consider implementation of an ordinance for “straw-renters”</li> <li>• Research and consider implementation of an ordinance for enforcing pest issues in rental (bed bugs; roaches etc)</li> </ul>	<p>Ongoing</p> <p>By 3<sup>rd</sup> Quarter 2014</p>

**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	Captain Sergeants Training Committee	<ul style="list-style-type: none"> <li>• Yearly training mandates planned and calendar posted</li> <li>• Mandatory training of sworn staff in areas defined as essential (see attached).</li> <li>• Individualized training as identified by employee and their supervisor.</li> <li>• A minimum of one knowledge-based learning opportunity to be utilized in 2014</li> <li>• Bomac Training</li> <li>• Officer training that includes critical incident/scene management</li> </ul>	1 <sup>st</sup> Quarter 2014
Identify training needs of non-sworn staff with an emphasis on consistency, quality, and staff development	Office Supervisor Sgt Markham	<ul style="list-style-type: none"> <li>• Yearly training mandates planned prior to beginning of year and calendar posted</li> <li>• Mandatory training of non-sworn staff in areas defined as essential (see attached).</li> <li>• Individualized training as identified by employee and their supervisor.</li> <li>• A minimum of one knowledge-based learning opportunity to be utilized in 2014</li> </ul>	
Identify and acquire required equipment and supplies	Chief Nadeau Supervisors Police IS Specialist	<ul style="list-style-type: none"> <li>• Maintain centralized records of important department equipment</li> <li>• Maintain a retention/ replacement schedule for technology purchases where applicable</li> <li>• Professionally budget and find alternate revenue streams for required equipment and supplies</li> <li>• Explore and acquire funding for college reimbursement for employee professional development</li> </ul>	Ongoing  Budget related items to coincide with city process
Expand efforts in employee wellness	Wellness committee	<ul style="list-style-type: none"> <li>• Quarterly Wellness events</li> <li>• Bi-monthly Newsletters</li> <li>• Annual meetings with wellness coach</li> <li>• Facilitate exercising on-duty when practical</li> </ul>	Ongoing  Monthly meetings

# COLUMBIA HEIGHTS POLICE DEPARTMENT



## 2014 CHPD Plus-Two Initiative

### EXTRA DUTY

Use of Force/Firearms Instructor

Field Training Officer

Firearms Armorer

Wellness Coordinator

POR Compliance Officer

Intern Coordinator

Jamboree Coordinator

LEMA Honor Guard

CIT Officer

First Aid Instructor

Policy Committee

Reserve Coordinator

Fleet Coordinator

Intoxilyzer and PBT Maintenance

### COP

Neighborhood Watch Liaison

Cops-n-Kids Open Gym

Teen Academy

Senior Academy

Anti-bullying Reading Program

BBBS & BBBS Coordinator

Police/Community Picnic

Business Watch

DARE

DART

Multi-Cultural Outreach

Alcohol Compliance Trainer

National Night Out

CPTED

ABE Speaking

Coffee with a Cop

Other COP/Strategic Plan Initiatives

as approved

\*\*At least 1 of the Plus 2 needs to be a COP related activity

\*\*A goal would be set of no less than 10 hours of COP activities per officer in 2014

# Columbia Heights Police Department

## Core Training Plan

**RED indicates a critical need school**  
**Instructors listed are recommendations**

### Patrol

#### Goals:

- Develop and Maintain Basic Skills
- Provide for Skill Enhancement
- Provide specialty training as identified by assignment, motivation and/or recommendation of peers or supervisors
- Maintain and improve officer safety skills and emotional well-being
- Identify and develop future department leaders

#### Schools:

##### One Year:

- Standard Field Sobriety Training
- Restraint/Seatbelt (OPUE)
- Radar
- Countering Corruption

##### 3+ Years:

- Interview School- Neil Nelson
- Street Survival- PDI
- Tactical Search and Seizure- Neil Nelson

##### 5-7+ Years:

- Emotional Survival For LE – Gilmartin
- Calibre Press Street Survival



# Sergeants

## Goals:

- Develop and maintain skills related to effective leadership and management
- Identify and develop future police administrators
- Develop skills for managing tactical and critical incidents
- Develop skills for interacting with the media and the public
- Develop skills related to maintenance professional standards within the departments

## Schools:

### 1 year

- Leadership Training (Northwestern)
- Media Relations
- Internal Affairs
- Incident/tactical management

### 3 years

- Staff and Command (Northwestern)
- Supervision and ethical decision-making

## Specialty Sergeant Level Schools

- Managing the Field Training Program
- FBI Academy
- CLEO Command Academy (MNCOPA)

# Investigations

## Goals:

- Enhance skills related to conducting in-depth criminal investigations
- Develop safety skills related to plain clothes work

## Schools:

- Reid Basic Interview School
- Reid Advanced Interview School
- Informant Development
- Plain Clothes Tactics (CHPD Developed)

# Community Service Officer

## Goal:

Ensure proper care of animals to ensure the safety of the public. Develop quality customer service skills.

## Schools:

- Animal Control
- Customer Service

# Non-Sworn Staff

## Schools

- CJIS
- Customer Service
- Management Techniques (Office Supervisor)
- Evidence Handling
- Microsoft Office Training (city provided)

# Mandated and Recurring Training

## Goals:

Provide for training as mandated by law, POST Requirements or department policy.

## Training:

- Emergency Driving School/Pursuit Intervention Technique
  - Every 3 years
- First Aid Essentials
  - Every 2 Years
- Firearms Training and Qualifications (yearly)
  - Spring Anoka County Shoot
  - Summer Anoka County Shoot
  - Milo or Shoot/Don't Shoot
  - Low light/Adverse Weather Anoka County Shoot
  - Long Gun Shoot (Department Trained)
  - Simmunitions (Topics Rotated yearly from below)
    - Active Shooter
    - Building Search
    - High-risk stops
- Use of Force
  - Spring (CHPD)
  - Fall (CHPD)
- Taser (yearly update)

## Annual mandated trainings that can be covered as In-Service or Roll call

- Stop Sticks
- Pursuit Policy Training
- Use of Force and Deadly Force Policy Training
- Hazardous Materials
- Blood borne Pathogens/Right to Know
- NCIC Video
- Data Practices

# Specialty Training

## Goal:

Provide specialty training as identified by assignment, motivation and/or recommendation of peers or supervisors

## Schools

- Intoxilyzer
- Drug Interdiction
- Gang Training
- Background Investigations
- DARE Officer training
- Community Oriented Police Training
- Firearms Armorer
- School Resource Officer
- Leadership Academy
  - Officer level for leadership development
- Crime Prevention Through Environmental Design
- Crime Prevention
- K9
- Foreign Language
- Managing Investigations

## Instructor and Trainer Schools

## Goal:

Identify and train quality educators in the department

## Schools:

Taser Instructor  
Use of Force Instructor  
Firearms Instructor  
Field Training Officer  
Active Shooter