



Saint John Police Force

STRATEGIC PLAN 2021-2026
BOARD UPDATE SEPTEMBER 13, 2022



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Introduction

The purpose of this report is to provide the Saint John Board of Police Commissioners with an overview on the progress of the 2021-2026 Strategic Plan. The plan identified five strategic themes including “Engage our Community”, “Operational Efficiency”, “Focus on Talent Development”, “Financial Sustainability”, and “Improve our Brand”. The strategic themes not only provide direction, but also provide transparency and accountability with 18 initiatives, 38 objectives, 23 measurements and 22 targets as a starting point.

Engage our Community

- Chief’s Advisory Committee
 - The Chief’s Advisory Committee is meeting on a quarterly basis to provide SJPF with feedback on diversity. To date, we have consulted the Committee on issues such as recruitment strategy, body worn cameras, use of force policy and inclusiveness.
- Chief’s Community Action Group
 - The focus of this group is to bring together representatives with the shared mission of a safe, healthy Saint John from across a broad spectrum to proactively address the significant issues faced in the city such as homelessness, substance use, mental health, and youth poverty. The CCAG has been divided into six sub-committees. The Chairs are expected to provide an update in September 2022.
- Community Engagement Team
 - A Community Engagement Sergeant position has been created and filled.
 - Four Community Engagement officers have been assigned to each of the priority neighbourhoods.
 - The office in the Carleton Community Center, Nick Nicole Center and PULSE are operational with the exception of some information technology infrastructure (connectivity to RMS). The East side office is still in progress.
 - Community Engagement was heavily involved in Operation Sandstorm which successfully concluded in early August.
 - Community meetings will be held in the fall of 2022.
 - Neighbourhood officers will be trained on bicycles to augment foot patrols.
 - Meetings are being held with the Crown Prosecutors office, Court office and community partners to deal with prolific panhandlers disrupting businesses/traffic flow.
 - Neighbourhood officers act as the police liaison for Corrections in completing community assessments on clients.
 - Neighbourhood officers liaise and make referrals to the John Howard Youth Outreach Program.
 - Based on their constant interactions with the community, Neighbourhood officers gather valuable intelligence that is helpful in keeping our communities safe.

- Alternative Response Unit (ARU) and Online Reporting
 - A full time Alternative Response Unit was created. One position during regular business hours to address calls by phone and walk-ins. The unit is also supplemented by members on administrative duties.
 - Between January 1, 2022 – July 31, 2022, ARU diverted 901 of 29,903 calls for service from front line patrol officers.
 - Online reporting is currently in the testing phase.
- Foot Patrols
 - A foot patrol schedule has been developed to ensure that foot patrols are conducted 2-3 times per week.
 - Between January 1, 2022 – July 31, 2022, 91 foot patrols have been conducted.
- Traffic Management Plan
 - A total of 11 special traffic initiatives have been identified for 2022; 9 of the 11 have already been implemented at least once.
 - Between January 1, 2022 – July 31, 2022, Traffic Management Officers have responded to 4,668 traffic related calls for service. This represents 15.6% of all calls for services during that period.
- Building Safer Communities Funding
 - The City of Saint John has received multi-year funding from the Federal Government. An RFP was issued to identify a candidate to manage the funds and develop proactive programming to combat guns and gangs' violence.

Operational Efficiency

- Briefing Notes
 - All new proposals are submitted in formal briefing notes and reviewed for recommendation at all appropriate levels to ensure that they are in line with the strategic plan and an accurate record of decision making is in place.
- Records Management System (RMS)
 - Research, pricing and planning for a new RMS is on-going. This involves on-going discussions at a provincial level for an integrated CAD solution.
- Fleet Review
 - A fleet review was conducted in late 2021.
 - A Fleet and Equipment Committee has been established to ensure proper accountability and oversight of purchases and acquisition.
 - A new Jeep Gladiator recruitment and community engagement vehicle (198) is now operational.
 - A new marked transit van (124) is now operational. It has two separate pods for transport and it is equipped with video equipment for safety purposes. This unit replaces the existing transit van.

- A total of 4 new Dodge Chargers and 4 new Ford Hybrid SUV marked vehicles have been introduced into the fleet since January 2022 to replace existing units that met their optimal replacement point.
- Six new Ford Hybrid SUVs are ordered for 2023 with a \$5000.00 savings on each vehicle.
- Corporate Communications (Internal and External)
 - A review of Internal Communications was conducted in 2021.
 - Our Public Information Policy has been revised.
 - Our Internal Communications policy is in draft. We have streamlined how policies, HR, internal communications and training bulletins are distributed.
 - A new internal newsletter “The Source” is now released every two months to keep staff informed.
 - Our SharePoint site has been updated. All policies, news, training information, forms and other internal information is now fully accessible in a more user-friendly format.
 - We are working with the RMS vendor on a change to how BOLOs are disseminated and tracked.
 - A review of our website is currently underway in preparation for the launch of on-line reporting.
- After-Action Debriefing Standard Operating Procedures
 - Standard operating procedures have been implemented to guide after-action debriefings of police operations to provide a platform for all members involved in a serious incident to identify operational improvement in process, operations, tactics, communication, logistics, intelligence etc.
- Efficiency Reviews
 - A total of seven efficiency reviews have been conducted including training, uniform and equipment, fleet, auxiliary program, human resources, and policy. The action items resulting from these reviews are on-going.
- Weekly Command Meetings
 - Command meetings have been implemented on a weekly basis and all tasks are tracked with diary dates.
- Divisional Reporting
 - Each division provides a written report and verbal briefing on a weekly basis including operational and staffing updates.
- Managerial Oversight – Patrol Division
 - A fourth Staff Sergeant, Neal Fowler, has been identified and assigned to the Patrol division. All four platoons now have managerial oversight.
- Sick Time Report
 - A sick time report has been developed and is disseminated regularly to all managers to track sick time and patterns.

Focus on Talent Development

- Performance Management Plan
 - A new Performance Management Committee has been established to identify and implement a new performance management plan for 2023.
- Recruitment Strategy
 - A recruitment team has been established and is taking more proactive measures to fill current vacancies due to retirements. These measures include a media campaign, community recruitment outreach sessions, and on-going staffing processes.
- Leadership Training
 - A Chief's Leadership Development Series has been implemented with quarterly leadership sessions.
 - A Leadership Reading List has been developed and will be implemented in the coming weeks. This will be mandatory for all supervisors and those on the promotional list. It will also be available to all staff.
 - A two-week in-house supervisor/ leadership training course is currently being developed.
- Platoon Assignments
 - **Objective:**
 - To provide developmental opportunities for our frontline members.
 - To create a more timely and effective team approach to service delivery.
 - To provide a more effective and proactive frontline service to the community.
 - To establish platoons' capabilities of being more self sufficient and less unit dependent.
 - **Assignments:**
 - **Media Officers** – trained in basic media relations and work closely with the Corporate Communications Officer to share newsworthy events, both internally and externally. Training from Barrie Police Service has been provided with further training to be provided internally by S/Sgt. Sean Rocca.
 - **Neighbourhood Officers** – work closely with community partners in their assigned zones (East, Central, North, West). Trained in CPTED, VTRA, Hate and Bias Crime Investigation, Intro to Human Sources, Crisis Intervention and De-escalation.
 - **Traffic Management Officers** – work to address chronic traffic complaints, traffic enforcement, accidents, and impaired operation of motor vehicle detection. Trained in Lidar and stationary radar, commercial vehicle enforcement (training in September/moved from August), ATV instructors and operators, Collision Scene Management / Preservation, DUI detection.

The group has 18 “Traffic Initiatives” scheduled throughout the year. They have developed their ability to do operational plans, after actions, leading their peers in these initiatives.

- **Investigational Support Officers** - provide investigational guidance and support to other members of their shift, assist Major Crime Unit (MCU) with follow-ups at the patrol level. Trained in basic investigation skills, interviewing suspects, victims, and witnesses, using trauma formed approach, PHASE interviewing, warrant course to occur when available.
- **Scenes of Crime Officers (SOCO)** – trained to forensically collect evidence in minor crime cases and to assist IDENT in larger incidents. We have received the course training standards from Ontario Provincial Police (OPP). IDENT will train the identified members per shift as per the Course Training Standards (CTS) hopefully starting this fall. IDENT is currently providing SOCOs updated refresher training on LIVESCAN (fingerprinting/photo) instrument.
- Revised Promotional Process – Collective Agreement
 - A new promotional process has been identified through the collective bargaining process. Meetings are planned with the Saint John Police Association (SJPA) to begin implementation of our new process.
- Revised Interviewing Process
 - There have been changes made to our internal interviewing process for job vacancies to ensure that we are drawing not only on knowledge, but also with more emphasis on experience required to fill the positions.

Financial Sustainability

- Part-Time Policing
 - Senior Leadership are exploring the possibility of part-time policing by retired police officers. Next steps include an expression of interest to determine if a suitable pool of candidates exist in our area.
- New Financial Manager
 - A recruitment process is underway for a full-time senior financial manager to better administrate the Saint John Police budget and finances on a daily basis.
- Fleet Savings
 - Seven vehicles have been eliminated from the fleet resulting in a total annual average savings for insurance, repairs, maintenance, and fuel of \$17,191.73. The largest cost savings will be the elimination of future replacement cost of the vehicles eliminated at approximately \$225-250K in today’s dollars.
- Dallas Mercer Consulting
 - The Saint John Police have engaged Dallas Mercer Consulting who will act in collaboration with the Return-to-Work Committee to help all parties manage

WorkSafeNB and sick leave claims. The purpose is to coordinate the initial return to work and continue to manage the return in a gradual and progressive manner, until a full, safe and timely return to meaningful and productive work has been achieved.

Improve our Brand

- Media Relations Team
 - A uniform member is now in charge of Corporate Communications. Our goal is to respond to ALL media inquiries and interview requests with timely, accurate and relevant information as well as be more proactive in our external communication.
 - SJPF has received positive feedback from the Board, Council and other members of the public.
 - Two staff sergeants have received training in media relations from the Ontario Media Relations Officers Network (OMRON).
 - Media officers have been assigned on each of the four shifts. They received introductory training by Barrie Police Service. Further in-house training is being developed for media officers and supervisors.
 - A new temporary administrative support position was created and is assisting Corporate Communications. This is allowing us to be more responsive and timelier with our releases.
- Dress, Department and Professionalism Policy
 - Our new Dress, Department and Professionalism policy is in draft and currently under first review.
- Community Engagement Plan
 - A presentation on our Community Engagement Plan was delivered to the Board. This is a multifaceted plan including the Community Engagement Sergeant, Neighbourhood Officers, Chief's Advisory Committee, Chief's Community Action Group, Traffic Initiatives, Foot Patrols and Priority Neighbourhoods' meetings.
- Recruitment Strategy
 - A sponsorship program has been developed with the Atlantic Police Academy to recruit and train candidates from the local community with no prior police experience and training. The process had begun to identify suitable candidates for the January 2023 APA class.
 - January 21, 2022
 - Launched social media campaign (Facebook, Twitter, Instagram)
 - On-going posts to promote recruitment
 - February 17, 2022
 - First virtual recruitment session open to the general public
 - Approximately 40 participants in attendance
 - March 22, 2022

- APA visit
 - Presentation to approximately 30 cadets
 - Met with Director and staff to discuss sponsorship program
- March 25, 2022
 - Saint John Newcomers Centre
 - Virtual employment fair
- April 11, 2022
 - New Brunswick Community College, Moncton Campus
 - Constable Kate Roy of recruitment team presented to first year policing science class
- April 12, 2022
 - University of New Brunswick, Saint John Campus
 - Presentation to students and established a recruitment table outside cafeteria area to promote SJPF and address any questions
- May 10, 2022
 - High school visit
 - Samuel-de-Champlain connect course
 - Approximately 10-15 students interested in a career in policing
 - Presentation, various speakers and tour of building
- May 17, 2022
 - High school visit
 - Simonds High School
 - Approximately 40 students
 - Presentation, various speakers and tour of the building
- August 4, 2022
 - Career Fair, Area 506 Container Village
 - Women in non-traditional careers
 - Recruitment tent displaying new recruitment vehicle
- August 16, 2022
 - Big Brothers / Big Sisters
 - Presentation at Police headquarters
- August 24, 2022
 - Development of a recruitment video has begun

Conclusion

Since the Strategic Plan was adopted by the Board in May 2022, the progress on our objectives, measurements and targets are on course. Expectations have been communicated, both internally and externally, to ensure that, as an organization, we remain focused and accountable to the Plan.