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In 2016, Delta Police Department engaged an external consultant to complete an analysis of the DPD Patrol Branch. The results of the analysis indicated that while the community is happy with police services in Delta, they desire a more visible police presence. At a time when public trust of the police is of the utmost importance, it is reassuring to know that residents of Delta want to work more closely with the police. Therefore, a key focus emerging from this review is to continue to close the gap between the public and DPD.

The results of internal interviews, call data and other information has indicated the need to examine the workflow and strategic objectives of various sections within DPD. Specific reviews will include the Community Police Stations model as well as the efficacy of the School Liaison Program. Both of these areas are fundamental to a well-developed community policing model and while they have served us well, they need to evolve in order to maintain relevancy into the future.

The overall outcome of the analysis has led to the development of the Delta Service Enhancement Plan (DSEP) which will better integrate the DPD internally and with our valued stakeholders and community members. The goal of DSEP is to create the best possible community policing model for the residents, businesses and visitors to Delta and to continue to keep our crime and victimization rates low.

Based on the information gathered during the analysis, DPD has established an implementation strategy for the recommendations which includes:

- identified targets for the implementation of recommendations;
- assigned team leaders who report at regular intervals to senior management;
- the development of metrics associated to targets; and
- established deadlines for all implementation targets.

Final implementation of all recommendations and program roll-outs will occur by December, 2017.

Mayor and Council and the Delta Police Board are highly supportive of the Delta Police Department and through this review, are committed to ensuring that the DPD continues to evolve as a top-tier policing organization not only in BC but in Canada.

If you wish to offer feedback based on this report, please contact me via email at [officechiefconstable@deltapolice.ca](mailto:officechiefconstable@deltapolice.ca). Thank you for your continued support of the Delta Police Department.

Sincerely,

A handwritten signature in blue ink, appearing to read "Neil Dubord", with a large, loopy flourish underneath.

Neil Dubord, M.O.M.  
Chief Constable  
Delta Police Department

# Delta Police Department:

## *Patrol Workload Analysis Executive Summary and Recommendations*

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## EXECUTIVE SUMMARY

This project was designed to examine the Patrol Division of the Delta Police Department. The overall objective of the project was to gather information that can be used to improve the effectiveness and efficiency of service delivery in Delta.

The project utilized a multi-method approach that included interviews and focus group sessions with sworn and civilian members of the department, ride-alongs with patrol officers, focus groups and interviews with personnel in community groups and organizations, a community survey, and an analysis of departmental data.

The use of both quantitative and qualitative materials provides a more holistic view of the dynamics of police service delivery in Delta. However, whenever personnel are asked to express their opinions and share their experiences, there may be a disconnect from the results of statistical analysis. Officers may perceive that certain situations exist, but these perceptions may not be borne out by the data. However, for many officers, perception may be 100% reality, it is important to give credence to their opinions.

For many of the areas of the department that were examined, i.e. the School Liaison Officer program, there were no quantitative data available to assess the validity of the perceptions and experiences that were related to the project team by members. There were also instances where members held contrary views of an issue. This is to be expected when individuals are presented with the opportunity to express their opinions.

Regardless, an important component of the study was to understand how officers are feeling and to provide them with the opportunity to share their experiences. This is the value of conducting interviews and focus groups. The quantitative data can then be used as the basis for developing materials to inform and educate members about the various issues.

Following are the key findings and recommendations from each of the areas that were examined in the study. These materials can provide the basis for the development of a new

service delivery model in Delta that will better integrate the efforts of Patrol and CIB, enhance community engagement, and provide a framework within which DPD officers can excel at their craft.

### The Community

The DPD has a high public approval rating and is well regarded by all segments of the community. It is viewed as responsive to community needs and DPD officers are considered to be professional and courteous in their interactions with the public. This view extends to the South Asian community in North Delta and to other specific populations in the community, including Seniors. A majority of community residents who responded to an on-the-street survey of residents rated the quality of life in Delta as “high” and felt safe in the community. Respondents to the survey did indicate they would like to see increased police presence and visibility in the community.

To ensure continued public confidence and legitimacy, the DPD should develop a new model of service delivery that is informed by the research literature and best practices. To maintain the high quality of life and feelings of safety and security in the community, the DPD should operationalize the basic principles of community policing.

Efforts should be made to increase the presence and visibility of DPD officers in the community. This could include a more visible presence of sworn officers and volunteers at community events and, whenever possible and, where feasible, CIB members working in uniform and in marked cars and in clothing that identifies them as Delta police officers.

### Risk Areas for the DPD

There are a number of risk areas in Delta that present challenges to the DPD, including the Boundary Bay airport, DeltaPort, the border crossing at Point Roberts, the Tsawwassen Mills Mall, and the Tilbury Industrial Area/Fraser River Shoreline. To address these risk areas, the DPD should meet with the relevant agencies and organizations to devise a plan to ensure a police presence in the risk areas, for present and future demands/risks.

## Community Engagement-Community Policing

Although the DPD has retained its “no-call-too-small” policing policy, there are many areas where there is a disconnect between the department and the community. One option to address this would be to create the position of District Liaison Officer (DLO) who would coordinate the efforts of Patrol, civilian staff, and community groups, as well as liaise with agencies and organizations in the community.

The field observations and interviews revealed that DPD patrol officers and their supervisors appear to have little understanding of the key components of community policing and community engagement.

A training program should be developed to teach patrol officers and their supervisors about strategies for community engagement and problem solving. This would include materials on problem-oriented policing, developing collaborative networks, and strategies for engaging special populations including youth and visible/cultural/religious minorities. As well, the focus of the “Training Section White Paper” should be expanded to include best practice, proactive strategies and skills for community engagement.

There are many opportunities for enhancing police-community engagement and the development of partnerships for crime prevention and response. There is strong community interest in more interaction and collaboration with the DPD. This was particularly evident in the South Asian community in North Delta. A social media strategy should be developed to complement the work of the CoPS offices. This would include specific strategies to reach youth and other special populations in the community. Specific attention should be given to developing strategies that will increase engagement with visible/cultural/religious groups in the community. This may include website materials and social media in Punjabi, Mandarin, and Cantonese.

## Community Policing-Proactive Police Work

Field observations and interviews with patrol members revealed that at present, the comparatively large amount of time that DPD patrol officers have for proactive policing is

spent on “hunting”. Even junior members of the DPD are generally uninterested in using proactive time to interact with the community and to develop networks and partnerships. To increase visibility and contact with the community, patrol officers could be required to be on foot out of their patrol units for 15 minutes every two hours.

Patrol members felt that they could be more effective in their efforts if there was access to unmarked cars and if they had the ability to work on plain-clothes assignments. These views are a consequence of the “enforcement” orientation of the patrol officers. This perspective among patrol officers is a consequence of their focus on enforcement. At the same time, community residents and personnel in the NGOs would like the DPD to be more visible in the community and to develop partnerships.

To change the perspectives of the patrol officers and enhance service delivery, the DPD should develop a new model of police service delivery in which patrol officers have a clear understanding of the principles of community policing and have the requisite knowledge and skills to proactively engage the community.

Interviews and focus groups with the NCOs revealed a widespread perception among the NCOs that Patrol does not have sufficient resources to act on the intelligence they are provided with, although field observations suggest that officers have considerable proactive time that is not being spent productively, e.g. in problem-solving initiatives, community engagement, etc. This is an example of the disconnect between the perspectives and opinions of the members and what the observational and analytical data reveal.

To address this, it is recommended that all patrol shifts should have a strategic plan for how proactive time will be spent. Patrol members should identify opportunities for community engagement, crime prevention and crime response. They should be assisted in this effort by the DPD crime analysts who can identify hot spots, chronic offenders, etc. Some initiatives can be developed in collaboration with the volunteers at the CoPS offices. Metrics should be developed to assess the outcomes of patrol proactive initiatives.

## Special Populations

There appears to be gaps in the capacities of the DPD to address the needs of at-risk youth in the community. The materials gathered in interviews suggest that relations between the Boys and Girls Club (BGC) and the CoPS officers appear to be limited or non-existent. More specifically, there were concerns expressed by BGC staff that patrol officers assume too much of an enforcement approach in responding to youth to the exclusion of developing relationships.

The full-time and part-time Youth Liaison Officers indicated that their services are in high demand. It was not possible to determine, via statistical analysis, the validity of these perceptions. The DPD should consider converting the current half-time YLO position into a full-time position.

A review should be conducted of the department's policies and strategies for responding to and addressing the needs of at-risk youth in the community. This review should include discussions with resource persons in the community, including the BGC staff and the Crime Prevention Family Counsellor. These discussions could provide the foundation for the development of a segment of the new model of service delivery.

There is a desire in the South Asian community in North Delta for more interaction with DPD, more South Asian officers and for DPD officers to have an understanding of the South Asian community. Patrol officers assigned to the North should receive at least one day of training in South Asian culture. This could be conducted in collaboration with the South Asian community. A specific plan of action for community policing and community engagement with the South Asian community in North Delta should be developed as part of a new service delivery model.

## The CoPS Offices

The interview materials suggest that, for a variety of reasons, the CoPS offices are isolated from DPD patrol operations and are not functioning to improve community engagement. The volunteers, particularly, in North Delta felt that they are under-utilized. Interviews with patrol members indicate that, at present, they have little knowledge, or interest in, the activities of the CoPS offices. The patrol officers and their supervisors expressed little enthusiasm for turning the CoPS offices into operational field offices.

The CoPS offices should be re-visioned. This would include the development of a new model of service delivery that would enhance the role that the officers play in Delta and the opportunities for developing partnerships in the community and expanding the activities of the CoPS volunteers. An attempt should be made to identify ways in which the CoPS volunteers could become involved in programming with at-risk youth, including collaborating with the BGC, the temple, and other organizations. A plan should be developed to increase the interface between the CoPS offices and Patrol, although the patrol officers and their supervisors expressed little enthusiasm for turning the CoPS offices into operational field offices.

In the view of the CoPS volunteers and their supervisors, the location of the CoPS offices hinders their visibility in the community and limits the amount of walk-in traffic. Both the police literature and the materials gathered on the DPD CoPS offices suggest that there are limits to the traditional walk-in community police offices and some question as to whether these facilities, while providing some degree of visibility in the community, produce an appropriate return on investment. The interviews with CoPS volunteers and supervisors suggest that, at present, there are limitations in the ability of the CoPS offices to connect with the various segments of the community. The CoPS office in North Delta should be moved out of the mall to a more visible/accessible location and its activities integrated with Patrol. A social media strategy should be developed to complement the work of the CoPS offices. This would include specific strategies to reach youth and other special populations in the community.

### The TFN Police Office

The DPD office at TFN has been successful in establishing a relationship of trust between the community and the police and in assisting the community to address its needs and issues. The Community Police Office at TFN should remain in the community with a Constable assigned full-time to that position. To ensure continuity a succession plan should be put in place for the TFN Constable position.

### The School Liaison Officers (SLOs)

The materials gathered in interviews with the DPD SLOs suggests that time appears to have passed the SLO program by. The current SLOs feel they do not have sufficient training and expertise to effectively respond to the demands that are made on them in the schools. There is some question as to whether, as currently structured, the SLO program is effectively addressing the issues that arise in Delta schools and with youth.

The SLO program should be re-visioned, considering the issues that were identified by the current SLOs. A strategic plan should be developed for the SLO program, including a description of the role and duties of SLOs; how the SLOs will interface with Patrol and CIB, the school administration, and agencies and organizations in the community; and, what materials will be delivered in classrooms. The training needs of the SLOs should be identified and prioritized. A succession plan should be put into place to ensure that newly appointed SLOs are mentored and that there is a transfer of knowledge between the outgoing and incoming SLOs. Discussions should be held between the NCOs, officers in the SLO program, Patrol, and CIB to explore ways in which the activities of the SLOs can enhance prevention and enforcement efforts and to increase information sharing. There should also be meetings held between the SLOs and the CoPS offices and volunteers to explore the potential for collaboration and cooperation on various crime prevention/community safety issues and events. And, every effort should be made to ensure that the SLO officers reflect the diversity of the schools to which they are assigned.

## Recruiting

Delta is becoming an increasingly diverse community. Although historically this diversity was in North Delta, it is likely that development and increased access to Ladner and Tsawwassen will result in increased diversity in these communities as well. It is recommended that the department should place an emphasis on attracting qualified women and members of visible/cultural/religious minorities, in particular potential candidates from the South Asian and Asian communities. During the recruiting process, prospective candidates should be made aware that the DPD is a community policing-oriented police service and that expectations and performance measures will center on this model of policing.

## Patrol and Investigative Relations

The interview and observational data suggest that there is a degree of disconnect between Patrol and CIB, with patrol officers feeling that they are often out of the information loop and CIB feeling that patrol officers do not understand the resource challenges for CIB and the fact that CIB will not/cannot share information on case investigations with patrol officers. This results in situations where Patrol and CIB may work at cross-purposes.

It is recommended that Patrol supervisors should meet with their counterparts in specialty sections on a regular basis to coordinate activities and to ensure that there is ongoing communication, coordination, and the sharing of information regarding the activities of the specialty sections and the proactive work of the patrol platoons. CIB should make sure to regularly attend patrol shift briefings and ensure a connection between patrol and investigations. This might include a modification to the shift worked by CIB. The usual CIB shift works business hours either Tuesday to Friday or Monday to Thursday. In order to create more connection, an alternative shift pattern might be considered. In addition, the DPD should consider adopting a mentorship program wherein patrol officers spend a short period of time seconded to CIB. This would assist in building relationships between the two divisions. The DPD should also develop protocols to ensure that the improved communication and collaboration that has developed between CIB and Patrol at HQ continues when the Annex building is renovated.

## Invest

Although the present study was focused on the Patrol Division, a number of issues surrounding the CIB were identified. Among these were the relations between Patrol and CIB and the visibility and presence of CIB officers in the community. It is recommended that a review be conducted of the CIB. Among the objectives of the study would be to identify how the structure and deployment of investigators interface with the DPD strategic plan and the strategies and effectiveness of the various units. This would include having each CIB section develop a strategic plan that sets out objectives and performance metrics for the unit and for the officers assigned to the unit. This review would also identify the strategies for integrating CIB into a new DPD service delivery model.

## Crime Analytics and Intelligence-led Policing

Interviews with patrol officers and their supervisors and a review of the current analytical capacities of the DPD raise the question as to whether the DPD is currently an intelligence-led police service. The patrol officers and their supervisors who were interviewed indicated that they are not currently being provided with real-time, useable intelligence.

To address this, efforts should be made to ensure that the DPD's analytical capacities can provide the basis for problem-oriented policing, intelligence-led policing, as well as providing patrol officers and invest with real-time information that will increase the effectiveness and efficiency of police service delivery. This effort would be assisted by the creation of two Analyst positions, with one dedicated to Patrol and the other dedicated to Investigations and other specialty sections.

## Administration

Interviews and information gathered in focus group sessions revealed that there are currently areas of tension between civilian administrative staff and Operations supervisors. There are currently challenges with information flow, both within the DPD and between the DPD and its partners in the community. The issues that currently surround the relationship between patrol supervisors and civilian administrative staff should be addressed. One option would be to create the position of Administrative Sergeant.

During the fieldwork it was observed that shift briefings were not necessarily as efficient and effective as they could be. It is recommended that Patrol shift briefings should be standardized to ensure that important information on intelligence, assignments and risk management are discussed at each session.

There was the view among patrol officers that officers promoted to patrol supervisory positions should have recent experience in Patrol. To address this, it is recommended that an attempt be made to ensure that Patrol supervisors have recent experience in front-line policing.

There is a degree of uncertainty surrounding the activities of the Watch Commanders. This issue could be addressed by conducting a time and task study of Watch Commanders and by creating a service delivery model within which the role and expectations of the Watch Commanders were clearly defined and assessed.

## Operations

North Delta is being significantly impacted by a “spill-over effect” from Surrey. In 2015, the most serious CFS occurred near the Surrey border, in the Northeast part of the Municipality. This is also manifested in students who are removed from Surrey schools only to show up in schools in North Delta. It is unlikely that this impact will lessen in the near future and may worsen. It is recommended that the DPD develop a strategic plan to address the Surrey “spill-over effect” which is having a significant impact on the rates of crime and disorder and the quality of life in the northeast area of Delta along Scott Road. This plan would be based on an in-depth analysis of RMS reports and materials produced from liaising with the Surrey RCMP.

Statistical analysis indicates that False Alarm calls take up an enormous amount of patrol resources, both in terms of their frequency, and the overall time they take officers off the road. A review should be conducted of police best practices in dealing with False Alarm calls and alternative strategies devised to reduce the demand of these calls on Patrol. There has been a sharp decrease in the number of on-view calls since 2011. The cause of this decrease could not be ascertained from field observations, interviews, and an analysis of DPD CFS data. It is possible that a new service deployment model would help to rectify this situation.

### Patrol Deployment

The current shifting model for Patrol is not optimal in matching patrol resources with demands for service. The consequence of the current shifting model is that patrol officers are often under-utilized during daytime hours, while the officers are over-utilized during the evening hours.

The DPD should consider adopting a 3-shift model that would address many of the issues surrounding the current shifting. This model would more closely align demands for service and available Patrol resources; distribute the call load in a more equitable manner, allowing for greater ability of all shifts to conduct proactive activities and community engagement.

An analysis of CFS found that, in 50% of Priority 1 cases, a patrol officer is on scene within 7.12 minutes of the call coming into dispatch. Overall, Delta citizens can expect an officer on scene to a Priority 1 call within 15 minutes in 90% of cases. The standard for police services is 7:30 minutes 80% of the time for police services. The precise reasons for the delay in the 50% of Priority 1 calls that did not result in an officer being on-scene within 7.12 minutes could not be determined. It may be a combination of factors, including static zone coverage, call swarming, traffic and geographic distances to be covered by the patrol unit.

The statistical analysis also revealed that the proportion of single-officer units deployed increases as the priority level of the calls decrease. Over 50% of Priority 4 calls had only 1 unit deployed. However, in nearly 30% of cases, a second unit was deployed. The issue of deploying multiple patrol units for lower-priority CFS should be examined and action taken to address this

issue.

Although both day and night shifts are busy, the statistical analysis revealed that patrol officers on the night shift deal with fewer, but more serious CFS than do their day shift counterparts. To enhance service delivery, Day shift officers, in particular, should be tasked with proactive, community-engagement, problem-solving activities. This could be facilitated by the development of a new service delivery model.

### Social Media

There is the potential to make increased use of social media to improve community engagement and to facilitate the work of specialty sections, including the SLO program and the CoPS offices. The DPD should devise a comprehensive social media strategy that reflects the diversity in the community and enhances community engagement and the flow of information between the DPD and community residents.

The findings and recommendations from this study provide a strong foundation for the development of a new service delivery model for the DPD. This model would be centred on service and be designed to address the demands that are, and will be made on the DPD; as well as, enhance community engagement and the prevention and response to crime, and provide an organizational structure that provides clear expectations and opportunities for DPD members.

Developing a new service delivery model will provide the opportunity to address the major issues that have been identified in this study.

The DPD is in an excellent position to become a best practice, community-focused police service. There is strong support from municipal government, a strong management team, and a high level of interest in the community to develop collaborative partnerships. Further, the members who participated in this study were supportive of the project and of management's attempts to address what were identified as outstanding issues. Taking the recommended actions will ensure that the citizens of Delta continue to receive a high quality of police services now and in the coming years.

## SUMMARY OF FINDINGS AND RECOMMENDATIONS

The following table presents the key findings from the present study and the associated recommendations of the project team. This provides the reader with a succinct summary of the major areas that were examined, the results of the analysis of the qualitative and quantitative data, and the recommendations that flow from these findings. These materials can serve as a guide for the department as it moves forward with a new model of police service delivery.

<b>THE COMMUNITY</b>	
<b>Findings</b>	<b>Recommendations</b>
The DPD has a high public approval rating and is well-regarded by all segments of the community. The DPD is viewed as responsive to community needs and as professional and courteous in their interactions with the public. This view extends to the South Asian community in North Delta and to other specific segments of the community, including Seniors.	To ensure continued public confidence and legitimacy, the DPD should develop a new model of service delivery that is informed by the research literature and best practices .
The majority of respondents to the Community Survey rated the quality of life in Delta as high and feel safe in the community.	To maintain the high quality of life and feelings of safety and security in the community, the DPD should operationalize the basic principles of community policing.
The findings from the Community Survey reveal that the respondents are generally supportive of the DPD and would like to see increased presence and visibility in the community.	Efforts should be made to increase the presence and visibility of DPD officers in the community. This could include a more visible presence of sworn officers and volunteers at community events and, whenever possible and, where feasible, CIB members working in uniform and in marked cars and in clothing that identifies them as Delta police officers.

<b>RISK AREAS</b>	
<b>Findings</b>	<b>Recommendations</b>
There are a number of risk areas in Delta that present challenges to the DPD and it is likely that these will continue to demand the attention of the DPD going forward.	
	Ensure partnership/relationship & plan for managing risk areas of B.B Airport, DeltaPort, Point Roberts border, Ferries, Traffic mgmt

<b>COMMUNITY ENGAGEMENT – COMMUNITY POLICING</b>	
<b>Findings</b>	<b>Recommendations</b>
Although the DPD has retained its “no-call-too-small” policing policy, there are many areas where there is a disconnect between the department and the community.	Create ownership officer in each district to coordinate community police efforts <ul style="list-style-type: none"> <li>• Name ownership officer</li> <li>• Is there an increment</li> </ul>
	A. Develop Training for community policing D-SEP including problem solving & new customer delivery system, engaging youth & minority populations B. This includes a training section white paper on the topic of community policing & community engagement
DPD patrol officers and their supervisors appear to have little understanding of the key components of community policing and community engagement.	The focus of the “Training Section White Paper” should be expanded to include best practice, proactive strategies and skills for community engagement.
There is strong community interest in more interaction and collaboration with the DPD. This was particularly evident in the South Asian community in North Delta.	
	Social Media strategies to: Promote CoPS office Engage youth & minority populations

Delta is an increasingly diverse community	<p>A. Special strategies to engage visible/cultural/religious groups in the community ie. Website languages</p> <p>B. Strategy to engage special populations including Chief’s diversity committee</p>
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<b>COMMUNITY POLICING – PROACTIVE POLICE WORK</b>	
<b>Findings</b>	<b>Recommendations</b>
<p>Field observations and interviews with patrol members revealed that at present, the comparatively large amount of time that DPD patrol officers have for proactive policing is spent on “hunting”. Even junior members of the DPD are generally uninterested in using proactive time to interact with the community and to develop networks and partnerships.</p>	<p>To increase visibility and contact with the community, patrol officers could be required to be on foot out of their patrol units for 15 minutes every two hours.</p>
<p>Patrol members feel that they could be more effective in their efforts if there was access to unmarked cars and if they had the ability to work on plain clothes assignments. These views are a consequence of the “enforcement” orientation of the patrol officers. The community, on the other hand, expressed an interest in DPD officers being more visible in the community.</p>	<p>To change the perspectives of the patrol members and enhance service delivery, the DPD should develop a new model of police service delivery in which patrol officers have a clear understanding of the principles of community policing and have the requisite knowledge and skills to proactively engage the community.</p>
<p>There is a widespread perception among the NCOs that Patrol does not have sufficient resources to act on the intelligence they are provided with, although field observations suggest that officers have considerable proactive time that is not being spent productively, e.g. in problem-solving initiatives, community engagement, etc.</p>	<p>All patrol shifts should have a strategic plan for how proactive time will be spent. Patrol members should identify opportunities for community engagement, crime prevention and crime response. They should be assisted in this effort by the DPD crime analysts who can identify hot spots, chronic offenders, etc. Some initiatives can be developed in collaboration with the volunteers at the CoPS offices. Metrics should be developed to assess the outcomes of patrol proactive initiatives.</p>

## SPECIAL POPULATIONS

Findings	Recommendations
<p>There appears to be gaps in the capacities of the DPD to address the needs of at-risk youth in the community. Relations between the BGCs and the CoPS officers appears to be limited or non-existent and there are concerns that patrol officers assume too much of an enforcement approach in responding to youth to the exclusion of developing relationships.</p>	<p>A review should be conducted of the department's policies and strategies for responding to and addressing the needs of at-risk youth in the community. This review should include discussions with resource persons in the community, including the BGC staff and the Crime Prevention Family Counsellor. These discussions could provide the foundation for the development of a new service delivery model.</p>
<p>The full time and part-time Youth Liaison Officers indicated that their services were in high demand.</p>	<p>The DPD should consider converting the current half-time YLO position into a full-time position.</p>
<p>There is a desire in the South Asian community in North Delta for more interaction with DPD and more South Asian officers and also for DPD officers have an understanding of the South Asian community.</p>	<p>Patrol officers assigned to the North should receive at least one day of training in South Asian culture. This could be conducted in collaboration with the South Asian community.</p>
	<p>A specific plan of action for community policing and community engagement with the South Asian community in North Delta should be developed as part of a new service delivery model.</p>

## THE CoPS OFFICES

Findings	Recommendations
<p>The interview materials suggest that, for a variety of reasons, the CoPS offices are isolated from DPD patrol operations and are not functioning to improve community engagement. The volunteers, particularly, in North Delta feel that they are under-utilized.</p>	<p>The CoPS offices should be re-visited. This would include the development of a strategic plan designed to enhance the role that the officers play in Delta and the opportunities for developing partnerships in the community and expanding the activities of the CoPS volunteers.</p>

	<ul style="list-style-type: none"> <li>• Develop training program for CoPS volunteers</li> <li>• Ensure CoPS offices get district crime info</li> <li>• Develop plan to revitalize (revision) CoPS offices maximizing capacity of volunteers &amp; partnerships &amp; creating a better interface with patrol</li> <li>• Develop ways for volunteers to become involved in programming of risk-youth</li> </ul>
Interviews with patrol officers revealed that, at present, they have little knowledge, or interest in, the activities of the CoPS offices.	A plan should be developed to increase the interface between the CoPS offices and Patrol.
The patrol officers and their supervisors expressed little enthusiasm for turning the CoPS offices into operational field offices.	
In the view of the CoPS volunteers and their supervisors, the location of the CoPS offices hinders their visibility in the community and limits the amount of walk-in traffic.	The CoPS office in North Delta should be moved out of the mall to a more visible/accessible location and its activities integrated with Patrol.
Both the police literature and the materials gathered on the CoPS offices suggests that there are limits to the traditional walk-in community police offices and some question	
The interviews with CoPS volunteers and supervisors suggest that, at present, there are are limitations in the ability of the CoPS offices to connect with the various segments	A social media strategy should be developed to complement the work of the CoPS offices. This would include specific strategies to reach youth and other special populations in the

<b>TFN POLICE OFFICE</b>	
<b>Findings</b>	<b>Recommendations</b>
The DPD office at TFN has been successful in establishing a relationship of trust between the community and the police and in assisting the community to address its needs and issues.	The Community Police Office at TFN should remain in the community with a Constable assigned full-time to that position.
	To ensure continuity a succession plan should put in place for the TFN Constable position.
	As part of their Block II training, police recruits should be required to spend a more than one day with the Constable at TFN.

<b>THE SLO PROGRAM</b>	
<b>Findings</b>	<b>Recommendations</b>
The materials gathered in interviews with the DPD SLOs suggests that time appears to have passed the SLO program by. The current SLOs feel they do not have sufficient training and expertise to effectively respond to the demands that are made on them in the schools. There is some question as to whether, as currently structured, the SLO program is effectively addressing the issues that arise in Delta schools and with youth.	Revision to SLO program – including role, duties, interface with Patrol/CIB, school admin and community - revision includes strategic plan
	Training needs of SLO's a prioritized
	Succession plan for SLO to ensure transfer of knowledge
	Discussions with SLO & NCO to explore ways to enhance prevention enforcement & information sharing
	Discussions to explore with SLO & CoPS offices for collaboration & cooperation on crime prevention & community safety issues
	Every effort should be made to ensure that the SLO officers reflect the diversity of the schools to which they are assigned.

<b>RECRUITING</b>	
<b>Findings</b>	<b>Recommendations</b>
Delta is becoming an increasingly diverse community. Although historically this diversity was in North Delta, it is likely that development and increased access to Ladner and Tsawwassen will result in increased diversity in these communities as well.	The department should place an emphasis on attracting qualified women and members of visible/cultural/religious minorities, in particular potential candidates from the South Asian and Asian communities.
	Candidates must be fully aware of Delta's priority to be a community police agency & what that means as a police officer working

<b>PATROL AND INVESTIGATION RELATIONS</b>	
<b>Findings</b>	<b>Recommendations</b>
The interview and observational data suggest that there is a degree of disconnect between Patrol and CIB, with patrol officers feeling that they are often out of the information loop and CIB feeling that patrol officers do not understand the resource challenges for CIB and the fact that CIB will not/cannot share information on case investigations with patrol officers. This results in situations	Patrol supervisors should meet with their counterparts in specialty sections on a regular basis to coordinate activities and to ensure that there is ongoing communication, coordination, and the sharing of information regarding the activities of the specialty sections and the proactive work of the patrol platoons.
	The DPD should consider adopting a mentorship program wherein patrol officers spend a short period of time seconded to
	Structure DPD so that if Patrol & CIB are in different buildings they continue to communicate & collaborate
	Plan for a review of CIB examining structure, deployment, effectiveness and developing a plan with metrics for each unity, including schedule & hours of work

<b>CRIME ANALYTICS AND INTELLIGENCE-LED POLICING</b>	
<b>Findings</b>	<b>Recommendations</b>
Interviews with patrol officers and their supervisors and a review of the current analytical capacities of the DPD raise the question as to whether the DPD is currently an intelligence-led police service. Patrol is not currently being provided with real-time, useable intelligence to patrol officers and CIB members and a reluctance on the part of DPD members to utilize analytics as part of a comprehensive Patrol strategy.	Ensure capacity of analytics to supply real time information for problem orientated policing
	Create 2 analyst positions – Patrol/CIB

<b>ADMINISTRATION</b>	
<b>Findings</b>	<b>Recommendations</b>
There are currently areas of tension between civilian administrative staff and Operations supervisors.	Review court records area and the working relationship with Patrol
There are currently challenges with information flow, both within the DPD and between the DPD and its partners in the community.	Consideration should be given to creating the position of Administrative Sergeant.
During the fieldwork it was observed that shift briefings were not necessarily as efficient and effective as they could be.	Patrol shift briefings should be standardized to ensure that all important information on intelligence, assignments and risk management are discussed at each session.
There was the view among patrol officers that officers promoted to patrol supervisory positions should have recent experience in Patrol.	An attempt should be made to ensure that Patrol supervisors have recent experience in front-line policing.
There is a degree of uncertainty surrounding the activities of the Watch Commanders.	Complete time/task study of watch commanders current duties/role

<b>OPERATIONS</b>	
<b>Findings</b>	<b>Recommendations</b>
North Delta is being significantly impacted by a “spill-over effect” from Surrey. In 2015, the most serious CFS occurred near the Surrey border, in the Northeast part of the Municipality.	Develop plan/blueprint for the reduction of impact related to Surrey spillover effect (Data may say something different)
This is also manifested in students who are removed from Surrey schools only to show up in schools in North Delta. It is unlikely that this impact will lessen in the near future and may worsen.	
False Alarm calls take up an enormous amount of patrol resources, both in terms of their frequency, and the overall time they take officers off the road.	Review best practices & alternative strategies to deal with false alarms.
There has been a sharp decrease in the number of on-view calls since 2011.	
Overall, the call volume in Delta has remained somewhat steady since 2011.	

<b>PATROL DEPLOYMENT</b>	
<b>Findings</b>	<b>Recommendations</b>
The current shifting model for Patrol is not optimal in matching patrol resources with demands for service.	
The consequence of the current shifting model is that patrol officers are often under-utilized during daytime hours, while the officers are over-utilized during the evening hours.	Consider 3 shift model or peak period policing
A statistical analysis of CFS in 50% of Priority 1 cases, a patrol officer is on scene within 7.12 minutes of the call coming into dispatch. Overall, Delta citizens can expect an officer on scene to a Priority 1 call within 15 minutes in 90% of cases.	Improve response time to priority 1 calls in 90% of time to 10 minutes or less
The statistical analysis revealed that the proportion of single-officer units deployed increases as the priority level of the calls decrease. Over 50% of Priority 4 calls had only 1 unit deployed. However, in nearly 30% of cases, a second unit was deployed.	Examine multiple units going to calls – call swarming effect
Although both day and night shifts are busy, the statistical analysis revealed that patrol officers on the night shift deal with fewer, but more serious CFS than do their day shift counterparts.	To enhance service delivery, Day shift officers, in particular, should be tasked with proactive, community-engagement, problem-solving activities. This could be facilitated by the development of a new service delivery model