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# 2012 Annual Policing Plan

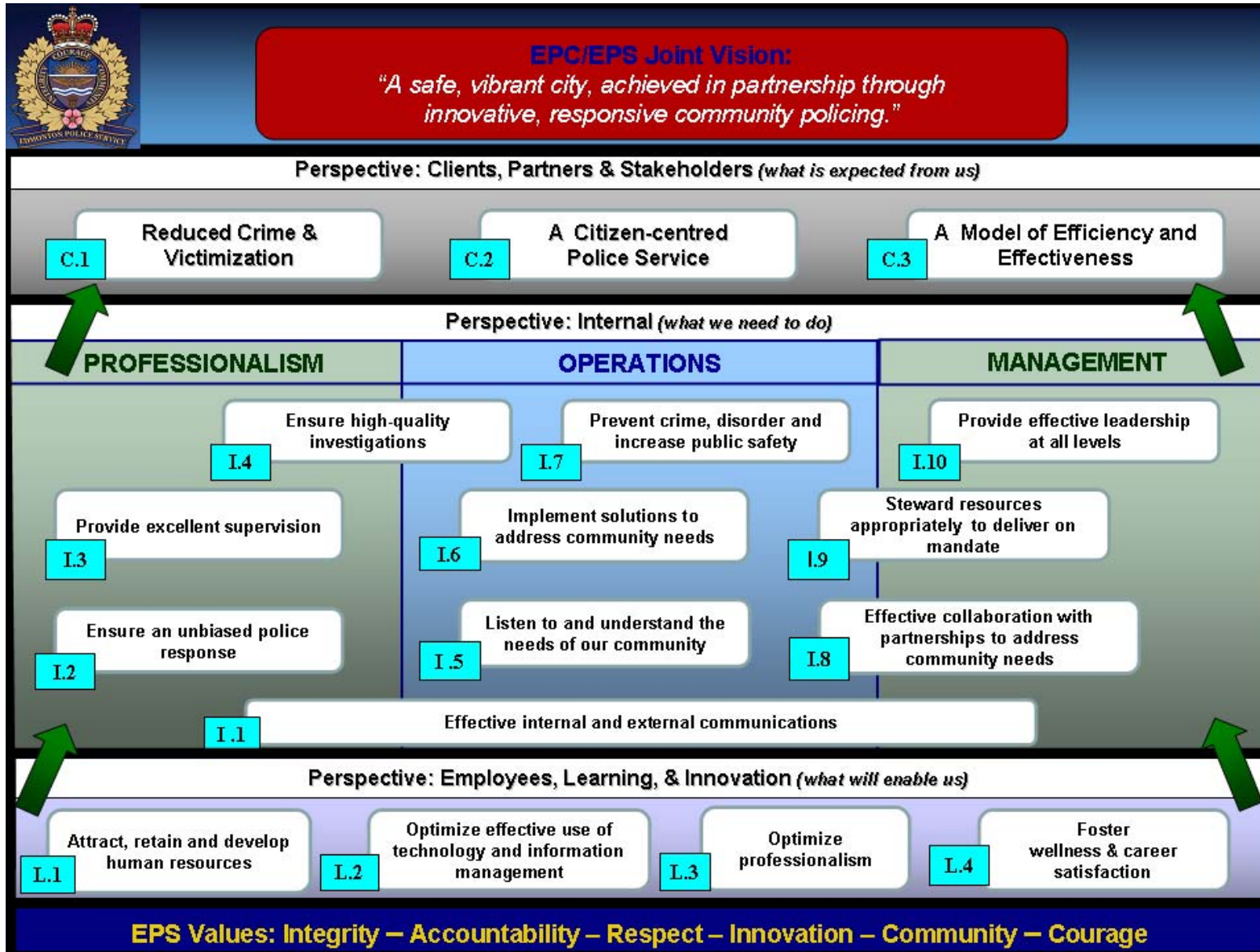
## Public Highlights







# 2012 ANNUAL POLICING PLAN





# 2012 ANNUAL POLICING PLAN

No.	Strategic Objective	Issue	Initiative Owner	Initiative(s)	Performance Measures / Targets	Anticipated Impact
1.	Reduced Crime and Victimization	Public Safety	Chief of Police	<p style="text-align: center;"><b><u>Geographic Deployment Model (GDM)</u></b></p> <p>The Geographic Deployment Model is service delivery built around the philosophy of a district team policing model built on geographic ownership. This model assists the EPS in ensuring a proactive and equitable police service, with supportive Detective investigations, which satisfy the policing needs of the community.</p> <p>The GDM requires consistent and timely examination to ensure that:</p> <ul style="list-style-type: none"> <li>▪ Response time is maintained equitably in all 5 patrol divisions;</li> <li>▪ Workload in all 5 divisions is aligned to resources in an attempt to achieve 25% proactive time</li> <li>▪ We maintain the mandated percentage (%) of two person vehicles as per Collective Bargaining Agreement</li> <li>▪ We manage quality assurance evaluations in the 8 core functions required of a patrol officer</li> </ul> <p style="text-align: center;"><b><u>Crime Reduction</u></b></p> <p>Provide responsive and proactive police services for the protection of life and property, suppress crime and disorder and traffic offences, preservation of public peace, prevention and detection of crime, and the regulation of non-criminal conduct as required by law.</p>	<p>First responder on scene to a fixed location ≤ 7 minutes to priority one calls 80% of the time.</p> <p>25% of patrol time for directed proactive work focused on reducing the frequency, severity, and the fear and perception of violence.</p> <p>Crime reduction of 5% within the four violent crime indicators from the 2011 baseline:</p> <p>Assault; Homicide; Robbery; Sexual Assault;</p> <p>Crime reduction of 4% within the four property crime indicators from the 2011 baseline:</p> <p>Break and Enter; Theft from Vehicle; Theft of Vehicle; Theft Over \$5000.</p> <p><u>2012 Crime Reduction Targets</u> 7428 Violent Crime Incidents 13,719 Property Crime Incidents</p>	<p>The Geographic Deployment Model will continue to improve quality service delivery based on the tenets of timeliness, professionalism and community problem solving.</p> <p>Reduced victimization and increased quality of life.</p>



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2.	A Model of Efficiency and Effectiveness	Quality Investigations	Chief of Police	<p align="center"><b><u>Clearance Rates</u></b></p> <p>An incident is considered cleared or solved by police if a suspect has been identified, whether that person is formally charged or dealt with by other means such as extrajudicial measures.</p> <p>Increasing overall clearance rates advances the quality of both investigations and service delivery.</p>	<p>4% increase in the number of cleared incidents as per Canadian Centre for Justice Statistics (CCJS) reporting standards.*</p> <p>*CCJS Weighted Clearance Rate calculation includes all UCR violations.</p> <p>Quarterly results to be reported on a 3 month time lag.</p> <p><u>2012 Target</u> 42.7% Clearance Rate</p>	Higher number of files cleared, increased intelligence gathered and greater public confidence.
3.	A Citizen-centred Police Service	Professionalism	Chief of Police	<p align="center"><b><u>Citizen Satisfaction / Public Complaints</u></b></p> <p>The EPS is a values-based organization. As a Citizen-centred Service, the EPS is committed to “delivering a professional service that meets our citizens’ expectations.”</p> <p>Through training, development and supervision, the EPS will ensure its officers are highly skilled and accountable; by doing so it will enhance customer service to the citizens of Edmonton.</p> <p>Reduce public complaints against sworn officers through the Reasonable Officer Response Initiative, de-escalation skills, and use of force articulation in report writing.</p> <p>Continued trend analysis to be conducted in the areas of public complaints, supervisory reviews, number of disciplinary hearings, and complaints to calls for service ratio.</p>	<p>Achieve high levels of satisfaction with EPS’s service (85%) and confidence in the EPS (85%) as measured by the Citizen Survey.</p> <p>Reduce public complaints by 5% over 2011 baseline.</p> <p>Complete public complaint investigations within Alberta Police Act guidelines (six months) 75% of the time.</p> <p><u>2012 Target</u> 162 Public Complaints</p>	Fewer members having to engage in the complaint investigation or resolution process and a public who is more satisfied and accepting of police efforts.



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4.	Reduced Crime and Victimization	Traffic Safety	Specialized Community Support Bureau  Community Policing Bureau  Office of Strategy Management Division	<p align="center"><b><u>Integrated Corridor Safety Program</u></b></p> Conduct effective traffic enforcement and public education and awareness in identified corridors as outlined in the EPS Traffic Safety Plan.	Reduction in fatal and serious* injury collisions by 5% over 2011 baseline.  Increase of 5% city-wide enforcement.  Sustain public education initiatives as per the 2011-2015 Office of Traffic Safety / Edmonton Police Service Joint Traffic Safety Plan which include media releases and social marketing campaigns.  *Serious injury = Transport to Hospital  <u>2012 Target</u> 19 Fatal collisions 36 Serious injury collisions 106,119 Tickets issued	Safer roadways and reduced associated costs.



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5.	<p>Reduced Crime and Victimization</p> <p>Reduce the Frequency of Violence</p>	Suppression	<p>Deputy Chief i/c Community Policing Bureau</p> <p>Deputy Chief i/c Specialized Community Support Bureau</p>	<p><b><u>Traffic Enforcement Units (TEU)</u></b></p> <p>Traffic Enforcement Units, in addition to enforcing traffic laws, will detect and identify criminals who transport and distribute various forms of contraband in our community, including drugs, stolen property and weapons. The rationale of this approach is that criminals are identified and apprehended while at their most vulnerable, typically while driving a vehicle.</p> <p>Traffic Enforcement Units are highly visible uniformed officers who will enhance enforcement and prevention in high risk communities, areas, and corridors. Additional outcomes include:</p> <ul style="list-style-type: none"> <li>▪ Enhanced investigative traffic strategy</li> <li>▪ Identification and the successful prosecution of prolific offenders</li> <li>▪ Enhanced traffic enforcement</li> <li>▪ Increased mobility and response times</li> </ul> <p>Through proper training, officers acquire increased investigative competence in the areas of vehicle based observations and the placement of dedicated enforcement teams on strategic corridors (roads, intersections, freeways, etc.) allows officers to disrupt a criminal before an offense occurs.</p> <p>In 2013, examine Traffic Enforcement Units utilizing a citizen-based evaluative framework.</p> <p>(Pending Funding Approval)</p>	<p>By the end of Q1, complete initial staffing model and initiate training.</p> <p>By the end of Q2, Traffic Enforcement Units deployed.</p> <p>By the end of Q3, develop and implement performance measures to be reported on quarterly.</p> <p>By the end of Q4, evaluate the TEU framework.</p>	<p>The reduction of violence through suppression tactics, thereby making our communities safer places to live.</p>



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6.	Reduced Crime and Victimization	Drugs / Gangs	Specialized Investigation Division	<p><b><u>Gang &amp; Drug Enforcement</u></b></p> <p>Organized Crime Branch will develop tactics to interrupt and dismantle organized crime groups.</p> <p>Enforcement is critical to the suppression of gangs, drugs and related activities through persons arrested, civil forfeitures, charges laid, drugs seized, search warrants executed, and firearms seized.</p> <p>Arresting criminals and seizing their assets will enhance public safety.</p>	<p>5% increase in the following productivity measures over the 2011 baseline:</p> <p><u>Persons Arrested</u> (2012 Target ≥ 330)</p> <p><u>Charges Laid</u> (2012 Target ≥ 670)</p> <p><u>Civil Forfeitures</u> (2012 Target ≥ \$890,303)</p> <p><u>Drugs Seized</u> (2012 Targets) Cocaine ≥ 23.7kg Marijuana ≥ 199.5kg Methamphetamine ≥ 1.4kg Pills ≥ 9820</p>	EPS enforcement results in decreased impact of gangs in communities, thus enhancing public safety,
7.	Reduced Crime and Victimization	Community Problem Solving	Criminal Investigations Division	<p><b><u>Sexual Assault Investigations</u></b></p> <p>Reduce the number of alcohol and/or drug facilitated sexual assault occurrences through the ongoing development of strong community partnerships, prevention initiatives, and public awareness programs.</p> <p>This initiative relates only to alcohol and/or drug facilitated sexual assault occurrences assigned and investigated within Criminal Investigations Division.</p>	<p>Reduce alcohol and/or drug facilitated sexual assault occurrences by 3% over 2011 baseline.</p> <p><u>2012 Target</u> ≤ 57% of occurrences</p>	A reduction in victimization, achieved by addressing the offender, who opportunistically preys upon intoxicated victims.





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No.	Strategic Objective	Issue	Initiative Owner	Initiative(s)	Performance Measures / Targets	Anticipated Impact
8.	Reduced Crime and Victimization	Community Problem Solving	<p>Criminal Investigation Division</p> <p>Serious Crimes Branch</p> <p>Community Policing Bureau</p> <p>Divisional Victim Support Team Coordinator</p>	<p><b><u>Domestic Violence Intervention</u></b></p> <p>Enhance service delivery model to address domestic violence. Domestic Violence Intervention Teams (DVIT) and Victim Support Teams (VST) provide victim-based intervention and advocacy services to couples and families.</p> <p>Intervention early in the cycle of violence is intended to prevent escalated severity and reoccurrence among couples and families with a history of violence.</p>	<p>Reduce domestic violence occurrences by 2% over 2011 baseline.</p> <p>By the end of Q4, develop a baseline in reference to the number of interventions conducted in 2012.</p>	Reduce the severity and frequency of violence in couples and families.
9.	A Citizen-centred Police Service	Uniform Visibility Crime & Disorder	Community Policing Bureau	<p><b><u>Beat Officer Program</u></b></p> <p>Conduct effective beat policing activities to reduce crime and social disorder or the fear from perception of crime and social disorder in the geographical areas within each district where beats have been identified.</p> <p><b><u>Entertainment Zone Beats</u></b></p> <p>Highly visible uniformed officers who through their presence will assist in reducing violence and social disorder in designated entertainment zones.</p> <p>(Pending Funding Approval)</p>	<p>Crime reduction of 5% within the four violent crime indicators from the 2011 baseline in each Beat area.</p> <p>Crime reduction of 4% within the four property crime indicators from the 2011 baseline in each Beat area.</p> <p>3% reduction within the identified social disorder indicators from the 2011 baseline in each Beat area.</p> <p><b><u>2012 Beat Area Targets</u></b>            TBD Violent Crime Incidents            TBD Property Crime Incidents            TBD Social Disorder Indicators</p>	Maintaining a high level of visibility and personal interaction in our communities, and a reduction in violence and social disorder.



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10.	Reduced Crime and Victimization	Crime Prevention	Community Policing Bureau	<p><b><u>Neighbourhood Empowerment Teams</u></b></p> <p>Neighbourhood Empowerment Teams (NET) utilize community-specific interdisciplinary approaches to reduce and prevent crime. NET also develops community action plans and builds community capacity.</p>	<p>By the end of Q1, based on a consistent method of selection, identify five problem locations (one per Division) for calls for service reduction of 4%.</p> <p>By the end of Q2, develop and implement problem solving strategies for each identified location.</p> <p>By the end of Q3, reduce calls for service by 2% at all identified locations.</p> <p>By the end of Q4, reduce calls for service by 4% at all identified locations.</p> <p>Calculated from the date of deployment to the identified distressed community to the date of exit, a crime reduction of 5% within the four violent crime indicators.</p>	<p>Reduced calls for service relating to disorder, crime and victimization.</p> <p>Reduced severity and frequency of violence.</p>



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11.	<p>Reduced Crime and Victimization</p> <p>Reduce the Fear and Perception of Violence</p>	Intervention	<p>Deputy Chief i/c Community Policing Bureau</p> <p>Deputy Chief i/c Specialized Community Support Bureau</p>	<p><b><u>Community Action Teams</u></b></p> <p>To deploy a maximum contact, highly visibly, and unified team to saturate enduring neighbourhoods of violence.</p>	<p>By the end of Q1, implement the evaluation and performance measurement framework developed during the pilot project conducted in 2011.</p> <p>Q2, Q3, Q4 will measure the criteria developed at the end of Q1.</p>	<p>Cultural norms that support violence have been addressed and changed.</p> <p>The disruption of violence through prevention, intervention and suppression tactics is the primary focus of all Community Action Team deployments.</p>



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12.	<p>Reduced Crime and Victimization</p> <p>Reduce the Frequency of Violence</p>	Suppression and Prevention	<p>Deputy Chief i/c Community Policing Bureau</p> <p>Deputy Chief i/c Specialized Community Support Bureau</p>	<p><b><u>Public Safety Compliance Team (PSCT)</u></b></p> <p>The PSCT was established under Responsible Hospitality Edmonton (RHE) to collaborate and partner to ensure a safe environment for patrons and staff of all licensed facilities and events in an effort to build quality communities within the City of Edmonton. The PSCT consists of support and participation by the EPS, Edmonton Fire Safety, City of Edmonton Development Compliance Branch, and the Alberta Gaming and Liquor Commission (AGLC).</p> <p>The PSCT has recently initiated amendments to existing City Of Edmonton Business License By-Laws to ensure that Security, Patron Management, Noise Control and Medical /Safety plans are in place at licensed establishments within the City of Edmonton. The PSCT will also be given an opportunity to consult on the appropriateness of issuing a business license.</p> <p>Facilitate linking existing Patron Scanning Systems technology to enhance information sharing amongst licensed premises and the EPS.</p> <p>Support licensed establishments in the implementation of additional patron scanning systems throughout the City of Edmonton.</p> <p>(Pending Funding Approval)</p>	<p>By the end of Q1, develop internal processes that can be implemented to address the changes to the Business License By-Laws which came into effect on January 1, 2012.</p> <p>By the end of Q2, the EPS will have identified 20 known organized crime / gang targets in relation to frequenting licensed establishments.</p> <p>By the end of Q3, scanning systems are in place in the pre-selected locations*.</p> <p>By the end of Q4, process developed and implemented to share scanning system information* among selected locations*.</p> <p>*Contingent on AGLC</p>	<p>Amendments to By-Laws around the critical areas of Patron management, Patron security, Noise Control, Medical and Safety plans will allow the EPS to take a proactive approach to the use of this legislation further reducing the risk of organized crime, alcohol or drug related harms and violence within licensed premises.</p>



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13.	Reduced Crime and Victimization	Drugs	Specialized Investigation Division	<p><b><u>2012 Report a Drug House Program</u></b></p> <p>Increase the resolution of all reported drug houses through the continuation of the Report a Drug House Program (RADH) and establish and maintain productive relationships between RADH, police officers from all areas within the EPS, Crime Stoppers and the provincially-based Safer Communities and Neighbourhoods program (SCAN).</p> <p>This formalized program within Crime Prevention Unit ensures that intelligence gathered from the public, Crime Stoppers, police officers, and SCAN is disseminated to all applicable members.</p>	<p>2% increase in the concluded reported drug house calls over the 2011 baseline.</p> <p><u>2012 Target</u> 71 Concluded Calls</p>	Reduction of disorder issues and criminal activity centered on drug houses.
14.	A Citizen-centred Police Service	Quality Service Delivery	Operational Support Division	<p><b><u>Police Dispatch 9-1-1</u></b></p> <p>On a 24-hour basis, Police Dispatch/911 Section directs and controls response to calls for service, and provides communication links between the EPS, the public, and other essential services.</p> <p>Measuring the average speed of answer (ASA – time it takes for a police evaluator to answer call placed to the non-emergency complaint line) addresses both customer service and cost of service delivery.</p>	<p>5% reduction in average speed of answer (ASA) for non-emergency calls from 2011 baseline.</p> <p><u>2012 Target</u> 40 seconds</p>	More satisfied public due to a higher level of service delivery and higher level of support for the police.

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