

Brock University

2007

Campus Security Services



Community Policing Plan



Brock University



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MISSION STATEMENT

Brock University Campus Security Services is a dedicated team of experienced and skilled professionals who provide a safe and welcoming learning environment for Brock University by preserving the peace, protecting life and property, preventing crime, and promoting community-oriented services.



ABOUT BROCK UNIVERSITY

Opened in 1964, Brock University is located at the centre of Canada's beautiful Niagara Peninsula in St. Catharines, Ontario. Brock University is the only Canadian University with the distinction of being part of a UNESCO Biosphere Reserve.

Known for its safe and friendly environment, the Brock campus serves the Niagara Region as a cultural, academic and recreational centre. Our continued commitment to a student-centred learning environment remains strong as we continue to grow with student enrolment to exceed 16,000 for the 2006-2007 academic year.

Brock's commitment to the individual student and to the highest standard of teaching and research is reflected in the growing numbers applying to our University. Students can expect close personal attention of dedicated faculty and the opportunity to explore their academic interests through participation in seminars and labs.

To meet an increasing demand for a Brock education, more than \$87 million in construction has been committed or commissioned to expand the campus. The University also operates a campus in Hamilton, Ontario that is used primarily for teacher education.

We, in Campus Security Services, believe that a community-oriented service will best serve the Brock community.

BROCK UNIVERSITY CAMPUS SECURITY SERVICES

Brock University Campus Security Services was first established in 1971. Our staff then consisted of a retired RCMP Officer who was hired as head of Security. We also employed the services of a security firm to assist in the patrolling of the University. In 1982 and 1989 respectively, two more full time staff members were added to the compliment of eight.

Today the Campus Security Services remains a two-tier service and employs ten Special Constables which consists of a Director, Assistant Director, four Inspectors who are supervisors, and four Special Constables. There are fourteen members of the Corps of Commissionaires and one Administrative Assistant.

Our Special Constables are governed by a protocol between Brock University and the Regional Municipality of Niagara Police Services Board. The agreement specifies policies and procedures guiding the Campus Security Service including duties and jurisdiction. In compliance with the agreement, the terms were reviewed with the Ministry's guideline as outlined in the *'Special Constables – A Practitioner's Handbook'*.

Brock University Campus Security supports the goals of the University and respects the dignity, worth and diversity of all persons. We strive to be positive thinkers and encourage new approaches while balancing law enforcement and community services.

We are committed to the delivery of Security Services which will recognize the different needs of our diverse University and the value of partnerships and excellent customer service. We are committed to moving forward and embracing new opportunities through community partnerships, effective leadership, and increased individual responsibility.

We believe that the key words of Brock's Mission Statement, "...*Imagination, Innovation and Commitment...*" guide us in providing our community with exceptional community-oriented service.

COMMUNITY POLICING – Our Philosophy

Community Policing, as we envision it, seeks to intervene directly in problems of crime and disorder on campus by direct involvement. We believe our University deserves a Security Service that earns respect by listening to our constituents, maintaining daily face to face contact, and involving the campus community to prevent and control crime on campus.

Brock University Campus Security Services strives to enhance the quality of life at the University and our surrounding neighbourhoods by utilizing innovative technologies, emphasizing community-oriented crime prevention strategies and growing strategic University and community partnerships.

Community Policing, as applied by Brock Campus Security Services, can be defined as: *"A means of Security Service delivery which recognizes that the maintenance of order, the prevention of crime and disorder problems, are the shared concerns and responsibilities of the University community and the Security Service."*¹

We believe that Community Policing is more than a program. We believe it is a way of doing business in achieving safety and security goals that are essential to all of us in today's University environment. To achieve these goals requires fundamental change in organizational structure, management style, operational methodology, expectations, and relationships between the community and Service members.

Community Policing at Brock will encourage our Officers to immerse themselves in University community life and requires a long term commitment by our Service to continue to work with community members to reach mutually agreed upon goals.

Encouraging valuable information flow between students, staff and faculty can help set our Service's priorities and policies. Our Community Policing initiatives will seek to intervene directly with the community in which we work or live.

¹ Government of Ontario, Ministry of Public Safety and Security

COMMUNITY POLICING – THE ‘5’ COMPONENTS

There are five generally accepted and interrelated components to Community Policing that exist and it is our intention to embrace each component appropriately to ensure the provision of Security Service that best supports our established security strategy.

The five components are:

- (1) Enforcement
- (2) Continuously Learning
- (3) Community Development
- (4) Security Service re-engineering
- (5) Community/Security partnerships

OUR STRATEGIES

Enforcement

Community Policing must include an active enforcement component. Enforcement at Brock will be fair and unbiased and will include activities that optimize services to the community and responds appropriately to safety concerns. Involving the community in determining objectives and enforcement priorities will be the responsibility of each platoon.

Continuous Learning

It is imperative that educational and learning programs be available to Security leaders in strategic planning, change management, and organizational engineering. Front line Officers will be trained in problem-solving techniques.

Ongoing training is key to ensuring our staff recognize that our commitment to Community Policing is genuine; that our business methodology has changed and that fundamental to all Community Policing strategies are problem-solving and community partnership.

Offering our community an up to date and interactive web site, along with providing valuable information on the web, and workshops on topical security issues, are important aspects of continuous learning.

Community Development

We will encourage our University community to become full partners in policing which is vital to our overall success. Community Policing requires that our service become involved in developing crime prevention programs, public education, and partnerships with community stakeholders.

We will continue exploring all means of communications to assist in this process. This will be accomplished in part with our monthly Campus Watch Newsletters and will be further expanded by doing segments for air on our local Channel 10 Brock TV channel, and a higher visibility with our foot and bicycle patrols. A link to www.mybrock.ca will be established to connect from our web site.

Security Service Re-engineering

Security Service re-engineering implies reorganization and the development or revision of operations and administrative processes, as well as procedures to support our change effort. Our strategic plan is geared towards effective policing, technology enhancement, and streamlining our service. Our transition to a Special Constable complement is on track.

We must also ensure that we are delivering programs that address the needs of the community today while still having a vision of the changing demographics of tomorrow.

Community/Security Partnerships

A full and equal partnership and meaningful dialogue with our internal and external stakeholders is fundamental to addressing community concerns. Establishing and maintaining mutual trust is central to achieving community partnerships; building on that trust is essential to effective Community Policing.

Optimizing contact between our Security Officer and our University constituents is essential so that the Officers develop an intimate knowledge of the day to day workings of the University and its various departments.

As our interaction with the community becomes more positive, productive partnerships will be formed, naturally leading to greater satisfaction with our Service and an increased job satisfaction amongst our Officers.

We recognize that we have much to gain by entering into partnerships with our community stakeholders.

Developing Our Plan

If our plan is to be successful, it must be developed with the support of our community and reflect their expectations. After some research and review, it was determined that we present to the community the four (4) Step Community Policing Model as envisioned by Dr. Jeffrey Pfeifer².

² The Canadian Journal of Police & Security Services, Vol. 4, Issue 1, Spring 2006, p.22-27, Jeffrey E. Pfeifer, Ph.D.

STAKEHOLDER INSIGHTS

STEP 1

COMMUNITY DEFINED:

Knowing your community is a necessary foundational element in the development of any successful Community Policing Plan. A community is defined by reason of the racial origin of its members, their religion or culture, geography or some other distinct feature that includes finding one distinct aspect of a group of individuals that establishes them as a separate community (Pfeifer, 1999a).

To succeed, the identified community must be clearly united in wanting Community Policing, have identifiable leaders who are supported by the community, and have the resources (financial and otherwise) to support the implementation of the program.

With our stakeholders support we have identified our community as, “any of the lands identified at Brock University’s main campus and properties owned or leased by Brock University adjacent to the main campus.”

STEP 2

COMMUNITY EXPECTATION:

The development of a successful Community Policing Program begins with Security Service personnel and stakeholders meeting to outline their expectations for the program. Each can examine whether their expectations are compatible and achievable.

In our discussion with the group of stakeholders the following is a list of mutually agreed expectations that will be the focus of our early efforts:

- enhanced communication/collaborative (sharing of information, crime stats etc.)
- open and accessible Service leadership
- clarity of roles and responsibilities (education)
- knowledge that community is being taken into account
- enhance visibility (foot/bike patrol)
- community sees and feels themselves and their ideas reflected in our Security Service
- conduct joint training opportunities between Campus Security Service and the community
- a sense of mutual trust that is pervasive
- community to have some appropriate involvement in operations (practices/policies) through Community Policing Committee
- involvement in program evaluations process

STEP 3

POLICIES/PRACTICES DEVELOPMENT:

This involves examining the basic practices and procedures that guide activities and creates alternative approaches. It recognizes and assumes that the Police know the community, are aware of the expectations, and know the current guidelines that dictate their practices. It is agreed that our Security Service is in the best position to creatively develop and evaluate Community Policing Programs that address these elements with the support of the community.

STEP 4

PROGRAM IMPLEMENTATION AND EVALUATION:

Programs should be implemented according to a formal plan that includes dialogue. It should also be viewed as a process rather than a singular act. The program should be integrated through a number of stages that allow for continual analysis and alteration rather than simply developed and put into place.

Program evaluation should be conducted after the program runs for a designated period of time to determine its effectiveness and success and/or failure.

OUR FIRST STEPS

Adopt a Residence

With our top priority being the safety and security of those on campus, we felt that the first program to be implemented be directed to students living on campus. In September 2005 we initiated a program to increase the presence of our Security staff in our residences. We developed an “*Adopt a Residence*” program whereby each Inspector was specifically assigned to a residence in order to solicit feedback about their needs and concerns, as well as provide information to the resident students about any problems they were experiencing. It is our intention that with the increased visibility and ownership of the residences, issues or problems will be reduced.

Park, Walk and Talk

While we already have vehicular and foot patrols established throughout the University, officially naming this activity, “*Park, Walk and Talk*” will only fortify our goal in enhancing the visibility of our Officers and stimulate interaction with the community. This will provide an opportunity for Officers to become better acquainted with University staff and students. Establishing this regular contact can only increase the comfort level and forge stronger relationships within the community resulting in easier communications and better problem solving.

Bicycle Patrols

Campus Security Services recently formed its first Bicycle Patrol unit. This unit will operate, weather permitting, 24 hours a day to allow for greater mobility, visibility, and a quicker response time in many situations. It is our intention to increase positive interaction between Security Staff and our student, staff, and faculty population.

Traffic Management

As we move forward with Community Policing initiatives we have identified a problem with the traffic entering the University each morning. As a result, Campus Security can be seen each morning directing traffic and assisting pedestrians during peak times. Not only does that allow for easier traffic flow it also allows another opportunity for staff to meet and greet our community as they come to school or work. We will also be utilizing a “Speed Minder” which will remind drivers of the speed they are driving while on campus.

Communications Initiatives

Due to the transient nature of University life, it can be difficult to keep our students informed and we believe that continuing educational programs, such as pedestrian safety, coupled with our Community Policing initiatives, will help us keep the lines of communication open between the Campus Security Service and members of our community. We have held numerous workshops and attended Brock's Spring and Fall Open House, Health Fair, Police Week, and conducted Information Sharing Sessions with the platoons of #11 Division of the Niagara Regional Police Service. Our intent is to continue with the practice of a Town Hall meeting, and to pursue the Crime Stoppers program.

FUTURE INITIATIVES

Community Policing Committee

We will establish a "Community Policing" group that will assist us in determining what direction our service should take and inform us on what they believe the needs of the University are when it comes to its Security Service. It will be our intention that this group reports to the Personal Security and Safety Advisory Committee.

Stakeholder discussions around the selection of members that should be considered for our Community Policing committee suggested that a person from each of the following groups be selected as representatives:

- a student (possibly from Police Studies group or a peer educator)
- a member from Student Services
- a representative from a department who operates after business hours, i.e. Campus Recreation
- a Residence representative
- a Faculty member
- a member of the Brock staff

Advanced Technology

Advanced technology is an area that our service felt there was considerable room for improvement. Maximizing organizational productivity and efficiencies to enhance service practices, policies and procedures is an area that is under review. Advanced technology will also allow for more efficient information sharing both with our internal and external partners.

In conclusion, establishing partnerships to create opportunities for increased operational effectiveness and information sharing will be ongoing.

OUR WORK BEGINS IN EARNEST!

