Neighbourhood Action

Understanding and Applying Practical Police-Community Strategies

what a **city** should be.

RESOURCE GUIDE

This guide is designed to assist Police Officers, Civilian employees and Community Volunteers in the application of contemporary community policing principles in Fredericton.

Fredericton POLICE FORCE

Neighbourhood Action
Resource Guide

Neighbourhood Action Team

The Neighbourhood Action Team will provide a distinct enhancement to the existing police service delivery model in Fredericton. The Neighbourhood Action Team is essentially the pooling of a large group of officers from previously fragmented work groups, who now focus their efforts in a strategic and coordinated manner to address a variety of neighbourhood issues. The Team is comprised of civilian employees, volunteers, uniformed officers, community crime plain-clothes officers, school resource officers, crime prevention officers and St. Mary's First Nations officers. The Team reports to the Team Leader Staff Sergeant, who in turn is accountable to the NAT Advisory Group, which is comprised of senior police management.

Neighbourhood Action Team
Advisory Group

The NAT Advisory Group is the management oversight body chaired by the Deputy Chief and comprised of the officers in charge of Patrols, Criminal Investigations, and Operational Support and the civilian manager of Administrative Support. The purpose of the Advisory Group is to oversee the development and delivery of our renewed community policing model and make recommendations for continued improvement. The Advisory Group will ensure that community policing is integrated throughout the organization and that its philosophies are practiced at all levels. The Advisory will also use a consultative approach and will seek input from members and key stakeholders, and will recommend best practices based on research specifically related to community and problem oriented policing.

Neighbourhood Action Team
Philosophy

The Fredericton Police commits to working with others to address current and evolving public safety needs by engaging our members and partners through ongoing communication, education and evaluation.

Neighbourhood Action Resource Guide

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SECTION A

INTRODUCTION

This section is designed to provide the reader with a glimpse of what contemporary community policing (CP) means in the context of the Fredericton Police Force (FPF). It will also reveal the "how" and "why" we chose community policing as one of the four cornerstones of our Five Year Strategic Plan.

UNDERSTANDING CONTEMPORARY COMMUNITY POLICING

Over the past twenty years, police leaders and researchers around the world have debated the concept and practice of community policing and differed in their attempts to define the apparently indefinable. Regardless of the strategies used or definitional and philosophical debates, a central and recurring theme in community policing is an attempt by police to understand the needs of the community and encourage community participation in a problem solving approach to crime and public safety issues.

Despite the absence of one clear definition, we do know from our experience and extensive research that there are fundamental elements that shape contemporary community policing.

- ✔ There is without doubt, an emphasis that citizens and the police need to work together in a proactive, interventionist and problem solving approach to crime and order maintenance issues.

- ✔ There is an operational co-dependence that exists between the police and the public in that we mutually seek information and provide assistance to some degree.

- ✔ We occasionally approach this co-dependent relationship in a collective effort to develop programs that range from proactive to reactive; education to enforcement based.

- ✔ We know that policing is not a static event and that to remain effective we have to be current in our understanding of public safety issues, suspects and crime relevant to our community.

- ✔ We have to be flexible and fluid, continually assessing our surroundings, identifying threat and tailoring our work. We need to strategically evolve.

To this end, the Fredericton Police Force demands high quality cooperative and innovative performance from individual employees and teams. The Fredericton Police Force expects all members to be accountable to the organization's mission, vision and values, to the law, and to the public. The Fredericton Police Force encourages and supports teamwork, both within the organization and within the community, with an aim to maintaining a safe and peaceful environment in which to live, work and play.

BACKGROUND AND RESEARCH

One of the key objectives of the 5-year plan process was the evaluation and restructuring of the departmental approach to community policing. Based on research conducted in 2006 by consultant Dr. Jean Sauvageau, several recommendations were made regarding the mandate and deployment of community officers. Based on the consultant's report and our experience gained over the last 20 years of delivering and administering community policing service, a new model was proposed in the 2007 budget process. This policing model called for the implementation of the newly formed Neighbourhood Action Team (NAT) during the first two years of the Five-year plan.

HOW WAS THE RESEARCH CONDUCTED?

✔ focus groups

✔ individual interviews

✔ document reviews

✔ questionnaire

WHO WAS INVOLVED?

a. Focus Groups

Focus groups were held with police and civilian employees. Focus groups are usually the best means to obtain reliable data in the quickest possible way. They enable fact checking and surveying of opinions and ideas in an interactive setting which can potentially reveal the complexities of issues.

b. Individual Interviews

Individual interviews were conducted with a sample of representative stakeholders involved in community policing services; these included supervisory level officers, upper management officers, and members of the city administration.

c. Review of the Literature and In-house Documentation

Relevant documents produced by the FPF were reviewed by the consultant in order to develop a historical understanding of community police service delivery by the FPF over the past twenty years.

d. Questionnaire

A questionnaire was used with the sub-populations of the officers involved in the delivery of policing services by the FPF.

The Research concluded that:

♦ The vast majority of FPF members believe that Community Policing (CP) is a valuable initiative and should continue to be part of the approach taken by the organization in its delivery of policing services.

♦ There is a high level of dissatisfaction, if not outright frustration, with the way CP was being delivered by the FPF.

♦ Dissatisfaction stemmed from a change in priority which took place in the last few years where members of CP began to be used as back-ups for every other unit experiencing a staff shortage.

♦ Another source of frustration for FPF members was related to the arrangements for municipal ward service delivery.

♦ The most commonly heard solution was to reduce the number of offices and to let the community police officers work in teams on problematic hot spots within the city.

5-YEAR PLAN

RECOMMENDATIONS RELATING TO COMMUNITY POLICING:

	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.					
8. Creation of Neighborhood Action offices.					
9. Creation of the Neighborhood Action Team.					
10. Creation of the N.A.T. Advisory Group					
23. Redesign of the FPF Organizational Chart.					
II. Partnerships					
III. Professionalism					
30. Community Policing Forcewide Training.					
31. Develop Performance indicators for Community Policing.					
IV. Workforce					
38. Develop a framework for sharing corporate knowledge.					

*Note: shaded areas indicate years to implement (start to finish).

5-YEAR PLAN VISION

During the 5–year planning phase, one of the most apparent adjustments to be made, was the need to place the community in center focus of the Organization's purpose. The new model emphasizes that everything we do must be in support of each other, with a strategic focus on the needs of our community.

The term Neighbourhood Action is not just about a team; it is a central and driving mindset to be embraced by all of our members and meaningfully demonstrated to the community. It is this sense of Neighbourhood Action that supports the mission and values of the Fredericton Police Force. Although the workgroup that is expected to be in close and constant contact with the community is the Neighbourhood Action Team, all of our employees need to strive towards this target. It was by design that the supporting workgroups including CID, Administrative Support, Operational Support and Patrols encompass the Neighbourhood Action Team. No longer is community policing to be considered an "add on" service of the organization, working in isolation from other workgroups. This model illustrates a fundamental shift in our organization's commitment to community policing by drawing it into center focus, to be practiced and embraced by all of our employees.

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

PUBLIC TRUST AND RESPECT

QUALITY OF SERVICE

Executive
Chief of Police
Deputy Chief of Police

Patrols

Neighbourhood Action Team

Administrative Support

Operational Support

The Community

PARTNERSHIPS

OUR EMPLOYEES

Criminal Investigation

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.

NEIGHBOURHOOD ACTION TEAM STRUCTURE

Based on the research and recommendations surrounding community policing, it was decided that one of the first steps in moving forward would be to redeploy the ward-based community officers from the Patrol/Community Division into a newly formed Neighbourhood Action Team. Community policing would no longer be a marginalized section within the large Patrol Response Division, but essentially a thriving workgroup in its own right. The concept and structure of the Neighbourhood Action Team was brought into the center, or the heart of the organization, with multiple avenues for communication and influences to fluidly move in and out of and across the organization.

Proposed Fredericton Police Force Organizational Chart
Phased in by 2011
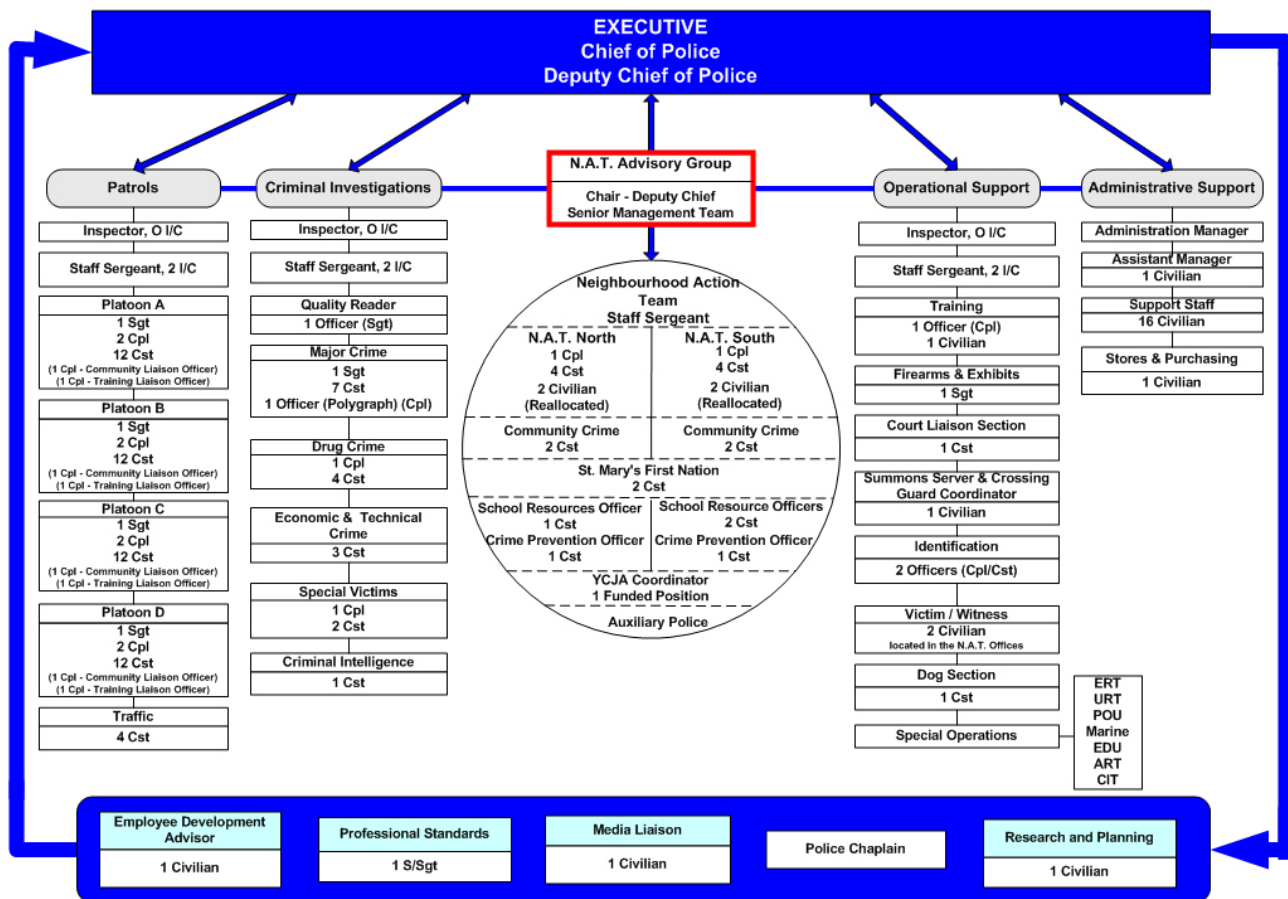
The Neighbourhood Action Team is designed to be a flexible, dynamic, vibrant, accountable and responsive work group of uniform officers, plain-clothes detectives, civilian employees, and community volunteers. The Neighbourhood Action Team is now a central and driving force for the organization. This Team is committed to working with others to address current and evolving public safety needs by engaging our members and partners through ongoing communication, education and evaluation.

 NEIGHBOURHOOD ACTION TRANSITION PLAN

NAT development has been a work in progress and is directed by the NAT Advisory Group, which was established in December 2006. The NAT Advisory has relied on input from members of the organization and stakeholders, in the form of surveys, interviews, and brainstorming sessions to develop a framework from which to move forward.

The locations for the North and South NAT Satellite offices, located at 30 Hughes Street and 643 McLeod Avenue respectively, required extensive teamwork and cooperation across the organization and with other City departments, and City Council. The satellite offices are centrally located, highly visible, accessible, and designed to be vibrant, public-resource centers.

Some of the development of the teams and offices has been, and will continue to be, contingent on annual budget approval, especially in terms of hiring new employees, promotions of existing staff, securing leases for office space, renovations and acquiring equipment.

Key considerations during times of organizational change:

◊ Leaders are required to re-think police strategies and develop new vision for the organization and effectively communicate that vision with their members and key external stakeholders.

◊ Strategic organizational vision is developed through research, insight and consultation, with consideration of past events and looking innovatively to the future.

◊ The rank and file is required to re-conceptualize traditions and practices, be actively engaged, and support the new values and mission of the organization.

◊ Formal work arrangements and the physical structure of the organization are re-designed, new positions and job expectations are created.

◊ Management and the rank and file must be willing to recruit community volunteers and work in partnership with various stakeholders and learn to "let-go" of the vestiges of power and control when looking for innovative problem solving strategies.

NAT and Community Policing Transition Plan

NAT Advisory Group
Routine Order Struck 2006-218
December 21, 2006

NAT Advisory Primary Meetings
January 2007 General Discussions
Mandate
Roadmap

Mandate Defined
"The NAT Advisory will oversee the development, integration, delivery and sustainment of community policing services within the organization and the community".

Literature Review
Information Disseminated to 30 members
Session Set for Kilarney
Prep work done for Brainstorming Feb 12, 2007

Roadmap of NAT Advisory Group meetings
Weekly for First Quarter
Bi-weekly for Second & Third Quarter
Monthly thereafter plus pre-divisional meetings

CBP and NAT
Philosophy
Brainstorming
Kilarney Feb 12, 2007

What
CBP is and is not
in Fredericton
Philosophy

NAT Advisory
Review
of
Philosophy Defined

Brainstorming
March 16, 2007
Key Priorities Service/Function
Marysville Heritage Center

Match philosophy
with Service
and Function
of Neighborhood Action Teams

On-line Survey
Roles & Responsibilities
of NAT members

Match philosophy
with Service
and Function
of NAT Offices

Coordinate NAT Development
with New hires (Feb to April)
New Promotions (April)
Post for Positions and meet with affected units

Co-ordinate Civilian Placement
Job shadowing
Security concerns
Service Mandate

Set Date for final Brainstorming
April
Discussion NAT Offices
North and South

Office Issues
Accessibility, visibility, vibrant secure, fully-functional size of space, future partners

Calvin Thompsom, COF Property Services
Police & Civilian Team Members
NAT Advisory

NAT Team
Training
Date: TBA

Target Date for NAT Transition
*Team established by End of April/First of May 2007
*Offices idenitifed and functional
by the end of Second Quarter 2007

Forcewide
Training
Date: TBA

I

The Challenge of the Change Game

"In any organization there are 'certain uncertainties', actions and reactions experienced by the players when change is introduced. Change may be beneficial or destructive, it may bring about progress or decline, but whatever the impact of change, it will inevitably lead to some form of structural and relational transformation. Change may be too fast for some and too slow for others, and will rarely happen at just the right pace. It may be met with enthusiasm or resistance. Some people will disengage, others will criticize, and most will adopt a 'wait and see' attitude. Others of course will thrive and see the opportunity to engage and lead. But for all the 'certain uncertainties' surrounding organizational change, there is one thing we know for sure; that is people can never communicate so completely that it is understood and accepted by all players, at the same time."
Written by Deputy Chief L. Fitch

SECTION B

UNDERSTANDING NAT

This section is designed to provide the reader with an overview of the NAT Philosophy, working mandate and job description of its members. It is essential for readers to understand that the philosophy of NAT speaks to the notion of "evolving public safety needs". As such, the work group is expected to operate fluidly within these parameters, while continually assessing and evolving to meet these needs.

Neighbourhood Action Team Philosophy

The Fredericton Police commits to working with others to address current and evolving public safety needs by engaging our members and partners through ongoing communication, education and evaluation.

<u>NEIGHBOURHOOD ACTION TEAM MANDATE</u>

The members of Neighbourhood Action Team (N.A.T) will function under the guidance of the NAT Advisory Group comprised of senior management. The team will:

- ✔ Work in a flexible teamwork environment to meet the needs of the community and the Force.

- ✔ Provide a proactive and reactive community approach through the use of programs found in this document i.e. SARA, POP, CPTED, CPTSD etc.

- ✔ Be highly visible in the community (i.e. bike, motorized & foot patrol).

- ✔ Foster partnerships with identified groups and businesses from the community, other city departments and other police divisions.

- ✔ Engage volunteers of the community to work with NAT in our satellite offices and on special projects and initiatives (i.e. neighbourhood watch, block parent etc.).

- ✔ Identify root problem areas in the community that negatively impact on the quality of life in relation to public safety, crime and disorder.

- ✔ Create and execute action plans to fix the problems, using all available resources and innovative strategies.

- ✔ Identify, prioritize and develop a plan of action to deal with ongoing repetitive crimes in a given neighbourhood.

- ✔ Investigate, enforce and report criminal, provincial, and municipal offences.

Neighbourhood Action Resource Guide

The Neighbourhood Action Team will provide a distinct enhancement to the existing police service delivery model in Fredericton. The NAT members and satellite offices are designed to augment the services provided through central headquarters, Patrol Response, Major Crime Detectives and other specialized services that will still be available twenty-four hours a day, seven days a week.

The Neighbourhood Action Team is essentially the pooling of a large group of officers from previously fragmented work groups, who now focus their efforts in a strategic and coordinated manner to address a variety of neighbourhood issues. The Team is comprised of civilian employees, volunteers, uniform officers, community crime plain-clothes officers, school resource officers, crime prevention officers and St. Mary's First Nations officers. The Team reports to the Team Leader Staff Sergeant, who in turn is accountable to the NAT Advisory Group, which is comprised of senior police management.

The main Team is divided in two work groups in an effort to provide equal service to the North and South sides of the City. The North and South Teams work according to a mandate that focuses on partnerships, problem solving, proactive policing models, crime reduction strategies, enforcement and education. Each Team may call upon other members as required thereby providing an opportunity to work as one group to target specific "hot" problems, activities and crimes. This was demonstrated during the summertime rash of assaults and robberies in 2007, which yielded several arrests, charges, and successfully restored a feeling of safety in the City.

Upon full implementation of NAT staffing, each Team will ideally have between 11 to 13 officers, plus civilian staff and volunteers in each of the two satellite offices. Year one (2007) of the 5 Year Plan called for significant organizational restructuring and the redeployment of several staff to build the Neighbourhood Action Team. In addition, Council approved the hiring of an additional Corporal and Staff Sergeant to fill NAT supervisory roles. Year Two (2008) of the plan calls for continued growth of NAT by hiring additional staff. Due to financial restraints and internally identified areas of risk, FPF management made adjustments to that implementation schedule for year two, taking into consideration the potential impact this decision would have on full implementation and service delivery with respect to NAT.

NEIGHBOURHOOD ACTION TEAM MEMBER JOB DESCRIPTION

The NAT member, regardless of their specific role on the Team is responsible for the delivery of high quality proactive police service in the City of Fredericton through their assignment to the Neighbourhood Action Team. As a Team member he/she will work according to the NAT mandate that focuses on partnerships, problem solving, proactive policing projects, crime reduction strategies, enforcement and education. The officer will have the opportunity to work on an assigned North or South Team and may also work on one of the larger group initiatives designed to target specific "hot" problems, activities and crimes. A sense of team-work and cooperation is paramount, as the officer will partner with other members of the Force and the public to provide a co-coordinated and strategic problem solving service.

EIGHT PRIMARY RESPONSIBILITIES OF THE NAT MEMBER

(Note: percentage of time assigned to tasks may vary according to the needs of specific neighbourhoods, services and member's posting within NAT)

Responsibility #1:

Be both proactive and reactive in addressing the wide range of community needs in terms of crime, disorder, public safety and related quality of life issues.

Tasks required to meet:

Be knowledgeable of the scope of law and potential solutions. Identify and prioritize local neighbourhood issues and respond in a manner consistent with the philosophy and mandate of the Neighbourhood Action Team. The member will apply problem-solving methods to scan, analyze, respond, and assess an issue. The member will employ enforcement tactics as required, educate the community and solicit citizen involvement in proactive solutions. The constable will refer to the Neighbourhood Action Team Resource Guide to assist in determining the appropriate course of action.

Competencies required:

⇒	Community Policing	⇒	Conflict Resolution
⇒	Investigative Skills	⇒	Work Initiative
⇒	Problem Solving	⇒	Oral Expression
⇒	Planning and Organizing	⇒	Job Knowledge
⇒	Teamwork and Cooperation	⇒	Enforcement
⇒	Safety Practices	⇒	Report Writing

Percentage of time spent on this responsibility: 30%

EIGHT PRIMARY RESPONSIBILITIES OF THE NAT MEMBER

Responsibility #2:

Be both proactive and reactive in implementing crime reduction strategies that are designed to target prolific offenders in our community.

Tasks required to meet:

NAT members will work in a coordinated and strategic manner with other members of the Force and key community partners to advance crime reduction strategies, specifically identifying prolific offenders who continue to do harm in our community. NAT members will take an active role in carrying out plans designed by the Team Leaders and Community Crime Officers in this regard.

Competencies required:

⇒	Investigative Skills	⇒	Work Initiative
⇒	Planning and Organizing	⇒	Enforcement
⇒	Detainee Management	⇒	Court Appearance
⇒	Report Writing	⇒	Problem Solving
⇒	Job Knowledge	⇒	Teamwork and Cooperation
⇒	Safety Practices		

Percentage of time spent on this responsibility: 10%

EIGHT PRIMARY RESPONSIBILITIES OF THE NAT MEMBER

Responsibility #3:

Engaging Volunteers and Community Partners.

Tasks required to meet:

NAT members will be ambassadors for the Fredericton Police Force and actively seek opportunities to engage volunteers and involve community partners to assist in providing creative solutions to ongoing neighbourhood issues. NAT members will actively encourage and provide opportunity for volunteers and community partners to use the North and South Neighbourhood Offices for community meetings and events relevant to policing and public safety events.

Competencies required:

⇒ Work Initiative	⇒	Planning and Organizing
⇒ Planning and Organizing	⇒	Judgment
⇒ Teamwork and Cooperation	⇒	Problem Solving
⇒ Community Policing	⇒	Job Knowledge
⇒ Delegation	⇒	Oral Expression

Percentage of time spent on this responsibility: 10%

EIGHT PRIMARY RESPONSIBILITIES OF THE NAT MEMBER

Responsibility #4:

Educate and Communicate with members of the Force and the public .

Tasks required to meet:

NAT members must be effective communicators, sharing appropriate information with members of the public, strategic partners and fellow employees regarding ongoing problem areas and/or occurrences. They must be cognizant of the importance of internal and external accountability, while remaining aware of privacy laws and confidentiality clauses that govern the release of unauthorized information. NAT members will share crime prevention and policing strategies to help others understand and address issues appropriately.

Competencies required:

⇒	Oral Expression	⇒	Community Policing
⇒	Job Knowledge	⇒	Teamwork and Cooperation
⇒	Decision-Making	⇒	Planning and Organizing
⇒	Ethics and Compliance	⇒	Communication

Percentage of time spent on this responsibility: 10%

Eight Primary Responsibilities of the NAT Member

Responsibility #5:

Participate in special NAT projects on an as needed basis and under the direction of Team Leaders.
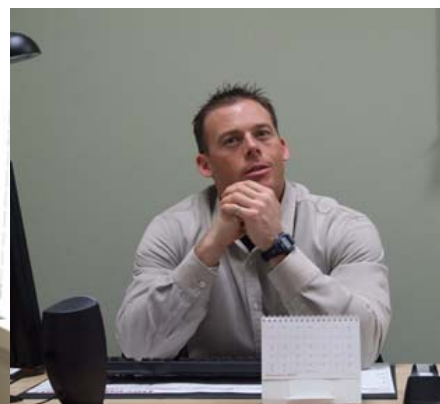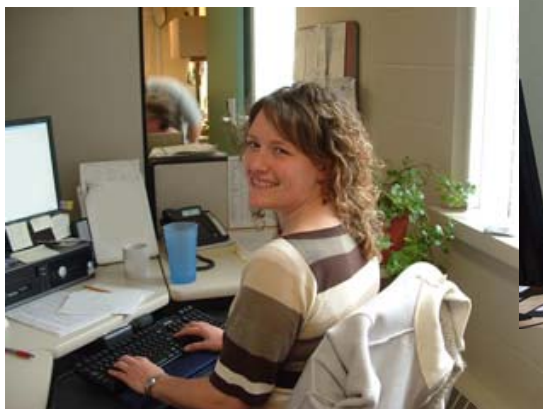
Tasks required to meet:

NAT members will be flexible and prepared to assist fellow team members or other work groups with special projects as identified by Team leaders. These projects would require a united effort to address specific "hot spots" or "hot activities" that are negatively impacting public safety and related quality of life in the community. Special projects may also include large scale proactive and crime prevention related events.

Competencies required:

⇒ Team Work and Cooperation	⇒	Adaptability
⇒ Interviewing and Interrogation	⇒	Safety Practices
⇒ Ethics Compliance	⇒	Judgment
⇒ Problem Solving	⇒	Investigative Skills
⇒ Community Policing		

Percentage of time spent on this responsibility: 10%

EIGHT PRIMARY RESPONSIBILITIES OF THE NAT MEMBER

Responsibility #6:

Investigation of files and enforcement.

Tasks required to meet:

NAT members will investigate files as assigned and also apply enforcement tactics as required. This may range from assisting with traffic enforcement in problem areas through education and the Motor Vehicle Act, to laying charges as a result of an investigative file.

Competencies required:

⇒	Interviewing and Interrogation	⇒	Investigative Skills
⇒	Enforcement	⇒	Safety Practices
⇒	Detainee Management	⇒	Court Appearance
⇒	Report Writing		

Percentage of time spent on this responsibility: 10%

EIGHT PRIMARY RESPONSIBILITIES OF THE NAT MEMBER

Responsibility #7:

Assisting the Youth Criminal Justice Coordinator by following up with troubled and high risk young offenders residing in their jurisdiction of responsibility.

Tasks required to meet:

High risk and troubled youth often come to the attention of school officials, teachers and the Police, at a very young age. The NAT constable will take a proactive approach; in concert with the YCJA coordinator and other members to identify these youth residing on the North and South sides of the City. The NAT members will follow-up after charge, or significant incident, paying particular attention to repeat occurrences. The NAT members will seek the assistance of community partners and other resources to proactively engage the youth; assist them in finding the help they require, and encourage better decision making. This approach is designed to identify and address high-risk youth who have a tendency to slip through the cracks between service providers and families.

Competencies required:

⇒	Community Policing	⇒	Investigative Skills
⇒	Planning and Organizing	⇒	Conflict Resolution
⇒	Teamwork and Cooperation	⇒	Job Knowledge
⇒	Work Initiative	⇒	Problem Solving
⇒	Safety Practices	⇒	Oral Expression
⇒	Enforcement	⇒	Report Writing

Percentage of time spent on this responsibility: 15%

EIGHT PRIMARY RESPONSIBILITIES OF THE NAT MEMBER

Responsibility #8:

Making the North and South Neighbourhood Action Offices vibrant, active and engaging Resource Centers for the public and other members of the Force.

Tasks required to meet:

NAT members have a very important role to play in advancing the vision of the satellite offices as fully functional, vibrant and active resources centers. All members of NAT will provide excellent customer service and ensure the work environment is inviting, clean, well stocked with resource material and secure, while still being accessible. NAT members are to have a sense of ownership and pride with respect to their work environment, while remembering that the functionality of the North and South Offices is designed to provide optimum service and accessibility to the public and other members of the Force.

Competencies required:

⇒ Community Policing	⇒ Planning and Organizing
⇒ Oral Expression	⇒ Teamwork and Cooperation
⇒ Adaptability	⇒ Punctuality and Attendance
⇒ Work Initiative	⇒ Safety Practices

Percentage of time spent on this responsibility: 5%

Key Working Relationships

NAT members are part of a dynamic work group that actively engages on an on-going basis with: Team Leaders, NAT Advisory Group, community partners and members of the public, special interest groups and other members of the Force.

Problem Solving Skills

The City of Fredericton recognizes the need to identify, prioritize and address the root causes of crime and disorder issues. To this end, a strategic and systematic approach to problem identification and resolution is employed. This approach includes community partnerships and multi-discipline efforts to resolve community problems and can include such problem solving models as SARA, CPTED, CPTSD and many other tools referenced in the Neighbourhood Action Resource Guide.

Decision Making Authority

Prioritizing neighbourhood issues and determining an appropriate course of action through investigation, problem solving, enforcement, partnerships and education.

Product Knowledge

PORS/Versadex; CPIC; Motor vehicle; YCJA; Criminal Code; Federal and Provincial Statutes, Abuse Protocols; FPF policies and procedures, City By-laws and the Neighbourhood Action Resource Guide. NAT members must be adept as overall police generalists capable of all fundamental police duties.

NEIGHBOURHOOD ACTION TEAM
YEAR TWO

NAT Supervisor in Charge
Staff Sergeant   460-2360

NAT North Team Leader
NCO   460-2435

NAT South Team Leader
NCO   460-2138

NAT North	**NAT South**
Uniform Constable Uniform Constable Uniform Constable (Uniform Constable 2008 - 2009)	Uniform Constable Uniform Constable Uniform Constable (Uniform Constable 2009)
Civilian Civilian	Civilian Civilian
Crime Prevention Officer	Crime Prevention Officer
High School Community Officer - Leo Hayes	High School Resource Officer - Fredericton High School (School Community Resource Officer - Ecole St Ann 2009 - 2010)
Community Crime - Plain Clothes Investigator Community Crime - Plain Clothes Investigator	Community Crime - Plain Clothes Investigator Community Crime - Plain Clothes Investigator
Uniform Constable St. Mary's First Nation Uniform Constable - St. Mary's First Nation	
YCJA Coordinator	
Auxiliary Police and Volunteers	

NOTE: *Saint Mary's Neighbourhood Officers will remain associated with the Saint Mary's Office as per contractual arrangements. These officers will work in conjunction with both NAT North and NAT South regarding matters concerning Saint Mary's First Nations.*

Youth Criminal Justice Coordinator will work in conjunction with both NAT North and NAT South regarding matters concerning Young Offender.

SECTION C

NAT TOOL KIT & PRACTICAL STRATEGIES

The section includes an overview of practical community based strategies and tips on where to find additional information. The topics in this Tool Kit have been recommended by members of the Fredericton Police Force as best practices for use in our community. The Tool Kit is designed to assist both the police and civilians in the application of community policing.

⇒ **Police-Community Partnerships**

⇒ **Problem Oriented Policing (POP)**

⇒ **Scan Analyze Respond Assess (SARA)**

⇒ **Crime Reduction Strategies (CRS)**

⇒ **Crime Prevention Through Social Development (CPSD)**

⇒ **Crime Prevention Through Environmental Design (CPTED)**

⇒ **Social Assets (SA)**

⇒ **Recruiting, Engaging and Retaining Volunteers**

⇒ **Customer Satisfaction**

⇒ **Evaluation**

⇒ **Social Marketing**

⇒ **Additional Website Links**

⇒ **Police-Community Partnerships**

A police-community partnership is the foundation of community policing. It is a relationship that allows the police and the public to work together to resolve problems specifically relating to crime and order maintenance. Generally these relationships are founded in concerns that are shared by community members and the police. These partnerships require flexibility, understanding and varying degrees of participation. Partnerships generally fall into one of four categories:

1. Committees

2. Interagency cooperation

3. Individual volunteerism

4. Police support of community-sponsored Initiatives.

For the most part, the type of problem you are dealing with will dictate the most appropriate partnership for the situation. It is important to establish a clear role and expectations for the partners. Remember they are not substitutes for police officers and cannot be used for investigative or enforcement purposes. They are resources who are willing to be part of finding and implementing solutions.

Resource material and recommended readings

Community Policing: Exploring issues of Contemporary Policing (2005) by Nicola Sutton, EM Publications Toronto Canada. ISBN 1-55239-110-8

Community Policing in Canada (2001) by Griffiths, Parent and Whitelaw, Nelson Thompson Learning, Scarborough Canada ISBN 0-17-616788-9
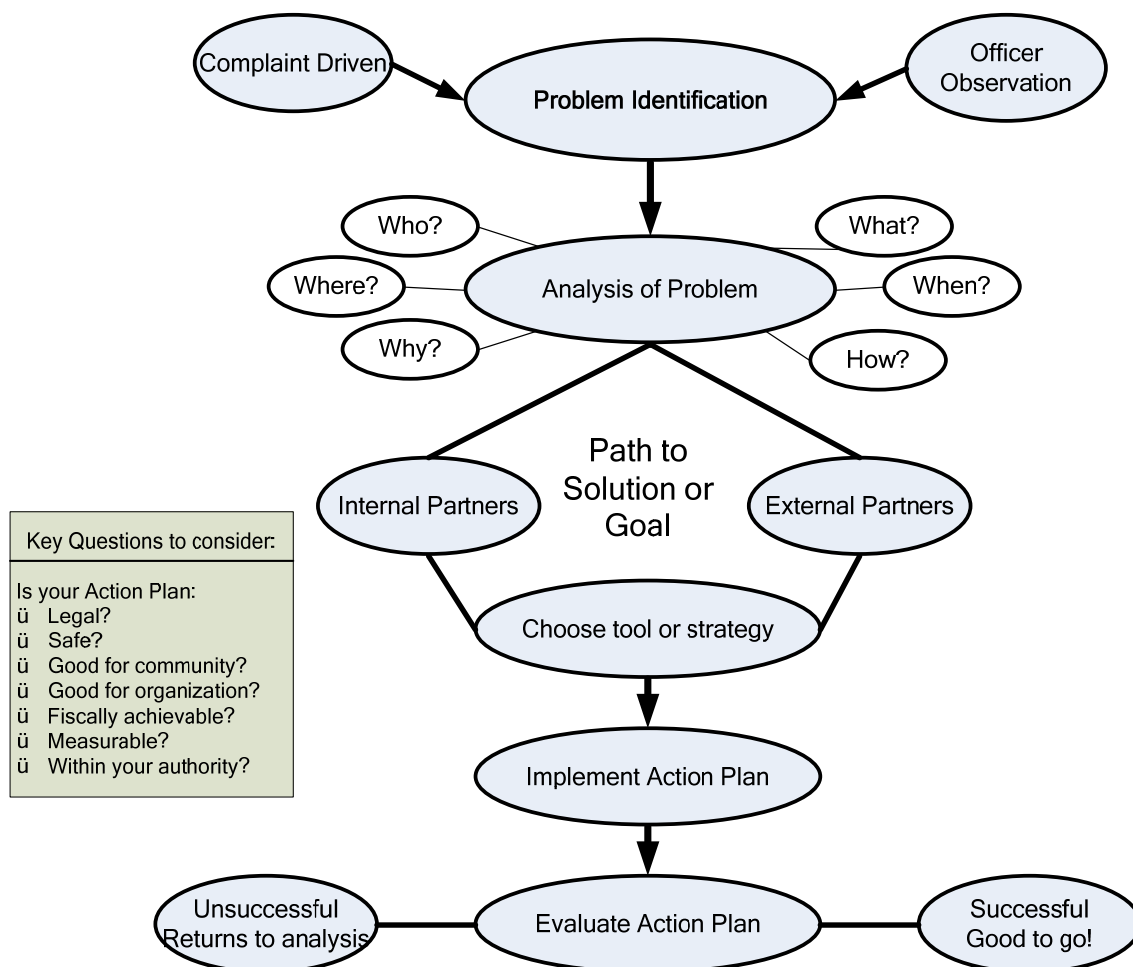
⇒ **Problem Oriented Policing (POP)**

Problem Oriented Policing (POP) is one of the core concepts of community policing. In fact many would suggest that it is second in importance only to community partnerships. Essentially POP seeks to establish long-term solutions to problems and requires the police and their strategic partners to develop a well thought out strategy to address the root cause of an issue. By addressing a problem in the broader context, the origin of the problem and related activity may become more evident and the solution more achievable. The beauty of POP strategies is that they can effectively reduce or eliminate on-going or escalating calls for service and community disruption.

Action Plan

```
Complaint Driven  →  Problem Identification  ←  Officer Observation

          Who?                                      What?
        Where?  →  Analysis of Problem  ←  When?
          Why?                                      How?

                    Path to Solution or Goal

Internal Partners                         External Partners
                  Choose tool or strategy

                  Implement Action Plan

Unsuccessful                                Successful
Returns to analysis ← Evaluate Action Plan → Good to go!
```

Key Questions to consider:

Is your Action Plan:
ü Legal?
ü Safe?
ü Good for community?
ü Good for organization?
ü Fiscally achievable?
ü Measurable?
ü Within your authority?

Resource material and recommended readings

Community Policing: Exploring Issues of Contemporary Policing (2005) by Nicola Sutton, EM Publications Toronto Canada. ISBN 1-55239-110-8

Community Policing in Canada (2001) by Griffiths, Parent and Whitelaw, Nelson Thompson Learning, Scarborough Canada ISBN 0-17-616788-9

⇒ **Scan Analyze Respond Assess (SARA)**

Problem solving models go by a variety of names but often refer to the same key components. The SARA model is one of the most commonly referred to models and simply translates into scanning, analysis, response and assessment. Essentially problem solving models direct our focus to:

Identify the problem: what is the problem? How has the issue come to police attention? Once a problem has been identified or reported, how do you determine if a problem really exists? Is it symptomatic of a larger issue, does it impact on several people or a specific group or area? This can only be determined through analysis of the problem.

Analyze the problem: Why, when, where, how, to whom and by whom it is happening? This involves consideration of who the victims and offenders are, what is the activity of the complaint, what impact is it having on the community, when is the activity likely to occur, or increase? What is the cause of the activity? A helpful tool to use is the simple problem analysis triangle.

Victim

Offender   Location

Find a potential solution: How can WE solve it? In POP solutions, the police have to look beyond traditional responses to innovative options that will reduce or stop the likelihood of reoccurrence. The arrest option is not the only, or most effective long-term solution. This is where it is important to consider root cause issues that may be addressed by engaging partners in the community.

Determine whether the solution has worked: Is the problem solved? Have things improved? The last stage of the POP process is assessing or evaluating the outcome of your efforts. Have your strategies succeeded? If not, you may need to go back to the "drawing board" and consider other options that you may have missed the first time through. Ask these simple questions of yourself and those in your community or partnerships: Has the problem been eliminated? Have the number of related incidents been reduced? Has the seriousness of incidents been reduced? Are there better ways to deal with these issues when they arise? Has the problem shifted from the police to a more

Resource material and recommended readings

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⇒ Crime Reduction Strategy (CRS)

As the City of Fredericton continues to grow, we are faced with the ever-growing issues of homelessness, drug addiction and crime.

The relationship between crime and drug addiction is complex and intertwined and undeniably we must deal with both together.

We have seen prolific offenders returned to the community time and time again with virtually no consequences to their actions.

It is through the sheer frustration of trying to deal with these issues that we began to look at other countries where success had been achieved.

Why is this Crime Reduction Strategy different?

The Fredericton Police Force Crime Reduction Strategy is a complete paradigm shift from what was previously done and modeling after best practices currently being done in a few select and progressive Canadian municipalities to combat crime. It is an approach that seeks to incorporate all the key stakeholders and create one, unified, comprehensive plan.

Properly implemented, jurisdictions using this model have witnessed significant decrease in overall crime.

(Source: Available online at   http://www.surrey.ca/Inside+City+Hall/
Your+Mayor+and+Council/Crime+Reduction+Strategy/default.htm)

What are the Steps in the Planning Process?

The Crime Reduction Strategy can be broken down into four components:

- Prevent and Deter Crime
- Apprehend and Prosecute Offenders
- Rehabilitate and Reintegrate Offenders
- Reality and Perceptions of Crime

How Does the Fredericton Police Force Implement this Plan?

1. Prevent and Deter Crime
   - Community Safety Officers - NAT
   - Education and awareness programs
   - CRS website
   - Community Drug Action Teams
   - Youth Intervention Programs

2. Apprehend and Prosecute Offenders
   - Identifying prolific offenders and crime hot spots
   - Dismantling grow ops and drug houses
   - Community Court model
   - Stiffer penalties for priority crimes
   - Prolific Offender Management Teams
   - Enhanced Treatment in Provincial Corrections Facilities

3. Rehabilitate and Reintegrate
   - Expanded treatment through the private sectors
   - Regional approach to treatment
   - Detox centre
   - Transitional housing
   - Full time homelessness outreach workers
   - Education and job training
   - Community Support Teams

4. Perceptions and Reality of Crime
   - Communications strategy
   - Community Action Groups – Good Neighbours / Good Neighbourhoods
   - Working with seniors and the most vulnerable
   - Leaflet drops in Neighbourhoods after drug houses are taken down

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Key Elements

- Partnerships.
- Intelligence sharing.
- Target Policing.
- Root Cause identification.

⇒ Crime Prevention through Social Development (CPSD)

Definition:

"Crime Prevention through Social Development is an approach to preventing crime and victimization that recognizes the complex social, economic, and cultural processes that contribute to crime and victimization" (Crime Prevention Digest, 1999). CPSD seeks to strengthen the 'bridge' between the criminal justice policies and programs and the safe, secure, and pro-social development of individuals, families, and communities. It does this by tackling the factors, which contribute to crime and victimization that are amenable to change.

History:

A perceptible shift in the concept of and responsibility for crime prevention has taken place since 1970 (Canadian Criminal Justice Association CCJA), 1989). Until 1970, primary responsibility for crime prevention rested with the police, courts and corrections, and the focus of their strategy was primarily to reduce the opportunity to commit crime. The anti-crime efforts of the 1970's witnessed a move toward increased *community involvement in crime prevention*; Neighbourhood watch is a well-known example of the popular opportunity reduction programs of the era. However, by the 1980's, reduction in crime rates proved negligible and the long-term effectiveness of reduction-based strategies came into question. Indeed, during the 1980's in the United States, resources were poured into criminal justice; the rate of increase of crime justice expenditures was four times that of education and double that of health care (Milton S. Eisenhower Foundation, 1990). By 1989, the serious crime rate was only marginally lower than it had been at the start of the decade. Thus, there emerged an interest in prevention strategies that address the social and economic causes of crime. This approach is known as Crime Prevention through Social Development (CPSD) and, by the 1990's CPSD as widely viewed as a vital component to any serious attempt at crime prevention.

Crime prevention can mean many things to many people, so it is important to clarify what is meant by "*crime prevention*" and "*social development*". *Crime prevention* can be defined as " the reduction of the future risk of crime" (Mayor's Task Force on Safer Cities, 1992, p.7). However, crime prevention does not imply that all crime will be eradicated. *Social development* usually refers to programs, which address social factors in the environment and interpersonal or intergroup relations.

Crime Prevention through Social Development operates from the premise that crime is linked to social and economic factors; this relationship suggests prevention programs, which transcend traditional opportunity reduction approaches to crime prevention.

Targeted social programs are key to the implementation of CPSD. Successful CPSD programs will include programs targeted at social problems such as:

- ✔ Ineffective Parenting
- ✔ Unemployment
- ✔ Inadequate Housing
- ✔ Homelessness
- ✔ Domestic Violence

> *"Studies of juvenile delinquency and high school drop-out rates, for example, demonstrate that a child is better off in a good neighbourhood and troubled family than he or she is in a troubled neighbourhood and good family."*
>
> *Malcolm Gladwell, The Tipping Point (p. 168)*

CPTSD Information Links:

Fredericton Regional Family Resource Center. *Evaluation Report*, 2005. Prepared for the CAPF Funding Period beginning April, 2003.

http://www.von.ca/healtheducation_p_healthbaby.html.

http://www.nationalchildbenefit.ca.ncb.maplinknb.shtml

NCPS, Preventing Crime by Investing in Families and Communities; Promoting Positive Outcomes in Youth Twelve to eighteen Years Old. Retrieved January 17, 2007 from

http://ww4.psepc-sppcc.gc.ca/en/library/publications/youth/family/index.html

The John Howard Society. *Youth Options* Program. (2006) *Year End Report to Human Resources and Skills Development.*

District 18 School Board. *Enterprise Program*. Delivered through Training Employment and Development, Province of New Brunswick. http://www.district18.nbed.nb.ca

http://www.nwl.london.ca/corporate.htm (Neighbourhood Watch)

National Crime Prevention Strategy. (Spring, 2003). Issue No.7. Building Safer Communities found at www.prevention.gc.ca.

Entire CPSD Program offered through Cape Breton University is available through Inspector Brent I. Blackmore.

⇒ **Crime Prevention Through Environmental Design (CPTED)**

There are many ways to define CPTED. Basically, it is "proper design and effective use of space". It is a proactive approach to policing involving various strategies. Several of the strategies include territorial reinforcement, surveillance, access control, and image maintenance.
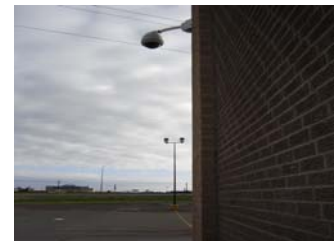
Territorial reinforcement:
⇒ Defines property lines and distinguishes public and private space (no ambiguous space)
⇒ Requires people to protect their own space and respect that of others

Surveillance:
⇒ Focuses on visibility of space
⇒ Utilizes the 'eyes' of the community allowing intruders to easily be noticed

Access Control:
⇒ Limits access and controls movements
⇒ Creates a feeling of risk for an intruder

Image Maintenance:
⇒ Encourages maintenance of space
⇒ Improves aesthetics

When applied effectively, CPTED will not only reduce crime but will also increase the perception and feeling of public safety by the community.

Past research indicates that a criminal's decision to offend (or not) is based more on the cues he/she receives regarding the perceived risk of being caught rather than the rewards. The strategies discussed previously are implemented to influence an offender's decision to commit a crime.

CPTED focuses on the offender's perceived likelihood of being detected. Implementing CPTED principles does not prevent crime. It focuses on making changes to the physical environment that will influence the behavioural decisions made by a would-be criminal. It deters behaviour rather than preventing it.

Important to Remember

It is important to remember that the concepts that are expressed through CPTED are derived from a "Criminology Based Approach" to a safer environment. These concepts can be blended with other sound urban design principles, but are not intended to be a complete representation of good urban design.

⇒ Social Assets (SA)

A 40 Developmental Asset Snap Shot

Search InstituteTM describes Social Assets as "positive experiences and personal qualities that young people need to grow up healthy, caring and responsible."

The asset Framework is used:

- To create sustained levels of safety, health, respect and tolerance, honesty, caring and compassion among Canadians, young and old...

- To build on our community strengths rather than continuing to declare war on our weaknesses and problems

- Accentuate the POSITIVE, You too can build Assets

> ⇒ **All children and youth need assets.**
> ⇒ **Relationships are key.**
> ⇒ **Everyone can build assets.**
> ⇒ **Building assets are an ongoing process.**
> ⇒ **Asset building requires consistent messages.**
> ⇒ **Duplication and repetition are good and important.**

THE ULTIMATE ASSET GOAL IS:

To be the Best Place in North America to Raise Youth with a vision to be the safest & healthiest community in which to live, learn, work and play.

Youth Become a Strategic Priority

- ✓ Asset Building is a framework using the SEARCH Institute Principles
- ✓ As a Guiding Light (Compass)
- ✓ Re-alignment of Systems and Structures
- ✓ Proactive Initiatives Now a Priority: EXAMPLES: Onside – Positive - Tickets – Youth Officers – School Safety Programs – Adopt a Cop – Role Models
- ✓ Asset Building Coalitions are Forming in Communities Across Canada
- ✓ Richmond, B.C. and Brockville, O.N. both have embedded this framework into their daily operations
- ✓ Communities can proudly declare their Youth are A PRIORITY and valued

FOR MORE INFORMATION

Ask the experts: Cst. J. Smith or Cst. D. MacLaggan   Or   Checkout the website: www.search-institute.org

⇒ **Recruiting, Engaging and Retaining Volunteers**

It is clear that volunteerism is a major component in healthy and engaged communities. The purpose of this section is to assist you in developing a plan to sustain and enhance volunteer engagement in a safe, well-managed approach. Since 9/11, ordinary citizens have been stepping forward at a greater pace to take on active volunteer roles in protecting their communities and supporting first responders. To recruit, engage and retain volunteers it is important to develop a well thought out plan of how these volunteers will contribute to the organization's mission and what impact they will have. Equally important is the creation of a volunteer friendly environment. This means providing meaningful opportunities for the volunteers, engaging and respecting their contributions. Another key consideration is the development of a volunteer policy. The lack of policy or volunteer advisory committee places both the organization and the volunteer at risk and jeopardizes the success of the program and loss of volunteers.

> **Your plan of action in developing your volunteer pool should include six key steps:**
>
> 1. Rate your team and office needs and resources.
> 2. Establish a Volunteer Advisory Committee.
> 3. Develop vision and goals.
> 4. Develop a critical path or action plan to reach your vision and goals.
> 5. Develop a budget – what is required to run your volunteer program.
> 6. Write a volunteer policy.
> 7. Be clear and consistent with expectations.
> 8. Establish schedules.

TIPS:

* Your plan of action for your volunteer program will have greater impact and be easier to present if you follow the guidelines set out in the City of Fredericton Administrative Report format COR-form 002 found on the City's Intranet site. This format will guide you establishing the main considerations for your volunteer strategy.

* Be creative in thinking about what role your volunteers can take. We are a rapidly aging community with a growing pool of senior citizens, many of whom are willing to get involved. Create a "Seniors Serving Seniors" group to help reduce fear of crime among the elderly...a very real phenomenon that detracts from their enjoyment of our City. There are many senior groups in the City that offer a "ready-made" group of volunteers.

TIPS:

∗ Our Saint Mary's First Nation population has an increasing population of youth. Are there opportunities for a partnership through volunteerism and skill development?

∗ Youth at Risk need a place to go and things to do? Is there a place for young people in your program? Is there an option to partner with Family and Community Services, Partners for Youth, John Howard Society, Guidance Counselor Services or Probation Services?

∗ Join forces with other helping agencies and groups such as: faith based groups, Kinsmen, Rotary, Y'smen, Probation Services, Drug Addiction Services, the Soup Kitchen and Emergency Shelter, City of Fredericton Community Liaison Officer.

∗ Establish a NAT Community Consultative Group with diverse representation to seek strategic input on neighbourhood issues. Have it chaired by a key volunteer.

∗ We have a ready-made group of volunteers with our Auxiliary Members and Victim/Witness. Why limit their involvement at the patrol level? Create new opportunities for engagement. You may find some who are happy to serve the front desk in satellite offices, handing out flyers or crime prevention and resource material, setting up displays for career or diversity fairs and community events.

∗ Students, faculty and staff at local universities can take an active volunteer role in keeping their neighbourhoods safe.

∗ Have a volunteer brain storming session, use your imagination, ask them to attend and express their interests and solicit their input.

∗ Create a volunteer coordinator position and designate who will be responsible for overseeing the program.

∗ For more information and a complete copy of "Municipal Tool Kit - practical strategies to enhance municipal support for your volunteer program" check out the website info@volunteer.on.ca or www.volunteer.on.ca

Neighbourhood Action Resource Guide

⇒ **Customer Service and Satisfaction**

What is Customer Service?

✔ Quality of service delivery set by your department.

✔ Customer care activities that support the delivery of a product or core services.

How does Customer Service relate to Policing?

The public should receive the same high quality of service whenever they are in contact with the police, regardless of where, how or for what reason that contact takes place.

What standards describe the level of service expected whenever the public have contact with the police?

✔ Make it easy to contact the police – provide accessible and responsive services.

✔ Provide a professional and high-quality service – provide appropriate help and advice.

✔ Deal with initial enquires from the public – take appropriate steps to deal with enquires.

✔ Keep people informed – provide contact details and updates.

✔ Ensure the public voice counts – the public can have a say in how their area is policed.

✔ Deal effectively with victims of crime – provide support for victims.

✔ Listen and respond to the concerns and complaints of the public – work to improve police services.

✔ Deal with freedom of information requests – respond appropriately to requests for information.

How does the FPF currently capture Customer Service satisfaction?

✔ Complaints received from the public about an officer or a service.

✔ Customer satisfaction survey.

✔ Letters/e-mails extending a thank-you to members or the Force.

⇒ **Evaluation**

Suggested tools for evaluation:

⇒ Citizen attitude survey.

⇒ A survey of our customers by randomly choosing concluded files and calling with a number of pre-determined questions surrounding customer satisfaction.

⇒ A survey of our own people, council and other city departments that work closely with us.

⇒ A survey of other partners.

⇒ Conduct statistical reviews

Research has shown time and again that satisfied customers report that they were listened to, respected and spoken to in a friendly tone. In the medical profession for example it has been noted that:

"The risk of being sued for malpractice has very little to do with how many mistakes a doctor makes...patients file lawsuits because they have been harmed by shoddy medical care and something else happens to them. What is that something else? It is how they were treated, on personal level, by their doctor... (dissatisfied) patients say they were rushed or ignored or treated poorly... Surgeons who were never sued spent more than three minutes longer with each patient than those who had been sued. (They) were more likely to engage in active listening, saying such things as 'go on, tell me more about that'...the difference was entirely how they talked to their patients"

*Malcolm Gladwell the author of "Blink: The Power of Thinking Without Thinking" 2005*

⇒ **Social Marketing**

The need to have a sound social marketing strategy behind our newly implemented NAT teams is essential to building community relationships, effecting positive change, while establishing recognition and promotion of the good work being done by all involved.

What Is Social Marketing?

"It is simply the planning and implementation of programs designed to generate social change. This differs from traditional marketing that is primarily focused on the selling of a particular product or service. Social marketing is the systematic application of marketing, in conjunction with other concepts and techniques, to achieve specific behavioural goals for a social good." (Source: Available online at http://en.wikipedia.org/wiki/Social_marketing)
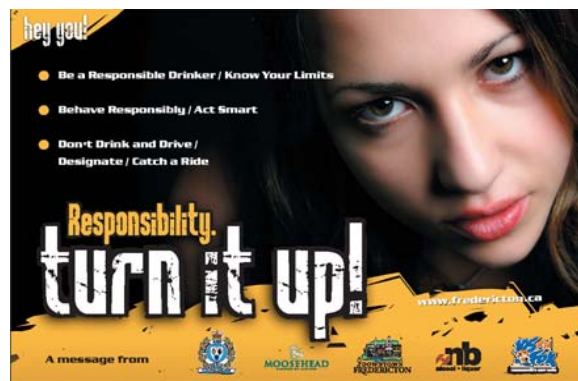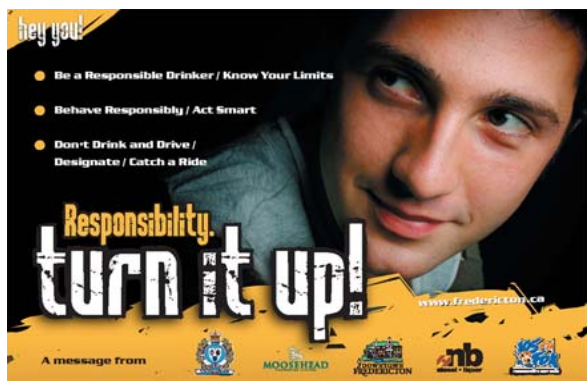
What Issues Can Benefit From Social Marketing?

Social marketing is used to influence specific behaviours that will improve health, reduce crime, prevent injuries, protect the environment and contribute to communities. Major issues that social marketing can benefit include:

⇒ Health: Tobacco use, binge drinking, obesity, physical activity, immunizations, nutrition, sexually transmitted diseases, blood pressure, oral health, high cholesterol, and skin, breast, prostate and colon cancer.

⇒ Crime Reduction & Injury Prevention: Community programs (Neighbourhood Watch), fraud perpetrated on the elderly, traffic & pedestrian safety, drowning, safe gun storage, falls, household fires, suicide, sexual assault, domestic violence, disaster preparedness, and seatbelt, car-seat and booster seat usage.

⇒ Environmental Protection: Waste reduction, water conservation, water quality, energy conservation, air pollution, litter, wildlife habitat protection, forest preservation, and hazardous waste disposal.

⇒ Community Involvement: Crime reduction initiatives, organ donation, blood donation, volunteering, voting, crime prevention, and animal rights.

What Are The Steps in The Planning Process?

1. Analyze the situation.
2. Identify and select target markets.
3. Determine campaign objectives and goals.
4. Understand the target market's real (and perceived) barriers and benefits.
5. Determine an evaluation plan.
6. Set budgets and find funding.
7. Write an implementation plan.

How Does the Fredericton Police Force Do Social Marketing?

- Aggressive Anti-Drinking and Driving Campaigns ("Tis the Season" posters)
- Motor Vehicle Safety Awareness ("These are Not Suggestions" pamphlets)
- Partnering with other City Departments (Engineers) to Address Road Safety Issues
- Partnering with Organizations Like FRED-FM to Raise Pedestrian Safety Awareness
- Partnering with FOX 105 to Promote Winter Safe Driving Tips
- Monthly Public Service Safety Announcements
- School Liaison Officers Working with Students
- Prevent Theft Campaign ("Lock It Up" pamphlet)
- Your creative suggestions are?

⇒ **Websites**

- City of Surrey - Crime Reduction Strategy
  http://www.surrey.ca/Inside+City+Hall/Your+Mayor+and+Council/Crime+Reduction+Strategy/default.htm

- Crime Prevention Through Social Development
  http://ww4.ps-sp.gc.ca/en/library/publications/fact_sheets/ cpsd/index.html

- HomeOffice - Crime Reduction, UK
  http://www.crimereduction.homeoffice.gov.uk/crssummary/crssummary.htm

- Institute for the Prevention of Crime - Univ. of Ottawa
  http://www.sciencessociales.uottawa.ca/ipc/eng/ipc.asp

- Ministry of Justice - Crime Reduction Strategy - New Zealand
  http://www.crimereduction.homeoffice.gov.uk/crssummary/crssummary.htm

- National Crime Prevention Strategy - Public Safety Canada
  http://publicsafety.gc.ca/prg/cp/ncps-en.asp

- Public Safety Canada's National Crime Prevention Centre
  http://publicsafety.gc.ca/prg/cp/index-eng.aspx

- Safe Canada - '*SafeCanada.ca - Your link to information and services on public safety in Canada.*'