

## **Richmond Detachment 2003- 2004**

### **Intelligence Led, Targeted Community Policing**

For 2003 and 2004, we will continue to move forward in translating our community policing 2 philosophy into our culture...in other words "operationalize" the philosophy of CP2 into everything we do.

### **What is Community Policing - CP2?**

Client Centered Service

Custom Designed

Team Approach

Public Accountability

Decentralized Neighborhood 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

### **The "Business" of Policing Changes**

At Richmond Detachment, we recognize that as we move forward in our transformation within a CP2 philosophy, the "business" of policing changes.

Community Policing is No Longer a Program or Section

It is Translated into our Culture and Service Delivery Model – Just the Way we Do Business

Transformation = New Business Model

Which means a New Way of Operating our Business

Confronting Community Policing as Business = Systems, Structures and Service Delivery Strategies Change - We have accepted this and embraced it.

### **We Recognize the 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 - this is why we are huge and continue to be big into leadership development / change management skills of all employees.

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

At Richmond Detachment, here is where changes are already occurring and will continue to occur over the next years  
(I will not drill deep into each one, but in each of these bullets, we are already doing "business" differently. You can pick an example or two from each bullet if you want....there are just so many .... it is amazing when you think about how our business has changed here...it is very exciting. Maybe we should brainstorm everything we do here that is different than anywhere else...??? I think we would be surprised at how far we have evolved already.

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

**On Our Radar Screen - LMD Integration**

With our move to an integrated model both locally (UBC and YVR) and regionally (A/Commr. Forbes and the LMD District), here are some of the principles we have embraced and already put into our daily service delivery here at Richmond Detachment.

Team Approach – Integrated (Walls Gone)  
Moving From Detachments to "Attachments"  
New Face of Crime (Border less/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

### **Making it Work**

More principles that will continue to be at play here at Richmond Detachment in the transformational model

Our leadership model at Richmond Detachment is called and "Integrated Leadership Model"

We integrate a number of leadership models into one "blended" approach...Command and Coordinate, Consultative, Participative, Transformational, Shared Leadership, etc.

Principals

\*\*\*\*\*

Patience, Patience and More Patience

Our Guiding Principles as the Anchor - Described in detail in our five year plan  
Consistent, Repeated Key Messages (Bombardment)

Connect the Dots (Link Theory to Practice) - briefings, morning training and morning meetings

Raising Level of Expectations and Not Delivering (both employees and public)

First Line Supervisor = Pace Car (will make or break you!) - Thus we invest heavily in developing our front line supervisors as leaders and experts in change management issues.

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

### **What's On the Horizon for Richmond?**

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

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

## **Turbulent Times Ahead...**

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 - thus we will provide those tools to our people on a continuous basis

## **A Few Goals for 2003 / 2004**

1) The principle is about putting our key leaders face to face with operational problems and clients so that cannot avoid the realities. Where the reality will stare our leaders right in the face. In other words, direct experiences will reinforce our expectations.

This means... Senior members, GIS Investigators and Supervisors and their expertise back on the street - leading investigations, coaching and mentoring our members.

2) Continuance of Developing all our employees in the area of leadership and change management  
Developing more of our members as coaches and mentors (IE: the 50 members that stood up to the plate and rolled out the A/Cst. modules)  
Also, our morning training sessions to continue and also be taught by our local "expert" members.

Continuous development will continue to move forward at an accelerated rate.

3) Crime Analyst position be in place and be a true "Urban" policing analyst. Where the analyst is assisting all units within the Detachment and daily connecting the dots of crime trends and issues. S/he will not just be a link analysis for GIS, but will be thinking big picture for all our units and issues. Our vision is to Target on the HOT SPOTS. To concentrate our limited resources on those areas that most need change and will have the biggest pay off.

What we will then see is

- "Dedicated" patrols instead of " routine" patrols
- More use of our Command Bus as a "Mobile" Community Police Station

- Target teams evolving and focusing on community issues (Massage parlors - Liquor establishments - Night Market - Gang Hang outs, etc)
- Steveston Community - Evolution of the advanced CAPRA project we have there now regarding the summer patrols
- And we mobilize the community to assist us in combating these problems

4) Roll out of enhanced service delivery of East Richmond - Hamilton Roll out of four community constables with reporting lines to **both** the Watch and Community Services NCO. Setting up of a decentralized model that works for this area of the City. Not depending on bricks and mortar for our community station, instead using various methods of advanced CP2 deployment and our "mobile" community station concept.

5) Communication - Internally and Externally

The key is communication... Consistent, Repeated Key Messages

(Bombardment) of all these principles and strategies

Connect the Dots (Link Theory to Practice) - briefings, morning training and morning meetings

We will use technology so our crime analyst can present the intelligence to all employees...within our briefing room and the video conference equipment we are getting to link our community stations and YVR

In addition, our external communication must continue to expand on positive-proactive - good news stories.

We also need to be looking at other ways to communicate the messages to our public (other than just newspapers and tv)

### **Final Comments**

**... Our success hinges upon the insight that within Richmond Detachment, once the beliefs and energies of the critical mass of our people (our most valuable asset) are engaged, then conversion to our vision will spread like an epidemic. This will bring about fundamental change very quickly.**

**In addition to constant communication, we will use "change agents" who will make unforgettable and unarguable calls for change. Our change agents will concentrate our resources on what really matters, who will mobilize the commitment of Richmond Detachment's Senior Management team. Success will occur in silencing even the most vocal naysayers.**

**Ward Clapham  
Richmond Detachment**