



City of Richmond

Report to Committee

To: Community Safety Committee
From: Phyllis L. Carlyle
General Manager, Law & Community Safety
Re: RCMP Five Year Resourcing Plan

To Community Safety - Nov 14, 2007
Date: October 12, 2007
File: 01-0340-25-RCMP
XC 03-0970-01

Staff Recommendation

That the Plan be updated annually and presented to Committee in July of each year, and
That the request for \$971,584 be forwarded to the 2008 Additional Levels for review and consideration.

[Handwritten signature]

Phyllis L. Carlyle
General Manager, Law & Community Safety
(4104)

Att. 1

Table with 2 main columns: CONCURRENCE and CONCURRENCE OF GENERAL MANAGER. Rows include Routed To (Budgets, R.C.M.P.), Reviewed by TAG, and Reviewed by CAO.

**Staff Report**

**Origin**

At Finance Committee on February 15th, 2007 the staff were asked to review and comment on:

*“... the long term vision for the RCMP; and that staff report on the long term vision through the Community Safety Committee”*

The LMD Vacancy Report endorsed by Council on July 23<sup>rd</sup> recommends that,

- the OIC, in consultation with municipalities, establish performance objectives with respect to safety and policing objectives and associated staff targets, and
- municipalities establish, in consultation with their OIC, five year police officer resource plans

In response, Superintendent Clapham has developed a five year resourcing plan (Attachment 1) for the detachment. The purpose of this report is to provide an provisional analysis of the plan, as well as the effect on the City’s operating budget.

**Findings of Fact**

The Richmond Detachment has developed and maintained a philosophy of developing proactive policing initiatives in response to emerging issues. The OIC’s forecast of future staffing requirements reflects this philosophy by identifying a number of new teams which would be implemented. This forecast does not include the six current police officers currently funded through gap financing, and assumes the gap financing would continue.

	2008	2009	2010	2011	2012	Total
<b>Regular Members</b>						
▪ Quick Response Team	4		2	4	4	14
▪ Canada Line START		2	2			4
▪ Historical Crimes Unit		3				3
▪ Metal Theft Unit	2					2
Subtotal	6	5	4	4	4	23
<b>Municipal Employees</b>						
▪ Crime Analyst				1		1
▪ Auxiliary Constable Coordinator			1			1
▪ Court Liaison Court	1					1
▪ OSR Clerks	1	1		1	2	5
▪ Fleet Maintenance			1			1
▪ IT			1			1
▪ Building Clerk		1				1
▪ Risk Management	2*					2
▪ Continuous Learning		1*				1
▪ Community Policing/Victim Services		1	1	1		3
Subtotal	4	4	4	3	2	17
<b>Total</b>	<b>10</b>	<b>9</b>	<b>8</b>	<b>7</b>	<b>6</b>	<b>40</b>

\* These positions are currently filled by a regular member. The proposal is that the positions be civilianized, thus freeing up three members, in addition to the 23 regular members listed in the table. These three members would be redeployed to three new units:

- Mental Health Response and Support Team (2008)
- Emergency planning and Continuity of Operations Support Unit (2008)
- Family Violence Unit (2009)

## Analysis

For 2008, the OIC has requested 10 additional positions – 6 regular members and 4 municipal employees through the additional levels process. Keeping in mind the time between approval and having a new member in the detachment, if approval were granted in the spring of 2008, members would likely arrive six to eight months later. Of the four municipal positions, two would be regular member positions that have been civilianized (the members currently filling these positions would be redeployed to two newly created, specialized units). The remaining two municipal positions would be to provide additional clerical support.

For the 2009-2012 portion of the five year plan, staff recommend that the plan be referred back to staff for review and further comment. The Law & Community Safety Department will be initiating a long term planning process in November. The planning process is in response to changes in the City's landscape, population and demographics, with drivers such as the Canada Line, 2010 Olympics, City Centre Area Plan and Sustainability being taken into account. The purpose of the planning process is to establish overall priorities for the department and to enable the individual business units in Law & Community Safety to develop business plans.

There are a number of areas within the five year resourcing plan that would benefit from further discussion at the Law & Community Safety Planning session.

- S.T.A.R.T. Canada Line Response Team – YVR has requested information regarding the City's security plan for the Canada Line. There may also be opportunities to complement the RCMP approach through Bylaws or RFR which warrant further discussion.
- Victim Services - efficiencies may be achieved through closer alignment with Emergency Social Services in the Emergency Programs Division.
- Youth Intervention position – understanding the impact of the Restorative Justice Program once fully implemented
- Historical Crime Team – discussion with the Lower Mainland District to understand the mandate of the Provincial Unsolved Homicide Unit's that each Detachment can access for cold case investigation.
- Continuous Learning - assessed in consultation with HR
- IT support position - assessed in consultation with IT

In recognition of the demands for funding from all areas in the City organization, as well as the significant cost centres located with this department, one of the objectives of the planning process will be to identify proactive and alternative approaches to providing service. For example, does it make effective use of a police officer to deliver a service which could be

provided by a municipal employee. The OIC has identified in the five year resourcing plan several instances where the function performed by a regular member could be civilianized.

In addition, a new position approved last spring is the Manager, RCMP Administration. This position will be responsible for the administration of all municipal employees at the detachment. It is anticipated that this manager will work with the RCMP to refine their resourcing requirements for municipal positions.

**Financial Impact**

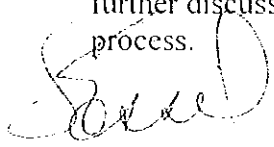
The following table compares the current RCMP five year budget, to a forecast of the budget with the costs of the 5 Year Resourcing Forecast included:

YEAR	Current RCMP Net Budget*	Positions	Number	New Position Cost	RCMP Budget w/Add'l Positions
2007	29,934,000				
2008		RCMP Officers	6	748,980	
		Municipal Staff Risk Management	2	132,216	
		Court Liaison Clerk	1	45,194	
		OSR Clerk	1	45,194	
	30,830,566			971,584	31,802,150
2009		RCMP Officers	5	649,115	
		Municipal Staff OSR Clerk	1	46,776	
		3.5% inc Building Clerk	1	46,776	
		Continuous Learning	1	62,116	
		Comm Policing/Victim Service	1	62,116	
	32,218,764			866,889	33,085,663
2010		RCMP Officers	4	540,064	
		Municipal Staff Auxiliary Constable Coordinator	1	66,862	
		4% inc Fleet Maintenance	1	59,545	
		IT	1	57,228	
		Comm Policing/Victim Service	1	64,600	
	33,685,125			788,299	34,473,424
2011		RCMP Officers	4	561,668	
		Municipal Staff Crime Analyst	1	97,893	
		4% inc OSR Clerk	1	50,593	
		Comm Policing/Victim Service	1	67,184	
	35,009,522			777,338	35,786,860
2012		RCMP Officers	4	584,136	
		Municipal Staff OSR Clerk	2	101,186	
	N/A			685,322	36,472,182

\* as per Five Year Plan 2007-2011

### Conclusion

The RCMP Five Year Resourcing Plan has identified proposed new positions at the Richmond detachment. The 2008 portion of the plan has been included for consideration in the 2008 Operating Budget Additional Levels. The 2009-2012 portion of the plan would benefit from further discussion and consultation as part of the Law & Community Safety long term planning process.



Shawn Issel  
Manager, Community Safety Policy and Programs  
(4184)

SI:si

2008



# RCMP PRIORITY 2008-2012

This document details the projected resourcing requirements for the Richmond RCMP into the 2012 Time Frame.

# RCMP Future Staffing Requirements Forecast

<b>Five-Year Resource Plan</b>	<b>3</b>
Proactive Policing - <i>Sustaining the Momentum 2008 - 2012</i>	3
The Richmond Model	4
<b>ADDITIONAL RESOURCES REQUIRED</b>	<b>4</b>
<b>ADDITIONAL BENEFITS</b>	<b>5</b>
2008 - 6 police officers and 4 municipal employees required.	5
2009 - 5 police officers and 3 municipal employees required.	5
City	6
YVR (Airport)	6
Canada Line	6
<b>REGULAR MEMBER REQUIREMENTS TABLE</b>	<b>7</b>
<b>REGULAR MEMBER RATIONALES (2008-2012)</b>	<b>8</b>
Quick Response Team	8
Metal Theft Section	8
S.T.A.R.T. - Station Targeted Area Response Team - Canada Line	8
Historical Crime Team	9
<b>MUNICIPAL EMPLOYEES REQUIREMENTS TABLE</b>	<b>10</b>
<b>MUNICIPAL EMPLOYEE RATIONALES</b>	<b>11</b>
Court Liaison Clerk	11
OSR Clerk	11
Risk Management Unit (2 positions)	12
• <i>Detachment Performance Planning - DPP</i>	12
• <i>Unit Level Quality Assurance - ULQA</i>	12
Building and Equipment Clerk	12
Continuous Learning	13
Auxiliary Constable Coordinator	13
Fleet Maintenance Coordinator	14
IT Support Staff	15
Crime Analyst	16
Community Policing/Victim Services	17
<b>On the Horizon...</b>	<b>19</b>
What <i>is</i> on our horizon?	19

# RCMP Future Staffing Requirements Forecast

## Five-Year Resource Plan

### *Proactive Policing - Sustaining the Momentum 2008 - 2012*

*We have something very special happening in Richmond.  
The rest of the country looks with envy at the success of our policing approach.*

In 2001, the Richmond RCMP stepped “outside the box” and engaged in a new, *pro-active* policing model. Today, the City of Richmond is recognized as one of the safest and most livable cities in Canada.

Proactive policing is based on the notion of a new skill-set with a new mind-set. It is about partnering with the community and taking the initiative in advance of problems—even in advance of crime. Instead of being simply reactive in nature, going to the crime after it occurs and applying enforcement, it means that Richmond RCMP now also reaches out to the community to *prevent* crime.

Proactive policing is about working with the community to do problem solving at its roots. It is a comprehensive approach to safety— police and community working together in the suppression, intervention and prevention of crime. Such a comprehensive approach to community safety requires dedicated resources and total commitment.

Richmond Detachment is in its fifth year of unwavering commitment to such proactive policing. The City of Richmond is enjoying one of the lowest crime rates in the Lower Mainland of British Columbia (Between 2003 and 2006 criminal code cases decreased by 24%<sup>1</sup> and youth-related crime calls decreased by 41 %.) We have been featured on television, on film and in print media as leaders in community policing, community safety, and crime reduction. We are experiencing success that is now recognized and studied by countries around the globe.

We believe that our success is a direct result of the *long term* investment Richmond has made in the proactive community safety approach. We are proud of it. We do not want to slip back into the reactive model of policing in which we repeatedly respond to crisis and never resolve the root of the problem.

---

<sup>1</sup> Solicitor General of BC Crime Stats (a variance of up to 8% more crime may have occurred due to the implementation of BC PRIME and a change in reporting standards utilizing UCR crime codes)



# RCMP Future Staffing Requirements Forecast

## The Richmond Model

Listed below are programs and initiatives that demonstrate how Richmond has gone “above and beyond” the standard policing model. They deliver added value and additional service:

- Youth Officers– dedicated seven days a week to our community and schools;
- Community Police Stations– active, vibrant, volunteer / police programs;
- Bike Unit– high visibility patrols focused on trends in local crime data;
- Auxiliary Constable program– volunteers donating thousands of hours to their community of Richmond;
- Airport Crime Unit
- Positive Ticketing– catching children doing *good* things;
- DARE Officers– provide every Grade 5 student in Richmond ten one-hour lessons on this asset-building, resilience model;
- Onside Program– 500 Richmond youth each year attend a sporting or theatre event with police officers;
- Restorative Justice and Youth Intervention Programs– diverting youth from court and facilitating safe conversations for restoring relationships in the community;
- Family Violence Unit– integrated, community-based approach to education, prevention, and response to domestic violence;
- Crime Reduction Teams– targeting prolific offenders and crime “hot spots”;
- Electrical Safety Inspection team– partnering with Richmond Fire Department on structural inspections for electrical safety hazards associated with high consumption of electricity, such as those found in marijuana grow operations;
- Green Team– provides education on the dangers inherent in marijuana grow operations and dedicated to their eradication;
- Computer and Internet Crime unit– providing specialized knowledge to address technical crimes such as child exploitation, identity theft, and ‘white collar’ crime.

## Additional Resources Required

Our five-year resource plan is to hold fast to our vision for the future, to maintain and sustain our proactive policing initiatives and the partnerships we have developed. We know our model is working and that it is fully endorsed and supported by our community.

This plan outlines the *minimum* resources required to sustain our current service delivery in the future. The forecast is built on the assumption that “gap-funding” for the six (6) current police officers continues or that their positions are normalized by additional level requests not included in this resource plan.

# RCMP Future Staffing Requirements Forecast

Richmond City and RCMP face the following challenges and pressures over the next 5 years:

- Growth in numbers of visitors to our city and International Airport
- Growth in population
- Downtown development and transformation
- Canada Line
- 2010 Olympics

Over the next five (5) years, to meet these challenges, we will require:

- **Police Officers - 23**
- **Municipal Employees - 17**

Year	Additional	
	RM	ME
2008	6	4
2009	5	4
2010	4	4
2011	4	3
2012	4	2

## Additional Benefits

2008 - 6 police officers and 4 municipal employees required.

Two of the additional M/Es requested for 2008 would replace two of the R/Ms through the process of civilianization in the Risk Management Unit. These R/Ms could then be internally transferred to two newly created Units:

- Mental Health Response and Support Team
- Emergency Planning and Continuity of Operations Support Unit

2009 - 5 police officers and 3 municipal employees required.

One of the M/Es requested for 2009 would replace one of the R/Ms through the process of civilianization of the Learning and Continuous Development Unit. This officer could then be internally transferred to increase the present complement of one police officer and one counselor, the latter currently paid with Provincial funding, in the:

- Family Violence Unit

# RCMP Future Staffing Requirements Forecast

The five-year resourcing needs of Richmond Detachment are based on the following assumptions:

## City

As illustrated below, the population of Richmond is forecast to increase over the next five years. The data is considered accurate as of July 2007. These increases will add policing pressures and logistical challenges for Richmond Detachment.

Year	2008	2009	2010	2011	2012	2013
Population	196,800	200,600	204,200	208,000	212,100	216,200

## YVR (Airport)

The number of travellers and visitors through Vancouver International Airport (YVR) will increase over the next five years. This will increase the policing and security pressures on Richmond Detachment.

Currently, 17.5 million passengers per year travel through YVR. This number will increase in each of the next five years. In tandem, calls for police service are also expected to increase.

The policing and security of Vancouver International Airport will become more complex and demanding of Richmond Detachment resources as the 2010 Olympics approach. Changes to Canadian Aviation Security Regulations, the Aerodrome Security Act, and within the international security community reflect changing expectations in the community. Higher, more rigid standards demand more of our resources.

## Canada Line

Once the Canada Line begins operation in 2009, there will be an expectation of police response to crime calls requests for police assistance at and near the Richmond Canada Line stations.

In anticipation, Richmond Detachment will enter a working relationship with the Greater Vancouver Transit Authority Police as part of a comprehensive police response to deter criminal activity. Goals will include prevention, intervention and suppression of crime, the maintenance of social order, and safety.

# RCMP Future Staffing Requirements Forecast

## Regular Member Requirements Table

Unit	Regular Police Resources Required				
	2008	2009	2010	2011	2012
Unit 1	4	0	2	4	4
Unit 2	0	2	2	0	0
Unit 3	0	3	0	0	0
Unit 4	2	0	0	0	0
Unit 5					
<b>Total</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>

# RCMP Future Staffing Requirements Forecast

## Regular Member Rationales (2008-2012)

### Quick Response Team

The Quick Response Team officers will be an integral part of the General Duty response package. They will be tasked with providing immediate response to time-sensitive calls for service. They will liaise with our Crime Analysts in anticipating and identifying developing crime trends. For each Watch, the QRTeam member will “own” the information, be responsible for informing the General Duty function, and ensure the continuity of response across the Watches.

Through the actions of these officers, it is anticipated that repeat calls for service will be curtailed. This reduction will mitigate “hot spot” pressures on General Duty police officers. It will enhance the ability of General Duty Supervisors to make accurate and timely problem and/or risk assessments.

### Metal Theft Section

Metal theft in Richmond is a serious concern to the city and members of the community. The direct cost of metal theft to the City of Richmond is approximately \$300,000.00 per year in material and labour. There is also loss and inconvenience to the citizens through the disruption and of electrical power, telephone and cable use, and other community services.

The newly created Metal Theft Section would be responsible for conducting investigations on all metal theft and related crimes in the City of Richmond. It would be tasked with obtaining intelligence on persons of interest, integrating that information into our crime analysis capability, targeting offenders, and educating the community on the prevention of this type of crime— all in order to reduce the impact of this crime on the community.

As there is not likely to be a decrease in the value of these commodities in the foreseeable future, there is an equal likelihood that this type of crime will continue and perhaps increase. The need to establish this type of acute approach is now.

### S.T.A.R.T. - Station Targeted Area Response Team - Canada Line

The START team is a Richmond RCMP proactive initiative. This team would be operational at the time that Canada Line opens. The team will be staffed by full-time police officers that are dedicated to the Canada Line stations and nearby community neighbourhoods. It will provide a comprehensive police program designed to deter criminal activity associated with rapid transit systems. Working closely with the Greater

# RCMP Future Staffing Requirements Forecast

Vancouver Transit Authority Police, their goals will be prevention, intervention and suppression of crime and the maintenance of social order.

Duties and responsibilities of the STARTeam will include:

- Prevention, intervention suppression of crime and maintenance of social order,
- Liaison with the Community and GVTAPS,
- Crime Prevention Through Environmental Design (CPTED) assistance to residents and businesses during adjustment period and into the future as ridership increases,
- Evaluation of crime trend data particularly across Richmond's transit system,
- Targeted high visibility patrols based on those identified trends,
- Targeted operations to detect crime and apprehend criminals,
- Community education and engagement through the storefront CoPS station located at River Rock station and the Sea Island storefront station located at YVR.

## Historical Crime Team

The Historical Crime Team will be responsible for conducting investigations of historical unsolved crimes that occurred in Richmond, in some cases, several decades old. These investigations include suspicious deaths, missing persons, and serious crimes against persons that are re-opened as victims/ witnesses come forward with new information or new evidence is uncovered. These types of investigations are often complex and require a special team of investigators skilled in locating people (victims, witnesses, and suspects), an understanding criminal code requirements of the day, as well as the suitability of modern evidence collection techniques on historical investigations.

The current resources and workload demands of the Serious Crime Unit and the Unit's requirement to respond to current and active crimes is such that these types of investigations cannot be actively pursued. When historical investigations remain inactive for extended period furthers, delays contribute to further erosion of evidence. Richmond detachment is currently carrying approximately thirty (30) open historical investigations.

Policing experience has shown that a dedicated team of skilled investigators, allowed the time to focus on historical investigations, can reach a successful conclusion for many of these investigations.

# RCMP Future Staffing Requirements Forecast

## Municipal Employees Requirements Table

Position	Municipal Employee Resources Required				
	2008/09	2009/10	2010/11	2011/12	2012/13
Crim. Justice	0	0	0	1	0
Admin. Support	0	0	1	0	0
Community Pol.	1	0	0	0	0
Det. (Crim. Justice)	1	1	0	1	2
Det. (Community Pol.)	0	0	1	0	0
Det. (Admin. Support)	0	0	1	0	0
Det. (Crim. Justice)	0	1	0	0	0
Det. (Community Pol.)	2	0	0	0	0
Det. (Admin. Support)	0	1	0	0	0
Det. (Crim. Justice)	0	1	1	1	0
Det. (Community Pol.)					
Det. (Admin. Support)					
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>2</b>

# RCMP Future Staffing Requirements Forecast

## Municipal Employee Rationales

### Court Liaison Clerk

This is a clerical position reporting to the Records and Information Coordinator and is designed to assist the Court Liaison Officers (CLOs) with record keeping functions. A large part of the work is in relation to the present reporting requirements in PRIME (Records Management System). Additional reporting requirements associated with the implementation of the PRIME Known Offender and Court Modules are imminent.

The two full time Court Liaison Officers (CLOs) also use the Justice Information System (JUSTIN) which is maintained by the Attorney General of B.C. At present, PRIME and JUSTIN systems are not connected however in the fall of 2008 a new module within PRIME will be installed that will allow information to be exchanged between the two. This development will have both positive and negative impacts.

On the positive side, Richmond Detachment will be able to send all court documents electronically. This will eliminate the need to physically attend the Provincial Court House on a daily basis. On the downside, this electronic exchange of information will require a substantial amount of data entry for which the Records Department does not have adequate resources

With the installation of the PRIME Court module, there will be added data entry work; the number of data entries required to enter through the JUSTIN system will also significantly increase the data work component. These are not the function of our Court Liaison Officers. They must be delegated to those specifically trained and paid to perform those tasks thereby freeing up the CLOs to do the work for which *they* are specifically trained and paid.

### OSR Clerk

The City of Richmond currently employs nine (9) full time OSR Clerks within the Detachment Records Department — the same number they have had since 1994. Since 1994, the number of police officers at Richmond Detachment has increased by 65.

Eight of the nine OSR clerks are dedicated to support front line policing - General Duty operations. Their main function is to review, maintain, classify and score all files generated by Detachment employees — both operational and administrative. The ninth OSR Clerk position is assigned to the Support Units such as Traffic, Serious Crime and Community Policing — a total of 109 police officers.

Since 1994, Auxiliary employee hours have been utilized to supplement the OSR clerks, in particular the Clerk in the Support Units area, on a continual basis. This need has been a result of the increase in the Regular Member establishment and, since 2001, the implementation of the new Records Management System (PRIME) — a significant data management workload increase over 1994 levels.



# RCMP Future Staffing Requirements Forecast

## Risk Management Unit (2 positions)

The Risk Management Unit is currently staffed by two Regular Members. Should the municipal employees be approved, the Detachment plans to civilianize both R/M positions Unit in 2008/09 and release the two police officers to front line policing.

Duties for the unit incumbents include:

- *Detachment Performance Planning - DPP*

This process tracks tasks and responsibilities and aggregates information on crime trends and risks up to, and contributing to, the national level. The DPP is mandated for the RCMP federally and provides policy makers with access to the “big picture” from sources across the nation. Components of the DPP include an annual community environmental scan, the identification of risks, opportunities, strengths and weaknesses, a determination of priorities, the development of strategies and initiatives to meet our objectives at local and national levels, and the implementation and follow-up of those initiatives.

- *Unit Level Quality Assurance - ULQA*

The ULQA is an integral part of the DPP process and involves auditing various aspects of the detachment’s performance with respect to compliance with statute and policy direction. The appropriate Quality Assurance Audits are determined annually through an evaluative process that includes community input, national and regional priorities, detachment priorities, and past audits.

Out of these processes, the Risk Management Unit provides reports and recommendations to the Officer in Charge of the Detachment. When deficiencies are noted, recommendations include remedial actions and possible changes to process.

Following approval by the OIC, the Risk Management Unit is responsible for developing and implementing the systems and processes to elevate compliance. Personnel from the unit perform follow-up audits and evaluations to ensure that the changes have resolved the issues. They further develop and adjust the systems as necessary.

## Building and Equipment Clerk

There is a requirement for a Building and Equipment Clerk position to take responsibility for the many tasks that interrupt and distract staff from their mandated duties. These distractions are expensive in terms of time lost and resources inappropriately deployed.

This incumbent’s responsibilities would include but are not limited to:

- maintain running condition and equipment of the Community Safety Vehicle – work with employee responsible for transport;
- support Transport Unit when incumbent away, assist with labour-intensive special projects - for example the installation of a mandated piece of new equipment, logistics of various components of police vehicle replacement or repair;

# RCMP Future Staffing Requirements Forecast

- Handle inventory control of R/M daily equipment needs such as portable radios, keys, conducted energy weapons, shotguns, radio harnesses, earpieces and remote microphones - work with on-duty Watch supervisor.
- Monitor Security Access cards - work with Finance and City Works Yard staff;
- Receive and distribute deliveries - work with Cell guards and Finance clerks;
- Escort trades within the building - work with NCO i/c Client Services for security;
- work with Occupational Health and Safety Committee and Administration NCO on issues of workplace safety standards, logistics involving building renovations
- Janitorial issues - work with Admin staff in liaison with City Janitorial Management

The creation of this position would enhance efficiency and allow other responsibility areas to focus on their core functions.

## Continuous Learning

The continuous learning and development of Detachment resources in Richmond is a high priority. It requires a minimum of a fulltime coordinator and fulltime assistant. At present this work is being performed by police officers. They monitor the Detachment needs for training and development, arrange for appropriate responses to those needs, and coordinate all training and development provided.

Should this request for a municipal position be approved, the Detachment plans to civilianize one position within the Continuous Learning unit in 2009/10. This will release one police officer to be redeployed to front line policing.

Civilianization of this position would assist in overall management and leadership within this Unit. Duties for this position also include the supervision of the performance of police officer recruits, assisting recruit field coaches with their challenges, and coordinating with the National Field Coaching Program in liaison with Pacific Region Training Centre. The position also supervises and provides advice and guidance to both new members, regular members and field coaches in relation to the all aspects of training and development.

## Auxiliary Constable Coordinator

Currently there is one Auxiliary Constable Coordinator who supervises over 40 auxiliaries. A second coordinator will be required since it is anticipated that there will be over 80 auxiliary constables working in Richmond by 2010.

The second coordinator would assist with:

- recruitment/training of new Auxiliaries,
- ongoing training and mentoring,
- administration,

# RCMP Future Staffing Requirements Forecast

- budget management,
- scheduling,
- special event coordination,
- new program development,
- program maintenance,
- Detachment liaison and supervision.

The Auxiliary Constables deliver programs and services such as:

- Home Security Checks,
- General Duty ride-a-longs,
- Coastal Watch
- Talks to preschool children, Girl Guides and Boy Scouts, and other interested community groups,
- Halloween Safety talks in the schools,
- Block Watch talks,
- YVR luggage theft patrols and
- Various and numerous other presentations.

The Auxiliary Constables must each contribute 160 hours per year to the program. Last year the program participants provided over 6400 hours to the community of Richmond.

## Fleet Maintenance Coordinator

There is a requirement for a Fleet Maintenance Coordinator. When the current Transportation clerk position was created over 25 years ago, the detachment had a fleet of approximately 30 vehicles which were accessible at one centralized location.

The current fleet is now 107 vehicles and these vehicles are located in three geographically separated locations — the Main office on Minoru Blvd, the Annex on Elmbridge and the YVR satellite office.

Duties include:

- Planning, scheduling, & implementing the routine oil changes, and preventive maintenance services. Delivering and picking up the vehicles.
- When breakdowns occur, making arrangements for the repairs.
- Coordinating with the repairs shops for the work to be done.
- Confirm the work done was done properly and was what was required.
- For all damage to police transport;
  - arranging with competitive body shops for three estimates,
  - approving the estimates and arranging for parts and repairs. (Sometimes we supply our own parts from a wreck). Handling the paper work for forwarding to ICBC, Civil Litigation, and the invoices for repair.

# RCMP Future Staffing Requirements Forecast

- Civil Litigation (RCMP “E” Division) is now giving more of the paperwork from insurance companies to the Detachment.
- Initiating repairs with the Telecoms techs, for the radios, and computers
- Minor fleet repairs, including: Tire repairs, lights not working, boosting dead batteries, some minor body repairs.
- Involved in the process of paying the invoices, implements and tracks the vehicles' credit cards, recording all the transactions, and reconciling the monthly statements.
- Responsible for maintaining the recording of the accounts and inventory files.
- Implementing new cars going into service. Much time is required to arrange for the equipment, light bars, radios, and computers to be issued, programmed, and installed in each new car – on average 10 to 15 new vehicles per year. Initiate upgrades when deemed to be advantageous.
- Arranging for the replacement of each worn out car.

The fleet has also become more complex, with additional components that require maintenance including:

- Strobe lights in turn signals,
- Spotlights in the windshield pillars,
- In-car video systems,
- Mobile workstation computers with PRIME records management capability,
- Global Positioning Systems

There is a need to add an additional resource to allow for the increased workload and traveling times, as well as maintaining the vehicles and mandated support equipment to federal standards of Occupational Health and Safety under the Canada Labour Code.

## IT Support Staff

The Richmond Detachment Computer Services/Informatics Unit is currently comprised of two support staff and one manager. It supports approximately 400 employees — police, municipal employees, auxiliary constables, and volunteers located in the main detachment and four satellite offices. All in-house PCs, vehicle workstations, phones, videoconferencing units and related peripheral equipment are the responsibility of these three people. As the Detachment staffing complement continues to increase, IT is experiencing greater demands.

As much as the first level support provided by city helpdesk is appreciated, city is on a different network with different applications. The City desk is unable to provide specific diagnostics and cannot remotely log-in to assist with trouble calls.

Additional dedicated first-level local support would be able to provide members and staff with specific troubleshooting, remote control and in-person support as required. Additional tasks could be assigned including phone support, forgotten passwords, new

# RCMP Future Staffing Requirements Forecast

member setup, transferred members rerouted or deleted, database maintenance, and hardware problems.

Due to the twenty-four hour demands of police work, there is corresponding need to increase the hours of service for IT support into the evenings and on the weekends.

## Crime Analyst

Part of the proactive policing approach in Richmond is referred to as *Crime Reduction*. Crime and disorder is effectively tackled by targeting police resources to areas of specific need. One critical requirement for success in Crime Reduction is the necessity for key real-time information to be provided to the police officers and specialty police teams/units. With this information, police focus their efforts and target their resources to reduce crime.

Crime Analysts map crime, identify hot spots and patterns in social disorder patterns. The analyst also creates correlations and forecasts by analyzing and interpreting a wide variety of investigative and intelligence data to prepare documents in various formats that provide suspect-crime correlation, target-suspect data, and to provide assistance/direction to an investigation.

Duties of the Crime Analyst include;

- Collecting, organizing and analyzing crime statistical data with respect to criminal activity and known offenders;
- evaluating, correlating and identifying crime series, crime patterns and trends;
- Converting / translating criminal intelligence data and research into a variety of formats:
  - crime point and density maps with narrative interpretation,
  - link association charts
  - comparative graphs
  - time lines
  - crime statistical reports with narrative interpretations
  - interrogation props
  - other media related to crime-suspect information and crime trends and patterns
  - for the use of detachment management and operational units in operational decision-making and provides crime statistical reports for mayor and council.

The input of the Crime Analyst is one of the foundation elements of the Richmond Crime Reduction approach. A second crime analyst would provide more information on problem areas, crime hot spots, and active suspected offenders. It would enhance the Unit's present output, increasing the capacity of the incumbent to provide continuity in the flow of that information; it would cover periods of absence experienced with only the one employee doing the work.

# RCMP Future Staffing Requirements Forecast

## Community Policing/Victim Services

Requirement for Youth Intervention Counsellor, Victim Services support worker and unit clerical support.

The **Youth Intervention Program (YIP)** has been in existence since 1980, preventing youth who are beginning to engage in delinquent behaviour, (and who come to the attention of the police and the justice system for the first time), from further involvement in antisocial, illegal and/or destructive behaviour.

In January 2004, the Richmond **Restorative Justice Program (RJ)** was established through a Memorandum of Understanding between Touchstone Family Association and Richmond RCMP. Restorative Justice Community conferences bring together those affected by an incident where a child or youth has come into conflict with the law. Conferences include the victims and offenders who are willing to participate. Community conference facilitators assist the participants in building an agreement that addresses the harm, and holds the child or youth accountable for their actions.

With the increasing expectation of accountability to the community, and associated increase in administrative requirements, the present Supervisor is only able to carry minimum caseload of clientele requiring counseling. In order to effectively support and grow the YIP & RJ Programs, changes are planned over the next five years. The success of the two Programs is dependent on timely consequence or intervention; increasing the number of clients on wait-lists would work counter to that success and undermine both Programs.

a) The **Youth Intervention and Restorative Justice Programs** are presently managed by one full time Supervisor. The Youth Intervention Program also has one dedicated full time Counselor. Although YIP referrals continue at a steady rate, complex underlying issues require comprehensive and increasingly complex treatment plans. This is due in part to the Youth Criminal Justice Act of 2003, which now *directs* police to refer young offenders, including repeat offenders, to community programs such as a YIP. The Programs Supervisor is able to carry only a limited counseling caseload. There is an increasing expectation of accountability to the community and an associated increase in administrative requirements for these Programs. To accommodate the demands on the Supervisor, and handle the growing counseling needs, it is our intention to phase in a second FTE Counselor over the three years 2008 to 2010

b) The past 3 years have seen enormous growth and positive change in the **Victims' Services Program**. Currently CP/VS employs a Clerk—Crime Prevention Victims Services FTE (pay grade 15). Due to the increased involvement of Victims Services in files, there have been more requests for victim support leading up to and including court appearances. Consequently, over the past three years this position has evolved into more of a victim support worker role while still providing some clerical support. By reclassifying this position in 2009 to that of a Victim Support Worker (projected pay grade 19), it would allow for more effective coverage for Crisis Call outs from 6:00 to

## RCMP Future Staffing Requirements Forecast

18:00 hours. This position would be responsible for court work as well as member/public education, program promotion, and some clerical work.

c) Once the CP/VS crisis management priorities are addressed, it is our intention to reinstate the clerical position in 2010.

# RCMP Future Staffing Requirements Forecast

## On the Horizon...

Richmond Detachment is confident of its vision for the future. We have reached out to the Community, the citizens of Richmond have responded, and their response has fortified our commitment to proactive policing.

What *is* on our horizon?

**Population growth** — The estimated growth in population over the next five years is twenty thousand new people. More people means more calls for service such as car crashes, alarms, theft, assault, and missing persons.

**Automated Light Rapid Transit: Canada Line** — Opening in 2009, this new transportation service to Richmond and Sea Island is already well under construction and impacting the Community of Richmond. Based on Burnaby's experience with the ALRT – Millennium Line, we can anticipate an increase in calls for service and criminal activity of approximately ten percent. Richmond Detachment will need to partner with the Greater Vancouver Transit Authority Police Service (GVTAPS) to provide a comprehensive policing service in order to deter crime.

**2010 Olympics and Olympic Oval Venue** — While the 2010 Olympics are a short-term issue, they represent an acute pressure. And with success, the benefits to the City of Richmond stand to be a long-lasting legacy that will also affect Richmond Detachment. The new skating venue represents a huge resource for this Community during the Olympics and into the future. We want to protect such assets.

**Vancouver International Airport (YVR) growth** — The numbers of passengers and visitors will continue to grow toward the 2010 Olympics and beyond. The Canada Line will enhance the access and egress of these travelers to and from Sea Island. The entire support community of Sea Island is expected to generate more calls for service. Richmond Detachment needs to grow and enhance our partnerships to sustain a strong network of response solutions.

**Mental Health and Family Violence** — We live in a rapidly changing society of remarkable development accompanied by increasing social pressures and expectations. There will be a related demand in our community for police assistance to manage calls involving mental health and domestic violence. Richmond Detachment will maximize opportunities to partner with community agencies offering valuable and appropriate expertise in these areas.



# RCMP Future Staffing Requirements Forecast

On the horizon.....

**Increasing Investigational Complexity and Court Time** — With growing community expectations of government and public service accountability, police investigations have become more complex and time-consuming. Generally driven by legislative change and court decisions, it is the responsibility of the police to adapt, to learn, and to work within the judicial system to uphold the values of the community. Richmond Detachment promotes continual learning and development for all its employees. It will need a strong, well-informed resource infrastructure to sustain these growing demands.

# RCMP Future Staffing Requirements Forecast

Time Requirement per Incident		
Crime Type	Number Expected	Person Hours
Theft from Motor Vehicle	22	5
Mischief	13	5
Stolen Vehicle	7	8
Residential Break and Enter	6	8
Business Break and Enter	6	8
Assaults	5	26
Cannabis Possession for the Purpose of Trafficking	2	50
Shoplifting	3	3
Stolen Bicycles	2	8
Offensive Weapons Offences	2	100
Impaired Driving Charges	2	55
Arson	1	100
Marijuana Grow Operation	1	50
<small>NOTE: GROW OPERATIONS ARE DISMANTLED UNDER CONTRACT WHICH REQUIRES THE NUMBER OF HOURS TO FILE TO A MINIMUM</small>		
Kidnapping/Extortion/Murder	1	200
<small>NOTE: THIS FIGURE SHOWS THE MINIMUM NUMBER OF HOURS FOR THE INITIAL RESPONSE. ONE CASE IN 2006 REQUIRED AN ADDITIONAL 480 HOURS JUST FOR THE DISCLOSURE OF EVIDENCE FOR THE COURT PROCEEDINGS.</small>		

NOTE: Drug possession files do not show up here because they come under the Controlled Drugs and Substances Act.