

HAMILTON POLICE SERVICES BOARD

- INFORMATION -

DATE: 2009 April 20

REPORT TO: Chairman and Members
Hamilton Police Services Board

FROM: Brian J. Mullan
Chief of Police

SUBJECT: *2008 Business Plan Goals Update
(PSB 09-048)*

BACKGROUND:

Our 2007 - 2009 Business Plan contains 55 goals. Of this total, 11 were completed successfully in 2007, twenty were slated for completion in 2008 while another 14 are to be carried out in 2009. Of the twenty 2008 goals, 18 were completed successfully and two (2) have been put over to 2009.

This report summarizes the performance information extracted from the Annual Objectives and Performance Reporting System in the following areas:

Community Satisfaction

In 2008, we educated our members on community expectations by increasing the number of Community Safety Forums and problem-solving initiatives. Between October and December, nine (9) external Forums were held to gather input about policing priorities and to educate the public about police services and programs. Due to low attendance, we changed the format of the seven (7) Forums to be held in 2009.

Throughout 2008, several initiatives were undertaken to increase Problem Oriented Policing (POP) Projects and increase community participation in problem-solving initiatives. These included education, training and recognition mechanisms. Total number of POP Projects increased 100%, from 10 in 2007 to 20 in 2008.

Property Crime

In 2008, we dedicated our resources effectively to target property crime offenders. The BEAR Unit has been very successful in tracking down repeat offenders. Forensic Services has worked diligently on analyzing forensic and DNA evidence from Break and Enter and Robbery crime scenes. The Bait Car and Autoview Programs were specifically designed to target property crime offenders. Crime Managers meet on a regular basis to identify trends and offenders who are actively involved in property crimes. As a result, a total of 1,275 property crime offenders were apprehended. Compared to 2007, property crime has decreased by 2.44%.

Youth Crime

We continued to develop and implement crime prevention, education and early intervention strategies for young persons in order to reduce youth crime. A variety of youth programs where there was police involvement and educational strategies for parents and youth included 44 Drug Sweeps, 38 Pre-charge Diversions, Strategic Approach to Youth Crime, 45 Strategic Targeted Offender Program (STOP) targets, 322 STOP checks, the Middle School Officer Program, 597 school visits, 152 calls for service, the Safe Schools Contest and 434 presentations.

Assistance to Victims

In 2008, concerted efforts were made to ensure effective response to victims' issues internally and externally. Initiatives include increased training for various sectors of the Service in regards to Sudden Deaths, suicide prevention and counselling. Homicide investigators ensured that every victim they interact with is advised of the availability and services of Victim Services. HPS website was evaluated and updated to include fraud prevention tips for victims. Presentations have been provided to new recruits, Staff Sergeants, GIT course, Citizens Police College, Domestic Violence Investigators Course, Catholic Children's Aid Society, Golden Horseshoe Committee for Children's Aid Society Lawyers and Superior Court Judges, High Intensity Probation Officers at OPC, Hamilton School Board and Women Abuse Working Committee.

Crime Prevention

Two (2) goals to mobilize our communities in crime prevention and to decrease crime in problem areas were concluded in 2008. Newly mobilized communities included the James Street North Community Mobilization, middle schools in the Middle School Officer Program, high school students in the Safe Schools Challenge, our Community Policing Centre volunteers with CPTED audits, fraud presentations and bicycle safety, the taxi cab drivers in the new Cab Watch Program, the City Departments and

community groups such as Westdale and Concession Street in the Graffiti Prevention Strategy and the large number of citizens who attended the Citizens Police College in each Division.

Numerous crime prevention programs were initiated by our Crime Managers with the help of our Crime Analysts and tools such as BEAT Tracker, Crack Tracker, POP Projects, Multi-Agency Task Force and Strategic Approach to Youth Crime. As a result of the concerted efforts, crime in problem areas has been decreased.

Community Patrol

Throughout 2008, our patrol divisions and Support Services have planned a number of strategies to increase police visibility within our communities and foster community ownership at the front line to encourage collaborative problem solving. Chief among these were the Alarm Reduction Program, the Summer Safe Program, our Core Patrol schedule, Police Week events, the Graffiti Prevention Strategy and the Hamilton Bullying Coalition.

Criminal Investigation

One of the goals of the 2007-2009 Business Plan was to increase investigators efficiencies and effectiveness in light of the significant changes with the retirement of dedicated and well-trained investigators. To ensure we maintain the knowledge, skills and abilities, we reviewed best practices and considered innovative strategies. The use of the new F.T.R. (For the Record) software facilitated more efficient interviewing techniques and allows for better vetting for Courts. This software streamlines court procedure disclosure issues and improves investigative efficiency by 20% and yields a cost saving of 1.2 staffing years in overtime in the first year of service. As well, our Homicide and Victims of Crime investigators are provided with digital recorders to maintain better record keeping of audio statements, for better disclosure and more effective way to conduct investigations. Our Investigative Services Division (ISD) Commanders, along with Divisional Commanders are looking to mentor and transfer members to ensure that we maintain valuable knowledge, skills and abilities in ISD with staff development opportunities. Project Roundup is a frontline-based initiative where frontline officers get to investigate and apprehend parties wanted on outstanding warrants. This has reduced the amount of warrants as well as improved our frontline effectiveness by learning basic fundamentals on investigations and bringing offenders to justice.

Training

Throughout 2008, our Human Resources Section has worked diligently to develop and implement a formal mentoring and career coaching processes. A Training Investigators Program (TIP) was developed for mentoring of patrol officers and Detective Constables. Mentors will be Detectives in Investigative Services and the Divisional Investigative Branches. Block Training includes training on how to be a mentor. A program to mentor ISD and CID personnel will be implemented in 2009.

Formal Coach Officer training was provided in early 2008. Refresher training is planned for 2009. Twenty-five external community members have been trained to be HPS recruiters within their own communities. Seven (7) internal recruit champions have been mentoring community members who are interested in a police career. A new buddy system was implemented to assist new recruits. New recruits are partnered with the previous class of recruits prior to going to OPC so they have a mentor.

Staff Wellness

The goals to improve the work environment and improve the job satisfaction for Civilians have been completed. The Family Issues and Wellness Committee continue to address wellness issues. A Family Orientation Night for new employees was held in May. A new Women's Issues Committee was created in 2008. A two (2) hour wellness session was developed and delivered at Block Training for Sworn and Civilian staff. A Reception area was created to provide customer service and security for third floor staff. A new work out area has been added to the Courts for courts personnel.

A new Records Counter with passive protection and ergonomically correct work stations has been installed. Workstations in the Records Area have been realigned and additional personal storage space was provided. Command staff send notes to officers for exemplary performance on a daily basis. Commendations are reviewed and signed on the day they were received. Short and long-term accommodated officers were used in case preparation, reception, core and custody functions to maintain street numbers. Officers were moved from support areas during summer months or staffing shortages to supplement Squads that had lost officers to injury, illness and retirement. These initiatives have improved staff satisfaction tremendously.

To increase Civilian job satisfaction, strategies included more inclusion on committees and attendance at Block Training and Performance Leadership Training sessions. Civilian Communications Operators are attending Use of Force training to gain an understanding of excited delirium.

Organizational Development

Pre-hiring of police officers in May or September for confirmed year-end vacancies help to ensure we have fully trained officers on the street when a retirement occurs.

Three (3) year projection of turnover of positions was completed. A list of knowledge, skills and abilities is being developed.

Volunteers

The goal to develop and implement a consistent, comprehensive strategy for all aspects of volunteer assistance has been completed. The three (3) volunteer recruiting areas met to discuss recruiting. The needs are too diverse to create one (1) system. However, the application and background processes are now the same.

Fleet / Equipment / Uniforms

Throughout 2008, we ensured that our members had effective and efficient resources to perform their duties. The Fleet Restructuring Pilot Program has been approved and a permanent part-time Fleet Technician was hired in October. All cruisers were received and equipped with new blue emergency lights. Conversion completed on 95% of the fleet. Our marine vessels had significant rebuilding over the winter months as a preventative measure.

Excellent purchasing strategies at auctions resulted in about \$100,000.00 savings towards the purchase of additional and needed replacement vehicles. Audits of equipment are being done on a regular basis. New equipment such as a new software called FTR, video computers and digital recorders were purchased for our investigators.

Communication

In early 2009, the Intelligence-led Policing Strategy Committee tabled a report with the goal of improving the collection, sharing and dissemination of information for collaborative intelligence-led policing. We also established networking and working relationships with a number of community partners. These include the organization of Hindu Samaja Memorial Event, United Nations Day, The Gathering and an exhibit "Arrested In Time" at the Fieldcote Museum. As well, regular meetings are held with our community partners (GLBT Task Force, Diversity Advisory Committee and Aboriginal Advisory Committee) to discuss issues and solutions.

To further enhance our communication process, a new Community Blog and the Chief's Blog have been set up on our website.

Facilities

Many long term and short term solutions are being evaluated to address our long-term facilities needs. A detailed list of space needs was completed based on internal surveys, reports and building inspections. A number of internal moves have been undertaken to accommodate needs. These include NICHE, Division 1 Classroom, Computer Services Section and Staff Sergeant's Office in Division 1. A final report is expected in 2009.

In 2008, we continued to actively participate in the Harbour Development Plan. Space for a new police marine facility has been included in the program for development. This goal has been put over to 2009.



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cc Rita Lee-Irvine, Corporate Planning Manager