



## EDMONTON POLICE SERVICE

### REPORT TO THE EDMONTON POLICE COMMISSION

**DATE:** February 22, 2017

**SUBJECT:** 2017 Annual Policing Plan – final approved document

---

#### RECOMMENDATION:

1. That the final version of the 2017 Annual Policing Plan be received and approved by the Edmonton Police Commission at its March 16<sup>th</sup> meeting.

#### BACKGROUND:

The Alberta Police Act requires police commissions to develop, in conjunction with the Chief of Police, an annual plan of strategies and priorities for an upcoming year. This requirement is satisfied with the Annual Policing Plan (APP).

The 2017 APP has been developed with consultation across the EPS. On December 15<sup>th</sup>, 2016, EPC Finance/Audit Committee reviewed and provided feedback on the draft 2017 APP. On January 19<sup>th</sup>, 2017, a revised draft 2017 APP was presented to the EPC (closed-door meeting). The EPC gave the draft conditional approval, pending final grammatical revisions and graphic design, which has been completed.

The 2017 APP is notably different from previous APP iterations by the separation of stand-alone core-policing Performance Measures and Strategic Initiatives. The 2017 APP has 21 public stand-alone Performance Measures and 12 Strategic Initiatives. Additionally, the 2017 APP features modest graphic design work for improved readability and aesthetics.

#### COMMENTS / DISCUSSION:

For EPC final approval.

#### ATTACHMENTS:

1. 2017 Annual Policing Plan – final and approved

**Written By:** Cal Schafer (Strategic Analyst),  
Strategic Planning, Research & Evaluation unit, OSM Division

**Reviewed By:** Daniel Spanu (Manager),  
Strategic Planning, Research & Evaluation Unit, OSM Division

**Reviewed By:** S/Sgt Marc Cochlin,  
Strategic Business Planning Section, OSM Division

**Approved By:** Supt. Chad Tawfik, Office of Strategy Management Division

**Chief of Police:**

**Date:**

FEB 21 2017

**cc:**

# 2017

## ANNUAL POLICING PLAN



## TABLE OF CONTENTS

### PERFORMANCE MEASURES

#### REDUCED CRIME & VICTIMIZATION

##### *Crime in Edmonton*

1. Crime Severity Index	1
2. Violent Crime	1
3. Property Crime	1
4. Social Disorder	1

##### *Traffic Safety*

5. Major Injury Collisions	1
6. Traffic Fatalities	1
7. Speeding Enforcement	1
8. Distracted Driving Enforcement	1

#### INVESTIGATIVE EXCELLENCE

9. Weighted Clearance Rate	1
10. Criminal Network Disruptions	1
11. Organized Crime Arrests & Seizures	1

#### INCREASED EFFICIENCY & EFFECTIVENESS

##### *Patrol Performance*

12. Response Time Performance	2
13. Proactive Time	2

##### *911 Police Communications Performance*

14. 9-1-1 Answer Performance	2
15. 9-1-1 Assessment & Transfer Time	2
16. 9-1-1 Evaluator ASA	2
17. Non-Emergency Calls ASA	2

#### COMMITMENT TO PROFESSIONALISM

##### *Recruitment*

18. EPS Applicants	2
19. Female Applicants	2
20. Culturally Experienced Applicants	2

##### *Managing Public Complaints*

21. Public Complaint Investigation Speed	2
--	---



## **STRATEGIC INITIATIVES**

### **REDUCED CRIME & VICTIMIZATION**

- |   |   |
|---|---|
| 1. Reducing Gun Violence                        | 3 |
| 2. Engagement Strategy with Diverse Communities | 4 |
| 3. Community Wellness Centre                    | 5 |

### **INVESTIGATIVE EXCELLENCE**

- |   |   |
|---|---|
| 4. Implementation of an Intelligence-based Bureau | 6 |
| 5. Warrant Project                                | 7 |

### **INCREASED EFFICIENCY & EFFECTIVENESS**

- |  |    |
|--|----|
| 6. Efficient Management of Mental Health Calls | 9  |
| 7. Collision Reporting Centres                 | 10 |
| 8. EPS/RCMP Integration and Collaboration      | 11 |
| 9. Organizational Efficiency Review            | 12 |
| 10. Digital Asset Management System (DAMS)     | 13 |
| 11. Provincial Radio Network                   | 14 |

### **COMMITMENT TO PROFESSIONALISM**

- |                                      |    |
|--------------------------------------|----|
| 12. Proactive Recruiting & Mentoring | 15 |
|--------------------------------------|----|



# Performance Measures

## Reduced Crime & Victimization

### CRIME IN EDMONTON

1. **Crime Severity Index** – Edmonton's Crime Severity Index value. This Statistics Canada based measure is calculated internally, and in addition for measuring the volume of crime, accounts for the relative severity of crime that occurs. Severity is based on weights assigned to each Criminal Code of Canada offence, based on judicial sentencing data. The index is set to equal 100 in the year 2006 for Canada. **Target:** 86 or less, as established by Council-approved 2014-2018 Corporate Performance Measures (an 8.0 reduction from 2013 levels).
2. **Violent Crime** – the number of violent crime victimizations reported to EPS. **Target:** a reduction from 2016 levels.
3. **Property Crime** – the number of property crime incidents reported to EPS. **Target:** a reduction from 2016 levels.
4. **Social Disorder** – the number of occurrences from 17 disorder-based events, such as mischief, public disturbances, and mental health act complaints. **Target:** a reduction from 2016 levels.

### TRAFFIC SAFETY & ENFORCEMENT

5. **Major Injury Collisions** – the number of major injuries resulting from vehicle collisions. Major injuries are those that require hospitalization, but are not fatal. **Target:** 437 (a 4% reduction from the 2011-2015 average, as per EPS's 2016-2020 Traffic Safety Plan).
6. **Traffic Fatalities** – the number of fatalities occurring as a result of vehicle collisions **Target:** 23 (a 4% reduction from the 2011-2015 average, as per EPS's 2016-2020 Traffic Safety Plan, and aligned with the Office of Traffic Safety's Vision Zero initiative).
7. **Speeding Enforcement** – the number of traffic violations identified and subsequent tickets issued by EPS. This excludes tickets issued by the Office of Traffic Safety from automated enforcement. **Target:** an increase from 2016 levels.
8. **Distracted Driving Enforcement** – the number of Traffic Safety Act violations for Distracted Driving resulting in tickets issued by EPS. **Target:** an increase from 2016 levels.

## Investigative Excellence

9. **Weighted Clearance Rate** – the percentage of EPS-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'. **Target:** 43% or greater.
10. **Criminal Network Disruptions** – the number of low-level, medium-level, and high-level criminal networks that are disrupted as a result of concluded investigations by Edmonton Drug & Gang Enforcement section (EDGE). **Target:** maintain or increase from 2016 levels.
11. **Organized Crime Arrests & Seizures** – Investigative results from Edmonton Drug & Gang Enforcement section (EDGE) for arrests; charges; and seizures for drugs, money, and firearms. **Target:** monitoring only.



## Increased Efficiency & Effectiveness

### PATROL PERFORMANCE

- 12. 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 and excludes “on-view” calls. **Target:** 80% of the time or more.
- 13. Proactive Time** – the percentage of patrol’s time that is dedicated to activities that are prevention, intervention or suppression based. **Target:** 25% or greater.

### 911 POLICE COMMUNICATION PERFORMANCE

- 14. 911 Operator Answer Performance** – the percentage of the time that 911 calls are answered by EPS 911 Operators within 15 seconds. This includes emergency calls that are directed to other emergency providers, such as Fire or Ambulance. **Target:** 95% of the time, in accordance with draft Alberta Provincial Standards.
- 15. 911 Call Assessment Performance** – the average time for 9-1-1 Operators to assess and transfer a 911 call to a Police Call Evaluator or secondary Public Safety Answering Point. **Target:** 60 seconds or less, 95% of the time, in accordance with draft Alberta Provincial Standards.
- 16. 911 Call Evaluator ASA** – the average time for Police Call Evaluators to answer 911 police emergency calls, once transferred by a 9-1-1 Operator. **Target:** 20 seconds or less.
- 17. Non-Emergency Calls ASA** – the average time for a Police Call Evaluator to answer non-emergency calls, starting when a caller has completed the automated Interactive Voice Response (IVR) system. **Target:** 50 seconds or less.

## Commitment to Professionalism

### RECRUITMENT

- 18. EPS Applicants** – the total number of EPS sworn-member applications submitted. **Target:** an increase from 2016 levels.
- 19. Female Applicants** – the number of EPS sworn applicants who are female. **Target:** a 5% increase from 2016 levels.
- 20. Culturally Experienced Applicants** – the percentage of EPS sworn applicants with credible cultural training, experience, or speak second languages. **Target:** a 5% increase from 2016 levels.

### MANAGING PUBLIC COMPLAINTS

- 21. Public Complaint Investigation Speed** – the percentage of public complaint investigations completed within 6 months or less. **Target:** 50% of the time or more.



# Strategic Initiatives

## Reduced Crime & Victimization

### 1. REDUCING GUN VIOLENCE

There has been a notable rise in the use of guns in the commission of crimes in Edmonton (an 80% increase from 2012-2015). Members are increasingly involved with vehicle stops and search warrants that result in the seizure of firearms and ammunition. Home invasions are on the rise, often involving firearms. In addition, incidents involving shootings create fear in the community and impact officer safety.

The goal of this initiative is to develop and implement a strategy to address the growing prevalence of guns in Edmonton, and to ultimately reduce gun-related crimes and injuries.

This initiative reflects a change in focus in EPS's Violence Reduction Strategy from weapons in general to specifically firearms. This initiative provides a formal structured plan for 2017, involving multiple EPS work areas along with Alberta Justice, to decrease gun violence through a focused risk based response.

#### ACTIVITIES:

##### Q1-Q4:

- Conduct an ongoing geographical analysis of specific and persistent gun crimes hot spots. These concentrations will be assigned for weekly proactive police targeting.
- Identify offenders under conditions for gun related crimes, assign mandatory Offender Management checks to patrol, and compile a monthly gun crimes bulletin.
- Conduct ongoing analysis on home invasions by place, victim, and offender, and distribute to areas of responsibility within EPS.
- Create association and social network charts to link high-risk offenders to best determine a targeted police response.

**Q2:** Engage with Justice partners to acquire judicial sanctions and management of offenders charged with use/possession of guns, including mandatory post arrest interviews and seeking bail revocation under Section 524.

**Q3:** Review and implement Firearms Revocation program.

#### PERFORMANCE MEASURES:

*Firearm Violations* – the number of violent criminal incidents involving a firearm, either used or present during the incident. Firearm definitions include handguns, fully automatic guns, rifle or shotguns, sawed-off rifle or shotguns, or “other” firearms. **Target:** a reduction from 2016 levels.

*Firearm Injuries* – the number of injuries from the use of a firearm. **Target:** a reduction from 2016 levels.



## 2. ENGAGEMENT STRATEGY WITH DIVERSE COMMUNITIES

In 2012, an organizational strategy pertaining to EPS's commitment to improving Indigenous/Police relations was created. In 2016, the EPS developed an Emerging Communities Framework to work with newcomer communities and assist with positive integration of those communities from a policing perspective.

In order to stay relevant and responsive to the evolving needs of the organization and continually changing community, the development of a comprehensive Community Engagement Strategy is required. The new strategy would augment the Indigenous Relations Strategy, Emerging Communities Framework and overall organizational road map to community engagement from an equitable, inclusive and culturally safe approach.

The *Engagement Strategy with Diverse Communities* with the *Indigenous Policing Strategy* will provide a holistic approach, and support the EPS in establishing and strengthening trust and police legitimacy with diverse communities through culturally safe, fair and equitable community engagement approaches. These updated community engagement approaches will also leverage the EPS Chief's Advisory Council (CAC) whose mission is to "improve public safety and quality of life for all Edmontonians by actively promoting dialogue and collaboration between and amongst Edmonton's diverse communities and the Edmonton Police Service while building and maintaining positive relationships."

The development of an *Engagement Strategy with Diverse Communities* will require a collaborative effort between EPS's Office of Strategy Management (OSM) division and Equity Diversity and Human Rights Section (EDHRS). Consultation with diverse community stakeholders and partners will be required.

### ACTIVITIES:

- Q1:** • EDHRS and OSM to develop a community and internal stakeholder consultation process.
- Q2:** • Engage in consultation process.
- Q3:** • Complete consultation process.
  - Begin development of the Engagement Strategy with Diverse Communities.
- Q4:** • Finalize an Engagement Strategy with Diverse Communities.
  - Present strategy to EPS's Chief's Committee for approval.



### 3. COMMUNITY WELLNESS CENTRE

For the past four years, EPS has continued to advocate the creation of a Community Wellness Centre (CWC) that will improve the abilities of our most vulnerable to access social programs quickly and effectively. At the same time, this initiative will reduce attendances by police to those events that more appropriately lie with other agencies, freeing up for police to focus on more urgent priorities.

The success of this work is contingent on the provincial government demonstrating leadership of issues surrounding mental health. In Q2 2016, a co-authored (EPS and City of Edmonton) (CWC) proposal was presented to the Ministers of Health, Human Services, Justice, Indigenous Relations and Transportation seeking their collective support in funding a facility and operating framework. At the end of 2016, EPS had meaningful dialogue about this proposal with the provincial government. In conjunction to this initiative is work in furthering development of a "Safe Detoxification Act" in order to give social agencies the legislated authority to hold onto people for the purpose of improving their wellness.

Dialogue is expected to continue with the provincial government in 2017 and may take 2-3 more years before this initiative is fully implemented.

#### ACTIVITIES:

##### Q1-Q4:

- Quarterly status updates on CWC developments with the Provincial Government.

## Investigative Excellence

### 4. IMPLEMENTATION OF AN INTELLIGENCE-BASED BUREAU

A comprehensive review of the EPS Intelligence Model was submitted at the end of 2015 which considered the structure and processes of the existing EPS Intelligence Model. Several recommendations for change were provided based on the following principles:

1. The quality of intelligence is more important than the quantity.
2. Intelligence is the responsibility of all EPS members.
3. Units critical to the intelligence cycle should be aligned together.
4. Efficiencies can be created by leveraging technology.

The EPS intelligence function is currently structurally aligned with dissimilar functional units and requires a unique identity. Additionally, separation existed between units across the organization responsible for critical elements of the intelligence cycle.

As a result, EPS is pursuing the centralization of the intelligence function, and to raise its organizational profile by establishing intelligence at the bureau level. Tentatively, this will be achieved in the creation of an upcoming Intelligence and Investigations Bureau (IIB), however, this precise organizational structure is subject to change based on consultation and analysis. Nonetheless, the full creation of an intelligence-based bureau is expected to take several years, and the focus in 2017 will be to implement critical leadership, financial, and process goals.

#### ACTIVITIES:

- Q1:**
  - Secure employment of a contract Project Manager for overall bureau strategic planning.
  - Supt. / Executive Director staffed in upcoming Bureau.
  - Develop a renovation plan for the Operations and Intelligence Command Centre (OICC) identified space.
  - Finalize the identification of business areas to be realigned to new bureau.
  - Establish a steering committee to advise and consult for bureau implementation.
- Q2:**
  - Initiate projects to manage changes necessary for bureau implementation.
- Q3:**
  - Continue growth to proposed bureau model as resources are made available.
  - Continue to advance the implementation of the OICC Business Case.
- Q4:**
  - Continue to oversee initial setup of OICC facilities and infrastructure.
  - Continue development of the Source Management Database.
  - Create processes for the review of secure source information for the purpose of declassification and dissemination of critical intelligence.



## Increased Efficiency & Effectiveness

### 5. WARRANT PROJECT

The EPS has committed to a full review of the management of criminal and non-criminal warrants to address gaps in data systems, data processing, and business practices. The goal is to increase the efficiency and effectiveness of EPS's approach to outstanding warrants, and minimize organization and societal risk. EPS is cognizant of current challenges in achieving this given increasing crime levels (with associated warrants to execute), and patrol workload levels.

The Warrant Project commenced in Q4 2014 and was initiated to address the large number of unexecuted warrants the EPS holds, improve the warrant information available in our Record Management System (RMS), improve the warrant administrative process, and develop a clear and consistent workflow process to manage offenders with outstanding warrants. In 2015 and 2016 a full review of all warrant processes was completed, with several solutions now implemented, including:

February 2016 - development of an Offender Management Report (OMR) for officers to document proactive offender management tasks.

April 2016 - implementation of the Warrant Management Model, an organizational model to manage all outstanding arrest warrants held by the EPS, including assigning tasks to members aimed at locating individuals with outstanding warrants.

In 2017, the next phase of the project will improve the OMR to be more user friendly for members, develop basic outcome reporting and improve the functionality of the RMS for data entry, storage, management and reporting on warrant information.

#### ACTIVITIES:

- Q1:** • Finalize business requirements for Phase 2 IT solution to improve RMS functionality.
  - Implement the Outcome Reporting for OMRs.
  - Implement additional and updated training/communication plans on OMRs.
- Q2:** • Staff the full time Warrant Manager position in CPIC Warrant Unit.
- Q3:** • Warranty period to access any changes needed to the IT solution.
  - Complete evaluation/after actions of the Warrant Project.
- Q4:** • Submit evaluation/after actions of the Warrant Project.
  - Implement the IT solution to improve the functionality of the RMS.



#### PERFORMANCE MEASURES:

*Proactive Warrant Executions* – the number of warrant executions by EPS as a direct result of patrol follow-up from the Warrant Management Model. **Target:** develop benchmarks in 2017.

*Offender Management Activities* – the number of offender management activities documented using the OMR in EPROS. **Target:** develop benchmarks in 2017.

*Outstanding Criminal Warrants* – the number of outstanding criminal warrants EPS has yet to execute. **Target:** maintain or reduce from 2016 levels.

*Persons with Criminal Warrants* – the number of persons with outstanding criminal warrants held by EPS who have yet to be arrested. **Target:** maintain or reduce from 2016 levels.

## 6. EFFICIENT MANAGEMENT OF MENTAL HEALTH CALLS

This initiative is designed to enhance the efficient utilization of police resources in relation to mental health complaints. The focus is on the utilization of front-line, crisis intervention focused mental health resources as a catalyst to stronger decision making by police for individuals suffering from mental illness; either in need to be brought to an Emergency Department (ED), or to remain in the community and be connected to appropriate supports.

Effective use of AHS partners in the decision making process reduces the time police spend waiting at hospitals, both in a reduction of hospital visits and the time spent waiting when a visit occurs. With the consistent growth in workload for patrol members this type of efficiency is imperative to allow redeployment to other policing duties.

This initiative commenced in 2016 as a project addressing hospital wait times in relation to Mental Health Act (MHA) Form 10 apprehensions with the Transfer of Care protocol resulting from those efforts. Adoption of the protocol by all four designated AHS sites took place in Q4 2016. In addition concurrent strategies are being developed in relation to warrant apprehensions (Form 3 MHA) and Community Treatment Order compliance (Form 23) which both upon arrest currently incur a hospital wait time for police. It is anticipated the end of 2017 will bring a collaborative business practice framework and associated governance to appropriately identify EPS's role and requisite investment of time and resources in the spectrum of care for individuals suffering from mental illness.

### ACTIVITIES:

- Q1:** • Align strategies from the Form 23, Form 3, and Form 10 working groups.
  - Identify available data analytics for Form 23 and Form 3 ED presentations and wait times.
  - Develop more granular analysis and direct communication to identify deficiencies in Form 10 Transfer of Care protocol.
- Q2:** • Identify EPS/AHS gaps in process, training, and governance for Form 3 and 23 warrants.
- Q3:** • Develop a training package for Q4 delivery to all patrol squads during GDM training.
  - Develop a communication strategy for training and governance implementation.
- Q4:** • Deliver training to all patrol squads.
  - Launch any new or altered mental health governance components.

### PERFORMANCE MEASURES:

*AHS Pre-Consulting* – the percentage of potential Form 10 apprehensions consulted upon with AHS-Urgent Services resources prior to apprehension. **Target:** 70% or more.

*Form 10 Diversion* – the percentage of potential Form 10 apprehensions diverted from hospital through consultations with AHS-Urgent Services. **Target:** 90% or more.

*Hospital Wait Time (mental health)* – the percentage of ED hospital events for Form 3, 10 and 23 apprehensions with police wait time 90 minutes or less. **Target:** 80% of the time.



## 7. COLLISION REPORTING CENTRES

Collision Reporting Centres (CRCs) is a proposed service delivery model designed to reduce the workload of patrol and front-counter members through better deployment and alignment of resources. It is aimed at allowing members to attend higher priority needs in the organization such as traffic safety, customer service, and police response time efficiencies. In the City of Edmonton, there were approximately 40,500 collision occurrences in 2015 in which the drivers had a legislated duty to report. Historically, the EPS has been tasked with receiving and processing these reports; however, approximately 29,000 collision reports annually do not require the dispatch of a police unit, as drivers report these at the nearest police station.

As the City of Edmonton continues to grow in population and geographic footprint with proposed annexation for part of the County of Leduc, the EPS will endure increased demands for resources, time, money, and an escalation in calls for service. By diverting collisions from patrol to a centralized establishment, CRCs offer a viable and effective solution for the anticipated increase in front-line workload.

Other police agencies in Alberta and across Canada have successfully implemented CRCs. However, successful implementation is contingent on a number of variables including: addressing security of information and privacy concerns under the FOIPP Act, ensuring data integrates with EPS and Alberta Transportation Records Management Systems, and adherence to provincial legislation (Traffic Safety Act). By meeting these conditions, the potential exists to create significant operational efficiencies by diverting non-serious property damage collisions to a CRC.

### ACTIVITIES:

- Q1:**
- Establish requirements and submit a Request For Proposal (RFP) for private sector companies currently operating in this market.
  - Collaborate with Alberta Transportation to ensure this new business model meets Alberta Transportation data requirements.

**Q2-Q3:**

- Evaluate RFP submissions and identify a successful vendor for the development of a contract that meets business requirements.

- Q4:**
- Identify timelines for implementation based upon requirements of the selected vendor, the provincial government, Information Technology, and privacy impact assessment.

## 8. EPS/RCMP INTEGRATION AND COLLABORATION

To be efficient and effective in providing policing services in the City of Edmonton and the surrounding region, the EPS works closely with a variety of law enforcement partners. Given the City of Edmonton's close proximity to smaller urban centers such as St. Albert, Sherwood Park, Leduc, and Spruce Grove - all of which are policed by the RCMP - opportunities exist for increased policing integration and collaboration. Integration refers to the targeted coordination of programs and activities across agencies in a metropolitan region serviced by multiple police agencies with differing levels of capacity, legislated competency, and expertise.

Integration is intended to share specialized functions, coordinate organizational operational planning, and strategically allocate resources. Integration is distinct from regional consolidation which would involve bringing agencies together under one umbrella of a single organization. The EPS and RCMP began exploring integration opportunities in 2016 and this work will continue into 2017 with a focus for enhanced integration in the Edmonton Region in four main areas with EPS/RCMP co-chairs:

1. Patrol and General Duties
2. Investigations
3. Operational Support
4. Corporate Services

### ACTIVITIES:

- Q1:**
- Co-chairs to identify primary initiatives or programs per integration area to commit for development in 2017. With four integration areas, this equates to eight initiatives.
  - Complete the next full integration meeting with co-chairs and report on progress achieved.
  - Establish a communication plan for both police agencies.
- Q2-Q3:**
- Implementation of the initiatives/programs from Q2-Q3.
  - Discuss issues and evaluate integration progress at additional integration meetings.
- Q4:**
- Evaluate the success of initiatives and programs and report back on progress.
  - Identify new opportunities for further integration and/or collaboration.

### PERFORMANCE MEASURES:

*Integration Initiatives* – the number of initiatives/programs implemented for collaboration and integration between EPS and the RCMP. **Target:** 8 programs or initiatives by the end 2017.



## 9. ORGANIZATIONAL EFFICIENCY REVIEW

Along with all City of Edmonton departments, the EPS participates in the annual Positive Change, Innovation and Continuous Improvement program. This program requires EPS to annually identify and implement financial efficiencies of 2% of its operating budget, equating to roughly \$4.0 million. \$1.6 million of this was factored directly in EPS's 2016-2018 annual budget via the new EPS funding formula, with the remainder to be identified annually. However, in order to fund a greater number of needed positions, EPS strives to identify \$6-7 million each year. As a result of this work, the EPS will ensure that citizens receive the police services they expect while being fiscally efficient with the funding that has provided by citizens.

Throughout 2017, the EPS work on three different budget years. In early 2017, EPS Finance Division will finalize the 2017 budgets. The details of the funding efficiencies will be identified and approved by June 30, 2017 for submission to the City for the 2018 budget. Decisions made after July 1 will inform the 2019 budget.

### ACTIVITIES:

- Q1:**
  - Instructions and efficiency targets provided to EPS bureaus for the Budget 2018 Organizational Efficiency Review.
  - Collection of efficiencies from bureaus.
  - Review of financial efficiencies previously identified and requiring additional information.
- Q2:**
  - Validation and preparation of costing of proposed financial efficiencies from EPS bureaus.
  - Review deferred employee position listing and update as required.
  - Chiefs Committee decisions on funding reallocation for Budget 2018.
- Q3:**
  - Review 2018 efficiency results and seek endorsement from the EPC.
- Q4:**
  - Submit narrative summary of efficiencies to Corporate Administration for inclusion in the Fall 2018 Supplemental Operating Budget Adjustment.
  - Provide results and decisions update at EPS Executive Offsite session.
  - Adjust 2018 Budget in the Capital and Operating Budget System (COBS).
  - Continued evaluation of efficiencies for possible implementation for Budget 2019.

### PERFORMANCE MEASURES:

*Financial Efficiency Results* – dollars in financial efficiencies EPS identifies as part of the Organizational Efficiency Review, to inform the 2018 operating budget. **Target:** \$4.0 million or more.



## 10. DIGITAL ASSET MANAGEMENT SYSTEM (DAMS)

The Digital Asset Management System (DAMS) initiative is a four year project to implement an enterprise data management system and protocol to organize unstructured data into a consistent, easily searchable format. This will reduce unproductive time spent searching for documents and digital exhibits and slow the growth of data storage requirements for the EPS.

The EPS currently manages over 1.2 million gigabytes of data. A petabyte is equivalent to 20 million four-drawer filing cabinets filled with text or 13.3 years of HD-TV video. Over the last several years, growth of electronic data storage requirements has been increasing annually at about 35%, roughly equivalent to 165,000 gigabytes. DAMS will initiate major business changes for data management of all data sources, such as, but not restricted to:

- Electronic forms that can be filled out online and automatically advanced based on predetermined workflows to reduce time, lost paperwork, and increased accuracy.
- A version and access controlled environment for all business units
- A repository to effectively data mine existing EPS records, audio, video, and images.
- Eliminating or reducing business processes related to storing of exhibits on DVDs or USB drives, thus streamlining digital media for Crown disclosure requirements.
- Integration between key EPS systems such as Gateway, EPROS, CAD, Cognos, and I2.

In 2016, EPS established business requirements, created a statement of work, and created an implementation plan. A Request for Proposal has been issued to software vendors and solution integrators to select a suitable solution. Capital funding will cease at the end of 2018.

### ACTIVITIES:

- Q1:**
- Review RFP submissions and select a software platform and integration partner.
  - Prepare data and document procedures required for the proposed future state.
  - Create a digital warehouse to host initial volumes of project data.
- Q2:**
- Proof of concept evaluation – software installation, configuration, and tests to ensure that the selected product and integrator are capable of meeting EPS business requirements.
- Q3:**
- Undergo contract negotiations and purchase software.
  - Create and configure DAMS production environment.
- Q4:**
- Begin to configure production environment and import data staged in virtual warehouse.

## 11. PROVINCIAL RADIO NETWORK

The City of Edmonton (COE) radio system is at the end of product life and vendor support will no longer be available as of December 31, 2017. COE and EPS radio users will migrate to the Alberta First Responders Radio Communications System (AFRRCS) network service. This will include all COE business areas utilizing radios and consoles on the current radio system. Estimated aggregate capacity is 6,000 devices and over 500 talk groups. The migration will be coordinated with all business areas and an integrated approach will be used to transform each business area's radios and dispatch operations. Both EPS and Edmonton Fire Rescue Service (EFRS), as the first responders, will provide oversight for the CoE migration activities with the various business areas. The provincial radio network shall align to life critical requirements and ensure the safety of officers, and the safety and security of the public.

Primary risks to manage in 2017 are obtaining an acceptable agreement that aligns to the COE's requirements, ensuring AFRRCS operating services are stable, determining AFRRCS ability to perform the services and achieving the service levels as mutually agreed, and coordinating with interdependent business areas (e.g., Edmonton Transit Security).

### ACTIVITIES:

- Q1:**
  - Finalize the CoE AFRRCS Access Agreement with the Justice and Solicitor General.
  - Complete implementation of internal AFRRCS environments and system rollback.
  - Update radio MOUs, policies, and standard operating procedures.
  - Complete submissions of extended coverage Request for Proposal.
- Q2:**
  - Complete Phase I verifications of AFRRCS operation readiness.
  - Coordinate EPS and AFRRCS approval to initiate migration.
  - Cutover dispatch for SE and HQ.
- Q3:**
  - Pilot verification of radio programming for transition
  - Initiate Phase II radio migration.
  - Initiate extended coverage at all locations.
- Q4:**
  - Cutover extended radio coverage for EPS locations.
  - Complete Phase II radio migration.

### PERFORMANCE MEASURES:

*Radio Migration Readiness* – Implement CoE Radio Governance and prepare service environment to conform to AFRRCS policy. **Target:** 100% completion by end of Q2.

*CoE/EPS Radio Migration to AFRRCS* – Percent complete to migrate to AFRRCS. **Target:** 60% completion for EPS radios and appliances, and 100% of COE radios, by end of Q4.



## Commitment to Professionalism

### 12. PROACTIVE RECRUITING & MENTORING

The EPS, like many other police services across Canada, faces ongoing challenges in growing its police service to sufficiently match a growing population and to meet the associated policing demand. To increase the number of sworn member employee applications submitted to the EPS, as well as increase the number of people hired from underrepresented communities, EPS's Recruit Selection Unit will be implementing two targeted recruiting programs in 2017:

*Applicant Mentorship Program* – EPS recruiters will select two interested applicants per upcoming recruit class (one female and one minority) to be mentored through the application process to better assist their hiring prospects. 30 applicants will be mentored in total in 2017.

*Post-Secondary Institutions* – All EPS recruiters will be assigned to an Edmonton based post-secondary institution in order to increase sworn member applications from post-secondary students and graduates.

#### ACTIVITIES:

- Q1:** • Finalize mentoring strategy for applicants who are part of the Applicant Mentorship Program.  
• Complete an EPS recruitment event at every post-secondary institution.
- Q2:** • Recruiters begin to mentor their selected applicants for selection into the next recruit class.  
• Recruiters hold on campus recruitment events.
- Q3:** • Recruiters continue mentoring selected applicants for selection into the next recruit class.  
• Complete recruitment on-campus plan for students who started in September or January.
- Q4:** • Recruiters continue mentorship of their selected applicants into final recruit class of 2017.  
• Recruiters hold on campus recruitment events.

#### PERFORMANCE MEASURES:

*Recruit Mentorships* – the percentage of mentorship program sworn applicants who have completed their application package (stage 1 of 8). Mentored applicants will continue to be mentored as they progress through EPS's 8 application stages. **Target:** 50% or more.

*On campus events* – the number of recruiting events EPS recruiters complete at Edmonton post-secondary institutions. Institutions include the University of Alberta, MacEwan University, NAIT, Norquest College, Concordia University, and King's University. **Target:** 25% increase from 2016 levels.