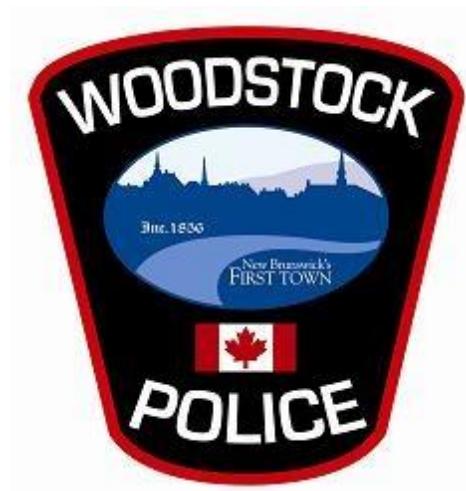




Woodstock Police Force
2020 Strategic Education and Enforcement Plan

15 November 2019

1

Last updated 30 October 2020

Table of Contents:

A. Introduction	Page 3
B. Five Pillars of Expectation	Page 4
C. Identified Competencies - Growth & Development	Page 5
D. Mission Statement & Core Values	Page 6
E. Organizational Chart	Page 7
F. 2020 Strategic Objectives:	Page 8
• Education – Community – Visibility	Page 8
• Enforcement	Page 9
• Equipment – Building	Page 9
• Training	Page 10
• Wellness	Page 12
• Efficiencies – Partnerships	Page 13
• Intelligence	Page 14
• Administration	Page 15
G. Appendix “A” - WPF Business Cases and/or Administrative Reports	Page 17
H. Appendix “B” – Staff (WPF) Performance/Ethical Service Pledge Agreements	Page 18

Introduction:

The Woodstock Police Force provides 24/7 coverage within the municipality of Woodstock. Comprised currently of 15-full time (FT) police officers, 2-part time (PT) police officers, 6-auxiliary, and 4-administrative staff (2 FT - 2 PT), the organization is committed to proudly serving our community with integrity and equality toward all people.

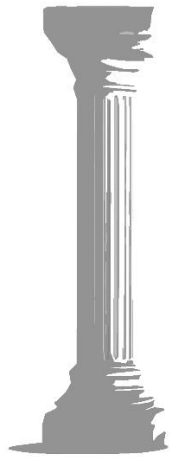
On 11 October 2019, staff of the Woodstock Police Force engaged in a team building event intended to identify what we were doing well, and what we might do to build upon our commitment to those within our jurisdictional protection. As a result, staff considered a number of key interests including; strategic planning objectives for the coming year; foundational expectations (5 pillars); contemporary revision of our mission statement & core values; and identified competencies toward our growth & development.

The information captured within this document is the culmination of input and guidance from our staff. If approved, the Woodstock Police Force's *2020 Strategic Education and Enforcement Plan* will chart our path for the coming year and effectively communicate our progress moving forward.

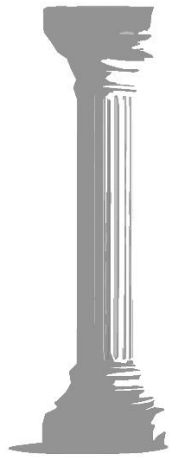
Gary J. Forward, BIS., MA.
Chief of Police – Woodstock Police Force

Five Pillars of Expectation:

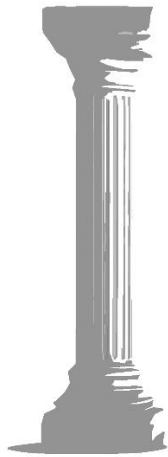
The Woodstock Police Force agrees to support, uphold, and adhere to the identified expectations as the foundation of our commitment to this community and each other.¹



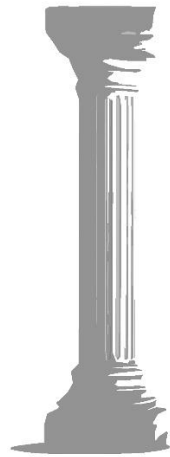
Professionalism



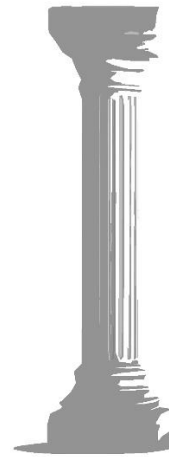
Positive



Accountability



Character



Work Ethic

¹ Definitions (Glossary of Terms) for identified expectations may be found on Page 20 of this document.

Identified Competencies - Growth & Development:

Priority importance, in any team, is the growth and development of those within it. Without consistent guidance and support related to the skills we wish to encourage in our staff, we cannot reasonably expect growth to occur. The following competencies have been self-identified by staff to document, communicate, and fairly evaluate performance.²



² Definitions (Glossary of Terms) for identified expectations may be found on Pages 21-27 of this document.

Mission Statement & Core Values:

Mission Statement

The Woodstock Police Force is committed to proudly serving our community, with integrity and equality toward all people.

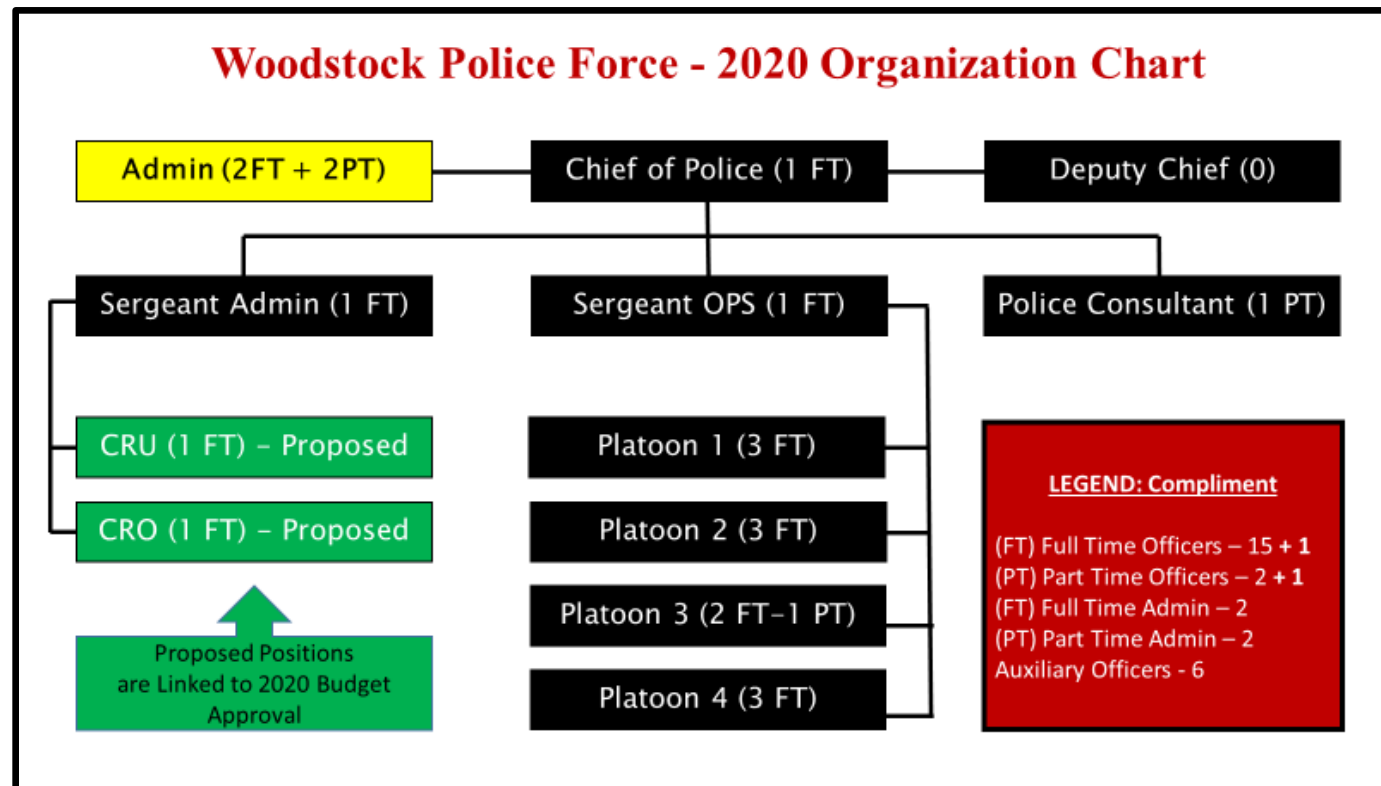
Core Values

We Shall Demonstrate Our Commitment Through;

- ✓ Professionalism
- ✓ Compassion
- ✓ Honesty
- ✓ Respect
- ✓ Fairness

Organizational Chart:

Our police organizational chart is a component of the policing standards requirement. The proposed chart represents staff input and feedback outlined in our 2020 *Strategic Plan* objectives (**implemented 17 Feb 2020**).



2020 Strategic Objectives:

On 11 October 2019, Woodstock Police Force staff identified eight (8) categories on interest with associated objectives intended to guide our organization in 2020. The effort allows our team to identify what we do well, and what we might build upon in support of our mandate/mission statement.

Education – Visibility – Community				
Owner/Partner	Item	Objective/Action	Diary Date	Progress %
CRO	1	1 pamphlet on drug awareness for school distribution	2020	20%
CRO	2	1 pamphlet on road safety awareness (i.e. speeding, distracted driving)	2020	20%
CRO	3	1 Pamphlet on Halloween Safety for school and parent distribution	2020	0%
All WPF	4	Implement 1-month (June 2020) warning phase on Distracted Driving	2020	20%
CRO	5	1 public town hall meeting related to Opioids (meth)	2020	0%
CRO	6	1 student/teacher awareness presentation per term per school (i.e. drugs, Internet safety...)	2020	100%
All WPF	7	1 beat (2 officers) patrol per platoon per cycle in different high traffic areas	2020	100%
All WPF	8	M-F All marked patrol units visible in high traffic areas between 0730 & 0900 and 1530 and 1700	2020	100%
SGT's	9	Work with Department Heads to Create and implement Citizens Attitude Survey (policing standards)	2020	10%
All WPF	10	"All Hands-on Deck" Old Home Week Policing Presence	2020	0%
All WPF	11	Increased police presence during Halloween and message to media	2020	100%
CRO	12	Implement Community Advisory Committee related to Opioids	2020	80%
CRO	13	Implement 1 "parent" and "teacher" meeting per school per annum by Community Resource Officer	2020	100%
All WPF	14	WPF attendance at 6 community events per annum (i.e. LETR BBQ for Special Olympics) ³	2020	100%
All WPF	15	Voluntary attendance to honour our veterans at Remembrance Day activities	2020	100%
CRO	16	CRO presentation to Multi-Cultural Society (general information i.e. Driving, orientation)	Completed	100%
CRO	17	CRO presentation to elderly on Fraud Prevention – Cyber Crime Awareness	2020	100%
Chief	18	Media release related to opioids – NBACP Chiefs messaging	2020	100%
CPL's	19	Implementation of Intimate Partner Violence (IPV) coordinator	2020	100%
All WPF	20	Schedule and meet with all 3 Principles of Woodstock Schools to discuss CRO job description	Completed	100%
All WPF	21	3 Public Service Announcements (Impaired Driving, Road Safety, Fraud) thru Radio	2020	100%
Chief	22	Develop and implement Media Release Approval and Comms Coordinator (Department Heads)	2020	100%
Chief Reader	23	Establish a "Job Shadow" opportunity for our Chief Reader with FPF	Completed	100%

³ Please see page 28 of this Plan for list of all events attended.

Enforcement

Owner/Partner	Item	Objective/Action	Diary Date	Complete
All WPF	1	1 internal (within Town) road safety check per platoon per month (completion sheet)	2020	100%
WPF/SILE	2	1 external (highway) road safety check per platoon per quarter (completion sheet)	2020	20%
WPF/SILE	3	2 Joint Force Traffic Check Stops (i.e. Public Safety, RCMP)	2020	0%
CRU & WPF	4	Execution of 6 Investigative Warrants per Annum (i.e. search, production, tracking...)	2020	100%
All WPF	5	Implement 0 Tolerance on Distracted Driving by July 2020 (following June warning phase)	2020	100%
All WPF	6	2 Annual Impaired (Drug/Alcohol) Road Safety Blizzes	2020	0%
All WPF	7	1 bike patrol per platoon per cycle between May & Oct (completion sheet)	2020	0%
All WPF	8	Update and Conduct Regular Warrant Checks for Execution (Arrest/Committal)	2020	100%
All WPF	9	Adopt ideological methodology where all staff ask; "Am I doing my job...or am I neglecting my job?"	Ongoing	ongoing
CRU/CRO	10	Undertake to reduce investigative files from patrols by 15%	2020	100%
Chief	11	Budget and Strategy toward the creation and implementation of a Crime Reduction Unit (CRU)	2020	100%
Chief	12	Research and implement special crimes software (pilot project – Steve Burns) May 2020 done	2020	100%
All WPF	13	1 per platoon per cycle enforcement at intersections to reduce MV accidents in Town by 10%	2020	30%
CRU/CRO	14	Judicial Authorization for 4 investigations related to opioids (drugs)	2020	100%
All WPF	15	Submit General Occurrence and ODARA for all IPV matters – No exception "Checklist"	2020	100%
Chief	16	Provide summary and training to all officers on Bill C-75 expectations	2020	100%

Equipment – Building

Owner/Partner	Item	Objective/Action	Diary Date	Progress %
Chief/SGT's	1	BC that identifies building safety, access, evidentiary, incarceration, privacy (soundproofing) liabilities	2020	100%
Chief/SGT's	2	BC that identifies options toward the realization of a new public safety building	2020	0%
Chief/Sgt's	3	BC that identifies need for Laptops in Cars x 4 and corresponding docking and server	Completed	100%
Chief/TOW	4	Implement request for 1 new police car per annum through Capital Budget	Completed	100%
Chief/SGT's	5	BC that identifies need for interview room upgrade (evergreen)	2020	10%
Chief/WPF	6	BC that identifies need for police station camera monitoring feed (officer safety & building security)	2020	20%
Chief/Admin	7	Purchase and installation of 2 Windows 10 desktop computers (Bond Room & Work Station)	Completed	100%
Chief/SGT OPS	8	Purchase/borrowing of 2 additional NBTMR's and "99" gear accessories	2020	100%

Equipment – Building...Continued

Chief/IT	9	BC toward the purchase of 3-5 laptops with token encryption and remote access VPN	Completed	100%
All WPF	10	BC toward purchase a mobile speed sign for placement in high speed areas	2020	N/A
All WPF	11	BC toward the purchase of 2 bicycles and corresponding gear for bike patrol	2020	100%
All WPF	12	Implement increased safety/storage area for firearms & munitions	2020	100%
All WPF	13	BC to PPSC toward the purchase of Intoxilyzer for Impaired Driving (need – Policing Standards)	2020	100%
All WPF	14	BC toward the purchase of a radar for marked unit 44	2020	100%
All WPF	15	BC toward the purchase and implementation of officer Body Cameras and storage	2020	100%
All WPF	16	BC toward the purchased and implementation of marked unit video cams and storage	2020	0%
CRU	17	BC toward the purchase of night vision for special OPS events	2020	0%
CRU	18	Purchase/Borrow of a long-range camera and binoculars for special OPS events	2020	100%
All WPF	19	Purchase of a tint meter for traffic enforcement	2020	100%
Clothing Com	20	BC for the purchase of body armour and carrier (evergreen) OSL 5 purchased in 2020	2020	100%
Admin Staff	21	Cleaning and re-org of Admin staff work areas	Completed	100%
All WPF	22	BC toward the implementation of an unmarked vehicle for traffic enforcement purposes	2020	100%
All WPF	23	Installation of a two-drawer file cabinet or "file folder" system for personal storage	2020	100%
All WPF	24	BC toward the purchase of a ballistic shield (officer safety)	2020	0%
All WPF	25	Implement an "evergreen" strategy for specific equipment moving forward (i.e. computers)	2020	80%
Admin Staff	26	BC to implement a "Special Crimes" and "Lone Actor" monitoring software system	2020	100%
All WPF	27	Look at APP purchase for officers to assist with scheduling court ect... (OSL solutions)	2020	20%
Use of Force	28	BC for Sim Equipment to build officer safety training and response	2020	100%
Chief/PS	29	Have Worksafe NB perform review of police station toward potential recommendations	2020	100%
Chief	30	New door keypads installation – Building Security	Jan 2020	100%

Training

Owner/Partner	Item	Objective/Action	Diary Date	Progress %
All WPF	1	Create and Implement a Growth & Development Performance based Evaluation Process	Jan 2020	100%
All WPF	2	Establish a Training Coordinator and back up	Jan 2020	100%
SGT Admin	3	Create and implement a fair and unbiased "training" selection methodology	Jan 2020	100%
SGT Admin	4	Membership to and officer use of Canadian Police Knowledge Network (CPKN) Training	Jan 2020	100%
SGT's/UOF	5	Identify and implement 4 – 4 days "block" training programs for officers that may include;	Mar 2020	100%
				Ongoing

		• Use of Force and De-escalation • PIS Submission • Phase Interviewing • First Aid – CPR • Carbine and Pistol Qualifications • Time Management • Planning and Organizing • Notebook (policing standards) • Court Room testimony • VTRA Training (District School Boards) • Media Relations • Sexual Assault • E-Just • NB Police Act Training • Exhibit Management • Crime Scene • Internet Investigation • Sudden Death and Sudden Infant Death Training • OMG Training • How to write emails that improve communication and reduce conflict • Sensitivity Training (Multi-Cultural and Diversity) • UCR – STAT Training • Detention Order Training by Crown • Bail Package (Show cause) Preparation		
SGT Admin	6	Other Long-Term Training;	Feb 2020	
		• Search and Seizure x 12 positions • Surveillance x 4 positions • Search Warrant x 4 positions • SFST (all members trained) • DRE Instructor x 1 • Versadex Training • Quality Reader Training • CPIC Officer Training (3 hrs session – token/card issue) • Impaired Driving Legislation • ODARA Training • Cannabis Act Training • Budget Training • R2MR Training • Business Case and Admin Report Training • Critical Incident Stress Management (CISM) Training • Implement Cross Training between admin staff • Bill C-75 summary creation and update training to officers • Major Case Management • PORS Training • CPKN Training (various) – Create a list of relevant courses for consideration		Ongoing

		• Orientation training for new hires • French Language Training for those who want it • Traffic Reconstruction • Live Scan • Fire Drill • Plan for emergency situation at building (i.e. active shooter enters PD) • Bond Room (40 hrs) online IAPE Evidence Management Course (Bond Room Coordinator) • Trauma Training (RCMP) Wellness		
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Wellness				
Owner/Partner	Item	Objective/Action	Diary Date	Progress %
All WPF	1	2 Annual BBQ events for members and their families	2020	0%
All WPF	2	Annual and mid-term of meaningful evaluations per staff member (Growth & Development)	2020	100%
All WPF	3	AR toward the implementation of a recognition-based fitness goals program	2020	0%
All WPF	4	1 annual team building event for all staff (i.e. Fredericton Team Building Inc.) – LETR Event (Oct 2020)	2020	100%
All WPF	5	Ergonomics Assessment	2020	80%
All WPF	6	Wellness Coordinator and back up	2020	0%
All WPF	7	Monthly wellness "Awareness Fact" (i.e. did you know if you decrease...it will help...)	2020	0%
All WPF	8	Golf for charity (i.e. WPF donates to LETR Golf Tourney)	2020	100%
All WPF	9	WPF "Tug of War" for Charity (i.e. each month thru summer WPF take donations thru website)	2020	0%
All WPF	10	1 annual presentation by dietician...meal planners	2020	0%
All WPF	11	½ hour for member wellness relief break	2020	0%
All WPF	12	Quarterly EFAP information (offered by Wellness Coordinator) to members	2020	0%
All WPF	13	Annual R2MR Training – Refresher	2020	50%
All WPF	14	Daily "Calm" Sessions by platoon/group in AM to promote sound mind and body	2020	0%
All WPF	15	Presentation on sleep testing (effects)	2020	0%
All WPF	16	Implement a File and "Healthy Snack - Coffee" cabinet for staff and replenish monthly	2020	100%
All WPF	17	Look at way to reduce noise in the workplace	2020	0%
All WPF	18	WPF police auxiliary appreciation Event	2020	0%
Chief	19	Administrative Staff annual appreciation event	2020	0%

Efficiencies – Partnerships

Owner/Partner	Item	Objective/Action	Diary Date	Progress %
Chief/Admin	1	BC toward implementation of BAR CODE system for exhibits (OSL)	2020	20%
Chief/Admin	2	Update the existing MOU with Fredericton Police to include;	2020	100%
		- Specialized Services (COJO Diving) - Clothing/Uniform Purchases - Reduction or elimination of retainer fee	2020	
Chief/Admin	3	Re-Implement Standing and Routine Orders to Improve Communication & Direction	2020	100%
Admin	4	AR on Bond Room toward the improvement of evidentiary identification, security, and continuity	2020	100%
Chief	5	Conduct meeting with IENB Chief toward the secondment of 2 IENB (GIS) officers to CRU	2020	100%
Chief	6	Conduct meeting with CBSA toward the secondment of 1 CBSA officer to CRU	2020	100%
Chief	7	Conduct meeting with RCMP toward the secondment of 1 RCMP officer to CRU	2020	100%
Chief	8	Bring on Training Consultant to assist with In-House Instruction and lower \$\$\$	2020	100%
Chief	9	Conduct 2 meetings per annum with Woodstock Crown (Crown Liaison)	2020	100%
Chief	10	Conduct 2 meetings per annum with Woodstock Judiciary	2020	100%
All WPF	11	BC that looks at reducing fuel costs by getting gas at DOT pumps vs. Town of Woodstock pumps	2020	0%
All WPF	12	Bail Package (Show Cause) Standardization and Preparation	2020	0%
Admin	13	BC for 1 position to Versaterr annual conference – online option?	2020	100%
All WPF	14	Conduct 1 meeting per school per annum with district representatives (Chief and CRO)	2020	100%
Chief/Admin	15	Establish budget coordinator and back-up within admin group	2020	100%
Admin	16	E-Just (e-disclosure protocol) Quick Release for WPF and Crown	2020	100%
All WPF	17	BC to Create and Implement Overtime Court Reduction Strategy	2020	100%
SGT's	18	Vacation list completion – electronic (OSL)	2020	100%
SGT's	19	Create and Implement Officer Schedule program for use by Courts and Admin staff	2020	100%
SGT's	20	Create and Implement Major Case Management "Go-Ready" Milk Crate System	2020	100%
SGT's	21	AR to create and implement a Hiring Strategy to ensure right person, right fit	2020	100%
SGT's	22	Identify and implement a Fleet Coordinator and Back-Up positions (i.e. car maintenance)	2020	100%
Chief	23	Implement and input-based staff orientated Strategic Education/Enforcement Plan	2020	100%
Chief	24	Implement and submit an Annual Report (measurable) on the SEEP status to CAO/Mayor/Council	2020	80%
Chief	25	Create and Implement Quality Assurance in Compliance with Policing Standards (Oct 31 st)	2020	100%
Chief/Admin	26	Review Alphonse McNeil Assessment of Miramichi Police to see what we might learn from it	2020	100%
SGT's	27	Identify and implement Emergency Response Plans for all major schools and businesses	2020	60%
Chief/SGT's	28	Look at all major duties to create coordinator and back up roles for each	2020	100%
SGT's/Admin	29	Have NB Power conduct an energy use audit of our building to reduce \$\$\$	2020	0%

SGT Admin	30	Provide Worksafe NB report to Safety Committee on PD building	2020	100%
Efficiencies – Partnerships...Continued				
SGT's	31	Implement an electronic TRAINING log that captures what officers have completed and need (OSL)	2020	20%
Chief/TOW	32	Create and implement MOU-Contract with cleaning staff	2020	90%
All WPF	33	Identify and implement an "evergreen" process List	2020	0%
Chief/Admin	34	Develop a PIS Template for officers that addresses; • Length of submission • Elements of the offence • Active offer • Identity • Time and date • \$\$ proof (i.e. damage to property) • Firearm (prove it is one)	2020	100%

Intelligence – Sharing				
Owner/Partner	Item	Objective/Action	Diary Date	Progress %
Chief	1	Admin report supporting implementation of Crime Reduction Unit	2020	100%
Chief	2	Partake in pilot project for CRU secondment	2020	100%
CRU	3	Increase Human Source Cultivation by 10%	2020	100%
SGT's/CPL's	4	Establish an Intelligence Officer and back-up positions	2020	100%
SGT's/CPL's	5	Identify analyst for WPF through CISNB (Greg Derrah GIS GNB) identified as of 15 Nov 2019	Completed	100%
SGT's	6	Attend monthly PIIC meetings through CISNB – minimum of 3 annually	2020	100%
SGT's/CPL's	7	Send DOR reports as required to RCMP, FPF, CBSA	2020	100%
CRU/All WPF	8	12 Source Debriefing Uploads per Annum to CISNB (ACIIS)	2020	100%
SGT's	9	Attend CISNB PIIC Weekly Meeting per week (B. Scott)	2020	100%
Chief/SGT's	10	Attend monthly Crime Stoppers Meetings (Sergeant OPS/Sergeant Admin/Designate)	Ongoing	100%
Chief	11	Implement Crime Stoppers Coordinator and Back-up Positions	Completed	100%
Chief/Admin	12	Crime Stoppers Coordinator to implement information release process to FB/CS/Bugle/Radio	2020	100%
Admin/Consul	13	Implement Crime Stoppers Submission Update and Return (Founded/Unfounded)	Completed	100%
CRU	14	Attend quarterly RCMP intelligence meetings (Chief and/or Designate)	2020	100%
All WPF	15	Increase Street Check submissions by 10% over 2019	2020	100%
All WPF	16	Implement structured "Bed Check" and Completion Sheet Practice	2020	100%
WPF/Admin	17	Establish and update Prolific Offender Sheet (PTA) ITSP	2020	100%

Chief	18	Attend bi-annual NBACP conferences (Chief)	2020	100%
Chief	19	Attend ITSP intelligence meetings as required (1 per annum – Chief) June 17, 2020	2020	100%
Intelligence – Sharing...Continued				
CRU/WPF	20	Identify and establish 2 running ITO's per annum	2020	100%
CRU/Admin	21	Implement ACIS Coordinator and back-up for CISNB program	2020	100%
CRU	22	Submit minimum 2 FAP funding requests associated to JFO operations	2020	100%

Administration				
Owner/Partner	Item	Objective/Action	Diary Date	Progress %
CRU	1	Author and Establish job description for Crime Reduction Unit Officer Position	2020	100%
Chief/SGT's	2	Review of 102 Lease to determine viability toward a new lease program of 2 vehicles (101/102)	2020	100%
Chief	3	AR toward the creation of an unbiased, fair, and transparent hiring process	2020	100%
Chief	4	Implement a staff sanctioned, contract based "consultant" position within WPF to assist with SEEP	2020	100%
All WPF	5	AR that looks at advantages/challenges associated to the prospect of police regionalization	2020	0%
SGT's/HR	6	Author & Establish job description and orientation for new hires (constables)	2020	100%
CPL's	7	Author & Establish job description for corporals	2020	100%
SGT Admin	8	Author & Establish job description for sergeant (admin)	2020	100%
SGT OPS	9	Author & Establish job description for sergeant (OPS)	2020	100%
Admin Staff	10	Author & Establish job description for each Admin staff	2020	50%
All WPF	11	Author & Create Organization Chart (Policing Standards)	2020	100%
Chief	12	Author Officer Misconduct Policy (R vs. McNeil)	2020	100%
Chief/Admin	13	Author and Implement a HUMAN SOURCES policy (control officer and coordinator)	2020	100%
Chief/Admin	14	Author and Implement a PROTECTED "A", "B", and "C" storage and dissemination policy	2020	50%
Chief/Admin	15	Author/Review High Speed Pursuit Policy and Submissions	2020	100%
Chief	16	Attend Provincial Executive Committee (PEC) Meetings x 2 per annum (Chief)	2020	100%
Chief/SGT's	17	Budget submission for consideration toward the implementation of Crime Reduction Unit	2020	100%
Chief/SGT's	18	Attend weekly Town of Woodstock Department Head Meetings (Chief/Designate)	2020	100%
Chief	19	Attend Monthly Town of Woodstock Mayor and Council (Chief)	2020	90%
Chief	20	Create Organizational Chart that reflects Strategic Plan	2020	100%
Chief/Admin	21	Attend PIMITS meetings x 2 per annum (Chief)	2020	100%
SGT's/UOF	22	Author/Review Use of Force Policy and Submissions	2020	80%
UOF	23	Author and establish policy on safe storage of firearms and ammunition and munitions	2020	80%

SGT's	24	Establish Police Clothing Committee	2020	100%
Admin	25	Establish Admin Clothing Committee	2020	100%
Administration...Continued				
SGT's	26	Establish Police Workplace Health and Safety Committee	2020	100%
SGT's	27	Implementation of Workplace Health and Safety policy/guideline adherence/inspection	2020	100%
SGT's	28	Implement bi-annual notebook inspection (Sergeants)	2020	50%
SGT's/Chief	29	Implement bi-annual uniform inspection (Chief)	2020	0%
SGT's/Chief	30	Implement notebook safe/secure storage area	2020	100%
Chief/SGT's	31	Implement Chief Reader and Back-Up positions with supported training	2020	100%
SGT's	32	Intimate Partner Violence "Q" and Supervisory Training (J. Wetmore)	2020	100%
SGT's/Admin	33	Implement a 24-hour summary of police related events & information (DOR's Briefing)	2020	100%
CPL's	34	Mandatory morning and evening platoon briefings	2020	80%
All WPF	35	Establish updated Mission Statement and Core Values	2020	100%
SGT's/Admin	36	AR or policy for parading of prisoners (mandatory)	2020	0%
SGT's	37	Asset management Process that captures all WPF property OSL	2020	20%
All WPF	38	Social Media policy implementation (Professional and Personal)	2020	40%
SGT's/CPL's	39	2 NCO meetings per annum with Chief...more if required	2020	50%
SGT OPS	40	Develop "Work Alone" Policy	2020	100%
SGT Admin	41	Develop "Work Place Violence" related to client violence	2020	0%
Clothing Com	42	Add tunics to Capital Budget Request for 2020	Completed	100%
Seth Cahill	43	expanded list of occurrences that do not require an officer report	2020	0%
Chief	44	Look at Exemplary Medal Service process to ensure we capture that service	2020	0%
Chief/Admin	45	Re-Implement "Standing and Routine" order procedure (Quality Assurance)	Completed	100%
Aux Coordinat	46	Look at current Auxiliary staff to determine update where and if necessary	2020	100%
SGT's	47	Develop and Implement Progress report for New Hires	2020	100%
Chief	48	Seek approval from CAO to involve HR person in Hiring Process	2020	100%
Chief	49	Review of OSL Solutions – Administrative Scheduling and Automation (efficiency)	2020	100%
Chief/Union	50	Review Collective Agreement to articulate existing and new sections relevant to a modern agency	2020	90%
Chief/NCOs	51	Create and Implement 24 Hour Activity Sheet/Log	2020	100%
Blair/Cherie	52	Implement on-line information of daily or weekly activity logs – Include Breach of Undertakings	2020	100%

Appendix “A”

Business Case – Admin Report Submissions 2019/2020:

Title	Financial \$	Author	Approved Y/N	Implemented Y/N	Date Submitted
Ammunition for Officer Certification	\$1518.97 (cost)	Aaron Fox	Y	Y	16 Oct 19
2 workstations renewal to Windows 10 Pro	\$750.00 (cost)	M. Campbell	Y	Y	24 Oct 19
Provincial Proceeds: In-Car Laptops	\$25,000.00 (funded)	G. Forward	Y	TBD	24 Oct 19
Provincial Proceeds: Intoxilyzer	\$16,000.00 (funded)	G. Forward	PPSC-No	N	20 Nov 19
Safe Storage Policy	n/a	Aaron Fox	TBD	TBD	31 Dec 19
Simunition – Officer Safety	TBD (cost)	Aaron Fox	Y	TBD	14 Mar 20
Funding Assistance Program – J Trilogy	\$3,490.22 (reimbursed)	M. Gallant	Y	Y	12 Dec 19
Policing Standards Quality Assurance Report	n/a	B. Lutz	Y	Y	28 Feb 20
Jail Cell Retro-Fit	\$30,000	P. Hanson	Y	CAO	26 May 20
WorkSafe NB – Policing Building	n/a	P. Hanson	Y	CAO	26 May 20
Marked Unit Radar System	\$3,277.50	S. Cahill	Y	TBD	28 Mar 20
Additional Computer Monitors in Briefing	\$1,237.31	M. MacLeod	TBD	TBD	23 June 20
Officer Safety – Chargeable Flashlights	\$828.00	M. MacLeod	Y	Y	8 July 20
Meals to Senior Citizens	n/a	A. Derrah	Y	Y	25 Aug 20
Fleet Decaling Update	\$1608.45	J. Clements	TBD	TBD	10 Sept 20
Client Mental Wellness – Police Understanding	\$100-\$300 per officer	R. Paul	Y	2021	24 Sept 20
Distracted Driving Enforcement Plan	n/a	A Fox	Y	Y	10 Sept 20

Appendix “B”

WPF Performance Agreement

We, the undersigned, agree to abide by and uphold all aspects identified in this 2020 Strategic Education and Enforcement Plan (SEEP), to the best of our abilities, as well as any changes made with the input and guidance of the WPF staff.

We accept and understand that our performance and success depend on our ability to meet and/or exceed associated expectations outlined in this plan. Accordingly, we are committed to each initiative as guided by our mission statement and core values.

Staff	Signature Received?	Date
Whalen BROWN	Yes	29 Oct 2019
Amy THOMPSON (Resignation 24 June 2020)	Yes	04 Nov 2019
Paula HANSON	Yes	30 Oct 2019
Jeff MATTHEWS	Yes	29 Oct 2019
Blair LUTZ	Yes	04 Nov 2019
Matt MACLEOD	Yes	29 Oct 2019
Melanie CAMPBELL	Yes	30 Oct 2019
Shaun KIMBALL	Yes	29 Oct 2019
Kayden MUNN (Hired by FPF – 16 Nov 2019)	Yes	29 Oct 2019
Aaron FOX	Yes	31 Oct 2019
Mark LORD	Yes	29 Oct 2019
Lucas DOYLE	Yes	29 Oct 2019
Sherrie HUNTER	Yes	29 Oct 2019
Jerilynn WAY	Yes	30 Oct 2019
Cherie DOUCETTE-LINDER	Yes	30 Oct 2019
Seth CAHILL	Yes	29 Oct 2019
Barry SCOTT	Yes	03 Nov 2019
Dale POLLOCK	Yes	29 Oct 2019
Martin GALLANT	Yes	31 Oct 2019
Gary FORWARD	Yes	04 Nov 2019
John WETMORE	Yes	29 Oct 2019
John MORRISON	Yes	01 Nov 2019
Corey PORTER (Hired 31 Jan 2020)	Yes	31 Jan 2020

WPF Ethical Service Pledge to All People

The WPF celebrates the diversity of all citizens and visitors to the Town of Woodstock. We are committed to the ethical service of each client and place the safety and well-being of those we are sworn to protect and serve above all else.

Guiding our commitment is the WPF's *Mission Statement* and *Core Values* which state that we shall "proudly serve our community with integrity and equality toward all people" as demonstrated by "Professionalism, Compassion, Honesty, Respect, and Fairness." That we shall be held accountable should we fail in this regard.

The WPF employs and continues to evolve associated training that builds upon our communication/de-escalation skills to peacefully resolve matters we are called upon to attend. We have and continue to reach out to likeminded partners and stakeholders who may reasonably assist us in this regard.

Staff	Voluntary Signature Received?	Date
Whalen BROWN	Yes	June/July 2020
Paula HANSON	Yes	June/July 2020
Jeff MATTHEWS	Yes	June/July 2020
Blair LUTZ	Yes	June/July 2020
Matt MACLEOD	Yes	June/July 2020
Melanie CAMPBELL	Yes	June/July 2020
Shaun KIMBALL	Yes	June/July 2020
Aaron FOX	Yes	June/July 2020
Mark LORD	Yes	June/July 2020
Lucas DOYLE	Yes	June/July 2020
Sherrie HUNTER	Yes	June/July 2020
Jerilynn WAY	Yes	June/July 2020
Cherie DOUCETTE-LINDER	Yes	June/July 2020
Seth CAHILL	Yes	June/July 2020
Barry SCOTT	Yes	June/July 2020
Dale POLLOCK	Yes	June/July 2020
Martin GALLANT	Yes	June/July 2020
Gary FORWARD	Yes	June/July 2020
John WETMORE	Yes	June/July 2020
John MORRISON	Yes	June/July 2020
Corey PORTER	Yes	June/July 2020

Glossary of Terms: Pillars of Expectation

Accountability: The act of being responsible for what you do and the ability to articulate why it happened. To learn from the experience by considering what you might do differently next time.

Character: The combination of desirable qualities (i.e. respect, integrity, trust, listening) in a person that reflect positively on our uniform and our profession as police/staff personnel. The consistent expression and demonstration of our core values (i.e. compassion, fairness) that hold us to a higher standard and example for others to follow.

Professionalism: The combination of all the qualities demonstrated by trained and skilled personnel as supported through mutual respect and consideration for all people.

Positive: The ability to remain optimistic and forward thinking, even when it is difficult to do so. To encourage consideration of others before themselves in a way that is helpful and progressive.

Work Ethic: The ability to consistently consider the question, “*Am I doing my job, or am I neglecting my job.*” To do so in a way that integrates wellness and the completion of associated duties and responsibilities in accordance with our *Strategic Plan* and expectation in our profession.⁴

⁴ It is understood that no one person, or group, is responsible for the execution of all the Strategic Plan objectives. That we shall work collaboratively with others to achieve cited objectives that may be specific to our respective interests, while others work toward theirs. It is hopeful that with this approach, we will achieve a strong percentage of the outlined plan but accept, without prejudice, that a percentage thereof may not be achieved for reasons beyond our control, time, or abilities.

Competencies Reference and Development Guide:

The introduction of the "Performance Observation" encourages and empowers all staff to submit documented examples to the Chief of Police or designate (i.e. supervisors) that captures individual and team efforts in each or multiple competencies. Performance Observations are intended to recognize good work and examples through the desired application of these competencies...either in part, or as a whole.⁵

Each Performance Observation shall be maintained electronically and reviewed as part of the annual staff evaluation process. Performance Observations may be referenced within, but not limited to; Growth and Development Plans, promotional processes, and course selection.⁶ Performance Observations shall not be developmental in nature.

- 1. Budget:** A budget is a financial plan for a defined period. It may also include planned sales volumes and revenues, resource quantities, costs and expenses, assets, liabilities and cash flows.

Desired or Demonstrated Behaviour: Displays understanding as to how budget impacts our operations and administrative objectives and operates effectively and efficiently within provided budgetary guidelines and approval.	Example: Business Case submission that incorporates research of associated costs and captures the information in the "financial" segment of the proposal.
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⁵ The below noted competencies were identified by WPF staff during our 2020 Strategic Planning session held 11 October 2019. The provided definitions were provided online from various sites or authored by G. Forward (9-14 November 2019). Each are intended to increase understanding of what each competency involves and what to look for if the application of the competency is observed.

⁶ Any documentation used shall be sanctioned within future Collective Agreements (or as agreed upon by Labour/Management) as part of a fair, unbiased and transparent process.

2. Communication: Is the effective and respectful exchange of information (verbal and written) from one person to another. Understanding and implementing the PAC model of communication may serve to reduce or eliminate conflict in communication.

Desired or Demonstrated Behaviour: Staff are able to promote and encourage respectful dialogue toward a beneficial and conflict free outcome.	Example: The ability to incorporate listening skills and use terminology (verbalized or written) that promotes calm and respectful dialogue (i.e. non-criminal domestic call)
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The PAC model may provide insight into why and how communication can be effective, or not. Ideally, the ability for any two people to stay in the “**Adult**” phase will often result in a productive outcome.⁷

If in the “**Parent**” category, demeaning and disrespectful communication may lead participants toward conflictual and harmful conversation and outcome.

If in the “**Child**” area of the model, temper tantrums and fragile ego erupt toward shouting and possible physical interaction.



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⁷ PAC training shall be provided during the early 2020 in-service block training by G. Forward.

⁸https://www.google.com/search?q=pac+communication&source=lnms&tbm=isch&sa=X&ved=0ahUKEwjUm5qTqOrIAhULt8KHdgQD60Q_AUIEigB&biw=1536&bih=759#imgsrc=nOXeM1YNq52-RM: As accessed online 14 November 2019 by G. Forward.

- 3. Continuous Learning:** If sought out, the ability to improve and build upon an existing skill set or academic initiative may contribute to our overall job knowledge, growth and development. Examples of continuous learning can be found in post-secondary education, CPKN, in-service training, and other recognized institutions.

Desired or Demonstrated Behaviour: Staff demonstrate consistent application toward improving their skill set or completion of their Growth and Developmental Plan by actively taking part in and seeking developmental opportunities and training.	Example: Not limited to CPKN courses, training, or post-secondary education opportunity.
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- 4. Developing Others:** The ability to develop and coach others does not solely reside with those holding rank or title. Developing others is a competency that the newest recruit to the most seasoned veteran can apply. The simple act of offering assistance and support to introduce information, raise awareness, and build a new skill is the foundation of how we all can help each other.

Desired or Demonstrated Behaviour: Asking how we might support others in the achievement of their respective personal and professional goals or skills.	Example: Someone who has earned a reputation of testifying well in court may be called upon to instruct at in-service to guide others with "how to" tips.
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- 5. Dress – Deportment:** Uniformity in our dress and how we carry ourselves is fundamental to professionalism. Officers should consider the replacement of worn or unkempt clothing and gear. As per our Strategic Plan, a Clothing Committee will aid our organization toward uniformity.

Desired or Demonstrated Behaviour: The profession of a Police Officer and support staff is an honourable and respected post within any community. Ensuring that our uniforms are neat and clean and our client interaction is professional reflects positively on us all.	Example: Replacement of tattered clothing and gear, cleanliness of equipment, and a positive demeanor toward all.
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- 6. Emergency Response:** Includes any systematic response to an unexpected or dangerous occurrence. The goal of an emergency response procedure is to mitigate the impact of the event on people, property, and the environment. Critical to this piece is the manner and care in which officers respond to the emergency that does not further complicate the severity of the issue, rather a response that begins the process toward resolving the matter.

Desired or Demonstrated Behaviour: The ability to respond quickly, but to ensure your arrival to assist safely. Pre-planned preparation with high risk institutions (i.e. building blueprints). To encourage partnerships toward our various response strategies.	Example: Although code 3 response is engaged, taking the time to ensure intersections are cleared by proceeding slowly through them - The review of emergency plans at schools and familiarity with associated layouts in the event of an active shooter.
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- 7. Ethics:** Are the moral principles that govern a person's behavior, or the conducting of an activity. Demonstration of our ethics, or lack thereof, may have the most profound impact on the public and its view of their police force. It is up to each of us to consider what we do and how we act to ensure that the outcome is above reproach.

Desired or Demonstrated Behaviour: The ability to do the right thing, especially when no one is looking, is fundamental to upholding ourselves to a higher standard of ethical and example led behaviour.	Example: Payment for services and product is necessary, even when offered at no cost, or a reduced rate.
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- 8. Innovation:** Is the process of translating an idea, technology, or an efficiency into an outcome that may benefit the organization and those working within it. This in turn, may improve our client service delivery and reduce stress and workload for our staff.

Desired or Demonstrated Behaviour: Researched and planned ideas/options that serve to implement objectives in our Strategic Plan may result in technological advancement, efficiencies, and staff wellness consideration.	Example: A business case that invites scheduling software that reduces court overtime and allows staff to take full advantage and value in their days off.
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- 9. Interviewing:** An interview may be a formal or informal meeting during which someone is asked questions toward a logical and/or desired outcome. An interview is a respectful conversation that may introduce approved “techniques” (i.e. Phase Interviewing) beneficial in bringing about important and relevant information in an investigation.

Desired or Demonstrated Behaviour: The application of interview training that adheres to procedure/protocol and yields the desired information and/or evidence. <u>Preparation</u> in knowing your file and the person you are interviewing is critical toward a helpful outcome.	Example: Looking into and at associated information, prior to interviewing, could reveal substance as to why an offence occurred and could give you insight toward a helpful course of questioning.
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- 10. Job Knowledge:** Measures employee's demonstrated job relevant knowledge and essential skills, such as work practices, policies, procedures, resources, laws, customer service, and technical information, as well as the relationship of work to the organization's mission and Strategic Planning.

Desired or Demonstrated Behaviour: Being able to apply background experience that helps you and others carry out duties and responsibilities correctly.	Example: Having the training and knowledge to complete an Intoxilyzer process as a result of continuously applied training and tests.
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- 11. Judgement & Decision Making:** This is the internal thinking, cognitive process or act of reaching a decision, drawing sound conclusions, forming an opinion, or making critical distinctions, about people, situations, ideas or events through assessment, comparison, and/or deliberation.

Desired or Demonstrated Behaviour: The ability to review an issue and apply common sense and input toward options to resolve/respond. Where an immediate decision is required, having the confidence to make the call based on the information and job knowledge you have at that time.	Example: The decision not to engage in a high-speed pursuit for someone who has failed to stop at a stop sign and where no other exigent public safety risk is apparent.
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12. Partnerships – Relationships: One of the more challenging tasks is to reach out to others to find a common issue that might be resolved through the partnership of resources, ideas, finances, and procedure. Operating in “silos” has long been a traditional policing approach that has no place in today's public safety model(s). Effective relationships contribute to a host of positive outcomes including heightened morale, investigations, policy exchange, and best practices.

Desired or Demonstrated Behaviour: Being able to forge new, or build upon existing, relationships could overcome limited resource and funding challenges. The sharing of information and policies that could allow us to be proactive or save time by not having to re-invent the wheel.

Example: Reaching out to other law enforcement entities to determine what policies they may have around Human Sources, McNeil, and Use of Force.

13. Planning & Organization: Is important to an organization because it provides a sense of direction and outlines measurable goals. The competency may be useful for guiding day-to-day decisions and for evaluating progress and changing approaches when moving forward (i.e. policy and process development).

Desired or Demonstrated Behaviour: Proper planning and organization can establish structure and guidance that is efficient in nature and communicates the right message moving forward.

Example: 2020 WPF Strategic Plan as authored and directed by the staff of the Woodstock Police Force – The implementation of a scheduling program for special events and/or court – Clothing Committee toward staff uniformity.

14. Presentation Skills: Are a set of abilities that enable an individual to interact with an audience, transmit the messages with clarity, engage the audience in the presentation, and interpret and understand the mindsets of the listeners. An effective presentation may be useful for courtroom testimony or in the pursuit of our educational objectives (i.e. school presentation on Internet safety).

Desired or Demonstrated Behaviour: Taking the time to prepare and deliver an informed and helpful message

Example: Officer takes the time to create a PowerPoint presentation, other presentation tools, or

through proper articulation, an audible voice, and knowledge of the subject material.

to call in a resource person to assist with effective communication of the content.

15. Teamwork & Cooperation: What can we do to support others in the completion of their duties and responsibilities? As an example, the act of taking a call for a co-worker who is working on another matter is appreciated and may be reciprocated. Helping others is viewed by many as a foundational piece of leadership.

Desired or Demonstrated Behaviour: The simple application of helping others to complete a task or objective. Can you support other ideas even if they do not mirror your own views toward resolution?

Example: Staff who may take on a portion of the workload for another in need of assistance – Supporting a certain path even though you may not agree with it.

16. Wellness: Is the active process of becoming aware of and making choices towards a healthy and fulfilling life. Wellness may be applied to the physical, mental, and social well-being that could contribute positively to morale and the benefit of all.

Desired or Demonstrated Behaviour: The application of exercise, positive thinking, time-off, peer support and a litany of personal and group team building opportunities may contribute to a healthy and productive work environment.

Example: Organization and celebration of staff birthdays with monthly pot luck luncheons – Summer BBQ's for staff and family.

Community Events WPF Attendance:

Category – Education: Objective 14		
Date	Event	Officer/Staff
26 November 2019	On Nov.26,2019 Cst. Kimball attended the Western Valley in Motion Achievement Games Centre. This multi-activity, day long event is for those in the areas from Plaster Rock to Nackawic with physical and intellectual disabilities. The Achievement Games are an opportunity for these individuals to socialize and participate in a variety of physical activities and will also include a luncheon and a dance.	Cst. Shaun Kimball
12 December 2019	Cst. Kimball assisted with surveillance on file 19-2507	Cst. Shaun Kimball
08 January 2020	Cst. Shaun Kimball attended RCMP headquarters in Fredericton for Law Enforcement Torch Run meeting. LETR is preparing a Polar Dip in May (file 2020-056)	Cst. Shaun Kimball
13 Jan 2020	Presentation about the WPF to Woodstock Rotary Club (file 2020-096)	Chief Gary Forward
