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To: South Coast British Columbia Transportation Authority Police Board

From: Chief Officer Robert Kind
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Subject: **Strategic Plan Status Report – 2007 Year-End
[Report No. 2008-11]**

PURPOSE

To update the Police Board on the progress of implementation of the SCBCTA Police Service - Strategic Plan 2007-2011.

BACKGROUND

On May 7, 2007, the Police Board approved the 2007-2011 Strategic Plan for the Police Service. This five-year plan is the first strategic plan for the new policing agency and consists of five sections: Executive Summary, Strategic Plan, Operations Plan, Monitoring Plan and Financial Plan. The Plan contains a total of 84 Strategic Objectives from the five streams: Operations, People, Communications, Physical Resources and Administration.

The Plan was submitted to the Ministry of Public Safety and Solicitor General/Police Services Division as required by the *Police Act*, and it was accepted as submitted. It was also submitted to TransLink. The Police Board and TransLink approve any financial costs associated with implementation of the Plan through the regular budget process.

In May 2007, the Police Board directed the Police Service to produce an information/marketing document on the Plan for distribution to stakeholders and posting on the Police Service website. A highlight brochure was produced, and sent directly to over 250 stakeholder groups as well as to all Police Service personnel. To date over 1200 brochures have been distributed. An electronic version is available on the website. The brochure also includes some general information on the Police Service (*At A Glance*). This marketing piece has received very positive feedback and continues to be used for recruiting fairs, other community events, and presentations.

Status of Plan Implementation

In order to monitor the progress in implementing the Strategic Plan, regular monitoring meetings (every 2-3 months) are held by the Senior Management Team.

Highlights of Plan Achievements for 2007

Operations:

1. Crime Analyst was hired. Crime analysis tools were researched and appropriate tools purchased. Crime analysis work products were determined and rolled out, and linkages established with JPD crime analysts.
2. Community/Media/Intel Liaison Officer was appointed, and the Officer commenced liaison with stakeholder groups/key media.
3. Intelligence sharing and joint operations with law enforcement partners was commenced through the new Crime Analysis and Intelligence Section.
4. Police Service established linkages with TransLink emergency planning section as well as other jurisdictional police emergency planners.
5. TransitSecure funding was secured for a variety of emergency and anti-terrorism projects, and selected personnel engaged in a CBRN exercise.
6. The Operational Plan Policy and Form was developed and is now in use by the Police Service.
7. Police Service established liaisons to Canada Line, BCRTC (SkyTrain) and CMBC (bus) and has ongoing coordination mechanisms and communications protocols in place.
8. Consultation and negotiation was commenced on securing direct access to CCTV recording on SkyTrain and Canada Line, as well as non-direct access to buses video recordings.
9. SCBCTAPS personnel were consulted for CPTED analysis of various Canada Line Stations, future Evergreen Line stations and some renovations to Expo Line Stations.
10. Collective Bargaining was completed and the new police oriented Collective Agreement was established.

11. Indemnification provisions were amended through the Collective Agreement.
12. Analysis of compensation for sworn personnel was completed and sworn salaries were increased via the Collective Bargaining process. Negotiation with TransLink Human Resources determined the exempt sworn (Inspectors, Deputy and Chief) compensation.
13. A Performance Management System for Sworn personnel was developed and implementation commenced for 2007.
14. Developed and implemented a pre-recruitment hire program.
15. Training module on Conducted Energy Devices (Taser) was developed and delivered to sworn personnel. Taser policy was developed and Use of Force Policy amended accordingly and Tasers rolled out.
16. In-House Force Options Trainers were selected and trained, and training of staff was implemented.
17. Joint Labour/Management Committee was established and minutes posted for all personnel.
18. Shifting Committee was established.

Communications:

1. Electronic briefing systems were researched for future implementation at all reporting locations.
2. A joint network transition group was established and an implementation plan identified.
3. A contact matrix was established to reflect Police Service linkages and assignments to Boards, Committees and Liaison functions, and the assignments were reviewed for appropriateness.
4. A Vision, Mission, Values and 5 Principles (5 Ps) poster was developed and displayed in all training rooms and public areas at Police Service facilities. It helps remind personnel of commitments to stakeholders, to the code of professional conduct and to the law enforcement profession.
5. Communications protocols were established with the subsidiary communication centres.

Physical Resources:

1. A Police Manager was seconded from another police agency to act as an Interim Facilities Manager to help advance: Police Service move to 713 Columbia space; renovations to the 307 Columbia space; sourcing of a second police reporting location for Canada Line rollout; and planning for network migration.
2. Draft renovation designs were developed for 307 Columbia and Canada Line reporting office.
3. From the Integrated Database initiative – the Stores Database Module was customized and installed for Store/Equipment Coordinator and training provided.

Administration:

1. Police Specific Chart of Accounts was developed.
2. A budget development and approval process was established with TransLink. A Police Board Finance Committee was established.
3. An internal expenditure approval model was developed along with a related business case report form and guidelines. Supervisors and managers received orientation to the model and report requirements, and this report form was used internally to submit initiatives for the 2007 budget process as well as for ongoing operational decision-making.
4. JPD/SCBCTAPS MOU protocol committee was established; and a committee orientation on mandate delivered. The Committee reached concurrence on respective roles and responsibilities and prepared draft MOU amendments and new schedules.
5. The policy project matrix was updated and merged with remaining policy/ procedure requirements identified in the original manual production. Additional or amended policies were approved in 2007 and policy priorities set for Q1–2008.
6. A sign-off process was put in place to reflect personnel receipt and review of new/amended policy.
7. Personnel were trained on revised PRIME and CPIC procedures and quality assurance systems put in place. A 2007 CPIC audit confirmed compliance with CPIC policy (a PRIME audit held in January 2008).

8. The Professional Standards Unit (PSU) was set up at 713 Columbia, with a current staffing model of one SCBCTAPS Sergeant and one contract investigator (Sergeant) from New Westminster Police Service. The PSU investigators attended relevant training sessions.
9. A consultant was retained to coordinate Police Service response to information requests.
10. An organizational structure review was included in the budget process and will be conducted annually by the Senior Management Team.

Action Implementation

There were 154 action steps within the monitoring plan for 2007. Overall implementation results are as follows:

- 51% of actions completed;
- 29% of actions commenced;
- 19% of action not yet commenced (as of December 31, 2007); and
- 16% of actions also have an “ongoing” aspect.

Challenges

The key areas that impacted on the completion of a number of actions in the 2007 target period are:

- The Police Service has been delayed in the establishment of the independent/secure network and intranet. The level of external expertise required could not be secured, despite concerted efforts. The eventual approach adopted faced a number of obstacles and consequently delays resulted. The lack of a secure and integrated intranet prevented a number of communication related actions being advanced (e.g., implementation of integrated personnel and management and administrative database, content management of website, establishing on-line resource links, operational information sharing).
- Insufficient staff resources were available to address organizational development requirements identified in the Strategic Plan while also maintaining the day-to-day operational requirements of a growing police agency. Hiring delays with specialized positions and support staff contributed to the problem.

- It was not possible for various TransLink personnel, who are also facing high workload, to assist the Police Service in the desired timeframe. TransLink indemnification and WCB requirements for contractors created a unique challenge for the Police Service to secure consultants/contractors. That challenge continues currently. This situation impacted on actions related to FOI request processing and support procedures, and renovation to 307 Columbia space.
- Emerging issues of a priority nature, required redirection of some managers/supervisory resources from advancing progress on certain Strategic Plan actions.

CONCLUSION

A very ambitious timeline was set for implementation of the Strategic Plan actions steps in 2007 – reflecting the import given to building organizational capacity and presenting a well run and effective police agency. As Chief Officer, I wish to commend the Senior Management Team on their leadership to implement the 2007 action steps and the significant achievement of they and their staff. I am extremely pleased with the progress and note that 80% of actions were completed or commenced in the target timeframe. Hiring of the right personnel and within the required timelines will assist the organization in continuing its efforts to fulfil the Strategic Directions and its objectives.

Chief Officer Robert H. Kind