



Edmonton Police Service 2016 Annual Policing Plan Public Initiatives

Dec 2, 2015



Message from the Chief of Police

I am pleased to present the Edmonton Police Service (EPS) 2016 Annual Policing Plan.

This document presents the public initiatives EPS is focused on achieving throughout 2016. Altogether there are 23 initiatives that EPS is presenting for public information.

The Annual Policing Plan identifies the key priority areas for 2016 where improvement or change is being sought. Each initiative lays out our goals, what activities need to be completed to reach our goals, and what performance measures will be used to gauge success.

The Annual Policing Plan connects to our organization's Strategy Map (page 2), which outlines the continuum of core values, mission, vision, and strategy. Our four Strategic Goals are essential to the realization of EPS's Vision, *"To make Edmonton the safest major city in Canada and for the Edmonton Police Service to be recognized as a leader in policing"*.

These four Strategic Goals are:

- Reduced Crime and Victimization
- Investigative Excellence
- Increased Efficiency and Effectiveness
- Commitment to Professionalism

This year's Policing Plan continues to take a robust approach to focus on outcomes that demonstrate accountability and value for investment to the many communities we serve. The results of these initiatives will be reported to the Edmonton Police Commission on a quarterly basis, allowing for ongoing adjustments to better respond to an ever-evolving policing environment.

Rod R. Knecht

Chief of Police





Edmonton Police Service Strategy

Dedicated to Protect, Proud to Serve

Our Vision

To make Edmonton the safest major city in Canada and for the Edmonton Police Service to be recognized as a leader in policing.

What are our goals

- Commitment to Professionalism
- Reduced Crime and Victimization
- Investigative Excellence
- Increased Efficiency and Effectiveness

What influences our operations

- Risk & the Environment
- Intelligence Based Approach
- Geographic Deployment Model for Patrol
- Centralized Coordination of Specialized Resources
- Working in Partnerships
- Community Engagement

What guides us

- Our Core Values
- Our Cornerstones
 - Leadership
 - Accountability
 - Communications
 - Relationship Building

What we require

- People
- Infrastructure
- Finances
- Stakeholders
- Information

Our Mission

To increase public safety through excellence in the prevention, intervention and suppression of crime and disorder.

Integrity • Accountability • Respect • Innovation • Courage • Community
Core Values

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Reduced Crime & Victimization

This EPS goal speaks to reducing the frequency and severity of crime and disorder, as well as the related fear caused by victimization.

1. Crime Severity Index

EPS will demonstrate, through directed and self-initiated policing services that the severity of crime occurring in Edmonton is reduced.

Performance Measures / Targets:

Crime Severity Index – Edmonton’s Crime Severity Index value. This Statistics Canada based measure is calculated internally, and factors for volume of crime, its severity, and population.

Target: 88 or less (a 6.0 reduction from 2013 levels).

Additional Reporting:

Comparison statistics with other large Canadian Cities.

2. Violence Reduction Strategy: Violent Crime

EPS will demonstrate, through directed and self-initiated policing services and the Violence Reduction Strategy, that violent crime levels are maintained or reduced.

Performance Measures / Targets:

4 Violent Crime Indicators – the number of victimizations from Homicide, Sexual Assault, Assault, and Robbery. **Target:** Maintain or achieve a reduction from 2015 levels.

Additional Reporting:

Division level and per capita violent crime rates.

3. Violence Reduction Strategy: Social Disorder

EPS will demonstrate, through proactive policing services and the Violence Reduction Strategy, that social disorder levels are maintained or reduced. Social disorder is a contributor to violence.

Performance Measures / Targets:

Social Disorder Incidents – the number of occurrences from 17 disorder-based events, such as mischief, public disturbances, and mental health act complaints. **Target:** Maintain or achieve a reduction from 2015 levels.

Additional Reporting:

Division level and per capita social disorder rates.

4. Property Crime

EPS will demonstrate through responsive and directed policing services that property crime levels are maintained or reduced

Performance Measures / Targets:

4 Property Crime Indicators – the number of EPS’s 4 property crime indicators, including Break & Enter, Theft from Vehicle, Theft of Vehicle, Theft over \$5,000. **Target:** Maintain or achieve a reduction from 2015 levels.

Additional Reporting:

Division level and per capita property crime rates.

5. Domestic Violence Intervention

In 2014, there were roughly 7,900 occurrences throughout Edmonton that had a domestic violence component. The EPS is committed to improving offender management and victim intervention/support, to enhance public safety and reduce recidivism associated with domestic violence investigations.

Performance Measures / Targets:

Domestic Offender Management Checks – the number of completed unscheduled visits to domestic violence offenders to ensure they are complying with court-ordered conditions. **Target:** a 5% increase from 2015 levels.

Domestic Violence Victim Interventions – the number of follow-up contacts with domestic violence victims. These are direct attempts by the EPS to provide victims of domestic violence with safety planning, support mechanisms and professional referrals to reduce re-victimization. **Target:** a 2% increase from 2015 levels.

6. Gang & Drug Enforcement

The Edmonton Drug and Gang Enforcement (EDGE) Unit will assist in the reduction of violence and victimization in the city by targeting and disrupting drug traffickers and high level Criminal Organizations. The overall goal is to decrease the impact of gang related/motivated violence to enhance public safety and reduce community harm.

Performance Measures / Targets:

High-level Disruptions – the number of high-level criminal network disruptions achieved as a result of concluded investigations. **Target:** meet or exceed 2015 levels.

Medium-level Disruption – the number of medium-level criminal network disruptions achieved as a result of concluded investigations. **Target:** meet or exceed 2015 levels.

Low-level Disruption – the number of low-level criminal network disruptions achieved as a result of concluded investigations. **Target:** meet or exceed 2015 levels.

Additional Reporting:

Statistics related to Civil Forfeitures, Drugs, Cash, and Firearms seized. As well, reported crime and community feedback on unreported crime will be analyzed.

7. Traffic Safety

Citizen satisfaction surveys of Edmontonians have consistently identified traffic/road user safety as a priority public safety concern. The safety of road users – pedestrians, cyclists, and motorists – is most vulnerable in high-risk collision corridors and intersections.

The Office of Traffic Safety (OTS) provides data on high collision locations as part of the EPS DDACTS (Data-Driven Approach to Crime and Traffic Safety) strategy. Locations that fall in crime and traffic hot spots are identified and targeted by EPS's specialized traffic section, as well as general patrol.

Performance Measures / Targets:

Traffic Corridor/Intersection Collisions – the number of collisions occurring in high frequency collision corridors/intersections, as identified by the Office of Traffic Safety. **Target:** a 2% decrease from 2015 levels.

8. Distracted Driving

The combined enforcement efforts of Community Policing Bureau (CPB) and Investigative Support Bureau (ISB) will remain focused on increasing traffic safety within the City of Edmonton through 2016. Distracted Driving continues to be shown to be a major cause of motor vehicle collisions and the perceived lack of enforcement of the distracted driving laws has been a voiced concern from members of the public.

Performance Measures / Targets:

Distracted Driving Enforcement (Patrol) – the number of Traffic Safety Act based tickets for Distracted Driving issued by patrol divisions. **Target:** 2,682 tickets (5% increase from the 2012-2014 average).

Distracted Driving Enforcement (Traffic Services) – the number of Traffic Safety Act based tickets for Distracted Driving issued by EPS's Traffic Services Branch. **Target:** 2,480 tickets (5% increase from the 2013-2014 average).

Activities:

Q1:

- Ensure each CPB Patrol Division and ISB Traffic Services Branch is aware of their Divisional enforcement targets relative to distracted driving.

Q1-Q4:

- Each CPB Patrol Division and ISB Traffic Services Branch will actively participate in one Hang Up and Drive 24-hour blitz per quarter in addition to consistent distracted driving enforcement as part of regular duties.
- CPB and ISB Traffic Services Branch will work with Corporate Communications Branch to increase public awareness and education of the dangers of Distracted Driving through media and internal EPS messaging.

9. Safe in Six

The EPS developed the “Safe in Six” program with three external partner organizations – Canadian Centre for Child Protection, Canadian Red Cross and Alberta Health Services. This program replaces the previous D.A.R.E. program and enhances the engagement & education component of the EPS Youth Strategy. “Safe in Six” promotes positive police/youth engagement at the Grade Six level (elementary) and incorporates three modules that focus on healthy relationships, internet safety and drug resistance.

Activities:**Q1:**

- Coordination of program materials and school assignments are transferred to Admin Clerk for Youth Services Section
- Ongoing evaluation reporting is built into the program through school commitment form

Q2:

- A Six month program review is shared with key partner organizations for feedback
- Internal promotion of the program is completed (Intranet article/video)

Q3:

- An additional 20 officers are trained as facilitators of the program
- An additional 20 schools are identified by our School Board partners to receive the program

Q4:

- Yearly evaluation of the program is communicated with Chiefs Committee
- External funding is acquired to cover costs of student “giveaways” and promotional materials

10. Transit Beats

Downtown Division manages the newly stood-up Light Rail Transit (LRT) Beat Program on behalf of the EPS. The core functions of the Transit Beat are as follows:

- Increase police presence throughout the entire LRT System, disrupting violence and disorder.
- Liaise with Edmonton Transit to identify and patrol high-crime / hot-spots in and around the LRT transit centers. This may also include community areas adjacent to the LRT line.
- Actively target known criminals who use the LRT as transportation.

The LRT beats works closely with Edmonton Transit Security to collaboratively deploy in a layered public safety model, whether it is for regular deployments or special events planning.

Performance Measures:

LRT Calls for Service - the number of dispatched calls for service along the LRT line. With Beat officers more readily available, it is expected that calls for service will decrease, while On-View occurrences will increase **Target:** a decrease from 2015 levels.

LRT Crime and Disorder - the number of violent, property, and disorder incidents that occur along the LRT line. In the short term, EPS presence on the LRT system should lead to more On-View occurrences which were previously unreported. **Target:** Increase from 2015 levels.

Activities:

Q1: Fully Staff the LRT Beat with 8 constables and 1 sergeant.

Q3: Solicit feedback from Transit Users; Transit beat officers via questionnaires.

Q4: Establish an internal and external communication plan to EPS members and the public with results to date.

Additional Reporting:

- Survey results for LRT ridership perception of safety
- Survey results for Transit beat officer perception

11. Prevention of Crimes to Vehicles

Building upon 2015's establishing internal best practices to increase efficiency and effectiveness around response to vehicle-related property crime. In 2016, CPB will continue to apply a prevention approach to reduce crime and victimization through awareness, investigative excellence. By the second quarter, it is anticipated that a standalone community response will be implemented and police will initiate additional measures to reduce these crimes.

Proactive Awareness – In recognizing both theft of and from vehicle crime categories require active participation by citizens, a strategic approach will be applied to inform citizens of the nature and extent of the concern throughout the city, and citizens will be encouraged to be part of the solution.

Performance Measures / Targets:

Vehicle Theft – the number of Theft from Vehicle and Theft of Vehicle incidents, city-wide. **Target:** 2% reduction from 2015 levels.

Activities:

Q1: Implement the citizen-led awareness program; transferring a portion of the prevention ownership to the public.

Q2: CPB continues with the 2015 neighborhood volunteer canvass throughout Edmonton, and each patrol division develops one division-specific Standard Operational Plans (SOP) focusing on the hot spot(s) within the division. Ownership of this initiative will transition to the divisional community sergeants.

Q3: Action the Standard Operating Procedure (SOP) and measure the effectiveness as to whether the SOP (or tactics) should be implemented service-wide.

Q4: Complete a final response report to vehicle-related property crime based on the efforts of 2015-16.

12. Crime Prevention Strategy

The Collaborative Policing Section is developing an initiative that reminds citizens of the important role they play in establishing a safe community with the slogan “If you see something, say something”. Two new slogans were created “We need to Know”; “Silence is not golden” for reporting crime. Below each of these slogans is the caption: “Report Suspicious Activity to Local Authorities”; or “Community Safety is Everyone’s Responsibility”. By encouraging community involvement, it will enhance the EPS intelligence led policing philosophy. The Collaborative Policing Section is developing an initiative to reduce apathy and educate the public on topics such as violent extremism, domestic violence, sexual assault, as it relates to the communities involvement in ensuring a safer Edmonton. By encouraging community involvement, it will enhance the EPS intelligence led policing philosophy.

Activities:

Working with digital media to develop a poster and media campaign to educate the public and increase public involvement as it pertains to community safety.

Investigative Excellence

This EPS goal speaks to ensuring a high standard of investigative competency, which can be primarily reflected in increased clearance rates and successful prosecutions that support the administration of justice.

13. Clearance Rates

Investigating and solving crime is a core responsibility of EPS. EPS will maintain a high success rate in solving crimes in order to maintain public confidence and deter criminal activity.

Performance Measures / Targets:

Weighted Clearance Rate – the percentage of reported criminal incidents that are cleared, weighted by crime severity. A cleared incident is where an accused has been identified and charged, or ‘cleared otherwise’. Reported data will be from internal calculations but will follow the same measuring methodology as Statistics Canada. **Target:** 43% or greater.

14. Missing Persons

In addition to investigating new missing person complaints in an efficient and effective manner, Missing Persons Unit will substantially reduce the number of outstanding investigative tasks related to historical missing person cases.

Performance Measures / Targets:

Fully Reviewed Historical Missing Person Files – the number of historical missing person files where all identified investigative tasks have been completed. **Target:** full investigative review of the 72 historical missing person files identified in 2013 with outstanding investigative tasks to be completed.

Outstanding Historical Missing Persons – the number of outstanding historical missing person files that EPS has responsibility over. This includes those who have been declared missing for more than 90 days and were last seen in EPS jurisdiction, and also human remains found in EPS jurisdiction that have yet to be identified. **Target:** monitoring only.

Additional Reporting:

Public engagement undertaken by the Missing Persons Unit.

Increased Efficiency & Effectiveness

This EPS goal speaks to ensuring that EPS both “does the right thing” and “does things right”.

15. Geographic Deployment Model (GDM)

The Geographic Deployment Model (GDM) is a service delivery philosophy of ‘District Team Policing Model built on Geographic Ownership’. The effective use of GDM helps ensure that Response Times are maintained, and that an adequate amount of shift time is dedicated to Directed Activities.

Performance Measures / Targets:

Priority 1 Response Time Performance – the percentage of priority 1 events where the event is dispatched and an EPS first responder arrives on-scene in 7 minutes or less. Measured for fixed locations only. **Target:** 80% of events or greater.

Preventive Activities – the percentage of patrol shift work that is dedicated to activities that are either assigned to patrol or self-initiated that are prevention, intervention or suppression based. **Target:** 25% or greater.

16. 9-1-1 Call Management

The 9-1-1 Public Safety Answering Point (PSAP) for the City of Edmonton is managed by EPS and located within the Police Communications Branch Call Center. This 9-1-1 ‘primary’ PSAP answers all 9-1-1 emergency calls and then transfers the call to the appropriate ‘secondary’ PSAP (i.e. Police, Fire, and Ambulance). The 9-1-1 PSAP will strive to answer all emergency calls in an efficient manner, in an effort to increase public safety and increase public confidence.

Performance Measures / Targets:

9-1-1 Operator ASA – 9-1-1 Operators ‘Average Speed to Answer’ emergency calls for Police, Fire, and Ambulance. **Target:** 2 seconds or less.

9-1-1 Assessment & Transfer Time – the average time 9-1-1 Operators take to assess and transfer a 9-1-1 call to a secondary PSAP. **Target:** To be developed in accordance with new provincial standards.

17. Police Call Management

On a 24-hour basis, Police Communications Branch - Operations Section directs and controls response to calls for service, and provides communication links between the EPS, the public, and other essential services. Citizens place nearly 550,000 non-emergency phone calls per year to the police non-emergency line (423-4567 or #377 from a mobile device) and approximately 74,000 ‘police’ emergency calls which are extended to police via 9-1-1. Call evaluators do their best to answer all calls quickly to meet caller expectations, giving top priority to answering of 9-1-1 emergency calls.

Performance Measures / Targets:

Non-Emergency Calls ASA – the average time in seconds for a call evaluator to answer non-emergency calls starting when a caller has completed the automated Interactive Voice Response (IVR) system. **Target:** 60 seconds.

9-1-1 Evaluator ASA – the average speed to answer for call evaluators to answer 9-1-1 police emergency calls once transferred by a 911 Operator. **Target:** 20 seconds.

Additional Reporting:

Non-emergency call volume statistics for ‘Calls Placed’, ‘Calls Answered’, and ‘Calls Abandoned’

18. Online Crime Reporting

EPS Online Crime Reporting is a new service delivery model implemented in Q2 of 2013 that affords citizens the ability to report crimes of a minor nature online without having to report to a station. Online Reporting is expected to increase the efficiencies of police front counters, community stations, patrol resources, and streamline partner reporting process.

Performance Measures / Targets:

Online Crime Reporting Volume – the total number of Online Crime Reports submitted by the public. **Target:** 15% increase over 2015 levels.

Activities:

Q1:

- Finalize and implement advertising plan to increase awareness of Online Reporting.
- Implement the placement of Online Reporting kiosks in selected divisional stations.
- Implement the expansion of accepted incident types, such as theft of license plate (dependent on available IT resources).

Q2:

- Develop a plan for kiosks in external locations (recreation centers, educational institutions, etc.).
- Evaluate the ongoing reporting partnerships (eg. City of Edmonton reporting graffiti).
- Engage public to see level of awareness of Online Reporting as a reporting option.

Q3:

- Develop a plan for the scheduling of Online Reporting Phase 3 (currently on hold due to lack of IT development resources).

Q4:

- Evaluate the placement of the kiosks.

19. Mental Health Calls

In 2013, EPS sought to determine the extent of policing resources spent guarding detainees in hospital, revealing that members spent approximately 1,500 hours on hospital guard duty during a 3-month period. These events are primarily related to detainees arrested under the Mental Health Act (MHA). A number of strategies have been developed in 2015 to minimize the amount of hospital guard time spent by EPS members:

EPS-driven Strategies:

1. Reducing the need for patrol to respond to and deliver those suffering from mental distress to hospitals through community diversion and stabilization initiatives;
2. Realign the mandate of the Police and Crisis Team (PACT) to respond to mental health calls for service
3. Creating a Community Wellness Center; and
4. Revising the current Memorandum of Understanding (MOU) between EPS and Alberta Health Services (AHS) with respect to the MHA.

Strategies requiring leadership from AHS:

1. Increase efficiencies within Emergency Departments (EDs) to better triage MHA apprehensions and transfer continuity of their care from members of the EPS to AHS staff; and
2. Expansion of 'Designated Facilities' under the MHA
3. Increased staffing of Community Peace Officers in EDs

Performance Measures:

Mental Health Service Time – the average EPS patrol total-person-hours spent on Mental Health Act incidents. Time is measured at the point that patrol accepts the call until patrol concludes the event. **Target:** a reduction from 2015 levels.

Mental Health Volume – the number of Mental Health Act incidents with a police dispatched response. **Target:** monitoring only.

Additional Reporting:

Divisional and Police and Crisis Team (PACT) response statistics for Mental Health Calls and turn-away rates at hospitals.

20. Vulnerable Persons: Heavy Users of Services (HUoS)

The (HUoS) project is a cross-agency effort to treat the heaviest users of criminal justice, health and social services in Edmonton. The HUoS project will monitor clients to identify system gaps and overlaps in the numerous services that they access, with recommendations put forward to correct them. The outcomes of the HUoS project are increased communication between partner agencies, decrease in repetitive use of services, and increased quality of life for vulnerable individuals. In November 2014, the Navigation and Coordination Centre was operationalized and provincial funding was obtained to conduct case planning for 15 complex clients.

The Vulnerable Persons Approach will expand in 2016 through continued development of a Community Wellness Centre, supported through collaboration with local and provincial

stakeholders, and with development of provincial legislation allowing police to apprehend excessively intoxicated individuals and transfer their care to the Community Wellness Centre.

Performance Measures / Targets:

Evaluation – comprehensive evaluation of the HUoS project measuring social outcomes and impact. **Target:** evaluation complete and report distributed by end of 2016.

Addressing gaps – Gaps and barriers report complete in Q3 2015. Two major gaps addressed in 2015. Actively addressing additional gaps identified will commence in 2016. **Target:** address 2 additional gaps.

Awareness of the project – internal and external communication will be utilized to develop deeper awareness and understanding of the struggles vulnerable people face and the support provided by the EPS through the HUoS project. **Target:** HUoS focused stories on internal media source, and 3 external media sources.

Activities:

Q1:

- Using internal media resources to educate the greater EPS population on the HUoS Project.
- Re-address housing gap for out of custody clients, and new strategy for transition for in-custody clients who are facing winter time release into homelessness.
- Select 1 additional gap and create strategy design at NCC level.
- Conduct second winter care package program, invite media.
- Collection of data from AHS and EMS for evaluation.

Q2:

- Analysis of AHS and EMS data.
- Work first gap strategy design up to Leadership Group for approval and action in partner agencies.

Q3:

- Select 2nd gap and create strategy design at NCC level.
- Conduct any re-work or re-design of first gap strategy.
- Draft evaluation report for Leadership Group approval.

Q4:

- Work second gap strategy design up to Leadership Group for approval and action in partner agencies.
- Complete first gap strategy.
- Submit evaluation report to Leadership Group.

Additional Reporting:

2016 Social Outcomes and Financial Reporting to the SolGen for grant funding.

Commitment to Professionalism

This EPS goal speaks to that professionalism applies to all EPS staff, all the time. It involves striving for excellence in all activities.

21. Public Complaint Investigations

Through a high degree of professionalism in EPS's interactions with the community, public complaints against EPS members will be concluded in a timely manner.

Performance Measures / Targets:

Public Complaint Investigation Processing – the percentage of public complaints investigations that are concluded or have all investigative steps completed, within six months. **Target:** 75% or greater.

22. Recruitment

The City of Edmonton has been growing significantly, with continual but more moderate growth expected for the next several years. The demand for EPS services continues to increase, with Calls for Service growth of 12.6% from 2011-2014. Currently, the Edmonton Police Service is heavily challenged in growing its police force sufficiently to match this population and policing demand growth. To meet this challenge, EPS is adding an additional recruit class, as well as offering an Experienced Officer Program class in 2016.

Performance Measures:

New Recruits – the number of new sworn recruits accepted and beginning EPS Recruit Class. EPS is transitioning from three to four classes annually, with 40 recruits each per class. The training program takes 49 weeks to complete. **Target:** 160 (a 33% increase from 2015 levels).

New Experienced Officers – the number of experienced officer recruits accepted and beginning the Experienced Officer Program. The Experienced Officer Program, reintroduced in 2015, is a compressed 14-week training program. **Target:** 10 or more.

New Recruit Applicants – the number of applicants for EPS Recruit Class or the Experienced Officer Program. **Target:** an increase from 2015 levels.

Activities:

Q1: Complete Recruit Class 135 (began Dec 2015).

Q2: Begin Recruit Class #136.

Q3: Begin Recruit Class #137.

Q4: EOP #13 class Hired and trained. Begin Recruit Class #138.

23. Diversity in Recruitment

The Edmonton Police Service has consistently maintained the importance that the organization is a reflection of the community it serves. The Edmonton Police Service views diversity through a wide range of qualities from its potential applicants which include but are not exclusive to ethnicity, life experience and languages spoken.

In 2015, the Diversity Positive Recruiting Communications Plan was developed, and in 2016 it will be implemented with specific recruiting strategies and tactics for the eight communities represented on the Chief's Advisory Council. EPS's Recruit Selection Unit will partner with the Diversity Positive Recruiting Action Committee to create more opportunities to increase sworn member applicants from visible minority communities and those with diverse backgrounds.

Performance Measures:

Diverse Recruiting Initiatives – the number of sworn member recruiting initiatives and events in diverse communities. **Target:** an increase from 2015 levels.

Diverse Applicants – the number of sworn member applicants from diverse communities. **Target:** an increase from 2015 levels.

Culturally Experienced Applicants – the number of sworn member applicants with credible cultural training, experience or speak second languages. **Target:** an increase from 2015 levels.

Female Applicants – the number of sworn member female applicants to EPS. **Target:** an increase from 2015 levels.

Activities:

Q1-Q4: Continue to attend Diversity Positive Recruiting events (typically two per month).

Q1: Finalize the recruiting strategies to be deployed for each diverse community as outlined in the Diversity Positive Recruiting Communications Plan.

Q2: Complete Q2 initiatives outlined from the Diversity Positive Recruiting Communications Plan and track results.

Q3: Complete Q3 initiatives outlined from the Diversity Positive Recruiting Communications Plan and track results.

Q4: Complete Q4 initiatives outlined from the Diversity Positive Recruiting Communications Plan.