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Canada

Regina Police Service
Strategic Plan
2011 - 2014

Chief's Message

I am pleased to present the 2011-2014 Strategic Plan. The Regina Police Service has a long history of preparing strategic plans that guide our work over a prescribed period of time. It is important to clearly articulate the mission, vision and values that shape our organizational culture. Further, we need to guide the focus of our work through stated goals and objectives, including clearly defined performance measures.

Creating an effective strategic plan is not an easy task. We need to understand the current environment and anticipate future demands for service that will affect public safety and security. The plan itself defines our work by establishing focus, clarity, priority and budget requirements for the future. While it is important to understand our challenges, it is more important to explore opportunities for improvement. As with any community, the issues Regina faces are complex and solutions are not simple. The Regina Police Service is committed to community policing and we recognize the best outcomes are achieved by working in partnership. It is important that we police with the community and not to the community.

In order to anticipate the future and better understand our current environment, we employed two methods to gather information. First, in early 2010 we conducted a community consultation planning day involving over 100 community partners and stakeholders. This group provided valuable feedback into the current status of our community in terms of crime and safety and also provided information pertaining to anticipated future challenges. Participants also provided input during the consultative process as to what our vision, mission and values should be. The second approach was to consult with our employees to gather their perspectives. All of this information was correlated and shaped into our plan for the next four years.

I am confident we have achieved our objective and our four year strategic plan will provide the foundation required to increase our overall efficiency and effectiveness. We are committed to our mission, "The Regina Police Service, through the actions of our dedicated and valued employees, strives to be held in the highest regard by the citizens of Regina, our partners, and peers in policing for ensuring a safe, inclusive and harmonious community."

Sincerely,

Troy Hagen
Police Chief

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II - Mission, Vision, Values

Mission

The Regina Police Service, through the actions of our dedicated and valued employees, strives to be held in the highest regard by the citizens of Regina, our partners, and peers in policing for ensuring a safe, inclusive and harmonious community.

Vision

Regina is a safe, inclusive and harmonious community.

Values

Our integrity is based on firm adherence to values that guide our plans, our work and our relationships as members of the Regina Police Service. These values are applied in a way that ensure a balance between the interests of the community, the organization and employees.

- Dedication – We are dedicated to increasing public safety through community policing.
- Professionalism – We are accountable in fulfilling our duties ethically and respectfully.
- Diversity – We respect diversity, both in Regina's community and within our organization.
- Co-operation – We recognize the value of teamwork within the organization and with the community.
- Communication – We encourage effective communication that supports teamwork and positive, productive relationships.
- Progressiveness – We are adaptable in dealing with the challenges of today and tomorrow.

III - The Regina Police Service at a Glance

The Regina Police Service is responsible for policing the city of Regina, which had a 2006 census population of 179,246 and then encompassed 118.9 square kilometers. Regina experienced rapid growth in recent years, with a 2009 population estimated at 192,912 and area spanning 147.9 square kilometers. [1] The Regina Police Service has grown and diversified along with the city.

The Regina Police Service began with the appointment of James Williams as the first Town Constable in 1892, with an annual salary of $600 and a complementary uniform. The Regina Police Service today is a complex public service organization, with an operating budget for 2010 of over $58 million and an authorized staff complement of 529 permanent full time positions, including 386 sworn police officers and 143 permanent civilian employees.

Sworn Police Members in 2010

# of Positions	
• Chief of Police	1
• Deputy Chief of Police	1
• Superintendents	2
• Inspectors	8
• Staff Sergeants	15
• Sergeants	61
• Corporals	55
• Constables	239
• Special Constables	4

Civilian Members in 2010

# of Positions	
• Headquarters	9
• Administration Division	82
• Community Services Division	44
• Criminal Investigation Division	8

The Regina Police Service operates under the authority of *The Police Act, 1990*, which provides a legislated mandate and codifies some of the common law duties of police. The primary duties of police are to keep the peace, prevent crime, protect the public and enforce the law impartially, with compassion and with respect for human dignity.

1 -- Estimates from City of Regina.

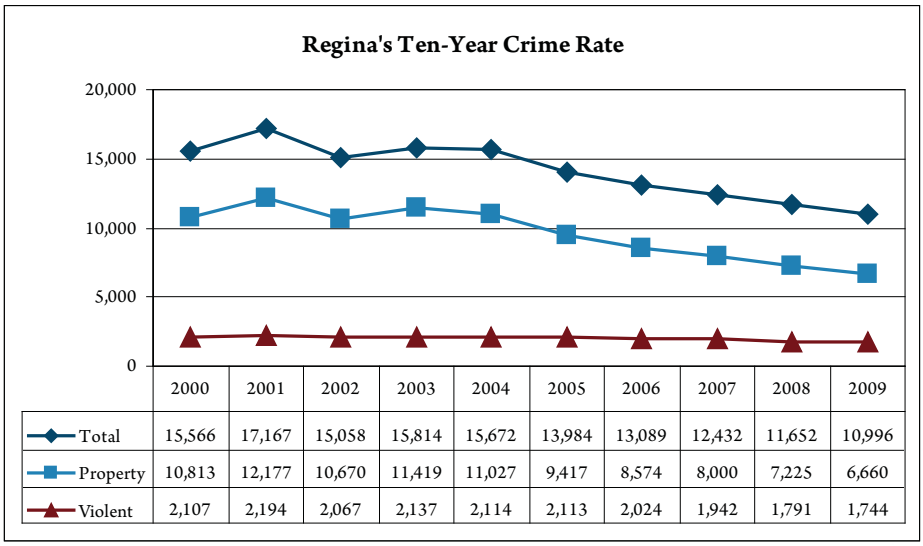
IV - Police Reported Crime

Crime statistics tell a different story in Saskatchewan than in most other parts of Canada. In 2009, Canada's crime rate was 8.1% lower than in 1977, the first year that Statistics Canada reported crime rates. In that same period, Saskatchewan's crime rate increased by 63.1%, almost doubling the national crime rate by 2009.

Regina has one of the highest crime rates among Canada's census metropolitan areas (CMA).[2] However, Regina's crime rate has decreased substantially in recent years. From 2000 to 2009, Regina's crime rate decreased more than in any other CMA in Canada.[3]

The crime reductions for Regina – which includes the urban area policed by the Regina Police Service and not the surrounding area also included in the CMA – were equally considerable. Regina's crime reductions from 2000 to 2009 outpaced national reductions:

- Regina's crime rate decreased by 29.4% compared to a national decrease of 15.8%;
- Regina's property crime rate decreased by 38.4% compared to a national decrease of 21.4%;
- Regina's violent crime rate decreased by 17.2% compared to a national decrease of 12.0%; and
- Regina's crime severity index, which accounts for both the seriousness of crime and the volume of crime per population, decreased by 31.1% compared to a national decrease of 18.3%.



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Total	15,566	17,167	15,058	15,814	15,672	13,984	13,089	12,432	11,652	10,996
Property	10,813	12,177	10,670	11,419	11,027	9,417	8,574	8,000	7,225	6,660
Violent	2,107	2,194	2,067	2,137	2,114	2,113	2,024	1,942	1,791	1,744

Citizens in Regina have multiple avenues for reporting incidents to the Regina Police Service. There were 61,462 calls for service in 2009, resulting in 19,041 reportable occurrences. The number of calls for service increased by 14.9% since 2000, largely due to curfew checks conducted by police officers on select offenders as part of strategies to reduce motor vehicle thefts and break and enters. There were also 52,872 files in 2009 based on non-dispatched public reports taken by Direct Entry Victim Reporting (DEVR), the Communications Centre, through mail, in person, or generated by an officer. These resulted in an additional 50,992 reportable occurrences for a total of 70,033 reportable occurrence files in 2009.

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2 -- One or more neighbouring municipalities situated around and highly integrated with a major urban core compose a CMA, provided the total population is at least 100,000 with 50,000 or more living within the urban core. A CMA typically comprises more than one police service. Statistics Canada utilizes CMA data for its annual crime statistic comparisons.

3 -- Statistics Canada identified 33 CMAs in Canada in 2009. Only 25 of these were classified as CMAs in 2000. This comparison only includes those 25 cities classified as CMAs since 2000.

V - A History of Strategic Plans at the Regina Police Service

The Saskatchewan Police Commission has directed police services to develop strategic business plans within the framework of the legislated mandate of *The Police Act, 1990* and the philosophy of community policing. The strategic business plan should:

- be consistent with the community policing philosophy;
- include performance measurement that is outcome based;
- articulate the organizational strategy of the police service; and
- include a human resource strategy.

The Regina Police Service implemented its first strategic plan in 1994. Subsequent plans were implemented on an annual basis. The duration of the plans were extended into a multi-year cycle in 2004. Extending a planning cycle over multiple years, with regular progress updates throughout the cycle, ensures that there is appropriate time to properly implement planned objectives before the next cycle of planning begins.

The previous strategic plan was in place from January 1st, 2008 until December 31st, 2010. Many of the performance targets from that strategic plan were achieved, including:

- targets for reductions in both break and enters and auto thefts were surpassed;
- a third patrol district (Central) was implemented to enhance the distribution of officers throughout Regina;
- the proportion of calls for service dispatched within the established time standards greatly increased;
- tactical crime analysis was enhanced with the additions of a tactical analyst position and sophisticated crime mapping software; and
- enhanced cultural awareness training, delivered bi-annually, was initiated in 2008 and delivered again in 2010.

The Regina Police Service values the planning process and the resulting strategic plan document. Strategic planning ensures clear and consistent strategic direction, a common understanding of the Service's goals, forethought of the Service's future, an impetus to adapt to pressing issues, a resource for budgetary planning, and transparency of the Service's decision-making to its stakeholders.

VI – The Process for the Current Strategic Plan

The planning process was initiated early in 2010. Renewal of the strategic plan provided an opportunity to improve readability, revitalize our Mission, Vision, and Value statements, as well as engage employee and community representatives about needs, issues, and opportunities.

The Strategic Planning Steering Committee, including both sworn and civilian members, worked to coordinate internal and external forums, analyze collected data, and construct the strategic plan document. Varying information sources were accessed, including an environmental scan, a series of internal forums with the employee, and a community consultation.

Environmental Scan

Environmental scanning involves the identification of factors that affect, or have the potential to affect, an organization's abilities to achieve its goals. These factors can be internal or external to the organization. They also can exist in the recent past, the present, or may come to exist in the near future. Below are some of the factors identified in the environmental scan:

- Regina's population is growing, particularly through immigration from other countries, provinces, and elsewhere in Saskatchewan;
- the bulk of today's international immigrants to Saskatchewan move from non-traditional source countries, such as China, India, the Philippines, and Vietnam;
- almost 10% of Reginans self-identified as Aboriginal in the 2006 Census; the proportion was higher in the inner-city neighbourhoods;
- Regina's population, on average, is getting older; Regina's Aboriginal population, however, is relatively young;
- the effects of the recent global recession have been felt here, though not to the same extent as in other regions;
- the number of housing starts in Regina rose in recent years as the city expanded; housing costs and rent also increased; Regina's vacancy rate was less than 1% in June 2010; and
- the Internet and new technology devices have changed the dynamics of some forms of crime and deviant activity.

Internal Forums

A series of internal forums were held with the Service's employees, with two-thirds of employees participating. Participants identified and prioritized the most pressing issues the organization should focus on over the next three to five years. Much of the input focused on internal issues; participants felt they could better serve the community if they were unobstructed by ineffective or inefficient processes or structures. Common themes included staffing, training, internal communication, and the need to be more proactive to emerging issues.

Community Consultation

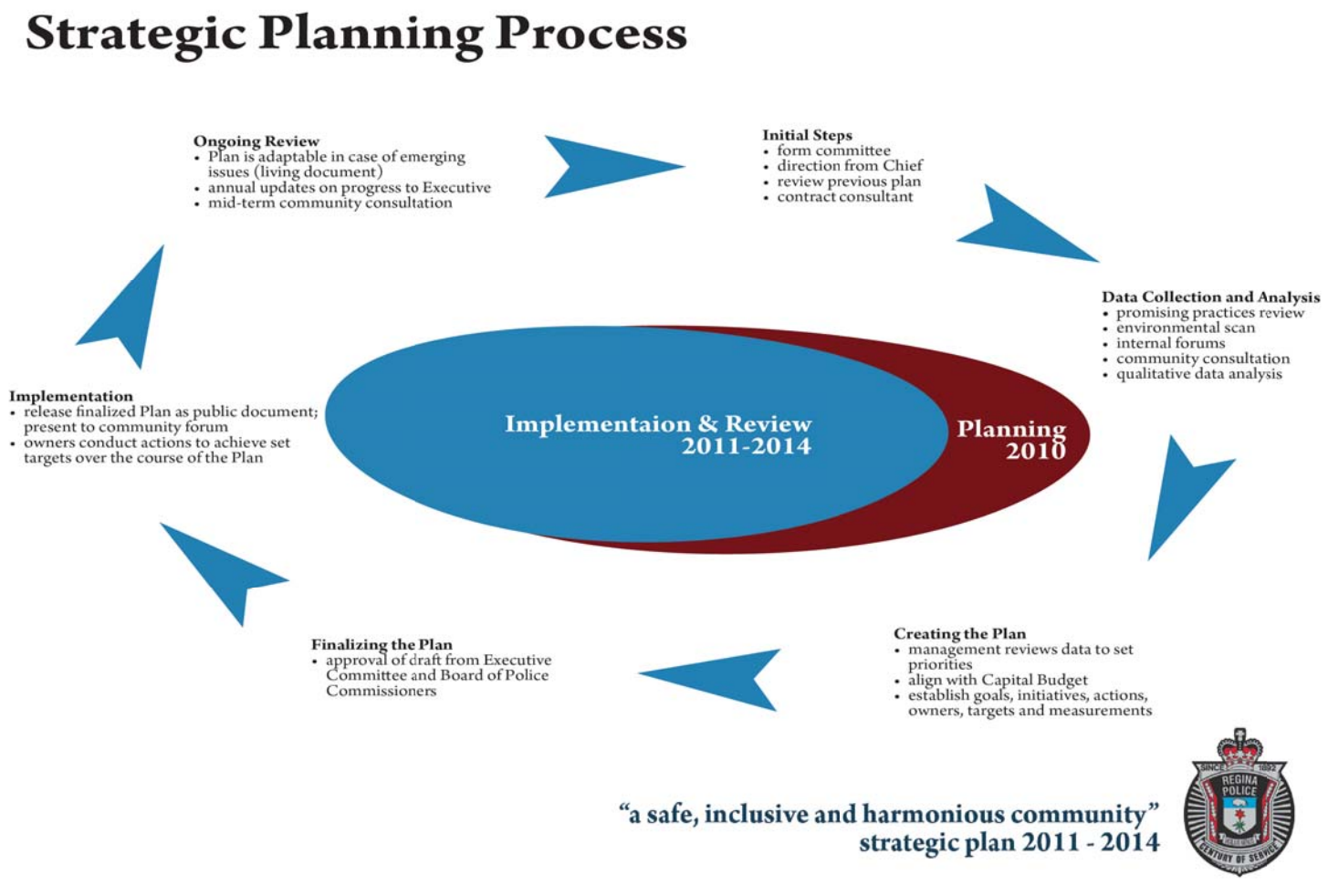
The Regina Police Service hosted a one-day external forum, bringing together over 100 representatives from provincial and local government, the community, and other partners. Early drafts of the revised Mission Statement were also presented to attain feedback. Similar to the internal forums, participants were asked to identify what they felt the Service should focus on over the next three to five years. General themes included the relationship between police and the community, partnership opportunities; and promising practices from non-policing organizations regarding staff recruitment, development and retainment.

Creating the Strategic Plan

The Regina Police Service managers were provided with summaries from the environmental scan, internal forums, and community consultation. This information was reviewed and issues were prioritized to determine the goals and initiatives to be included in the strategic plan. Actions were formulated and assigned to owners, performance measures were determined, and targets were set. The plan was approved by the Regina Police Service Executive Committee and by the Regina Board of Police Commissioners.

Implementing the Strategic Plan

This strategic plan will be in place from 2011 through 2014. The owners, target dates, and performance measures ensure transparency and accountability for achieving assigned actions. The Regina Police Service managers will annually review the progress made on each action to ensure target dates and performance measures are achieved. A community consultation will be held in the mid-term of the plan to provide an update to the public on progress and obtain feedback.



VII – Strategic Focus Areas

Strategic goals fall under one of four strategic focus areas. These focus areas ensure that strategic decision-making balances the pressures and opportunities facing various aspects of the organization. They are:

- Service Delivery – The core functions of the Regina Police Service are emergency response, quality investigations and response to non-emergency calls, traffic safety and crime prevention and community building. The anticipated outcomes of these efforts are crime reduction, increased public feelings of safety and security and decreased fear of crime.

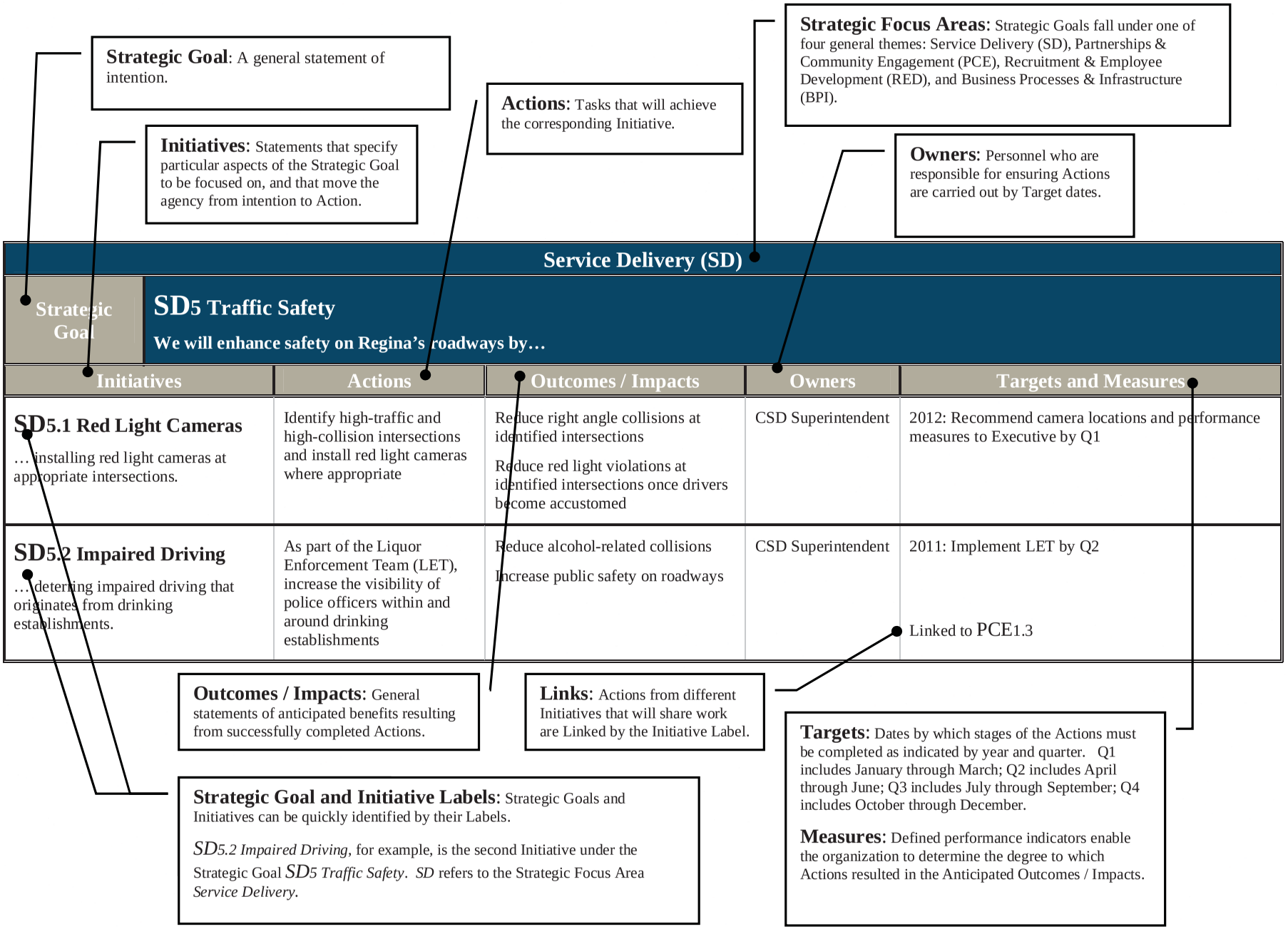
- Partnerships & Community Engagement – We have a crucial role in reducing crime and increasing safety in Regina but we do not work alone in this endeavour. We require assistance from the community and from our local, provincial, and national partners who all share stake in improving community well-being.

- Recruitment & Employee Development – A qualified, well-trained and motivated staff, properly deployed, is crucial to delivering optimal service to the citizens of Regina.

- Business Processes & Infrastructure – The Service is committed to evaluating and adapting its facilities, equipment, and business processes to ensure they meet service objectives and the organization's needs, are consistent with sound budgeting principles, and reflect forward planning.

VIII – Strategic Map

IX – Legend


Strategic Goal: A general statement of intention.
Initiatives: Statements that specify particular aspects of the Strategic Goal to be focused on, and that move the agency from intention to Action.
Actions: Tasks that will achieve the corresponding Initiative.
Strategic Focus Areas: Strategic Goals fall under one of four general themes: Service Delivery (SD), Partnerships & Community Engagement (PCE), Recruitment & Employee Development (RED), and Business Processes & Infrastructure (BPI).
Owners: Personnel who are responsible for ensuring Actions are carried out by Target dates.
Service Delivery (SD)
Strategic Goal
SD5 Traffic Safety
We will enhance safety on Regina's roadways by…
Initiatives
Actions
Outcomes / Impacts
Owners
Targets and Measures
SD5.1 Red Light Cameras
…installing red light cameras at appropriate intersections.
Identify high-traffic and high-collision intersections and install red light cameras where appropriate
Reduce right angle collisions at identified intersections
Reduce red light violations at identified intersections once drivers become accustomed
CSD Superintendent
2012: Recommend camera locations and performance measures to Executive by Q1
SD5.2 Impaired Driving
…deterring impaired driving that originates from drinking establishments.
As part of the Liquor Enforcement Team (LET), increase the visibility of police officers within and around drinking establishments
Reduce alcohol-related collisions
Increase public safety on roadways
CSD Superintendent
2011: Implement LET by Q2
Linked to PCE1.3
Outcomes / Impacts: General statements of anticipated benefits resulting from successfully completed Actions.
Links: Actions from different Initiatives that will share work are Linked by the Initiative Label.
Strategic Goal and Initiative Labels: Strategic Goals and Initiatives can be quickly identified by their Labels.
SD5.2 Impaired Driving, for example, is the second Initiative under the Strategic Goal *SD5 Traffic Safety*. *SD* refers to the Strategic Focus Area *Service Delivery*.
Targets: Dates by which stages of the Actions must be completed as indicated by year and quarter. Q1 includes January through March; Q2 includes April through June; Q3 includes July through September; Q4 includes October through December.
Measures: Defined performance indicators enable the organization to determine the degree to which Actions resulted in the Anticipated Outcomes / Impacts.

X– Strategic Plan

Service Delivery (SD)

Strategic Goal

SD1 Public Safety

We will address public safety issues that impact our community by…

Initiatives	Actions	Outcomes / Impacts	Owners	Targets and Measures
SD1.1 Crime Reduction … working with our partners to reduce criminal victimization as well as the impacts of crime.	Enhance community policing and intelligent enforcement practices, with a focus on prevention and response	Increase public safety	Chief	2014: Reduce crime rate and crime severity by 20% from 2010 2014: Increase weighted clearance rate by 4% from 2010
SD1.2 Illegal Drugs … disrupting the use and supply of illegal drugs.	Increase public education on supply, use, and reporting of illegal drugs	Increase the number of tips from the public to the organization of illegal drug activity	CID Superintendent	2012: Develop education initiatives and performance measures by Q1; Implement initiatives by Q2
	Enhance enforcement towards marihuana grow operations	Increase detection of grow-ops	CID Superintendent	2011-2014: 5% increase in total marihuana production charges compared to the total for 2007-2010
	Regina Integrated Drug Unit (RIDU) will work with relevant sections in covert drug investigations	Disrupt organized drug activity Gain intelligence on local drug activity	CID Superintendent	2011-2014: 5% increase in total CDSA charges compared to the total for 2007-2010
SD1.3 Street Robbery … reducing street robbery offences.	CID and CSD collaborate to ensure an up-to-date comprehensive street robbery strategy, and develop sustainable, pro-active initiatives	Fewer street robberies committed in Regina	Deputy Chief CID Superintendent CSD Superintendent	2011: Review complete by Q4 2012: Develop and implement sustainable initiatives by Q4 2014: 20% decrease in street robberies from 2010; 4% increase in street robbery clearance rate from 2010
SD1.4 Street Gangs … disrupting street gang members from committing criminal acts.	CID and CSD collaborate to develop a comprehensive street gang strategy, incorporating prevention, intervention, increased suppression, and exiting	Fewer street gang members and associates in Regina Increase apprehension of gang members and associates committing criminal acts	Deputy Chief CID Superintendent CSD Superintendent	2011: Develop and implement comprehensive strategy including performance measures by Q3 Linked to SD1.5

Initiatives	Actions	Outcomes / Impacts	Owners	Targets and Measures
SD1.5 Graffiti … holding offenders to account for graffiti, as well as working with our partners to problem-solve graffiti.	Educate membership about graffiti, analyze graffiti crime, and identify offenders Coordinate with others in the community on graffiti initiatives	Identification of gang tags Enhanced prevention, education, and suppression Updated and maintained database Increase graffiti charges	Deputy Chief	2011: Implement Graffiti Investigator position by Q1 2014: 15% increase of graffiti clearance rate from 2010 Linked to SD1.4
SD1.6 Technology Related Crime … holding offenders to account for technology related crime.	Enhance Technology Crime policy including definitions	Organizational response to technological crime will be improved	CID Superintendent Executive Officer	2011: Improvements made to Technology Crime policy by Q4
	Enhance organization's capacity to investigate technological related crime	Increase reactive and proactive investigations of technology related crime	Deputy Chief CID Superintendent	2012: Report to Executive on improvements, future needs, and performance measures by Q3
SD1.7 Crime Trend Monitoring … improving our ability to be proactive to emerging issues through effective crime trend monitoring.	Assess civilianizing the tactical analyst position and present a proposal to Executive	Increase consistency of knowledge in position More accurate tactical analysis Sworn member available to be re-assigned	CSD Superintendent	2012: Review completed and proposed to Executive by Q2
	Review crime trend monitoring processes, efficiencies, and structure to formulate recommendations for improvement	Improve RPS response to emerging trends	Deputy Chief	2012: Review completed with recommendations to Executive by Q2

Strategic Goal	SD2 Inner City Neighbourhoods **We will address issues of crime, safety, and community stability in Regina's inner city neighbourhoods by…**			
Initiatives	**Actions**	**Outcomes / Impacts**	**Owners**	**Targets and Measures**
SD2.1 Service Centres … ensuring the Service Centres' practices focus on the priorities of the community.	Identify community's priorities in Heritage and North Central	Community priorities are identified	CSD Superintendent Executive Officer	2011: Develop and implement a process to identify priorities by Q4
	Review current practices of Service Centres and re-align with community priorities	Service Centres better serve their communities	CSD Superintendent	2012: Recommendations presented to Executive regarding Service Centre practices by Q4 2014: Assess public satisfaction with police by Q4

Strategic Goal	SD3 Proactive Work **We will be proactive to improve safety in the community by…**			
Initiatives	**Actions**	**Outcomes / Impacts**	**Owners**	**Targets and Measures**
SD3.1 Crime Prevention … enhancing crime prevention initiatives.	Review strategies and models for crime prevention and propose recommendations	Enhance proactive practices that are embraced by the organization Increase awareness of crime prevention techniques among the public and front-line officers	Deputy Chief	2012: Present review and recommendations to Executive by Q2

Strategic Goal	SD4 Community Services We will be more effective in deployment of police resources by…			
Initiatives	**Actions**	**Outcomes / Impacts**	**Owners**	**Targets and Measures**
SD4.1 Patrol Activities … ensuring that the activities conducted by patrol are completed efficiently.	Create a report on patrol activities that can be conducted on a regular basis	Increase management's knowledge of patrol officers' directed and non-directed work activities	Executive Officer	2011: Accurate reports available by Q4
	Assess IEIS direct entry by officers	The efficiency of having officers conduct direct entry of reports will be determined	Deputy Chief	2012: Present assessment to Executive by Q4
	Assess "non-reportable" files to ensure they are in line with the Service Delivery model	Increase organizational awareness of patrol activities related to non-criminal occurrences	Deputy Chief	2011: Begin assessment by Q1 2013: Present assessment to Executive by Q2
SD4.2 Police Presence … increasing police presence throughout the city.	Increase the number of School Resource Officers (SROs) to one for each high school	Increase police visibility and interactions with students in Regina's high schools	CSD Superintendent	2011: Review allocation of SROs and propose to Executive by Q3
	Ensure CSD deployment levels are maintained at optimum levels within the division	Greater consistency in number of officers on patrol per shift	CSD Superintendent	2011: Develop reporting of annual resource audit by Q1 2012-2014: Report on annual audit by Q1
SD4.3 City Expansion … ensuring appropriate levels of police coverage in all communities as Regina's city boundaries expand.	Conduct a feasibility study of utilizing substations including a promising practices review of other police services	Reduce travel time for officers to reach the city's outskirts More police visibility in the newly expanded areas of the city	CSD Superintendent	2013: Present study to Executive by Q4
SD4.4 Call Response … ensuring our Call Response model meets public expectations of public safety.	Review Call Response model to formulate recommendations for amendments	An updated Call Response model that better directs officers towards addressing public safety issues	CSD Superintendent Service Delivery Committee	2013: Present recommendations to Executive by Q2 Linked to BPI1.1

Strategic Goal	SD5 Traffic Safety We will enhance safety on Regina's roadways by…			
Initiatives	**Actions**	**Outcomes / Impacts**	**Owners**	**Targets and Measures**
SD5.1 Red Light Cameras … installing red light cameras at appropriate intersections.	Identify high-traffic and high-collision intersections and install red light cameras where appropriate	Reduce right angle collisions at identified intersections Reduce red light violations at identified intersections once drivers become accustomed	CSD Superintendent	2012: Recommend camera locations and performance measures to Executive by Q1
SD5.2 Impaired Driving … deterring impaired driving that originates from drinking establishments.	As part of the Liquor Enforcement Team (LET), increase the visibility of police officers within and around drinking establishments	Reduce alcohol-related collisions Increase public safety on roadways	CSD Superintendent	2011: Implement LET and develop performance measures by Q2 Linked to PCE1.3

Partnerships & Community Engagement (PCE)

Strategic Goal

PCE1 Working With Others

We will continue to work with others on public safety issues by…

Initiatives	Actions	Outcomes / Impacts	Owners	Targets and Measures
PCE1.1 Future of Policing … participating in Saskatchewan's Police and Partners Strategy to Build Safer Communities and Reduce Violent Crime (SPPS), as recommended in the Future of Policing (FOP) Report.	Develop an action plan based on SPPS and FOP	RPS is aligned with the provincial focus on collaborating to build safer communities and reducing the effects of violent crime	Chief	2012: Develop action plan by Q2
PCE1.2 Youth 11 and Under, with Focus on Early Years … collaborating with the Regina Intersectoral Committee (RIC) to address early intervention with youth aged 11 and under.	In collaboration with our partners, implement the work plan authored by Understanding the Early Years Project and endorsed by the RIC	By focusing on early years, children in Regina are better prepared for entering school and making healthy choices	Chief CSD Superintendent	2012: Executive review recommendations and implement as deemed appropriate by Q1
	Deliver "11 and Under Initiative" (11UI)	Better coordinated response to children 11 years and under Earlier identification of youth at risk Appropriate referrals made Increase knowledge of available activities and services for youth within department	CSD Superintendent	2011: Implement program by Q1 and communication process by Q2 2013: Assess program by Q4

Initiatives	Actions	Outcomes / Impacts	Owners	Targets and Measures
PCE1.3 Liquor Enforcement Team (LET) … collaborating with Saskatchewan Liquor and Gaming Authority (SLGA), Fire Services, and the owners of drinking establishments to reduce disorder and crime occurring in and around drinking establishments.	As part of the Liquor Enforcement Team (LET), increase the visibility of police officers within and around drinking establishments, assist SLGA inspectors, and encourage compliance on regulations	Reduce disorder created by gatherings of people in and around drinking establishments at night	CSD Superintendent CID Superintendent	2011: Implement LET by Q2 2012: Assess program by Q2 Linked to SD5.2
PCE1.4 Crown Prosecutor's Office … improving our working relationship with the Crown Prosecutor's Office.	Develop standards in information sharing protocols and timelines mutually agreed to between the RPS and the Crown	Increase efficiency of court disclosure process Reduce Crown requests	Executive Officer	2011: Develop protocols, timelines, and performance measures by Q4
	Explore opportunities to expand on court liaison work with the Crown and make recommendations to Executive	Increase efficiency and reduce costs associated with court requirements	Deputy Chief Executive Officer Inspector – Central Operations	2011: Present recommendations to Executive by Q3
PCE1.5 Other Police Partners … collaborating and sharing information with other policing agencies and organizations.	Participate in the International Association of Chiefs of Police, Canadian Association of Chiefs of Police, and Saskatchewan Association of Chiefs of Police conferences Identify opportunities to participate with the larger policing community	The Service remains current with advancements and promising practices in policing	Chief	2011-2014: Active participation and attendance at annual meetings and conferences

Strategic Goal	PCE 2 Relationship With Community We will strengthen our relationship with the community by…			
Initiatives	**Actions**	**Outcomes / Impacts**	**Owners**	**Targets and Measures**
PCE2.1 External Feedback … attaining external feedback from the public on various aspects of the Service.	Develop and implement a tool to attain external feedback	Increase ability to identify opportunities for improvement Ability to have reliable measures of public opinions and priorities	Executive Officer	2012: Present options to Executive by Q2 2013: Implement measurement tool by Q1
PCE2.2 External Communication … improving communication to the public about our activities and services.	Review and enhance delivery of information to news media and through social media	Improve public relations Communication strategy is kept up to date with social media trends	Executive Officer	2011: Propose to Executive by Q3 2012: Implement new avenues of communication by Q1 Linked to RED1.2
	Research and develop a plan to produce information to be displayed on monitors in police headquarters	Additional avenue to distribute current, updatable information	Executive Officer	2013: Propose to Executive by Q4
	Deliver Media Police Academy for University of Regina School of Journalism students	Better understanding of police work among news media personnel	Executive Officer	2011-2014: Deliver Media Police Academy in Q2 each year
	Review and enhance process for updating victims on investigative outcomes	More victims are satisfied with police service received	Deputy Chief	2012: Present review and recommendations to Executive by Q3

Recruitment & Employee Development (RED)

Strategic Goal — RED1 Recruiting and Hiring

We will enhance recruitment of qualified personnel while striving to meet the goals set forth by the Saskatchewan Human Rights Commission (SHRC) by…

Initiatives	Actions	Outcomes / Impacts	Owners	Targets and Measures
RED1.1 Human Resource Strategic Recruitment Plan … continuing to implement the Human Resource Strategic Plan, with a focus on First Nations and newcomer communities.	Review and update the 2003 Strategic Recruiting Plan	Clear definition of recruiting direction for RPS and the community at large	HR Manager	2011: Implement Cultural Relations Officer / Diversity Recruiter by Q1; Review and update Plan and develop performance measures by Q4
RED1.2 Social Media … utilizing social media for recruiting.	Improve recruiting information on website and keep pace with emerging social media trends	Increase audience for recruiting information	Executive Officer HR Manager	2012: Propose to Executive by Q1 Linked to PCE2.1
RED1.3 Reduce Time Between Application and Hiring … reducing the time between employee application and successful hiring.	Analyze current practices to identify possibilities to streamline process; Develop and implement a plan	Engage sworn candidates earlier and reduce testing wait times Fill vacant civilian positions in a more timely manner	HR Manager	2011: Present analysis to Executive by Q3 2012: Implement plan by Q4

Strategic Goal — RED2 Human Resource Development Plan (HRDP)

We will ensure the HRDP meets organizational goals while enhancing individual development by…

Initiatives	Actions	Outcomes / Impacts	Owners	Targets and Measures
RED2.1 Length of Terms … ensuring organizational efficiencies are maintained through appropriate length of terms.	In consultation with the HRDC, review terms and make recommendations	Career opportunities are balanced with organization requirements	HR Manager HRDC	2014: Present recommendations to Executive by Q4

Initiatives	Actions	Outcomes / Impacts	Owners	Targets and Measures
RED2.2 Work Opportunities / Career Paths … identifying ways to increase employee satisfaction with available work opportunities / career paths.	Develop and implement a tool to measure employee satisfaction	The Human Resource Development Committee (HRDC) will be informed by employee satisfaction with work opportunities / career paths	Executive Director HR Manager	2011: Develop and propose measurement tool to Executive by Q2
	Conduct promising practices review of alternative or flexible work schedules	Explore options for employees to achieve a work-life balance	Executive Director HR Manager	2013: Present recommendations to Executive by Q2
	Explore avenues to increase career pathing opportunities for civilian personnel	Increase job satisfaction and opportunities of civilian personnel	Executive Director HR Manager	2013: Complete by Q2
RED2.3 Succession Planning … developing a standardized process that facilitates the transition for employees from one role to another within the organization.	Develop a process to allow succession training to be included in the HRDP for sworn members	Succession training is formalized	HR Manager	2013: Present recommendations to Executive by Q2
RED2.4 Employee Performance Measurement and Early Intervention … implementing software tools for employee performance measurement and automated early intervention.	Implement software for employee performance measurement (Taleo)	Streamline process for employee performance evaluation	HR Manager	2011: Implement Taleo for sworn membership by Q1 2012: Implement Taleo for civilian membership by Q1 Linked to RED3.1
	Implement software for automated early intervention (IA Pro)	IA Pro contributes to employee performance measurement by adding early intervention on behaviour and performance to the process	Executive Officer HR Manager	2012: Implement IA Pro by Q1

Initiatives	Actions	Outcomes / Impacts	Owners	Targets and Measures
RED2.5 Employee Wellness … maintaining an employee wellness plan both during and following the redevelopment of the Municipal Justice Building.	Develop recommendations related to fitness	Ensure employee health remains an important part of the work environment	Executive Director HR Manager	2011: Present recommendations to Facility Expansion Committee by Q1

Strategic Goal	RED3 Human Resource Efficiencies **We will improve our human resource deployment by…**			
Initiatives	**Actions**	**Outcomes / Impacts**	**Owners**	**Targets and Measures**
RED3.1 Distribution of Human Resources … ensuring that human resources are appropriately distributed throughout the organization.	Conduct a comprehensive organizational review of job descriptions and deployment	Increase organizational efficiency by coordinating complementary roles, eliminating needless redundancies, and filling gaps in service delivery Ensure divisions are appropriately staffed	Deputy Chief Executive Director Executive Officer	2012: Review of job descriptions complete by Q1 2013: Review of staff deployment complete by Q2 Linked to RED2.4

Strategic Goal	RED4 Employee Development **We will develop and train personnel in alignment with their responsibilities and the strategic direction of the organization by…**			
Initiatives	**Actions**	**Outcomes / Impacts**	**Owners**	**Targets and Measures**
RED4.1 IEIS Training … increasing IEIS training.	Establish IEIS training modules by job type	Relevant IEIS training will be tailored to job function	PIEM Manager	2011: Implement annual training modules by Q3 Linked to BPI1.3

Initiatives	Actions	Outcomes / Impacts	Owners	Targets and Measures
RED4.2 Training Centralized in HR … centralizing in-service training records in Human Resources to ensure oversight.	Review current process for training and enhance the training model	Training will be scheduled annually, delivered on time	HR Manager	2011: An enhanced training model proposed to Executive by Q1 2013: Implement new training model by Q1
	Identify and implement an appropriate software program to track mandatory training and employee accomplishments	Facilitate the centralization of employee records in HR and with accurate record keeping	HR Manager IT Manager	2011: Research options and develop an implementation plan by Q4 2012: Implement software by Q4 Refer to BPI 1.2
	Develop a plan to update employees with First Aid, CPR and AED training	Employees will be trained for the proper response to medical situations	HR Manager	2012: Employees receive training by Q4
RED4.3 Management Training … ensuring that managers and future managers are provided with adequate training.	Identify further opportunities and acquire appropriate training for managers	Greater number of skilled managers Strengthen manager-employee relations Better prepare employees to become managers	Chief	2012: Identify further training opportunities by Q1
	Conduct annual budget preparation meetings	Budget proposals are better aligned with strategic objectives	Financial Manager	2011-2014: Conduct seminars by Q2 each year
RED4.4 Cultural Training … delivering cultural training to all staff that is reflective of Regina's diversity.	Deliver bi-annual training that includes First Nations and Métis cultures, as well as the cultures of Regina's newcomer populations	Enhance cultural awareness of staff Ongoing recommendations from *The Commission on First Nations and Métis Peoples and Justice Reform* and *The Neil Stonechild Inquiry* are met	HR Manager Cultural Relations Unit	2012: Deliver cultural training to staff by Q4 2014: Deliver cultural training to staff by Q4
	Conduct bi-annual environmental scans	Emerging cultural issues identified in the environmental scans help inform course content	Executive Officer	2012: Environmental scans complete by Q2 2014: Environmental scans complete by Q2

Business Processes & Infrastructure (BPI)

Strategic Goal

BPI1 Processes and Technology

We will continue to improve our internal processes and use of technology to be more effective by…

Initiatives	Actions	Outcomes / Impacts	Owners	Targets and Measures
BPI1.1 Web-Based Reporting and Property Registration … researching, developing, and implementing secure web-based reporting and property registration sites for the public.	Develop and implement on-line citizen reporting of crime	Citizens will have another option for reporting occurrences Reduce wait times for complainants at Front Desk Increase organizational efficiency with report intake	PIEM Manager IT Manager IM&T Committee	2011: Develop procedures by Q2 2012: Implement on-line reporting by Q3 Linked to SD4.4
	Research and implement property registration software	Citizens will have the ability to record serial numbers of property Facilitate the identification of property during investigations	PIEM Manager IM&T Committee	2013: Research and present software options to Executive by Q2 2014: Implement a process by Q1
BPI1.2 Employee Time System … replacing our current employee time system with one that meets the needs of the organization and the employees.	Research and implement an integrated employee time system	Standardized attendance reports Increase employee access to scheduling information to reduce requests to Financial staff Identify time management problems Enhance court scheduling	Executive Director Financial Manager HR Manager	2011: Research options and present implementation plan to Executive by Q4 2012: Implement plan by Q4 Linked to RED4.1
BPI1.3 Internal Communication … improving upon our internal communication between divisions and throughout the organization.	Update and enhance intranet site (Cufflinks)	A maintained, usable, and organized intranet site	Executive Officer IM&T Committee	2012: Update intranet site by Q4
	Reassess Departmental Notice delivery	Increase awareness among staff of important announcements	Executive Officer	2012: Assess and report to Executive by Q4
	Develop and implement communication plan to share information between PIEM and operational divisions	Increase efficiency through higher quality reports and court files Business processes are continually reviewed	PIEM Manager CSD Superintendent CID Superintendent	2011: Develop communication plan by Q3 2012: Implement communication plan by Q1 Linked to RED4.2

Initiatives	Actions	Outcomes / Impacts	Owners	Targets and Measures
BPI1.4 Digital Video Technology … continuing to adopt digital video recording technology.	Develop business processes for retrieval and maintenance of digital video products	Digital video products will be properly retrieved and maintained	PIEM Manager IM&T Committee	2012: Increase server storage by Q4 Linked to BPI5.1
	Install digital video recording technology in patrol cars	Enhance officer safety Enhance officer accountability Increase evidence gathering	IT Manager	2011: Finish installation in 6 traffic cars by Q4 2013: Expand installation to 15 patrol cars by Q4
BPI1.5 Mobile Devices … utilizing mobile devices where it enhances efficiencies.	Research the feasibility of mobile devices and distribute to appropriate positions	Increase convenience of members' access to information Reduce costs	IT Manager IM&T Committee	2013: Present research to Executive by Q2 2014: Mobile device distribution by Q4 Linked to BPI1.8
BPI1.6 Automated Fingerprint Identification (AFIS) … updating our automated fingerprint identification process.	Implementation of automated fingerprint identification process	Increase efficiencies in matching fingerprints Enhance crime solving Data storage implications Cost benefit	CID Superintendent IT Manager	2011: Implement AFIS conversion by Q2 2012: Research and implement Live Scan technology by Q4
BPI1.7 Radio System Upgrade … upgrading to a radio system that has better component and software support.	Assess options for a radio system upgrade and adopt one that best meets the needs of the organization	Ensure sustainable communications	CSD Superintendent Communications Manager	2012: Research and report to Executive Q2 2013: Implementation by Q4
BPI1.8 Automatic Vehicle Locator (AVL) … having AVL software installed in both marked and unmarked vehicles.	Expanding AVL software to unmarked fleet	Increase awareness of officer location to improve response times, enhance officer safety, and verify event location in response to public complaints	IT Manager IM&T Committee	2012: Report to Executive by Q2 Linked to BPI1.5

Initiatives	Actions	Outcomes / Impacts	Owners	Targets and Measures
BPI1.9 Business Intelligence (BI) … acquiring BI software and making it accessible to managers.	Research options for BI technology and implement approved option	Maximize use of current information gathering systems by providing managers better access to aggregated front-line response data Enhance managers' abilities to react to trends in front-line response	Deputy Chief IT Manager IM&T Committee	2013: Report options to Executive by Q2 2014: Implement BI by Q3

Strategic Goal	**BPI2 Quality Assurance** **We will establish quality assurance practices by...**			
Initiatives	**Actions**	**Outcomes / Impacts**	**Owners**	**Targets and Measures**
BPI2.1 Key Performance Indicators (KPIs) … developing and implementing KPIs.	Research, develop, and implement KPIs	Organizational decisions will be informed by current and past performance in critical dimensions of policing	Deputy Chief Executive Officer	2012: Present research to Executive by Q1
BPI2.2 Risk Management and Audit … integrating risk management and an auditing process into our planning, administration, and operations.	Develop and implement an appropriate auditing process	Improve early identification of organizational gaps and inefficiencies	Executive Officer	2013: Research options and report to Executive by Q2 2014: Implement auditing process by Q1
	Rewrite Policy and Procedures to reflect current legislation, as well as promising practices in policing	An up-to-date, appropriate resource for employees Reduce organizational liability	Executive Officer	2012: Policy rewrite complete by Q4
	Develop a plan for maintaining quality service and operations off-site in the event of a disaster or emergency to police headquarters	The Service is prepared to continue operating following a disaster	Deputy Chief	2013: Present plan to Executive by Q2
	Develop an Integrated Risk Management model	Ensure operating stability Align all levels of the Service with objectives, priorities, and tolerances for risks	Executive Officer	2011: Propose model to Executive by Q2

Strategic Goal	BPI3 Infrastructure We will safeguard existing assets and develop infrastructure in anticipation of the organization's future by…			
Initiatives	**Actions**	**Outcomes / Impacts**	**Owners**	**Targets and Measures**
BPI3.1 Municipal Justice Building (MJB) … implementing the space plan that includes the redevelopment of the MJB and the realignment of space in the Headquarters Building.	Develop and implement space plan	Ensure appropriate space is available to meet the organization's current and future needs	Executive Director Facility Expansion Committee	2011: Develop plan by Q4 2012: Begin construction by Q2 2014: Implement HQ space realignment development by Q2
BPI3.2 Staff Parking … expanding staff parking.	Acquire and develop land for additional parking	Sufficient staff parking to meet current and future needs	Executive Director Facilities Supervisor	2012: Develop land for parking by Q2

Strategic Goal	BPI4 Fleet We will ensure that the Fleet is meeting the demands of the organization by…			
Initiatives	**Actions**	**Outcomes / Impacts**	**Owners**	**Targets and Measures**
BPI4.1 Fleet Performance Measures … developing performance measures for Fleet to track maintenance and workload.	Research and implement performance measures	Increase ability to identify strengths and weaknesses of fleet	Executive Director	2011: Research presented to Executive by Q4 2012: Implement performance measurement process by Q1
BPI4.2 Vehicle Ergonomics … ensuring vehicles meet ergonomic standards.	Develop recommendations to incorporate into vehicle purchasing decisions	Duties performed while in vehicles will not negatively affect members' health Physical comfort of membership will be enhanced	Executive Director	2012: Present recommendations to Executive by Q2

Strategic Goal	**BPI5 Information Technology** **We will safeguard our electronic information by…**			
Initiatives	**Actions**	**Outcomes / Impacts**	**Owners**	**Targets and Measures**
BPI5.1 Virtualization … utilizing storage virtualization to reduce reliance on physical disc storage.	Implement the approved Hardware Consolidation Report	More efficient data storage Reduce physical requirements for heating, ventilation, and air conditioning for existing server room	Executive Director IT Manager	2011: Implement storage virtualization by Q3
BPI5.2 Disaster Recovery … constructing a remote site for disaster recovery of data.	Implement the approved Hardware Consolidation Report	Minimal disruption in data collection in the event of a disaster	Executive Director IT Manager	2012: Remote disaster recovery site operational by Q4 Link to BPI 2.2
BPI5.3 Business Continuity … ensuring electronic business processes are available in case of interruption.	Implement the approved Hardware Consolidation Report	Increase systems availability	Executive Director IT Manager	2013: Implement business continuity by Q2
BPI5.4 CPIC Security … complying with the Canadian Police Information Centre (CPIC) security requirements.	Implement software utilizing chip technology	Compliance with CPIC security standards	IT Manager IM&T Committee	2011: Comply with CPIC security requirements by Q4
BPI5.5 Existing Technology …continuously upgrading our existing information technology.	Review all Information Technology projects twice a year	Improved understanding of complexity of IT projects, such as Police Information Portal (PIP), Interview room recording software, CAD software, Niche software, SGI data, and JAIN interface Ensure organizational priorities are aligned with IT implementation schedules	Executive Director IT Manager	2011-2014: Review, assess, and create project plans for Information Technology by Q3 each year

XI – Yearly Targets

Targets in 2011

Q1	Q2	Q3	Q4
SD1.5 Graffiti – Implement Graffiti Investigator position	**SD5.2 Impaired Driving** – Implement LET	**SD1.4 Street Gangs** – Develop and present comprehensive strategy including performance measures to Executive	**SD1.3 Street Robbery** – Review complete
SD4.1 Patrol Activities – Begin assessment of non-reportable files	**PCE1.2 Youth 11 and Under, with Focus on Early Years** – Implement a communication process	**SD4.2 Police Presence –** Review allocation of SROs and present to Executive	**SD1.6 Technology Related Crime** – Improvements to Technology Crime policy
SD4.2 Police Presence – Develop reporting of annual resource audit	**PCE1.3 Liquor Enforcement Team –** Implement LET	**PCE2.2 External Communication** – Enhanced delivery of information proposed to Executive	**SD2.1 Service Centres** – Report to Executive
PCE1.2 Youth 11 and Under, with Focus on Early Years – Implement program	**PCE2.2 External Communication –** Deliver Media Police Academy	**RED1.3 Reduce Time Between Application and Hiring** - Analyze current practices and identify streamlining processes	**SD4.1 Patrol Activities** – Accurate reports available
RED1.1 Human Resources Strategic Recruitment Plan – Implement Cultural Relations Officer	**RED2.2 Work Opportunities/Career Paths** – Develop and propose measurement tool of employee satisfaction and present to Executive	**RED4.1 IEIS Training** – Implement annual training modules	**PCE1.4 Crown Prosecutor's Office** – Develop protocols, timelines, and performance measures; present recommendations to improve relationships
RED2.4 Employee Performance Measurement and Early Intervention – Implement Taleo for sworn members	**RED4.3 Management Training –** Conduct seminars on budget preparation	**BPI1.3 Internal Communication –** Develop communication plan between PIEM and operational divisions	**RED1.1 Human Resources Strategic Recruitment Plan** – Review and update Plan and develop performance measures
RED2.5 Employee Wellness – Present recommendations	**BPI1.1 Web-Based Reporting and Property Registration** – Develop procedures for reporting	**BPI5.1 Virtualization –** Implement storage virtualization	**RED4.2 Training Centralized in HR** – Research options and develop an implementation plan
RED4.2 Training Centralized in HR – Propose enhanced training modules	**BPI1.6 Automated Fingerprint Identification –** Implement AFIS conversion	**BPI5.5 Existing Technology –** Review and assess PIP, interview room recording software, CAD and Niche software, SGI data and JAIN interface and present to Executive	**BPI1.2 Employee Time System –** Research options and present plan to Executive
	BPI2.2 Risk Management and Audit – Present model of Integrated Risk Management to Executive		**BPI1.4 Digital Video Technology –** Finish installation in 6 traffic cars
			BPI3.1 MJB – Develop building and space plan
			BPI4.1 Fleet Performance Measures – Present research to Executive
			BPI5.4 CPIC Security – Comply with CPIC security requirements

Targets in 2012

Q1	Q2	Q3	Q4
SD1.2 Illegal Drugs - Develop education initiatives and performance measures	**SD1.2 Illegal Drugs -** Implement initiatives	**SD1.6 Technology Related Crime** – Report to Executive on future needs, recommended improvements, and performance measures	**SD1.3 Street Robbery** – Develop and implement sustainable initiatives
SD4.2 Police Presence – Report annual resources audit	**SD1.7 Crime Trend Monitoring** – Complete review of crime trend monitoring processes and tactical analyst position	**PCE2.2 External Communication –** Conduct review and recommend improvements to update victims	**SD2.1 Service Centres** – Recommendations presented to Executive
SD5.1 Red Light Cameras – Recommend camera locations and performance measures	**SD3.1 Crime Prevention** – Review and propose recommendations to Executive	**BPI1.1 Web-Based Reporting and Property Registration** – Implement on-line reporting	**SD4.1 Patrol Activities** – Present assessment on IEIS direct entry
PCE1.2 Youth 11 and Under, with Focus on Early Years – Executive review recommendations and implement approved recommendations	**PCE1.1 Future of Policing** – Develop action plan	**BPI5.5 Existing Technology –** Review and assess PIP, interview room recording software, CAD and Niche software, SGI data and JAIN interface and present to Executive	**RED1.3 Reduce Time Between Application and Hiring** – Implement plan to fill vacant positions in timely manner and regular engagement with sworn candidates
PCE2.2 External Communication – Implement new avenues of communication	**PCE1.3 Liquor Enforcement Team –** Assess program		**RED4.2 Training Centralized in HR** – Implement software, employees receive training on CPR/First Aid/AED
RED1.2 Social Media – Propose improvements to recruiting information on website and present to Executive	**PCE2.2 External Communication –** Deliver Media Police Academy		**RED4.4 Cultural Training** – Deliver cultural training to staff
RED2.4 Employee Performance Measurement and Early Intervention – Implement Taleo for civilian members; Implement IAPro	**PCE2.1 External Feedback** – Present tool options for measuring public feedback		**BPI1.2 Employee Time System –** Implement plan
RED3.1 Distribution of Human Resources – Review of job descriptions	**RED4.3 Management Training –** Conduct seminars on budget preparation		**BPI1.3 Internal Communication –** Departmental notice assessment complete; Update intranet site
RED4.3 Management Training – Identify further training opportunities	**RED4.4 Cultural Training** –Complete environmental scans of demographics		**BPI1.4 Digital Video Technology –** Increase server storage
BPI1.3 Internal Communication – Implement communication plan between PIEM and operational divisions	**BPI1.7 Radio System Upgrade –** Research and report to Executive		**BPI1.6 Automated Fingerprint Identification –** Research and implement Live Scan
BPI2.1 Key Performance Indicators – Present research to Executive	**BPI1.8 Automatic Vehicle Locator –** Report to Executive on expansion in unmarked fleet		**BPI2.2 Risk Management and Audit –** Policy rewrite complete
BPI4.1 Fleet Performance Measures – Implement process to capture data and report to Executive	**BPI3.1 MJB –** Begin construction		**BPI5.2 Disaster Recovery –** Remote site operational
	BPI3.2 Staff Parking – Develop land for parking		
	BPI 4.2 Vehicle Ergonomics – Present recommendations to Executive		

Targets for 2013

Q1	Q2	Q3	Q4
SD4.2 Police Presence – Report annual resources audit **PCE2.1 External Feedback** – Implement measurement tool **RED4.2 Training Centralized in HR** – Implement updated training module	**SD4.1 Patrol Activities –** Present assessment of non-reportable files to Executive **SD4.4 Call Response** – Present recommendations of model to Executive **PCE2.2 External Communication –** Deliver Media Police Academy **RED2.2 Work Opportunities/Career Paths –** Present promising practices review of flexible work schedules; complete civilian career pathing opportunities **RED2.3 Succession Planning** – Present recommendations to Executive **RED3.1 Distribution of Human Resources** – Review of staff deployment complete **RED4.3 Management Training –** Conduct seminars on budget preparation **BPI1.1 Web-Based Reporting and Property Registration** – Research and present software to Executive **BPI1.5 Mobile Devices –** Present research on feasibility **BPI1.9 Business Intelligence –** Report options to Executive **BPI2.2 Risk Management and Audit –** Present review process during emergencies or disasters **BPI5.3 Business Continuity –** Implement business continuity	**BPI5.5 Existing Technology –** Review and assess PIP, interview room recording software, CAD and Niche software, SGI data and JAIN interface and present to Executive	**SD4.3 City Expansion** – Present study on substations to Executive **PCE1.2 Youth 11 and Under, with Focus on Early Years** – Assess program **PCE2.2 External Communication –** Information displayed on monitors proposed to Executive **BPI1.4 Digital Video Technology –** Expand to 15 patrol cars **BPI1.7 Radio System Upgrade –** Implementation complete

Targets for 2014

Q1	Q2	Q3	Q4
SD4.2 Police Presence – Report annual resources audit **BPI1.1 Web-Based Reporting and Property Registration** – Implement a process for property registration **BPI2.2 Risk Management and Audit –** Implement auditing process	**PCE2.2 External Communication –** Deliver Media Police Academy **RED4.3 Management Training –** Conduct seminars on budget preparation **RED4.4 Cultural Training** –Complete environmental scans of cultural demographics **BPI3.1 MJB –** HQ space realignment development	**BPI1.9 Business Intelligence –** Implement BI **BPI5.5 Existing Technology –** Review and assess PIP, interview room recording software, CAD and Niche software, SGI data and JAIN interface and present to Executive	**SD1.1 Crime Reduction-** Reduce reported crime rate and crime severity by 20%; Increase weighted clearance rate by 4% **SD1.2 Illegal Drugs** - 5% increase in total production charges in 2011 to 2014 over the total from reduction of 2007 to 2010; 5% increase in total CDSA charges in 2011 to 2014 over the total from reduction of 2007- 2010 **SD1.3 Street Robberies** – 20% decrease in reported incidents of street robberies from 2010; 4% increase in street robbery clearance rates from 2010 **SD1.5 Graffiti** – Increase of 15% of graffiti clearance rates from 2010 **SD2.1 Service Centres** – Assess public satisfaction with police **RED2.1 Length of Terms** – Present recommendations to Executive **RED4.4 Cultural Training** – Deliver cultural training to staff **BPI1.5 Mobile Devices –** Distribution complete

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