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PERTH POLICE SERVICE  
2011-2013  
BUSINESS  
PLAN

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## MESSAGE FROM THE POLICE SERVICES BOARD

We, the members of the Perth Police Services Board, are pleased to introduce to the citizens of Perth the 2011-2013 Business Plan for the Perth Police Service. In presenting this plan, we are confident that the Perth Police Service delivers effective policing to our community and that this excellent level of service will continue into the future.

The goals and objectives in the Plan are the product of many months of collaborative work undertaken by the members of the Police Service, engaged citizens of Perth and the Perth Police Services Board. This plan will guide our decisions, both policy driven and financial, as we face the many challenges of today's policing world. We feel well prepared to face future opportunities thanks to the leadership of Chief Pat Capello and the high skill level of the women and men of the service.

We wish to thank everyone who participated in the survey or provided feedback in the development of the plan.

### **Perth Police Services Board**

Lana March, Chair

Deputy Mayor John Gemmell, Vice Chair

Mayor John Fenik, Member

Eric Devlin, Member

Stephanie Gray, Member



## MESSAGE FROM THE CHIEF OF POLICE

### VISION

*We are a team of professionals committed to providing quality service in partnership with the community in a responsible and ethical manner. We will strive to become the Ontario role model for the delivery of innovative safety programs.*

### MISSION

*The members of the Perth Police Service are dedicated to providing a safe environment for the people who live, work, and visit in our community.*

### CORE VALUES

*Team work  
Commitment  
Professionalism  
Accountability  
Partnership  
Ethical Standards  
Integrity  
Responsibility*



The Perth Police Service engaged in its first strategic planning process in 2004 as a way to scan and consult our community's vision of policing. It was imperative that our long-range planning and strategic direction reflected what was most important to the people of Perth. This directional process and setting of priorities has been continued in this strategic plan. Our vision, mission and core values have been confirmed. Core business functions are aligned to set goals and objectives in a manner to measure performance that qualifies our community's policing priorities.

The 2011-2013 Business Plan has been developed through a comprehensive 2011 public survey along with consultations with our members and community stakeholders. Our community has indicated that police priorities should focus on speeding vehicles, vandalism to property, theft from vehicles, drug enforcement and youth crime. Maintaining quality service delivery and continued patrol and foot presence are paramount. The continuation of emphasizing crime prevention as a core policing function has been endorsed by our community. This bodes well with our efforts to apply Ontario's Mobilization and Engagement Model of Community Policing.

Our Business Plan sets out 47 objectives with associated performance indicators. We will continue to measure our performance through open dialogue with our community and constant review of performance indicators that have been outlined in our plan.

Our business plan goals and objectives are ambitious. I have every confidence that members of the Perth Police Service, in concert with our community and the support of the Police Services Board, will bring further achievements.

Chief Patrick Capello

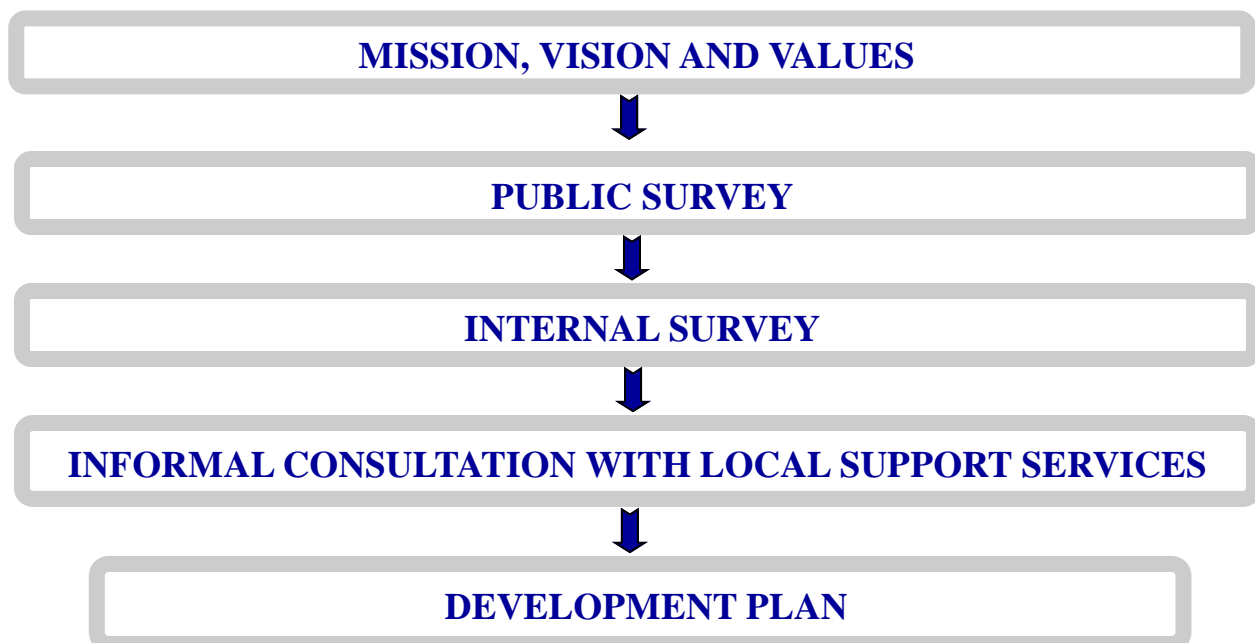


## BUSINESS PLANNING PROCESS

In the last year of the Perth Police Service's 2007-2010 Business Plan, we continued to evaluate our goals and objectives with a view to look ahead to the future. With our Vision, Mission and Values firmly established, our next step involved the development and distribution of a "Public Survey on Policing."

In February 2011, a public survey was conducted by mail using a random sample of 20 percent (20%) of the 2,230 business and household utility addresses in the Town of Perth. The survey methodology included a stratified element in which the survey population was categorized into business addresses and the east and west wards of the town. The questionnaire consisted of 37 close-ended questions and one open-ended question. The close-ended questions used a five-point scale to minimize bias by providing a neutral response opportunity to avoid directing respondents to express either a negative or positive response. A total of 446 surveys were mailed out and 189 completed surveys were returned, resulting in a 42 percent (42%) return rate.

Our environmental scan was finalized with informal consultation and dialogue within our local community. We conducted a partnership review and evaluation of our school liaison program, inviting comments from school administration, teachers and students. The consultation process continued with dialogue from each member of our municipal council. Lastly, numerous community organizations and groups, such as the Chamber of Commerce, Perth BIA, Lanark County Victim Services, Lanark County Mental Health and GWM Hospital, were also given an opportunity to guide our strategic direction.



## CORE BUSINESS AND FUNCTIONS

Perth Police Service provides uniformed front-line service 24 hours a day, 7 days a week, 365 days a year. A minimum of two officers is deployed at all times, with three or four officers working during the evenings on Friday and Saturday. Uniform supervision is provided by two Sergeants on alternating shifts and designated OICs (Officers in Charge) seven days a week. Police administration consists of an Inspector and a Chief.

Emergency response is initiated through an enhanced 9-1-1 system that is routed to an O.P.P. call centre and forwarded to our 24-hour dispatch, which is staffed by four full-time and two part-time dispatchers. Support services include a Communications Supervisor and an Administrative Assistant.

Our police service is also responsible for court security which is currently being provided by two full-time and one part-time Special Constable.

Criminal investigations are conducted by front-line personnel initially and then reassigned to specific “criminal investigators” if the case meets a predetermined threshold. Criminal Investigators are front-line officers within our organization who have shown intuitive and instinctive tendencies towards the investigative role and have completed specific competency-based training requirements. All front-line personnel receive the “General Investigative Course” at the Ontario Police College.

Two “Scenes of Crime” officers are trained to collect and submit evidence for submission to forensic sciences. Forensic Identification Services are provided through a standing agreement with the Ontario Provincial Police.

Task Oriented Policing is a problem-solving model that utilizes predetermined zone boundaries identified in our Computer-Aided Dispatch software. Officers are assigned to specific zones within the municipality and are required to develop annual goals and objectives for their respective zones. The goals and objectives must address the three top concerns that were identified by our community in the “Public Survey on Policing.” All front-line officers are assigned school liaison responsibilities within the schools in their zones. Ontario’s Mobilization and Engagement Model of Community Policing is utilized.

Citizens receive unrestricted counter service seven days a week during the hours of 7 a.m. to 7 p.m. and restricted service (security door) seven days a week, 24 hours a day.

Officers receive annual “Use of Force” and firearms training through a partnership with the Ontario Provincial Police. All front-line personnel have received “Immediate Rapid Deployment Training.”

All front-line personnel are trained and all marked patrol units are equipped with “Medtronic” defibrillators. Patrol units are deployed with Colt carbine 8 semi-automatic weapons. Conducted Energy Devices are deployed each shift.

The inset to the left indicates the level of services provided locally as well as those that are provided mutually between Perth Police and the Ontario Provincial Police. It also shows those services that are provided by the Ontario Provincial Police by way of a “Service Agreement” and the mandated provincial services. Specialized services are provided on a cost-recovery basis if the request for those services is made on a regular basis. Provincial services are provided province-wide to all Ontario municipalities without direct recovery.



**Perth Police Service** ■  
Crime Prevention  
Law Enforcement  
Victim Assistance  
Public Order Maintenance  
Emergency Response  
Incident Command  
Breath Analysis  
Immediate Rapid  
Deployment  
Scenes of Crime  
Criminal Investigation

**Mutual Services** ■ ■ ■  
Breath Analysis  
Scenes of Crime  
Immediate Rapid  
Deployment  
Incident Command

**OPP Specialized Services** ■  
Ground Search  
Coordinator  
Technical Traffic  
Investigator  
Forensic Identification

**OPP Provincial Services** ■  
Weapons Enforcement  
Unit  
Illegal Gaming Unit  
Auto Theft Unit  
Provincial Special Squad  
(Biker)  
Behaviour Sciences  
Anti-Rackets  
Project P  
Air Services



## COMMUNITY PATROL

Patrolling our community is an important aspect of policing as the visible presence of police contributes to the perception of safety. Perth Police Service recognizes the importance of patrols and is committed to increasing the visibility of police officers in neighbourhoods.

Officers are deployed by utilizing an internally developed policing model referred to as T.O.P. (Task Oriented Policing). This model recognizes the town as one patrol area with specific assignment of officers to zones within the community. Officers are required to create individual goals and objectives for their respective zones and the goals must address the issues identified by the community in the most recent public survey. To complement this patrol model, a downtown zone was created that requires dedicated officer assignment whenever three officers are on shift. Officers are directed to complete specific tasks when conducting zone and downtown patrol.

### **GOAL**

To deploy our resources in an effective and efficient manner to address our community's needs.

### **OBJECTIVE**

Increase uniform visibility in demand areas using crime analysis and continuous community feedback

Review our current front-line deployment strategy (T.O.P.) in order to ensure appropriate levels of service are being delivered

To enhance crime prevention within our community to increase our ability to deal with crime effectively

Enhance the use of police bicycle and foot patrols in the downtown area and parks

### **PERFORMANCE INDICATORS**

Uniform monthly reports measuring resource hours dedicated to identified zone-specific initiatives

Annual evaluation incorporated into performance appraisal and management strategy provided to all areas of the community

Record the number of crime prevention contacts, enhancement of partner focus groups, public advisories, and crime prevention initiatives

Record the number of bicycle and foot patrol hours



## COMMUNITY SATISFACTION

Our community's confidence, respect and satisfaction is paramount to our successes as a police service. Achievements depend greatly on the interaction of police officers and staff with the community. The public must be assured that it will receive fair, prompt and professional service in all interactions with members of the service. Formal and informal random surveys, public consultation and interaction with the public are methods used in measuring community satisfaction.

### **GOAL**

Increase the community's level of satisfaction with our performance.

### **OBJECTIVE**

Establish a tracking system to accurately record feedback from community partners, stakeholders and citizens who have had contact with Police Service

Link performance management with deployment goals and objectives

Create a process to record and evaluate victim satisfaction with service provided by Perth Police

### **PERFORMANCE INDICATORS**

Random sampling of a selection of calls for service to monitor quality of service and adherence to procedures. Record and track this information

Improved customer-service levels based on random surveys and provide feedback to staff

Victim survey and tracking method developed and implemented



## ASSISTANCE TO VICTIMS

The Perth Police Service is committed to working with victims of crime to address the needs of victims while also supporting the network of local agencies. We must continue to develop innovative strategies to assist victims, deal with a rapidly growing senior population and enhance services to persons with disabilities.

### **GOAL**

To improve our service delivery and pursuance of victims of crime.

### **OBJECTIVES**

Continue to endorse the services available through Lanark County and other community agencies that support victims

Increase the number of notifications of non-domestic (mandatory) related incidents to Victim Witness Assistance Programs (VWAP)

Increase the referrals to Lanark County Victim Services by members of Perth Police Service.

Publicly and internally promote the use of Lanark County Victim Services and other local agencies in assisting victims of crime

Ensure that all staff receive mental health awareness training from Lanark County Mental Health

### **PERFORMANCE INDICATORS**

Track the number of calls and referrals to associated victim services

Increased notifications tracked by VWAP

Track referrals and record referrals to record-management system

Public and internal display of information pamphlets, information cards and reference material

Track the number of staff trained in mental health awareness



## PROPERTY CRIME

The reduction of property crime is a top priority as identified by our neighbourhoods in our community. Property crime includes break and enter into residential and commercial properties, theft of motor vehicles, theft of property of a value over and under \$5,000, fraud and mischief (vandalism). Partnership with our community will enable us to develop solutions to combat and solve these crimes together.

### **GOAL**

To reduce property crime.

### **OBJECTIVE**

Develop and deliver a public education program focusing on the prevention of property crime

### **PERFORMANCE INDICATORS**

Record the number of people attending public seminars, requesting information sessions and Crime Prevention Through Environment Design (CPTED) audits

Decrease the number of property crimes

Review deployment to provide consistent police response in partnership with the community. Enhance intelligence-led policing to target property offences. Actively identify and manage property crime offenders

Increase the clearance rate in relation to property crimes

Record resources and initiatives attributed to investigations while enhancing clearance rates

Prevent property crime

Engage community members to identify causes and enhance their participation in preventative initiatives. Work with community and provide education to prevent occurrences



## EMERGENCY RESPONSE

Responding to emergency calls for service and investigation of those complaints is a primary function of the Perth Police Service. We are committed to working with other emergency service partners to provide an outstanding and safe response. Our Computer-Aided Dispatch system provides the call taker with the capability of identifying calls for service with a priority code to ensure the optimum response is afforded to the citizen requesting assistance. This system enables us to manage emergency response in an effective and efficient manner.

### **GOAL**

Continually manage emergency calls for service in an effective, efficient and safe manner.

### **OBJECTIVE**

Develop and deliver educational programs addressing the proper methods of contacting police to report emergency and non-emergency incidents

Continue to maintain outstanding levels of service to our community

### **PERFORMANCE INDICATORS**

Record the number of educational programs delivered. Reduction of non-emergency 9-1-1 calls

Review response plan with other emergency services



## YOUTH CRIME

The 2011 Perth Public Survey on Policing Services identified that youth behavior is extremely important to the citizens of Perth. The population of Perth is significantly older than the provincial average. In complete contrast with that statement, it must be noted there are five (5) elementary and three (3) secondary schools as well as a campus of Algonquin College located within the town boundaries. The five elementary schools include Montessori and Rideau Lakes Education Centre; the three secondary schools include T. R. Leger. We address this influx of student population by assigning officers to each school within the municipality and further complement this deployment by ensuring the school assignment is aligned with each officer's respective role in the Perth Police Service's vision. We continue to build on our successes and work with our community partners to implement early intervention and diversion programming.

### **GOAL**

To develop and implement, in partnership with our communities, crime prevention, education and early intervention strategies for young persons.

### **OBJECTIVE**

### **PERFORMANCE INDICATORS**

Enhance police interaction with young people through schools, mentoring and community programs

Record the amount of time devoted to school liaison, mentoring and community programs

Promote youth safety

Support school and community initiatives that empower youth and their development. Partner with schools and community organizations to deliver age-appropriate education and programming

Promptly manage high-risk young offenders

Work with parents, caregivers and community partners to manage high risk offenders. Actively engage in cooperative programming with community partners to manage those at risk. Work with community partners to improve information sharing, risk identification and strategic interventions for young offenders



## VIOLENT CRIME

The Perth Police Service continues to ensure that the prevention, reduction and investigation of violent crime is a priority. Violent crime includes homicides, attempted murders, abductions, sexual assaults, robberies, assaults and drug-related crimes. It creates fear, anxiety and reduces the quality of life within a community. By realizing our goals towards violent crimes we will improve the quality of life in our community and our mission to provide a safe environment for the people who live, work and visit in our community.

### **GOAL**

To prevent and reduce the incidents of violent crime.

### **OBJECTIVE**

Reduce the incidents of violence through community awareness and police enforcement

To expand public education and prevention initiatives specific to violent crime by participating in community programs

Improve our ability to investigate violent crime through innovation, technology and communication

### **PERFORMANCE INDICATORS**

Track the number of violent crimes in our community on an annual comparative basis

Participation in community prevention initiatives. Participation on planning councils and boards. Track active school liaison initiatives that address violent crime education and program delivery

Increase clearance rates. Provide representation on community committees. Obtain proper video and photographic equipment, and training for staff. Re-evaluate intelligence distribution to update communication with partners



## ROAD SAFETY

The *2011 Public Survey on Policing* identified speeding and aggressive driving as the number-one concern of the citizens of Perth. Our marked patrol units are equipped with the most up-to-date radar equipment and our service also deploys a fixed LIDAR (laser radar) unit. Continued public education and awareness programs coupled with targeted enforcement are the pillars of our efforts.

### **GOAL**

Improve road safety through the promotion of safe driving, community awareness and education, and enforcement.

### **OBJECTIVE**

Monitor high-risk collision locations and high complaint areas to reduce collisions

Enhance targeted enforcement to manage vehicle speeds and unsafe driving practices

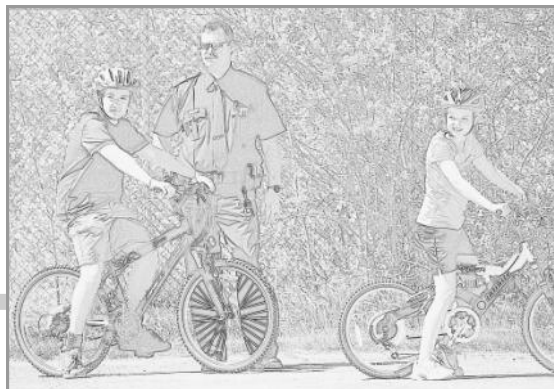
Provide education to the public to improve safety awareness and attentive driving, and address the reduction of aggressive and impaired driving

### **PERFORMANCE INDICATORS**

Record and evaluate enforcement at high risk collision areas. Increase the use of our speed trailer deployment

Increase hours in selective enforcement initiatives

Record the number of public awareness campaigns and public service announcements



## CRIMINAL INVESTIGATIONS

The certainty that the Perth Police Service conducts criminal investigations to a superior standard is crucial to the quality of life in our community. Public confidence in the police is often measured on the ability of the organization to solve crime and conduct effective and successful investigations. Training is the foundation of competency development in this regard and is of paramount importance to our service. We are committed to ensuring investigative excellence through training and the innovative use of available resources.

### **GOAL**

To ensure excellence in criminal investigations by maintaining a complement of highly trained and competent criminal investigators.

### **OBJECTIVE**

Provide officers with criminal investigation training in accordance with our identified competencies

Reduce fraudulent crimes targeting our senior population

Introduce improved audio/photographic technology to the investigative process

Maintain a cooperative and productive working relationship with the Ontario Provincial Police and neighbouring police services in relation to investigative support services provision

### **PERFORMANCE INDICATORS**

Record all criminal investigation training opportunities

Track the number of investigations and fraud-related charges

Acquisition and deployment of technology

Maintenance of Framework Agreement for Services with O.P.P. Track attendance and participation at CISO (Criminal Intelligence Services of Ontario) meetings



## CRIME PREVENTION

The Perth Police Service is modelled by the mobilization and engagement of our community. The reduction of crime and the construction of safer communities requires a collective community approach. Our deployment model will provide our officers with the opportunity to work with all neighbourhoods, social service agencies and community groups to find long-term solutions that address specific crime concerns in our community.

### **GOAL**

Involve, interact with and support community members in identifying and resolving crime in our community.

### **OBJECTIVE**

Introduce Ontario's Mobilization and Engagement Model of Community Policing to staff and community partners

### **PERFORMANCE INDICATORS**

Deliver training to staff and community partners on community policing model. Measure and evaluate the number of resource hours dedicated to partnership programming

Increase community-based crime prevention programs involving topics that include fraud protection, drug use, road safety and personal and home safety

Track the number of hours dedicated to public awareness programs and information seminars

Develop and deliver senior-specific crime prevention programs

Track the number of hours dedicated to senior-specific programs

Increase community awareness of crime-prevention programs

Track incidents of crime-prevention programming campaigns



## HUMAN RESOURCE PLANNING

The Perth Police Service is committed to hiring, developing and maintaining people who are committed to serving our community. The continued challenge of attracting and maintaining superior people increases as competition with other labour services grows.

It is imperative that the organization develops a human-resource management strategy to ensure that we have the right people with the right skills doing the right things. Our deployment strategy must include shift cycles that reflect needs of our members and our community. We must recognize and accept the fact there are significant challenges associated with recruiting, promoting, training, motivating and retaining the right people to protect our community.

### **GOAL**

To ensure the improvement of staff development in the interest of maintaining the needs of the community.

### **OBJECTIVE**

### **PERFORMANCE INDICATORS**

To implement alternative training methods for front-line and civilian personnel

Training provided through on-line resources or other non-traditional methods

To ensure excellence in our selection process

Develop an unbiased process that is standardized to all applicants. Plan development and implementation

To conduct maintenance review and evaluation of the Employee Attendance Enhancement Program

Reduction in incidents of absenteeism

To ensure that we represent the diversity of our community

Increasing diversity training. Increasing partnership with community stakeholders



## FACILITY

Perth Police moved into the current building at 1881 Rogers Road in 1999. It encompasses 21,000 square feet of floor space and has ample parking for visitors and employees. There are five holding cells that are adequately equipped to monitor prisoners; the sally port entrance is spacious and configured to provide maximum advantage. Change rooms for both male and female employees are combined with the washrooms but both areas lack adequate space/configuration for the current complement of employees.

The operational area of the facility provides ample room for expansion and could quite easily be partitioned into separate working areas if the service expanded its complement. The administration areas are spacious and well designed for their intended use. The secure property room and records-storage area have sufficient space, although access to the records-storage area requires manoeuvring of the near vertical stairway.

The facility does not currently provide any space for the storage of bicycles or large items that are placed in our custody from time to time. This is presently being accomplished by off-site storage in a secure trailer which is parked at the town works yard. This arrangement requires temporary storage at the police facility in one of the vehicle bays until items can be moved by Environmental Services Staff to the storage trailer.

The SOCO (Scenes of Crime) room is small (8'X12') and is currently used for two functions—SOCO and a video equipment monitoring station. The room has no outside venting and has limited promise for its intended use even when the video equipment is moved. The current internal configuration of the facility does not provide any obvious options to improve this situation.



### **GOAL**

To develop and maintain our immediate and long-term facility needs.

### **OBJECTIVE**

To develop a committee to report on long-term facility accommodation

To create a Scenes of Crime room to accommodate future growth of identification services

### **PERFORMANCE INDICATORS**

Review accommodation and custodial facilities plan.  
Develop capital budget with Police Service Board and incorporate into financial strategy

Renovation of facility space into SOCO room



## INFORMATION TECHNOLOGY

Information technology influences every feature of our service delivery to the public. The Perth Police Department is a stakeholder in OPTIC (Ontario Police Technology Information Cooperative). Our records-management system is based on the NICHE software program and is complemented by a Computer-Aided Dispatch that is also provided, upgraded and maintained through the cooperative. The records-management system provides a digital “mug shot” component that allows photographs taken in accordance with the *Identification of Criminals Act* to be attached directly to an arrest report. CPIC (Canadian Police Information Centre) provides access to RCMP criminal records information and the Ministry of Transportation database.

Statements and interviews are recorded on a Panasonic three-deck redundant digital system. We have a soft- and hard-interview room to provide the appropriate atmosphere for interviewing suspects and witnesses.

Building surveillance is captured on fixed camera sites within the secure area of the station and the outside perimeter. Video images are captured and recorded on a Panasonic Digital Disc Recorder.

Breath samples are collected on an Intoxilizer 5000C Instrument while roadside tests are conducted on the Drager Alcotest 7410.

Speed-enforcement equipment includes the use of the Genesis II Directional Radar and “Speedlaser” Lidar instrument.

Fingerprints are captured by rolling an ink-blotted finger onto paper and officers are still required to collect information in their memo books and transfer everything to the computer database at the station.

### **GOAL**

To acquire and implement technology that enhances service delivery.

### **OBJECTIVE**

Acquisition and deployment of mobile digital computers in the front-line police units. CPIC interface and word-processing capabilities at minimum

### **PERFORMANCE INDICATORS**

Equipment purchased and on-line within business cycle

Acquisition of a “Live Scan” electronic fingerprint device. This unit captures and submits fingerprints to the RCMP with “real time” comparison capabilities

Equipment purchased and on-line within business cycle



## FINANCIALS

Financial planning and management is paramount to ensure effective, efficient and economical service delivery. Public confidence is sustained by maintaining the highest standards and service delivery at an affordable cost. Small police services are continuously under the threat of being amalgamated to satisfy the misconception or misunderstanding of the phrase “economies of scale.” Resources must be managed diligently through education and asset control to respond to changing demands. Continued efforts of fiscal accountability will move us towards resolving some of our financial challenges.

### **GOAL**

To obtain sustainable funding to equalize the cost of provincially mandated responsibilities.

### **OBJECTIVE**

### **PERFORMANCE INDICATORS**

To realign operating budgets to enhance the control of assets

Realignment of lines in police budget

To develop and implement reserves to address future growth

Formalize reserve allocation in budget process

Obtain funding for the provision of court security

Funding received through the Province of Ontario or municipalities within Lanark County

To apply for and receive grants for innovative operational projects

Increased funding and grant revenues



## ANNUAL OBJECTIVES AND PERFORMANCE REPORTING

The Adequacy Standards Regulation requires every police service in Ontario to prepare an annual report for the Board relating to the activities of the police service during the previous fiscal year, including information on performance objectives, indicators and results, public complaints, and the actual cost of police services.

The information required to meet this legislated requisite is captured electronically through the Records Management System and custom databases created for this purpose. The Board receives monthly progressive activity reports with comparative data from the previous year.

The annual report is prepared and presented to the Board by March 15 each year. Thereafter, a copy is distributed to the Council, media and published on the town website.

