

CP 2

Community Policing 2

Intelligence Led - Targeted Community Policing

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Presentation Overview

- CP 2 - The Next Evolution
- Translation to Transformation
- The “Business” of Community Policing
- Strategic Plan
- Operationalizing the Philosophy
- Sweeping Changes
- Intelligence Led – Targeted Policing
- Large Urban Integration
- Post 911- Community Policing at Risk?
- Making it Work
- CP 3 – What’s On the Horizon?

CP2 – The Next Evolution

The Fifth Evolution

1. Roman Guard
2. Peel
3. Professional Model
4. Community Policing (Problem Orientated Policing – 80's and 90's)
5. Community Policing 2 – Advanced Community Policing (Intelligence Led – Targeted)

Five Approach Framework

(Entrenched into our Culture)

- Root Problem Solving - CAPRA
- Community Revitalization – Taking Back the Streets – Building Community Pride
- Legitimacy – Responding to all Clients Needs and Concerns
- Quality Service – Client Centered
- Deployment – Traditional, Innovative and Creative Use of Resources (human, financial and material)

Translation to Transformation

The Need For Change

- 15 Years Later – All Our Success has been Dependent on Transformational Leadership (Top, Middle, Front Lines and Community)
- New Way of Service Delivery = New Leadership Style (Not Comfortable for Some)
- Cultural Transformation Takes Time (law of the farm...patience and persistence)
- Transforming Your Police Organization towards this New Paradigm Starts With Servant Leadership at all Levels of the Organization. Especially the Top!

The “Business” of Community Policing

- No Longer a Program or Section
- Translated into our Culture and Service Delivery Model – Just the Way we Do Business
- Transformation = New Business Model
- New Way of Operating our Business
- Confronting Community Policing as Business = Systems, Structures and Service Delivery Strategies Change

New “Business” Realities

- Statistics vs. Quality - Prevention of Crime or Increased Crime Because of Targeting
- Budget Cuts Due To Reduction of Crime
- Realities of “Too Much” Consultation
- Volunteer Management – Business Engagement
- Privacy Act/Liability Issues (Using Volunteers)
- Civilianizing (Para policing Issues) vs. Police Officers - Legitimizing Police Officer Duties
- Partnerships = Maintenance is Time Consuming
- Change Management Skills are Crucial and a New Style of Shared Leadership Required

Strategic Community Policing Plan

“Our Compass – Our True North”

- Our Road Map
- Having a Strategic Community Policing Plan Clarifies the Vision During Turbulent Times
- Based on Guiding Principles and Strategic Priorities
- Performance Measurement Built In

Guiding Principles – Pillars of our Strategic Plan

- Mission – Shared Leadership, Partnerships & Sharing with Community
- Vision – “Safe Homes- Safe Communities”
- Values – honesty, integrity, compassion, respect, accountability, professionalism
- Mission - Vision - Values = All Employees Were Involved in the Development

Strategic Priorities

- Property Crime
- Youth
- Organized Crime
- Drugs
- Neighborhood Services Delivery Offices
- Crimes Against Persons
- Technology
- Restorative Justice
- Traffic Services and Road Safety
- Gang Violence

Setting the Stage for Implementation

- Taking Inventory – Environmental Scan
- Identifying Gaps – Internal and External
- “Inside-Out” Approach (Start Inside First!)
- Introduce Leadership and Change Management Skill Development Training
- Buy-In Occurs if Enforcement Role is Respected and Emphasized > Very Important!

Operationalizing the Philosophy

Implementation Requires Alignment to the Philosophy
(In Other words – Everything Changes)

- Service Strategies
- Structural Changes
- System Changes
- Deployment
- Organizational Charts
- Span of Control
- Shift Patterns
- Audit Processes
- Accountability Processes

Sweeping Changes #1

- Cadet Training Radically Changed – Based on CP 2 and CAPRA (Our Problem Solving Model)
- Reactive to Proactive Root Problem Solving (No Longer Band Aid Approach or 2 & 10 Rule)
- Diversity – Sending Cadets Back Home, Diverse Auxiliary Constables and Volunteers
- Decision Making – Full MEAL - Moral, Ethical, Affordable, Legal and supported by Community > Just Do It!
- Increased Trust of the Front Line Police Officer – They Become Community Problem Solvers

Sweeping Changes #2

(Continuous Learning)

- Training is now Continuous Learning Section = Shared Responsibility for Development
- Leadership and Change Mgt. training (Internal Covey Facilitators developed)
- Daily Morning Training Sessions – 45 Mins in Duration – Varying Topics
- Competency Based Leadership Based on CP2 Principles (Daily/Annual Assessments, Promotional Exams, Interviews, Curriculum Vitae, Succession Planning)

Sweeping Changes #3

(Re-Deployment Strategies)

- Decentralizing – Integrated Neighborhood Stations = Centers of Excellence
- Integrated Service Teams & Individual Case Management Approach
- Deployment Approach – Not Sections (Bikes, Foot, Schools, Youth, ATV's)
- Utilizing Mobile Community Stations Instead of Bricks and Mortar
- Using Storefronts Cautiously (Careful About Raising Public Expectations)

Sweeping Changes #4

(Communication)

- Consultation and Communication = Daily “Work-Out” Sessions (Keeping Little Things Little)
(Real Time - Living Performance Agreements)
- Proactive External Media/Communication Strategies (Daily Good News Stories) ...Internal Strategies = Emails, Chief Cam, Video Conferencing, Daily “Work-Out” Sessions
- Inverted Pyramid = Shared Leadership
...Constables Committee, Resourcing Committee, Improvement Team, Leadership Team, Wellness – Critical Incident Stress Team, Health & Safety Committee, Support Staff Team

Sweeping Changes #5

(Making Adjustments)

- Re-Focused School Liaison Section to Youth Section (Proactive and Reactive)
- Developmental Detective Positions – Expertise Back to Uniform After Term
- Treasure Chest of Rewards and Recognition (Gift Certs, Job Exchanges, Seeking Out Best Practices Around World)
- Shifting Patterns Changed to Meet Needs and Clients – Peak Period Shifting

Intelligence Led – Targeted (Smart Policing)

Lowering the Barometer of Crime

- Community is Still Best Source of Intel
- Prioritizing Community Problems within the New Face of Crime
- Real Time Intelligence – Ability to Expand and Collapse as Criminality Changes
- Investigative Integrated Targeted Teams - No Longer Commodity Based
- Tech Crime – Education/Preventative Component Built in Mandate

Large Urban Integrated Policing

- Team Approach – Integrated (Walls Gone)
- Moving From Detachments to “Attachments”
- New Face of Crime (Borderless/Fluid/Organized)
- Root Targeting – Enforcement and Prevention
- Real Time Response – Intelligence Driven
- C.O.R.E. – Community Operational Response & Evaluation (Uniform) Policing...Includes Reactive, Investigative & Alternate Response
- Putting Rank and Experience Back on the Street both Investigating and Supervising
- Centralized Support – Return of Resources to Front Line Operations

Post 911 Issues

Community Policing at Risk?

- Fear of Crime and Criminal Victimization Raised – Increased Community Anxiety
- Public Expectations and Accountabilities on Police Have Increased
- Fear of Returning Back to the “Professional Model”
- Sense of Urgency from Public to Approach and Solve Violence and Homeland Security Problems
- Thus...”Quick Fix” Solutions - Enforcement, Tactical and Protective are

Embracing Community Policing 2

- Now, More Than Ever...There is a Need to Embrace Community Policing 2 as Our Current Model!
- Where Community Concerns Can be Discussed, Re-Assessed and Partnerships Formed
- Where Citizen Mobilization is Enhanced to Assist Police in Seeking Solutions
- Where Real Time Community Intelligence Can Make a Difference in our Homeland Security

Making it Work

- Patience, Patience and More Patience
- Guiding Principles as the Anchor
- Consistent, Repeated Key Messages (Bombardment)
- Connect the Dots (Link Theory to Practice)
- Raising Level of Expectations and Not Delivering (both employees and public)
- First Line Supervisor = Pace Car (will make or break you!)

Making it Work #2

- Recognize and Reward Champions
- “Every Officer is a Leader” Philosophy
- “Inside-Out” Approach is the Only Way
- Police Credibility Allow us to be Catalyst to Identify and Champion Community Problems Others Won’t Tackle
- All About Maintaining Relationships
- And Sometimes...We Must Expose the Iron Fist from underneath our Velvet Glove

Community Policing 2

Intelligence Led - Targeted Policing “Smart Policing”

- Client Centered Service
- Custom Designed
- Team Approach
- Public Accountability
- Decentralized
Neighbourhood Model
with Centralized Support
- Integrated Service Teams
- Individual Case
Management Approach
- Proactive (anticipating &
forecasting community
issues)
- Real Time Flexibility &
Adaptability
- Shared Leadership
- Partnerships and
Collaboration
- Consultation &
Transparency
- Root Problem Solving
- Quality Seamless Service
- Supervised Risk
Management
- Continuous Development

Community Policing 3 (CP 3)

What's on the Horizon?

- **Globalization**... Creating Global Partnerships to Inspire Broad Based Participation in the Preservation of Public Peace and Community Safety
- **Localization**... Local, Neighborhood, Custom Designed, Real Time, Seamless Community Problem Solving

Community Policing 3 (CP 3)

What's on the Horizon?

- **Interdependent Policing**

Where all Components of Public Safety are Essential Parts of an Integral Network

...Just Like the Ecosystem

- **Relationships** – Building & Maintaining Partnerships - Interrelationships

- **One Tax Payer** – Value for Money

What Else to Watch

- Private Policing – Gated Communities
- Para policing – CIVITAS Model (50% of police work can be handled through “alternative response” – thus, can be handled more cost effectively by Para police)
- Global Justice System - Changes Over the Years... (1) Criminal Justice System, then (2) Victim Justice System (Victimology), now the (3) Community Justice System (Community Justice – Restorative Justice) and in the Future... (4) Global Justice System???

Turbulent Times

- Within the Turbulence of Change, Our Challenge is to Anticipate Trends, Changing Conditions and Shifts
- Watch the Rule Breakers of Today
- Possible Indicators of a Paradigm Shift in the Making
- Recognizing These Shifts Will Give us the Edge
- New Rules Will Require New Tools

CP 2

Intelligence Led – Targeted
Community Policing
(Smart Policing)

Thank You!

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