

Lethbridge Regional Police Service

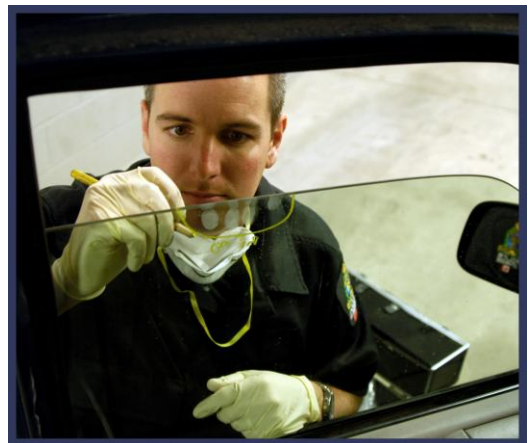
Business Plan 2012-2014

Integrity
Respect
Honesty
Excellence
Commitment

Lethbridge
Coaldale

Public Trust
Public Confidence
Professionalism
Public Safety

“providing safe communities”



Lethbridge Regional Police Service

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1.0 EXECUTIVE SUMMARY

The Lethbridge Regional Police Service is committed to providing safe communities through partnerships, community participation and excellence in service delivery. We serve the citizens of Lethbridge and Coaldale with respect, honesty, integrity, excellence and commitment. Guided by the four pillars of policing – public safety, public trust, public confidence and professionalism – we will continue to develop strategies to reduce crime and disorder and ensure citizens feel safe in their neighbourhoods.

Working in partnership with the Lethbridge Regional Police Commission, we have identified four strategic areas:

- ❖ Prevention and Enforcement
- ❖ Visibility and Community Engagement
- ❖ Healthy Organization
- ❖ Continued Effective Fiscal Management

With these strategic areas in mind the Lethbridge Regional Police Service has identified a number of initiatives to improve policing services, increase organizational capacity, define individual performance measures, enhance internal and external communications and manage the expansion of the police building leading up to and during construction.

Improve Policing Services:

The Police Service recognizes the importance of balancing fiscal responsibility with the need to provide policing services that continue to best serve our communities. With that in mind, initiatives that create efficiencies using current resources will include optimizing the use of technology in areas such as photo enforcement, expanding online reporting, augmenting traffic services to improve road safety and enhancing the presence of uniformed members in the community.

Increase Organizational Capacity:

The only constant in policing is change. Crime continues to evolve and as our communities expand it is vital to ensure police resources continue to meet the demands placed upon them. New ways of doing business, such as the implementation of a Community Peace Officer program, expanding the Alternative Reporting Team and civilianizing some functions will put police back on the street and help increase the capacity of our sworn members.

Define Individual Performance Measures:

To maintain the public's trust and confidence, the Service recognizes the importance of professionalism and accountability. Initiatives such as a system of clearly outlined and consistently managed performance expectations, ongoing performance evaluations, regular reporting on divisional accomplishments and tracking call times to reduce response times will help ensure the highest level of service to our communities.

Enhance Communications:

The Police Service has a responsibility to keep the public informed about crime trends and policing activities in our communities. Initiatives to enhance our existing communication strategy include utilizing social media tools and improving the functionality and content of the LRPS website. In addition,

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internal communications will be strengthened through the distribution of a Service-wide newsletter based on bi-annual retreats, server virtualization to allow remote access for members, regular reporting from Staff Sergeants on the activities in their respective areas and continued monthly communiqués from the Chief of Police.

Manage Building Expansion:

In order to minimize interruptions during construction of the expansion, a business continuity plan will be developed. The plan will manage a variety of issues including parking for police and staff vehicles, access to the sally port and a maintaining a secure entrance. To facilitate and oversee the plan, a project manager will be identified and provided with appropriate training.

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2.0 ACKNOWLEDGEMENTS

The Lethbridge Regional Police Service 2012-2014 Business Plan was developed in consultation with the LRPS Executive, membership and Lethbridge Regional Police Commission. Community feedback from public forums and surveys was also reviewed and utilized in order to ensure the strategic direction of the Lethbridge Regional Police Service continues to reflect and meet needs of citizens in Lethbridge and Coaldale.

The 2012-2014 LRPS Business Plan was prepared by:

Tom Ascroft	Inspector – Administrative Services Division
Kristen Harding	Executive Coordinator LRPS
Dan Paskuski	Business Manager LRPS
Art Tamminga	Staff Sergeant – Administrative Services Section

Special thanks to Rich Hildebrand for his facilitation throughout the planning and development process.

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3.0 BUSINESS UNIT OVERVIEW

The Lethbridge Regional Police Service provides policing services to the City of Lethbridge and Town of Coaldale, a combined population of more than 93,000 people.

The Service is comprised of four divisions:

Community Policing Division – provides a frontline response to calls for service.

Criminal Investigation Division – investigates ongoing complicated and major criminal investigations that require specialized and dedicated resources.

Support Services Division – provides support to all areas of the Service through IT, records management, tactical response, K9 and explosives disposal as well as jointly managing the Public Safety Communications Centre.

Administrative Services Division – manages the Police Service’s budget, business activities, human resources and public complaint investigations.

3.1 MISSION/VISION/VALUES

Mission

Providing Safe Communities

Vision

Citizens living in a safe community provided through:

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

Values

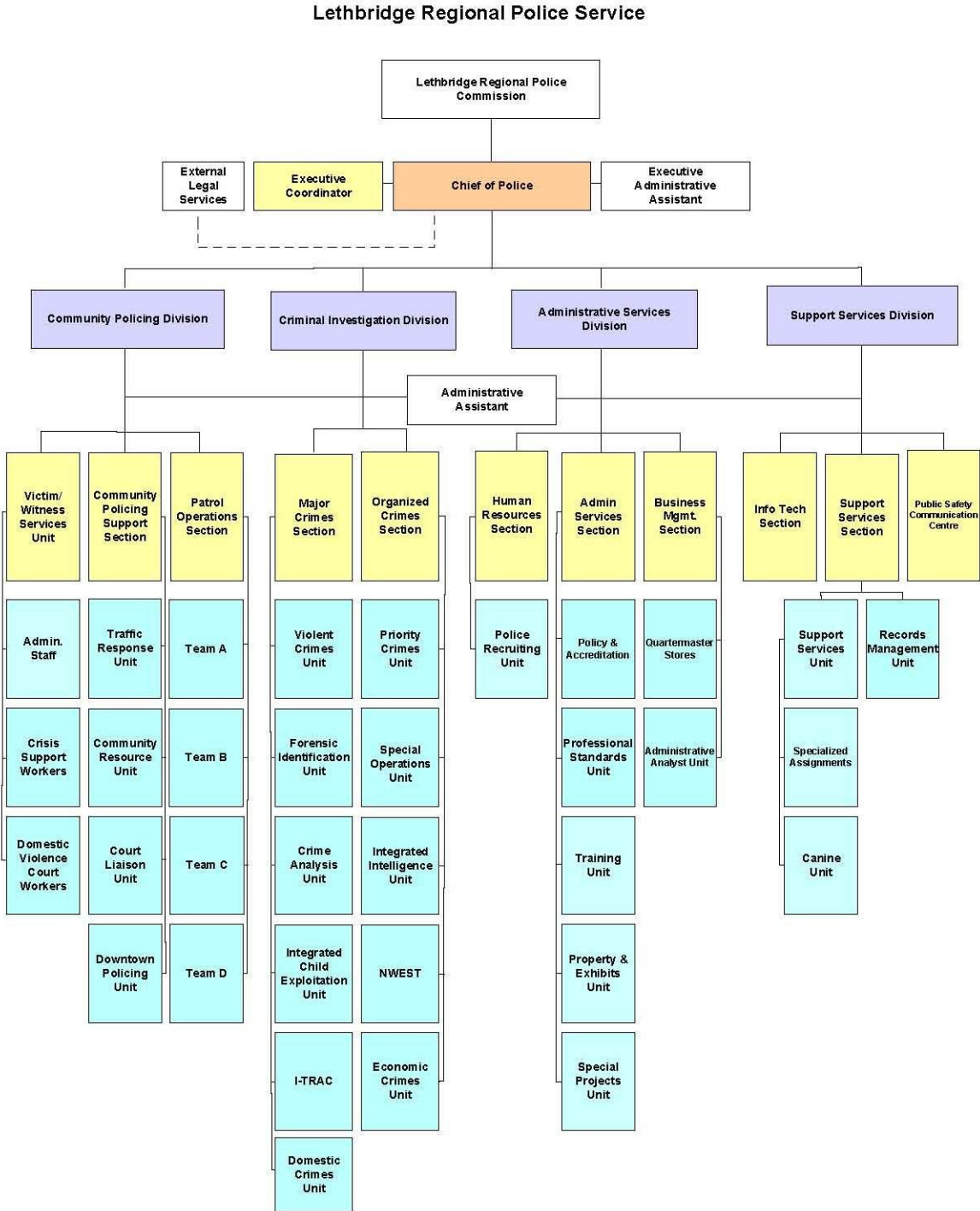
All members of the Lethbridge Regional Police Service share in and demonstrate the following values:

- Respect
- Honesty
- Integrity
- Excellence
- Commitment

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3.2 Organization Chart



3.3 History

The Lethbridge Police Force was established in 1902 and Thomas Lewis was appointed Chief Constable. At the time, a total of two officers served an estimated population of 2,000 people.

In 2002 the Lethbridge Police Service celebrated 100 years of policing the City of Lethbridge.

Two years later the Lethbridge Police Service became the Lethbridge Regional Police Service following a regionalization agreement in 2004 to provide policing services to the Town of Coaldale.

As of May 2011 the Lethbridge Regional Police Service had an authorized strength of 168 sworn members, 51 support staff and approximately 60 volunteers.

3.4 Accomplishments

- One of only nine agencies in Canada accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA)
 - Received advanced accreditation for the fifth time since 1999
- Victim/Witness Services received International Association of Chiefs of Police (IACP) Award for Excellence in Victim Services
- Recruited and trained a total of 24 new police officers in 2009 and 2010
- Installed Intersection Safety Devices (ISDs) at three intersections to reduce collisions
- Installed in-car cameras in seven traffic vehicles to enhance public accountability and officer safety
- Implemented the Alternative Reporting Team (ART) to provide citizens with the ability to report minor crimes online via the website or telephone.
- LRPS continues to consistently exceed the national average in terms of crime solve rates
- Developed a comprehensive succession management process
- Ongoing participation in the Alberta Police Integrated Information Initiative (API 3)
- Capital Improvement Plan (CIP) approval for \$23.4 million building expansion and parking structure

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3.5 Initiatives and Major Capital Projects in Progress

Lethbridge Regional Police Service - Current & Planned Capital Projects		
Name	Capital Improvement Identifier	Purpose of Project
Building Expansion	D-24	Add a 36,490 sq.ft three-storey block at the rear of the existing building and a two level parking structure.

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4.0 ANALYSIS

4.1 Financial Summary

Boards and Commissions
Lethbridge Regional Police Service
Budget Summary

	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2008-2011</i>
	<i>Actual</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Change</i>
Revenues						
Fines	12,615	23,900	11,900	11,900	11,900	(12,000)
Grants	256,130	186,400	252,500	252,500	252,500	66,100
Other Revenues	570,639	396,000	561,800	561,800	561,800	165,800
Sales of Goods & Services	1,541,622	1,419,300	1,652,300	1,699,300	1,748,700	329,400
	2,381,006	2,025,600	2,478,500	2,525,500	2,574,900	549,300
Expenses						
Asset Purchases	8,361	34,000	0	0	0	(34,000)
Debt Payments	389,800	399,500	409,500	419,700	430,200	30,700
Financial Charges	404	0	0	0	0	0
General Services	899,776	921,400	1,057,000	1,136,700	1,153,900	232,500
Insurance Premiums & Fees	2,500	0	0	0	0	0
Interdepartmental Transfers	3,037,167	3,236,800	3,627,700	3,931,600	3,986,400	749,600
Materials & Supplies	553,105	420,900	592,100	640,800	582,200	161,300
Other Personnel	489,831	538,900	744,964	790,464	787,064	248,164
Reserve Transfers	(24,378)	0	(3,500)	(165,900)	43,500	43,500
Transfers to Capital	42,446	0	0	0	0	0
Utilities	149	0	0	0	0	0
Wages & Benefits	15,695,166	17,054,800	18,649,085	19,814,631	20,834,728	3,779,928
	21,094,327	22,606,300	25,076,849	26,567,995	27,817,992	5,211,692
Total Lethbridge Regional Police Service	18,713,321	20,580,700	22,598,349	24,042,495	25,243,092	4,662,392

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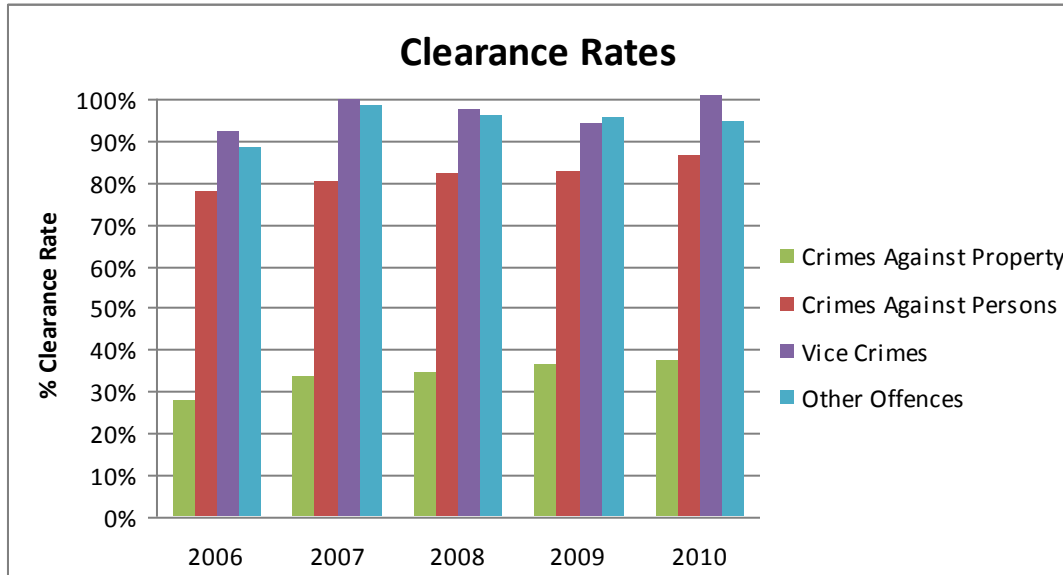
4.2 Core Business and Service Levels

Lethbridge Regional Police Service – Core Business & Service Levels	
Core Services - Respond to calls for service	
Description of Service: To respond to emergency and non-emergency calls for service.	Service Level <ul style="list-style-type: none"> • Timely and appropriate response as determined by a priority call system
To investigate criminal and non-criminal matters	<ul style="list-style-type: none"> • Timely and appropriate response • Allocation of resources from specialty support units (Major Crimes, Organized Crimes) • Cases cleared by charges/solve rates
Core Services – Proactive policing	
Description of Service: To provide community awareness and education programs	Service Level : <ul style="list-style-type: none"> • Timely and relevant information on a variety of crime prevention topics Information specific to target groups – youths, seniors, new Canadians, students, the general public
To provide crime prevention projects to enhance community safety	<ul style="list-style-type: none"> • Seasonal and year-round participation in programs such as Check Stops, photo enforcement, monthly Select Traffic Enforcement Project (STEP), drug trafficking projects and prostitution projects
Core Service – Community safety	
Description of Service: To ensure residents feel safe in their neighbourhoods and throughout the community	Service Level: <ul style="list-style-type: none"> • Visibility and proactive policing initiatives including a visible street presence (vehicle, bike and foot patrols) • Ongoing communication – providing information to citizens and soliciting • Feedback through community surveys and forums

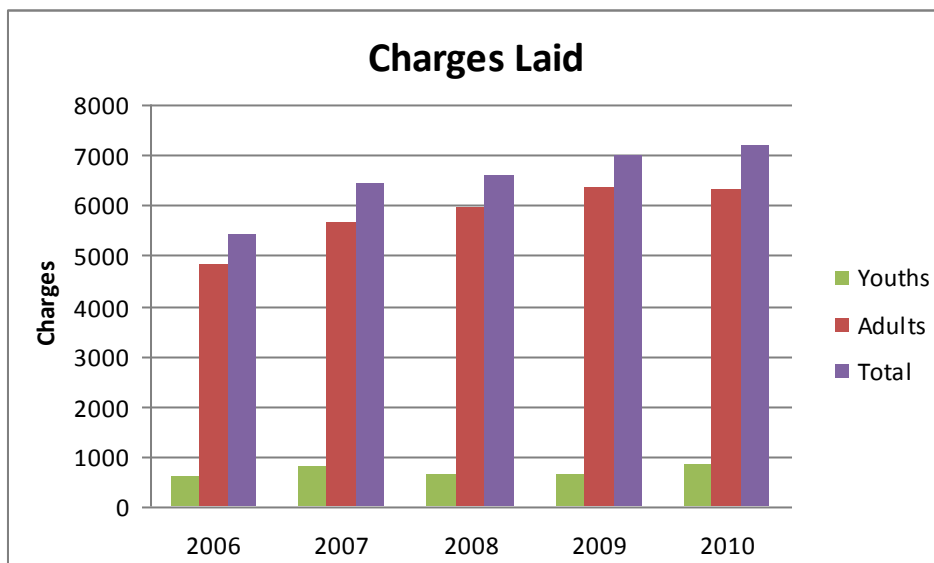
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4.3 Performance Measures



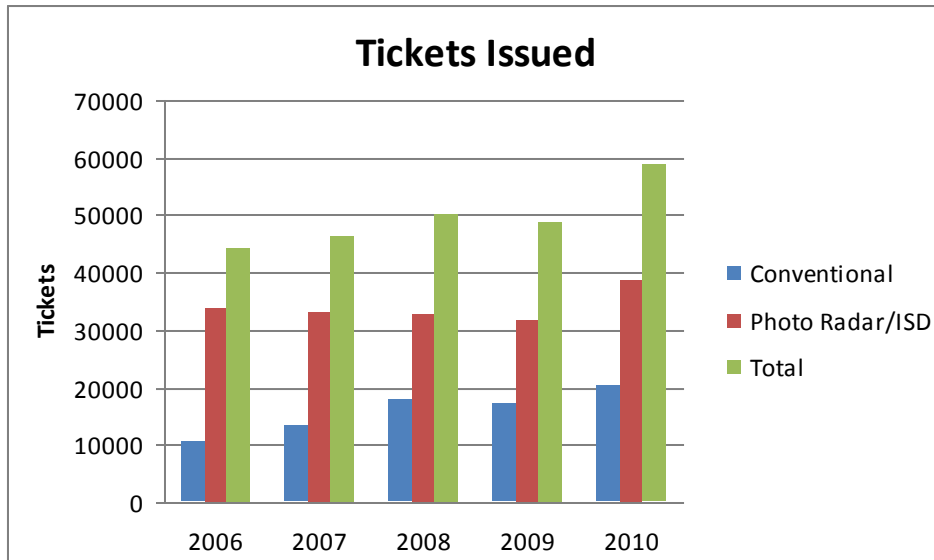
The clearance rate is calculated by dividing the actual offences by the total offences cleared (offences cleared by charge plus offences cleared by other.) Clearances also include offences reported in previous years and cleared in the current year: therefore for some offence types the clearance rate may exceed 100 per cent.



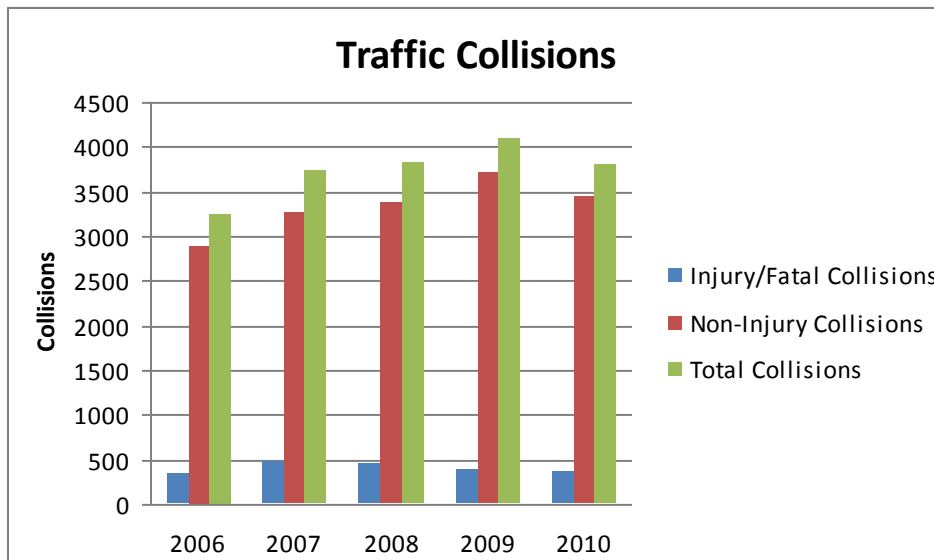
Charges laid reflects the total number of charges laid against adults and young offenders.

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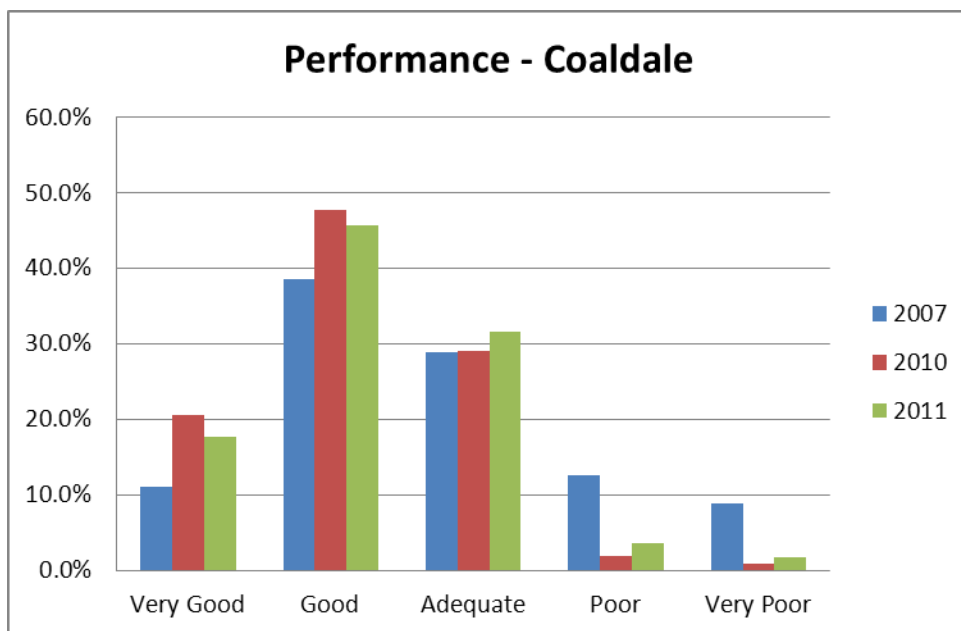
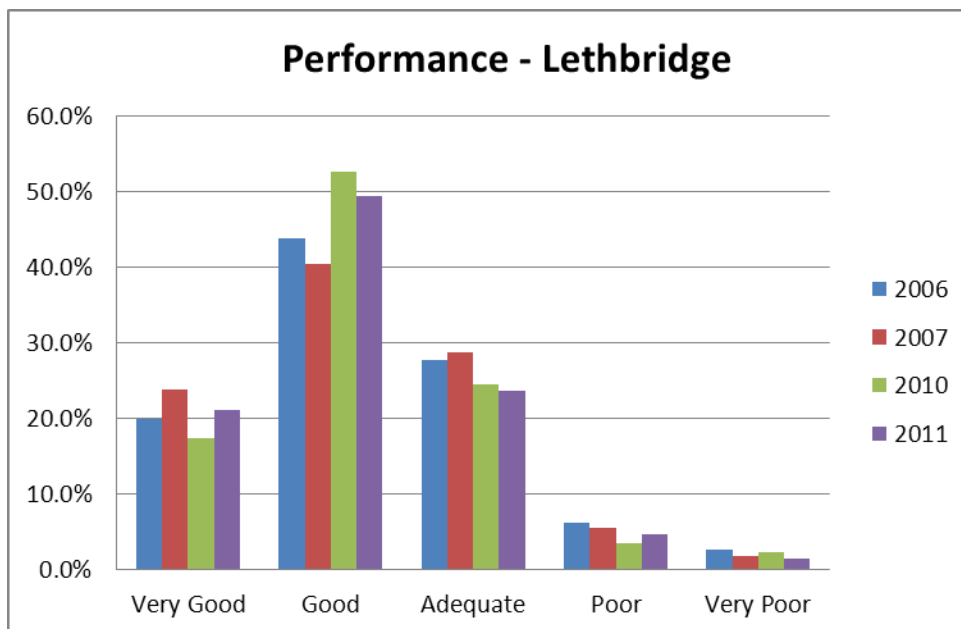
Tickets issued represents the total number violation tickets issued for breaches of provincial statutes.



Traffic collisions represents the total number of collisions reported.

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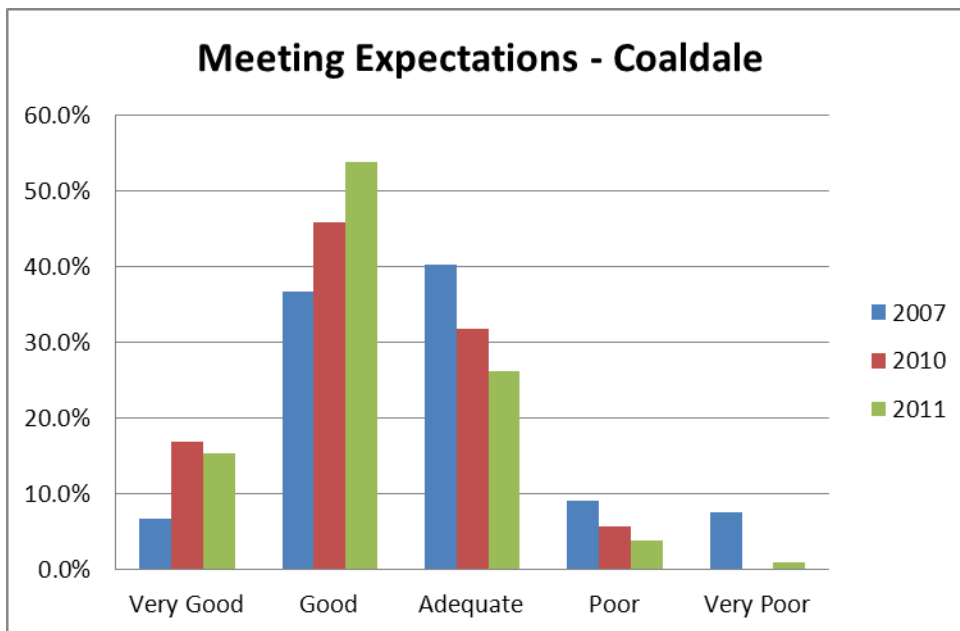
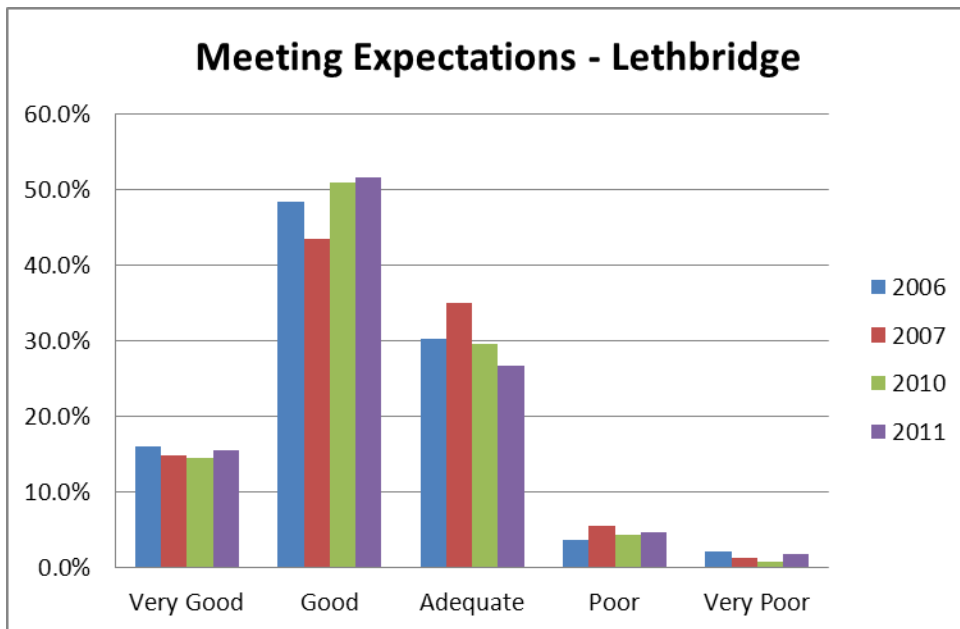
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The majority of citizens in Lethbridge and Coaldale are satisfied with the performance of LRPS members.

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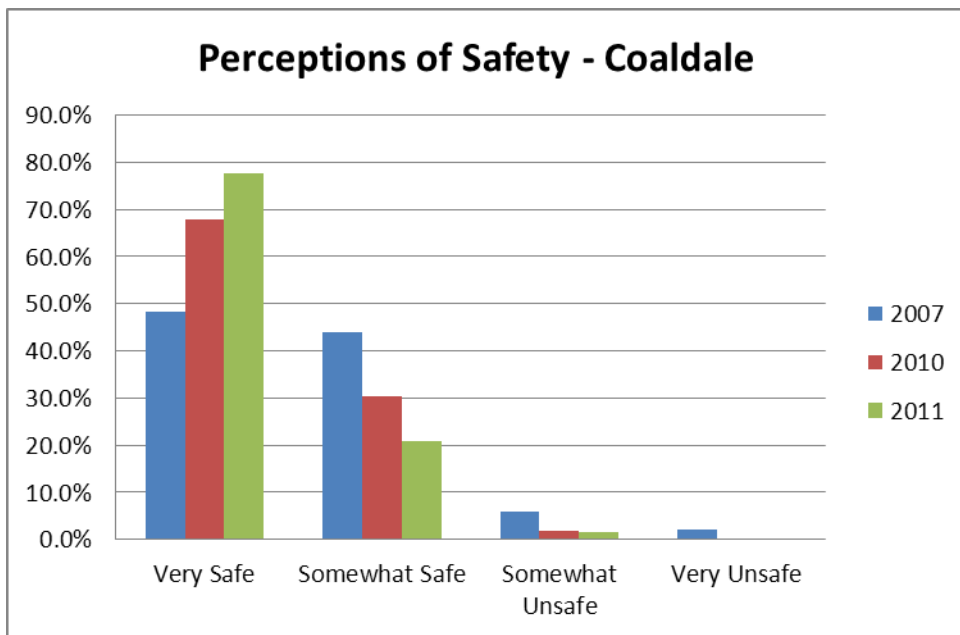
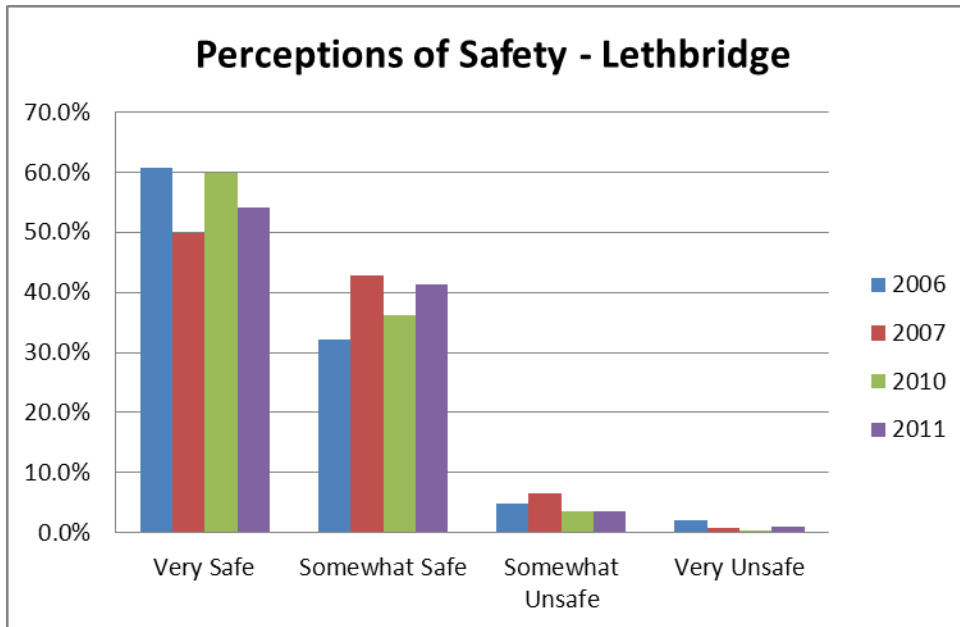
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The majority of the citizens of Lethbridge and Coaldale feel that LRPS meets their expectations.

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The majority of citizens in Lethbridge and Coaldale continue to feel safe in their communities.

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4.4 Key Customers and Stakeholders

Lethbridge Regional Police Service – Key Customers/Stakeholders	
Key Customers/Stakeholders	Summary of Perceived Needs or Expectations
<ul style="list-style-type: none">City of Lethbridge	<ul style="list-style-type: none">Citizens – Timely and appropriate response to emergency and non-emergency calls for serviceAdministration – Appropriate management of budget and allocation of resources
<ul style="list-style-type: none">Town of Coaldale	<ul style="list-style-type: none">Citizens – Timely and appropriate response to emergency and non-emergency calls for serviceAdministration – Appropriate management of budget and allocation of resources
<ul style="list-style-type: none">Regional Police Commission	<ul style="list-style-type: none">Timely information sharingAppropriate allocation and management of resourcesAccountability
<ul style="list-style-type: none">Other police agencies	<ul style="list-style-type: none">Timely information sharingParticipation in joint forces initiativesAssistance with inquiries, investigations
<ul style="list-style-type: none">Alberta Justice	<ul style="list-style-type: none">Timely and complete disclosure
<ul style="list-style-type: none">Lethbridge Fire and Emergency Services	<ul style="list-style-type: none">Timely response to calls for assistanceParticipation in joint investigations
<ul style="list-style-type: none">Pay-duty customers	Accommodate requests for police presence when appropriate
<ul style="list-style-type: none">Media	<ul style="list-style-type: none">Timely and detailed release of informationAvailability for interviews
<ul style="list-style-type: none">Community partners	<ul style="list-style-type: none">Police participation in community events

4.5 Current Context

TRENDS:	<ul style="list-style-type: none">• Recruiting challenges
	<ul style="list-style-type: none">• Younger, inexperienced work force
	<ul style="list-style-type: none">• Investigations increasing in complexity
	<ul style="list-style-type: none">• Increase in violent and drug crimes
	<ul style="list-style-type: none">• Increased demand to monitor re-offenders, high-risk offenders and offenders serving community sentences
	<ul style="list-style-type: none">• Community becoming more culturally diverse
	<ul style="list-style-type: none">• Greater need for legal services (lawsuits, professional standards, human resources)
	<ul style="list-style-type: none">• Reliance on technology
	<ul style="list-style-type: none">• Requirements for disclosure and management of data (storage)
	<ul style="list-style-type: none">• Joint forces projects

POLITICAL FACTORS:	<ul style="list-style-type: none">• Ongoing changes to legislation
	<ul style="list-style-type: none">• Changes in political leadership
	<ul style="list-style-type: none">• Appetite for fiscal restraint

ECONOMIC CLIMATE:	<ul style="list-style-type: none">• Local economy comparatively stable
	<ul style="list-style-type: none">• Limited link between economic conditions and crime rates

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CUSTOMER NEEDS:	• Perception of safety
	• Increase demand for transparency and oversight
	• Increased demand for visibility
	• Increased demand for communication
	• Expectation of timely service

UNCERTAINTIES:	• Impact of amendments to Police Act
	• Changes to legislation
	• Provincial funding
	• Municipal funding

OTHER FACTORS: (Technology, Facilities, etc.)	• Centralization of technology (provincial radio and records management systems)
	• New technology to investigate new and emerging crimes
	• Increasing spatial needs
	• Increased reliance on technology

4.6 SPOT Analysis

STRENGTHS:	• CALEA accredited
	• Well-trained, committed staff
	• Public confidence
	• Strong volunteer base
	• Strong community partnerships
	• Technologically advanced
	• Higher than average crime solve rates
	• Well-equipped
	• Attractive employer

THREATS:	• Loss of funding
	• Facility capacity
	• Increasing sophistication of crime
	• Frequently changing legislation
	• Ability to maintain street strength (cop to pop ratio)
	• Increased requirement for disclosure of information
	• Diminishing pool of recruits
	• Increasingly litigious society
	• Increased need to provide accommodated positions

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PROBLEMS:	• Large proportion of inexperienced staff
	• Large proportion of staff eligible for retirement over the next five years
	• Span of control is too wide
	• Lack of diversity – ethnicity and gender
	• Increased training demands
	• Challenges to implement flexible work arrangements
	• Flight from frontline policing
	• Lack of investigative capacity

OPPORTUNITIES:	• New partnerships – Alberta Police Integrated Information Initiative (API3), Alberta Law Enforcement Response Teams (ALERT)
	• Strengthen existing partnerships
	• New technology – Intersection Safety Devices (ISDs), social media, API3, computerized virtual training
	• New ways of doing business – Alternative Reporting Team (ART), Community Peace Officers (CPOs), online training
	• New positions – Deputy Chief, in-house legal counsel
	• Enthusiasm, dedication of members
	• Increase internal and external communications – recruiting, marketing, media, social media, website
	• Develop building expansion transition strategy

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5.0 STRATEGIC INITIATIVES & OPPORTUNITIES

Lethbridge Regional Police Service – 5 Bold Steps	
Bold Step	Objectives
<p>1. Improve Policing Services</p> <p>STRATEGIC AREAS:</p> <ul style="list-style-type: none"> Prevention and Enforcement Visibility and Community Engagement Continued Effective Fiscal Management 	<ul style="list-style-type: none"> Enhance uniform presence in the community Optimize use of technology – investigative equipment, communications and reporting Augment traffic services to improve road safety Expand alternative reporting opportunities Enhance ability to investigate major crimes
<p>2. Increase Organizational Capacity</p> <p>STRATEGIC AREAS:</p> <ul style="list-style-type: none"> Prevention and Enforcement Continued Effective Fiscal Management Healthy Organization 	<ul style="list-style-type: none"> Identify appropriate positions and implement Community Peace Officers Increase non-sworn capacity to put police back on the street Expand Alternative Reporting Team Research Deputy Chief and in-house legal counsel positions Enhance IT infrastructure and project accountability Respond to need for digital forensic examination requirements Increase sworn capacity
<p>3. Define Performance Measures</p> <p>STRATEGIC AREAS:</p> <ul style="list-style-type: none"> Healthy Organization 	<ul style="list-style-type: none"> Establish, identify and track performance measures in each Division for sworn and non-sworn members HR diary date system to ensure completion of performance evaluations Track pending call times and reduce response times Annual training report (all training that was offered and who participated) Establish and report out on activity in CID including the volume of file transfers, cases handled, charges laid, drugs recovered, victims served (domestic violence)
<p>4. Enhance Communications</p> <p>STRATEGIC AREAS:</p> <ul style="list-style-type: none"> Visibility and Community Engagement Healthy Organization 	<ul style="list-style-type: none"> Implement social media strategy Strengthen internal and external communications Report-outs by Staff Sergeants on activities, successes, issues and challenges in each Section Server virtualization - webmail/remote access for members Implement crime mapping software to keep the public informed

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<p>5. Manage Building Expansion</p> <p>STRATEGIC AREAS:</p> <ul style="list-style-type: none">• Continued Effective Fiscal Management• Healthy Organization	<ul style="list-style-type: none">• Manage renovations• Identify Project Manager and provide necessary training• Develop and implement business continuity plan• Explore long range spatial options for future growth
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