

Lethbridge Regional Police Service



2009 - 2011

Strategic & Business Plan

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S t r a t e g i c

Plan

Lethbridge Regional Police Service Strategic Plan 2009-2011



Our Mission

Providing Safe Communities

Our Vision

Citizens living in a safe community provided through;

- Community participation,
- Partnerships, and
- Excellence in service delivery.

Our Values

All members of the Lethbridge Regional Police Service share in and demonstrate the following values:

- Respect,
- Honesty,
- Integrity,
- Excellence, and
- Commitment.

Introduction

Providing Safe Communities is our mission and by attaining the Four P's of Policing, Public Safety, Public Confidence, Public Trust and Professionalism, we can ensure success for the Communities we serve.

Our Strategic plan focuses on four key areas: Traffic Safety, Crime and Disorder, Healthy Organization and Community Involvement. This plan was developed after receiving input from the Community, the Police Commission, City and Town Councils, Provincial and Federal Governments as well as our Service and other Police and Justice Agencies.

As we enter a new planning cycle this Strategic Plan provides the basis for the direction and daily activities of the Service. Our Business Plan for the years 2009-2011 was developed to action this plan and focus our effort.

All of the members of Lethbridge Regional Police Service, be they Police Officers, Support workers or Volunteers are committed to their community and work hard to demonstrate our values of Respect, Honesty, Integrity, Excellence and Commitment.

The Lethbridge Regional Police Commission and Police Service are committed to ensuring that the communities we serve are safe while at the same time maintaining high professional standards.

We look forward to serving the Communities of Lethbridge and Coaldale in 2009 and into the future.

Rodney Fong
Chairman
Lethbridge Regional Police Commission

Tom McKenzie
Chief of Police
Lethbridge Regional Police Service

Community Consultation

In keeping with The Lethbridge Regional Police Service's Vision on Community Participation we solicited community feedback through three venues to assist us in developing our Strategic Plan.

They were:

The 2007 Fall Lethbridge Public Opinion Study on Police Service Evaluations conducted by the Citizen Society Research Lab of Lethbridge College.

- 866 Lethbridge residents and 140 Coaldale residents were polled and asked questions regarding LRPS Performance, Meeting Expectations, Changes in Meeting Expectations, On-line Reporting, Neighborhood Safety, and Downtown Safety.

The 2007 Lethbridge Regional Police Service On-line Public Opinion Survey

- 277 Lethbridge residents and 21 Coaldale residents responded and asked questions regarding Overall Performance, Competency of Members, Attitudes and Behaviours of Members, and how Safe they felt in their Communities.

Lethbridge Regional Police Service Community Information Sessions

- 10 Sessions were held from January to March 2008 in various venues to ensure all Beats and Demographics were reached. Three questions were asked of the participants. What makes you feel safe? What concerns about safety do you have? Do you have suggestions on how to improve or fix these concerns?

Throughout the Surveys and the Community Information Sessions, similar major themes were brought forward by the Community participants. These themes could be categorized into four consistent statements about what the Community participants felt was important for them:

Traffic Enforcement

The need for safer roadways.

Proactive Policing

The need for Police to spend more resources on being proactive instead of reactive.

Higher Police Presence in their Neighbourhoods

The need for higher Police visibility in their neighborhoods.

Quality of Life Issues

The need to better respond to quality of life issues such as noisy parties, graffiti, minor thefts and general nuisance complaints.

In further reviewing this information the Lethbridge Regional Police Commission was consulted and they provided direction to the Service's Executive that they maintain the 4 strategic areas from the 2006-2008 Strategic Plan as those areas still addressed the Communities needs as identified.

Strategic Areas

There are four key strategic areas to achieving the vision of the Lethbridge Regional Police Service; they are Crime and Disorder, Traffic Safety, Community Involvement and Healthy Organization. Although these four areas are identified as separate, they in fact can overlap in application. This is shown where one incident or offence leads into another, for example: a vehicle is stopped for a Traffic Safety Act offence and is found to contain stolen property or illegal drugs.

Crime and Disorder

Criminal enterprise encompasses a number of areas such as economic crimes, drug trafficking and property crimes. These crimes more often than not, have a rooted seed in the drug trade. For the past ten years, there has been a rise in the number of domestic violence cases handled by the LRPS and at it's worst, homicide is still a real, albeit rare occurrence. Domestic violence is not a norm in society, although it has been a norm for many women and children in our communities. While what we consider to be major crimes and high risk organized crimes go on and are managed, we must be mindful of the fact that these and other crimes touch the lives of every day citizens, who are our community partners. From minor thefts, vandalism and graffiti, our citizens are affected by these crimes which we prioritize as low due to the absence of the perpetrator or the minimal evidence available. As a result response times and a police presence may suffer based upon the volume of higher priority calls for service the police must respond to. Creative strategies must be examined to provide a more timely response to these calls, and a simplification of the reporting process examined so that being a victim of a property crime is not compounded by the process or reporting.

1. Build relationships with citizen groups such as current citizens, new immigrants and youth, to encourage information sharing and communication with police.
2. Decrease the occurrence of crime.

Measurables:

- Changes in Crime rates.
- Changes in Crime solve rates.
- Citizens feeling safe in their community.



Traffic Response Unit

Traffic Safety

Every year motor vehicle collisions are responsible for death, injury and property damage, more so than any crime. A recent study cited in Injury Control Alberta Newsletter outlines that “Every day on Canadian roads, there are 8 deaths and 1,600 motor vehicle collisions. Costs associated with these crashes are estimated at \$27 Million dollars”. Lethbridge and Coaldale are growing communities with greater traffic volumes and more drivers on the road. Education, engineering and enforcement are the three cornerstones from which we will advance Traffic Safety. Safe communities include safe streets. Traffic safety is an integral strategy to providing safe communities.

1. Reduction of motor vehicle collisions resulting in fewer fatalities, injuries and property damage.
2. Safer driving habits.
3. An educated driving public.

Measurables:

- Tracking of statistical data in relation to impaired driving, motor vehicle accidents, fatalities, tickets and vehicle stops.
- Studies conducted in conjunction with Traffic Engineering.
- Statistical measures, research and analysis of existing data.



Cultural Liaison Officer Constable Christos

Community Involvement

“The Police are the Community and the Community are the Police” It is important for us to develop strong partnerships within the communities we serve. Community feedback and involvement will make the difference for all of us. The Police must provide information to the Community about what is happening in our Communities, the Crime trends, education and tips on how to prevent crime and victimization. The Communities critical feedback about what we do well and where we need to improve is also important.

1. Community Relations

- Having a greater presence in the community.

2. Community Education

- Provide effective communication for:
 - Roles of the Service
 - Crime prevention and awareness
 - Personal safety.

3. Engaging Partners.

- Inter-governmental relations.
- Community partnerships.
- Officer engagement.

Measurables:

- Critical analysis of Online and Lethbridge College surveys.
- Increased attendance of citizens at public forums.
- Increased requests for awareness presentations and programs.
- Increased numbers of involved partners.
- Increased numbers of Officers involved in the community through committees, boards, mentoring and coaching.



2007 Medal Ceremony

Healthy Organization

Recruiting and retention within the Police industry is a continual challenge. Through the continual partnerships and support of our City and Town Councils, Police Commission, and Provincial and Federal governments, we are well positioned to face the challenges ahead in maintaining a professional well trained Police Service.

- 1. Strengthen existing organizational relationships.**
 - City, Town, Co-workers and Commission.
- 2. Human Resource Development.**
 - Recruitment
 - Retention
 - Training and Tools
- 3. Create an economic environment that allows for sustainability of service.**

Measurables:

- Conduct internal and external surveys.
- Retention levels and average years of service increase.
- Reduced lost time on sick and WCB claims.
- Higher numbers of successful applications.
- Reduction in the number of grievances filed and Professional Standards investigations.

B u s i n e s s

Plan

Lethbridge Regional Police Service Business Plan 2009-2011



I. Foreword by the Chief of Police

Our Service is committed to Providing Safe Communities through the Four Pillars (P's) of Policing – Public Safety, Public Confidence, Public Trust and Professionalism. The Executive worked with the Police Commission to develop our Strategic Plan. This Business Plan was then developed by the Executive team to action the four strategic areas; Crime and Disorder; Traffic Safety, Community Involvement and Healthy Organization.

The Business Plan sets the course for our action over the next three years. We have identified the core functions of the Service, our organizational matrix, celebrated our accomplishments, established performance measures, provided our insight into trends, drivers and challenges and set out our opportunities for improvement. This plan is overarching and encompasses the Service Goals, Strategies / Actions and Outcomes that will be met by each division through collaboration at all levels.

All members of our Service are committed to “Providing Safe Communities’ with Respect, Honesty, Integrity, Excellence and Commitment.

Chief Tom McKenzie

II. Overview of the Lethbridge Regional Police Service

Our Mission

- Providing safe communities

Our Vision

Citizens living in a safe community provided through:

- Community participation
- Partnerships
- Excellence in service delivery

Our Values

All members of the Lethbridge Regional Police Service share in and demonstrate the following values:

- Respect
- Honesty
- Integrity
- Excellence
- Commitment

Core Functions

Community Policing

This core function ensures the maintenance of law and order, the protection of lives and property, and the prevention and detection of crime.

Areas of focus include:

- First response to calls for service (both emergent and non-emergent)
- Prevention and detection of crime
- Investigation and prevention of collisions and traffic fatalities through programs incorporating education, enforcement, and engineering
- Management of cases presented for prosecution
- Community education /partnerships (engaging the schools, providing community resources and liaising with local ethnic communities)
- Provision of support and information to victims/witnesses of crime and tragedy

Criminal Investigation

This core function provides support to ongoing investigations that require the dedicated resources provided by the Major Crimes Section and the Organized Crimes Section.

Areas of focus include:

- Investigation of criminal activity
- Collection, preservation, handling and presentation of crime scene evidence
- Crime data analysis
- Surveillance activities, covert operations and drug interdiction
- Collection, analysis, and dissemination of information related to organized crime
- Participation in provincial/federal partnerships aimed at the prevention, detection and investigation of crime (e.g. National Weapons Enforcement)
- Investigations of criminal and provincial offences related to the gaming industry
- Identification and Investigation of habitual offenders

Administrative Services

This core function provides business support to the Lethbridge Regional Police Service.

Areas of focus include:

- Training
- Human resources management
- Policy development and maintenance
- Policing standards compliance and audits
- Employee conduct and performance management.
- Property and exhibit management
- Asset management
- Financial management
- Research and Development
- Risk management

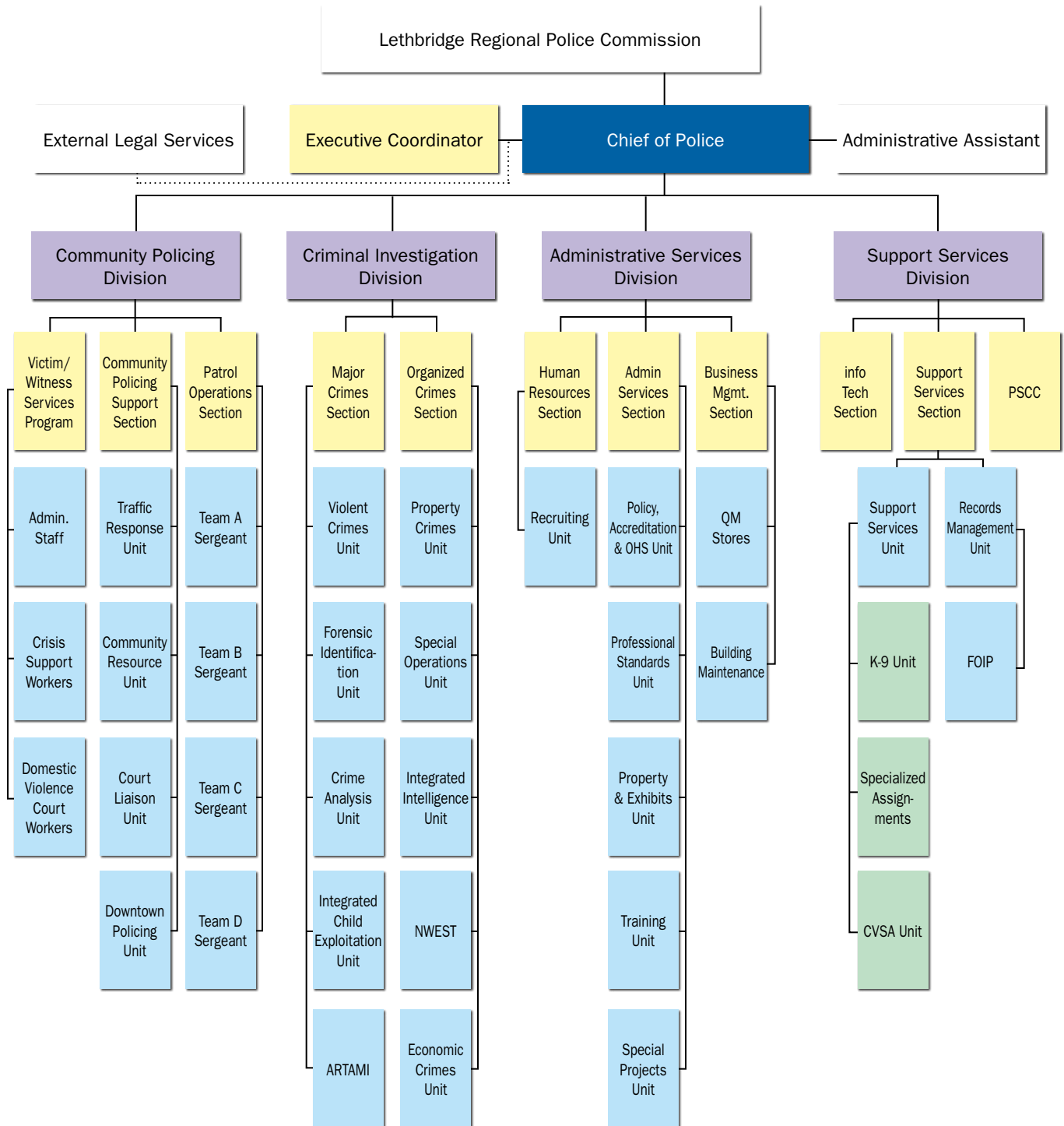
Support Services

This core function ensures the continuous collection/flow of information through relevant systems and provides a specialized response to ongoing crises.

Areas of focus include:

- Co-management of the Public Safety Communication Centre in conjunction with City of Lethbridge Fire and Emergency Services
- Information technology
- Information management
- Emergency response and management
- K-9 Unit

Lethbridge Regional Police Service



Tom McKenzie, Chief of Police
2008-03-31

Community Needs Assessment

The LRPS serves both the City of Lethbridge and the Town of Coaldale. Combined, these two communities have a population of over 87,869.

As a result of 2007 surveys and 2008 LRPS community information sessions, the needs and expectations of the policing population have been more clearly defined. According to the Fall 2007 Lethbridge Public Opinion Study and the 2007 on-line survey, the majority of Lethbridge and Coaldale residents reported feeling safe in their communities. However, respondents identified 4 main areas of concern, as described below:

Area of community concern	Community needs/expectations
Traffic enforcement	<ul style="list-style-type: none">• Safer roadways• More enforcement
Proactive policing	<ul style="list-style-type: none">• An increased level of resources directed towards prevention
Police presence in neighborhoods	<ul style="list-style-type: none">• Increased police visibility
Quality of life	<ul style="list-style-type: none">• Increased police response to noisy parties, graffiti, minor threats and general nuisance complaints

III. Accomplishments 2006-08

Change of Command

January 1, 2007 witnessed a change of command from Interim Chief Eugene Wehlage to Chief McKenzie. Chief McKenzie is the first internally selected Chief of Police since the appointment of Chief Terry Wauters in 1984.

CALEA Accreditation and Provincial Standards

In February of 2007, the Provincial Standards Committee for the Province of Alberta Solicitor General attended the Service to confirm that the Lethbridge Regional Police Service is in full compliance with all 173 recently introduced Policing Standards. In September, assessors from the independent international organization, Commission for Accredited Law Enforcement Agencies (CALEA), attended the Lethbridge Regional Police Service to review CALEA Standards. The Lethbridge Regional Police Service was found to be in compliance with the 446 CALEA Standards. It is the Lethbridge Regional Police Service's 3rdre-accreditation since 1997.

Niche Records Management System Spring 2006

In the spring of 2006, the Lethbridge Regional Police Service implemented a new records management system. Over 200 employees were trained in 3 months and the Service successfully migrated to an entirely new system of electronic record creation, retrieval, and storage.

Recruitment and Retention of Human Resources

Recruiting new members to the Lethbridge Regional Police Service was a challenge during this period, however the LRPS was successful in remaining at authorized strength by retaining a high percentage of our senior members and by recruiting and training 21 new officers in 2006, 5 in 2007, and 8 in 2008.

Competency based promotional and evaluation system

During this period, the Lethbridge Regional Police Service implemented a competency-based promotional system and a performance planning/feedback system for all members of the Service (For each rank of member and for each civilian member, nine identifiable competencies are measured).

3 Year Cyclical Training Plan

Policing today not only requires commitment and dedication, but continual extensive training and professional development for all police officers. Further demands on training have been felt by way of Provincial Standards implemented by the Solicitor General. The integration of a three-year training plan addresses the expectations placed upon the Service for mandatory training in certain areas, inclusive of scenario-based training. It also facilitates the development of subject-matter experts within the Service through the provision of annual professional development opportunities

Provincial Partnerships

During this period, the LRPS witnessed new partnerships and expansion within its Criminal Investigation Division to meet the challenges of Serious Crimes and Organized Crime. A partnership with the Province of Alberta resulted in the creation of two new Investigation positions within the Major Crimes section, specifically in the areas of Integrated Child Exploitation (ICE), and the Alberta Relationship & Threat Assessment Management Initiative (ARTAMI). The Organized Crime Section also expanded its partnerships with the addition of an RCMP officer to the Lethbridge Integrated Intelligence Unit (LIU).

Citizens Recognition Awards

In 2007 the Lethbridge Regional Police Service recognized five citizens of our City with “Awards of Exceptional Recognition”.

In March of 2007, two young citizens intervened in an attempted child abduction of their younger sibling at a local park. In addition to scaring the suspect off, the youngsters also assisted the police in the identification of the offender by providing a significant level of detail related to the suspect and his vehicle.

In April of 2007, three citizens were recognized for intervening in a robbery and restraining a suspect, who was inside a citizen’s vehicle, awaiting the person’s return from the ATM.

IV. Performance Measures 2009-2011

Community Policing Division

- Community satisfaction survey results
- Calls for service
- Deployment of alternative response strategies
- Solve rate vs. national rates
- Absence of crime and disorder
- Traffic fatalities and injuries

Criminal Investigation Division

- Community satisfaction survey results
- Calls for service
- Crime rates
- Solve rate vs. National rates

Administrative Services Division

- Staffing at authorized strength
- Retention of senior members beyond 25 years service
- Successful CALEA re-accreditation
- Successful Provincial Standards Annual Audits
- Capacity to meet training demands
- Decrease in investigations related to Professional Standards
- Successful annual audits of Property and Exhibits Unit
- Fiscal control with positive variance annually

Support Services Division

- Increased access to information
- Timely collection, analysis, and dissemination of information

V. Trends, Drivers and Challenges

Strategic Areas 2009-2011

The Lethbridge Regional Police Service Strategic Plan 2009-2011, a companion document to this business plan, was formulated in response to input received from LRPS members, the community, the Police Commission, City and Town Councils, senior levels of government, and various police and justice agencies. It identifies four strategic areas that will continue to remain LRPS priorities for the next three years, namely addressing crime and disorder, improving traffic safety, increasing community involvement, and ensuring a healthy organization. This section will discuss the trends, drivers and key challenges in each of these four strategic areas and create context for the following section of the business plan, which will detail specific goals and actions for the next three years.

A. Crime and Disorder

It is critical that the Service stays abreast of developing trends and maintains a proactive approach to policing in Lethbridge and Coaldale. Regionalized and localized crimes against persons and property are on the rise in our community. Many of these crimes have a rooted seed in the drug trade. Increasing the Service’s capacity to deliver an intelligence-led model of policing will be critical to creating a level of deterrence and taking the pre-emptive action necessary to prevent many peripheral crimes.

Trend, Driver	Challenges for the LRPS
<ul style="list-style-type: none"> Economic prosperity, population growth and shifting demographics (i.e. an aging population) 	<ul style="list-style-type: none"> Increased demands on the police to ensure the safety and security of an ever-increasing number of residents (higher number of calls) Increased need to protect the safety and security of seniors Coverage challenges associated with policing many new subdivisions
<ul style="list-style-type: none"> Citizen expectations that low priority calls for service be responded to in a more timely manner 	<ul style="list-style-type: none"> Decreased capacity to respond to low-priority calls given sheer volume of higher priority calls for service
<ul style="list-style-type: none"> New legislation that places additional responsibility upon police 	<ul style="list-style-type: none"> Greater demands on the LRPS to respond to new or enhanced types of calls for service
<ul style="list-style-type: none"> Changing methodologies and increasing complexity of crime 	<ul style="list-style-type: none"> Resource-intensive investigations
<ul style="list-style-type: none"> Legislated pressure to consider Judicial Interim Releases and increased Community Sentences 	<ul style="list-style-type: none"> Additional pressure on LRPS to investigate re-offenders and enforce compliance

B. Traffic Safety

Recent community surveys consistently identify traffic safety as a high priority issue. This is not surprising since, on an annual basis, motor vehicle collisions cause more death, injury and property damage than any crime. A recent study cited in Injury Control Alberta Newsletter reports that “Every day on Canadian roads, there are 8 deaths and 1,600 motor vehicle collisions. Costs associated with these crashes are estimated at \$27 million dollars.” Traffic safety is also an ongoing concern at both the provincial and the federal level. Provincially, the McDermid Report and the Alberta Policing Standards Manual seek to make Alberta’s roads the safest in the world by 2010. Federally, the Road Vision 2010 aims to achieve the same outcome at a national level.

Trend, Driver	Challenges for the LRPS
<ul style="list-style-type: none"> Population growth and an expanding geographic footprint 	<ul style="list-style-type: none"> Increased numbers of licensed drivers, increased numbers of registered vehicles, greater traffic volumes Greater demands for road engineering
<ul style="list-style-type: none"> Growth in high risk driving groups (drivers under 25, aging drivers) 	<ul style="list-style-type: none"> Increased collisions and a greater need for enforcement
<ul style="list-style-type: none"> Legislative amendments 	<ul style="list-style-type: none"> Management of technology and the acquisition of new infrastructure related to automated enforcement Enhanced enforcement within the high risk driver group
<ul style="list-style-type: none"> Federal and Provincial traffic safety mandates 	<ul style="list-style-type: none"> Organization of enforcement initiatives to coincide with traffic safety mandates
<ul style="list-style-type: none"> Evolution of technology 	<ul style="list-style-type: none"> Distracted drivers and unsafe driving practices

C. Community Involvement

Encouraging community involvement is an important strategic area going forward. Embracing and utilizing community engagement strategies creates necessary ownership of issues/solutions within the community by providing residents with opportunities to discuss concerns, identify issues and plan/implement proactive crime prevention strategies. Whereas the Police provide the community with valuable information related to crime trends and crime prevention, the community provides the Service with valuable critical feedback related to current service levels and opportunities for improvement. (Please refer to Community Needs Assessment, pg. 15.)

Community involvement also entails the creation of mutually beneficial relationships. Over the past number of years, the Service has forged many successful partnerships that have resulted in new and efficient ways of doing business and delivering service. Examples of such alliances include the Domestic Violence Action Team, the ALERT program, and Business Watch.

Trend, Driver	Challenges for the LRPS
<ul style="list-style-type: none"> Community expectations for increased police visibility 	<ul style="list-style-type: none"> Changing of deployment strategies Increased need for resources
<ul style="list-style-type: none"> Social change due to shifting demographic profile 	<ul style="list-style-type: none"> An increased need for cultural awareness education (for members)
<ul style="list-style-type: none"> An increase in crimes of opportunity 	<ul style="list-style-type: none"> Apathy towards crime prevention within the community
<ul style="list-style-type: none"> Community expectations that police actively participate on boards and within agencies/ groups 	<ul style="list-style-type: none"> Increased demands on limited resources Limited relevance of some requests Generational belief in work/ life balance

D. Healthy Organization

In order to ensure a healthy organization, it is critical to maintain adequate human resources, provide necessary training, and create a sustainable economic environment.

Trend, Driver	Challenges for the LRPS
<ul style="list-style-type: none"> Growth of the LRPS 	<ul style="list-style-type: none"> Spatial requirements Enhancement of employee satisfaction levels
<ul style="list-style-type: none"> Demand for labour 	<ul style="list-style-type: none"> Attraction and retention difficulties Increasing need for succession planning and knowledge transfer due to impending loss of senior experienced members
<ul style="list-style-type: none"> Generational differences 	<ul style="list-style-type: none"> Increasing demands for job sharing and part-time employment Work/life balance issues
<ul style="list-style-type: none"> Increased need for training 	<ul style="list-style-type: none"> Limited financial resources for training Lack of available training opportunities

VI. Opportunities for Improvement

A. Crime and Disorder

Goals	Strategies/Actions
<p>Build relationships with citizen groups, new immigrants and youth for the purposes of enhancing communication and sharing information.</p> <p>Decrease the occurrence of crime.</p>	<ul style="list-style-type: none"> • Promote the LRPS to diverse cultures and youth groups through community partnerships. • Develop communication strategies to facilitate information sharing with community partners and groups. • Create inter-departmental working relationships to encourage the timely sharing of information and intelligence. • Provide education and training to members, community partners and citizens. • Target criminal activity to lessen the impact upon the community.
<p>Outcomes A safe community, public confidence, public trust, professionalism</p>	

B. Traffic Safety

Goals	Strategies/Actions
<p>Reduce motor vehicle collisions</p> <p>Encourage safe driving habits</p>	<ul style="list-style-type: none"> • Create enforcement strategies based on research. • Create education strategies based on research. • Create a media strategy (inclusive of Public Service Announcements) aimed at promoting positive messaging. • Provide training to members to increase confidence, ability and performance. • Record, analyze and disseminate information in a timely manner.
<p>Outcomes Fewer fatalities, fewer injuries, reduced property damage, an educated driving public</p>	

C. Community Involvement

Goals	Strategies/Actions
<p>Exert a greater presence within the community.</p> <p>Educate the community regarding the roles of the LRPS, crime prevention/awareness, and personal safety measures.</p> <p>Increase LRPS involvement within the community.</p>	<ul style="list-style-type: none"> • Create a greater capacity for resource deployment at all levels. • Increase community awareness through media, recruiting, training, and educational programs. • Develop new community partnerships. • Develop a communication strategy to educate members regarding current community/LRPS partnerships.
<p>Outcomes Productive community partnerships, an increased level of officer engagement within the community, strengthened inter-governmental relations</p>	

D. Healthy Organization

Goals	Strategies/Actions
<p>Strengthen relationships with City of Lethbridge business units, Town of Coaldale, LRPS co-workers and the Police Commission.</p> <p>Develop a human resources plan that addresses current challenges in the areas of recruitment, retention, and training.</p> <p>Create an economic climate that allows for Service sustainability.</p>	<ul style="list-style-type: none"> • Share information, training and educational programs with City of Lethbridge business units, Town of Coaldale, and the Police Commission. • Identify challenges and devise implementation strategies to deal with recruitment and retention issues. • Develop strategies that provide Service subject matter experts with opportunities to mentor other LRPS members. • Train section and unit managers in MIS to ensure fiscal control and responsibility. • Forge partnerships and target funding sources in order to supplement the fiscal demands of the Service.
<p>Outcomes Successful recruitment and retention strategies, knowledge transfer, proper budgets, fiscal control</p>	

L R P S

“providing safe communities”



LETHBRIDGE REGIONAL
POLICE
SERVICE

“providing safe communities”