Richmond Detachment 2003- 2004

Intelligence Led, Targeted Community Policing

For 2003 and 2004, we will continue to move forward in translating our community policing 2 philosophy into our culture...in other words "operationalize" the philosophy of CP2 into everything we do.

What is Community Policing - CP2?
Client Centered Service
Custom Designed
Team Approach
Public Accountability
Decentralized Neighborhood Model with Centralized Support
Integrated Service Teams
Individual Case Management Approach
Proactive (anticipating & forecasting community issues)
Real Time Flexibility & Adaptability
Shared Leadership
Partnerships and Collaboration
Consultation & Transparency
Root Problem Solving
Quality Seamless Service
Supervised Risk Management
Continuous Development

The "Business" of Policing Changes

At Richmond Detachment, we recognize that as we move forward in our transformation within a CP2 philosophy, the "business" of policing changes.

Community Policing is No Longer a Program or Section
It is Translated into our Culture and Service Delivery Model – Just the Way we Do Business
Transformation = New Business Model
Which means a New Way of Operating our Business
Confronting Community Policing as Business = Systems, Structures and Service Delivery Strategies Change - We have accepted this and embraced it.

We Recognize the New "Business Realities"

Statistics vs. Quality - Prevention of Crime or Increased Crime Because of Targeting
Budget Cuts Due To Reduction of Crime
Realities of “Too Much” Consultation
Volunteer Management – Business Engagement
Privacy Act/Liability Issues (Using Volunteers)
Civilianizing (Para policing Issues) vs. Police Officers - Legitimizing Police Officer Duties
Partnerships = Maintenance is Time Consuming
Change Management Skills are Crucial and a New Style of Shared Leadership Required - this is why we are huge and continue to be big into leadership development / change management skills of all employees.

**Implementation Requires Alignment to the Philosophy**
(In Other words – Everything Changes)

At Richmond Detachment, here is where changes are already occurring and will continue to occur over the next years
(I will not drill deep into each one, but in each of these bullets, we are already doing "business" differently. You can pick an example or two from each bullet if you want....there are just so many .... it is amazing when you think about how our business has changed here...it is very exciting. Maybe we should brainstorm everything we do here that is different than anywhere else...??? I think we would be surprised at how far we have evolved already.

Service Strategies
Structural Changes
System Changes
Deployment
Organizational Charts
Span of Control
Shift Patterns
Audit Processes
Accountability Processes

**On Our Radar Screen - LMD Integration**

With our move to an integrated model both locally (UBC and YVR) and regionally (A/Commr. Forbes and the LMD District), here are some of the principles we have embraced and already put into our daily service delivery here at Richmond Detachment.

Team Approach – Integrated (Walls Gone)
Moving From Detachments to “Attachments”
New Face of Crime (Border less/Fluid/Organized)
Root Targeting – Enforcement and Prevention
Real Time Response – Intelligence Driven
Making it Work

More principles that will continue to be at play here at Richmond Detachment in the transformational model
Our leadership model at Richmond Detachment is called and "Integrated Leadership Model"
We integrate a number of leadership models into one "blended" approach...Command and Coordinate, Consultative, Participative, Transformational, Shared Leadership, etc.

Principals
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Patience, Patience and More Patience
Our Guiding Principles as the Anchor - Described in detail in our five year plan
Consistent, Repeated Key Messages (Bombardment)
Connect the Dots (Link Theory to Practice) - briefings, morning training and morning meetings
Raising Level of Expectations and Not Delivering (both employees and public)
First Line Supervisor = Pace Car (will make or break you!) - Thus we invest heavily in developing our front line supervisors as leaders and experts in change management issues.
Recognize and Reward Champions
"Every Officer is a Leader“ Philosophy
“Inside-Out“ Approach is the Only Way
Police Credibility Allow us to be Catalyst to Identify and Champion Community Problems Others Won't Tackle
All About Maintaining Relationships

What's On the Horizon for Richmond?

Globalization... Creating Global Partnerships to Inspire Broad Based Participation in the Preservation of Public Peace and Community Safety
Localization... Local, Neighborhood, Custom Designed, Real Time, Seamless Community Problem Solving
Interdependent Policing ...Where all Components of Public Safety are Essential Parts of an Integral Network ...Just Like the Ecosystem
Relationships – Building & Maintaining Partnerships - Interrelationships
One Tax Payer – Value for Money
**Turbulent Times Ahead...**

Within the Turbulence of Change,
Our Challenge is to Anticipate Trends, Changing Conditions and Shifts
Watch the Rule Breakers of Today
Possible Indicators of a Paradigm Shift in the Making
Recognizing These Shifts Will Give us the Edge
New Rules Will Require New Tools - thus we will provide those tools to our people on a continuous basis

**A Few Goals for 2003 / 2004**

1) The principle is about putting our key leaders face to face with operational problems and clients so that cannot avoid the realities. Where the reality will stare our leaders right in the face. In other words, direct experiences will reinforce our expectations.

   This means... Senior members, GIS Investigators and Supervisors and their expertise back on the street - leading investigations, coaching and mentoring our members.

2) Continuance of Developing all our employees in the area of leadership and change management
   Developing more of our members as coaches and mentors (IE: the 50 members that stood up to the plate and rolled out the A/Cst. modules)
   Also, our morning training sessions to continue and also be taught by our local "expert" members.

   Continuous development will continue to move forward at an accelerated rate.

3) Crime Analyst position be in place and be a true "Urban" policing analyst. Where the analyst is assisting all units within the Detachment and daily connecting the dots of crime trends and issues. S/he will not just be a link analysis for GIS, but will be thinking big picture for all our units and issues. Our vision is to Target on the HOT SPOTS. To concentrate our limited resources on those areas that most need change and will have the biggest pay off.

   What we will then see is
   - "Dedicated" patrols instead of "routine" patrols
   - More use of our Command Bus as a "Mobile" Community Police Station
- Target teams evolving and focusing on community issues (Massage parlors - Liquor establishments - Night Market - Gang Hang outs, etc)
- Steveston Community - Evolution of the advanced CAPRA project we have there now regarding the summer patrols
- And we mobilize the community to assist us in combating these problems

4) Roll out of enhanced service delivery of East Richmond - Hamilton Roll out of four community constables with reporting lines to both the Watch and Community Services NCO. Setting up of a decentralized model that works for this area of the City. Not depending on bricks and mortar for our community station, instead using various methods of advanced CP2 deployment and our "mobile" community station concept.

5) Communication - Internally and Externally
The key is communication... Consistent, Repeated Key Messages (Bombardment) of all these principles and strategies
Connect the Dots (Link Theory to Practice) - briefings, morning training and morning meetings

We will use technology so our crime analyst can present the intelligence to all employees...within our briefing room and the video conference equipment we are getting to link our community stations and YVR

In addition, our external communication must continue to expand on positive-proactive - good news stories. We also need to be looking at other ways to communicate the messages to our public (other than just newspapers and tv)

**Final Comments**

... Our success hinges upon the insight that within Richmond Detachment, once the beliefs and energies of the critical mass of our people (our most valuable asset) are engaged, then conversion to our vision will spread like an epidemic. This will bring about fundamental change very quickly.

In addition to constant communication, we will use "change agents" who will make unforgettable and unarguable calls for change. Our change agents will concentrate our resources on what really matters, who will mobilize the commitment of Richmond Detachment's Senior Management team. Success will occur in silencing even the most vocal naysayers.

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