

# STRATEGIC PLAN

FY2023-2026

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# INTRODUCTION

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The Columbus Police Department FY2023-FY2026 Strategic Plan was developed in 2023 to guide decision-making for the following three years. The plan identifies departmental and community priorities, established S.M.A.R.T. goals (specific, manageable, achievable, realistic, and time-bound), action items to achieve the goals, and assigned persons in the organization responsible for implementation. The goals and action items were created based on the 10 Strategic Directions that form the foundation of the plan.

# MISSION STATEMENT

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The mission of the Columbus Police Department is to prevent crime, enforce the law, and strengthen the community we serve through effective communication, transparency, responsive law enforcement, and commitment to our Core Values.

# VISION STATEMENT

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The Columbus Police Department is dedicated to becoming a beacon of professionalism through training and partnership with our citizens, thus establishing safer communities and reducing overall crime.

# CORE VALUES

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**P – Professionalism**

**R – Respect**

**I – Integrity**

**D – Duty**

**E – Empathy**

# STRATEGIC DIRECTIONS

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Personnel

Operations

Training

Community  
Engagement

As Informed By:

- Jensen Hughes
- Command Staff
- CPD's Retention Committee



# PERSONNEL (MAIN EFFORT)

RETENTION

Reinstatement of \$1,500 Quarterly Retention Bonus for Calendar Year 2023 - Retroactive to January 2023 (April 2023)

Supplement Pay for Sworn Officers to Increase from \$5,121 to \$10,121 (July 2023)

Add \$5,121 Supplement Pay for Civilian 911 Personnel (July 2023)

Add Civilian 911 to Public Safety Pension Plan (July 2023)

Reorganization of Retention Committee (February 2023)

Revise Retirement for Sworn Officers. 20 Years of Service – 60%, 25 Years of Service – 70%, 30 Years of Service – 80% (July 2023)

\$150 Supplement Pay for Sworn AL Residents (July 2023)

100% Tuition Reimbursement (July 2023)

Child Care Benefits at No Cost to the Employee (July 2023)

Lateral Police Officer with Active GA P.O.S.T. Certification Sign-on Bonus of \$8,000 (April 2023)



# PERSONNEL (CONT'D)

## RECRUITMENT

Increase Job Fair Attendance to at Least 40 a year **(January 2023)**

Visit High Schools to Discuss Cadet Programs/911 Careers **(January 2022)**

Purchase "Interview Now" Software **(July 2023)**

Current Sworn Personnel = 299  
Current Civilian Personnel = 97

Current Sworn Vacancies = 145  
Current Civilian Vacancies = 41

Add 59 Additional Civilian Personnel to total  
197 **(July 2023)**

Add 84 Additional Sworn Personnel to Total  
572 **(July 2023)**



# OPERATIONS

## BUREAU OF INVESTIGATIONS

Reorganize the Bureau of Investigations (BIS) **(February 2023 – March 2023)**

Address Transferring of Gang Analysts to BIS **(February 2023 – February 2026)**

Add Civilians to Crime Scene Unit, Digital Forensic Unit, Real Time Crime Center **(July 2023)**



# OPERATIONS (CONT'D)

## TECHNOLOGY & USE OF DATA

Update Computer Aid Dispatch (CAD) and Mobile Data Terminal (MDT) to Allow Sharing of Images to Officers in the Field **(January 2021 – March 2024)**

Procure Operators License Scanner Technology for Patrol Services **(January 2021 – March 2024)**

Develop Radio Network Interoperability with State and Local Law Enforcement Agencies **(February 2022 – March 2023)**



# TRAINING

## LEADERSHIP DEVELOPMENT

Continue Supervisory and Management Training at State and Federal Level **(January 2021 – Ongoing)**

Develop Internal Training for Current and New Supervisors **(July 2023 – Ongoing)**



# TRAINING (CONT'D)

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CAREER DEVELOPMENT

Review Training  
Division Instructor Require  
ments **(January 2020 –  
Ongoing)**

Develop  
Junior Leadership Training  
**(February 2023 – July 2023)**



# COMMUNITY ENGAGEMENT

## COMMUNITY POLICING

Develop a Written, Comprehensive Community Policing Plan **(June 2023)**

Ensure Personnel From All Divisions Attend at Least One Community Meeting Per Quarter **(June 2023)**

Continue Strengthening and Establishing Relationships with Entities External to CPD **(Ongoing)**

Utilize CPD's Social Platforms to Provide the Community Information When Significant and High-Profile Public Safety Issues Arise **(Ongoing)**



# MISSION & VISION

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## MISSION

The mission of the Columbus Police Department is to prevent crime, enforce the law, and strengthen the community we serve through effective communication, transparency, responsive law enforcement, and commitment to our Core Values.

## VISION

The Columbus Police Department is dedicated to becoming a beacon of professionalism through training and partnership with our citizens, thus establishing safer communities and reducing overall crime.



# ORGANIZATIONAL STRUCTURE, MANAGEMENT, POLICIES AND PRACTICES



# ORGANIZATIONAL STRUCTURE, MANAGEMENT, POLICIES AND PRACTICES

*Desired Outcome: Enact changes to move towards a future state environment which reflects the Mission, Vision, and Values of the Columbus Police Department.*

RECOMMENDATIONS	STRATEGY	TIMELINE
<p><b>1.1</b> Develop a strategic plan to support the goals and mission of daily operations and engagement.</p>	<ul style="list-style-type: none"> <li>• Ensure that our current strategic plan supports the goals and mission of daily operations and engagement.</li> <li>• Upon review, make changes or additions to the current plan to ensure that it includes measurable goals.</li> <li>• Publish changes/additions in the revised plan.</li> </ul>	<p><b>May 2023 – July 2023</b></p> <p><b>June 2023 – July 2023</b></p>
<p><b>1.2</b> Make internal procedural justice a part of the department's organizational culture.</p>	<ul style="list-style-type: none"> <li>• Form a committee to review current policies.</li> <li>• Add/change policy based on committee recommendations</li> </ul>	<p><b>August 2023 – September 2023</b></p>
<p><b>1.3</b> Conduct a review of CPD's policies and procedures to determine how to incorporate internal and external procedural justice throughout the department.</p>	<p>Continue conducting a review of the department's policies and procedures in accordance with CALEA, best practices, and the GACP State Certification.</p>	<p><b>August 2023 – September 2023</b></p>

# ORGANIZATIONAL STRUCTURE, MANAGEMENT, POLICIES AND PRACTICES (CONT'D)

*Desired Outcome: Enact changes to move towards a future state environment which reflects the Mission, Vision, and Values of the Columbus Police Department.*

RECOMMENDATIONS	STRATEGY	TIMELINE
<p><b>1.4</b> Engage department members in revising CPD's mission statement.</p>	<ul style="list-style-type: none"> <li>• Meet with selected employees to develop a revised mission statement.</li> <li>• OPS to meet with committee to discuss mission statement before presenting it.</li> </ul>	<p><b>March 2023 – April 2023</b></p> <p><b>April 2023 – May 2023</b></p>
<p><b>1.5</b> Develop a formal internal communications strategy that would outline how, when, and where department leadership will provide information to all members of the department.</p>	<ul style="list-style-type: none"> <li>• Continue notifying department about organizational, policy changes</li> <li>• Command Staff to conduct annual meetings for the ranks of sergeant, lieutenant, and captain.</li> <li>• Command Staff to conduct annual meetings for the ranks of officer, officer first class, corporal.</li> <li>• Initiate a Chief's award.</li> <li>• Institute a campaign where the department's mission statement and core values will be placed throughout the precincts and headquarters.</li> </ul>	<p><b>March 2023 – September 2023</b></p> <p><b>July 2023 - Ongoing</b></p>

# ORGANIZATIONAL STRUCTURE, MANAGEMENT, POLICIES AND PRACTICES (CONT'D)

*Desired Outcome: Enact changes to move towards a future state environment which reflects the Mission, Vision, and Values of the Columbus Police Department.*

RECOMMENDATIONS	STRATEGY	TIMELINE
<p><b>1.6</b> The chief should regularly engage with department members.</p>	<p>The Chief should continue to attend roll call briefings on a regular basis and emailing vital information and encouragement.</p>	<p><b>January 2023 – Ongoing</b></p>
<p><b>1.7</b> Consider providing a mentoring program for CPD leadership.</p>	<p>Will be addressed in Recommendation 5.5</p>	<p><b>May 2023 – July 2026</b></p>
<p><b>1.8</b> CPD and the City of Columbus, in conjunction with the Columbus business community, should consider creating 501(c)(3) foundations that allow community stakeholders and business leaders to become more aware of the needs of their department.</p>	<p>The Columbus Police Department will coordinate a meeting with other city entities and local businesses for the purpose of creating a 501(c)(3).</p>	<p><b>May 2023 – Ongoing</b></p>



# BUREAU OF INVESTIGATIONS

# BUREAU OF INVESTIGATIONS

*Desired Outcome: Improve the Bureau of Investigative Services efficiency and effectiveness by adopting best practices and civilianizing some positions.*

RECOMMENDATIONS	ACTION TAKEN	TIMELINE
<p><b>2.1</b> Ensure investigators and supervisors obtain state investigator training.</p>	<p>Training request submission required after assignment to Bureau. Deputy Chief's Office to keep record.</p>	<p><b>March 2022 - Ongoing</b></p>
<p><b>2.2</b> Consider merging at least three units into a single general crimes division.</p>	<p>A reorganization plan has already been drafted and has been approved.</p>	<p><b>February 15, 2023 - March 4, 2023</b></p>
<p><b>2.3</b> Create new policy making it the responsibility of all investigators to develop information on those suspected of being involved in illegal gang activities.</p>	<p>Discuss moving Criminal Intelligence function to Investigative Services. More discussion needed on policy issues, training, supervisory oversight, etc.</p>	<p><b>February 2023 – February 2026</b></p>
<p><b>2.4</b> Gradually replace some of the sworn positions in Crime Scene Division with civilian personnel.</p>	<p>4 civilian positions requested in FY24 budget. Must be in Mayor's budget proposal, approved by council.</p>	<p><b>January 2023 – July 2023 (if approved)</b></p>
<p><b>2.5</b> Replace sworn officers in Digital Forensics Unit to free up sworn officers for other assignments.</p>	<p>One civilian positions requested in FY24 budget. Must be in Mayor's budget proposal, approved by council. Not recommended to remove single sworn officer.</p>	<p><b>January 2023 – July 2023 (if approved)</b></p>

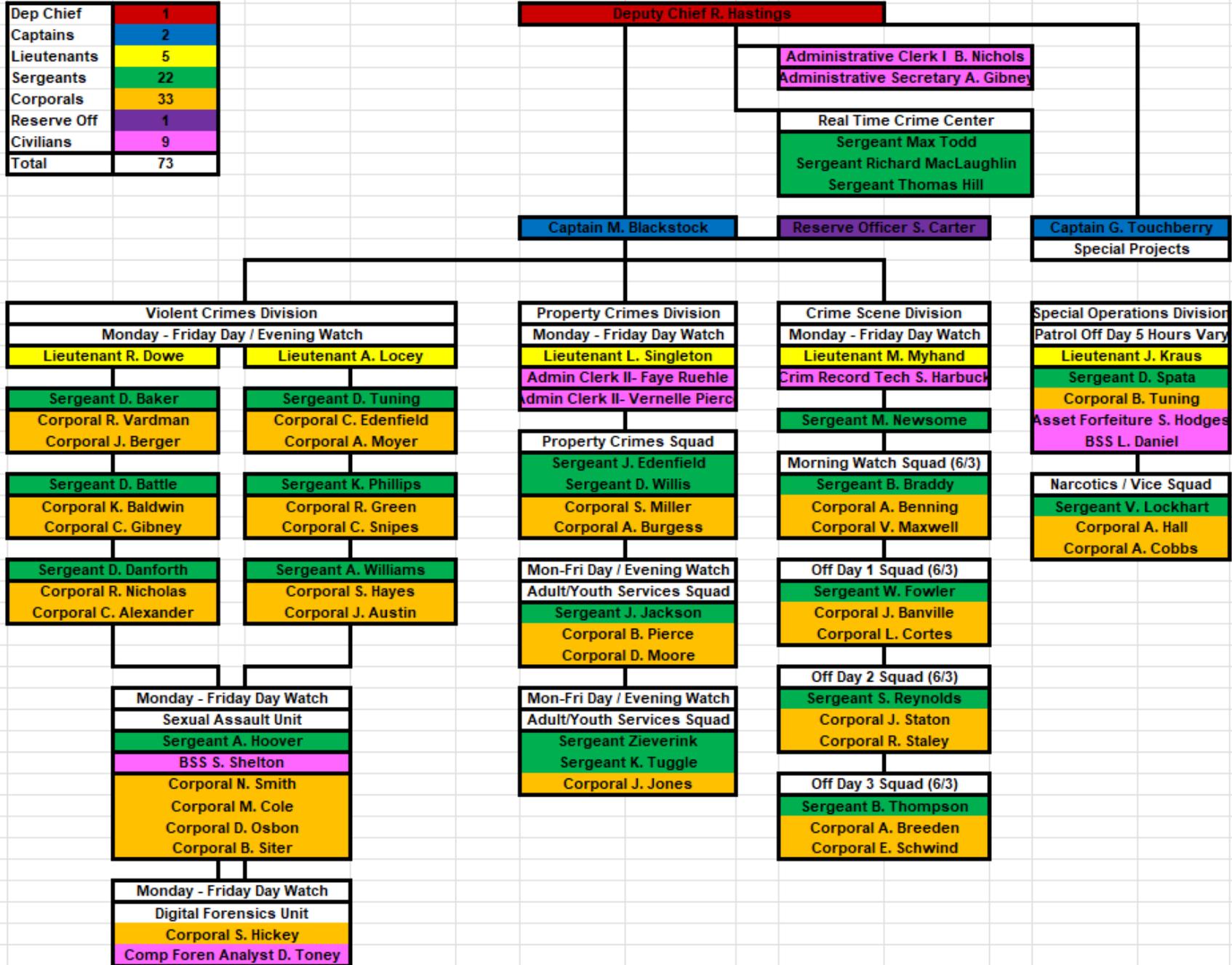


# PROPOSED REORGANIZATION

## BUREAU OF INVESTIGATIONS



Dep Chief	1
Captains	2
Lieutenants	5
Sergeants	22
Corporals	33
Reserve Off	1
Civilians	9
Total	73



# BUREAU OF INVESTIGATIONS (CONT'D)

*Desired Outcome: Improve the Bureau of Investigative Services efficiency and effectiveness by adopting best practices and civilianizing some positions.*

RECOMMENDATIONS	ACTION TAKEN	TIMELINE
<p><b>2.6</b> Change the name and function of the Computer Crimes Unit to the Digital Forensics Unit.</p>	<p>This unit was renamed the Digital Forensics Unit on 11-16-22, prior to the Jenson-Hughes report.</p>	<p><b>October 16, 2022 – November 16, 2022</b></p>
<p><b>2.7</b> The department should review the staffing requirements and technology needs of the Computer Crimes/Digital Forensics Unit.</p>	<p>Staffing requirements has already been made in 2022 with the request of an additional analyst. Tech depends on approval of analyst request, budget.</p>	<p><b>January 2023 – July 2023 (if approved)</b></p>
<p><b>2.8</b> Consider rebuilding the staffing of the Special Operations Unit to allow it to engage in proactive policing.</p>	<p>There is no longer a source of manpower to draw from to staff this division.</p>	<p><b>February 2023 – February 2025</b></p>
<p><b>2.9</b> Review and revise the department’s policy focused on solvability factors.</p>	<p>The more pressing issue might be Section 7-1.3 (Case Assignments). The supervisor will determine which cases are to receive follow-up.</p>	<p><b>February 15, 2023 – May 15, 2023</b></p>
<p><b>2.10</b> Develop a policy on deconfliction for department members involved in investigations to ensure officer safety, but particularly for undercover activities.</p>	<p>This task has been assigned to Lieutenant Kraus, who has experience with this issue.</p>	<p><b>February 23, 2023 – August 23, 2023</b></p>

# BUREAU OF INVESTIGATIONS (CONT'D)

*Desired Outcome: Improve the Bureau of Investigative Services efficiency and effectiveness by adopting best practices and civilianizing some positions.*

RECOMMENDATIONS	ACTION TAKEN	TIMELINE
<p><b>2.11</b> Add language to Policy 5-2.3 to include a requirement for risk assessments for arrest warrants.</p>	<p>Discussion is warranted, but the current policy already outlines the use of threat assessments. Assigned to Lt. Dowe.</p>	<p><b>February 24, 2023 – March 24, 2023</b></p>
<p><b>2.12</b> Create policy to detail the organization, operations and procedures for cold case investigations.</p>	<p>Section 7-1.6E (Cold Case Procedures) of the Police Manual addresses this issue.</p>	<p><b>February 22, 2023 – May 22, 2023</b></p>
<p><b>2.13</b> Consider assignment of at least two full-time civilian cold case detectives.</p>	<p>None at this point, discussion warranted. We do not have a protocol that allows for us to utilize a civilian in this manner.</p>	<p><b>February 2023 – May 2026</b></p>
<p><b>2.14</b> Consider maintaining a public list of all unsolved cold cases on the department's website.</p>	<p>Homicide Division can provide the appropriate information once the website is ready for it. This task assigned to R.O. Stuart Carter.</p>	<p><b>February 24, 2023 – May 24, 2023</b></p>
<p><b>2.15</b> Review and revise the department's informant policy</p>	<p>None at this point, discussion at bureau level warranted/planned. This task assigned to Sergeant D. Spata.</p>	<p><b>February 23, 2023 – August 23, 2023</b></p>



# RECRUITING, TESTING, AND HIRING

# RECRUITING, TESTING, AND HIRING

***Desired Outcome: Ensure the Columbus police Department is currently appropriately staffed, impacting its ability to engage in proactive and community policing, and its ability to investigate crime and effectively address gang activity in Columbus.***

RECOMMENDATION	STRATEGY	TIMELINE
<p><b>3.1</b> CPD should consider developing written recruiting objectives that are more closely tied to increasing the department’s diverse candidate applicant pool hiring rate.</p>	<ul style="list-style-type: none"> <li>• CPD will attend at least 40 job fair events to include at least 5 HBCUs and diverse events.</li> <li>• Review recruiting and selection processes quarterly.</li> </ul>	<p><b>January 2023 – December 2023</b></p>
<p><b>3.2</b> Commit to completing the yearly written recruitment plan in accordance with the department’s general order.</p>	<p>Commit to completing an annual recruitment plan that will outline the department’s yearly recruitment initiatives and strategies.</p>	<p><b>January 2023 – Ongoing</b></p>
<p><b>3.3</b> Review the outcomes of the ocular detection technology to determine whether to continue using it or revert back to using the polygraph as the primary deception detection tool.</p>	<p>CPD will use the polygraph as its primary deception detection tool. This decision was made after consultation with our polygraph examiner.</p>	<p><b>January 2023 – Ongoing</b></p>
<p><b>3.4</b> Enhance direct recruitment efforts at attracting young people to serve as cadets and memorialize this commitment in the annual recruitment plan.</p>	<ul style="list-style-type: none"> <li>• Visit area high school in MCSD to discuss cadet program.</li> <li>• Implement text message-based recruitment.</li> <li>• Host students from MCSD, surrounding areas.</li> </ul>	<p><b>January 2023 – Ongoing</b></p> <p><b>June 2023 – Ongoing</b></p> <p><b>May 2023 - Ongoing</b></p>

# RETENTION OF DEPARTMENT MEMBERS



# RETENTION OF DEPARTMENT MEMBERS

*Desired Outcome: Address retention of police officers and develop a formal retention strategy.*

RECOMMENDATION	STRATEGY	TIMELINE
<p><b>4.1</b> Develop a robust written retention plan that identifies specific recommendations for measurable actions.</p>	<ul style="list-style-type: none"> <li>Retention Committee meetings, reorganization</li> <li>Annual evaluation on data to measure outcomes of success</li> <li>Written retention policy</li> </ul>	<p><b>February 2023 – Ongoing</b></p> <p><b>February 2023 – March 2023</b></p>
<p><b>4.2</b> Develop a formal exit interview process which provides employees an opportunity to provide feedback on reasons for leaving CPD.</p>	<p>Revise exit interview process with significant changes to the written document that we currently use at CPD</p>	<p><b>February 2023 – September 2023</b></p>
<p><b>4.3</b> Regularly conduct a small-scale salary survey to assess the police departments competitiveness with other police departments</p>	<p>The Retention Committee is currently addressing the recent pay study that was conducted by Evergreen.</p>	<p><b>February 2023 – Ongoing</b></p>
<p><b>4.4</b> Create leadership development and career development plans to provide department members and potential lateral transfers to the department clear career advancement opportunities.</p>	<ul style="list-style-type: none"> <li>Shift Bidding</li> <li>Patrol to train in Investigation Bureau</li> <li>Mandatory set number of years for a person to stay on an assignment</li> </ul>	<p><b>August 2023 - Ongoing</b></p>

# RETENTION OF DEPARTMENT MEMBERS (CONT'D)

<i>Desired Outcome: Address retention of police officers and develop a formal retention strategy.</i>		
<b>RECOMMENDATION</b>	<b>STRATEGY</b>	<b>TIMELINE</b>
<b>4.5</b> Establish a formal advisory group within the department, consisting of members representing all ranks and units.	The Retention Committee is already assigned to this task.	<b>February 2023 - Ongoing</b>
<b>4.6</b> Explore the creation of a new tuition assistance program designed to cover educational costs for officers.	Retention Committee to gather information on this task and to bring back the information to the group.	<b>February 2023 – September 2023</b>
<b>4.7</b> Explore any opportunity to provide additional benefits to personnel that could entice them to stay at CPD.	<ul style="list-style-type: none"> <li>• CAPS Program for childcare</li> <li>• Retention Pay instead of bonuses</li> <li>• Revised retirement plan</li> </ul>	<b>February 2023 – Ongoing</b>
<b>4.8</b> Develop a rotation program for Patrol Officers to gain experience in Criminal Investigations and other units	Rotate the patrol officers on a thirty-day time frame to train in the Bureau of Investigations and allow them to bring back information to Patrol on how to better investigate cases.	<b>August 2023 – August 2024</b>



# PROMOTIONS AND ASSIGNMENTS

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*Desired Outcome: Address low morale at CPD (due in part because of current leadership and management issues).*

RECOMMENDATION	STRATEGY	TIMELINE
<p><b>5.1</b> Consider amending the qualifications for appointment to deputy chief and assistant chief to account for the difference in duties between these two positions.</p>	<ul style="list-style-type: none"> <li>Review the duties and responsibilities of both deputy chief and assistant chief.</li> <li>Review the qualifications for appointment to deputy chief and assistant chief.</li> </ul>	<p><b>March 2023 – April 2023</b></p>
<p><b>5.2</b> Establish a policy outlining CPD 's processes for assignment, rotation and transfer of department member that ensures transparency.</p>	<ul style="list-style-type: none"> <li>Research and review other agencies policies</li> <li>Review other agencies findings with members of the Command Staff</li> <li>Suggests the implementation of findings, ideas</li> </ul>	<p><b>January 2024 – April 2024</b></p> <p><b>April 2024 – May 2024</b></p>
<p><b>5.3</b> As CPD works to bring its staffing to full levels, initiate plans to determine how more opportunities are provided to all on the department.</p>	<ul style="list-style-type: none"> <li>Research and review other law enforcement agencies procedures.</li> <li>Review the United States Army career advancement program.</li> <li>Review findings learned from both reviews with the members of the Command Staff.</li> </ul>	<p><b>May 2024 – July 2024</b></p> <p><b>July 2024 – August 2024</b></p>

# PROMOTIONS AND ASSIGNMENTS (CONT'D)

*Desired Outcome: Address low morale at CPD (due in part because of current leadership and management issues).*

RECOMMENDATION	STRATEGY	TIMELINE
<p><b>5.4</b> Consider actions to help ensure succession planning is always taking place in that department members from its many diverse backgrounds are afforded opportunities to prepare for advancement.</p>	<p>Members of the Command Staff will continuously review the department succession plan to ensure members throughout the department are afforded opportunities to prepare for advancement.</p>	<p><b>February 2023 – Ongoing</b></p>
<p><b>5.5</b> To comply with GO 4-3.6, develop an ongoing training program for supervisory and commands staff members to continue developing their supervisory and leadership skills.</p>	<ul style="list-style-type: none"> <li>• Establish a mentorship program for lieutenants and above in rank</li> <li>• Solicit community and businesses to participate in mentorship program</li> </ul>	<p><b>N/A</b></p>



# ACCOUNTABILITY

# ACCOUNTABILITY

*Desired Outcome: Address organizational alignment and accountabilities of the Office of Professional Standards (includes functions and duties that are more appropriately housed in other bureaus of the department)*

RECOMMENDATION	STRATEGY	TIMELINE
<p><b>6.1</b> Increase accessibility for community members to file a complaint or compliment a department member.</p>	<ul style="list-style-type: none"> <li>• Continue the process to make website more user friendly.</li> <li>• Create a direct link for complaints &amp; compliments.</li> </ul>	<p><b>February 2023 – July 2023</b></p> <p><b>July 2023 - Ongoing</b></p>
<p><b>6.2</b> Amend the department’s policy to ensure that complaints against department members are centrally recorded and tracked.</p>	<ul style="list-style-type: none"> <li>• Purchase technology or create a shareable document</li> <li>• Revise Policy to include technology or document.</li> </ul>	<p><b>December 2023 – July 2026</b></p> <p><b>December 2023 - Ongoing</b></p>
<p><b>6.3</b> Transfer the Criminal Intelligence and Gang Analysis and Investigations functions from the Office of Professional Standards.</p>	<ul style="list-style-type: none"> <li>• Collaborate with Investigative Services to establish training requirements.</li> <li>• Work with Investigative Services to establish any changes or additions to policy to cover transition.</li> </ul>	<p><b>May 2023 – Ongoing</b></p>
<p><b>6.4</b> Amend General Order 2-6 to outline specific processes and protocols for handling complaints assigned to the OPS.</p>	<ul style="list-style-type: none"> <li>• Revise department policy section 2-6 to indicate that sworn positions within the Office of Professional Standards handle investigations.</li> <li>• Review policy section 2-6 with regards to interviews conducted by the Office of Professional Standards.</li> </ul>	<p><b>July 2023 – September 2023</b></p> <p><b>July 2023 - Ongoing</b></p>

## ACCOUNTABILITY (CONT'D)

<i>Desired Outcome: Address organizational alignment and accountabilities of the Office of Professional Standards (includes functions and duties that are more appropriately housed in other bureaus of the department)</i>		
<b>RECOMMENDATION</b>	<b>STRATEGY</b>	<b>TIMELINE</b>
<b>6.5</b> Amend General Order 2-6 and consider limiting a complaint investigator's duties to identifying facts and evidence but not providing recommended findings.	<ul style="list-style-type: none"> <li>Continue the department's current practices</li> <li>Consideration will be given as to what positions in the chain of command will establish the findings.</li> </ul>	<p><b>February 2023 – July 2026</b></p> <p><b>May 2023 - Ongoing</b></p>
<b>6.6</b> Amend General Order 2-6 to require each person reviewing a Use of Force report to indicate whether they concur or disagree with the finding.	The command staff will review department policy section 2-6 and consider adding a section to the Use-of-Force Report.	<b>September 2023 – November 2023</b>
<b>6.7</b> Create a formal use of force review board, which includes select members of the department from varying ranks as well as members of the department's training staff.	<ul style="list-style-type: none"> <li>The command staff will discuss establishing a Use-of-Force Committee.</li> <li>Establish a Use-of-Force Committee.</li> <li>Establish and publish an amended policy that incorporates the use of the committee.</li> <li>The committee will meet, as mandated by policy, to review any unjustified uses of force.</li> </ul>	<p><b>November 2023 – December 2023</b></p> <p><b>December 2023 – January 2024</b></p> <p><b>January 2024 – March 2024</b></p> <p><b>March 2024 - Ongoing</b></p>

## ACCOUNTABILITY (CONT'D)

<i>Desired Outcome: Address organizational alignment and accountabilities of the Office of Professional Standards (includes functions and duties that are more appropriately housed in other bureaus of the department)</i>		
<b>RECOMMENDATION</b>	<b>STRATEGY</b>	<b>TIMELINE</b>
<b>6.8</b> Use a disciplinary matrix to promote fairness and consistency of corrective action when deciding disciplinary outcomes.	Continue to use the department's established progressive disciplinary system when appropriate.	<b>February 2023 – Ongoing</b>
<b>6.9</b> Relocate OPS from its location adjacent to the Chief's Office to another location in the building or an off-site facility.	<ul style="list-style-type: none"> <li>The Chief of Police, city leaders will meet and discuss options.</li> <li>Upon selection, OPS will relocate to meet department's goal.</li> </ul>	<b>January 2024 – Ongoing</b>
<b>6.10</b> Consider limiting the time a department member is assigned as an investigator to the internal affairs investigations function.	The command staff will consider limiting the time a sworn officer is assigned as an investigator in the Office of Professional Standards.	<b>January 2026 - Ongoing</b>
<b>6.11</b> Amend General Order 2-6 to require that OPS interviews be conducted by an official of equal or higher rank than that of the subject of the investigation.	<ul style="list-style-type: none"> <li>Continue with current policy.</li> <li>Revise policy section 2-6 with recommendation when possible with staffing.</li> </ul>	<b>February 2024 – Ongoing</b>  <b>March 2023 – April 2023</b>

## ACCOUNTABILITY (CONT'D)

*Desired Outcome: Address organizational alignment and accountabilities of the Office of Professional Standards (includes functions and duties that are more appropriately housed in other bureaus of the department)*

RECOMMENDATION	STRATEGY	TIMELINE
<p><b>6.12</b> Consider limiting the direct involvement of the Deputy Chief of the Office of Professional Standards in the actual front-end internal investigations</p>	<p>Continue to move toward and limit the direct involvement of the Deputy Chief of the Office of Professional Standards in the actual front-end of internal investigations.</p>	<p><b>January 2026 – Ongoing</b></p>
<p><b>6.13</b> CPD should amend its early intervention system policy to trigger an early intervention alert after the indicator being tracked has occurred a set number of times within the specified period</p>	<ul style="list-style-type: none"><li>• The command staff should meet and discuss adding indicators to the early interventions system.</li><li>• Upon selection of additional indicators, the early intervention policy will be revised to include the identified indicators.</li></ul>	<p><b>December 2023 – February 2024</b></p>



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# COMMUNITY POLICING AND ENGAGEMENT



# COMMUNITY POLICING AND ENGAGEMENT

*Community Policing and Engagement is working with citizens and stakeholders to collaborate and build trusting relationships, reduce crime, and improve the health of the community. CPU/CRU will also maintain close ties with Department units in crime prevention and community policing activities and the measuring of its effectiveness.*

<b><i>Desired Outcome: Develop a written strategic plan that outlines each member of the department's responsibility for community policing.</i></b>		
<b>RECOMMENDATION</b>	<b>STRATEGY</b>	<b>TIMELINE</b>
<b>7.1</b> Consider revising the department's mission and values statements to focus on community partnerships and problem-solving techniques.	This overlaps with the recommendation under Organizational Structure, Management and Practices and is assigned to the Office of Professional Standards	<b>See recommendation 1.4</b>
<b>7.2</b> Develop a written, comprehensive community policing strategic plan that identifies goals, objectives and measurable outcomes for all units of the department.	<ul style="list-style-type: none"> <li>• Research other agencies Community Policing Strategy Plans</li> <li>• Develop a committee of sworn personnel to draft plan.</li> <li>• Meet with Dir. Santiago and OPS for overview and alignment with Best Practices and 21<sup>st</sup> Century Policing guidelines on Community Policing.</li> </ul>	<p><b>May 2023 – June 2023</b></p> <p><b>June 2023 – July 2023</b></p> <p><b>July 2023 – August 2023</b></p>
<b>7.3</b> Adopt a general order that reflects the relevant provisions of the Strategic Plan to support the implementation of community policing.	Command Staff will review all material to better serve our department and community as well as develop a policy for community policing.	<b>August 2023 – October 2023</b>

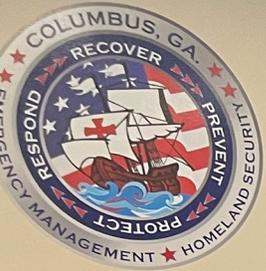
# COMMUNITY POLICING AND ENGAGEMENT

*Community Policing and Engagement is working with citizens and stakeholders to collaborate and build trusting relationships, reduce crime, and improve the health of the community. CPU/CRU will also maintain close ties with Department units in crime prevention and community policing activities and the measuring of its effectiveness.*

***Desired Outcome: Develop a written strategic plan that outlines each member of the department's responsibility for community policing.***

RECOMMENDATION	STRATEGY	TIMELINE
<p><b>7.4</b> Develop policies or written community-oriented policing and problem-solving strategies so all Department personnel understand their roles and expectations in community policing.</p>	<ul style="list-style-type: none"> <li>Update detailed expectations of professionalism, accountability, and transparency via PowerDMS</li> <li>Create informational videos from the Command Staff &amp; leaders about crime and crime prevention tools.</li> </ul>	<p><b>May 2023 – July 2023</b></p> <p><b>May 2023 - Ongoing</b></p>





# TECHNOLOGY AND USE OF DATA

# TECHNOLOGY AND USE OF DATA

*A review of this study shows some overlap in the technology gap that we may have along with the implementation limitations of our current technology packages. Internal evaluations prior to the Jensen and Hughes study revealed our limitations and the need for us to look at some other options.*

***Desired Outcome: Improve the use of data and technology effectively to inform decision-making and policing.***

<b>RECOMMENDATION</b>	<b>STRATEGY</b>	<b>TIMELINE</b>
<p><b>8.1</b> Develop a written strategic data and technology strategic plan that assesses the department’s data and information sharing needs</p>	<p>Conducted full reviews and external evaluations of technology packages.</p>	<p><b>January 2021 – March 2023</b></p>
<p><b>8.4</b> Revise General Order 2-5 to require the Criminal Intelligence Unit to provide statistical and analytical products.</p>	<p>The plan in place for RMS, CAD, and Analytics can be approached and implemented from a technology standpoint with one mission and plan</p>	<p><b>January 2021 – March 2024</b></p>
<p><b>8.7</b> Procure a system or functionality within the current records management system that tracks criminal investigations and provides automatic alerts to investigators.</p>	<p>Smart Cop or Tyler Technology would streamline work. However, any change of this magnitude will be difficult and require assistance from several departments across the city government.</p>	<p><b>January 2021 – March 2024</b></p>
<p><b>8.8</b> Procure Operators License scanner technology for the patrol bureau to expedite populating information in the general offense reports.</p>	<p>We currently have handheld scanners for our E-Ticket systems. A new RMS system or proper interfaces would allow that scanner to be used for other functions.</p>	<p><b>January 2021 – March 2024</b></p>

## TECHNOLOGY AND USE OF DATA (CONT'D)

*Desired Outcome: Improve the use of data and technology effectively to inform decision-making and policing.*

RECOMMENDATION	STRATEGY	TIMELINE
<b>8.9</b> Update the department's Computer-Aided-Dispatch and Mobile Data Terminal software to allow sharing of images through the mobile data terminals in the field.	See Recommendations 8.4, 8.7, 8.9	<b>N/A</b>
<b>8.10</b> Seek solutions to program the current radio network to provide interoperability with the Georgia State Patrol and local police departments.	Project already underway and awaiting GSP to program their radios with our keys. This project was underway prior to the study.	<b>February 2022 – March 2023</b>
<b>8.11</b> Expand the Real Time Crime Center's capacity to provide timely and sustained support to the Bureaus of Patrol and Investigations.	At this time there is no funding for the crime center and that will have to be rectified in order to keep this project running.	<b>January 2021 – (no end date, commensurate with funding)</b>



TRAINING

# TRAINING

***Desired Outcome: Build a well-developed supervisory training, which can contribute to department effectiveness and officer retention.***

RECOMMENDATION	STRATEGY	TIMELINE
<p><b>9.1</b> Amend CPD General Orders to provide the criteria and process for the department to extend the probationary period for officers who are struggling with meeting the required Georgia POST and/or CPD requirements to complete successfully the CPD Field Training Program.</p>	<ul style="list-style-type: none"> <li>• Ensure and review our current pre-academy program for adjustments.</li> <li>• Ensure the Training Division provides a place in our Department for the Recruits to study for the examinations to complete the Academy.</li> <li>• Ensure and review the requirements of the Recruit Officer while training in FTO.</li> </ul>	<p><b>January 2017 - Ongoing</b></p>
<p><b>9.2</b> Mandate that in-service training should include at least one day of in-person training, with a focus placed upon attending the training days where psychomotor skills are the focus of training, review, or testing.</p>	<p>Make changes or additions to the current plan that supports the Training Division's mission.</p>	<p><b>July 2023 - Ongoing</b></p>
<p><b>9.3</b> Issue a General Order on the importance of the use of de-escalation procedures and tactics which reflect best practices.</p>	<p>The training staff &amp; Command Staff will review all material to better serve our department as well as develop a policy for de-escalation and amend 3-1 of the Police manual.</p>	<p><b>May 2023 – June 2023</b></p>

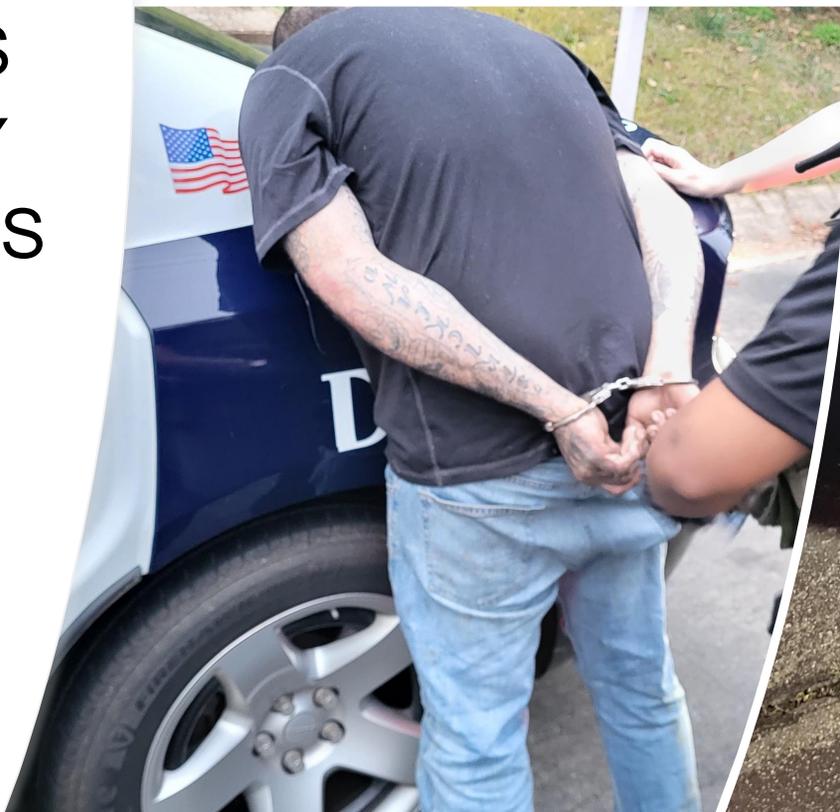
# TRAINING

*Desired Outcome: Build a well-developed supervisory training, which can contribute to department effectiveness and officer retention.*

RECOMMENDATION	STRATEGY	TIMELINE
<p><b>9.4</b> Ensure adherence to a formal CPD supervisor training program for new and current supervisors, including training objectives for the specific assignment.</p>	<p>Ensure and review that a newly developed program meets the standard and recommendations to meet the needs of the newly promoted supervisors as well as the veteran supervisors.</p>	<p><b>Start July 2023</b></p>
<p><b>9.5</b> Take steps to ensure those CPD personnel responsible for designing and/or providing have completed a Georgia POST-certified and/or approved course in basic instructional skills development.</p>	<p>Ensure and review that the Columbus Police Departments Training Division instructor requirements are met, and that all instructors obtain certifications</p>	<p><b>January 2020 - Ongoing</b></p>



POLICIES,  
PROCEDURES  
AND  
PROTOCOLS  
TO IDENTIFY  
AND ADDRESS  
CRIMINAL  
GANG  
ACTIVITY



# POLICIES, PROCEDURES AND PROTOCOLS TO IDENTIFY AND ADDRESS CRIMINAL GANG ACTIVITY

*Desired Outcome: Develop a written overall gang strategy that encompasses prevention, intervention and suppression of gangs.*

RECOMMENDATION	STRATEGY	TIMELINE
<p><b>10.1</b> Create a written city-wide gang strategy that encompasses prevention, intervention, and suppression</p>	<ul style="list-style-type: none"> <li>• Research other law enforcement agencies' policies concerning gang prevention and suppression strategies</li> <li>• Form a committee to create city-wide gang strategy</li> <li>• Committee to research similar city-wide gang strategies</li> <li>• Committee to report specific actions community groups and CPD can take to address gangs</li> <li>• Obtain approval to publish strategy</li> <li>• Revise or amend CPD's policy to ensure the strategies are carried out</li> <li>• Publish the revised CPD policy</li> <li>• Implement the strategies that are laid out in the city-wide gang strategy</li> </ul>	<p style="text-align: center;"><b>May 2023 – June 2023</b></p> <p style="text-align: center;"><b>June 2023 – September 2023</b></p> <p style="text-align: center;"><b>September 2023 – September 2023</b></p> <p style="text-align: center;"><b>September 2023 - Ongoing</b></p>

# POLICIES, PROCEDURES AND PROTOCOLS TO IDENTIFY AND ADDRESS CRIMINAL GANG ACTIVITY (CONT'D)

<i>Desired Outcome: Develop a written overall gang strategy that encompasses prevention, intervention and suppression of gangs.</i>		
<b>RECOMMENDATION</b>	<b>STRATEGY</b>	<b>TIMELINE</b>
<p><b>10.2</b> Develop a gang enforcement strategy which details in writing the responsibility of each Bureau and unit in the department in addressing the most serious gang problems, including violence.</p>	<ul style="list-style-type: none"> <li>• Command staff, selected CPD members will meet to develop a gang enforcement strategy.</li> <li>• Command staff, CPD members will ensure the department's gang strategy addresses responsibilities of each bureau and unit.</li> <li>• Revise or amend any of the Columbus Police Department's policy to ensure the strategies and responsibilities for each area are clear in the policy.</li> <li>• Implement and carry out developed strategies.</li> </ul>	<p><b>May 2023 – September 2023</b></p> <p><b>September 2023 – September 2023</b></p> <p><b>September 2023 - Ongoing</b></p>
<p><b>10.3</b> Separate the Gang Analysis and Investigations Unit from OPS to Bureau of Investigations.</p>	<ul style="list-style-type: none"> <li>• Bureau of Investigations will staff Gang Analysis and Investigations Unit</li> <li>• OPS will advise on training needed</li> <li>• OPS will work with BIS to establish a policy for the unit</li> <li>• Publish the unit's policy with the Chief's approval.</li> <li>• Gang Analysis Unit to be officially relocated to Investigative Services.</li> </ul>	<p><b>July 2023 – Ongoing</b></p> <p><b>August 2023 – Ongoing</b> <b>September 2024 – Ongoing</b></p> <p><b>January 2025 – Ongoing</b></p> <p><b>May 2026 - Ongoing</b></p>

# POLICIES, PROCEDURES AND PROTOCOLS TO IDENTIFY AND ADDRESS CRIMINAL GANG ACTIVITY (CONT'D)

*Desired Outcome: Develop a written overall gang strategy that encompasses prevention, intervention and suppression of gangs.*

RECOMMENDATION	STRATEGY	TIMELINE
<p><b>10.4</b> Have personnel from the relocated Gang Analysis and Investigations Unit participate in one or more local, regional state or federal task forces which focus on gangs, drugs, illegal guns, and violent offenders.</p>	<ul style="list-style-type: none"> <li>• Command staff will consider having members of the relocated Gang Analysis and Investigations Unit to participate in regional, state, or federal task forces</li> <li>• Newly formed unit will consult, share information, and participate with other local, state, and federal entities concerned with gangs, drugs, illegal guns and violent criminals</li> </ul>	<p><b>May 2026 – Ongoing</b></p>
<p><b>10.5</b> Expand access to the gang intelligence program and database</p>	<ul style="list-style-type: none"> <li>• Bureau of Investigations will provide new unit members access to the database</li> </ul>	<p><b>May 2026 - Ongoing</b></p>



# COLUMBUS POLICE DEPARTMENT



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