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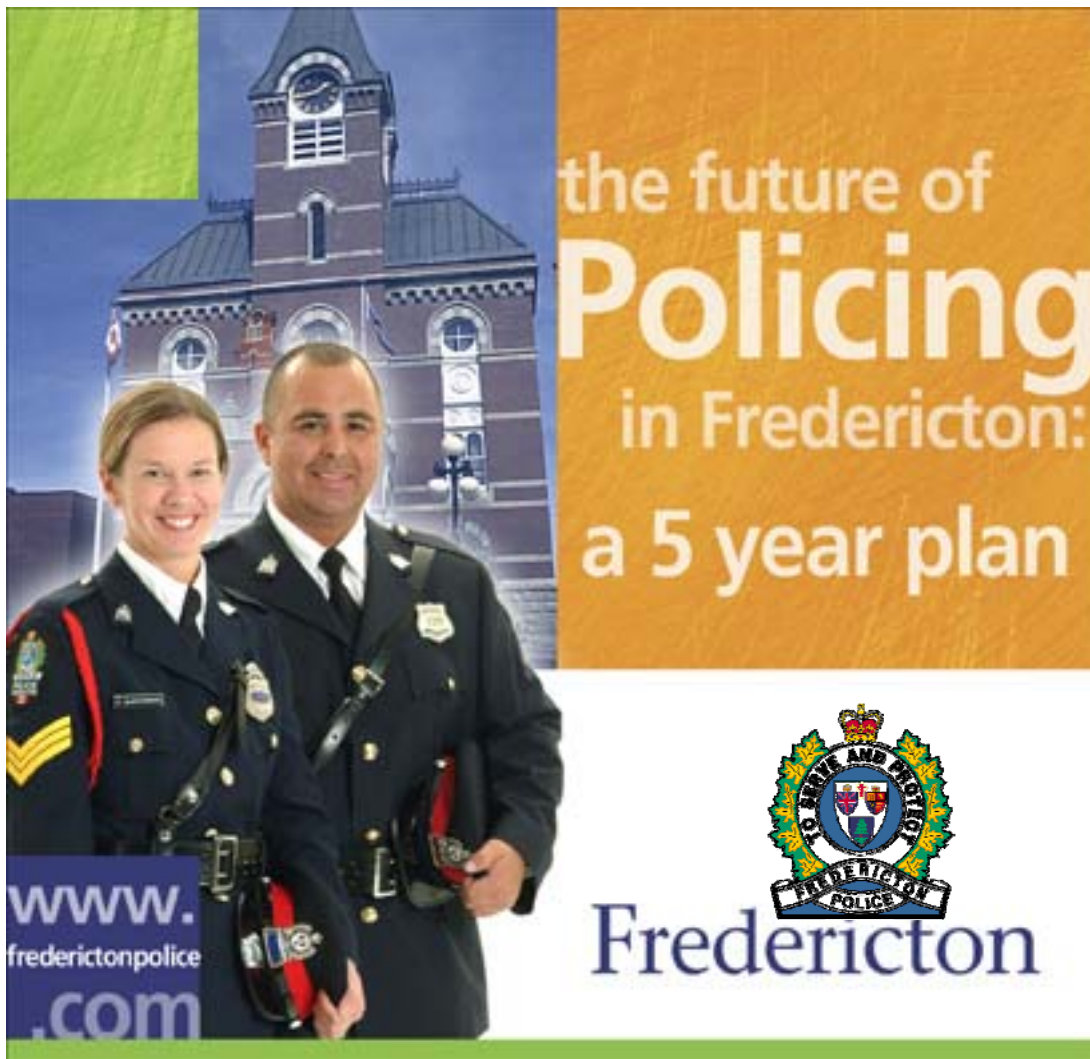
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**THE FUTURE OF POLICING IN FREDERICTON:
A 5 YEAR PLAN**

2007 - 2011

A WORKING DOCUMENT

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EXECUTIVE SUMMARY

Many police agencies in Canada are facing the same difficulties as seen in Fredericton. In a national environmental scan conducted in 2004, the report identified seven key global and domestic risks that would impact the policing environment. These impacts included demographics, society, economy, politics and governance, science and technology, environment and public safety and security. Of these factors, manpower issues, demographics both internally and externally, changing criminal activity, and increase in workload will have direct impact on the policing community. Policing communities nationally are having difficulty acquiring and retaining police officers. This trend will continue over the next five years.

The *Future of Policing in Fredericton: A 5 Year Plan* is in response to a project charter created and adopted in January 2006 by the Fredericton Police Force. The *Future of Policing in Fredericton: A 5 Year Plan* will address the following risks that were identified at that time: human resource issues, providing police service, community based policing, and technology issues. The established charter discussed the potential business impacts of not addressing the above noted risks as the:

- inability to attract talented individuals to the organization.
- inability to retain current resources due to loss of retirement and to other agencies.
- ineffective distribution and use of resources resulting in inadequate policing of the City of Fredericton.
- increase risk to safety and quality of service.
- increase costs due to insufficient allocation of resources to provide policing to the citizens of Fredericton in the future.
- technology impacting on the ability to conduct everyday police business.
- inefficient use of technology and personnel resource time.

This comprehensive plan encompasses feedback/input from a variety of stakeholders, work conducted by two outside consultants, two internal working groups, and general industry research. The plan will supply senior police management, City Council and the City Administrator with options for enhancing and providing a safe place for the citizens of Fredericton to live, work and play in the future. The ultimate goal of the 5 Year Plan is to move the Force towards the achievability of its vision statement contained in the Force's Strategic Plan:

The Fredericton Police Force will be the recognized leader in providing quality police services to meet the public safety needs of the community.

The plan will ensure the level of service to the citizens of Fredericton is both progressive and high-quality, while adapting to the changing needs of society. The Force must ensure that they are efficiently and effectively: providing policing services, allocating police and civilian resources, using current technology appropriately, deploying personnel throughout the city, providing effective Community Based Policing, and retaining and recruiting top police officers.

There are three areas of research: Service Delivery, Technology, and Human Resources. The service delivery component encompasses Community Based Policing along with all other services provided by the Force. Each of the four research components received input from a

variety of sources. The results from the four research reports provided the key findings used to formulate the 5-year plan framework report. The final report is referred to as a framework because it is a living document, changing when necessary over the next five years.

As a result of the research conducted, the *Future of Policing in Fredericton: A 5 Year Plan* framework document contains a total of 40 recommendations under four categories. These recommendations will be phased in over the five years of the plan. The four broad recommendation categories are deployment, partnerships, professionalism and workforce.

- Deployment refers to when, where and how staff are assigned. These recommendations focus on increasing the efficiency and effectiveness by which the Fredericton Police Force deploys its resources. There were a total of 23 recommendations.
- Partnerships refer to strengthening FPF Partnerships with community, other departments, agencies & organizations. Public Safety is not just the responsibility of the police; it is the responsibility of the entire community. These partnerships encompass external and internal alliances. There were a total of 4 recommendations.
- Professionalism recommendations are intended to enhance the professionalism by which the Fredericton Police Force provides public safety services and interacts with its people. One example is the implementation of the FPF Performance Management System. There were a total of 6 recommendations.
- Workforce recommendations place an emphasis on employees by providing such initiatives as career pathing, succession planning, and a workload analysis. Recruiting and retaining an excellent diverse workforce is critical to the future success of the Fredericton Police Force. There were a total of 7 recommendations.

For the remainder of 2006, a comprehensive Change Management Plan will be created. The Change Management Team and several newly created in-house working groups will work to develop implementation plans for the recommendations. Individual business cases will be presented per year of implementation



CITY OF FREDERICTON

The following are the vision, mission statements, the social goals and the strategic goals that govern the City of Fredericton (COF) and therefore the Fredericton Police Force.

City of Fredericton Vision

In the future, Fredericton will continue to be a vibrant, prosperous, and smart City. This will be accomplished in a truly sustainable fashion where growth and development will be balanced by respect for the natural environment and its resources.

The City will continue to be the centre of the province's knowledge industry. The City will proudly project its role as the capital of New Brunswick and the centre of higher education in the province. It will be a growing City, a City that works, and a City that affords its citizens a high quality of life.

Source: Capital City Draft Municipal Plan, 2006

City of Fredericton Mission

Contributing to the Quality of Life of our community

On May 17, 2004, the COF became officially ISO9001:2000 certified. The COF became the first city in Canada, and one of only a few in North America, to receive certification for the entire corporation. According to the COF's website, "ISO 9001:2000 is a rigorous, international standard that provides a framework for quality management. It assists organizations in improving the quality of their products and services. The certification was confirmed by QMI (a private consulting company) through an independent audit of the COF's management strategies and business processes." (City of Fredericton, 1990) The COF's ISO system is referred to as the Quality Management System (QMS), which houses all the COF's policies, procedures, work instructions, and forms. In preparing the QMS, the COF identified seven social objectives:

- **Community Development:** The development of a sense of belonging and ownership through stewardship and fostering of relationships.
- **Corporate:** Public programs delivered in an efficient, effective, professional and financially responsible manner.
- **Economic Growth:** Social goal sustainable economic growth.
- **Environmental Health:** The provision of a clean environment.
- **Leisure:** Every individual has opportunities to develop a sound body and mind through a balanced lifestyle.
- **Public Safety:** The freedom to live, work and play without fear.
- **Transportation:** The safe, convenient movement of people and goods.

The City of Fredericton adopted five strategic goals in its last strategic plan, which was revised in 2003. The following are the current strategic goals:

- Service Delivery: Organizing to achieve excellence and continual improvement of the efficiency, effectiveness and customer focus of our service delivery.
- Strategic Planning For Excellence: To use the power of on-going planning before we act to move the organization and the community forward.
- Communication & Understanding: Management will provide adequate and comprehensive communication to its employees, partners and customers to ensure that our purpose in acting as we do has meaning and that the recipients of our communication understand what that purpose is and how they fit.
- Priorities and Best Use of Resources: Managers and Supervisors will foster a supportive work environment for all employees by making the best use of limited resources and carefully setting priorities.
- The Development of Our People: Ensuring staff can work to their full potential and that the organization benefits from their knowledge and leadership.

Source: City of Fredericton Corporate Strategic Plan, revised October 2003

The following are the vision, mission statements, and the core values that govern the Fredericton Police Force.

**FREDERICTON POLICE FORCE
VISION STATEMENT**

The Fredericton Police Force will be the recognized leader in providing quality police services to meet the public safety needs of the community

**FREDERICTON POLICE FORCE
MISSION STATEMENT**

The Fredericton Police Force is committed to delivering high quality police services and working with the community in order to provide a safe and peaceful environment in which to live, work, and play.

CORE VALUES

In order to make the philosophy behind the mission statement more readily apparent and specific, the Force has identified several key core values that describe the mission statement's underlying philosophy of policing.

- **Quality of Service:** The Fredericton Police Force...
 - shall provide high quality police services.
 - is progressive and adjusts to the changing needs of society.

- **Public Trust and Respect:** The Fredericton Police Force...
 - is sensitive to the diverse needs of the community.
 - respects and protects the rights and freedoms of all individuals.
 - conducts its activities in a manner that maintains the public's trust and respect.

- **Partnerships:** The Fredericton Police Force...
 - works with and is accountable to the community.

- **Our employees:** The Fredericton Police Force...
 - promotes a climate of excellence through team work and challenge.
 - fosters an attitude of ownership and responsibility.
 - is committed to its employees' safety, education and well being.



ENVIRONMENTAL SCAN

ISSUES FACING POLICING

There are many issues facing police agencies nationally, provincially and locally. These include such areas as recruitment, retention and retirement to population demographics. These issues will have a direct or indirect impact on how police do their job. For example, if the school enrollment is dropping is there a need to maintain school liaison officers, or should those positions be relocated in areas to address other needs in the general population.

DEMOGRAPHICS:

In the *RCMP Environmental Scan 2004*, seven dimensions were reviewed and three key themes emerged from the analysis. The seven dimensions were demographics, society, economy, politics and governance, society and technology, environment, and public safety. There were many key implications for police identified, notably, the reference to the vigilance against threats to public safety and security of citizens and adaptation to an increasingly diverse population.

The following are some of the notable impacts of the diverse population nationally:

- Aging population (Project 65+ will reach 15% population by 2011)(living longer, increase in independence, drop in health care residents)(Poverty among seniors at an all-time low).
- Immigration (entry earnings of immigrants has deteriorated over past 30 years, 15 years after arrival, immigrants can expect to receive 15% - 24% lower earning than Canadian-born counterpart. 36% poverty rate, unemployment rate twice that of Canadian population. Canada may experience what is occurring in France).
- Canada has declining population (provincial growth dropped every province except Alberta, New Brunswick dropped 1.2%).
- Trend developing toward urban and suburban living.
- Family is an institution in transformation (Single parents now 16% of all families)(more people living alone, large increase in childless couples, more parents have no children at home) (reflecting empty nest, aging population).
- Aboriginal population growing faster than general population (children under 14 constitute 1/3 of Aboriginal population – far higher than the 19% in general population)(on-reserve reliance on welfare increasing).
- Increased bilingualism and multilingualism. (New Brunswick is 2nd highest in Canada and now stands at 34.2%) (Bilingualism losing ground with youth).
- Homelessness on the rise. (youth, immigrants, mentally ill & substance abusers).
- Education (Canadian universities face significant challenges over next decade)(40% immigrants have university degrees vs. 23% Canadian-born) (8% Aboriginal) women represent 59% college graduates)(project 30% increase in enrollment by 2011).

- Health (life expectancy increasing, drop in infant mortality rate, obesity rate doubled last two decades, five-fold increase child obesity, increased risk in law enforcement due to communicable diseases as a result of close interaction with public).
- World economy growing but danger signs ahead (Terrorism battle, OPEC, US deficit, serious concern.).

The demographics of the City of Fredericton present its own set of challenges. According to a recent presentation made to the City's senior managers, the following is a list of future considerations regarding demographics.

Population:

- Population 47,560 (expect 7% increase 2006 census).
- 14% City population was aged 65+ in 2001 Census, (by 2011 (22%) of Fredericton population will be over age 65+.
- Impact of aging population still an unknown, more active & affluent, more demanding of services.
- Absence of echo boom support in Atlantic Canada.
- By 2016, we will have a significant reduction in children, dependents, students, thus school enrollments will be down, less recreational facilities required.

Housing:

- 20,310 private dwellings, 61% residents own their own home.
- The trend of moving from private single dwellings toward apartments and town-houses, will lessen the tax base for municipalities.

Labour:

- 42.9% citizens in labour force and 7.9% unemployed.
- 39% people employed in Fredericton are from outside Fredericton.

Impact on City structure:

- 69% drive to work.
- 5000 people work downtown and 3050 people work in the Prospect St. area.
- There will be a need to retain and attract 20-44 age groups, to sustain population growth and our economy, a need to attract immigrants to the area.
- Urban/Rural Growth, undermining the growth and development of municipal population and tax bases.
- Downloading Federal & Provincial responsibilities.

(Excerpts taken from Fredericton Development Committee Report March 2005)

Estimated Time to Complete All Steps				
	30 Years Ago	20 Years Ago	10 Years Ago	Current
Break & Enter	5 to 7 hours*	5 to 7 hours	6 to 10 hours	5 to 10 hours
Domestic Assault	Up to 1 hour	1 to 2 hours	3 to 4 hours	10 to 12 hours
DUI	1 hour	2 hours	3 hours	5 hours
*Rounded estimates				

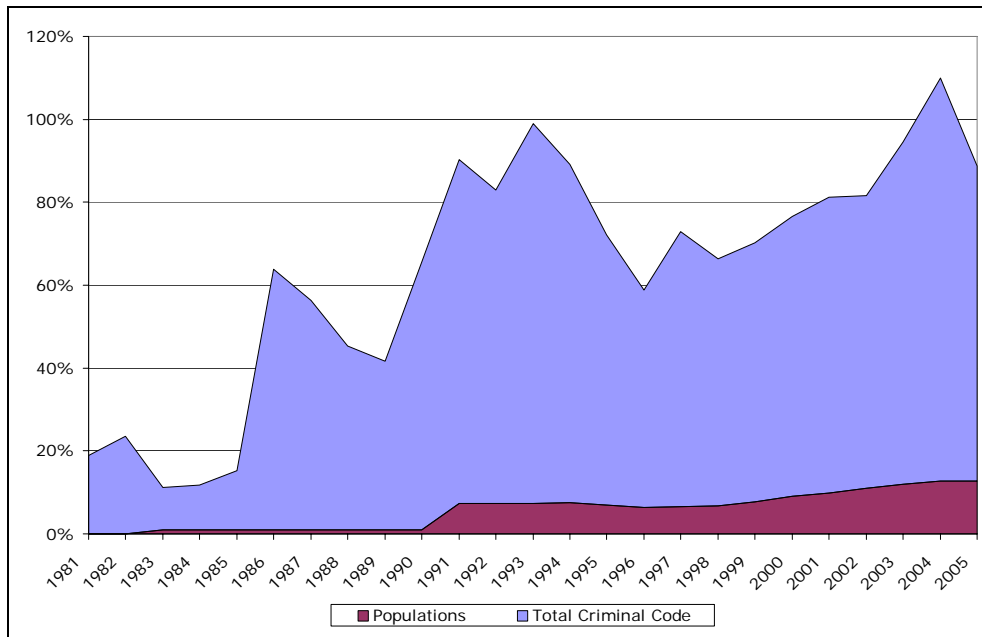
Procedural Steps Required to Handle a Case				
	30 Years Ago	20 Years Ago	10 Years Ago	Current
Homicide	90	95	111	113
Break & Enter	37	39	44	45
Domestic Assault	36	37	56	58
DUI	29	36	41	42
Trafficking	9	22	55	65

The tables above illustrate the increase in the amount of time required and the number of steps for selected crimes to complete and handle a case. The report notes that the increase in time preparing a case and the work with the Crown has increased significantly and warrants closer examination.

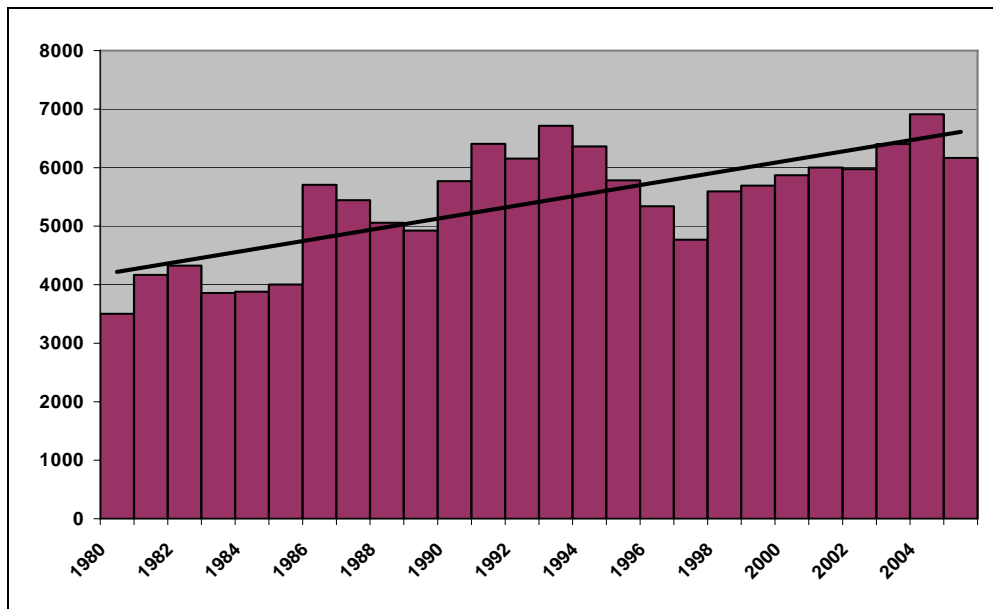
These areas of concern from both RCMP documents are reiterated in the recent release of the “*Policing Environment 2005*” published by the Police Sector Council. The illustration below reflects the areas of concern, specifically in the area of human resources.

View 2000	View 2005	Risk (red = high)
1. policy environment - socio-economic pressures demand more robust policing capacity	<ul style="list-style-type: none"> pressures have not abated and several have increased some action has been taken to respond continuous learning and development of the police workforce remains essential 	
2. operational environment - increasingly complex skill requirements	<ul style="list-style-type: none"> old threats remain while new ones arise - requiring increased agility and skills/expertise organized crime has extended and enhanced global networks - intersects with new threats from terrorism criminal use of technology outpacing police capacity staying ahead demands constant renewal in techniques and learning 	
3. workforce - improve, extend and intensify recruitment	<ul style="list-style-type: none"> the police workforce has aged and is retiring the face of the next generation must be as diverse as Canada police are lagging other sectors in the targeted recruitment and retention of the next generation of talent 	
4. HR planning and management - improve	<ul style="list-style-type: none"> high quality, high performing talent in policing will not just happen better HR planning and management essential - integration drives efficiency and effectiveness 	

Many of the areas of concern can apply to issues arising at the Fredericton Police Force. The above research illustrated the changing environment in policing and the shrinking capacity to get the work done. The next graph illustrates the magnitude of change that has occurred in the City of Fredericton. Although our population has remained relatively stable, the magnitude of crime has increased when compared to 1980 figures.

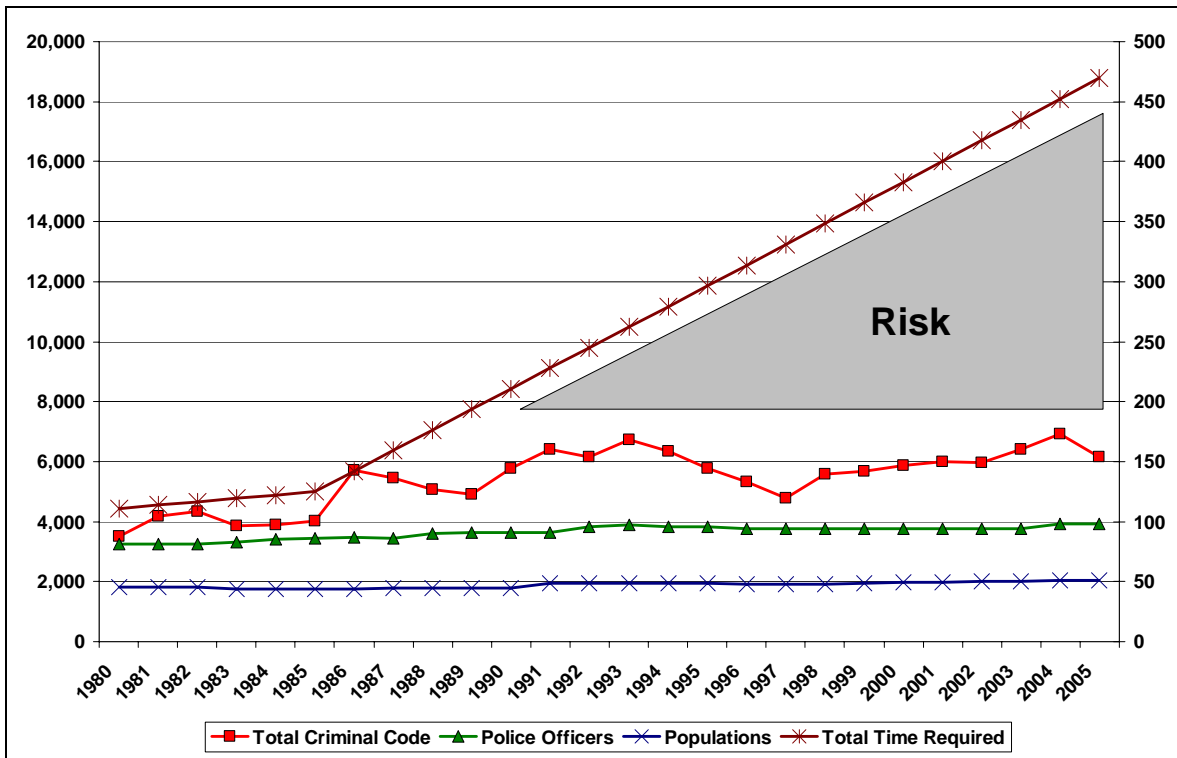


In 2004, Fredericton reached a 96% increase in total criminal code occurrences when compared to 1980, and a 76% increase in 2005. The Fredericton Police Force complement has only increased 21% since 1980 figures from 81 officers to 98. The graph below illustrates the number of occurrences that have occurred over the last 25 years. This represents an increase in occurrences of 76% when 1980 figures are compared to 2005.



There are clear legal rulings and legislative changes that are forcing much of this increase (without providing for increased resources), but there appear to be other increases in administrative work as well. Of particular interest is the major increase in the time to prepare a case for Crown and to work with Crown towards actually laying charges. This time has increased substantially and is worth additional research to separate the legal, from the administrative and communication issues involved.

Similarly, it would be of particular importance to explore in more detail the decrease in offences cleared by charge to directly assess whether this is tied to reduced police. The graph below illustrates the symptoms of risk applied to the Fredericton Police Force. The Force is becoming increasingly reactive and there is risk to the number of files that may not be investigated.



BACKGROUND OF PROJECT

Many police agencies in Canada are facing the same difficulties as seen in Fredericton. In a national environmental scan conducted in 2004, the report identified seven key global and domestic risks that would impact the policing environment. These impacts included demographics, society, economy, politics and governance, science and technology, environment and public safety and security. Of these factors, manpower issues, demographics both internally and externally, the changing criminal activity, and increase in workload will have direct impact on the policing community. One such example would be as demographics in a community change, there is the possibility of an increase in the fear of victimization reflecting a change in the role of police officers. Policing communities nationally are having difficulty acquiring and retaining police officers and this trend will continue over the next five years.

This document is in response to the project charter created and adopted in January 2006 in which *The Future of Policing in Fredericton: A 5 Year Plan* project began. The outcome of the project is the completion of this document (hereafter referred to for the purpose of this document as *The Plan*) to address the following risks that were identified at that time:

- **Human Resource Issues:** As the market for police officers becomes more competitive and as older officers retire, human resources issues such as acquiring and retaining members will increase in importance. The Fredericton Police Force will have to adapt and change in order to retain and attract new members. Other issues to be addressed under this factor would include performance and development, training, personnel issues, working environment and wellness.
- **Providing Police Service:** The original zoning structure was put in place during the early 1980's based on population data from that era. The City of Fredericton has expanded throughout the past twenty-five years and will continue to expand in the future. Ensuring policing is being provided effectively and efficiently throughout the City of Fredericton requires an evaluation of not only the current zoning system but also the current organizational structure and deployment of personnel, both civilian and police.
- **Community Based Policing:** Community Based Policing was introduced in Fredericton in the mid 1980's. After the introduction of Community Based Policing an evaluation was conducted in the form of a citizen feedback survey. With the onset of changes in policing and the evolution of Community Based Policing since the mid 1990's, it is time to re-evaluation this service.
- **Technology Issues:** Policing today has changed greatly in the last decade. As technology advanced faster than the introduction of television and the telephone, the impact of this advancement is also being felt in the policing community. An analysis of the use of current technology in the Fredericton Police Force needs to be conducted to ensure the Force is utilizing information technology efficiently and effectively.

The charter discussed the potential business impacts of not addressing the above noted risks as the:

- inability to attract talented individuals to the organization.

- inability to retain current resources due to loss of retirement and to other agencies.
- ineffective distribution and use of resources resulting in inadequate policing of the City of Fredericton.
- increase risk to safety and quality of service.
- increase costs due to insufficient allocation of resources to provide policing to the citizens of Fredericton in the future.
- technology impacting on the ability to conduct everyday police business.
- inefficient use of technology and personnel resource time.

This comprehensive plan encompasses feedback and input from a variety of stakeholders; work conducted by two outside consultants and two internal working groups and general industry research. The following plan will supply senior police management, City Council and the City Administrator with options for enhancing and providing a safe place for the citizens of Fredericton to live, work and play in the future. The ultimate goal of the 5 Year Plan is to move the Force towards the achievability of its vision statement contained in the Force's Strategic Plan:

The Fredericton Police Force will be the recognized leader in providing quality police services to meet the public safety needs of the community.

The Future of Policing in Fredericton will ensure the level of service to the citizens of Fredericton is both progressive and high-quality, while adapting to the changing needs of society. The Force must ensure that they are efficiently and effectively:

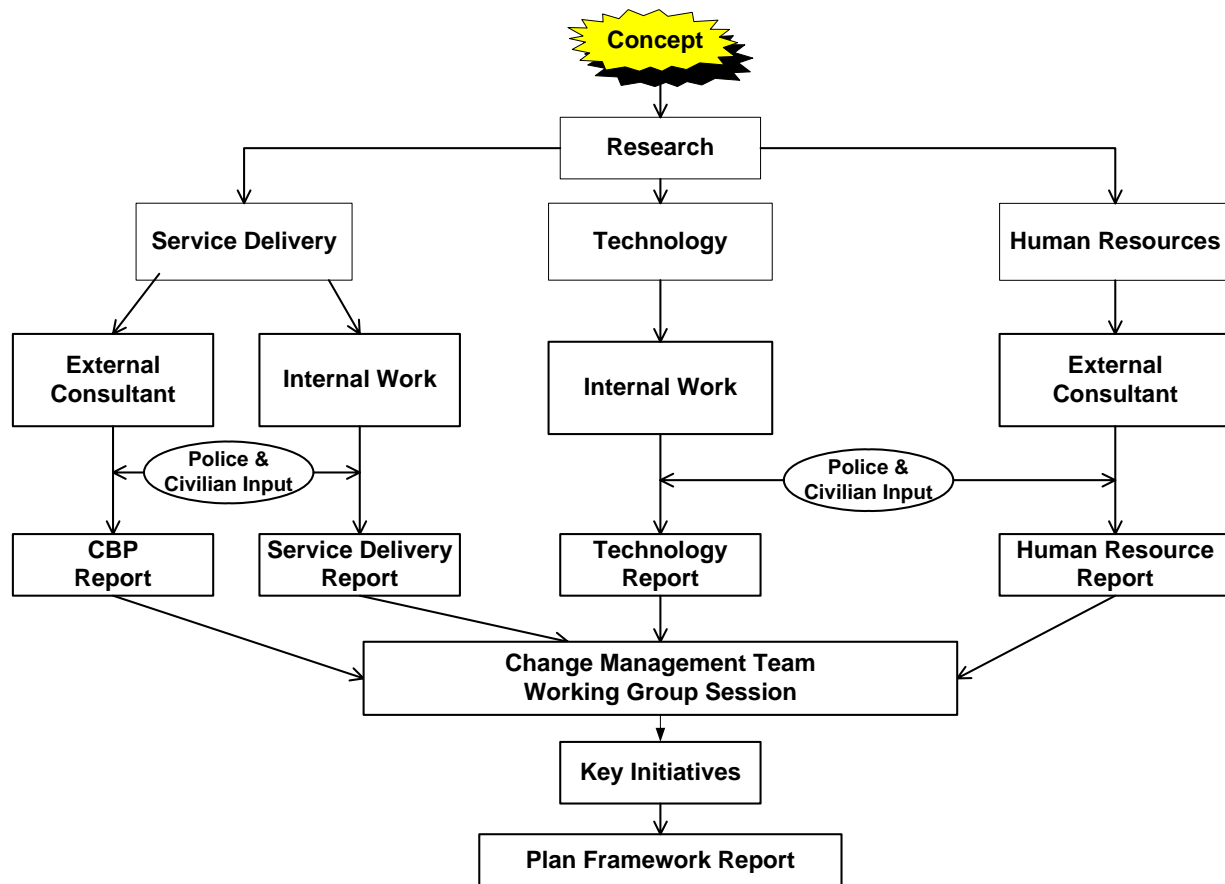
- providing policing services,
- allocating police and civilian resources,
- using current technology appropriately,
- deploying personnel throughout the city,
- providing effective Community Based Policing, and
- retaining and recruiting top police officers.

THE PROCESS

The next section of this document will discuss the process of research that was conducted by two outside consultants and two inside working groups. The project and this document will discuss the main sections of research. The research sections are community based policing, human resources, service delivery and technology. These four areas are key to the Forces success in the future to meet the needs of the citizens of Fredericton.

This project diagram below shows the process for completing the five-year plan. The main areas of research are: Service Delivery, Technology, and Human Resources. The service delivery component encompasses Community Based Policing and general service delivery. Each of the research components received input from a variety of sources. The results from the four research reports have provided the key initiatives identified in this document to formulate the 5-year plan framework report. The final report is referred to as a framework document because it is a living document, changing when necessary over the next five years.

5 Year Plan Process



Following the City of Fredericton's tendering process and in conjunction with the City's purchasing division; four requests for proposals were issued nationally on the four research topics. Although interest was received in all four areas, two areas did not receive enough interest and were not pursued externally at that time. Teams of individuals, city and police personnel were gathered to review the proposals received under the community based policing and human resource issues research.

The scope of the Community Based Policing research included an evaluation of how we deliver community policing in the City of Fredericton, including the deployment of community officers, property allocation, and community service delivery. The research and best practices conducted by the outside consultant provided twelve recommendations.

The consultant for the Community Based Policing was Dr. J. Sauvageau, an Associate Professor with the Department of Criminology and Criminal Justice at Saint Thomas University. Dr. Sauvageau obtained his doctorate in Criminology in 1998 from the Université Catholique de Louvain, Belgium. He has been involved in various police research and evaluation projects over the past 15 years, beginning with his M.A. (Criminology, University of Ottawa, 1992) dissertation on the inner workings of the Quebec Police Commission. As part of the research conducted by Dr. Jean Sauvageau, one-on-one interviews, focus groups, and a survey were completed.

Another area of research was regarding Human Resource Issues (HR), or the "people stuff", one of the Force's most important strengths. The human resource research included: recruitment and retention, quality of work life and environment, training, wellness and access to employee assistance programs. The firm of Deloitte was contracted to conduct the research. As part of the research contract, this HR company conducted one-on-one interviews and several internal focus groups. The objectives of the project were to:

- review the HR issues within the Fredericton Police Force;
- engage and solicit input from the Force through interviews and focus groups; and,
- provide clear recommendations on a broad base of HR issues including general personnel issues, training, wellness and work environment and others that may arise.

The scope of the general service delivery research was to evaluate the current organizational structure and service delivery of the Fredericton Police Force including: human resource requirements, allocation and deployment. The final report contained recommendations for improved efficiencies with respect to the Fredericton Police Force organizational structure and general service delivery issues. An in-house committee completed this work.

The final area of research was an evaluation of technology usage in the Fredericton Police Force. This included identifying technological gaps and making recommendations to improve the efficient use of technology within the Fredericton Police Force.

THE RESEARCH METHODOLOGY

COMMUNITY BASED POLICING RESEARCH

The scope of work for this research included an evaluation of the current status of how we deliver community policing in the City of Fredericton including the deployment of community officers, property allocation, and community service delivery. The results of this research would ultimately lead to making recommendations for improvement based on the research and best practices specifically relating to Community Policing. The following key points were to be considered:

- The primary goal of the project is to conduct a re-evaluation of the current Community Based Policing in the City of Fredericton.
- Research should include discussion with key members of the Force through such tools as one-on-one interviews, surveys and focus groups.
- Research should include discussion with key stakeholders in the City of Fredericton.
- Provide clear recommendations including, but not inclusive, the role of community based policing in the City of Fredericton, resource allocations and deployment.
- Research will include a literature review of best practices in Community Based Policing in Canada.
- The successful consulting firm will be asked to provide a full report to the Chief of Police in both paper and electronic format.
- The successful consulting firm will be asked to provide a presentation to Police Senior Management on their findings.

Research Methodology

- ✓ The research and best practices conducted by the outside consultant provided twelve recommendations.
- ✓ The consultant for the Community Based Policing was Dr. J. Sauvageau, an Associate Professor with the Department of Criminology and Criminal Justice at Saint Thomas University.
- ✓ As part of the research conducted by Dr. Jean Sauvageau a literature review, one-on-one interviews, focus groups, and a survey were completed.
- ✓ Stakeholders contacted:
 - Force wide survey.
 - Interviews with City Administrator, Assistant City Administrator, Councilors, and police Inspectors.
 - Focus groups with Staff Sergeants and members, current and past, of the Community Policing Section.

Summary of Findings

- The study reveals that the vast majority of the participants believe that community policing is a valuable and desirable initiative for the City of Fredericton.

- Most participants also remembered a time, around the mid- to late-1990's, when community policing was delivered in a fairly satisfactory manner. Ongoing staffing issues within the Fredericton Police Force resulted in a change of priorities in the last few years, relegating the Community Policing Section to the role of back-up unit, its members more and more often filling in the gaps experienced by other units.
- Some dissatisfaction was expressed, specifically by the members of the Fredericton Police Force, with respect to the situation of community policing offices in close relation to municipal wards.
- Among the most significant recommendations made in this report are:
 - the necessity to strongly reaffirm the priority of community policing for the Fredericton Police Force;
 - to establish a clear set of goals and objectives; and
 - to reduce the number of community policing offices and locate them in response to concretely identified community crime prevention and safety needs.

HUMAN RESOURCE RESEARCH

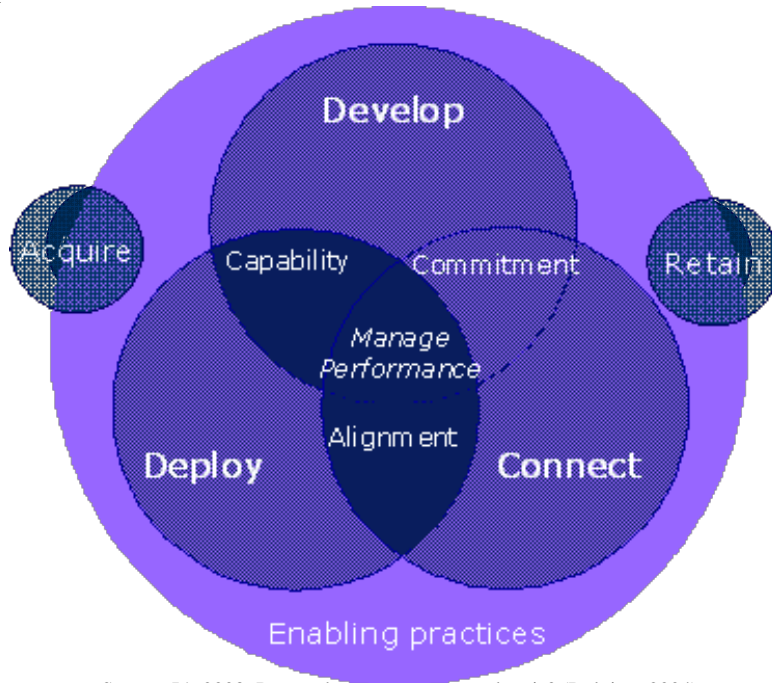
The scope of work for the review of human resource issues in the Fredericton Police Force included areas such as: recruitment and retention, quality of work life and environment, training, wellness and access to employee assistance programs. The following key points should be considered:

- The primary goal of the project is to conduct a review of the human resource issues in the Fredericton Police Force.
- Research should include discussion with key members of the Force through such tools as one-on-one interviews, surveys and focus groups.
- Research should include discussion with key stakeholders in the City of Fredericton.
- Provide clear recommendations including, but not inclusive, general personnel issues, training, wellness and work environment.
- The successful consulting firm will be asked to provide a full report to the Chief of Police in both paper and electronic format.
- The successful consulting firm will be asked to provide a presentation to Police Senior Management on their findings.

Research Methodology

- ✓ The research and best practices conducted by the outside consultant provided twenty recommendations.
- ✓ The consultant for the human resources research was Deloitte & Touche LLP and affiliated entities.
- ✓ A series of interviews conducted with the Chief, Deputy Chief, all Inspectors and Staff Sergeants, the Coordinator of the Victim/Witness group, the City's Human Resource Manager and the Manager of Organization Development.

- ✓ Three focus groups, using a representative sample from across the divisions, and including Constables, Corporals, Sergeants, and Civilian members. The Coordinator of Research and Planning randomly selected staff.
- ✓ The identification and analysis of HR issues were completed using the “Develop-Deploy-Connect Model” as a framework, which focuses on the retention and engagement of talent, which is a primary concern of the leadership as they engage in the creation of a five year plan.



Source: It's 2008: Do you know where your talent is? (Deloitte: 2004)

<p>Develop – seeks to ensure that employees have the opportunities, experiences, and guidance that will enable them to be successfully deployed and connected to their work. The support, resources, information, and learning opportunities provided to management and employees will systematically target and improve their performance.</p>	<p>Connect – seeks to ensure that the existing link between the strength and diversity of social networks and an employee’s influence, or social capital, are taken into account to enhance the quality of interactions within the organization and knowledge flows. Social capital determines one’s ability to gain access to information, solve problems collaboratively, and achieve goals.</p>
<p>Deploy – seeks to ensure the correct candidate is matched to a critical job, with an organization’s continuous focus on its critical talent to ensure that the employees’ skills, interests and capabilities evolve in line with strategic objectives. The central idea is that with the proper experiences, support, and connections, employees will master roles for which they were not originally trained.</p>	<p>Enabling Practices – supports the achievement of the develop, deploy, and connect objectives by providing an environment that enables all three dimensions to work together for the achievement of capability, commitment and alignment of talent and the organization’s strategic objectives. Supporting these dimensions would include the organization’s senior leadership style and approach, and the human resources practices.</p>

Summary of Findings

- The Fredericton Police Force is an organization in transition both operationally and culturally.
- The Force is experiencing resignations of experienced Constables. Over the past five years several of those who have resigned from the Force left to work for other police agencies.
- There are several members at the operational and leadership level who are currently eligible and ready, or are preparing to retire in the next five years. This will leave the Force vulnerable in the Constable, Staff Sergeant and Inspector ranks. Currently, there is no formal succession plan or talent management plan in place to address these risks.
- The complexity of work has increased while overall staffing levels have remained constant. Data suggests that the number of steps required to clear a file have increased.
- The Force is currently in transition under new leadership. As a result, members are becoming anxious about the new environment and are closely watching the new leadership to see if their vision will come to fruition and if the Force will operate in a different fashion.
- There is a gap between the human resources services currently provided and those required. Members, management and leadership have identified the need for more strategic services that will support the development of the Force in alignment with its new culture and strategic objectives.

TECHNOLOGY RESEARCH

The scope of work for the Technology Issues was stated as follows:

The scope of work will include an evaluation of technology usage in the Fredericton Police Force, which will include identifying technological gaps and making recommendations to improve the efficient use of technology within the Fredericton Police Force.

This completed report was a recapitulation of the information submitted by the sub-committee as well as a suggested road map for the next steps. The report focuses on long-term initiatives and capitalizing on lessons learned within the technology community and the policing community. The intent of this report is to provide recommendations to best support delivery of policing services and to maximize existing technologies being supported by corporate IT.

Research Methodology

- ✓ The research and best practices conducted by an internal working committee provided seven recommendations.
- ✓ The internal working committee was chaired by Inspector B. Blackmore, O I/C Criminal Investigations and M. Abbott-Charters, Administrative Support Manager.

- ✓ As part of the research conducted for the technology report, several meetings with the working committee were held and the sub-committee reviewed previous documentation from the Fredericton Police Force Technology Steering Committee.
- ✓ The technology sub-committee completed an analysis of software currently in use by the Force and the following diagram, provided in the final report, illustrated the relationship of the various systems.



Relationship of Police Systems

- Basic Systems:** Falling within the category of ‘basic systems’ are the core function software systems. This includes CAD, RMS, MDT, and MRE. While Figure 1 is meant to cover only police systems, there are other software systems that are not specific to police operations that would also fall into this category. These would include the Microsoft Office products as well as the Police Internet and Intranet websites.
- Enhanced Systems:** The Versadex products provide for the enhancement of the basic systems by offering various modules such as Court Assist, Ticket Control, Property, etc. They also allow for external vendors to connect to various modules to further enhance the capabilities of the basic systems. Software systems falling into the enhanced category include AVL, FIMS, Livescan, Automated Ticketing and Document Imaging.
- Advanced Systems:** There are software applications being developed on an ongoing basis, by various vendors, to leverage the robust basic systems. Applications such as Voice Command Recognition and Voice Data Recognition would be included in this category. While the hooks may not initially exist to tie these applications to the basic systems, Versaterm evaluates its clients’ requests for specific advanced systems and works with third party vendors to allow for connectivity.
- Leveraged Systems:** There are numerous non-police agencies that maintain independent databases containing information of interest to police departments. Conversely, information from individual police departments is often of interest to the non-police community. The supply and demand of reciprocal information is handled in various ways, either through an interface or through independent connectivity to the external database.

Systems in this category include CPIC, JIS, LEIP, ACIIS, and the Department of Motor Vehicle (DMV).

Support Systems: Surrounding and supporting all of the systems mentioned above are the ‘support systems’. The support systems provide for system upgrades, ever-greening, training, sustainment and planning. The complexity of the standalone products coupled with the intricacies of the integrated products require reliable support systems to ensure stability in the working environment.

Summary of Findings

- Evaluate priorities related to technology.
- Align our technology needs with the Corporate IT strategy to help us develop well thought out road map.
- Leverage current technology and work closely with Corporate IT to identify areas of mutual interest.

SERVICE DELIVERY RESEARCH

The scope of work was to evaluate the current organizational structure and services delivered by the Fredericton Police Force including: human resource requirements, allocation and deployment.

The exercise of addressing “*service delivery*” goes well beyond realignment of the organizational chart. The task would require the re-alignment of sections and services, roles and responsibilities under each division. A review of the services the Fredericton Police Force currently provide was not included in the scope of this project, but viewed as a requirement for future review. This review would determine what services are being provided and are the services being delivered in the most efficient and economical way.

To identify “*services*” we must consider,

- those services we currently provide and wish to maintain,
- those no longer of value and
- any new internal/external services that should be provided to address needs, .

Research Methodology

- ✓ The research and best practices conducted by an internal working committee provided numerous ideas.
- ✓ The internal working committee was chaired by Inspector S. Clowater, O I/C Personnel Support and Inspector G. Cook, O I/C Patrol/Community .

- ✓ One-on-one discussions were held with the NCO's, other inspectors, staff sergeants and selected individuals with pertinent information.
- ✓ To identify "services" we must consider,
 - those services we currently provide and wish to maintain,
 - those no longer of value and
 - any new internal/external services that should be provided to address needs

Summary of Findings

- Realignment of work groups and the creation of new ones in order to maximize efficiency
- Review mandates of operational and support groups
- Reallocation of resources where logical
- Addition of new resources, both police and civilian, where needed.

OPEN HOUSE AND ONLINE SURVEY RESULTS

Two open houses were held, one on the north side and one on the south side in the City of Fredericton. The open houses were sparsely attended. At the open house, police senior management and staff sergeants asked four main questions to the individual in attendance. The following is a brief summary of the concerns raised by the citizens.

Question 1: What's the role of the citizen when it comes to policing?

Citizens role in policing... Partnerships
Reporting crime
Active role

Question 2: Policing in your neighbourhood, what should it look like?

Future in policing... Growth
Personable
Professional
Active in schools

Question 3: What do you want your police force to look like in the future?

Policing in your neighborhood, what should it look like...
Visibility, walking the beat, bike patrols

Question 4: What are your concerns?

Concerns...

Absent land lords
Sidewalk safety
Noise
Traffic
Elderly concerns

An on-line survey consisting of fourteen questions was presented on the Fredericton Police Force Internet site. The survey was located on the website for a period of approximately four weeks. A total of 69 people completed the survey on-line. The following quoted percentages and findings are a reflection of the completed surveys.

The following are some of the results...

- The majority (90%) ranked the City as a good/excellent place to live.
- The majority (70%) are satisfied/very satisfied with the overall quality of service provided by the FPF.
- Ranked the following top perceived problems
 - Serious: drug related offenses and break & enters
 - Somewhat Serious: sexual assaults, fraud & alcohol related offences
 - Not a problem: hate crime & organized crime
- Utilization of more resources
 - Drug enforcement
 - Foot/beat patrol
 - Police patrols
 - Crime prevention
 - Youth
 - Traffic
- The majority of people (76%) knew where their community office was located but did not know their community officer (72%).
- Top two factors limiting the FPF in the next five years were funding and manpower/resources.
- The majority (68%) supports the creation of north and south side satellite offices.
- The majority (93%) supports the addition of a downtown foot patrol.
- The majority (79%) would support an increase in their tax rate to ensure Fredericton remains a safe place to live.

CHANGE MANAGEMENT PLAN

The Fredericton Police Force Change Management Team is lead by the Chief of Police and the Deputy Chief of Police. The team membership consists of the three Inspectors and the three Staff Sergeants, the Administration Support Manager and the member of Research & Planning.

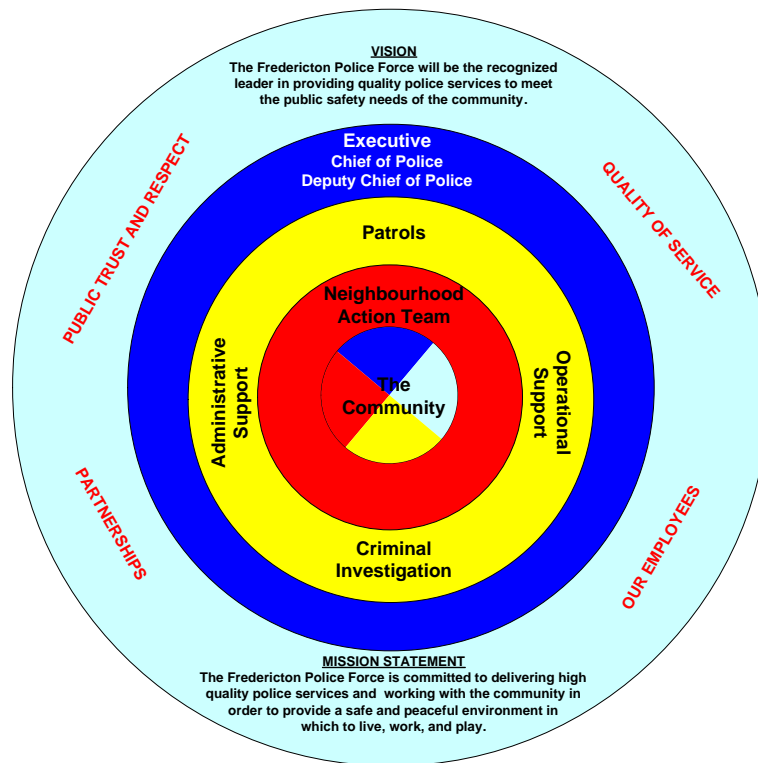
The next step in the 5 Year Plan is the creation of the Change Management Plan. This will be completed in conjunction with the Change Management Team. The results of the plan will include a list of the recommendations; the objectives of each recommendation and the resources and or working groups / teams required to achieve the objectives.

As the Force membership moves through the various phases of change, it is critical for senior management and the change management team to be consistent throughout the transition focusing on the following actions:

- to continue to communicate to achieve buy-in;
- to empower action, and
- to create short-term wins.

These areas of action can be achieved through constant open communication and the assistance of the membership, both police and civilian, by the creation of working groups, focus sessions and teams.

As part of the development of the 5 Year Plan, the Change Management Team will work together to achieve a common understanding of the vision and elements of the desired culture for the Force. The Change Management Team will work together to develop strategic priorities.



RECOMMENDATIONS

The Fredericton Police Force plans on focusing on the following recommendations under the four broad categories: deployment, partnerships, professionalism and workforce to enhance the efficiency and effectiveness of its services. These recommendations will be achieved within the context of the 5-year plan.

	Year 1	Year2	Year 3	Year 4	Year 5
Recommendation	2007	2008	2009	2010	2011
I. Deployment					
1. FPF reaffirmation of the Community Policing Philosophy.					
2. Cross-Divisional Communication					
3. Redesign Shift Schedule.					
4. Driver License Scanning Technology acquisitions.					
5. Managing Police Technology.					
6. Mandate review.					
7. Downtown Foot Patrol (Completed)					
8. Creation of Neighborhood Action offices.					
9. Creation of the Neighborhood Action Team.					
10. Creation of the N.A.T. Advisory Group					
11. Creation of a Media Liaison.					
12. Platoon Complement.					
13. Creation of Professional Standards.					
14. Reorganization of the Training Section.					
15. Creation of a dedicated Force Employee Development Advisor.					
16. Creation of a dedicated unit for Drug Crimes.					
17. Reorganization of the Family Services Unit to a unit dedicated to Special Victims.					
18. Civilianize the position of Summons Server/ Crossing Guard Coordinator.					
19. Reorganization of the Fraud Section to a dedicated unit for Economic & Technical Crime.					
20. Increase Major Crime complement.					
21. Civilian Administration Support Staff Compliment.					
22. Creation of civilian Assistant Administration Manager.					
23. Redesign of the FPF Organizational Chart.					

	Year 1	Year2	Year 3	Year 4	Year 5
Recommendation	2007	2008	2009	2010	2011
II. Partnerships					
24. School Community Offices					
25. Creation of a Police and Information Technology Service Level Agreement.					
26. Creation of a FPF Social Committee.					
27. Self-Serve Customer Services.					
III. Professionalism					
28. Continue to implement Performance Management System.					
29. New NCO's Office Space.					
30. Community Policing Forcewide Training.					
31. Develop Performance indicators for Community Policing.					
32. Development of Strategic talent management plan.					
33. Develop communities of practice for Corporals and Sergeants.					
IV. Workforce					
34. Workload Analysis & Allocation of Resources Review.					
35. Undertake initiatives to further develop employee engagement and connection with the Force.					
36. Recruitment Strategy					
37. Career Paths.					
38. Develop a framework for sharing corporate knowledge.					
39. Review Work-Related Stress and Employee Wellness.					
40. Work towards a high level of Human Resource Management.					

RECOMMENDATIONS

SECTION I DEPLOYMENT

Deployment refers to when, where and how staff are assigned. These recommendations focus on increasing the efficiency and effectiveness by which the Fredericton Police Force deploys its resources. Regardless of budgets or staffing levels, the goal of the department should always be to do things better and smarter.

Deployment strategies focus on the priorities of Fredericton Police Force identified services of incarceration, incident response, internal investigations, investigations, non-police education, pro-active policing, problem oriented policing, and victim/witness services. These strategies include all four divisions of the Fredericton Police Force including community policing, the expanding role of patrols, criminal investigations, and personnel support. These recommendations are for both sworn and civilian members.

1. FPF reaffirmation of the Community Policing Philosophy.

Recommendation: The FPF reaffirms its commitment to community policing philosophy.

Timeline: Immediate, completed late 2006/early 2007.

Description: The FPF reaffirms its commitment to a community policing philosophy. The main elements of this reaffirmation are to set clearly written community policing goals and a community policing philosophy for all members of the FPF and specifically the members of the newly created Neighborhood Action Team.

This recommendation is tied directly to other community policing recommendations. The following are the recommendations in order of implementation:

- Step 1 - complete recommendation #10,
- Step 2 - complete recommendation # 9 - Neighborhood Action Team,
- Step 3 - complete recommendation # 29 – community policing Forcewide training and
- Step 4 - complete recommendation # 30 – developing performance indicators for community policing.

Resource implications: A focus session of members consisting of a variety of rank and file, and divisions. This is a one time brainstorming session. The group would utilize the research found in the Re-evaluation of Community Policing report. This should include members of the N.A.T. Advisor Group.

Financial implications:	This would involve in-house resources, therefore, there would be no financial implications.
Public Safety Service Impacted:	Problem Oriented Policing & Pro-active Policing
Projected impact on Service Performance Measures:	The projected impact on service performance measures will be providing the citizens of Fredericton and the police with preemptive measures to enhance public safety and improve the quality of life. This will be accomplished through the identification of crime and disorder within specific areas by making recommendations and/or implementing solutions.

2. Cross-Divisional Communication.

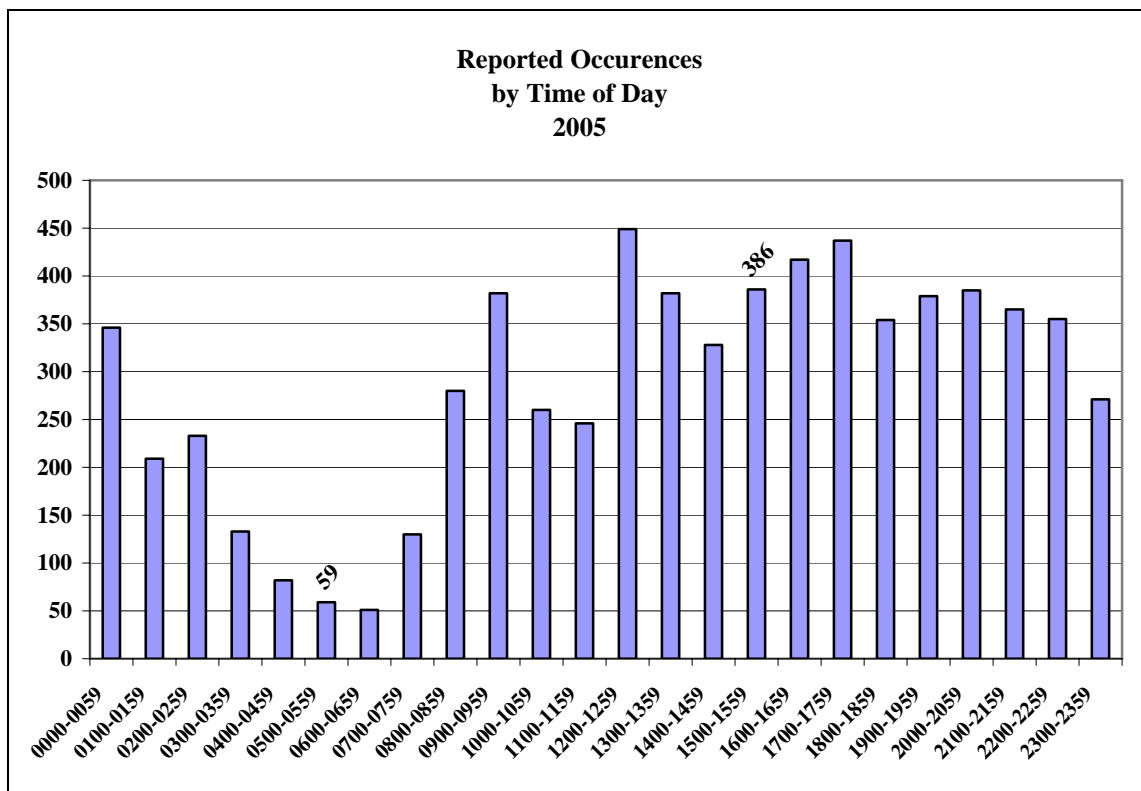
Recommendation:	The FPF will construct a working committee to research ways to enhance communication between interdepartmental divisions i.e. closing the communication loop through enhanced service such as briefings, 'hot sheets', the intranet, under-laps and de-isolating community officers.
Timeline:	Long-term, Year 1 - 5
Description:	That the FPF takes into consideration the development of regular contact for direct (face-to-face) and indirect (written) communications between Community Police Officers, their supervisors, managers, and fellow officers in the other sections and divisions in order for all members to be kept informed of situational developments and to maximize cooperation within the FPF and in the Fredericton community. Communication is a key component reiterated throughout these recommendations and is seen as a crucial component to the success of the 5-year plan.
Resource implications:	An on-going in-house committee (Cross-Divisional Communication Committee) will consider methods and strategies to improve this communication. This new committee should establish accountabilities to accomplish this work.
Financial implications:	There are no financial implications at this time.
Public Safety Service Impacted:	Problem Oriented Policing & Pro-active Policing
Projected Impact on Performance measures:	The potential performance measures impacted under all public safety services is improved internal communications and dissemination of information to enhance public safety in the City of Fredericton.

3. Redesign Shift Schedule.

Recommendation: The FPF will investigate the specifications, schedules and resource allocations required for 12-hour shift partial under-lap or the introduction of a “heat shift”.

Timeline: Immediate, Year 1.

Description: The current FPF platoon system allows for 24/7 coverage of policing in the City of Fredericton. There are presently four platoons working a 12-hour shift, on a rotation of 4 days on/4 days off. The shifts begin at 7 am and 7 pm. Statistics indicate that reported occurrences peak and dip throughout the 24-hour period. This is illustrated in the data below for the cumulative year of 2005.



Resource implications: The review and research will be completed through an **in-house working committee** (Shift Schedule Working Committee). The committee should contain a member from the Union Executive and members from a variety of different sections within the Force. The full resource implications will have to be revisited once the research has been completed.

Financial implications: This would involve in-house resources, therefore, there would be no financial implications at this time. The research should include the running of a pilot study. Upon completion of the research, further recommendations will be made to senior management and budgetary implications will be reviewed.

Public Safety
Service Impacted: Incident Response

Projected Impact
on Performance
measures: The potential performance measures impacted under the service of incident response ensures the continuation of the current level of response to calls are handled in accordance to established priorities as determined for the optimum preservation of life and property.

4. Driver License Scanning Technology Acquisition.

Recommendation: The FPF purchase Driver License Scanners to support initial query function.

Timeline: Immediate, Year 1.

Description: Currently, several national police agencies are piloting automated ticketing in conjunction with Versaterm. In keeping with the single source of data entry philosophy, the technology would allow officers to scan drivers' licenses, upload the person specific information into the ticket module and produce an electronic ticket from the car or any other mobile environment. The captured information would be held in a queue for validation prior to being uploaded into the live RMS system, ensuring timeliness and accuracy of ticket entry. The DL scanner is supported with the last update to the MDT software. These scanners are the first step towards a fully automated ticketing system.

Resource implications: The review and research has been completed as well as initial research conducted by the IT Division to recommend the type of DL scanners required for our systems and integration. This issue will be piloted through the **Fredericton Police Force Technology Steering Committee**, which contains representation from the City IT Division.

Financial implications: The first pilot phase would allocate the purchase of four DL scanners for use in the traffic section. This project will cost approximately \$450.00 (\$113 per unit) based on 2006 costing estimates.

Public Safety
Service Impacted: Incident Response and Pro-Active Policing

Projected Impact
on Performance
measures: The potential performance measures impacted under the services of incident response would decrease the amount of time required by the officer and reduce the possibility of user-error during routine traffic stops/checks therefore potentially reducing the overall time required by the citizen.

5. Managing Police Technology.

Recommendation: The FPF task the FPF Technology Steering Committee with conducting business process improvements (BPI) on mug shot software solution, document imaging, and specific activities identified by the Technology Steering Committee.

Timeline: On-going, Years 1 to 5.

Description: The Force has been utilizing the integrated FIMS product to offer mug shots on in-house and in police vehicle computers. FIMS is a product that has not been enhanced beyond its original release and vendor support has been provided through Versaterm. The FIMS vendor, PSP, has advised that it does not intend to offer upgrades and, as such, the support contract with PSP was discontinued earlier in 2005. While the FIMS product is fairly stable, it will not be sustainable in the long-term. Corporate IT has offered to work with the FPF and Versaterm to identify vendors offering mugshot technology. A BPI will be undertaken with the parties to research and implement a replacement for the current FIMS software.

For the duration of the 5 year plan, BPI's or business plan should be completed according to the identified priorities by the FPF Technology Steering Committee on a number of areas that support mobility in the field such as document imaging, on-line reporting, connectivity to N.A.T. offices, wireless surveillance, and PDAs.

Resource implications: The resource allocations for this recommendation is currently in place through the use of the **FPF Technology Steering Committee**. This committee is made up of various members of the Force including the Inspectors and Staff Sergeants from each division, Research and Planning, Administration Manger and is chaired by the Deputy Chief of Police. Two senior project managers from corporate IT are also members of this group.

Financial implications: The Force will add a budgetary line of \$5,000 in the 2007 budget to allow for members of the Force to conduct technology research through site visits to other agencies.

Public Safety Service Impacted: Varying impact on all police public safety services.

Projected Impact on Performance measures: The potential performance measures impacted under all the police public safety services would enhance the efficiency and effectiveness of the civilian and police members of the Force through the use of approved technology.

6. Mandate review.

Recommendation: The FPF undertake mandate reviews of the following sections: victim/witness, traffic, community crime, polygraph, and EFAP.

Timeline: Short term, Year 1 & 2

Description: The Force should conduct independent reviews of the following services: victim/witness section, traffic unit, community crime unit, polygraph, and EFAP. A working committee should be created to review and evaluate each of the services listed above.

As policing moves forward, several of the service mandates listed above were created in the late eighties and early nineties. These mandates need to be updated to ensure effective and appropriate service is being provided to the citizens of Fredericton.

Resource implications: Create a **Mandate Review Committee** consisting of 2 - 4 people to organize, run and tabulate information.

Individual focus sessions consisting of one half-day facilitated brainstorming session will be conducted. The focus groups should be made up of individuals from various divisions and various ranks. Civilian staff should be included where required. Members of this working committee will assist in other unit/section mandate reviews.

Financial implications: There are no financial implications at this time.

Public Safety Service Impacted: Varying impact on all police public safety services.

Projected Impact on Performance measures: The potential performance measures impacted under all the police public safety services would enhance the efficiency and effectiveness of all the sections reviewed by creating clear, up-to-date mandates to ensure the Force is delivering the services required to meet the changing needs of the citizens of Fredericton.

7. Downtown Foot Patrol.

Recommendation: The FPF deploy a downtown foot patrol.

Timeline: Immediate, completed.

Description: Fredericton's downtown core is a vibrant community with its own unique brand of activity that separates it from other conventional communities. The area is home to a variety of businesses and entertainment venues. A

rise in citizen/business complaints has caused the Fredericton Police Force to assess current problem solving methods in our downtown.

The FPF incorporates a traditional downtown “foot” patrol within the platoon/community structure designed to address associated complaints and concerns through relationship building, communication, and officer visibility. “Foot” patrol is defined as a given route or area to be covered enabling the officer to build partnerships with interested stakeholders intended to resolve any short or long-term problems within that particular community.

The responsibilities of these officers include the following non-inclusive list: officer visibility & interaction with citizens and community; working together with the community to problem solve; identification of relevant downtown issues and response through communication, education and enforcement of City By-laws, Provincial and Federal statutes; relationship/partnership building with interested Stakeholders (Ex. Downtown Business Development); NCOs should monitor activity and provide documented feedback regarding any issues; and officers will not be expected to conduct downtown "beat" during inclement weather or when staffing shortages exist.

Resource implications:

This is currently a pilot project. Patrol officers have already been assigned to these roles during selected designated times through Monday to Saturday.

- Platoon NCOs are to ensure assignment of at least 1 (one) downtown "beat" officer to the downtown "zone" (staff permitting).
- The Community NCO will ensure assignment of the officer(s) whose ward includes the downtown (when staff permits).
- Officers are to conduct "beat" patrol at the times and locations recommended, including Saturdays at the Market.

Financial implications:

This would involve in-house resources, therefore, there would be no financial implications at this time. Our ability to staff the downtown beat is directly impacted by the number of officers assigned to each platoon and policies regarding minimal staffing requirements. This is a pilot project based on current staffing levels, if this is to be allocated as a permanent assignment, resource requirements and costing implications will have to be revisited.

Public Safety Service Impacted:

Pro-active Policing.

Projected Impact on Performance measures:

The potential performance measures impacted under the service of pro-active policing would provide the citizens of Fredericton with pre-emptive measures to enhance public safety and improve the quality of life through the reduction in reported occurrences.

8. Creation of Neighborhood Action offices.

Recommendation: The FPF abolishes current ward community policing offices and reorganizes the structure to promote better community communications and services to the citizens of the City of Fredericton. The Force move to implement two centrally located satellite Neighborhood Action offices, one on the northside and one on the southside.

Timeline: Short term, Year 1, 2 & 3.

Description: The FPF invests its community policing resources in two satellite offices outside of the main station. One office is to be located in southside of the river and another on the northside. The satellite offices are defined as fully serviced drop-in centers providing citizens with a convenient location to obtain a variety of information from how to apply for criminal records check to how to report a crime.

These vibrant offices will house civilian staff reallocated from head quarters, the community resource section, the school community officers, the YJCA Coordinator and members from the community crime unit. The Saint Mary's First Nation office will remain in its current location, staffed by 2 officers. These officers will fall under the Neighbourhood Action Team umbrella.

It should be noted that the school offices are discussed under a separate recommendation.

Resource implications: The initial action would be to close the existing community offices by the end of 2006. The **N.A.T. Advisory Team** will function as a working committee to develop an implementation plan to create the satellite offices in 2007. Included in this plan will be a review of current in-house civilian and policing resources required for staffing the two satellite offices.

This working committee should include members from the **N.A.T. Advisory Group** (recommendation # 10).

The CBP consultant recommended that each satellite office is to be a vibrant office and should be open for extended periods of time and/or as the situation and needs in the area warrant. Once these locations are fully functioning, they should be extensively advertised to the population on a regular basis to maximize their use as drop-in centres for information, resources and referrals. These offices will also house 4 Community Crime Officers, 2 Crime Prevention Officers and Victim/Witness.

Financial implications: The costing for this recommendation needs to be developed further as the Force moves to implement both satellite offices. In year 2007, it is requested that the budgetary line for community offices, approximately

\$21,000, remains with the addition of \$29,000 to pay for required consulting fees and setting up of the initial satellite offices.

Public Safety
Service Impacted:

Pro-active Policing and Problem Oriented Policing.

Projected Impact
on Performance
measures:

The potential performance measures impacted under the services of pro-active and problem oriented policing would provide the citizens of Fredericton with preemptive measures to enhance public safety and improve the quality of life through enhanced accessibility to police services.

9. Creation of the Neighborhood Action Team.

Recommendation:

The FPF implement a newly designed Neighbourhood Action Team (N.A.T.) to be located in the satellite offices and reporting directly to the N.A.T. Advisory Group. See the new police organizational chart at the end of this section.

The N.A.T. needs to formulate the teams mandate.

Timeline:

Immediate, Year 1 & 2.

Description:

Currently, the FPF community division contains one sergeant and six constables. The newly designed structure would contain a Staff Sergeant in-charge of the N.A.T. North and N.A.T. South. Each team would consist of one corporal and four constables. This group would function out of the satellite offices along with four reallocated civilian staff, two per office, providing a variety of support services.

The suggested changes would move from seven police personnel performing community policing functions in isolation to a total of fifteen officers and four civilian staff working collectively for the community in solving specific community problems. The aim is for these officers to work a flexible schedule to allow for maximum resource allocations during identified problem areas or situation.

Resource
implications:

This would require the promotion of 1 staff sergeant and 1 corporal in 2007 plus the addition of 2 more constables in 2008. Upon completion of recommendation # 33 – the workload and resource analysis of police and civilian members, the assignment of the 4 full-time civilian members will require reallocation of and/or addition of civilian members.

Financial
implications:

The plan recommends the phasing in of the satellite offices beginning in 2006 and being completed in 2008. The resource financial implications in the first year would include the cost of promotion of one Corporal and one

Staff Sergeant. The financial implications for 2008 would include the addition of two new constable positions.

Public Safety Service Impacted: Pro-active Policing and Problem Oriented Policing.

Projected Impact on Performance measures: The potential performance measures impacted under the services of pro-active and problem oriented policing, would provide the citizens of Fredericton with preemptive measures to enhance public safety and improve the quality of life through the identification of potential neighborhood problems and the reduction in reported occurrences.

10. Creation of the N.A.T. Advisory Group

Recommendation: The FPF create a N.A.T. Advisory Group chaired by the D/Chief and consisting of members of the police senior management team.

Timeline: Immediate.

Description: A standing order needs to be struck designating the members of the **N.A.T. Advisory Group**. These members need to construct the N.A.T. Advisory group's roles and responsibilities as well as its mandate.

Resource implications: In-house resources will be utilized for the implementation of this recommendation.

Financial implications: There are no financial implications for this recommendation.

Public Safety Service Impacted: Varying impact on all police public safety services.

Projected Impact on Performance measures: The potential performance measures impacted under various police public safety services would enhance the efficiency and effectiveness of all the sections reviewed by creating a clear leadership role for the newly created Neighbourhood Actions Team.

11. Creation of a Media Liaison.

Recommendation: The FPF implement a newly appointed Media Liaison position.

Timeline: Short term, Year 2, 3 & 4.

Description: The Force currently has a Training and Media Section consisting of two police officers. It is recommended that a separate civilian Media Liaison

position be created to fill the media responsibilities of this section. This would require the separation of the current Training and Media section, with the training responsibilities remaining in the reorganized training section (recommendation 14). This recommendation will be phased in over a three-year period.

A City of Fredericton Leadership Development team prepared the job description and business case for this position. The police senior management team will review and approve the job description.

This position would be responsible for all outwardly facing services provided by the Fredericton Police Force. It would also be responsible for such tasks as webmaster/internet, the UNB Coop student, enhance volunteer services, the marketing for recruitment, and dealing with the media.

Resource implications: The resource allocation for this position would included the hiring of one civilian on a part-time contract as the Media Liaison for a period two years beginning in 2008 and 2009. During this timeframe, the roles, responsibilities and mandate of this position will be defined. This recommendation proposes that the position move to full-time in 2010. This would allot for the reallocation of one of the officers currently in the Media/Training Unit to another section/division.

Financial implications: The costing for this recommendation in the first two years is \$20,000 per year beginning in 2008. The costing of hiring of the civilian Media Liaison full-time would be prepared as a business case for 2010 at an estimated cost to the employer of \$19,183 (total salary = \$39,183).

Public Safety Service Impacted: Non-police Education.

Projected Impact on Performance measures: The potential performance measures impacted under the service of non-police education would be in improving external and internal communication by providing clients with information that meets existing and projected needs of the community to improve the quality of life. This service could be measured through client satisfaction via surveys, letters of appreciation and website usage.

12. Patrol Complement.

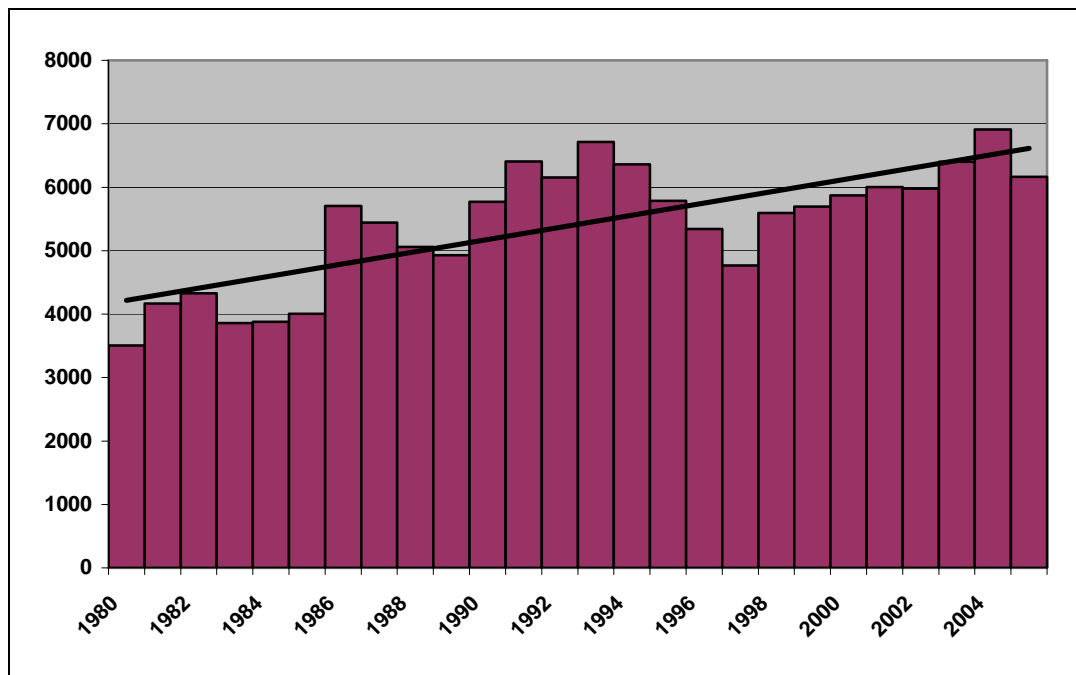
Recommendation: The FPF will increase the number of police officers in the patrol division by incremental increases on each of the four platoons reach a projected 15 police officers per platoon in 2011.

Timeline: Long term, completed by year 5

Description:

As the City of Fredericton expands and demands on policing increase, the regular platoon system will require an incremental increase in the number of police officers as well. Currently, there are four platoons that provide policing to the city 24 hours/7 days a week. Each platoon would consist of 1 sergeant, 2 corporals and 9 constables with minimum staffing requirement of 7 per shift. This plan proposes to increase each platoon by 3 additional officers by the end of the year 2011, to allow for a total complement per platoon of 15 officers. This would require the addition of 8 new police officers over the five-year plan. This would allow for one NCO to be allocated as the community liaison per platoon.

Fredericton's development sector is growing at a phenomenal rate in both the retail and the housing market. As the city continues to expand, the requirement for policing of box store developments and new streets is also increasing. The graph below illustrates the number of occurrences that have occurred over the last 25 years.



This represents an increase in occurrences of 76% when 1980 figures are compared to 2005. Notably, the Force has only experienced an increase of 21% in police personnel for the same time frame. The Force needs to research and determine the tipping point when the Force will be required to add a new zone due to an increase in population, increase in development and the changing nature of the citizens needs.

Resource implications:

This recommendation will be phased in over the next five, beginning with the proposed addition of 4 police officers in the year 2007 with an aim of increasing the each platoon from 12 officers to 15 members by the end of the five years. After the 2007 increase, an evaluation should be conducted to analyze the impact of the personnel additions.

Financial implications: The financial implications in the first year are an estimated salary cost of \$214,632 for the 2007 budget. A business case will be prepared for the 2007 budget. It is proposed to increase the patrol complement by 2 officers per year for 2008, 2009, 2010, and 2011.

Public Safety Service Impacted: Incident Response

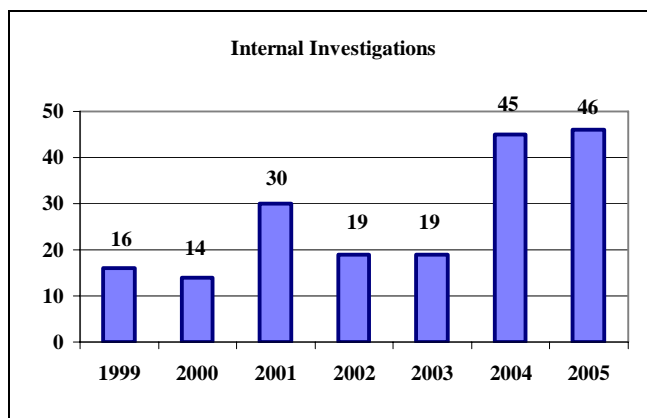
Projected Impact on Performance measures: The potential performance measures impacted under the service of incident response ensures the continuation of the current levels of response are handled in accordance to established priorities to optimize the preservation of life and property.

13. Creation of Professional Standards.

Recommendation: The FPF will add a new staff sergeant position to fulfill the role of Professional Standards.

Timeline: Year 1 & 2

Description: The professional standards staff sergeant within the police force is mandated to investigate all internal and external complaints received. In 2005 the Fredericton Police Force received 46 formal complaints with 24 or fifty-two percent (52%) being unfounded. Fourteen (14) were internally generated, while thirty-two (32) were externally generated complaints. The external complaints are received from the public regarding police personnel or service provided.



The roles, responsibilities and mandate for this section will have to be created. A **working group** (Professional Standards Working Group) consisting of S/Sgt Copp, senior management members and the union executive will complete this recommendation..

The working group to assist in determining the mandate, roles and responsibilities should host a one time Focus Session. A member of the Mandate Review committee should attend the focus session.

Resource implications:	The resource allocation for this recommendation would require the promotion of an officer to staff sergeant and the hiring of a new constable to back fill the appointment of this officer. It is recommended that this position be created in 2007 and filled by one of the Forces current staff sergeants. This would leave the 2 I/C of Personnel Support vacant for the remainder of 2007. It is recommended that the promotion for the Staff Sergeant, 2 I/C of Operations takes place in 2008.
Financial implications:	The financial implications are \$55,645 in 2008 based on the assumption that a sergeant will be promoted to staff sergeant. The dollar figure will change if a lower ranking officer is promoted.
Public Safety Service Impacted:	Internal Investigation
Projected Impact on Performance measures:	The potential performance measures impacted under the service of internal investigations will ensure the impartial investigation of all complaints against members or service provided by the Force. The potential measurement of this service is a decrease in citizen complaints that are founded and resulting in corrective action.

14. Reorganization of the Training Section.

Recommendation:	The FPF will reorganize the current Training and Media section to a dedicated training section containing one police officer and one civilian member.
Timeline:	Short term, Year 3, 4 & 5
Description:	<p>Police agencies have struggled nationally with the requirement to maintain consistent training to their personnel for years. As Atlantic agencies attempt to keep up with the training demands set out by legislation, several agencies are vying for the same few seats made available by the Atlantic Police Academy and the Canadian Police College. Standards for training are also becoming a relevant issue that can no longer be ignored.</p> <p>Continuous learning is becoming an important component for the attraction and retention of employees. Organizations who have invested in career development, performance management and continuous learning are considered desirable organizations to work for and increase the potential for recruiting and retaining high performers.</p>

A small **working group** (Training Working Group) should review the mandate, roles, and responsibilities for the training section. The group will also create the job description for the training specialist. This working group should include a member from the mandate committee, the Employee Development Advisor, a member from the current training section and others.

Resource implications: The resource allocations for this recommendation would require one officer, already assigned to this section and the addition of one civilian with training in the education field, holding a graduate degree in education, preferably in adult education.

This recommendation should be implemented over a three-year period by adding the civilian Training Specialist position as a part-time contract in 2009 and 2010, moving to a full-time position in 2011. By moving to a part-time civilian, one full-time police resource will be freed up to be reallocated to the Economic/Technical Crime section therefore enhancing police services.

Financial implications: The financial implications are \$20,000 for the first two years beginning in 2009. The estimated cost of hiring the civilian Training Specialist full-time would be prepared as business case for 2011 budget session at an estimated cost to the employer of \$22,569 (total salary = \$42,569).

Public Safety Service Impacted: Varying impact on all police public safety services.

Projected Impact on Performance measures: The potential performance measures impacted under all the police public safety services would enhance the ability of the Force to meet provincial and federal training requirements.

15. Creation of a dedicated police Employee Development Advisor.

Recommendation: The FPF creates the position of an Employee Development Advisor (EDA) to support to the Force.

Timeline: Short term, year 1, 2 & 3

Description: The Employee Development Advisor would be responsible for such programs as the Performance and Development system, personnel support, career development, retention and recruitment, and employee relations and wellness. The EDA will need to work closely with the Organization Development Manager and the Human Resources Division on HR administrative activities and City-wide wellness and leadership development goals. One dedicated Employee Development Advisor would be considered well within the benchmark ratio of 75:1 – 45:1 according to the Human Resource research.

Resource implications:	The resource allocation for this recommendation would included the hiring of one civilian part-time contract as the Employee Development Advisor for a period two years beginning in 2007 and 2008. During this time frame, the roles, responsibilities and mandate will be defined and determined. It is proposed the position move to full-time in 2009.
Financial implications:	The financial implications are approximately \$20,000 for the first two years implementation in 2007 and 2008. The cost of hiring the civilian EDA full-time would be prepared as business case for 2009 budget session at an estimated cost to the employer of \$12,569 (total salary=\$42,569).
Public Safety Service Impacted:	Varying impact on all police public safety services.
Projected Impact on Performance measures:	The potential performance measures impacted under all police public safety services would enhance the services provided internally for staff on human resource issues such as wellness, recruitment, performance management, career development and retirement.

16. Creation of a dedicated unit for Drug Crimes.

Recommendation:	The FPF create a dedicated section for Drug Crime under the Criminal Investigations Division.
Timeline:	Short term, Year 1 & 2.
Description:	<p>This recommendation is an extension of the drug strategy enacted to reduce crime by targeting the most significant root cause, illegal drug activity and abuse. In addressing the issue of drug abuse, the Fredericton Police Force enacted a strategy that focused on three main areas: <i>Education; Enforcement; and Partnerships</i>.</p> <ul style="list-style-type: none"> • Education - to communicate information that will empower the community in crime prevention activities and to understand the fact that drug abuse is a root cause of crime. • Enforcement - to investigate crimes and bring offenders to the courts in order that they may be dealt with according to law. The general and specific deterrence of further offences is an important goal. • Partnerships - to collaborate with community-based agencies, government departments, and other stakeholders in dealing with drugs as a root cause of crime. We must acknowledge that crime is a symptom of larger societal problem that the police cannot resolve alone.

To enhance the focus of enforcement of drug related crimes, the newly created dedicated drug unit would include a total of five officers, one NCO at the rank of Corporal and four constables.

The mandate for this section will need to be created by the working group. The **working group** (Drug Crime working Group) should contain members from CID, a member of the Mandate Review Committee and a senior management representative.

Resource implications: The resource allocations for this recommendation would include the reallocation of one corporal from CCU, the reallocation of two officers from the Community Crime Unit and the addition of two new constable positions. It is recommended the unit be created in 2007 with the reallocation of three officers and the hiring of two constables in 2008.

Financial implications: The financial implications in 2008 would include the cost of hiring two constables at an estimated cost to the employer of \$107,316.

Public Safety Service Impacted: Incident Investigations and Incarceration.

Projected Impact on Performance measures: The potential performance measures impacted under the services of investigations and incarcerations would enhance the services provided to the citizens of Fredericton through investigating crimes associated to drugs. The potential measurement would be a decrease in the number of drug occurrences in the City of Fredericton at the end of the five years.

17. Reorganization of the Family Services Unit to a unit dedicated to Special Victims.

Recommendation: The FPF reorganize the current Family Services Unit to a unit dedicated to Special Victims.

Timeline: Short term, Year 1.

Description: The Fredericton Police Force has housed a Family Services Section for several decades. The section was created to contain two dedicated police officers and due to the lack of resources available was decreased to one officer in 2004. This is an important and vital service to the citizens of Fredericton. The mandate of the Family Services Unit needs to be reviewed and updated to fit the changing needs of society.

It is recommended that the unit be renamed to the Special Victims Unit and increased to a compliment of three officers. The unit should consist of an NCO at the rank of Corporal and two constables. There is currently one officer assigned to this unit.

The mandate for this unit will have to be created by the working group. The **working group** (Special Victims Working Group) should contain a member of the Mandate Review Committee, a senior management representative and members who have filled the position previously and presently.

Resource implications: The resource allocations for this recommendation would include the reallocation of one of the newly promoted corporals and the reallocation of one officer from the Summons Server/Crossing Guard position. It is recommended the unit be created in 2007.

Financial implications: There are no personnel financial implications to implement this recommendation.

Public Safety Service Impacted: Incident Investigations and Incarceration.

Projected Impact on Performance measures: The potential performance measures impacted under the services of investigations and incarcerations would enhance the services provided to the citizens of Fredericton through investigating crimes associated to special victims. The potential measurement would be an increase in the number of investigated special victims crimes in the City of Fredericton at the end of the five years.

18. Civilianize the position of Summons Server/Crossing Guard Coordinator.

Recommendation: The FPF civilianize the Summons Server/Crossing Guard Coordinators position.

Timeline: Short term, Year 1.

Description: The role of summons server and crossing guard coordinator does not need to be performed by a police officer. The position of summons server is responsible for the expedient serving of summonses, subpoenas and such other documents and duties as may be assigned to them by the Division Commander. The Summons Server is also responsible for the total operation of the School Crossing Guard Program, including matters of personnel, equipment and training. School Crossing Guards are assigned to direct children crossing the street at assigned locations in a manner as provided under the Motor Vehicle Act of the Province of New Brunswick.

The creation of a job description, policies and procedures will need to be completed. This will be completed by a **working group** (Summons Server Working Group) containing members from senior management, the unions, HR internal & external and others as deemed appropriate.

Resource The resource allocations for this recommendation would included the

implications:	hiring of a civilian member of the Force to fill this position. This would allow for the reallocation of one officer to increase the complement of Special Victims. It is recommended the position be created in 2007.
Financial implications:	The financial implications in 2007 would be an estimated figure of \$43,965. A business case will be prepared for this budget session.
Public Safety Service Impacted:	Pro-Active Policing and Incident Investigations.
Projected Impact on Performance measures:	The potential performance measures impacted under the services of pro-active policing and incident investigations would enhance services provided to the citizens of Fredericton through the reallocation of one police officer to assist in the investigation of special victims files. The potential measurement would be the number of successfully executed warrants in the City of Fredericton at the end of the five years.

19. Reorganization of the Fraud Section to a dedicated unit for Economic & Technical Crime.

Recommendation: The FPF create a dedicated unit for Economic & Technical Crime from the current Fraud Section.

Timeline: Short term, Year 1 & 2.

Description: The Fraud Section of the Fredericton Police Force investigates hundreds of fraud related files each year. Crime can strike anyone, anywhere! Victims cannot be classified according to age, economic status, profession or occupation. Fraudulent schemes range from fraudulent cheque or credit card purchases to land deals, home improvement and bank inspector frauds.

A business case is currently before the Chief to create an integrated Tech Crime Unit that would result in the pooling of resources and manpower. The sharing of information and workloads would be beneficial to our agency in increasing the consistency of investigative techniques and the delivery of a quality product. This would only be one of the many tasks to be identified under a mandate review of this section.

The unit would include a total of three constables. The fraud unit currently houses two officers; this recommendation would see the addition of one new officer.

The mandate of this section should be reviewed. A **working group** (Economic/Technical Working Group), led by Insp. Blackmore, would create the mandate for this group.

Resource implications: The resource allocations for this recommendation would include the the addition of one officer. This constable position will be reallocated from the Media and Training section by the end of 2009.

Financial: There are no personnel financial implications with this recommendation because of the reallocated from another unit of one officer.

Public Safety Service Impacted: Incident Investigations.

Projected Impact on Performance measures: The potential performance measures impacted under the service of investigations would enhance the services provided to the citizens of Fredericton through increasing the resources dedicated to such crime as fraud, internet crime, and economic crime. The potential measurement would be an increase in the number of economical and technical occurrences investigated in the City of Fredericton at the end of the five years.

20. Increase Major Crime complement.

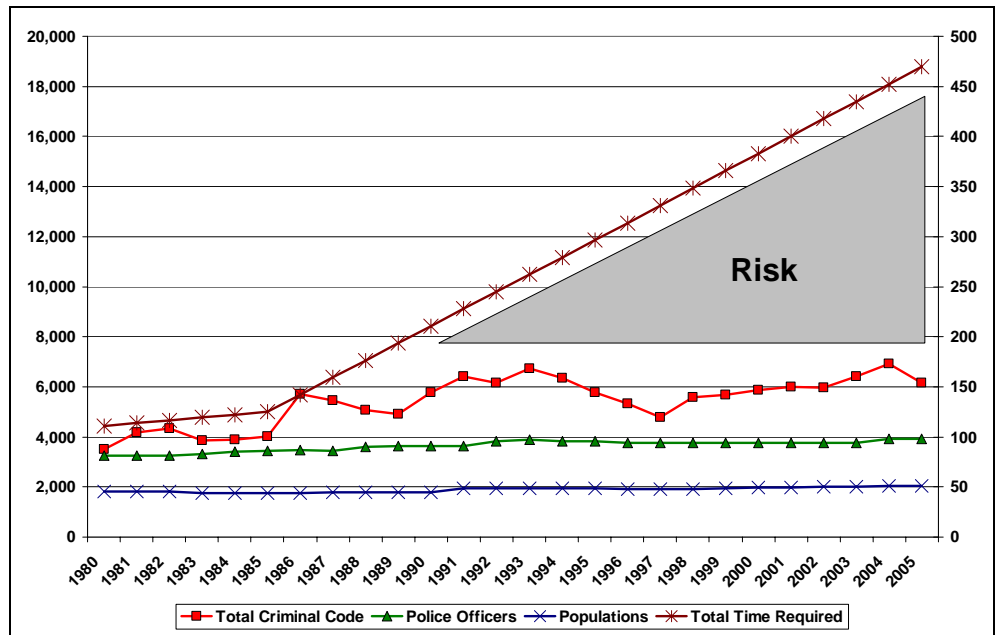
Recommendation: The FPF increase the Major Crime Section by two officers.

Timeline: Short term, Year 1.

Description: A recent study conducted in British Columbia (A 30 Year Analysis of Policing Service Delivery and Costing: ‘E’ Division) illustrated the growing gap of risk due to the shrinking capacity of our workforce as a result of the increased complexity of investigating crime. The table below illustrates the increase in the number of processes required for selected crimes. Drugs are driving our crime rate and drug investigations have evolved into one of the most complex types of crime to investigate.

	Procedural Steps Required to Handle a Case			
	30 Years Ago	20 Years Ago	10 Years Ago	Current
Homicide	90	95	111	113
Break & Enter	37	39	44	45
Domestic Assault	36	37	56	58
DUI	29	36	41	42
Trafficking	9	22	55	65

The next graph illustrates the associated risk to the Fredericton Police Force figures using the BC estimates. The symptoms of this risk applies to CID, Community Policing and the number of files not being investigated. We are becoming increasingly reactive and less proactive.



This unit will consist of one sergeant in charge of Major Crime and seven detectives at the rank of constable, plus the moving of the polygraphist position. The **Change Management Team**, in a business case, will implement this recommendation for the 2007 Budget.

Resource implications:

The resource allocations for this recommendation include the addition of two constables and the reallocation the Polygraph Unit. It is recommended that two officers be added in 2007.

Financial implications:

The financial implications will be the addition of two officers at the rank of constable at an estimated cost of \$107,316 plus equipment in 2007.

Public Safety Service Impacted:

Incident Investigations and incarceration.

Projected Impact on Performance measures:

The potential performance measures impacted under the services of incident investigations and incarcerations would enhance the services provided to the citizens of Fredericton through investigating major crimes. The potential measurement would be an increase in the number of criminal investigation files at the end of the five years.

21 Civilian Administrative Support Staff Compliment.

Recommendation:

The FPF move the current two civilian central record contract staff to two full-time positions and add two more contracted positions.

Timeline:

Short term, Year 1 and 2.

Description:	<p>There are many factors that have impacted on the ability of the clerical support staff to meet the support requirements of the Force. The learning curve of the majority of the clerical positions is not conducive for hiring of short term temporary help to cover absences.</p> <p>With the increase in the procedural steps illustrated in the CID recommendation, the volume of files, coupled with the volume of Court documents necessary to support these files, it has put undue pressure on the civilian Court Prep unit and necessitated a reactive rather than proactive approach to the preparation of Court files. Staff has been working overtime for the past two years to maintain the reactive approach and the situation is deteriorating at an alarming rate. This increase in volume is also translated over to the civilian validator workload.</p> <p>The validator is responsible for ensuring the integrity of the information entered on operational files. This includes, but is not limited to, ensuring accuracy of person charged along with appropriate Uniform Crime Reporting (UCR) codes. The liability associated with inaccurate data on a file going through the justice system is mitigated by the work of the validator.</p> <p>The civilian complement would increase from 10 to 16 positions by the end of 2008. The proposal included the move of two current contracted individuals to permanent employees in 2007 and the addition of two more intermediate clerks in 2007. The proposal would include the hiring of two clerks in the year 2008. The Change Management Team in a Business Case will implement this recommendation for the 2007 Budget</p>
Resource implications:	<p>The resource allocations for this recommendation would included the moving of the current two intermediate clerks contracts of to full-time positions at a minimal cost and the addition of two intermediate clerks positions in 2007. The resource allocations for 2008 would include hiring two clerk positions.</p>
Financial implications:	<p>The financial implications will be the addition of two contracted civilian members at an estimate figure of \$87,929 in 2007 and \$79,682 in 2008.</p>
Public Safety Service Impacted	<p>Varying impact on all police public safety services.</p>
Projected Impact on Performance measures:	<p>The potential performance measures impacted under all police public safety services would enhance the services through increased effectiveness and efficiency provided internally for staff and externally to the customers of the City of Fredericton.</p>

22 Creation of an Assistance Administration Manager.

Recommendation: The FPF create an Assistant Administrative Manager.

Timeline: Short term, Year 2.

Description: There are many factors impacting on the Manager of Administrative Support. With the increase of the civilian complement from 10 to 16 positions by the end of 2008 and the reallocation of the Stores & Purchasing section, there is an ever-increasing workload for the manager. Currently, there is no redundancy or succession planning for the role of Manager of Administrative Support and the Administration Support Division.

The **Change Management Team** in a Business Case will implement this recommendation for the 2008 Budget

Resource implications: The resource allocations for this recommendation will included the creation and hiring of one civilian position in 2008.

Financial implications: The financial implications will be the hiring of one civilian position at an estimate cost of \$42,569 by the end of 2008.

Public Safety Service Impacted Varying impact on all police public safety services.

Projected Impact on Performance measures: The potential performance measures impacted under all police public safety services would enhance the services through increased effectiveness and efficiency provided internally for police staff.

23. Redesign of the FPF Organizational Chart. (New)

Recommendation: The FPF creates an implementation plan for the redesigned organizational chart.

Timeline: Short term, Year 1.

Description: During the working group session with the Change Management Team, several units and/or sections were relocated to different divisions. There was a lengthy discussion surrounding the relocations and the moves listed below were deemed as a better fit for the deliver the policing services.

The following units/sections will be impacted by this recommendation:

Unit/Section	Previous Division	New Division
Stores & Purchasing	Personnel Support	Administration Support
Identification Section	Criminal Investigations	Operational Support
Victim/Witness Unit	Criminal Investigations	Operational Support
Dog Section	Patrols/Community	Operational Support
Quality Reader	Personnel/Support	Criminal Investigations
Community Crime	Criminal Investigations	Neighbourhood Action Team
School Resource officers	Personnel/Support	Neighbourhood Action Team
Crime Prevention Officer (Community Resource Section)	Personnel/Support	Neighbourhood Action Team
Auxiliary Police	Patrols/Community	Neighbourhood Action Team

The **Change Management Team** will create an implementation plan.

Resource
implications:

There are no resource implications with this recommendation.

Financial
implications:

There are no financial implications.

Public Safety
Service Impacted

Varying impact on all police public safety services.

Projected Impact
on Performance
measures:

The potential performance measures impacted under all police public safety services would enhance services through increased effectiveness and efficiency.

RECOMMENDATIONS

SECTION II

PARTNERSHIPS

Public Safety is not just the responsibility of the police; it is the responsibility of the entire community. By strengthening the Fredericton Police Force's partnerships with the community, other City departments, agencies and organizations, we can leverage our limited resources to enhance public safety in Fredericton. These partnerships encompass external and internal alliances.

24. School Community Offices.

Recommendation: The FPF review the mandate of offering resources in the form of community offices within schools. This review should include the review of other area schools such as École St. Anne. The FPF pursue the creation of a financial partnership with the Province of New Brunswick and the local school districts.

Timeline: Short term, Year 1 & 2

Description: The FPF has maintained two full-time police officers in the Fredericton and Leo Hayes high schools for several years. With resource constraints being faced by the FPF, the Force's ability to sustain these positions in the future is being questioned. The mandate of this service being offered should be reviewed including the consideration of the lack of services being offered to other local schools such as École St. Anne.

Currently, the Village of New Maryland has recognized the importance of maintaining these positions and is contributing to the salary of the officer in the Fredericton High School. The Province of New Brunswick and local District 18 and 1 should be approached to review their roles and responsibilities in maintaining these positions.

A **Working group** (School Community Offices Working Group) consisting of internal and external participants and chaired by an Inspector or S/Sgt. plus appropriate police members should be created.

Resource implications: There are currently two full time constable police positions in the two high schools. If the service is maintained, a business case for the addition of one officer to serve École St. Anne should be submitted of if the service were not to be maintained, these two positions would be reallocation from elsewhere in the Force.

Financial implications: The financial implications are the addition of one constable position at an estimated cost of \$53,658 plus equipment.

Public Safety
Service Impacted

Pro-active Policing and Non-Police Education.

Projected Impact
on Performance
measures:

The potential performance measures impacted under the services of pro-active policing and non-police education would enhance the services provided to all high school level students. The potential measure for this service would be an increase in external partnerships for delivering this service in the next five years.

25. Creation of a Police and Information Technology Service Level Agreement.

Recommendation: The FPF through a partnership with the Corporate IT division create a planned police technology upgrade schedule for selected basic services to be implemented through an IT Service Level Agreement.

Timeline: Short term, Year 1 & 2

Description: While technology may provide the tool to get the job done, there is a lot more that goes into the equation to get the desired result. The right tools coupled with the right processes will yield optimum results. One such tool is the Versadex product including such products as the police records management and computer aided dispatching systems. The Versadex products support the 'enter the data once ...' philosophy by offering integration for every feature whether it is a built-in module or a third party supported module. In order to take advantage of what is offered, it is imperative that regular upgrades be made to basic systems.

A planned upgrade schedule should be developed for basic systems. Historically, Versaterm issues a new release to their basic systems on an annual basis. It is recommended that upgrades follow a regular schedule of once every two years to allow for beta testing and correction before implementation. Notwithstanding the foregoing, it is recognized that there may be circumstances that may move the schedule forward or backward due to conditions beyond our control, e.g. CPIC Phase III renewal.

To ensure the maintenance of these upgrades in a timely fashion along with other technology issues, it is recommended that the Force enter into a joint Service Level Agreement between Police, Telecommunication and the City's Information Technology Division.

Resource
implications:

There currently is a sub-committee of the **FPF Technology Steering Committee** that will work with IT to create a Service Level Agreement. There are no additional resources required for the implementation of this recommendation.

Financial

There are no financial implications for this recommendation.

implications:

Public Safety Service Impacted Varying impact on all police public safety services.

Projected Impact on Performance measures: The potential performance measures impacted under all police public safety services would enhance the internal partnership between the City of Fredericton IT staff and the members of the police force.

26. Creation of a FPF Social Committee.

Recommendation: The FPF create a social committee and continue to celebrate Force successes and key milestones, e.g. distinguished service medals.

Timeline: Immediate, Year 1

Description: The social committee should be comprised of a combination of ranks, tenure and divisions, to organize social activities for both members and families. The Force should continue to celebrate successes and key milestones through a partnership between the newly created social committee, police senior management and the unions associated with employees of the force.

Resource implications: The **social committee** (FPF Social Committee) would be created using in-house resources with a combination of management and members.

Financial implications: There are no financial implications to this recommendation.

Public Safety Service Impacted There are no police public safety services impacted.

27. Self-Serve Customer Services.

Recommendation: The FPF in cooperation with Corporate IT identify those areas that could be offered as self-serve options to customers, i.e. fraud seminars to banking institutions, school presentations, distance learning for officers.

Timeline: Long term, Year 3, 4 & 5

Description: The FPF holds a myriad of information that is of interest to specific customers and to the public in general. Getting that information out to the right people is always a challenge and takes the time and effort of many resources. Corporate IT has identified a method to collect and store information that we want to share and, through secure site access and role-specific profiles, provide access to internal and external clients.

Resource implications:	This recommendation would be implemented through the FPF Technology Steering Committee .
Financial implications:	The financial implications will be put forth in business cases in the appropriate budgetary years in partnership with the City IT division.
Public Safety Service Impacted	Varying impact on all police public safety services.
Projected Impact on Performance measures:	The potential performance measures impacted under all police public safety services would enhance the services provide to both internal and external customers.

RECOMMENDATIONS

SECTION III

PROFESSIONALISM

These recommendations are intended to enhance the professionalism by which the Fredericton Police Force provides public safety services and interacts with its people.

28. Continue to implement Performance Management System.

Recommendation: The FPF should continue rolling out the performance management system and support supervisors to ensure they are engaging members to better understand individual skills, interests and capabilities in an effort to link individual assignments and development goals with the Force's strategic objectives.

Timeline: On-going, Year 1, 2, 3, 4, & 5

Description: Through the performance management system and performance and development reviews, link growth opportunities are linked within the Force to individual career aspirations, competencies, and development goals. For all members, it is critical to help them understand how their contributions affect the Force's ability to execute its strategic and operational plans.

Resource implications: In-house resources are being used through the **Performance and Development sub-committee**, the **Staff Sergeants** and a **Performance Management Coordinator (EDA)**. There are no current resource allocations for the implementation of this recommendation.

Financial implications: There are limited financial implications for the implementation of this recommendation.

Public Safety Service Impacted Varying impact on all police public safety services.

Projected Impact on Performance measures: The potential performance measures impacted under all police public safety services would enhance ability for our members to perform their duties more effectively through the delivery of a successful Performance Management System.

29. New NCO's Office Space.

Recommendation:	The FPF allocate appropriate meeting space for Constables, Corporals and Sergeants to hold essential meetings during shifts, to provide feedback and to conduct the annual Performance and Development Reviews.
Timeline:	Immediate, Year 1 & 2
Description:	During the HR research, sergeants and corporals indicated a desire to have time and space to meet with the constables to better understand their goals and career aspirations. It was also noted that space to meet with NCOs to discuss operational matters was required. This task has already begun with the moving of the ERT room to another location.
Resource implications:	In-house resources will be used to create the business case. Work orders have been submitted and the work should be completed by the end of 2006.
Financial implications:	This will be a capital budget expense for the renovations required.
Public Safety Service Impacted	There are no police public safety services impacted.

30. Community Policing Force wide Training.

Recommendation:	The FPF implements regular in-service training in both community policing and problem-oriented policing for all members of the Force. How is the philosophy going to be incorporated and communicated?
Timeline:	Immediate to short term, Year 1, 2 & 3
Description:	<p>This regular in-service training should be in both community policing and problem-oriented policing. Such training should be made available at the basic, refresher and supervision/management levels. The basic level of training should be offered to all officers in the FPF, and to all new recruits shortly after joining the FPF.</p> <p>Refresher courses should be offered to officers being assigned to the community problem-solving group. Ideally, all officers of the FPF should benefit from the community policing refresher course as well on a regular basis (i.e., every 2-3 years). Supervision and management training should be offered to officers at the rank of sergeant and above, prior to their assignment as the NAT team leader.</p>
Resource implications:	In-house resources will be used to implement this process during the 2006 in-service training.

Financial implications:	The financial implications will be the addition of a \$4,000 line item added to the 2007 budget for this recommendation.
Public Safety Service Impacted:	Pro-active Policing and Problem Oriented Policing.
Projected Impact on Performance measures:	The potential performance measures impacted under the services of pro-active and problem oriented policing, would provide a force trained in a clear community based policing philosophy. This would have the potential to enhance public safety and improve the quality of life.

31. Develop Performance indicators for Community Policing.

Recommendation:	The FPF develops performance indicators for community policing.
Timeline:	Long term, completed by the end of year 5.
Description:	Along with Community Policing definition, goals and objectives, a systematized on-going data gathering method for evaluation purposes must be adopted by the FPF and put into practice whereby the goals and objectives of community policing will be better monitored.
Resource implications:	In-house resources will be used to implement this recommendation.
Financial implications:	There are no financial implications for this recommendation.
Public Safety Service Impacted:	Pro-active Policing and Problem Oriented Policing.
Projected Impact on Performance measures:	The potential performance measures impacted under the services of pro-active and problem oriented policing, would provide members of the Force and the citizens of Fredericton with a clearly defined performance measure for community based policing.

32. Development of Strategic talent management plan.

Recommendation:	The FPF develops a strategic talent management plan that supports the Force's business plan and objectives with the required complement of skills, competencies and member engagement.
Timeline:	On-going, Year 1, 2, 3, 4 & 5.

Description:	The plan should be developed in a collaborative effort, lead by HR and include: <ul style="list-style-type: none"> • A review of Force’s strategy to determine key competencies. • The identification of critical workforce segments from an operational and leadership perspective; • Succession plans for Chief, Deputy Chief, Inspector and Staff Sergeant ranks and key positions; and, • A review of HR programs to ensure the attraction and retention of identified critical workforce segments.
Resource implications:	In-house resources will be used to implement this recommendation with Employee Development Advisor and members from the senior management team. This recommendation is pending the implementation of recommendation # 15.
Financial implications:	There are no financial implications for this recommendation.
Public Safety Service Impacted:	There are no police public safety services impacted by this recommendation.

33. Develop communities of practice for Corporals and Sergeants.

Recommendation:	The FPF develop communities of practice for Corporal and Sergeant ranks. This would be member led and organized.
Timeline:	On-going, Year 1, 2, 3, 4 & 5
Description:	This recommendation stems from the Human Resource consultants report. The main goal of this recommendation is to develop consistency among NCO’s. Other goals of this recommendation include bring ‘like’ members together to share experiences on issues; build interpersonal relationships within the Force; and, develop competencies and contacts on topics that directly apply to work and the achievement of the organizational strategy.
Resource implications:	In-house resources will be used to implement this recommendation. This group should include NCO's plus representative from the management team.
Financial implications:	There is a minor financial implication of \$1,000 per year for this recommendation.
Public Safety Service Impacted:	There are no police public safety services impacted by this recommendation.

RECOMMENDATIONS

SECTION IV

WORKFORCE

Recruiting and retaining an excellent, diverse workforce is critical to the future success of the Fredericton Police Force.

34. Workload Analysis & Allocation of Resources Review.

Recommendation: The FPF conduct a workload analysis and an allocation resource review, including the deployment of civilian staff.

Timeline: Short term, Year 1 & 2.

Description: In the context of the 5 year plan, conduct a more detailed review of workload and allocation of resources across the Force, including the deployment of civilian members. Officers are seeking guidance in prioritizing work and a more strategic approach in selecting which cases to investigate. They believe this will help manage workload issues but may impact on citizen satisfaction.

Review in more detail the drivers of workload to address levels of frustration and work related stress. Potential drivers include the use of technology, increased complexity, processes and decision making, organizational design, skills and training.

The **Change Management Team** will conduct focus groups, one-on-one interviews, and etc. In-house resources and outside consultants will be used where applicable to implement this recommendation.

Resource implications: In-house resources and outside consultants will be used where applicable to implement this recommendation.

Financial implications: The financial implications for this recommendation would be presented for the 2008 budget session.

Public Safety Service Impacted Varying impact on all police public safety services.

Projected Impact on Performance measures: The potential performance measures impacted under all police public safety services would enhance ability for our members to perform their duties more effectively and efficiently.

35. Develop Employee Engagement.

Recommendation:	The FPF should undertake the initiatives to further develop employee engagement and connection with the Force. Engaging people continuously.
Timeline:	On-going, Year 1, 2, 3, 4, & 5.
Description:	Conduct focus groups with two groups of constables (5 years and 10 years of service) with the objective to better understand what factors connect them to their job, their supervisor, and the Force. The majority of those who resigned from the Force to join another police agency were at the Constable rank with an average of ten years tenure. Research indicates that many officers will leave with less than five years tenure, therefore focusing on connecting these groups to the Force is critical.
Resource implications:	In-house resources will be used to implement this recommendation. This would be one of the tasks assigned to the Employee Development Advisor .
Financial implications:	There are no financial implications for this recommendation.
Public Safety Service Impacted	Varying impact on all police public safety services.
Projected Impact on Performance measures:	The potential performance measures impacted under all police public safety services would enhance ability for our members to perform their duties more effectively and efficiently.

36. Recruitment Strategy.

Recommendation:	The FPF should develop a recruitment strategy to meet immediate and longer term resource needs.
Timeline:	Short Term, Year 1, 2 & 3.
Description:	Not only will new recruits be required to replace constables eligible for retirement, they are also required to replace those that will be promoted as a result of retirements at the senior ranks. Assuming the same staffing levels will be maintained, there is a significant gap to be filled in a competitive labour market. The organization has an opportunity to strategically recruit and promote members in accordance with the Force's strategic plans and performance development plans to optimize operational capacity.

The FPF should select new recruits taking into consideration their motivation and their competencies for putting into practice including the philosophy of community policing as adopted by the FPF. The FPF should investigate the opportunity to expand the Auxiliary and the Park and Trail programs as potential sources of applicants.

Resource implications:	In-house resources will be used to implement this recommendation. This would be one of the tasks assigned to the Employee Development Advisor . Currently, a portion of this recommendation is being completed by one of the Leadership Development Groups.
Financial implications:	The financial implications for this recommendation will be presented during the appropriate budget year.
Public Safety Service Impacted	Varying impact on all police public safety services.
Projected Impact on Performance measures:	The potential performance measures impacted under all police public safety services would enhance ability for our members to perform their duties more effectively and efficiently.

37. Career Paths.

Recommendation: The FPF should identify career paths, complemented with competency profiles, and communicate development opportunities. The FPF should also review formalized mentoring and knowledge transfer programs.

Timeline: Short Term, Year 1 & 2.

Description: The majority of those who have resigned to join another police agency were at the constable rank. The Force's leadership has an opportunity to engage the current constables in the career growth and development opportunities available to them within the organization as a way to increase their engagement.

Civilian members are currently increasing their capability as a result of cross-training; however, continued development will be necessary to maintain levels of satisfaction and commitment. Continued development could be an expanded role within the Force to include new tasks which are currently completed by officers, and to provide professional development training.

Continue to offer job shadow and growth opportunities within the Force. Whenever possible, encourage Constables, Corporals and Sergeants to temporarily shadow another colleague on a new task or in another Division. This will support engagement and development of members.

There is an opportunity to leverage the experience of senior members as they approach retirement as mentors of less experienced constables and to provide a mechanism for the transfer of organizational knowledge.

Review the Field Trainer program to ensure appropriate selection criteria for Trainers are in place and that the importance of these roles is recognized.

Resource implications: In-house resources will be used to implement this recommendation. Focus sessions with the **Change Management Team** will define 'Career Paths'.

Financial implications: There are no financial implications for this recommendation.

Public Safety Service Impacted Varying impact on all police public safety services.

Projected Impact on Performance measures: The potential performance measures impacted under all police public safety services would enhance ability for our members to perform their duties more effectively and efficiently.

38. Develop a framework for sharing corporate knowledge.

Recommendation: The FPF should develop and implement a framework for sharing corporate knowledge (succession planning). The FPF should identify critical workforce segments required to achieve the 5 year plan.

Timeline: Long Term, Year 3, 4 & 5.

Description: Current growth assignments exist within the Force and members need to understand the link between their career growth and desired opportunities. Given that 66% of Inspectors and Staff Sergeants are currently eligible to retire; developing the potential leaders within the Force, especially at the Sergeant and Corporal level, is critical in order to make a smooth transition as possible upon retirement.

As the majority of Staff Sergeant and above positions will be eligible for retirement within five years, the development of succession plans for each position is critical to maintaining the Force's operations and ability to achieve it's strategic goals.

The plan should be developed in a collaborative effort, led by EDA and include:

- The identification of critical workforce segments from an operational and leadership perspective;

- Succession plans for Chief, Deputy Chief, Inspector and Staff Sergeant ranks and key positions; and,
- A review of HR programs to ensure the attraction and retention of identified critical workforce segments.

Resource implications: In-house resources, the **Change Management Team**, will be used to implement this recommendation.

Financial implications: There are no financial implications for this recommendation.

Public Safety Service Impacted: Varying impact on all police public safety services.

Projected Impact on Performance measures: The potential performance measures impacted under all police public safety services would enhance ability for our members to perform their duties more effectively and efficiently.

39. Review Work-Related Stress and Employee Wellness.

Recommendation: The FPF should conduct a more comprehensive review to identify and address factors that are contributing to work-related stress.

Timeline: Short term, Year 1, 2, 3, 4 & 5.

Description: The scope of this review did not provide sufficient data to pinpoint the underlying cause of the stress. The elevated levels could be due to any number of factors including health management (e.g. eating, weight or physical activity), workload and a lack of sustainable coping mechanisms. Shorter term solutions identified could include prioritization of cases and mandatory critical incident debriefings after a major crime or when deemed required.

Resource implications: In-house Wellness Committee will be used to implement this recommendation.

Financial implications: There are no financial implications for this recommendation .

Public Safety Service Impacted: Varying impact on all police public safety services.

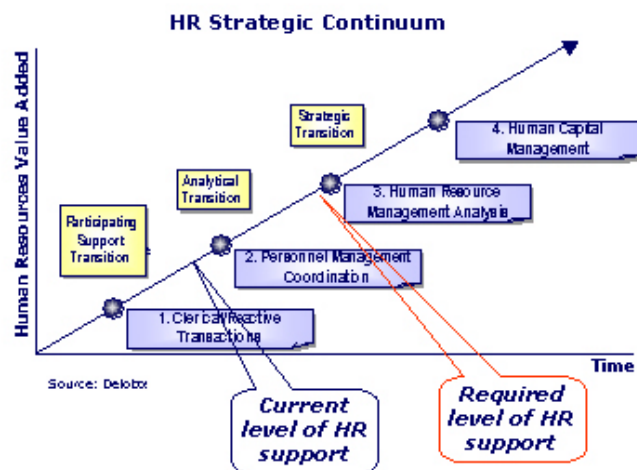
Projected Impact on Performance measures: The potential performance measures impacted under all police public safety services would enhance ability for our members to perform their duties more effectively and efficiently.

40. Work towards a high level of Human Resource Management.

Recommendation: The FPF should strive for a “Human Resource Management” approach (level 3).

Timeline: Long Term, Year 4 & 5.

Description: Without a more strategic approach to Human Resources Management (level 3 on the HR Strategic Continuum below), the Force is at risk of not being in position to recruit and retain the appropriate number of skilled resources to meet future requirements in an environment where the competition for skilled resources is increasing.



A portion of achieving the benchmark would require the hiring of one dedicated EDA to take on responsibilities for such programs as workforce planning, succession planning, performance development, labour relations and wellness support, career development, and strategic recruiting.

Resource implications: In-house resources will be used to implement this recommendation. **Change Management Team** plus Employee Development Advisor and union representative.

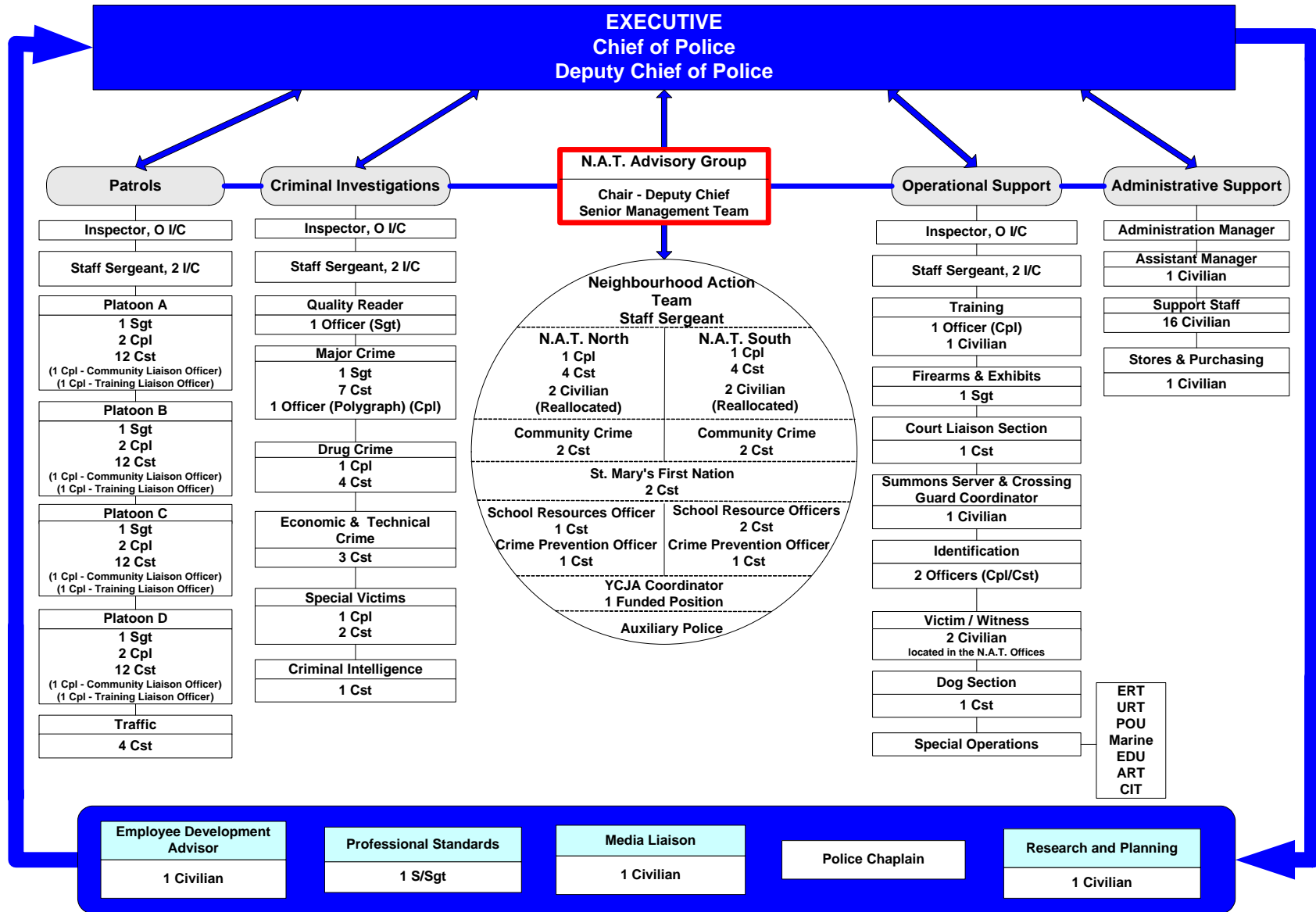
Financial implications: There are no financial implications for this recommendation.

Public Safety Service Impacted: Varying impact on all police public safety services.

Projected Impact on Performance measures: The potential performance measures impacted under all police public safety services would enhance ability for our members to perform their duties more effectively and efficiently.

NEW ORGANIZATIONAL STRUCTURE

Proposed Fredericton Police Force Organizational Chart Phased in by 2011



RESOURCE ALLOCATION CHART

Area of Assignment	Rank	# Increase	2007 Year 1	2008 Year 2	2009 Year 3	2010 Year 4	2011 Year 5
Professional Standards Unit	S/Sgt	Promotion					
(Backfill New Postion) (2008)	Backfill Cst	1		1			
Neighbourhood Action Team	S/Sgt	Promotion					
(Backfill New Postion)	Backfill Cst	1	1				
Neighbourhood Action Team	Cpl	Promotion					
(Backfill New Postion)	Backfill Cst	1	1				
Neighbourhood Action Team	Cst	2		2			
School Community Officer (Ecole St Anne)	Cst	1		1			
Drug Section	Cpl	Reallocated (1) fm CCU					
Special Victims Unit	Cpl	Reallocated (1) fm Surplus Cpls					
Drug Section	Cst	Reallocate (2) fm CCU					
Drug Section	Cst	2	0	2			
Major Crime	Cst	2	2				
Electronic/ Technical Crime (2008)	Cst	Reallocate (1)		1 (Reallocation fm Media)			
Special Victims Unit (2007)	Cst	Reallocate (1)	1 (Reallocation fm Summons)				
Platoons	Cst	12	4	0	4	2	2
Summons Server/ Crossing Guard Coord.	Intermediate Clerk	1	1				
Human Resource	Civilian	1	1/2	1/2	1		
Media Liaison	Civilian	1		1/2	1/2	1	
Training Specialist	Civilian	1			1/2	1/2	1
Intermediate Clerks	2 Contract to Full-time	2	2				
Intermediate Clerks	2	2	2				
Clerks	2	2		2			
Assistant Admin. Manager	Civilian	1		1			
Total New Positions	Police	22	8	6	4	2	2
	Civilian	11	5	3	1	1	1
	Total	33	13	9	5	3	3

FINANCIAL BUDGETARY CHART

YEAR 1 (2007)

Position	Cost 1	Cost 2	Total
Police Officers			
N.A.T. (S/Sgt.)(1)	\$53,658	\$1,991	\$55,649
N.A.T. (Cpl.)(1)	\$53,658	\$4,435	\$58,093
C.I.D. (Cst)(2)	\$53,658	\$53,658	\$107,316
Platoon (Cst.)(4)	\$214,632		\$214,632
Civilians			
Summons Server	\$43,965		\$43,965
Int. Clerk (2)	\$87,929		\$87,929
Contract			
HR Position	\$30,000		\$30,000
Total Cost- Personnel			\$597,584
Total Cost- Non-Personnel			\$105,484
Total Cost Year One			\$703,068

Non- Personnel Costs			
Uniform	Clothing Allowance	Computers	Vehicles
\$4,500			0
\$4,500		\$1,650	\$0
	\$2,234	\$3,300	\$32,000
\$18,000			0
		\$1,650	
		\$1,650	
\$27,000	\$2,234	\$8,250	\$32,000
			\$69,484

Other Non Personnel	
NAT Offices(2)	\$50,000
Existing Community Office Budget	(\$21,000)
Community Policing Training	\$4,000
Plan Admin Project Costs	\$3,000
Total	\$105,484

YEAR 2 (2008)

Position	Cost 1	Cost 2	Total
Police Officers			
N.A.T. (Cst.)(2)	\$107,316		\$107,316
Sch. Comm. Officer (Cst.)(1)	\$53,658		\$53,658
C.I.D. (Cst)(2)	\$107,316		\$107,316
Patrols Evaluation			\$0
Prof. Standards (S/Sgt.)(1)	\$53,658	\$1,991	\$55,649
Civilians			
Assistant Manager	\$42,569		\$42,569
Clerk (2)	\$79,682		\$79,682
Contract			
Media Liaison Position	\$20,000		\$20,000
Total Cost- Personnel			\$466,190
Total Cost- Non-Personnel			\$68,434
Total Cost Year Two			\$534,624

Non- Personnel Costs			
Uniform	Clothing Allowance	Computers	Vehicles
\$9,000			
\$4,500		\$1,650	
	\$2,234	\$3,300	\$32,000
\$4,500		\$1,650	
		\$1,650	
		\$3,300	
		\$1,650	
\$18,000	\$2,234	\$13,200	\$32,000
			\$65,434

Other Non Personnel	
Plan Admin Project Costs	\$3,000
Total	\$68,434

YEAR 3 (2009)

Position	Cost 1	Cost 2	Total
Police Officers			
Platoon (Cst.)(4)	\$214,632		\$214,632
Civilians			
HR (Moved to fulltime)	\$12,569		\$12,569
Contract			
Training Specialist	\$20,000		\$20,000
Total Cost- Personnel			\$247,201
Total Cost- Non-Personnel			\$105,250
Total Cost Year Three			\$352,451

Non- Personnel Costs			
Uniform	Clothing Allowance	Computers	Vehicles
\$18,000		\$6,600	\$76,000
		\$1,650	
\$18,000	\$0	\$8,250	\$76,000
			\$102,250

Other Non Personnel	
Plan Admin Project Costs	\$3,000
Total	\$105,250

YEAR 4 (2010)

Position	Cost 1	Cost 2	Total
Police Officers			
Platoon (Cst.)(2)	\$107,316		\$107,316
Civilians			
Media (Moved to fulltime)	\$19,183		\$19,183
Total Cost- Personnel			\$126,499
Total Cost- Non-Personnel			\$53,300
Total Cost Year Four			\$179,799

Non- Personnel Costs			
Uniform	Clothing Allowance	Computers	Vehicles
\$9,000		\$3,300	\$38,000
\$9,000	\$0	\$3,300	\$38,000
			\$50,300

Other Non Personnel	
Plan Admin Project Costs	\$3,000
Total	\$53,300

YEAR 5 (2011)

Position	Cost 1	Cost 2	Total
Police Officers			
Platoon (Cst.)(2)	\$107,316		\$107,316
Civilians			
Training Spec. (Moved to fulltime)	\$22,569		\$22,569
Total Cost- Personnel			\$129,885
Total Cost- Non-Personnel			\$53,300
Total Cost Year Five			\$183,185

Non- Personnel Costs			
Uniform	Clothing Allowance	Computers	Vehicles
\$9,000		\$3,300	\$38,000
\$9,000	\$0	\$3,300	\$38,000
			\$50,300

Other Non Personnel	
Plan Admin Project Costs	\$3,000
Total	\$53,300