

WOODSTOCK POLICE SERVICE

***BUSINESS PLAN
2011 - 2012***



“Protecting Our Community”



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VALUE STATEMENT

PRIDE - INTEGRITY - TEAMWORK

MISSION STATEMENT

The members of the Woodstock Police Service are committed to preventing crime and maintaining the public's peace while fulfilling our duty to "Protect Our Community" in true partnership with the citizens of the community of Woodstock.



DECLARATION OF PRINCIPLES

In pursuit of our Mission, we believe in:

- Ensuring the **safety** and **security** of all citizens through **preserving the community's peace** and **preventing crime**
- Discharging our duties **faithfully, impartially and according to law**
- **Respecting the fundamental rights of our citizens as guaranteed by the Charter of Rights & Freedoms and the Human Rights Code**
- Treating **victims** of crime with **respect** and **understanding** their needs
- Developing **creative solutions** to policing concerns through established **partnerships** within the community
- Sharing the responsibility for **preventing crime** and **improving the quality of life** with members of the community
- Striving to **excel** in every aspect of policing
- Providing a **professional and fulfilling work environment** that encourages the **personal** and **professional** development of our members
- Being **fiscally responsible** with the financial resources we are provided with through the budgetary process



Police Service Board's Commitment

The Woodstock Police Services Board is committed to providing responsible oversight and governance for the police service. Our fundamental goals are to ensure the organization's focus is the implementation of effective crime prevention initiatives and maintaining the public peace within this community that we have sworn an oath to serve.

Furthermore, the period captured by this Business Plan will see changes occurring in relation to the Woodstock Police Service - both internally and externally. The Police Services Board is committed to ensuring all people are treated with sensitivity, fairness, dignity and respect during that period of organizational change.



Back Row: Councillor Sandra Talbot, Community Representative Daryl Stevenson, Mayor Pat Sobeski
Front Row: Chair/Provincial Appointee Nelson Simard, Vice Chair/Provincial Appointee Nancy O'Grady,
Board Executive Assistant Marilyn Pearson



A Message from Police Services Board Chair Nelson Simard...

On behalf of the Woodstock Police Services Board, it is with pride that I present our newest Woodstock Police Service Business Plan for 2011 and 2012. This plan will serve to guide the members of our Woodstock Police Service and provide a framework to successfully move into the future.

The Woodstock Police Services Board is the vital link between our Service and our community. The Ontario Police Act is clear about the mandate of a Police Services Board: “A board is responsible for the provision of adequate and effective police services in the municipality.” Effective governance allows us to realize a harmonious, productive relationship between the Board and our Chief of Police, while facilitating the organization’s ability to meet the goals as laid out in our business plan.

The City of Woodstock is truly a wonderful community, offering a high quality-of-life and a great place to live, learn, work and play. This business plan will guide us as we continue to survey our citizens, listen to their concerns and strive for a safer community.

A handwritten signature in black ink, appearing to read 'Nelson Simard', is positioned to the left of the portrait.

***Nelson Simard
2011 Chair of the Woodstock Police Services Board***





A Message from Chief of Police Rodney B. Freeman...

Our police service has recently experienced a significant organizational transformation as it returned to its roots in policing the jurisdiction of the City of Woodstock. The dedicated and professional members of this Service completed this transition seamlessly and extremely successfully. I very deeply thank each and every member for their dedication, enthusiasm and unwavering commitment to ensuring the safety and continued security of our citizens and this community.



That transition is now in the past. We eagerly turn to look to the future and the challenges it holds for our organization. As such, it is truly my pleasure to present this Woodstock Police Service Business Plan covering the period of 2011 to 2012.

This plan identifies our current policing priorities, identifies the strategies we will engage to address those priorities, identifies measures of our performance as we move forward and identifies those within our Woodstock Police Service tasked with the responsibility of driving our collective effort to achieve our goals for the good of policing in Woodstock.

In closing, the members of the Woodstock Police Service consistently demonstrate an extraordinary devotion to duty and a remarkable commitment to the citizens of this community. I am often overwhelmed with immense pride to be a part of this team effort in “Protecting Our Community” along with the professional men and women of this great police service. Let us meet our future challenges - together!

Yours truly,

Rodney B. Freeman
M.O.M., P.E.S.M., B.A.A., C.M.M. III
Chief of Police



WOODSTOCK POLICING PRIORITIES

- 1. Addressing Traffic Management Issues & Improving Roadway Safety**
- 2. Illegal & Prescription Drug Enforcement / Abuse and Addiction Education Strategies**
- 3. Addressing Crimes of Violence**
- 4. Engaging & Improving Crime Prevention Initiatives**
- 5. Developing Training & Career Enrichment Opportunities**
- 6. Woodstock Police Member Health & Wellness Initiatives**
- 7. Improving Internal & External Communications**
- 8. Information Technology Systems**
- 9. Improving Woodstock Police Service Facilities, Equipment & Furnishings**



Woodstock Policing Priority #1

Addressing Traffic Management Issues & Improving Roadway Safety

The Woodstock Police Service is committed to improving the safety on all roads within our policing jurisdiction for the benefit of the safety of all motorists and pedestrians.



Strategies

- Increase visibility of officers in identified problem areas
- Continue with the Speed Detection / Radar Instruction Training of all officers
- Continue to educate the public in relation to traffic safety issues through media releases, safety programs in schools and meeting with community groups and citizens
- Implement and maintain enforcement campaigns that target specific areas i.e.: Impaired Driving / R.I.D.E. Programs, Vehicle Safety Inspections, School Bus Safety Campaigns, Directed Radar Enforcement, Targeted Enforcement Initiatives
- Review statistics to identify specific needs and problem areas
- Form and maintain liaisons with other agencies such as Ministry of Transportation, neighbouring police agencies, etc. to leverage effectiveness in traffic campaigns
- Continue to monitor identified complaint areas utilizing a Speed Monitoring Trailer and other available resources
- Maintain productive working relationships and regular communication with municipal officials, and their roads, planning, and engineering departments to allow multi-jurisdictional study of traffic related issues
- Ensure the WPS Traffic Unit has the training and resources to excel

Performance Measures

- The number of collisions within our policing jurisdiction is to be reviewed annually
- Target – A reduction in the number of motor vehicle collisions as reflected in annual statistical data collected
- Review the officers' enforcement statistics and provide supervision and/or training , where required
- Identify effectiveness of enforcement programs annually

Accountability

- Deputy Chief of Police
- Inspector – Operations
- Staff Sergeant - Operations
- Platoon Sergeants
- Frontline Constables

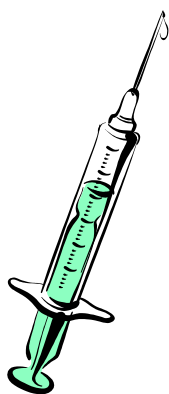


Woodstock Policing Priority #2

Illegal & Prescription Drug Enforcement & Increase Educational Strategies

The Woodstock Police Service will strive to effectively address the use of illegal drugs and the abuse of legal drugs in our community through a focused effort that includes:

Enforcement - Education - Treatment



Strategies

- Improve the lines of communication and interaction between members of the Drug / Intelligence Unit and frontline officers
- Increase the enforcement effort and detection opportunities for drug offences
- Ensure the Drug / Intelligence Unit has the human resources, equipment and training required to excel in drug investigations
- Develop a public education strategy to have a longer term impact on drug abuse and addiction
- Establish a drug use/education/enforcement strategy at the Secondary School level through the School Resource Officer(s)
- Promote partnerships with the community support agencies relevant to drug use and addiction
- Promote aggressively the **ENFORCEMENT – EDUCATION – TREATMENT** approach to addressing the illegal use and distribution of drugs

Performance Measures

- Communication between Drug Unit officers and frontline patrol increases
- Drug enforcement projects are to be tracked and the increase or decrease measured and justified
- Crime analysis methods are to be used to identify trends, targets and the WPS response
- Drug-related criminal charges and seizures should be seen to increase
- Drug-related violent crimes should be seen to decrease
- Drug-related property crimes should be seen to decrease
- The Drug / Intelligence Unit will provide updates to activities undertaken during daily Administrative briefings
- Partnerships are established with local counseling or drug treatment centre to assist those addicted
- Drug or crime related intelligence should be shared throughout the Service, where feasible and appropriate

Accountability

- Chief of Police
- Deputy Chief of Police
- Inspector – Operations
- Sergeant in Charge of the Drug / Intelligence Unit
- Community Services Officer



Woodstock Policing Priority #3 Addressing Crimes of Violence



The Woodstock Police Service is constantly striving to reduce the number of incidents of violent crime occurring in our community of Woodstock.

Assistance to victims of violent crime will be enhanced through effective response, investigation, the provision of victim's assistance support and follow up investigations. We will continue to assign a high priority to the professional investigation of all crimes with our objective being to hold those offenders accountable in court.

Strategies

- Continue to educate and build awareness of crime prevention measures
- Demonstrate zero tolerance for and commit adequate resources to incidents of domestic violence and other violent offences
- Direct victims of violent crime to appropriate agencies for assistance - sharing knowledge of available resources
- Continue to improve the service delivery in the provision of empathetic and compassionate assistance to victims in the following areas:
 - Victim impact statements
 - Requests for restitution orders
 - Regular and continuing updates of case status to victims
 - Provision of copies of offender release orders to victims
- Effectively and consistently utilize and recommend the services of Victim Services of Oxford County (VASoc), where appropriate
- Continue police training and professionalism in areas of:
 - Interviewing of victims
 - Collection and documentation of evidence in violent cases
- Enhance partnership opportunities with community groups that deal with victims of violent crime, e.g. Victim Assistance Services of Oxford County (VASoc), Oxford High Risk Review Team (OHRRT)
- Target and provide surveillance of known repeat offenders
- Interview and intervene with repeat high risk offenders utilizing the co-operative support of Probation and Parole officials, the OPP and others through the Oxford High Risk Review Committee (OHRRC)
- Ensure police officers assigned to general patrol have the training and resources to excel in investigations and crime prevention initiatives
- Increase sharing of information and resources with other police agencies, for example:
 - Surveillance methods,
 - Tracking of sex offenders,
 - Identification of other potential problems, and
 - Inter-jurisdictional violent crime trends
- Continue involvement with Violent Incidents of Crime Linkage Analysis System (ViCLAS)
- Ensure consistent professional presentation of cases to the Crown Attorney's Office of Oxford County
- Continue in-service training programs utilizing the expertise of the Crown Attorney's

office and other agencies

- Continue to monitor the Criminal Investigation Unit and other specialty units (i.e.: Drugs/Intelligence Unit) ensuring adequate staffing levels, training and other resources
- Increase the development of appropriate case management principles and practices
- Increase the monitoring of hate crime, pornography and related incidents through an annual statistical report
- Continue to develop strategies to enhance forensic identification capabilities and the interaction with other agencies in this field
- Continue the efforts to update the technology, equipment, training and resources within the Identification Unit and other Specialty Units
- Continue to update investigation skills by providing courses, seminars and training in interview skills, search warrants and other related topics
- Continue the development of the Domestic Violence Coordinator's position & role to deal with family violence issues

Performance Measures

- A reduction of violent and drug-related crime incidents is noted through the collection and regular review of statistical information
- Violent and drug-related crime statistics are regularly reviewed
- Violent crimes rates should be seen to decrease
- Clearance rate of violent crime is increased and regularly reviewed
- Number of training courses and seminars attended by members is increased annually

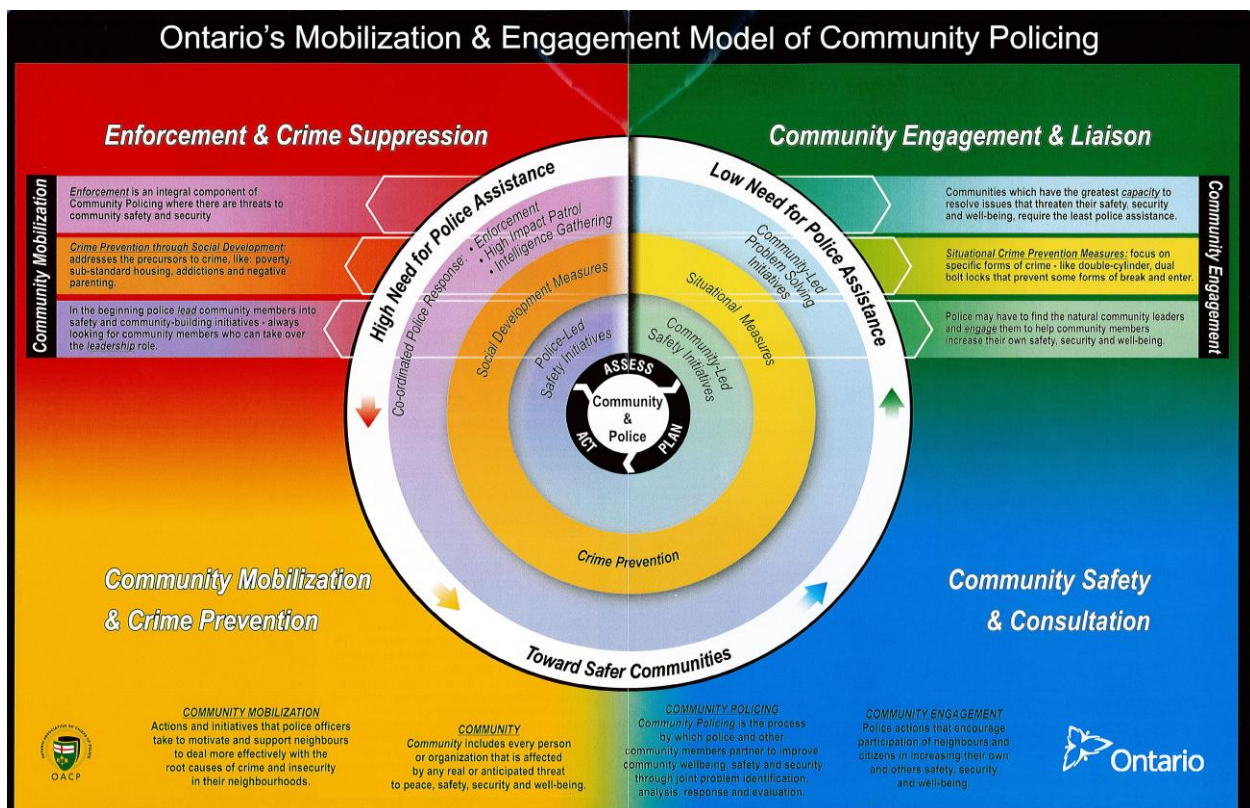
Accountability

- Chief of Police
- Deputy Chief of Police
- Inspector
- Staff Sergeant(s)
- Sergeant in charge of Criminal Investigation Unit
- Sergeant in charge (Domestic Violence Coordinator) of the Domestic Violence Unit
- All Platoon Supervisors
- Community Services Officer



Woodstock Policing Priority #4

Engaging & Improving Crime Prevention Initiatives



The Woodstock Police Service is committed to ensuring that crime prevention measures and safety programs within our communities are continuously assessed and improved. This policing priority includes pro-active “safe community” practices and educational initiatives to increase citizens’ awareness of protective measures they can take to protect themselves from falling victim to a crime.

The goals are to reduce the fear of crime, target-harden and direct the public to crime prevention resources that will assist their identified needs. The flow of information between the community and the Woodstock Police Service will be increased.

Strategies

- Train all members in the OACP's "Mobilization and Engagement Model of Community Policing." Encourage all members to actively engage the principles of this model in everything we do while serving our community
- The Woodstock Police Services Board and the Woodstock Police Service, in consultation with the municipality, will be responsible for the implementation and maintenance of crime prevention programs such as:
 - Block Parents
 - Crime Prevention Through Environment Design (C.P.T.E.D.)
 - Citizens' Police Academy
- Liaise regularly with business groups and individual representatives regarding their identified needs
- Continue to focus on child safety programs, i.e. Bike Safety, Railway Safety, School Bus Safety, Values Influences Peers (V.I.P.), Internet Safety, Student Involved Radar Program, Kids'N Cops, etc.
- Improve the Elder Abuse and Seniors' Safety Program
- Continue our commitment to elementary and secondary schools through the use of a variety of resources
- Increase awareness of the Crime Stoppers & Secondary School Crime Stoppers programs
- Increase the presence & visibility of the Woodstock Police Service at community events to communicate crime prevention information
- Update the Woodstock Police Service website with public safety information and press releases
- Communicate crime prevention information through a variety of media including, Facebook, television, radio and printed media
- Continue creative development and distribution of information on a wide range of crime prevention topics through a variety of means and venues
- Maintain ongoing liaison, in areas of crime prevention and community services, with

other police agencies

- Demonstrate commitment in the Community Policing Partnership (CPP) program with the Province
- Seek and support Provincial funding for community service partners to continue with crime prevention initiatives
- Maintain tracking systems that analyze crime trends in our area, e.g. stolen vehicles, break and enters, etc.
- Distribute the analysis of crime trends in our area to all members of the Woodstock Police Service on a weekly basis
- Increase the awareness of the principles of Crime Prevention Through Environmental Design (C.P.T.E.D.) and the availability of C.P.T.E.D. officers for assessments in the community
- Continue to deliver drug awareness programs
- Continue involvement with the V.I.P (Value/Influences/Peers) programs for students

Performance Measures

- Reduced crime
- Increase crime prevention programs
- Increased crime prevention community partnerships
- Increased communication with the community
- Strong communication relationships with the media

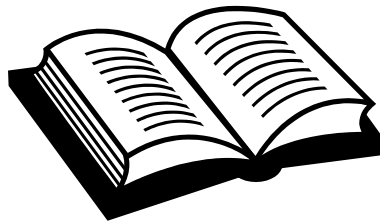
Accountability

- Woodstock Police Services Board
- Chief of Police
- Deputy Chief of Police
- Inspector
- Staff Sergeant(s)
- Sergeants
- Intelligence Branch / Crime Analyst
- Criminal Investigation Branch
- Community Relation Officer(s)
- All Platoons



Woodstock Police Priority #5

Developing Training & Career Enrichment Opportunities



The Woodstock Police Service strives to enhance employee performance by ensuring, through appropriate training opportunities, that our members have the knowledge, skills, and abilities to safely fulfill their policing responsibilities. Also, that they are provided the proper tools to perform their duties efficiently. The Woodstock Police Service is committed to building on the strengths of our members and encourages a commitment to life-long learning through a variety of methods.

Strategies

- Encourage officers to study and write the annual promotional exams
- Ensure that the promotional process continues to meet the needs of the organization and the career development plan of members
- Develop an inventory of the specialized skills of members to document the specialized capabilities of our diversified workforce
- Promote, instil and foster an environment of professional work ethic and one where all employees lead by example
- Encourage mentoring and coaching in the training process
- Empower employees by encouraging a commitment to effective decision-making and accountability for their actions and their own personal development
- Establish an annual awards and recognition ceremony to reward members for outstanding achievements
- Continue to investigate alternative training techniques used by other organizations to identify training requirements for the future
- Identify training needs of the members & create an in-service training program to deliver those needs
- Maintain a sufficient budget for training and independent professional development on a yearly basis
- Increase the training and skills development opportunities for all members of the organization
- Recognize that each and every supervisory member has an inherent responsibility to develop their subordinates
- Assess the need for a full-time training officer
- Continue to conduct annual performance evaluations for all sworn members
- Develop performance appraisal tools for civilian staff

Performance Measurements

- Training opportunities are increased based on an annual review
- The number of training days in an in-service classroom setting are increased on an annual basis
- Number of officers taking part in self-development opportunities

- The number of self-development days of members obtaining professional development outside the work environment are increased annually
- Annual performance appraisals are conducted on all members of the Woodstock Police Service

Accountability

- Deputy Chief of Police
- Inspector
- Administrative Sergeant
- Training/Learning Development Officer
- All Supervisors
- All members have a responsibility in their own career development



Woodstock Police Priority #6

Woodstock Police Member Health & Wellness Initiatives

The Woodstock Police Service strives to improve staff wellness and to increase the level of job satisfaction of members by providing a work environment that permits all members to meet or exceed their personal career expectations.

All members share in the responsibility to establish and maintain a healthy work environment.



Strategies

- Promote general good health and physical fitness to all members
- Conduct an annual internal survey to identify employees' needs pertaining to job satisfaction
- To the extent reasonably possible, develop flexibility in the working conditions to promote happier working and family environments for all employees
- Monitor the amount of sick time and overtime on a monthly and annual basis
- Review the number of courses and training opportunities for all members, ensuring equality in the process of training approvals
- Promote awareness of the personal counselling services available through the Critical Incident Member Support Policy
- Create a Police Chaplaincy Program
- Encourage personal career planning sessions for all supervisors
- Promote professional investment and retirement planning to all members through information seminars

Performance Measurements

- Amount of sick time is reduced annually
- General utilization of the Critical Incident Member Support Policy and the Police Chaplain are identified through a confidential annual statistical report
- Report from the Chairperson of the WPS/WPA Joint Health and Safety Committee is reviewed annually
- Results of the bi-yearly internal job satisfaction survey are reported to the Police Services Board by the Chief

Accountability

- Chief of Police
- Deputy Chief of Police
- Inspector of Operations
- Staff Sergeants
- Sergeants
- Chairperson of the Joint Health and Safety Committee
- Police Service Chaplain



Woodstock Police Priority #7

Improving Internal & External Communications Strategies



The Woodstock Police Service is committed to improving the effectiveness, professionalism and timeliness of all internal and external communications.

Strategies

- Conduct a survey of citizens, elected officials and community partners to evaluate and establish expectations of the service levels of Woodstock Police Service
- Maintain a “*user friendly*” communications system that will keep all members informed and aware of changes within the organization
- Maintain and continually update the Woodstock Police Website & Facebook site
- Encourage positive communications to promote teamwork
- Encourage “*face to face*” communications wherever practical
- Enhance communication among the justice partners
- Continue to maintain an effective, professional relationship with the media in order to communicate with all members of the community
- Strive to represent the Woodstock Police Service in a consistently positive light thereby garnering the public’s trust and support
- Issue press releases on a timely basis outlining safety and crime concerns as well as providing factual information on investigations that impact upon citizens
- News articles shall be regularly reviewed to ensure that an accurate & factual message is being consistently conveyed to the community
- Develop and distribute an internal newsletter quarterly in order to communicate with the members of the police service on a wide variety of issues
- Maintain a productive and open relationship with Municipal Officials through the Council Protocol, to ensure the timely sharing of information and ideas

Performance Measurements

- Number of hits on the Woodstock Police Service’s Website is reviewed annually to identify external communication
- Supervisory members attend staff meetings regularly and a follow-up report is provided to members
- The number of grievances submitted by the Association are regularly reviewed to identify communication-based issues
- Consistent distribution of the internal newsletter to members of the organization and a review of the feedback received

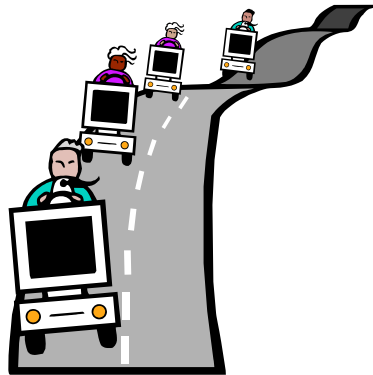
- Regularly review the effectiveness of the communication among the justice partners
- Regularly review the effectiveness of the communication with the Municipal Officials and elected officials

Accountability

- Police Services Board
- Chief of Police
- Deputy Chief of Police
- Inspector of Operations
- Manager of Information Technology
- All Platoon Sergeants and Unit Commanders



Woodstock Police Priority #8 Information Technology Systems



The Woodstock Police Service is committed to increasing organizational efficiency while enhancing officer safety and public safety, through the use of innovative and improved technology methods and equipment.

Strategies

- Under the guidance of the Manager of Information Technology, develop an “Information / Technology Management Plan”
- All information technology equipment is continuously updated, as required to remain operationally efficient
- Under the guidance of the Manager of Information Technology, develop and maintain a “Disaster Recovery Plan” for technology
- Place policies, procedures, personnel and routine orders on the *Intranet* system
- Maintain a central computerized repository of all forms in use by members of the Woodstock Police Service, utilizing available commercial software
- Research acquisition options to allow laptop computer terminals to be placed in each police vehicle
- Maintain a dedicated Data Entry Position (F/T) to perform the Uniform Crime reporting (UCR) requirements for the Records Management System in a timely manner
- Research programmes and processes in use within other police services or related professions which would improve efficiency of the Woodstock Police Service

Performance Measures

- The existence of an “Information / Technology Management Plan”
- The existence of a “Disaster Recovery Plan” for technology
- The existence of a technical support person or agency providing ongoing maintenance and support
- Identify / measure “downtime” (scheduled and unscheduled) of computers and other technology
- The timely status of the UCR coding

Accountability

- Chief of Police
- Deputy Chief of Police - Operations
- Inspector – Operations
- Administrative Sergeant
- Manager of Information Technology



Woodstock Police Priority #9 Improving Woodstock Police Facilities, Equipment & Facilities

The Woodstock Police Service is committed to developing and improving our facilities with a goal of promoting a motivating and healthy working environment for all members. Additionally, our members and the community should be proud of our facility.



Strategies

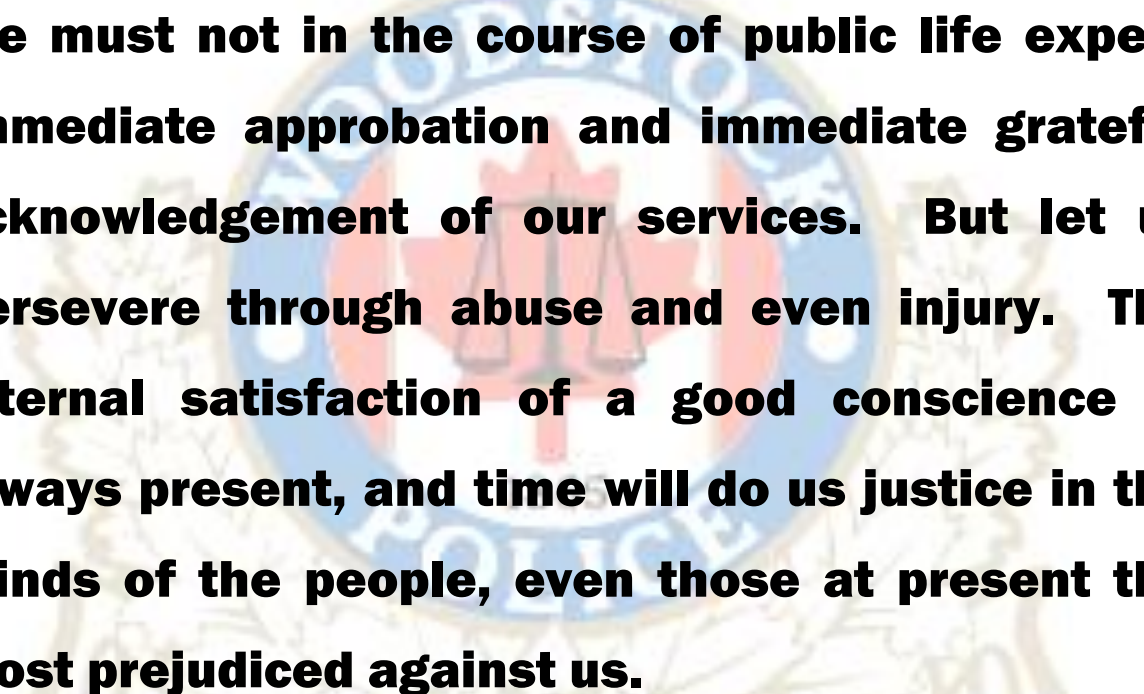
- Provide all employees with sufficient room to work efficiently
- Provide sufficient storage area for all working materials and tools
- Continue to update equipment required for each specific job function
- Continue to maintain a fleet management plan that includes ongoing quality maintenance and the timely replacement or refurbishing of police vehicles
- Study ongoing and future needs for employee work areas and ensure adequate furnishings and equipment are provided
- Identify a location and implement a system for storage of court files in Headquarters
- Study existing structures to ensure they meet the present and future operational needs of the Service
- Conduct a “*space study*” of the facilities to identify future needs and capital budget strategies
- Ensure the police premise and all areas within the premise are properly clean

Performance Measurements

- A capital reserve fund for expenditures for replacement of furniture is established
- The progress of the fleet management plan for replacement and refurbishing of department vehicles is reviewed annually
- The report from the Joint Health & Safety Committee to the Police Services Board is reviewed annually

Accountability

- Chief of Police
- Deputy Chief of Police - Operations
- Inspector in charge of Uniform Division
- Administrative Sergeant
- All Supervisors
- Building Maintenance Personnel



We must not in the course of public life expect immediate approbation and immediate grateful acknowledgement of our services. But let us persevere through abuse and even injury. The internal satisfaction of a good conscience is always present, and time will do us justice in the minds of the people, even those at present the most prejudiced against us.

- Benjamin Franklin -