

Bi-monthly Strategic Plan Update to Police Board of Commissioners Current up to December 11, 2017

Status	Comments
On schedule	On schedule with planned scope, budget, and timeline expectations.
Not currently on schedule	Not currently on schedule with planned scope, budget, and timeline expectations.
At risk	At risk of failing to meet planned scope, budget, and timeline expectations.

HRP 1.01 EMPLOYEE AND PUBLIC RELATIONS

Public Relations Development of Policies and Procedures (90%): A draft was developed to reflect the various facets of the PR unit's mandate, policies and procedures, with a focus on creating a resource to support staff transition. The draft has been reviewed by members of the PR team and the Policy Coordinator. An initial review has been completed by the deliverable sponsor. The next step is to finalize the list of stakeholder contacts in the appendix and provide the document to the deliverable sponsor for the final review.

Communications Capacity Enhancement (15%): Given the complexity of this deliverable, it is important to complete a comprehensive plan with defined objectives, audiences and actions before going too far on the tactical deliverables. A draft comprehensive capacity building strategy and action plan focused on media and social media is pending revision and approval. Meanwhile, execution of relevant tactics is continuing to ensure that current opportunities are being leveraged. Media and social media training sessions were held for CRCP and for Watch Commanders. The PR Unit has continued to solicit input from social media officers on appropriate technology for use of social media.

HRP 1.02 PARTNERSHIPS AND INTEGRATED COMMUNITY PARTNERSHIPS

Community Survey (50%): In consultation with POLIS and Public Safety Canada, HRP has completed an expert panel exercise to design a 'core' set of survey questions that will form the basis for our community survey. These will be piloted by the end of the calendar year, and subsequently be refined for consistent use going forward. HRP has also secured participation from at least two police services for the pilot exercise, and up to four others are interested. Feedback on the expert panel brief was received and a piloting plan is being developed. No major issues were identified in the feedback from POLIS members or others who received the brief (e.g., the national Economics of Policing committee).

HRP 1.03 EFFECTIVE AND EFFICIENT RESPONSE TO CRIME

Cyber Threat Protocol – Development and Implementation (40%): KPMG has completed their assessment of HRP as it related to security of systems, data and policies. The draft report has been submitted and there are disagreements regarding security application between HRP and ICT. This endeavor cannot be completed until a CISO has been identified.

The Capability Response Framework (5%): Due to organizational changes, a new inspector has been put in charge of this deliverable. The inspector has reviewed previous submissions and met with their predecessor on this deliverable. They are now awaiting all documentation on previous efforts to move forward.

HRP 1.04 REDUCTION OF VICTIMIZATION

The Crime Reduction Strategy (8%): Due to organizational changes, a new inspector has been put in charge of this deliverable. HRP's current Enhanced Community Response Model has been reviewed and efforts are under way to incorporate the relevant aspects of this model into the new Crime Reduction Model. The new HRM Public Safety Strategy is also being considered and integrated into HRP's Crime Reduction Model. The next steps are to complete the cross-country research and continue to draft the document.

Expanded Victim Support Plan (5%): Due to organizational changes, a new inspector has been put in charge of this deliverable. The inspector has reviewed previous submissions and met with their predecessor on this deliverable. They are now awaiting all documentation on previous efforts to move forward.

HRP 1.05 REDUCTION OF CRIME AND INCREASE IN SAFETY

Operational Assessment for a Mass Notification System (50%): MNS is to be contracted via HRM's existing agreement with Bell utilizing the Everbridge product. An update from ICT had been received indicating that there are delays and difficulties establishing a service level agreement for the Everbridge product. If issues procuring this product persist, the MNS may have to return to the RFP phase. HRP is awaiting another update from the ICT project manager on the process.

Opioid Misuse Strategy (20%): Due to organizational changes, a new lead has been put in charge of this deliverable. Versadex has been updated to include a form tracking opioid overdoses where Naloxone has been deployed. Inventories of safety equipment for drug investigators and patrol equipment and training has been completed. Going forward, the lead will continue to work with IT and Policy to roll out the Versadex form when Naloxone is deployed and continue to identify community stakeholders to alert of potential life threatening drugs which are being sold.

Legalization of Marijuana Strategy (20%): Due to organizational changes, a new lead has been put in charge of this deliverable. The lead attended the Cannabis Consultation meeting in Truro for Police Stakeholders and representatives of the Provincial Government. Inventories and analysis is ongoing for documents from other municipalities and from members of the Cannabis working group. The lead is also starting to gather information on internal resources and trained members within HRP.

Sexualized Violence Strategy (10%): The inspector in charge of this deliverable is currently working to identify and document HRP's objectives for this strategy. They have identified community partners for engagement. Meetings have been held with HRP Victim Services to discuss current HRP programs and strategies to target university students and youth. The next steps are to continue consulting with internal and external stakeholders.

Gun Safety Strategy (5%): Due to organizational changes, a new inspector has been put in charge of this deliverable. The inspector has reached out to community stakeholders including but not limited to Cease Fire, Soul Strong, and the Youth Advocate Program. Meetings were held with the HRM Public Safety Officer to discuss current initiatives in HRM surrounding gun violence. The decision was made to include the inspector on the Community Mobilization Team to ensure cohesive initiatives across HRM.

HRP 1.06 GOOD GOVERNANCE

The HRP Facilities Plan and Council Report (20%): The final version of the business case is complete and was presented to EMT on December 5th by the consultant. The next steps are to prepare the business case to be presented to the Board of Police Commissioners.

Supply Assistant (100%): A Supply Assistant has been hired and trained.

HRP Foundation (100%): The Foundation has been approved and is up and running.

Improved Dispatch and Call Management Process (50%): Due to organizational changes, a new inspector has been put in charge of this deliverable. The project manager from ICT has been working on various initiatives with HRFE, HRP and IES partners to implement the recommendations of the POMAX consultant report. A lot of the initial work in the areas of governance, policies and reviews has been completed. The deliverable is now in the stages of functional projects including investigating the potential for improving the time stamps for apparatus leaving the station and arriving on scene using AVL/GPS devices and testing the new Mobile Data Terminals. The Station Alerting Assessment has been deferred to HRFE to await information from ICT to determine if funding will be available to implement the Business Plan.

HRP Leadership Profile - Competency Profile (75%): In 2016, job descriptions for Constables, Sergeants and Staff Sergeants have been completed. Relevant competencies for these ranks have also been identified taken from the Police Sector Council and HRM. The committee was in the process of identifying indicators of the competencies during its last meeting in April 2016. Within this time, working group members have left HRP requiring the assignment of new members. The next step is to have a meeting of the new group to continue the work.

HRP Leadership Profile - Integration of competency profile into promotional process (0%): This deliverable requires the completion of the new Competency Profile, which is 75% completed. Once that deliverable has been completed then it can be incorporated into this deliverable.

HRP Leadership Profile - Performance Management and Development Tool (0%): This deliverable requires the completion of the new Competency Profile, which is 75% completed. Once that deliverable has been completed then it can be incorporated into this deliverable.

Succession Planning (0%): Due to organizational changes, a new inspector has been put in charge of this deliverable. This deliverable will develop a long-term succession plan for employees focusing on roles, responsibilities and skill sets required for specific positions and ranks. The next step is to meet with the project sponsor to map out specific outcomes and timelines for this deliverable.

Civilianization of specialized functions (60%): HRP is currently researching the feasibility of partial civilianization of the FIS role. A survey/questionnaire has been developed and sent to members of the National Cyber Crime working group and other police organizations. Survey results have been received from certain of the participants. The next steps are to review the results and work on a final report on implementation.

Security Coordinator Position (50%): HRP found two viable candidates for the CISO position, however both rejected the offer due to issues surrounding compensation. After reviewing résumés again, HRP has interviewed and passed one candidate who is going onto the security-based interview. If this phase is successfully completed, they will be offered employment. If not, the position will be reposted.

Digital Forensics Technician (0%): A second year deliverable, therefore no update at this time.

HRP 1.07 FACILITIES AND INFRASTRUCTURE

HRP Intranet Strategy (15%): Given the complexity of this deliverable, HRP will be completing a comprehensive plan with defined objectives, audiences and actions before going too far on the tactical deliverables. PR is in the process of finalizing an action plan for the intranet review, creating a content inventory and architecture chart for each section of the intranet, completing a list of key stakeholders for consultation, and developing a questionnaire for key stakeholder interviews. Initial meetings were held

with key stakeholders to discuss internal communication requirements and identify subject matter experts for the units/sections. The next step is to meet with STIU to discuss technical support.

HRP Technology Roadmap (50%): HRP continues to work with HRM Procurement, ICT and relevant stakeholders to bring several of these projects to fruition. Clarification on spending authority and the role of the sponsor needs to be addressed with ICT. Once clarified, resource allocation will need to be addressed. HRP is currently awaiting the hiring of the CISO before any further discussions on ICT and HRP alignment take place.

Attendance Management SAP Project (0%): A second year deliverable, therefore no update at this time.

E-disclosure Pilot Project (0%): A second year deliverable, therefore no update at this time.

HRP 1.08 LEARNING AND INNOVATION CULTURE

Block Training (75%): HRP has completed preliminary analysis of data from the verbal de-escalation (Verbal Judo) module in block 2017. Results suggest the training achieved a number of its goals with no 'backfire' effects and was well-received. A draft of the technical report is nearly complete and, following completion of that report, results will be prepared for an article that will be submitted to a peer-reviewed journal. The technical report has been shared externally for a review of the statistical methodology.

Living Lab Framework (10%): The majority of work for this deliverable will take place in the 2018/19 fiscal year. Preliminary meetings have been held between Dr. Giacomantonio and members of STIU to understand the current technological capabilities and what options may exist for a more robust ongoing analysis of administrative data.

Evidence-based Policing (25%): Dr. Giacomantonio has been working with the Police Leadership Program at Dalhousie to develop a course curriculum on Strategic Management through Evidence-Based Policing. This curriculum will form the basis of an internal short course at HRP, and the longer course at Dalhousie will also be available to HRP officers. Further review of relevant materials for possible inclusion in a short course, including articles and textbooks on implementing evidence-based policing in police organizations and summaries of evidence on "what works" in policing.

HRP 1.09 OPERATIONAL EXCELLENCE

The HRM-aligned Emergency Response Plan (80%): Due to organizational changes, a new inspector has been put in charge of this deliverable. The HRP Emergency Response Plan has been completed but will need to be reviewed on an ongoing basis. The new Emergency Planning Administrator should be in place in early 2018. There was ICS training and exercises attended by HRP members. A NERX exercise was completed with HRMEMO and DND. There was also advertisement of GSAR refresher training.

Policy Review (30%): A risk assessment tool is currently being applied to the HRP Policy Manual in order to risk each policy for update/development needs. An operationalization and analysis of the risk assessment is currently being completed. The next step is to finalize a list of organizational policy priorities.

Review of the Office of Internal Oversight Services (20%): The Office of Internal Oversight and Risk Management is currently recovering from member turnover. The unit is working on cleaning the interior of the unit, e.g. QM Stores and Property and Exhibits. Members of the Audit Unit completed an Auditing in a Law Enforcement Environment course. The next steps are to enhance organizational capacity in risk management and identify risk management best practices from other organizations.

HRP 1.10 ORGANIZATION CULTURE AND RESPONSE PHILOSOPHY

The HRP Mental Readiness Program (100%): The Road to Mental Readiness Program has been rolled out to all HRP personnel. The HRP Health and Wellness Coordinator position has been filled and the successful applicant is currently reviewing all facets of HRP in order to properly evaluate the health and wellness needs of the Business Unit.