

June 21, 2017

Chief Brent Blackmore  
Woodstock Police Force  
822 Main Street  
Woodstock, NB  
E7M 2E8

Dear Chief:

**RE: 2016 Woodstock Police Force Annual Quality Assurance Review Report**

The Policing Standards team would like to express our appreciation for your participation in the 2016 Quality Assurance (QA) program. We take this opportunity to congratulate the Woodstock Police Force (WPF) on establishing a strong, effective and efficient QA program by pointing out that the overall improvements in reducing risk and providing a professional and responsive police service to the community of Woodstock are impressive. At the debriefing meeting you hosted on June 1<sup>st</sup>, 2017 in Woodstock, Jennifer Smith and I were very pleased to witness the level of engagement, enthusiasm and accountability within your police force. The fact that CAO Ken Harding was invited to the meeting and actively participated in discussions pointed to the cooperation and partnership that exists between the WPF and community leaders.

Pursuant to paragraph 1.1(2) (c) of the New Brunswick *Police Act*, the Minister may establish a system of inspection and review of police forces and historically the Department of Justice and Public Safety (JPS) conducted police force audits. In 2015 the Policing Standards Branch launched a modernized Quality Assurance (QA) program with the goal of customizing the process to meet the needs of each police force by identifying provincial policing priorities in September of every year and introducing a fall risking exercise with each municipal force. The fall risking exercise, conducted in partnership with our branch, identifies specific areas of actual or potential risk that could impact service delivery. All risked-in activities are assigned to selected employees by the Chief of Police in early January with an eight week window to complete the review. All recommendations made by the reviewers are considered by the Chief of Police who subsequently forwards results, recommendations and documentation to the Policing Standards Branch.

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The WPF fall risking exercise held December 8<sup>th</sup> 2016 in Woodstock involved Deputy Chief Dan Goodwin, Cpl. Paula Hansen, many of the WPF front line investigators and administration support staff. In addition to the three provincial priorities: Memorandums of Understanding, Road Safety and Operational Records Management, your police force identified the following risk areas for examination:

- Quality of Supervision and Investigation
- Intimate Partner Violence

Note: In February 2017, the New Brunswick Association of Chiefs of Police decided to add Sexual Crimes as an additional risk activity for every New Brunswick police agency. The scope of the review was to review occurrences of sexual crimes reported to police from 2010 to 2014 with a focus on all occurrences with a file disposition of unfounded and a sampling of all remaining occurrences. As Chief you went the extra step to expand the review to include all offences and not just a sampling. WPF was the first New Brunswick police agency to complete the review and the only agency to submit all documentation on schedule.

In April 2017 we conducted a complete review of all risk activities submitted by your agency which revealed a Quality Assurance program that has improved in significant ways over previous years. Every municipal agency is assigned a weighted average in key areas of performance and I am pleased to report that WPF transitioned from a police force in 2015 with higher than average risk to one of two municipal police forces with the lowest risks. As Chief you addressed the 14 relatively minor recommendations immediately with an action plan you created that included assigned accountability and a date for expected completion.

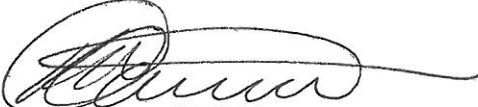
The decrease in overall risk to the Woodstock Police force can be attributed to the following;

- Selection of a new Chief by the Town of Woodstock
- Hiring of a Deputy Chief
- Skill level and reputation of both senior leaders
- Quality of the fall risking exercise in terms of engagement, commitment and thoroughness
- Submission of all documentation on time or ahead of time
- Quality of the recommendations and implementation of an action plan

Looking at the QA process in its entirety it is very clear that the WPF has embraced the ideals of a comprehensive QA Program by showing leadership and professionalism. In particular, you and your Deputy Chief Dan Goodwin involved other employees in the review and showcased the solid work of the Police Force by revealing a refreshing level of goodwill and enthusiasm towards advancing continued growth and improvement. The quality of submitted QA Guides and matrices from Deputy Chief Goodwin, Cpl. Paula Hanson and Cst. Seth Cahill were notable in their articulation and thoroughness.

In closing I would like to extend a thank you to CAO Ken Harding for his insight and his experience in supporting the WPF and municipal policing in general in New Brunswick over the years.

Yours truly,

A handwritten signature in black ink, appearing to read 'Rick Votour', with a long horizontal flourish extending to the right.

Rick Votour, M.O.M

Police Consultant, Policing Standards and Contract Management

c.c.: Ken Harding, CAO, Town of Woodstock

Connie Courcy, acting Director, Policing Standards and Contract Management

Jennifer Smith, Police Consultant, Policing Standards and Contract Management