EDMONTON POLICE SERVICE

REPORT TO THE EDMONTON POLICE COMMISSION

DATE: 2011 September 13

SUBJECT: Office of Strategy Management Division
           2011 Annual Policing Plan – Q2 Report

RECOMMENDATION:

That this report be received for information purposes.

INTRODUCTION:

This report will provide information on the 2011 Annual Policing Plan – Q2 Results

BACKGROUND:

The Edmonton Police Service 2011 Annual Policing Plan (APP) was developed to respond to community needs and expectations, organizational priorities and emerging trends.

The 2011 APP – Q2 Report consists of 58 initiatives (26 Public and 32 Internal). Each initiative has been assigned a colour (green / yellow / red) representing the degree to which its performance measures have been met.

A Balanced Scorecard (BSC) has been presented for information. The BSC provides an overview of Q2 results including status, targets, and performance.

COMMENTS/DISCUSSION:

The attached 2011 APP – Balanced Scorecard is to be reviewed then forwarded to the Edmonton Police Commission for information purposes.

CONCLUSION:

For your review and consideration.

ADDITIONAL INFORMATION ATTACHED:

- Attachment 1 – 2011 APP – Q2 Balanced Scorecard and Summary
- Attachment 2 – 2011 APP – PowerPoint Presentation (4 slides)

Written by: Staff Sergeant Keith JOHNSON, OSM Division

Reviewed By: Brian ROBERTS, Executive Director, OSM Division

Chief of Police: _____

Date: _____2011-09-15_____

PUBLIC DASHBOARD

INITIATIVE - Q2 STATUS	Trend 2011 Q2	2011 Q2 (YTD)	Year End Target	2010 Q2	2009 Q2	2011 Q2 Target
1.1 Geographic Deployment Model - Response Times	▲	78%	≥80%	80.8%	73.4%	≤ 7 Min 80% of the Time
1.2 Geographic Deployment Model - Proactive Time	▼	19.3%	≥25%	19.4%	18.3%	25% Proactive Time
1.3 Geographic Deployment Model - Crime Reduction	▼	-20.5% (10,147 crimes)	≤24,604	12,474	15,261	4% Crime Reduction
2. Clearance Rates (3 month reporting delay)	▲	+5.1% (43.1%)	≥41.3%	36.7%	32.5%	4% (percentage point) Increase
3. Public Complaints	▲	-6% (97 complaints)	≤181	103	114	5% Reduction in Public Complaints
4. Chief's Advisory Council	▬	▢	▬	▬	▬	Develop / Implement Measures & Targets
5. Beat Officer Program	▬	▢	▬	▬	▬	Implement Recommendations from Review
6. Neighbourhood Empowerment Teams	▬	▢	▬	▬	▬	Develop / Implement Strategies
7.1 Integrated Corridor Safety Program - Fatal Collisions	▼	-33.3% (10 fatal)	≤24	15	13	5% Reduction in Fatal Collisions
7.2 Integrated Corridor Safety Program - Serious Injury Collisions	▲	-31.3% (11 serious)	≤45	18	24	5% Reduction in Serious Injury Collisions
7.3 Integrated Corridor Safety Program - Injury Collisions	▲	-20.3% (1419 injury)	≤3233	1779	2051	5% Reduction in All Injury Collisions
7.4 Integrated Corridor Safety Program - Targeted Enforcement	▲	-66.4% (22,633 tickets)	≥136,240	61,882	37,880	2% Increase in Enforcement
8. Strategic Traffic Enforcement Plan - Enforcement	▲	+23.5% (47,506 tickets)	≥77,044	39,368	45,137	2% Increase in Enforcement
9. Operation 24 - Enforcement	▲	-6.8% (8677 tickets)	≥14,730	9313	9495	5% Increase in Enforcement / 8 Operations
10. Check Stop	▲	-35% (1761 vehicles)	≥8489	2869	3464	Maintain Number of Vehicles Checked
11. Noisy Vehicle Strategy	▲	-16.7% (140 tickets)	≥463	128	285	5% Increase in Enforcement
12. Police Dispatch - Average Speed of Answer	▼	-11% (46 seconds)	≤48.8 sec.	51.4 sec.	▬	5% Reduction in Average Speed of Answer
13.1 Police Dispatch - Priority 1 Calls Dispatched ≤ 2 minutes	▬	91.7%	≥90%	86.6%	▬	≤ 2 Min 90% of the Time
13.2 Police Dispatch - Priority 2 Calls Dispatched ≤ 5 minutes	▬	99.9%	≥90%	97.8%	▬	≤ 5 Min 90% of the Time
13.3 Police Dispatch - Priority 3 Calls Dispatched ≤ 10 minutes	▬	98.7%	≥90%	97.9%	▬	≤10 Min 90% of the Time
14. Gang and Drug Enforcement	▬	▢	▬	▬	▬	Maintain Productivity Measures
15. Report A Drug House Program	▲	+175% (33 calls)	≥48	12	▬	2% Increase in Concluded Calls
16. Crime Free Multi-Housing Program	▲	+5% (22 properties)	≥39	21	▬	5% Increase - 3rd Phase Certification
17. Crime Scenes Investigation	▬	+11% (228 suspects)	≥564	205	130	10% Increase in Suspect Identifications
18. Police and Crisis Team (PACT)	▲	-31% (1343 intervent's)	▬	1954	▬	5% Increase in Interventions
19. Domestic Violence Community Referrals	▬	▢	▬	▬	▬	Develop Baseline for Contacts Obtained
20. Sexual Assault Investigations	▬	63%	≤44%	47%	▬	Reduce Alcohol Facilitated Sexual Assaults
21. Training - Human Resource Information Management	▬	▢	▬	▬	▬	Develop Tracking System
22. Training - Investigative Skills Education Program (ISEP)	▬	▢	▬	▬	▬	Make Revisions Where Necessary
23. Training - Leadership Skills Education Program (LSEP)	▬	▢	▬	▬	▬	Leadership Program Development & Delivery
24. Training - Reasonable Officer Response	▬	▢	▬	▬	▬	Training - R.O.R. Note Taking Articulation
25. Facilities Strategic Plan	▬	▢	▬	▬	▬	Engage Consultant - Proceed with Work
26. Equity, Diversity and Human Rights	▬	▢	▬	▬	▬	Develop Strategy & Framework

STATUS
- 🟩 Meets or Exceeds Performance Measure
- 🟨 Partial Success In Meeting Performance Measure
- 🟥 Not Meeting Performance Measure

TREND
- ▲ Measure is Trending Up From Previous Quarter
- ▬ Measure Did Not Change From Previous Quarter
- ▼ Measure is Trending Down From Previous Quarter

INTERNAL DASHBOARD - COMMUNITY POLICING BUREAU

INITIATIVE - Q2 STATUS	Q2 PERFORMANCE MEASURE
27. Criminal Investigative Section Model	Complete implementation of the Criminal Investigative Section Model (no specific Q2 target)
28. Vulnerable Persons Strategy	Build D-Div capacity / Partner with service providers / Build strategy / Build long term options (no specific Q2 target)
29. Community Police Stations	Review facilities and identify potential operating savings

INTERNAL DASHBOARD - SPECIALIZED COMMUNITY SUPPORT BUREAU

INITIATIVE - Q2 STATUS	Q2 PERFORMANCE MEASURE
30. Service Vehicle Collisions	Reduce EPS police car collisions by 5% over the 2010 baseline (Year End Target ≤200). YTD = 116 collisions
31. Automated Enforcement	Policing Support Branch to develop a specific initiative to address the high risk intersections
32. Flight Operations / Canine	Confirm the minimum number of monthly hours dedicated to visibility patrols in identified areas
33. Real Time Intelligence Centre	Approval of a staffing model to continue the pilot with 24 x 7 operations

INTERNAL DASHBOARD - CORPORATE SERVICES BUREAU

INITIATIVE - Q2 STATUS	Q2 PERFORMANCE MEASURE
34. Fleet Management	Develop implementation plan based on 2010 Fleet Review
35. Conducted Energy Weapon Standards (CEW)	100% compliance with Provincial Standards & yearly audit (no specific Q2 target)
36. Carbine Weapon System	Train and deploy additional 40 carbine operators
37. Required Training	Report on number of members complying with First Aid, Fitness, Firearms standards / Opportunities for compliance
38. Early Intervention	Confirm the plan of Blue Team rollout to the organization and continue with implementation
39. Human Resource Information System	Fully implement Manager Self Service. Issue Request For Proposal for workplace planning and scheduling
40. Business Transformation Framework (Enterprise Architecture)	100% adoption of enterprise architecture by the Informatics Steering Committee and the Service
41. Information Management and Approval Centre	Management of Access Control Levels
42. Wellness Evaluations	Develop an annual wellness program for specialized teams (no specific Q2 target)
43. Learner Centered Recruit Training (LCRT) Project	An evaluation of the pilot project involving RTC 120 aimed at identifying opportunities for refinement
44. Labour Relations - Grievance File Tracking	Reporting in the electronic PeopleSoft grievance tracking module & grievance file correspondence checklist
45. Labour Relations - Issue Management & Reporting	Implement a database to support management reporting in regards to labour relations issues (no specific Q2 target)
46. Labour Relations - Collective Bargaining	Proceed with collective bargaining
47. Recruiting and Selection - Non-Sworn	Train HR staff in the non-sworn recruiting and selection process & sworn member lateral transfer process
48. Occupational Health and Safety	Achieve a passing score of 80% or higher in accordance with accepted auditing practices (no specific Q2 target)
49. Succession Planning	A talent and succession management process will be developed for Staff Sergeants and Managers
50. API3	Conduct gap analysis on workshop information

INITIATIVE - Q2 STATUS	Q2 PERFORMANCE MEASURE
INTERNAL DASHBOARD - OFFICE OF THE CHIEF OF POLICE	
51. Media Coverage	75% of all key messages delivered accurately by local media (no specific Q2 target)
52. EPC - Information Transfer	100% of reports developed and delivered to the Edmonton Police Commission on time (no specific Q2 target)
53. Internal Audit	Completion and approval of 2011 Annual Audit Plan by the Edmonton Police Commission - Progress report update
54. Advocacy Strategies	Develop advocacy strategies in concert with the Edmonton Police Commission (no specific Q2 target)
55. Police Services Review	Complete reporting & provide to Chief's Committee for approval. Incorporate reallocation scenarios - provide to EPC
56. Corporate Risk Profile	Update Corporate Risk Profile to reflect 2011 changes and update risk mitigation plans for 2012 (no specific Q2 target)
57. Strategic Business Plan	Strategic Business Plan to be complete
58. Citizen Survey	Consultations with patrol Supt's and EPC to be complete. Draft survey approved by Chief's Committee

Summary of APP Q2 Initiatives Shown as Status Yellow or Red

The following summary provides a brief overview of those 2011 Annual Policing Plan initiatives that were shown as Status Yellow (partial success in meeting performance measure) and Status Red (not meeting performance measure) at the end of Q2.

Status Yellow Initiatives (Public Dashboard):

1.1   Geographic Deployment Model – Response Times

- While the average response time in Q2 was 81.8%, the year to date average was at 78% due to the slower response times in Q1 (weather related).

1.2   Geographic Deployment Model – Proactive Time

- Reported proactive time at the end of Q2 2011 was 19.3% - the same as it was at the end of Q2 2010.

4.   Chief's Advisory Council

- The Q2 performance measure was for the development and implementation of measures and appropriate targets. At this time, none of the Community Liaison Committees (nine) have measures or targets.
- During an inaugural meeting with the heads of each committee that took place on Jun 22, 2011, it was found that a stronger framework needs to be established around the mandate of the Chief's Advisory Council as it relates to the Community Liaison Committees. As well, the role of each EPS representative needs to be clarified.

9.   Operation 24 - Enforcement

- Six "Operation 24" operations were conducted in the first half of 2011 compared to five in 2010. Manned enforcement increased 60.6% in Q2 and was up 32.9% year to date.
- The overall level of enforcement was down 6.8% due to a 52.8% reduction in automated enforcement. This significant reduction was caused by the intersection safety cameras being out of operation.

- There was a 12.1% overall increase in enforcement during Q2 when taking both manned and automated enforcement into account.

14. Gang and Drug Enforcement

- Gang and drug enforcement is measured in the APP by the number of arrests made, charges laid, search warrants conducted, and drug and firearm seizures. At the end of Q2, the following reductions were seen in comparison to 2010:
  - ↟ Persons Arrested: -12%
  - ↟ Charges Laid: -26.4%
  - ↟ Firearms Seized: -62.5%
- A change in focus for the Gang and Drug Unit explains the reasons for these reductions. The unit is working on files that target upper echelons of organized crime, and while making a greater impact on crime prevention and enhancing public safety, yield lesser results in terms of arrests, charges and seizures.
- An increase was obtained in search warrants conducted - up 40.5% over 2010.
- While cocaine seizures are down, marijuana seizures (78kg) in 2011 are above target.

18. Police and Crisis Team (PACT)

- At the start of 2011, two new business rules were implemented at PACT which affected how PACT members recorded interventions with mentally ill subjects and service providers (both internal and external).
- PACT no longer includes when members attempt to contact mentally ill subjects but are unsuccessful and;
- PACT no longer 'double counts' an intervention - i.e. when PACT makes contact and performs a mental status exam that leads to a Form 10 apprehension. In 2010, this type of contact would have been counted as 1 consultation and 1 apprehension. In 2011, it is counted as one item only.
- These new reporting rules have had a larger impact on PACT numbers than initially thought.

Status Red Initiatives (Public Dashboard):

7.4 Integrated Corridor Safety Program – Targeted Enforcement

- As noted in Initiative 9 – Operation 24, there was a significant reduction in automated enforcement activity across the City.
- The lack of intersection safety cameras contributed to a 66.4% reduction in enforcement in the 12 targeted traffic corridors. There was also a reduction in manned enforcement (-22.7%) during the first half of the year.

10. Check Stop

- There were seven Check Stop operations in the first six months of 2011 compared to fifteen in 2010. This has resulted in a 34.9% decrease in the number of vehicles checked.
- The decrease can be attributed to the elimination of regularly scheduled Check Stops which have been replaced by less frequent but more productive overtime operations.
- There were two main reasons for the change:
    1) The Impaired Driving Countermeasures Unit is preparing for major equipment changes in 2011 that is demanding a lot of their time (preparation, training).
    2) Overtime Check Stops are typically more productive than regularly scheduled ones as the members selected have more experience at detecting impaired drivers, and the operations are held at more strategic times (i.e. long weekends).

11. Noisy Vehicle Strategy

- Despite a 5.2% increase in noise summonses issued over Q2 2010, there was an overall 16.7% reduction in the first half of 2011.
- This type of enforcement is highly dependent on weather conditions.
- Traffic Section has begun a series of weekly dedicated noise enforcement shifts running until the end of September which should increase the amount of enforcement.

20. Sexual Assault Investigations

- The number of alcohol-facilitated sexual assaults assigned to the Sexual Assault Section in 2011 increased by 16% (percentage points) over the 2010 baseline. This excludes historical sexual assault files which do not record the involvement of alcohol.
- It is assessed that the "Don't Be That Guy" campaign may have raised the level of community awareness of alcohol-facilitated sexual assault. This increased awareness may have contributed to more reporting compared to the 2010 levels. The campaign may have also increased the confidence of complainants that their complaint would be taken seriously by the EPS.
- Other efforts have been undertaken to raise awareness of alcohol-facilitated sexual assault that include:
  - A roundtable event hosted by the Sexual Assault Section that brought together a number of internal and external stakeholders;
  - A webinar for 'Making a Difference Canada' focusing on alcohol facilitated sexual assault;
  - Sexual Assault Voices of Edmonton (SAVE) under the direction of Superintendent Campbell will be speaking out against sexual violence in our community;
  - Guidelines are being developed for employees of licensed establishments that will raise their awareness around recognizing alcohol facilitated sexual assault.

Status Yellow Initiatives (Internal Dashboard):

33.   Real Time Intelligence Centre

- The performance measure for Q2 was to have approval of a staffing model for 24 x 7 operations. The staffing model has not been implemented due to a lack of resources.
- Staffing remains at two members working second watch (0700 – 1700 Hrs) Monday – Friday.

38.   Early Intervention

- Due to increased requests for information, analysis and special projects, the planning of Blue Team has not been undertaken in Q2.
- The Sergeant of Early Intervention Unit has been in a long term T/A assignment which is also affecting the planning and implementation of Blue Team.
- It is anticipated that planning of Blue Team rollout to the organization will be in Q3 or Q4.

41.   Information Management and Approval Centre

- The performance measure for the end of Q2 was management of access control levels. While a briefing note was prepared and service directive drafted, presentation to Chief's Committee is not expected to occur until August.

42.   Wellness Evaluations

- The completion of this initiative is not expected until 2012.
- An annual wellness program for specialized teams is dependent on hiring an organizational psychologist which has not yet occurred.

47.   Recruiting and Selection – Non-sworn

- With the departure of the Executive Director i/c Human Resources Division in April, the decision was made to discontinue the complete redesign of the recruiting, selection and lateral transfer process at this time.

49.   Succession Planning

- The talent, performance and succession management process has been delayed at the Staff Sergeant and Manager level as Human Resources Division is currently addressing succession planning for senior officers.

55.   Police Services Review

- The development of resource reallocation scenarios did not occur in Q2 as direction was given to await the arrival of the new Chief.
- It is expected that this exercise will be concluded during Q3.

57.   Strategic Business Plan

- The 2012-2014 Strategic Business Plan (SBP) is not yet complete as was targeted for the end of Q2. The SBP will be built around new strategies currently being developed by the Chief.
- It is anticipated that the first draft of the 2012 APP will be completed in July 2011.

Red Status Initiatives (Internal Dashboard):

30.   Service Vehicle Collisions

- There were sixteen less service vehicle collisions in Q2 than in Q1. However, when compared to 2010 there has been a 12.6% overall increase.
- The adverse weather conditions throughout much of Q1 2011 likely contributed to this increase.

2011 Annual Policing Plan

Q2 Results

Edmonton Police Service

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2011 Annual Policing Plan – Q2 Results

26 Initiatives

#1 – Crime Reduction
#2 – Clearance Rates
#3 – Public Complaints
#5 – Beat Officer Program
#6 – N.E.T.
#7 – I.C.S.P. - Collisions
#8 – Strategic Traffic Enforcement
#10 – Check Stop
#12 – Average Speed Of Answer
#13 – Dispatch Priority 1 / 2 / 3
#15 – Report A Drug House Program
#16 – Crime Free Multi Housing
#17 – Crime Scenes Investigation
#19 – Domestic Violence Referrals
#21 – Training Tracking System
#22 – Investigative Skills (ISEP)
#23 – Leadership Skills (LSEP)
#24 – Reasonable Officer Response
#25 – Facilities Strategic Plan
#26 – Equity, Diversity
 and Human Rights

#1 – Response Times
#1 – Proactive Time
#4 – Chief's Advisory Council
#9 – Operation 24
#14 – Gang and Drug
 Enforcement
#18 – Police and Crisis Team

#7 – I.C.S.P. – Enforcement
#10 – Check Stop
#11 – Noisy Vehicle Strategy
#20 – Sexual Assaults

Meets or Exceeds Performance Measure

Partial Success In Meeting Performance Measure

Performance Measure Not Met

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2011 Annual Policing Plan - Q2 Results

Reduced Crime & Victimization			A Citizen-centred Police Service		A Model of Efficiency and Effectiveness	
Crime Reduction (#1)	Beat Officer Program (#5)	Neighbourhood Empowerment Teams (#6)	Proactive Time (#1)	Public Complaints (#3)	Response Times (#1)	Clearance Rates (#2)
Integrated Corridor Safety Program (#7) Enforcement	Integrated Corridor Safety Program (#7) Collisions	Strategic Traffic Enforcement Plan (#8)	Chief's Advisory Council (#4)	Police Dispatch Average Speed of Answer (#12)	Human Resource Information Management (#21)	Investigative Skills education Program (#22)
Operation 24 (#9)	Check Stop (#10)	Noisy Vehicle Strategy (#11)	Police Dispatch Priority 1 Dispatch Times (#13)	Police Dispatch Priority 2 Dispatch Times (#13)	Leadership Skills Education Program (#23)	Reasonable Officer Response (#24)
Gang & Drug Enforcement (#14)	Report a Drug House Program (#15)	Crime Free Multi-Housing Program (#16)	Police Dispatch Priority 3 Dispatch Times (#13)	Crime Scenes Investigation (#17)	Facilities Strategic Plan (#25)	Equity, Diversity and Human Rights (#26)
Police and Crisis Team (#18)	Domestic Violence Community Referrals (#19)	Sexual Assault Investigations (#20)				

2011 Annual Policing Plan
Q2 Results

Questions?

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