

“PUBLIC AGENDA”

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Office of the Chief

DATE: 2019 November 28

SUBJECT: Operational Review Update

FILE #: 1,015

ISSUE:

At the May 2018 Board meeting it was resolved that the Board receives regular progress updates as the recommendations of the Operational Review are included in planning and operations. The last update was received in February, 2019.

RECOMMENDATION:

I recommend that the Board receives this report as information.

STRATEGIC PRIORITY:

The implementation of the Operational Review recommendations supports our strategic priority to be effective and efficient. By reporting our progress we can highlight areas we improved in, best practices we found and alternate processes that we used to ensure an efficient service.

DISCUSSION:

Completed

Some of the recommendations (#2, #4, #5, #8, #10, #12, #14, #17) have been completed. These include:

- a) The reorganization of the Police Service executive rank began in 2018 and was completed in 2019 with the recruitment of an Executive Director. Although the purpose of this restructure was to bring civilian perspective at a higher level within the Service, a salary saving was also realized. The change resulted in a reduction in salary expenses of \$10,795 per year.
- b) In 2019 a performance management system was implemented and it will be strengthened going forward.

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- c) Patrol Analysts replaced sworn police officers in 2019. This addressed both effectiveness through specialization and efficiency through total salary savings of \$106,038 per year.
- d) Our use of online training was expanded as recommended.
- e) A new promotion process was developed and implemented.
- f) Information disclosure was addressed through the development of a dedicated unit. Staffing was completed in 2019.
- g) An overtime audit was completed in early 2019 to determine whether or not our overtime budget, approval and use was aligned with best practices.

In Progress

Some of the recommendations will occur over time, or are ongoing and evaluated regularly. A great example of that is our priority of increasing patrol availability (#3). In order to implement this recommendation we are maximizing the use of civilian support staff and adding front line resources. Developing a plan to reach the bench mark for PAF will be an action item attached to our 2020-2025 strategic plan.

Improving how civilian staff are viewed (#9) is also an ongoing process with several steps taken in 2018 / 19. The protective services medal is now available to Communication Operators and we have also made staffing in this area a priority. The Executive Director position was filled in late 2019 and now for the first time a civilian member will have a voice at the Superintendent level.

In 2019 we piloted an improvement to our mental health strategy by utilizing a full time psychologist to administer safeguard checks to employees. This preventative program will be ongoing and is one way we have responded in a holistic fashion to those requiring duty to accommodate (#11).

Finally, supporting the community policing philosophy is also noted as an continuing process (#15). One example of our efforts here is our response to the opening of a supervised consumption site. Officers will receive training on the value of harm reduction and best practices in interacting with members of the community challenged with addictions.

Bargaining

Some of the remaining issues are contained in the working agreement and will receive consideration when we are planning for collective bargaining (e.g. #6 civilianization, #13 hours of work).

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Strategic Planning

Over the past few months we have consulted with different stakeholders in preparation for the 2020-2025 strategic plan (#1). A number of the recommendations will be addressed in the new long term plan as well, such as:

- improved technology services and processes, (#7)
- fleet and facility management, (#18, #19)
- a review of how we measure community satisfaction. (#20)

Alternative Process Found

The review recommended an improved dispatch process with defined industry standards (#16). Our own research shows that the standards submitted by Perivale and Taylor were not generally supported by industry. A research paper was completed by a senior officer to augment the Review, and we have found an alternative mechanism to benchmark using the National Emergency Number Association standards.


CONCLUSION:

The recommendations have proven to be valuable for both efficiency and effective service delivery.

In addition to the recommendations that are listed, we have turned our mind to the stated need for a longer term view and sustainable policing model. To this end we are currently researching options for a low risk policing pilot that will be implemented in 2021.

Attached is a visual description of the Review recommendations and their current status.

**Written and
Submitted by:**



**Troy Cooper
Chief of Police**

Dated:

November 28, 2019