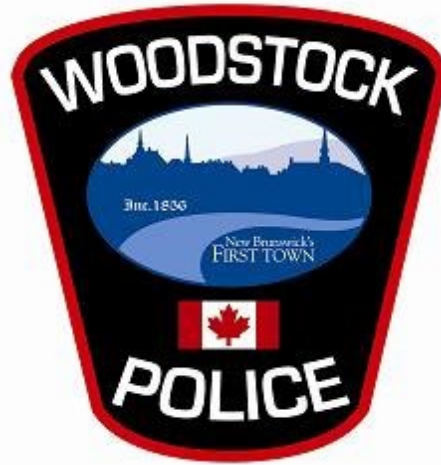




Woodstock Police Force *2024 Strategic Plan*

*Presented to Mayor & Council
April 2024*

*Gary Forward, B.S., MA.
Chief of Police – Woodstock Police Force*

Table of Contents

A. Introduction Overview	Page 3
B. Our Mission Statement	Page 4
C. Our Core Values	Page 5
D. Our Key Policing Responsibilities	Page 6
E. Our 2024 Organizational Structure	Page 7
F. Our 2024 Organizational Breakdown & Scheduling	Page 8
G. Our Departmental Sections Descriptions	Page 9
H. Our Commitment to Community	Page 11
I. Our Strategic Plan Categories	Page 12
J. Our Strategic Planning Objectives: 9 Categories	Page 13
K. Our Service Pledge to <u>All</u> Citizens	Page 22
L. Our Core Values: Defined	Page 23
M. Our Competencies Guide	Page 24
N. WPF Police Act: 5-Year Police Misconduct & Disposition Record	Page 31



The Woodstock Police Force is pleased to present our **2024 Strategic Plan** to the citizens of Woodstock to once again consider what we are doing well; but more importantly, how we might build upon our public safety service mission.

This year's planning, among many objectives, will see growth in our proactive contemporary community response with particular focus in the areas of intimate partner violence, property crimes, and crimes against persons. We begin with the addition of an **Intimate Partner Violence (IPV) investigator** (on or before September 2024) to our Street Crime Unit (SCU) in direct response to the 30% increase

in IPV matters recorded in 2023. The Woodstock Police Force will also introduce its **Community Engagement Unit (CEU)** where officers (2 resources) shall partner with residents and business owners to evaluate what could be done to proactively prevent and/or eliminate opportunities for crime in, or near, their homes or place of business. The **CEU will also engage**, with other stakeholders, **in the development of options intended to assist with social issues such as poverty, homelessness and addictions.**

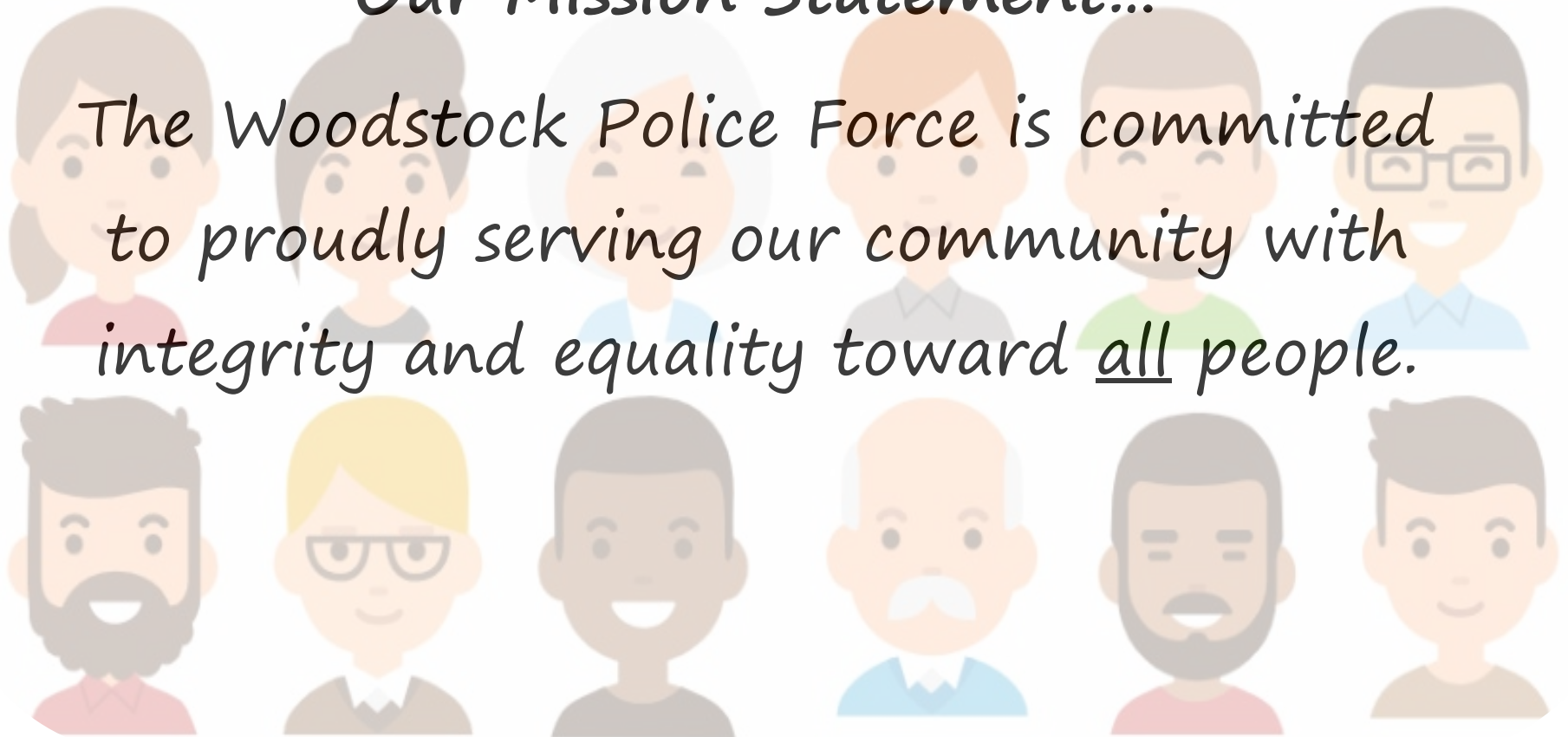
We truly look forward to our continued service to all citizens and visitors to Woodstock in 2024 and hope you find our *Plan* helpful in communicating our public safety & wellness objectives for the coming year.

Members and Staff of the Woodstock Police Force



Our Mission Statement...

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



Our Core Values

Transparent

Ethical

Accountable

Impartial

Professional



**Preservation & Protection
of Life and Property**

**Partnerships & Service to
our Community**



Our Key Policing Responsibilities

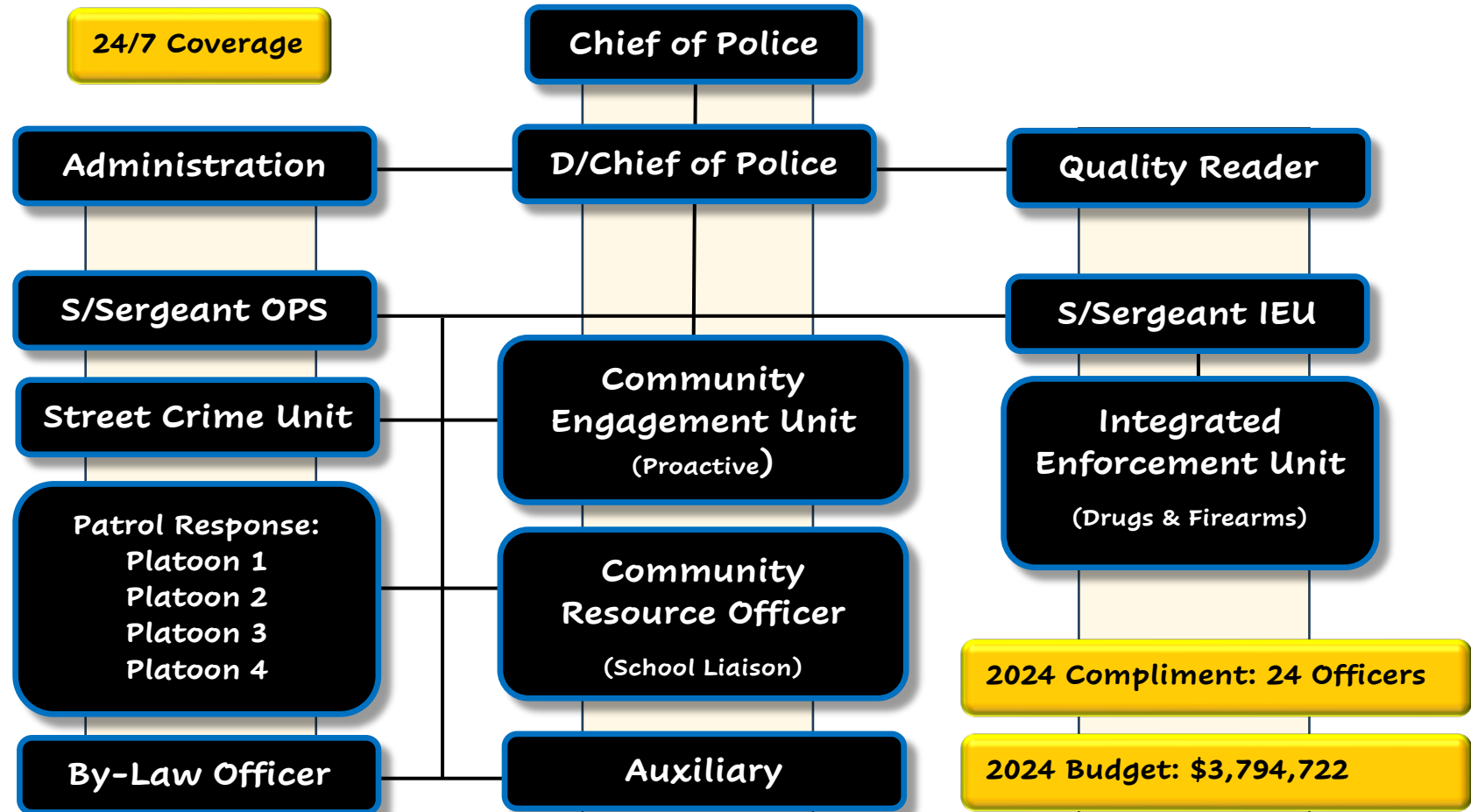


**Preserving & Maintaining
Order**

**Education & Enforcement
of the Law**



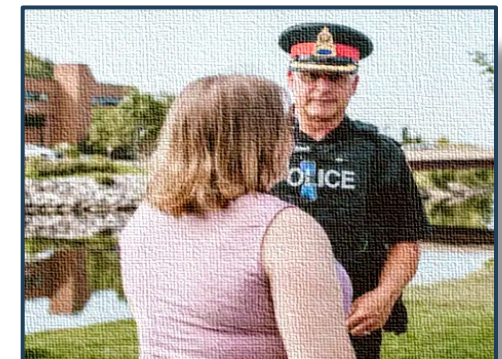
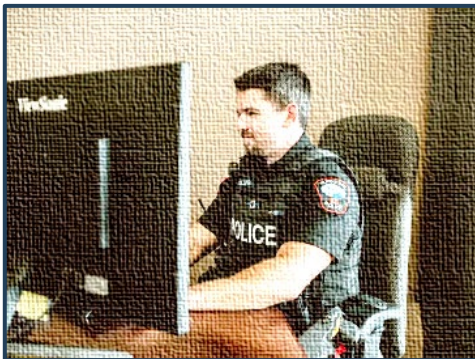
Our 2024 Organizational Structure



¹ Population information found at www12.statcan.gc.ca/census as accessed on-line by G. Forward March 2024 and may be subject to change pending current/ongoing policing services expansion options/viability. The police forces compliment increased to 24 full-time positions in 2024 from 21 positions in 2023 (1 new position to Street Crime Unit as a dedicated IPV investigator and 2 new posts assigned to Community Engagement Unit). Please note that IEU IENB & RCMP secondments serve at no cost to WPF, nor are they counted as staff.

2024 Organizational Breakdown and Scheduling

Position	Number of Resources	Shift Scheduling
Chief of Police	1 position	M-F: 8-hour dayshift/evening
Deputy Chief of Police	1 position	M-F: 8-hour dayshift/evening
S/Sergeant (IEU)	1 position	M-F: 8-hour dayshift
S/Sergeant Operations (SCU & Patrol)	1 position	M-F: 8-hour dayshift
Integrated Enforcement Unit	2 WPF (1 of which is GNB funded)	M-S: 8-hour day/evening/night
Street Crime Unit	3 positions (Includes 1-IPV in Sept)	M-F: 8-hour day/evening/night
Community Resource Officer (CRO)	1 position (GNB partially funded)	M-F: 8-hour day/evening
Community Engagement Unit (CEU)	2 WPF positions (Sept 2024)	M-S: As per community needs
Platoons 1-2-3-4	12 full-time positions	4 on 4 off rotation (12 hr) D/N
Quality Reader	1 full-time civilian position	M-F: 8-hour dayshift
Admin Staff (full-time)	2 positions (1 GNB funded)	M-F: 8-hour dayshift
Admin Staff (part-time)	2 positions	3 & 4 days per week: 8 hr days
By-Law Officer (full-time)	1 position	M-F: 8-hour dayshift/evening
Seconded Officers (funded externally)	2 positions (1 RCMP + 1 GNB)	M-S: 8-hour day/evening/night
Auxiliary Police	4 positions	Voluntary
Total Resources: 24 WPF (1 GNB funded) + 2 Seconded (RCMP & IENB) + 6 Civilian (1 GNB funded) + 4 Auxiliary		



Our 2024 Departmental Section Descriptions

MANAGEMENT and ADMINISTRATIVE SUPPORT:

The management branch of the Woodstock Police Force consists of the Chief of Police and Deputy Chief of Police. The WPF Administrative group oversees, among other things, our file validation, court proceedings, budget, social media, exhibits, and executive administrative support duties. The D/Chief and Administrative group report to the Chief of Police.

PATROL/PRIMARY RESPONSE UNITS and READER:

Our Patrol/Primary Response teams (Patrols) consists of 4 platoons with a sergeant (1) and two constables (2) assigned to each platoon. Scheduling for each platoon consists of a 4-day rotation (2 days & 2 nights) of 12 hours each day. Our Primary Response Units respond to all calls for service and do so on a 24/7/365 basis. Members educate/partner with our community to raise public safety awareness and enforce associated federal and provincial statutes, as well as municipal by-laws. The Reader post serves to scrutinize/review our files (charge and general occurrence submissions) for accuracy and completeness. Patrol/Primary members report to the Staff Sergeant Primary Response Operations. Our officers are dispatched through Public Safety Answering Point (PSAP) via MOU with Fredericton.



STREET CRIME UNIT (SCU):



Implemented in 2023, our Street Crime Unit (SCU) was introduced in direct response calls for service related to property thefts & crimes against persons. The SCU consists of two constables who report to the Staff Sergeant Primary Response Operations. A third constable shall be assigned in Sept 2024 to address the alarming increase in intimate partner violence matters. In time of investigative need, the SCU shall join the IEU to form a Major Crime Unit response as where and when necessary to do so.

INTEGRATED ENFORCEMENT UNITS (IEU):

Implemented in April 2022 and in partnership with GNB's Department of Public Safety, RCMP, CISNB and other stakeholders, the WPF Integrated Enforcement Unit (IEU) is intelligence-led with a mandate to disrupt/dismantle those involved in the

trafficking of illicit drugs and firearms; as well as major crime files. The WPF IEU reports to the WPF Staff Sergeant IEU and joins 7 other IEU's strategically positioned throughout the province.

COMMUNITY RESOURCE OFFICER (CRO):

Implemented in 2019 and in partnership with the Anglophone School District West, our WPF CRO serves primarily as our liaison to the Meduxnekeag Consolidated, Townsview School, as well as the Woodstock High School. In 2023, our CRO delivered in excess of 90 presentations to school youth and special interest groups related to drug awareness, cyber bullying, fraud, Internet safety, and human trafficking.



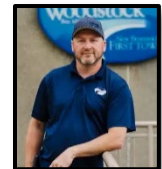
COMMUNITY ENGAGEMENT UNIT (CEU):



The Community Engagement Unit will be new to the WPF this year and in place by September 2024. Reporting to the S/Sergeant of the SCU & Primary Response Teams, the unit shall consist of 2 uniformed officers who shall be highly visible in the community by proactively assessing "hot spots" and proactively working with residents and businesses to prevent crime before it has a chance to occur. The unit shall also support other sections where and when needed in support of our commitment to visibility, accountability and in building public trust.

BY-LAW OFFICER:

Woodstock's By-Law officer was moved under the WPF umbrella in 2023. The change was helpful insofar as being able to document complaints and subsequent investigations on the force's Record Management System. Sworn in as a peace officer in 2023 and appointed by Woodstock's civic authority in early 2024, the position reports to the S/Sergeant Patrol/Primary Response with duties aligned in by-law enforcement, reviewing/researching/updating by-laws, and monthly activity reports to Mayor and Council.



Our Commitment to Community

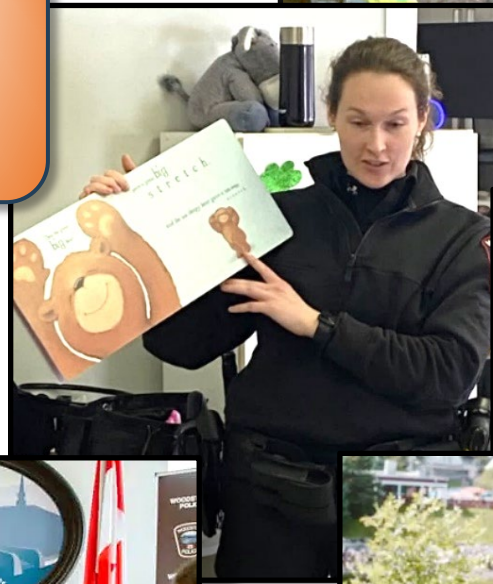
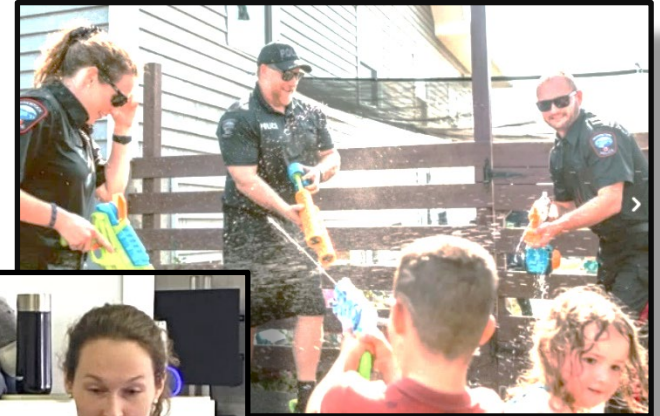
Communication

Teamwork & Partnerships

Education & Enforcement

Professional Service

Community Engagement



Our 2024 Strategic Planning Categories



Category 1: Accountability & Trust

This category recognizes and prioritizes our commitment to building public trust through the timely sharing of information, strategic planning, and by being accountable in all we do.

Item	Objective Description	Owner – Assigned	Completion %
1	Complete a community public safety satisfaction survey	Deputy/Admin	0%
2	Host a community engagement forum by 30 Sept 2024	CRO	100%
3	Partner on min 4 local community socio-economic issues	All	100%
4	Complete 2023 WPF Annual Report to Mayor/Council	Chief	100%
5	Complete 2024 WPF Strategic Planning to Mayor/Council	Chief	100%
6	Upload 2024 WPF Strategic Planning to website (online)	Admin	100%
7	Upload 2023 Annual Report to WPF website (online)	Admin	100%
8	Continue timely updates, via social media, to public	Deputy/Admin	100%
9	Report 2023 annual officer misconduct complaints (online)	Chief/Admin	100%
10	Adopt & Upload (online) 2024 WPF Sexual Assault policy	Chief/Admin	100%
11	Continue WPF social media as our primary public comms	Deputy/Admin	100%
12	WPF website - Upload monthly calls and stats	Admin	100%
13	Disclose (online) 6-year officer misconduct complaints	Chief/Admin	100%
14	Purchase and implement new BW camera tech by April	Deputy/SCU	100%
15	Conduct an internal staff satisfaction survey by Oct/24	Chief/All	100%

Category 2: Education & Communication

This category establishes objectives specific to proactive communication & education intended to raise community awareness of key public safety concerns so that our youth/citizens can make informed decisions.

Item	Objective Description	Owner – Assigned	Completion %
1	Minimum 2 fraud presentations to retired demographic	CRO	50%
2	Implement good driver “Thank You” coupon program	Chief/Deputy	0%
3	Minimum 2 social media to public on “counterfeit awareness”	Social Media Co.	100%
4	Minimum 2 social media to public on “elderly fraud/scams”	Social Media Co.	100%
5	2 Intimate Partner Violence (IPV) public forums	IPV Coordinator	100%
6	1 “Human Trafficking” presentation to Woodstock High School	CRO	100%
7	Min 8 “No Means No” sexual/alcohol/drug school presentations	CRO	100%
8	Min 3 social media awareness on “bullying”	Social Media Co.	75%
9	Min 3 school presentations on “bullying”	CRO	100%
10	1 monthly social media public safety announcement	Social Media Co.	100%
11	Schools: “Reading Club-Mentoring-Cooking” with Cops	CRO	100%
12	Reading with area kids and parent program	Deputy/CRO	100%
13	Min 3 school class visits with “questions from kids”	CRO	100%
14	Party Program – Make open to public	CRO	0%
15	New driver education or MVA diversion program	SCU/CRO	100%
16	Continue to share & update “Warrant Wednesday” info	Social Media Co.	100%
17	Community Engagement Unit – 1 public CPTED session	CEU/CPTED	0%
18	Develop a MCU (IEU/SCU) response and process map comms	Deputy/SCU/IEU	50%

Category 3: Enforcement & Visibility

This category identifies the community's need for its police service to be continually visible and available to educate and enforce breaches of associated federal, provincial, and municipal statutes as and when required.

Item	Objective Description	Owner – Assigned	Completion %
1	2 documented "foot patrols" per patrol per shift (April-Oct)	Patrols/CEU	100%
2	2 doc safety "road checks" per team – per cycle (April-Oct)	Patrols/CEU	100%
3	2 documented "E-Bike" patrols per week (daytime May-Oct)	CRO/SCU/CEU	75%
4	2 "Distracted Driving" zero "0" tolerance enforcement blitzes	Deputy/Patrols/SCU	100%
5	2 Off-Road education/enforcement efforts with JPS partner	Deputy/Patrols	100%
6	Min 2 multi-agency RIDE program (patrols/partners)	Deputy/Patrols	100%
7	2 "All-Hands-on-Deck" (e.g., Eclipse-Apr & Halloween-Oct)	Deputy-OPS Plan	100%
8	Visible presence at 2 major town events (e.g., snow races)	Deputy-OPS Plan	100%
9	4 minimum unmarked enforcement efforts at "hot spots"	SCU/IEU/CEU	75%
10	IPV Coordinator to attend min 4 IPV related forums/training	IPV Coordinator	100%
11	Social media Support: "Have a coffee with a cop" program	Chief/Deputy/All	100%
12	Community Engagement Unit to visit 20 businesses in Town	CEU/CPTED	100%
13	Community Engagement Unit to visit min 30 residences	CEU/CPTED	30%
14	IPV Coordinator to visit area shelters – min 1 per month	IPV Coordinator	100%
15	IEU and SCU to join patrols (in uniform) x 4 each per annum	Deputy/SCU/IEU	100%
16	Chief & Deputy to conduct 1 "foot patrol" per week (A-O)	Chief/Deputy	100%
17	SCU/CRO/IEU/Patrols to attend daycares for water events	Cst. Derrah	100%
18	Attendance at min 2 MACC events	CRO	100%
19	Each patrol officer to perform 1 walk-through area schools	Patrols/CRO	100%
20	Min 4 judicial authorization events per SCU & IEU	SCU/IEU	100%
21	Each platoon to conduct curfew checks - min 2 p/week	Patrols/CEU	100%
22	Minimum 8 OPS Plans per annum by IEU/SCU	SCU/IEU	100%
23	"Mandatory May" – Safety stops in May will see ASD demand	S. Cahill/Deputy	100%

Category 4: Intelligence

This category addresses our ongoing need to ensure sharing of information with our partner agencies (intelligence) specific to our operations, clients, proactive education/enforcement, and public safety engagement.

Item	Objective Description	Owner – Assigned	Completion %
1	Establish and implement an advertised toll-free source/tip line	IEU/Admin	100%
2	WPF attendance to PIIC meetings at a minimum 40 per year	IEU	100%
3	Implement weekly “briefing” exchange: IEU/Admin/Patrols/S.C.	Chief/Deputy	100%
4	Attend annual Provincial Threat Assessment (PTA)	Chief/IEU	100%
5	Attend CISNB annual Integrated Target Selection Process (ITSP)	Chief/IEU	100%
6	Attend 4 regional intelligence meetings (RIM) per annum	IEU	100%
7	BOLO list on laptops with listed RPG and file numbers	IEU/PIMITS	100%
8	DOR revisions to include call/victim/witness/suspect details	All	100%
9	Chief to attend weekly LECG “Teams” as NBACP Representative	Chief	50%
10	Send to CISNB weekly intelligence WPF drugs/firearms seizures	Admin	100%
11	Update and place online our warrant list each week	Social Media Co.	100%
12	Utilize “What’s APP” daily comms with ESP partners	WPF/ESP	100%
13	Daily exchange of DOR’s between WPF/RCMP/FPF	ESP Partners	100%
14	Weekly exchange of intelligence between SCU and IEU officers	SCU/IEU	100%
15	Add crime activity “heat” spots on Town map in-house	Chief/Admin	0%
16	Upload a minimum of 12 SDR’s in 2024 to CISNB	Patrols/IEU/SCU	100%
17	CEU to submit Street Check information (min 2 per week)	CEU	50%
18	CEU to submit CPTED checks information (min 2 per week)	CEU	0%
19	Engage partners for related social media open-source checks	IEU/SCU	100%
20	Encourage and build source recruitment by 10%	IEU/SCU/CEU	100%

Category 5: Administration

This category captures and prioritizes key administrative responsibilities of the force, legislative changes, employer/employee relations, and non-operational updates to our Civic Authority.

	Objective Description	Owner – Assigned	Completion %
1	Author and complete WPF 2023 Annual Report	Chief	100%
2	Author and complete WPF 2024 Strategic Plan	Chief	100%
3	Send 2023 WPF Annual Report to Policing Standards	Chief	100%
4	Adopt, format and upload 2024 Sexual Assault policy	Chief/Admin	100%
5	As part of recruitment process, install 3 STC hires by Sept/24	Chief/Strat Plan	100%
6	Install and house full-time IPV Investigator within SCU	Chief/Strat Plan	100%
7	Create and launch WPF web-site – Populate policies/plans	Admin (L. Grant)	100%
8	Implement 2 officer Community Engagement Unit by Sept/24	Chief/Strat Plan	100%
9	Meet with SCU/IEU/CEU/Patrols/Admin Teams x 2 annually	Chief/Deputy	100%
10	Conduct & complete admin roles/responsibilities review	Chief/Dep/Admin	100%
11	Review 2024 budget with Director Finance for efficiencies	Chief/Budget Co.	100%
12	Seek renewed MOU with Anglophone West for full-time CRO	Chief/Deputy	100%
13	Confirm ongoing LOA with GNB re: IEU STC positions x 2	Chief	100%
14	Confirm ongoing RCMP (1) & IENB (1) secondments to WPF	Chief	100%
15	Renew all related MOU's – Police Act – for OPS response	Chief/Admin	100%
16	Build MCU response process maps for major crime incidents	Chief/Deputy	50%
17	Complete Policing Standards QA audit by May 2024	Deputy/P. Hanson	100%
18	BC to Civic Authority for 2025 Capital (Marked Unit)	Chief/Deputy	100%
19	BC to Civic Authority for 2025 Capital (On-Line Reporting)	Chief/Deputy	100%
20	Presence at every C.I.C. with associated WPF & By-Law updates	Chief/Deputy	100%
21	Build procedural "major event" process maps for Duty Officers	Chief/Admin	25%
22	All sergeants & admin staff to be Commissioners of Oath	Sergeant/Admin	100%
23	Modernize/Update WPF policies and procedural manual	Admin	100%
24	Implement new "mugshot" software for ICA process	Chief/Admin	100%

Category 6: Wellness

This category emphasizes the importance to support and grow our employee's morale, health, and wellness.

1	Complete monthly newsletter celebrating staff B-Day's	Chief	100%
2	Complete bi-weekly updates for briefing room news "scroll"	Deputy	100%
3	Offer PSPNET wellness training to every officer who wishes it	All/PSPNET	100%
4	Offer pension/retirement seminar to all staff who wish it	All/UBC	100%
5	Perform an annual "air quality" test of both WPF locations	Safety Comm	50%
6	Consider a vending machine that provides healthy snacks	Chief/UBC	0%
7	Purchase a toaster for kitchen area at HQ & SCU coffee maker	Budget Co.	100%
8	Consider the provision of a "quiet room" for break times	Chief/UBC	100%
9	Have water issue fixed that emanates from boiler room	Safety Comm.	100%
10	Consider a formal dinner event for staff and families	Chief/UBC	0%
11	Post for interest a "Wellness Committee"	Deputy	0%
12	2 family friendly events (1 summer & 1 winter)	Wellness Co.	100%
13	Monthly office 50/50 in support of (e.g., local food bank)	Wellness Co.	0%
14	Consider health training (1 hour) during shift work	Chief/Deputy	100%
15	Replace faulty BBQ and upgrade small fridge to larger unit	Budget Co.	100%
16	Continue peer performance OBS – 4 per staff per annum	All	50%
17	1 BBQ staff appreciation event per platoon/admin/SCU/IEU	All	100%
18	1 Admin event in recognition of administrative support day	Chief/Deputy/ADM	100%
19	Perform 6- & 12-month evaluations	Supervisors	100%
20	Conduct quarterly wellness checks with each staff member	Chief/Deputy	100%
21	Continue to offer approved vaccinations to staff (flu/Covid)	Organization	100%
22	Host a community event hockey game between WPF & RCMP	CRO/RCMP	100%
23	Continue Patrol/SCU/IEU "wellness" budget line	Budget Co.	100%
24	Host "pizza" Fridays	Budget Co.	100%
25	Host and have staff "pickleball" event(s)	J. Clements	50%

Category 7: Partnerships & Efficiencies

This category seeks to partner with like-minded stakeholders related to public safety initiatives, inclusiveness, and to explore efficiencies intended to make the best use of our budget and resource support.

	Objective Description	Owner – Assigned	Completion %
1	Meet with local Crown prosecutor's min 2 times annually	Chief/Deputy	100%
2	Coordinate school presentations with Anglophone West	CRO	100%
3	Conduct min 2 off-road vehicle education/enforcement efforts	Deputy/SCU/CEU	100%
4	Expand audit - SVN B sexual assault audit methodology/policy	Deputy/SVNB	100%
5	Collaborate with MACC to offer new arrival information	CRO/MACC	100%
6	Partner with CISNB to communicate associated bulletins	CISNB/IEU	100%
7	Partner with JPS & RCMP for min 2 in-town road safety checks	Deputy/RCMP/JPS	100%
8	Partner with various PS and local entities on ECLIPSE OPS Plan	Deputy/Partners	100%
9	IPV Coordinator to meet (min 4) with women's shelters	SCU/A. Derrah	100%
10	Arrange presentations with Ayr Center – Senior Activity Days	CRO/CEU	50%
11	Meet with schools to partake in min 4 breakfast to kids	CRO/All	100%
12	Partner with GNB to land information NB911 security concerns	Chief/NBACP	100%
13	Attend NBACP conferences (x2) annually	Chief/Deputy	100%
14	Attend CACP Board of Directors (min x2) annually (NB funded)	Chief/NBACP	50%
15	Meet on socio-economic (homelessness/addiction/poverty) x4	Chief/Deputy/CRO	100%
16	Sit on provincial/local DVDRC/IPV/CSDRC committees	Chief/IPV Co.	100%
17	Partner with local daycares & kids for annual water event	Derrah/CRO/All	100%
18	Create/support a provincial "multi-agency" contact list	Deputy/NBACP	0%
19	Attend weekly department meetings with CAO	Deputy	50%
20	Submissions to GNB Prob. Serv. related to arrests & curfews	Admin	100%
21	Attend Provincial Executive Committee (PEC) x2 annually	Chief	100%
22	WPF/NBACP to partner with Special Olympics Polar Plunge	WPF/NBACP	100%
24	Partner with MADD to post signs where impaired was stopped	Deputy/S. Cahill	0%

Category 8: Equipment

This category considers and identifies our equipment needs in 2024 through approved annual/capital budgets, or external funding.

Item	Objective Description	Owner – Assigned	Completion %
1	Capital submission BC - Marked unit in 2025 (evergreen)	Chief/Budget Co.	100%
2	Capital submission BC - NBTMR Encrypted Radio acquisition	Chief/Budget Co.	100%
3	Update police/staff identification cards (expired 02/28/2024)	Chief/Budget Co.	100%
4	Continue to engage in discussions toward new PS building	Chief/Deputy/Town	100%
5	Update/replace Body Worn Camera technology	Deputy/Clements	100%
6	Update/replace re-chargeable flashlights systems	Deputy/MacLeod	0%
7	Obtain 8 water rescue “throw bags”	Deputy/Budget Co.	100%
8	New flooring for main level HQ (hallway-briefing-rooms)	Deputy/Budget Co.	0%
9	Cameras x 4 to be placed in equipment room for operations	Deputy/Budget Co.	100%
10	BC submission to MPAF for drone technology	Chief	0%
11	BC submission to IEU or MPAF for night vision tech	Chief	0%
12	Program software that enables vetting of videos	Deputy/MacLeod	100%
13	Capital submission BC – new entryway security upgrades	Chief/Budget Co.	0%
14	Bar code label maker to assist with exhibits classification	Deputy/Budget Co.	0%
15	Reality based safety equipment & gear & carbine mags x 6	Use of Force Co.	100%
16	Replace light fixtures in HQ as required	Deputy/Budget Co.	100%
17	Rain gear (pants) for uniformed officers	Deputy/Budget Co.	0%
18	Alley lights “spot” lights for marked units “33” and “66”	Deputy/MacLeod	0%
19	Update/replace curtain in HQ main window	Budget Co.	0%
20	Capital submission BC - WPF side-by-side	Chief/Budget Co.	0%
21	BC submission - Key card entry system into building/rooms	Deputy/MacLeod	0%
22	Capital submission BC – adding two (2) e-bikes for visibility	Deputy/CRO	100%
23	Quiet room chair(s) & table	Deputy/Budget Co.	0%
25	Height chart in livescan area & boot dryer	Deputy/Budget Co.	0%

Category 9: Training

This category considers and identifies our training needs in 2024 within approved annual budgets, or external funding (e.g., Municipal Police Assistance Fund {MPAF} or Integrated Enforcement Unit {IEU}).

Item	Objective Description	Owner – Assigned	Completion %
1	Evidence Based Interviewing for sexual assault files	WPF/Dr. Campbell	100%
2	PSPNET public safety wellness training for officers - online	Training Co/PSPN	100%
3	Major Crime – Interview training (SJPF/APA/CPC)	Training Co/MPAF	100%
4	Civil Forfeiture & Proceeds of Crime Training	IEU/Crown	100%
5	Water rescue “throw bags” training	Training Co.	0%
6	CPKN Training x 2-4 courses per each staff member	Training/Budget	50%
7	Equity/Diversity/Inclusion NBACP committee representation	Deputy/NBACP	100%
8	APA Intoxilyzer Tech (impaired operation by alcohol) x 2 off.	Training Co.	100%
9	Simunition/entry/Arwen/Active Shoot training for all officers	Use of Force Co.	50%
10	Annual firearms/taser/high risk use-of-force by all officers	Use of Force Co.	50%
11	Annual first aid and CPR updated/current training	Training Co.	100%
12	Orientation (policies review) & CPIC to officers/staff	Deputy/Admin	100%
13	Intimate Partner Violence (IPV-ODARA) annual awareness - all	IPV Coordinator	25%
14	Multi-cultural diversity & sensitivity training – MACC	Deputy/MACC	0%
15	APA Coach officer (field training) training min 1 position	Training/Budget	100%
16	Incident command course x 1	MPAF/Budget	0%
17	Report writing (in-house) training to each platoon new hires	Chief	100%
18	PAC training to new hires	Chief	100%
19	Search & seizure – Notebook training to officers	Chief/Training Co.	0%
20	SOCO – 1 additional member trained to team	SOCO/Training	0%
21	Crime Prevention Through Environmental Design training x 2	CPTED/Training	100%
22	Research IEU training (surveillance & human source)	Training Co.	100%
23	Hate crime & sensitivity training – as many positions as poss.	Training Co.	0%
24	Judicial authorization – Impaired driving	Crown/Training	100%
25	Drug Investigative Techniques (DIT)	Training/MPAF	0%

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 2024 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." This shall be supported through our core values of professionalism, accountability, transparency, ethics, and impartiality. That **we shall be held answerable should we fail in this regard...this, we pledge.**

Staff	Voluntary E-Signature	Date
1 Whalen Brown	Yes – W. Brown	March 2024
2 Paula HANSON	Yes – P. Hanson	March 2024
3 Jeff MATTHEWS	Yes – J. Matthews	March 2024
4 Josef CLEMENTS	Yes – J. Clements	March 2024
5 Matt MACLEOD	Yes – M. MacLeod	March 2024
6 Melanie CAMPBELL	Yes – M. Campbell	March 2024
7 Shaun KIMBALL	Yes – S. Kimball	March 2024
8 Aaron FOX	Yes – A. Fox	March 2024
9 Breanne KYTE	Yes – B. Kyte	March 2024
10 Sherrie HUNTER	Yes – S. Hunter	March 2024
11 Jerilynn WAY	Yes – J. Way	March 2024
12 Cherie DOUCETTE LINDER	Yes – C. Doucette Linder	March 2024
13 Seth CAHILL	Yes – S. Cahill	March 2024
14 Barry SCOTT	Yes – B. Scott	March 2024
15 Anthony MCINTYRE	Yes – A. McIntyre	March 2024
16 Gary FORWARD	Yes – G. Forward	March 2024
17 John WETMORE	Yes – J. Wetmore	March 2024
18 John MORRISON	Yes – J. Morrison	March 2024
19 Corey PORTER	Yes – C. Porter	March 2024
20 Abby DERRAH	Yes – A. Derrah	March 2024
21 Lise-Anne GRANT	Yes – L.A. Grant	March 2024
22 Carl JARVIS	Yes – C. Jarvis	March 2024
23 Nick Wilson	Yes – N. Wilson	March 2024
24 Lorna DeWare	Yes – L. DeWare	March 2024
25 Zack Cullins	Yes – Z. Cullins	March 2024
26 Mark Bennett	Yes, M. Bennett	March 2024
27 Ryan Paul	Yes, R. Paul	March 2024
28 Lindon Bartley	Yes – L. Bartley	March 2024
29 Dave Nash	Yes – D. Nash	March 2024
30 Emily McCready	To be reviewed upon arrival & FT hire	OJT 2024
31 Karsen Howell	To be reviewed upon arrival & FT hire	OJT 2024
32 Eric Duguay	To be reviewed upon arrival & FT hire	OJT 2024

Our Core Values Defined

Accountability: The act of being responsible for what you do and the ability to articulate and own why it happened, regardless of error or fault. To offer apology, make reparation, and to learn from the experience by considering what we might do differently next time.

Ethics: That we shall hold ourselves to a higher standard and lead by example by doing the right thing. As law enforcement personnel, our fundamental duty is to serve our community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression and/or intimidation, and the peaceful against violence and/or disorder; and to respect the rights, freedoms and equality of all people.

Impartiality: The combination of desirable qualities (e.g. respect, integrity, non-bias, trust, listening) in our staff that continually demonstrates neutrality and objectivity at all times with no exception. At the core of our impartiality must be mutual respect and consideration for all people.

Professionalism: Our promise to remain open, optimistic and forward thinking, even when it is difficult to do so. It is the combination of all desirable qualities and competencies as demonstrated by trained and skilled personnel who the public may hold in constructive regard.

Transparency: The need to be increasingly open about what we do and how do it (e.g., public release of our Strategic Plan and Annual Reports). We accept that we are continually growing and that we can always do better. We shall communicate and cooperate fully (within legal parameters) with the *Right to information and Protection of Privacy Act* (RTIPPA), as well as other associated legislative requirements that serve and protect the public interest.

Competencies Guide

The introduction of the “Performance Observation” encourages and empowers all staff to submit documented examples to fellow officers 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.²

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 selections.³ 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.

² The below noted competencies were originally identified and updated by WPF staff during our 2020 Strategic Planning session. They encompass a more general application of the many competencies engaged in by staff as opposed to the 10 identified on page 8 of our 2021 Strategic Plan. The provided definitions were accessed, in-part, online from various agencies websites, or as previously authored by G. Forward (Jan/Feb/March 2021, or as part of our 2020 Strat Plan). Each are intended to increase understanding of what the competency involves and what to look for if the application of the competency is demonstrated.

³ Any performance documentation used may be used in concert (within future Collective Agreement guidelines) with promotional processes or course selections (or as agreed upon by Employer/Employee Relations Committee) 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)

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.⁴

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.⁵



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

⁴ PAC training was provided and completed during the early 2021/2022/2023 in-service block training by G. Forward.

⁵https://www.google.com/search?q=pac+communication&source=lnms&tbm=isch&sa=X&ved=0ahUKEwjUm5gTqOrlAhULt8KHdgQD60Q_AUIEigB&biw=1536&bih=759#imgsrc=nOXeM1YNq52-RM: As accessed online Jan 2023 by G. Forward.

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.

- 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.

- 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.

- 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.

- 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.

- 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.

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. Preparation 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.

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.

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.

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

Example: Officer takes the time to create a PowerPoint presentation, other presentation tools, or 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 BBQs for staff and family.

WPF Police Misconduct: 5-Year History

The WPF continues to receive and respond to *Right to Information and Protection of Privacy Act* (RTIPPA) requests specific to complaints against WPF police officers. WPF has and shall continue to provide the information below within the parameters of sections 20(1), 22.1, and 33.2 of the *New Brunswick Police Act*.⁶

Conduct Complaints Woodstock Police Force	New Brunswick Police Act Section	2020	2021	2022	2023	2024	Total
Discreditable Conduct	Section 35(a)	0	0	1	0	1	2
Neglect of Duty	Section 35(b)	0	0	0	0	0	0
Deceitful Behaviour	Section 35(c)	0	0	0	0	0	0
Improper Disclosure of Information	Section 35(d)	1	0	0	0	0	1
Corrupt Practice	Section 35(e)	0	0	0	0	0	0
Abuse of Authority	Section 35(f)	0	1	1	1	0	3
Improper Use & care of Firearms	Section 35(g)	0	0	0	0	0	0
Damage to Police Force Property	Section 35(h)	0	0	0	0	0	0
Misuse Intoxicating Liquor or Drugs	Section 35(i)	0	0	0	0	0	0
Convicted of an Offence	Section 35(j)	0	0	0	0	0	0
Insubordination	Section 35(k)	0	0	0	0	0	0
Party to Breach	Section 35(l)	0	0	0	0	0	0
Workplace Harassment	Section 35(m)	0	0	0	0	0	0
Total Allegations →		1	1	2	1	1	6
Conduct Complaints - Final Disposition Woodstock Police Force		2020	2020	2021	2022	2023	Total
Summary Dismissal		0	1	0	0	0	1
Informal Resolution		1	0	1	1	1	4
No Further Action Required		0	0	1	0	0	1
Settlement Conference		0	0	0	0	0	0
Arbitration Hearing		0	0	0	0	0	0
Withdrawn by complainant		0	0	0	0	0	0
Files Outstanding		0	0	0	0	0	0
Total Disposition Files →		1	1	2	1	1	6

⁶ The WPF strictly adheres to the *New Brunswick Police Act* standards that may be viewed at: <https://www.canlii.org/en/nb/laws/stat/snb-1977-c-p-9.2/latest/snb-1977-c-p-9.2.html?searchUrlHash=AAAAAQALnJldGVudGlvbilAAAAAAQ&offset=0> as accessed on-line by G. Forward in February 2024.

End of Strategic Plan Document

presented by

The Proud Members & Staff of the Woodstock Police Force