

Columbia Heights Police Department Strategic Plan 2011



Strategies and Action Plan

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: Adopt a comprehensive plan of targeting crime, violent offenders, and crime locations/zones.

Action Steps	Person Responsible	Action Status	Target Date(s)
Crime Mapping and Statistics	Police IS Specialist	Continue to make information user-friendly and helpful in determining actual crime patterns and trends.	Weekly Reports Quarterly Summaries
Targeting Hotspots	Captain Austin Sergeants	Weekly review of hotspots and crimes by type through internal and external reports. Officers to be assigned observed problems to be remediated through the SARA model.	Weekly assignments and monitoring, monthly reporting, quarterly evaluation
Juvenile Accountability (a) Truancy (b) Curfew	School liaisons and Patrol Patrol	Continuing emphasis incorporating patrol/school liaisons. Continuous monitoring and enforcement emphasis, trend analysis	School year Ongoing
Target Violent Offenders	Sworn staff	Plan Development that includes: <ul style="list-style-type: none"> • Develop collaborative partnership with Anoka County Probation • Regularly scheduled intelligence meetings • Police/Adult Probation sweeps • Police/Juvenile Probation sweeps • Knock and Talks 	Monthly, with some regularity as to dates
Target: Resource Development	Chief & Captain	Plan Development that includes: <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 	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. Effectively communicate (internally and externally) departments mission, values, strategies, and results to facilitate understanding and partnership.

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"> • Continuation of quarterly landlord/tenant meetings • Continuation of crime mitigation philosophies where indicated • Researching and potential implementation of incentives to encourage adoption and implementation of best practices 	Quarterly Meetings Continuous Mitigation
Neighborhood Watch/Community Outreach	Ofc Nightingale Sgt Rogers Capt Austin	Plan development to include: <ul style="list-style-type: none"> • Increase participation and communication/10 additional areas • Block Watch Training • Nixle/more Nixle alerts • Increase outreach opportunities to our multi-cultural communities 	Formal Plan to identify Neighborhood Watch and Nixle objectives and targets due by 1/31/11
Police/Youth Initiative	Invest Sgt Ofc Nightingale School Liaisons	Plan development that includes: <ul style="list-style-type: none"> • Continued progress in connecting with community's youth • Collaboration of community partners focused on youth • Youth outreach with goal of 3000 contacts for Cops N Kids • Collaboration with ISD 13 on Bullying program 	Formal Plan to include objectives and targets due by 1/31/11
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"> • Continue redevelopment opportunities in Sheffield and Circle Terrace • Expand on proactive partnerships to maximize results and expand funding 	Ongoing
Optimize branding efforts and external messaging to effectively communicate with community partners	Ofc Nightingale Sgt Rogers Administration Police IS Specialist	<ul style="list-style-type: none"> • Complete dept branding focused on mission and core values • Examine options such as website, Facebook, and other media to increase visibility and access • Continue and/or increase public service/public interest media articles • Examine opportunities in cable access 	Plan development by 1/31/11 Implementation by 6/1/11

Strategy 3: 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 or organized performance.

Action Steps	Person Responsible	Action Status	Target Date(s)
Quarterly report and review	Chief Nadeau Captain Sergeants	Purpose of the quarterly report and review includes: <ul style="list-style-type: none"> • To focus on crimes by tracking calls for service, crime stats, clearance rates, arrests, truancy, curfew and weapons • Standardize data collection to track activity and results • Citywide and grid stat review • Division activity and review • Policing teams performance review • Hotspots review • Department strategy review • Department budget • Implementation of performance metrics tied to strategic plan activities 	At Supervisor meetings, 3 rd Tuesday of April, July, October 2011, and January 2012
Continue to explore and adopt practices that lower calls for service and free officers up for other responsibilities	Chief Nadeau Captain Austin Sergeants	<ul style="list-style-type: none"> • Propose Alarm response ordinance • Continue to work with City of Hilltop in adoption of progressive ordinances 	Introduce Alarm Ordinance to Council by 4/1/2011
Scientifically survey community to understand citizen concerns and perceptions about crime, safety and security and to help establish base line for future reference	Chief Nadeau	Work with City staff for possible city-wide survey	

Strategy 4: 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	<ul style="list-style-type: none"> • Yearly training mandates planned prior to beginning of year and calendar posted • Mandatory training of sworn staff in areas defined as essential (see attached). Realistic <i>Active Shooter</i> type of training to be conducted in Spring 2011 • A minimum of one knowledge-based learning opportunity to be utilized in 2011 	<p>Training Plan due by 1/1/2011</p> <p>A Training plan covering the next three years due 5/1/2011</p>
Identify training needs of non-sworn staff with an emphasis on consistency, quality, and staff development	Office Supervisor Sgt Fischer	<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). • A minimum of one knowledge-based learning opportunity to be utilized in 2011 	<p>Training Plan due by 1/1/2011</p>
Identify and acquire required equipment and supplies	Chief Nadeau Supervisors Police IS Specialist	<ul style="list-style-type: none"> • Have centralized records of important department equipment • Establish a retention/replacement schedule for technology purchases where applicable • Professionally budget and find alternate revenue streams for required equipment and supplies 	<p>Database due by 2/1/2011</p> <p>Budget related items to coincide with city process</p>

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 (Support Services 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