

# Columbia Heights Police Department Strategic Plan 2018

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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, frequent people (predictive analysis)</li> <li>Officers to make regular use of Anoka County Records Browser to identify crime trends</li> <li>Maintain database for businesses and residences that have CCTV surveillance and create partnership for investigative purposes</li> </ul>	Weekly Reports  Daily
Targeting Hotspots/Disorder  CH Street Crimes Unit  Saturation Details	Captain Sergeants Patrol  Captain POP & COP Sergeants  All Sergeants	<ul style="list-style-type: none"> <li>Daily review of hotspots, persons, and crimes by type through internal and external reports (LEXISNEXIS). Officers to monitor for observed problems to be remediated through the SARA model or other remediation as needed. Communitycrimemap.com</li> <li>All patrol shifts as well as SCU, DTF, SRO's and investigations contribute to weekly hotspot intel and form updating.</li> <li>Explore conversion of SCU to a hybrid COP response unit.</li> <li>Schedule saturation details to respond to emerging crime trends.</li> </ul>	Weekly assignments with Daily monitoring and updating as necessary  Deadline determined by staffing  As needed
Juvenile Accountability  (a) Curfew	School liaisons and Patrol  Patrol/SRO's  Sgt. Markham SRO's	<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   April 2018  Ongoing
Target Repeat Offenders	Sworn staff (incorporate patrol)  Investigations	<ul style="list-style-type: none"> <li>Continue to invite Anoka County probations to partner</li> <li>Probation sweeps</li> <li>Reach out to Minneapolis Police for</li> </ul>	Ongoing

	POR Officers  School Liaison Officers	intelligence sharing near borders. 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  <ul style="list-style-type: none"> <li>Continue working relationship w/Juvenile probation (Anoka and Hennepin)</li> </ul>	Ongoing
Domestic Violence Response	Patrol Patrol/Sergeants  Sgt Markham	<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 domestics. Utilize Hot Spot Summary to address repeat offenders/addresses.</li> <li>Explore program to utilize an Alexandra House and Police Officer team to assist on repeat or complex situations. Review policy to include this new program</li> <li>Explore a multilingual trifold brochure for Domestic Abuse Resources</li> </ul>	Ongoing  2 <sup>nd</sup> Quarter 2018
Target: Resource Development	Chief & Captain	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> </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	<p>COP Coordinator Captain</p> <p>Sgt. Museus/ COP Coordinator</p>	<ul style="list-style-type: none"> <li>• Continuation of quarterly landlord/tenant meetings</li> <li>• Continuation of crime mitigation philosophies where indicated</li> <li>• Continue to improve landlord attendance at trainings</li> <li>• Explore rental property policy development for interacting with problem rental property</li> </ul>	<p>Quarterly Meetings</p> <p>Continuous Mitigation</p> <p>3<sup>rd</sup> Quarter 2018</p>
Neighborhood Watch/Community Outreach	<p>COP Coordinator Captain Sergeants Patrol COP Committee Non-sworn Staff</p> <p>Sgt. Johnston</p> <p>Sgt. Pletcher</p> <p>Sgt Pletcher</p>	<p>Plan development to include:</p> <ul style="list-style-type: none"> <li>• Increase participation and communication/ additional areas to include recruiting next generation block leaders and have Neighborhood Watch officers meeting with every block leader and making sure biennial parties are being hosted</li> <li>• Increase NW participation in Circle Terrace and surrounding neighborhood</li> <li>• Increase Neighborhood Watch minority block leaders</li> <li>• Block Watch Training/4 events (Common City Code violations; Run, Hide or Fight; Current police activity/trends; Current Crime Trends and numbers)</li> <li>• Continue outreach opportunities to our multi-cultural communities by 5 events, including 3 community picnics/Eat &amp; Greets targeting multicultural park locations.</li> <li>• Utilize existing quarterly review group to review COP activities. (explore cooking with a cop, citizen/clergy academy, Cuts with a Cop, Partner with SACA/Aldi on food drive/grocery bagging, Touch a Truck event, Evaluate HS BBBS program, Senior road show)</li> <li>• Neighborhood Watch Awards or annual recognition</li> <li>• Increase community relationship building and/or resource education, utilizing new Circle Terrace Building</li> <li>• Partner with SACA for an open house or similar community event.</li> <li>• Continue community Heart Safe trainings as needed, utilizing community stakeholders to host events as well as frequent CHPD/CHFD sponsored events.</li> </ul>	<p>3<sup>rd</sup> Quarter 2018</p> <p>3<sup>rd</sup> Quarter 2018</p> <p>Ongoing, 2018</p> <p>Ongoing 2018</p> <p>By 2<sup>nd</sup> Quarter 2018</p> <p>Ongoing as needed</p>

	Sgt. Johnston	<p>Continue to update AED location list/registration within City; add Hilltop to Heart Safe Partnership</p> <ul style="list-style-type: none"> <li>• Continue to utilize Multicultural Advisory Committee, maintaining regular meetings and creating annual MAC goals to be met.</li> <li>• Partner with/attend other city events</li> </ul>	
Police/Youth Initiative	<p>Invest Sgt School Liaisons Assigned Staff Patrol Non-Sworn Staff COP Committee</p> <p>Sgt Markham CSOs COP Coordinator</p>	<p>Plan development that includes:</p> <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 and other city departments</li> <li>○ DARE</li> <li>○ Explore HS classroom opportunities</li> </ul> </li> <li>• Collaboration with area schools on Bullying program</li> <li>• Collaborate with Library and explore other partnerships within City</li> <li>• Collaborate with CHFD on Heart Safe</li> <li>• Implement open gym basketball tournament to include officers on teams and reinforce program participation for summer</li> <li>• Continue soccer to open gym</li> <li>• Bike give-back</li> </ul>	<p>Ongoing</p> <p>April 1, 2018</p> <p>April 2018</p>
Collaboration with Businesses, Schools, city departments, and other entities on common issues and resource sharing to maximize results	COP Coordinator Captain Sergeants Chief	<ul style="list-style-type: none"> <li>• Continue redevelopment opportunities in Sheffield, Circle Terrace and other identified opportunities</li> <li>• Partner with Community Development to explore/implement a problem solving plan for the Central Ave business district to include code and quality of life concerns.</li> <li>• Explore feasibility of adding city-owned CCTV cameras at key spots along Central Ave (Community Development)</li> <li>• Open Circle Terrace Building and implement programs utilizing partnerships, and staff with police officers on a weekly basis</li> <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> </ul>	Ongoing



Peer Level Communication		<ul style="list-style-type: none"><li>• Use police calendar to improve communication of department events – Roll call training on how to use</li><li>• The Chief will meet with each employee</li></ul>	2017-2018
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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 Captain 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 at Supervisor Meetings
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>	Quarterly  Ongoing
Employee Evaluation and Feedback	Captain Sergeants Patrol  Sgt. Johnston	<ul style="list-style-type: none"> <li>• Examine review system tied to quarterly reviews</li> <li>• Finish and publish Community Survey results</li> </ul>	Ongoing   1 <sup>st</sup> Quarter 2018



**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 Patrol Sgt. Markham Sgt. Fischer Sgt. Fischer Sgt. Johnston Sgt. Fischer Sgt. Fischer	<ul style="list-style-type: none"> <li>• Yearly training mandates planned and calendar posted</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 2018 – 7 Habits</li> <li>• Officer training that includes critical incident/scene management               <ul style="list-style-type: none"> <li>◊ Blaine Shoot House</li> </ul> </li> <li>• Mandatory training of sworn staff in areas defined as essential (see attached)</li> <li>• Follow-up in Quarterly/Annual evaluations to ensure officer training needs are being met</li> <li>• Communication of training events intra-departmentally through police calendar</li> <li>• Explore department going through mobile field force training</li> <li>• Continue training new department members on implicit bias and CIT and refresh as needed.</li> <li>• Explore new POST training requirements</li> <li>• Implement ICAT/De-escalation training plan</li> <li>• Examine core-training and update as needed</li> <li>• Explore opportunity for city-wide or department specific language training</li> </ul>	1 <sup>st</sup> Quarter 2018 Ongoing Start in February 1 <sup>st</sup> qtr 3 <sup>rd</sup> Quarter 2018 Ongoing Plan by 1 <sup>st</sup> Quarter 2018 Plan by 1 <sup>st</sup> Quarter 2018
Identify training needs of non-sworn staff with an emphasis on consistency, quality, and staff development	Office Supervisor	<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 2018</li> </ul>	

Identify and acquire required equipment and supplies	Chief Austin Supervisors Police IS Specialist	<ul style="list-style-type: none"> <li>• Maintain a retention/ replacement schedule for technology purchases where applicable</li> <li>• Review and update firearms as needed and budget allows</li> <li>• Explore purchase of optics for department rifles</li> <li>• Explore purchase of bunkers and other protective equipment</li> <li>• Professionally budget and find alternate revenue streams for required equipment and supplies</li> <li>• Continue funding for college reimbursement for employee professional development and seek improvements to current policy</li> </ul>	Budget related items to coincide with city process
Expand efforts in employee wellness	Sergeant  Wellness committee	<ul style="list-style-type: none"> <li>• Focus on nutrition training and education</li> <li>• Remind staff that wellness coaches are available</li> <li>• Facilitate exercising on-duty</li> <li>• Continue seeking new wellness trainings/initiatives, including roll-call trainings and EAP program</li> <li>• Explore training a couple of officers as Certified Personal Trainers</li> </ul>	Ongoing  Quarterly meetings  Ongoing

01/18/2018