

Columbia Heights Police Department Strategic Plan 2024-2025



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	Crime Analyst 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 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 updated to just the very current All patrol shifts as well as SCU, DTF, and investigations contribute to weekly hotspot intel and form updating. Patrol complete crime alerts for suspects and send to investigations. SCU will act as a hybrid POP/COP response unit, staff dependent. 	Weekly assignments with Daily monitoring and updating as necessary.
CH Street Crimes Unit	Captains Sergeants		
BCA Violent Crime Reduction Unit	Capt. Johnston	<ul style="list-style-type: none"> Select a staff member and start participation in the unit. 	1 st Qtr. 2024

Saturation Details	Sgt. Farah Capt. Urbaniak Sgt. Noll COP Coordinator	<ul style="list-style-type: none"> Schedule saturation details to respond to emerging crime trends or as needed. Focused traffic safety enforcement Partner with TZD and emphasize traffic enforcement on Central and University Avenues to reduce crashes. MNDOT/City Traffic Safety Vision Prevent vehicle thefts in the city with continued partnership in the Vehicle Theft Task Force Continue working with Social Services and other partners on unhoused outreach. 	Graduation (6/6/24) Homecoming TBD Ongoing
Juvenile Accountability	Capt. Johnston Youth Outreach Officer Patrol	<ul style="list-style-type: none"> 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.) 	School year Ongoing
Target Repeat Offenders	Sergeants Investigations POR Officers COP Coordinator Youth Outreach Officer	<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) 	Ongoing Ongoing
Domestic Violence Response	Sergeants Patrol Investigations	<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. Forward domestic reports to embedded social workers. 	Ongoing

	COP Coordinator	<ul style="list-style-type: none"> • Incorporate domestic violence awareness month 	October
Target: Resource Development	Chief & Captains	<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 with embedded social workers. 	Ongoing

Committed Helpful Professional Dedicated

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	Capt. Johnston 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 Survey landlords on topics of interest 	Quarterly Meetings Ongoing TBD Ongoing 1 st Quarter
Neighborhood Watch/Community Outreach	COP Coordinator Captains Sergeants Patrol Non-sworn Staff 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 Update NW Block Leader list Neighborhood Watch Awards or annual recognition Continue outreach opportunities to our multi-cultural communities (e.g. 	Ongoing Ongoing Ongoing Quarterly

Updated 07/15/2024

	<p>COP Coordinator</p> <p>All Staff</p> <p>COP Coordinator</p> <p>COP Coordinator</p> <p>COP Coordinator</p> <p>COP Coordinator/ Communications COP Coordinator</p> <p>Captain</p> <p>Ofc. Nightingale</p> <p>Captain</p>	<p>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 to utilize Multicultural Advisory Committee and maintaining regular meetings • Ongoing recruitment of MAC members. • Utilize Code Red to host small neighborhood meetings to discuss public safety needs. • Explore Faith and Blue collaboration event with local clergy. • Partnering with Columbia Heights Library for reading to kids • Video updates from Community Policing Coordinator • Incorporate Be SMART into department resources. • Partner with Lights On microgrants when available. • Provide Crime Prevention Through Environmental Design services. • Start a therapy dog program. 	<p>1st Quarter</p> <p>4th Quarter</p> <p>Ongoing</p> <p>October</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Police/Youth Initiative</p>	<p>Capt. Johnston Youth Outreach Officer Assigned Staff Patrol Non-Sworn Staff</p> <p>Capt. Johnston Youth Outreach Officer COP Coordinator</p>	<p>Plan development that includes:</p> <ul style="list-style-type: none"> • Continued progress in connecting with community’s 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 ○ Continue partnering with CHSD for sports mentoring programs ○ BBBS <ul style="list-style-type: none"> ▪ Elementary/Middle School ○ Explore deeper partnerships & ISD 13 and other city departments ○ Open Soccer 	<p>TBD</p> <p>TBD</p>

	CSOs Ofc. I. Farah/ Ofc. A. Austin	<ul style="list-style-type: none"> ○ Female only open gym ○ Cooking with a Cop ○ Cuts with a Cop ○ Backpack giveaway ● Collaboration with area schools on Bullying program ● Bike give-back ● Partner with Parks & Rec to host: ● Bike Rodeo ● Summer Basketball Camp 	Monthly Ongoing Summer
Collaboration with Businesses, Schools, city departments, and other entities on common issues and resource sharing to maximize results	COP Coordinator CSO's Captains Sergeants Chief	<ul style="list-style-type: none"> ● Façade improvement continues <ul style="list-style-type: none"> ○ Continue installation and maintenance of existing cameras. ● Partner with Fire and Community Development on Central Ave Improvement cleanup as well as problem areas. ● Partner with Community Development to implement a problem-solving plan for the Central Ave business district to include code and quality of life concerns. ● Continue program adding city-owned CCTV cameras at key spots along Central Ave (Community Development) ● Communicate crime trends and relevant information to BW early and often ● Sustain current business partnerships and grow partnerships as opportunities present ● Explore other opportunities to partner with Communication Coordinator to develop educational videos ● (Police podcast, educational videos, etc.) 	Ongoing

Inter-department communication	Chief Captains	<ul style="list-style-type: none"> • Continue having a member of the administration attending at least one evening roll call (per team) monthly 	Ongoing
LMC	LMC Representatives Per Group	<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 	Ongoing
Peer Level Communication	All Staff	<ul style="list-style-type: none"> • 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 	Ongoing

Committed Helpful Professional Dedicated

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
	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
Employee Evaluation and Feedback	Sergeants Patrol	<ul style="list-style-type: none"> Bi-annual reviews for officers with less than 3 years' experience 	
External Audits	Office Supervisor	<ul style="list-style-type: none"> Property Room Audit Body worn camera audit. 	2024 2025

Committed Helpful Professional Dedicated

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 the 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. Urbaniak 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 training. 	1 st Quarter 1 st Qtr. 2024
	Sergeants	<ul style="list-style-type: none"> VR training Individualized training as identified by employee and their supervisor. Continue training new department members on Integrating Communications, Assessment, & Tactics (ICAT) and 40-hour CIT training and refresh as needed. 	Ongoing Ongoing 2 nd Quarter
	Sgt. Piehn	<ul style="list-style-type: none"> Officer training that includes critical incident/scene management Implement and ongoing refresher 7 critical tasks training for patrol. Active shooter training Continue to identify and train UAV pilots per department’s needs. 	3 rd Quarter Ongoing
	Capt. Urbaniak	<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. Piehn	<ul style="list-style-type: none"> Maintain MFF team staffing and department mobile field force training in partnership with North Command Mobile Field Force. 	Ongoing
	Capt. Urbaniak	<ul style="list-style-type: none"> Spanish for first responder classes 	Ongoing

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. 	
Identify and acquire required equipment, supplies and staffing	Chief Markham Supervisors	<ul style="list-style-type: none"> Professionally budget and find alternate revenue streams for required equipment, supplies and staffing. 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 TZD traffic enforcement officer grant Explore city security camera opportunities 	<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	<p>All Staff Wellness Coordinator</p> <p>Chief Supervisors</p>	<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 bi-annual mental health check-ins per policy Start a Family Wellness Academy Send officer volunteers to crisis intervention stress debriefing training and/or groups 	Ongoing