

# OWEN SOUND POLICE SERVICES



## BUSINESS PLAN 2008-2010

***“Planning the Future”***



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***“Planning the Future”***

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### **OUR VISION.....**

To provide effective outcomes in crime prevention and reduction while maintaining a positive community profile with high levels of support from all of our partners.

### **OUR MISSION.....**

The Owen Sound Police Service in partnership with our community, is committed to maintaining a safe and secure city for all, through professionalism, accountability and dedication to excellence.

### **OUR PHILOSOPHY.....**

To be recognized as a leader in police services, consistent with the best practices of contemporary policing methods.

### **OUR VALUES.....**

To achieve excellence in community partnerships by providing our services with Integrity, Honesty, Respect, Compassion, Leadership, Innovation and Accountability.





*Message from the Chairman of the Police Services Board*

*The Owen Sound Police Services Board recognizes the vital role that the police service provides in maintaining a safe and healthy community.*

*This latest strategic plan sets out the goals and objectives for our service for the next three years and is based on extensive consultation with the members of our community.*

*The members of the Owen Sound Police Services Board are committed to providing excellence within our police service in an open, transparent and cost-effective manner.*

*This latest business plan will continue to build off of the foundation that has been built by previous boards and will continue to provide a responsive and flexible police service that will meet the needs of our residents in the coming years.*

*Yours truly,*

A handwritten signature in black ink that reads "G. Pierce". The signature is written in a cursive, slightly stylized font.

*G. Pierce  
Chairman*



### *Message from the Chief of Police*

*It is my pleasure to present the 2008 – 2010 Strategic Business Plan for the Owen Sound Police Service. I am pleased to report that all of the identified issues in our last Strategic Plan were addressed in some fashion and almost all were implemented fully or are in some stage of implementation. I believe that this speaks to the importance of this planning exercise and I would like to thank all of those people who provided their input into this process.*

*Once again we have heard your comments and we are setting our goals and priorities on that input. The men and women of the Owen Sound Police Service provide a reliable professional service to our community everyday and the planned enhancements within this document will ensure that we continue to strive for excellence as one of the “Community Partners”.*

*Sincerely,*

A handwritten signature in black ink, consisting of a large, stylized 'T' and 'K'.

*T. J. Kaye  
Chief of Police*

## **THE PLANNING PROCESS.....**

The process of Business Planning for the police services in Ontario is found within the Ontario Police Services Act, Section 30. The objective of this legislated process is to provide adequate and effective policing to the community in accordance with a set of standards and best practices which ensures that all citizens receive a minimum standard of service. The goals and objectives that are established in consultation with members of the community, key stakeholders, staff and community groups ensure that there is a quantitative and qualitative approach to ensure that established performance indicators will clearly track the progress of service in meeting the needs of the community.

During the course of our outreach the service used a Community Satisfaction Survey that was undertaken in 2007 as part of our preparation for this review. Along with this we held public meetings, invited stakeholders meetings and Staff retreats to focus on the future goals and objectives for our police service.

During the consultation process there were four main themes that emerged:

- Crime Prevention – Programs and Problem Solving
- Enforcement and Community Satisfaction
- Resource Management
- Police Facilities and Equipment

In each of these areas several goals and objectives were established to enhance or implement a new practice, process or piece of equipment to meet the changing needs of the community and the ability of the service to provide excellence in community safety.

Each of these areas is also subject to an annual review by the members of the Board, senior administration and front line officers to ensure that the plan remains a living document and is reviewed and maintained in the most up-to-date manner possible.

## **CRIME PREVENTION**

### **PROGRAMS AND PROBLEM SOLVING**

The Owen Sound Police Service has been a leader in providing community based policing for a number of years. Simply put, community policing is all about a partnership with the people of Owen Sound and the surrounding area to ensure that we talk openly and candidly about public safety issues.

Community based policing is not a program as per se, but rather philosophy of how we, all of us within the Owen Sound Police Service do business. We have taken this approach towards crime prevention and enforcement through initiatives such as our High Enforcement Action Team (H.E.A.T.) and our latest squad the Community Oriented Response Enforcement Unit (C.O.R.E.). Both of these units are formed on the premise that dedicated problem solving units within the community can and do get the job done. That is not to say that we don't rely on the citizens of Owen Sound to get engaged in providing assistance to the police in resolving crime and order issues and enhancing that relationship and involvement is threaded throughout many of the existing programs that we have provided in the past.

### **Goal #1**

1. To improve community participation in policing initiatives.

#### **Objectives**

- 1.1 To provide more opportunities for feedback on customer/client satisfaction.
- 1.2 To encourage more reporting of suspicious activity and minor crimes.
- 1.3 To increase the use of volunteers in the police service.
- 1.4 To continue to support Crime Stoppers and M.A.D.D.
- 1.5 To re-survey the public in 2010.
- 1.6 To formalize recognition for all police volunteers.
- 1.7 To improve communication with partner agencies and better utilize their expertise.

### **Performance Indicators**

- 1.1 Enhance website for on-line survey after all police contacts. Use of reporting.
- 1.2 Public information campaign utilizing various types of media-increased reporting of minor crime through community feedback.
- 1.3 Auxiliary recruitment in 2009, additional members of C.O.P.S.
- 1.4 Better advertising, assistance in fundraising, enhanced community education.
- 1.5 Up-dated survey done in 2010 for community satisfaction report.
- 1.6 Formal reception planned for new station to recognize all police volunteers along with policy on recognition tokens.
- 1.7 Attendance and actual exchange of information.

### **Oversight**

- 1.1 Administrative Inspector.
- 1.2 Deputy Chief of Police, Operations Inspector.
- 1.3 All senior managers, Auxiliary liaison sergeant, C.S.O.
- 1.4 Community Services Officer, Operations Inspector.
- 1.5 Chief of Police.
- 1.6 Chief of Police, Police Services Board.
- 1.7 Deputy Chief of Police.

### **Goal #2**

2. To increase the liaison work between the police and the education sector within the city. To deliver pro-active programs for reducing student incidents involving substance abuse, violence, gang issues and bullying.

## **Objectives**

- 2.1 To continue to place a priority on having a visible presence by the police in schools.
- 2.2 Enhancing and expanding where appropriate pro-active programs like D.A.R.E., M.A.D.D. and S.A.D.D.
- 2.3 To evaluate and implement changes to existing programs and/or to ensure that community programs are relevant to current circumstances and risks being encountered within the community.
- 2.4 To maintain the existing C.O.R.E. unit, Community Services Officer and to engage as many other officers within the service to spend time in schools of all levels within the city.

## **Performance Indicators**

- 2.1 Daily tracking of all officers time spent in schools for prevention or pro-active reasons.
- 2.2.3 Complete review of all existing programs and up dates to available educational material. Enhanced training and attendance at training sessions on emerging trends in community issues. (Timeline for review is the fall of 2009).
- 2.4 Tracked by senior staff in consultation with front line supervisors by engaging new members in crime prevention initiatives. (January 2009).

## **Oversight**

- 2.1 Sergeants, Operations Inspector, Deputy Chief of Police.
- 2.2.3 Community Services Officer, Operations Inspector, Deputy Chief of Police.
- 2.4 Sergeants, Operations Inspector.

## **Goal #3**

3. To increase public awareness of police activity, programs offered, local crime trends and crime statistics.

### **Objectives**

- 3.1 Enhanced media relations using the Community Services Officer and in-house subject matter experts. (2009).
- 3.2 To re-design and expand the website capabilities of the service with a view to making it the major service of communication by the service to the community. (2010).
- 3.3 To review, develop and implement new and/or existing programs that will increase public awareness about the role and responsibilities of the police service.

### **Performance Indicators**

- 3.1 More exposure in the local and regional media on matters of interest, crime prevention, apprehension and general knowledge.
- 3.2 More hits on the website and community feedback via an on-line survey/forum type of exchange.
- 3.3 New programs being launched within the service and the community. A complete list of speakers from within the service who will attend and lecture services clubs, schools, community groups etc. to be circulated to all community partners.

### **Oversight**

- 3.1 Administrative Inspector, Deputy Chief of Police.
- 3.2 Director of Information and Technology.
- 3.3 Administrative Inspector, Deputy Chief of Police.

### **Goal #4**

4. To continue to develop new programs and services that meet the needs of stakeholders within the community who are actively engaged in working with at risk groups within our city i.e. seniors, youth, homeless people, mental health patients, victims and all other at risk groups.

## **Objectives**

- 4.1 Expand the alliances between the police and local advisory boards, business groups, government agencies and non-government agencies developing partnerships while ensuring there is no overlap of responsibilities.
- 4.2 To maintain and enhance our approach to seniors issues, youth issues, mental health consumers/advocates and elder abuse, by providing timely educational seminars and participation in community forums.
- 4.3 To ensure that the police service is taking a pro-active approach to alternative measures and diversion programs.

## **Performance Indicators**

- 4.1 By tracking a complete list of community groups, government organizations and non-government organizations ensuring that all meetings have minutes taken that are circulated to all staff and that all service representatives meet semi-annually to discuss initiatives and ensure no overlaps are occurring.  
(Fall 2009).
- 4.2 A review of all current programs being offered is to be completed by the fall of 2009. A complete list of available training will be established and circulated in the community. In addition a complete list of required training for future trends will be drafted along with a plan to achieve the training requirements.  
(Fall 2009).
- 4.3 A review of existing programs is to be completed and a business plan to implement alternative measures and/or diversion programs will be established that meet the needs of the police service and the victims of crime.  
(2010).

## **Oversight**

- 4.1 Operational Inspector, Administrative Inspector, Deputy Chief of Police, Chief of Police, Sergeants, designated liaison staff members.
- 4.2 Community Services Officer, Operations Inspector.
- 4.3 Administrative Inspector, Deputy Chief of Police.

## **PUBLIC SAFETY ENFORCEMENT**

The Owen Sound Police Service maintains one of the lowest ratios of police officers to population in Ontario. Through programs such as the Community Policing Program, 1,000 Officers Program and the latest Federal Police Officers Recruitment Fund the Owen Sound Police Service maintains the highest percentage of funded officers in Ontario. This has allowed the service to provide a level of response that recognizes the city as a regional destination and has allowed us to ensure that an adequate and effective response is available to any situation that may arise within our jurisdiction.

By using an intelligence-led approach towards our allocation of all resources, we constantly monitor, collect and review all crime trends within Owen Sound with a view towards taking a Strategic planned approach to our response to the threat assessments that are carried out within the services.

This approach represents the enforcement nature of policing and ensures that our members are well trained and ahead of the trends in law enforcement that we see in other communities. By ensuring that we continually monitor community satisfaction with our approach towards issues that occur within our city we are able to focus on targeting some areas or criminals that have decided to use a residential neighbourhood as a base for their enterprise. By enlisting the assistance of those people who live in these neighbourhoods we have been very successful in removing these people from these areas.

### **Goal #1**

1. To increase crime reporting and reduce crime.

#### **Objectives**

- 1.1 To ensure that people report minor crimes to the police to prevent large numbers of victims and to enable the police to apprehend those responsible.  
(Spring 2009).
- 1.2 To maintain low crime rates and high clearance rates in the city.  
(Annually).
- 1.3 Ensuring that all crimes are looked at with a view towards trends and corresponding strategies.  
(Spring 2009 – 2010).

### **Performance Indicators**

- 1.1 Increased reporting of minor property, mischief crimes, petty thefts.
- 1.2.3 Review of year to year clearance rates identifying crime trends and strategies to respond to same.

### **Oversight**

- 1.1 Media liaison, webmaster, Operations Inspector.
- 1.2.3 Administrative Inspector, Deputy Chief of Police.

## **Goal #2**

- 2. To monitor community satisfaction with the police.

### **Objectives**

- 2.1 Review of Adequacy and Effective Standards to ensure compliance with legislation.  
(2008).
- 2.2 Review protocols with outside agencies.  
(2010).
- 2.3 Provide customer service training for all staff.  
(2008).
- 2.4 Enhance relationships with government agencies and community groups.  
(2008).
- 2.5 Community survey on satisfaction.  
(2010).
- 2.6 Review all police complaints for cause of complaints and appropriate responses.  
(2008).

### **Performance Indicators**

- 2.1 An update will be indicated on the cover of all policy and procedures indicating the date it was reviewed and ensuring that it is done on an annual on-going basis.

- 2.2 A review of all protocols can be carried out and once done they can be dated to reflect the time frame in which the review was done.
- 2.3 An on-line course will be taken by all designated staff and their completion of the training will be noted in their personnel file.
- 2.4 Meetings will be held regularly with all agencies when we deal with and the service will provide all assistance and cooperation that it can.
- 2.5 A community survey will be undertaken by Georgian College to update and compare with our last survey. This will form the beginning of the next planning period.
- 2.6 Conduct and service complaints will be reviewed to see if there are any training or policy issues that are arising community satisfaction issues.

### **Oversight**

- 2.1 Deputy Chief of Police.
- 2.2 Deputy Chief of Police, Administrative Inspector, Chief of Police.
- 2.3 Administrative Inspector, Deputy Chief of Police.
- 2.4 Operations Inspector, Administrative Inspector.
- 2.5 Deputy Chief of Police, Chief of Police.
- 2.6 Deputy Chief of Police, Operation Inspector.

### **Goal #3**

- 3. To enhance our response to victims of crime and provide as much support as possible.

### **Objectives**

- 3.1 To conduct a complete review of our current referral system with a view to enhancing this service.  
(Fall 2009).
- 3.2 Construction of a new “soft” interview room for victims of crime where they will be interviewed in a less stark environment.  
(Fall 2009).

- 3.3 To research and draft a business plan that will address the needs of victims of crime that will allow for long term planning, training and resourcing of identified needs.  
(Fall 2010).

### **Performance Indicators**

- 3.1 Changes to the number of referrals measured by statistical data and officer tracking.
- 3.2 The implementation of a new interview room designed, furnished and equipped with victims in mind.
- 3.3 The production of a 3 – 5 year business plan that addresses the needs of victims for inclusion in the next business plan in 2011.

### **Oversight**

- 3.1 Operational Inspector.
- 3.2 Chief of Police and Deputy Chief of Police.
- 3.3 Deputy Chief of Police, Administrative Inspector.

## **Goal #4**

- 4. To improve traffic enforcement within the city.

### **Objectives**

- 4.1 To continue to develop monthly enforcement targets using ideas generated from front line officers.  
(2008).
- 4.2 To maintain a high visibility on traffic enforcement with an emphasis on aggressive drivers.  
(2009 – 2010).
- 4.3 To continue to work with city and county traffic services with a goal of improving public safety on roadways.  
(2008).

### **Performance Indicators**

- 4.1 Tracking of programs and statistical data on charges and learnings given.
- 4.2 To enhance the visibility of marked patrol vehicles by random tracking of G.P.S. to study patrol patterns.
- 4.3 Sharing of accident data with these groups and participation on city traffic committee.  
(2008).

### **Oversight**

- 4.1 Operations Inspector.
- 4.2 Operations Inspector.
- 4.3 Administrative Inspector.

### **Goal #5**

- 5. To provide for emergency response.

### **Objectives**

- 5.1 To conduct an annual review of our Emergency Management Planning (i.e. counter-terrorism, disasters, pandemics).  
(2008).
- 5.2 To study alternative methods of crime reporting utilizing on-line access to report minor crimes and/or a reporting centre and to study our response time to priority calls.  
(2010).
- 5.3 To conduct a review of our technical resources currently on hand for use in these circumstances.  
(2009).
- 5.4 To maintain a current callback sheet and to test same on an annual basis.  
(2008).

### **Performance Indicators**

- 5.1 Review and update plans indicating dates that the plans were reviewed.
- 5.2 Production of a plan that would incorporate a system of easy reporting on minor crimes to ensure that the police are aware of activity within the city.

- 5.3 A complete list of available equipment along with a detailed list of equipment required for disaster relief.
- 5.4 The production of a hard copy of staff members along with the results from an annual test to log the percentage of available staff in an emergency.

### **Oversight**

- 5.1 Administrative Inspector, Deputy Chief of Police.
- 5.2 Administrative Inspector, Deputy Chief of Police.
- 5.3 Director of Information and Technology.
- 5.4 Deputy Chief of Police, Operations Inspector.

### **Goal #6**

- 6. To increase police visibility in the community.

### **Objectives**

- 6.1 To increase the number of patrol hours by part-time officers. (2009).
- 6.2 To increase the hours of foot-patrol, bicycle patrols and plain clothes patrols. (2009).
- 6.3 To increase the number of presentations to the community. (2009).
- 6.4 To change the look of patrol vehicles with higher visibility. (2009 – 2010).

### **Performance Indicators**

- 6.1 Hire new part-time officers. (2008).
- 6.2 Track monthly the number of hours for these types of patrols by uniform platoons. (2009).
- 6.3 Contact community groups with available speakers and subject matter experts. Track all requests for speakers.

- 6.4 New colours and graphics package for vehicles, phased in on new vehicle purchases.

**Oversight**

- 6.1 Deputy Chief of Police, Operations Inspector, Administrative Inspector.
- 6.2 Operations Inspector.
- 6.3 Deputy Chief of Police, Community Services Officer.
- 6.4 Operations Inspector, Chief of Police.

## **RESOURCE MANAGEMENT**

Managing the human, physical and technological resources of the service in the most cost efficient and effective manner is at the top of our priority list. These areas of our service delivery are at the core of our business and often present the greatest challenges particularly in trying to provide the financial resources that are required to ensure that the police service remains contemporary in its approach to law enforcement. The rapid changes in information technology and the speed in which equipment requires replacing means that a long term strategic approach must be taken to ensure these needs are met. Changing demographics are leading significant changes to our traditional recruitment, training and retention of staff at all levels within the service. As one of the most visible groups within our community the police service must show leadership to the broader community in undertaking green initiatives where we are able to and to invest in our unique environment when eco-tourism is a growing industry. The service must also continue to look at its internal systems using technology to maintain and support our existing workforce. These investments ensure that our service is positioned to respond to any type of incident and that our systems have built in redundancy to ensure that emergency communications are maintained regardless of the incidents we as a community may face.

### **Goal #1**

1. To maintain appropriate resources within the service. Human, financial and technological.

### **Objectives**

- 1.1 To ensure adequate staff are available to respond to public safety issues in a timely manner.
- 1.2 To review and enhance the career development of all staff members.

### **Performance Indicators**

- 1.1 By undertaking a thorough workload analysis to determine staffing needs with a view to re-deploying existing members.  
(January 2010).
- 1.2 To review the evaluation system being used by front line supervisors to ensure career pathing is part of the annual review.  
(2009).

## **Oversight**

- 1.1 Administrative Inspector.
- 1.2 Operations Inspector.

## **Goal #2**

- 2. To continue the in-service training program to maintain a group of identified members for internal movement by ensuring that minimum mandatory training standards are in place for succession planning at all ranks and positions.

## **Objectives**

- 2.1 To establish a five year training plan ensuring that all standards are met and future trends in law enforcement are provided for. (2010).
- 2.2 To continue to explore e-learning opportunities. (2008).
- 2.3 To promote health and wellness among all members. (2009).

## **Performance Indicators**

- 2.1 Production of complete training records with five year business plan.
- 2.2 By engaging in on-line e-learning for staff members.
- 2.3 By constructing and providing a suitable environment for an exercise facility within the police building.

## **Oversight**

- 2.1 Administrative Inspector, Deputy Chief of Police.
- 2.2 Administrative Inspector, Director of Information and Technology.
- 2.3 Chief of Police, Deputy Chief of Police.

### **Goal #3**

3. To review the community expectations of the police service and to respond through a strategic approach to planning.

#### **Objectives**

- 3.1 To review the motto, vision, core values, mission and philosophy of the Owen Sound Police Service to ensure relevance. (2008).
- 3.2 To conduct an annual review of the Business Plan to ensure that the goals and objectives remain priorities within the police environment. (2009).
- 3.3 To conduct a full review of the approach taken towards Human Resource Management and options for the boards consideration. (2010).
- 3.4 To ensure senior staff are properly trained for future promotion and succession planning. (2009).
- 3.5 To review the results of implementation of the Business Plan. (2009).

#### **Performance Indicators**

- 3.1 By conducting public meetings, through surveys and through staff feedback. Adjust as appropriate.
- 3.2 Review of the business plan to be conducted at staff meetings and supervisors retreat.
- 3.3 To produce an up-dated report on Human Resource Management issues and options.
- 3.4 Attendance by senior officers on executive training courses.
- 3.5 To track all goals and objectives from the business plan to ensure implementation is or has taken place on a monthly basis.

#### **Oversight**

- 3.1 Chief of Police, Deputy Chief of Police.

- 3.2 Chief of Police, Deputy Chief of Police.
- 3.3 Chief of Police.
- 3.4 Chief of Police.
- 3.5 Deputy Chief of Police.

## **Goal #4**

- 4. To ensure that adequate and effective policing is provided in the most effective and efficient manner.

### **Objectives**

- 4.1 To effectively budget for the operational, capital and police service boards role and responsibilities.  
(2009).
- 4.2 To encourage all members to provide input into their work assignments with a view to better efficiency within their position.  
(2009).
- 4.3 To continue to maximize all grant opportunities and revenue making opportunities.  
(2008).
- 4.4 To minimize the amount of paperwork and reporting practices to maximize patrol time.  
(2008).
- 4.5 To continue to research methods of automation and use of technology to free up staff time and maximize community visibility.  
(2008).

### **Performance Indicators**

- 4.1 To ensure that all financial requirements to meet the goals and objectives of the business plan are accounted for within the budget.
- 4.2 To enhance the feedback of groups, by meeting with them (i.e. C.I.B., communications, data entry, patrol, etc.) on a semi-annual basis to discuss changes in practice, challenges being faced and innovation by members.

- 4.3 To submit grant requests on every available opportunity.
- 4.4 To reduce the amount of time spent at the station completing reports or court preparation.
- 4.5 Producing business plans for new systems that will automate required processes within the service.

### **Oversight**

- 4.1 Chief of Police, Director of Finance.
- 4.2 Deputy Chief of Police, Operations Inspector.
- 4.3 Chief of Police, Deputy Chief of Police.
- 4.4 Administrative Inspector, Director of Information and Technology.
- 4.5 Director of Information and Technology, Chief of Police.

## **FACILITIES, EQUIPMENT, INFORMATION TECHNOLOGY**

The Owen Sound Police Service is currently located at the edge of the downtown area within the city. The police moved into this building in 1985 and little was done to the current location until 2007. At that time the City of Owen Sound undertook a complete overhaul of the building starting with a new state of the art jail facility. This addition was completed in 2008 and the balance of the building is currently under construction with an expected completion date in the spring of 2009.

With the advantage of having proper storage space the service will be establishing an on-site stores unit to warehouse all of the required equipment items which will streamline our ability to provide necessary equipment for new hires at all levels within the organization. The Owen Sound Police Service is a member of the buyers provincial co-operative which ensures that all of our equipment has been pre-tested to meet the needs of our officers and that we acquire the equipment at the best possible price by utilizing bulk buying. This applies to most of our equipment needs from shirts to patrol vehicles.

All of this equipment ties into our information technology and telecommunications enhancements that our service has invested in. By staying current in all aspects of technology we are able to respond with new and innovative ways of providing enhanced service levels without having to significantly increase our costs. Our on-going investments in technology are always done with a view to the emerging technology which allows us to build systems that are state of the art in its technological base and able to be enhanced during the pay back period.

### **Goal #1**

1. To continue to review the requirements of the police building ensuring that it will meet the needs of the members and the public.

### **Objectives**

- 1.1 To continue to work with the architects, builders and city officials until the construction/renovation is completed.

### **Performance Indicators**

- 1.1 All renovations completed, new equipment installed, all members working back at full capacity.

## **Oversight**

- 1.1 Deputy Chief of Police, Chief of Police.

## **Goal #2**

2. To ensure that all members have the required equipment to perform their assignments with and that all opportunities to provide eco-friendly equipment is explored.

## **Objectives**

- 2.1 To research and provide hybrid vehicles where possible to mitigate the environmental input of a 24/7 patrol function.  
(2008).
- 2.2 To maintain a supply of common equipment items to enable members to acquire new or replacement items in a timely and efficient manner.  
(2009).
- 2.3 To establish and maintain an equipment committee to provide input into changes or enhancements to existing equipment.  
(2008).
- 2.4 To establish a list of equipment priorities for inclusion in a new five year capital forecast.  
(2010).
- 2.5 To ensure the identification branch has the proper equipment to conduct forensic investigations into evidence.  
(2009).

## **Performance Indicators**

- 2.1 Use a hybrid S.U.V. to replace the supervisor vehicle. Look at hybrids for C.S.O. etc.
- 2.2 Acquire a properly stocked and inventorial quarter master supply room.
- 2.3 Hold regular meetings with equipment committee. All meetings to be minuted with recommendations.
- 2.4 Review all equipment requirements for five year capital forecast.

- 2.5 Set up new identification lab and proper systems for handling, reviewing and investigating evidence and other property.

### **Oversight**

- 2.1 Chief of Police, Operations Inspector.
- 2.2 Administrative Inspector, Deputy Chief of Police.
- 2.3 Deputy Chief of Police, Administrative Inspector.
- 2.4 Deputy Chief of Police, Operations Inspector, Administrative Inspector, Chief of Police.
- 2.5 Operations Inspector, Identification Specialist.

### **Goal #3**

3. To continue to enhance our service delivery through the use of technology.

### **Objectives**

- 3.1 To continually update our software and hardware requirements. (2008).
- 3.2 To ensure that all members are trained in the use of new programs and/or technology as part of any new rollout. (2008).
- 3.3 To remain at the leading edge of building a system of technology that remains suitable and compatible over the projected life of hardware systems that are purchased. (2008).
- 3.4 To enhance our assistant in-house Information Technology capability. (2008).

### **Performance Indicators**

- 3.1 All hardware and software applications must meet or exceed minimum standards for security and Police Records Management systems.
- 3.2 Ensure that all new systems have training costs built in as part of the initial roll out. Maximize training opportunities at local and provincial levels.

- 3.3 Implementation of new technology based on strategic planning principles.
- 3.4 Review of workload and on-call requirements with a view to adding staff to Information Technology Department.

### **Oversight**

- 3.1 Director of Information and Technology.
- 3.2 Administrative Inspector, Director of Information and Technology.
- 3.3 Chief of Police, Director of Information and Technology.
- 3.4 Director of Information and Technology, Chief of Police.

### **Goal #4**

- 4. To continue to improve electronic storage and transfer capability.

### **Objectives**

- 4.1 To enhance the use of bar coding for report tracking and inventory control. (2009).
- 4.2 To ensure all required data is backed up in an appropriate method and that all servers are up to date. (2008).
- 4.3 To implement finger print systems with mug shot systems linked to live scan. (2010).
- 4.4 To have two systems set up for in-custody persons and non-custodial checks on finger prints, licences and criminal record checks. (2009).

### **Performance Indicators**

- 4.1 Expansion of bar coding system for all vulnerable materials.
- 4.2 Installation of new servers, records converted to digital format.
- 4.3 To purchase a live scan, inkless finger print system for installation and linkage to mug shot system and records management system. Automated filing with R.C.M.P. in Ottawa.

- 4.4 New area in lobby to be constructed to facilitate non-custody requirements.

### **Oversight**

- 4.1 Deputy Chief of Police, Executive Assistant.
- 4.2 Director of Information and Technology, Chief of Police.
- 4.3 Identification Specialist, Director of Information and Technology.
- 4.4 Identification Specialist, Director of Information and Technology, Deputy Chief of Police.

### **Goal #5**

- 5. To utilize technology to a greater degree in investigations.

### **Objectives**

- 5.1 To enhance in-car terminals and Blackberry project for front line officers. (2009).
- 5.2 To ensure intelligence equipment is up to date with timely submissions. (2008).
- 5.3 To acquire cell phone tracking systems for investigative assistance. (2008).
- 5.4 Acquire total station for traffic and investigative reconstruction. (2010).

### **Performance Indicators**

- 5.1 Roll out of car terminals and Blackberry project.
- 5.2 Training for clerk to do entries on the system.
- 5.3 Purchase, installation and training on new equipment completed.
- 5.4 Set-up total station in traffic office.

### **Oversight**

- 5.1 Director of Information and Technology, Operations Inspector.

- 5.2 Administrative Inspector.
- 5.3 Director of Information and Technology, Operations Inspector.
- 5.4 Director of Information and Technology, Operations Inspector.

## **Goal #6**

- 6. To improve access to all forms of information in a timely cost effective manner.

### **Objectives**

- 6.1 To ensure all operating systems are up to date with the required operating systems.  
(2009).
- 6.2 To research, purchase, install and train staff on new telephone system in digital format.  
(2010).
- 6.3 To purchase new Human Resource Management system to track staff time, payroll hours, training, etc. along with training on its use.  
(2008).
- 6.4 To roll out G.P.S. system in patrol vehicles and train on its use.  
(2008).
- 6.5 To improve radio system in north-east quadrant of the city.  
(2009).
- 6.6 To improve crime analysis capability using software systems to enhance trends and provide breakdowns.  
(2010).

### **Performance Indicators**

- 6.1 Annual review by information technology staff on all systems with an annual report on existing systems and planned changes.
- 6.2 To finish the research into the telephone system and to upgrade the software, hardware and complete the training on the new digital format.
- 6.3 To purchase, install and train staff on the use of the system allowing them access to their information electronically.

- 6.4 To install, train and implement a G.P.S. system in patrol vehicles that is linked to a mapping system in dispatch that indicates the location of police vehicles at all times.
- 6.5 To purchase and install repeaters in the north-east section of the city to improve radio communications.
- 6.6 To purchase software applications that track calls for service and track crime trends in areas of the city. To install and train staff on its use.

**Oversight**

- 6.1 Director of Information and Technology, Administrative Inspector.
- 6.2 Director of Information and Technology, Chief of Police.
- 6.3 Director of Information and Technology, Administration Inspector, Deputy Chief of Police.
- 6.4 Director of Information and Technology, Chief of Police.
- 6.5 Director of Information and Technology, Chief of Police.
- 6.6 Director of Information and Technology, Administrative Inspector, Supervisor of Support Services.

## **FOLLOW-UP**

The success of any business plan lies in the ability of those with oversight responsibilities to organize the work and achieve the goals and objectives that have been established.

In order to ensure its success the following steps have been put into place to accurately monitor the on-going work that has been undertaken to implement the identified goals and objectives of this plan:

### **Annual Review**

A review of the previous years work on the plan will be undertaken in January. The identified goals and objectives for the coming year will be examined as to their continued relevance and those responsible for the oversight will develop their implementation teams tying those identified individuals to the goal and objective through their personal performance review and personal goal and objectives setting for the coming year.

A report will be generated in each quarter of the year that clearly indicates where the stage at which a goal and objective is at until it has been implemented. These reports will be forwarded to the board for their review.

### **Annual Report**

The Owen Sound Police Service, Annual Report is a legislated requirement of the service. The report which details the activities of the police service in the previous year is also used to facilitate the exchange of information and report ability that the police service has to the community, council and its members. The reports will be made available on the website.

### **Oversight**

In the business plan those individuals who hold a responsibility for implementation has been identified. These members will be required to report on their progress in getting their goals and objectives implemented.

### **Monthly Up-date**

A monthly report will be filed by the Deputy Chief of Police indicating the current status of all goals and objectives with the Chief of Police to ensure that all facts of the business plan are being pursued in a timely manner or in the alternative issues that are preventing the process from going forward have been identified and are being addressed.

OWEN SOUND POLICE SERVICE ORGANIZATIONAL CHART 2008



