

# CAMROSE POLICE SERVICE



2009 - 2011

STRATEGIC PLAN

## INTRODUCTION

This Strategic plan will serve as a template of our commitment to our community and organization. It identifies the following four strategic priorities that we will focus on over the next three years; Community Safety, Communication and Collaboration, Fiscal Responsibility and Infrastructure Needs, and Invest in our Employees. By addressing these key issues now and into the future, our organization will grow and prosper along with the City of Camrose and its' citizens.

Input from the community and our employees gained through open discussions at workshops, participation sessions with stakeholders, and community feedback has provided the foundation of this plan. With the incredible changes that have occurred within Alberta, Canada, and the World over the last few months, preparing for the future is more challenging than ever. As such, this document must be flexible and subject to review, and as needed modification, to meet the ever changing needs of Camrose and the Police Service.

We understand the importance of public trust and confidence in the Police Service and are committed to face these real challenges as we strive to recruit and retain our personnel in this highly competitive hiring environment, while never lowering our high standards in service delivery.

As first responders to emergent situations, we know that many of the issues presented to us cannot be resolved by the police alone. We are therefore committed to partner with like-minded organizations to address and reduce the root causes. The citizens of Camrose deserve a community that fosters an exceptional quality of life and this plan focuses on achieving that.

The Camrose Police Commission and Camrose Police Service look forward to meeting the needs of our citizens and our employees while keeping Camrose safe.

Joe Furber  
Chairman  
Camrose Police Commission

Darrell Kambeitz  
Chief of Police  
Camrose Police Service

## VISION

To be a modern, progressive organization collaborating with our community to provide a safe and caring environment that enhances quality of life in Camrose.

## MISSION

Public safety through Policing excellence.

## VALUES

- A Accountability - Responsible for all our decisions and actions.
- S Stewardship - Dedicated to building a heritage for future generations, by encouraging community minded growth and well-being for all internal and external stakeholders.
- P Professionalism - maintain public confidence, trust and pride.
- I Integrity - Doing the right things, for the right reasons, all of the time.
- R Respect - Treat all with courtesy, compassion, fairness and dignity.
- E Excellence - Committed to the highest ethical and legal standards in everything we do.

## **OUR GUIDING PRINCIPLES**

- *To promote an understanding through the Service that the true measure of police effectiveness is the absence of crime and disorder, not the visible evidence of police action in dealing with them.*
- *To secure the cooperation of the public's voluntary observance of laws by encouraging understanding and communication between the citizens of Camrose and their Police Service.*
- *To maximize individual and collective skills within the Service in terms of crime prevention, crime detection and traffic safety.*
- *To promote a professional police image by demonstrating impartial service to the law, and by offering service and friendship to all members of the public without regard to race, religion or social standing.*
- *To use only the minimum force required on any particular occasion, and only when persuasion, advice, and warning is found to be insufficient to obtain public observance of the law.*
- *To maintain a recruiting, training, education and developmental capability within the Service that will maximize the potential of all members.*
- *To achieve the foregoing within an acceptable cost framework.*

## Strategic Priority / COMMUNITY SAFETY

Our highest priority is to make Camrose a safe city.

### Objective 1.1

#### Lead

Deliver professional front line services	Sergeants, Communications, All members
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#### Action Items

- Ensure timely response to calls
- Investigate all crimes thoroughly
- Aggressively seek out those responsible
- Maintain communication with victims
- Problem solve repeat calls for service

### Objective 1.2

#### Lead

Identify and disrupt organized crime	Major Crimes Unit, All members
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#### Action Items

- Collect, analyze and disseminate criminal intelligence reports
- Pro-actively target those involved in criminal activity
- Develop S.O.P.'s targeting identified crime groups
- Liaise with provincial partners for support
- Continue to participate in EIIU and EROC by supplying resources
- Complete an annual crime analysis to identify crime trends
- Formulate effective plans to detect, prevent and combat criminal activity

Objective 1.3

Lead

Address Youth Crime and Family Violence	School Resource Officer, Crime Prevention, Victim Services Unit, All members
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Action Items

- Supplement provincial initiatives for response to Family Violence
- Utilize provincial expertise (ARTAMI, Crown)
- Liaise with community partners to problem solve
- Quickly identify crime trends and develop resources
- Participate in restorative measures
- Identify, maintain and target habitual offenders
- Enhance our presence in schools

Objective 1.4

Lead

Enhance Traffic Safety	Traffic Unit, Sergeants, All members
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Action Items

- Educate and inform the community at every opportunity
- Maintain collision training and expertise
- Attend and investigate all reported collisions
- Improve enforcement rates at collision investigations
- Liaise with Engineering for solutions and ideas
- Maintain and enhance partnerships with other agencies to reach common goals
- Incorporate provincial initiatives and awareness programs
- Increased enforcement of identified areas of concern
- Continued use of photo radar to achieve voluntary compliance
- Enhance impaired driving prevention initiatives
- Complete an annual Traffic Analysis

Objective 1.5

Lead

Emergency Preparedness	Administration, Training
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Action Items

- Through risk assessments, develop SOP's for special events
- Maintain current Emergency Preparedness Manual
- Maintain emergency operation center
- Continue to train all personnel
- Participate in scenario exercises
- Maintain Pandemic Planning

Performance Indicators	Community Safety
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- ◆ Complaints/compliments towards Police
- ◆ Improve clearance rates
- ◆ Reduce crimes against persons
- ◆ Analyze drug seizures and charges
- ◆ Communities perception of safety
- ◆ Improved enforcement statistics including collisions
- ◆ Reduce over-all number of collisions
- ◆ Reduce number of collisions involving injury or death
- ◆ CALEA re-accreditation and surpassing provincial standards

## Strategic Priority / COMMUNICATION AND COLLABORATION

Strengthen community communication and collaboration with the Police Service.

Objective 2.1	Lead
Increase community awareness, feedback, and involvement	Administration, Crime Prevention, All employees

### Action Items

- Ensure continuous flow of information to victims
- Maintain and enhance CPS Website
- Provide daily news releases
- Actively involve the communities assistance in solving crimes
- Consult with the community
- Provide community presentations at every opportunity
- Participate in Emergency Services day and other worthwhile events

Objective 2.2	Lead
Strengthen Agency Partnerships	Administration, School Resource Officer, Crime Prevention, All employees

### Action Items

- Maintain and enhance School Resource Officer presence in schools
- Encourage joint agency involvement in problem solving
- Work directly with AADAC, Mental Health, CDSS, Family Services
- Plan and participate in common funding innovations
- Provide expertise to community agencies

Objective 2.3

Lead

Strengthen Community Presence	Crime Prevention, All employees
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Action Items

- Participate in community events
- Open our doors for tours, meetings, discussions
- Encourage Volunteer work of our employees in the community
- Provide proactive crime prevention information to residents and businesses
- Maintain and enhance crime prevention programs

Objective 2.4

Lead

Provide efficient and transparent oversight process	Administration
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Action Items

- Improve public awareness and understanding of complaint/compliment process
- Adhere to strict time-lines during internal investigations
- Provide updates during lengthy investigations
- Encourage Association participation in the development of protocols
- Utilize and participate with provincial investigative teams
- Liaise with the Public Complaint Director

Performance Indicators	Communication and Collaboration
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- ◆ Number of community presentations provided
- ◆ Number of school presentations and programs delivered
- ◆ Number of agencies partnered with
- ◆ Number of Police Service Community programs
- ◆ Increased visits to our web-site
- ◆ Community and business satisfaction with Police

## Strategic Priority / FISCAL RESPONSIBILITY AND INFRASTRUCTURE NEEDS

Sustain service levels while ensuring effectiveness and financial accountability.

### Objective 3.1

#### Lead

Identify and address future infrastructure needs	Administration, Managers, All Sections
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#### Action Items

- Ensure adequate equipment needs are met
- Maintain adequate building and storage facilities
- Forecast and access IT solutions
- Identify service capacity levels
- Develop acceptable police per population ratios

### Objective 3.2

#### Lead

Review current service deliveries	Administration, Managers, All Sergeants
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#### Action Items

- Audit current practices for effectiveness
- Explore alternate delivery models
- Evaluate existing functions to determine value
- Partnership with Crown to explore disclosure responsibilities
- Continue with CALEA and Provincial Standards compliance
- Obtain CALEA re-accreditation and Provincial Audit approval

Objective 3.3

Lead

Increase use of partnership opportunities	Training, Major Crimes Unit
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Action Items

- Continue to support provincial crime reduction teams
- Utilize provincial resources where applicable
- Explore partnering with external agencies to increase effectiveness
- Explore training opportunities with other agencies
- Develop relationships to support these opportunities

Objective 3.4

Lead

Fiscal Management	Administration
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Action Items

- Develop annual resource and operational budgets
- Manage those budgets effectively
- Explore multi-year budgeting
- Review existing funding contracts with external partners
- Explore additional opportunities for funding human resources
- Identify existing external funding

Performance Indicators	Fiscal Responsibility and Infrastructure Needs
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- ◆ Ability to continue service deliveries
- ◆ Adequate infrastructure
- ◆ Cost per capita for policing in Camrose
- ◆ Monies received from external partners
- ◆ Balanced budget

# Strategic Priority / INVEST IN OUR EMPLOYEES

Strengthen organizational capacity to meet future needs.

Objective 4.1	Lead
Quality Recruiting	Administration, All Members

### Action Items

- Hire the best, qualified candidates
- Ensure hiring practices are consistent with Alberta standards
- Generate internal and community referrals
- Remain an attractive organization

Objective 4.2	Lead
Employee Retention	Administration, Association

### Action Items

- Promote the health, well-being and safety of all employees
- Be responsive to the needs of employees
- Complete employee survey
- Collaborate with Association
- Remain competitive in benefits and remuneration
- Accommodate where capable

Objective 4.3

Lead

Professional Development	Administration, Sergeants, Training
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Action Items

- Facilitate career pathing and succession planning
- Ensure adequate coaching, mentoring and completion of assessments
- Commit to promotional and succession planning
- Support life-long learning
- Provide specialized opportunities through an equitable process
- Celebrate our successes
- Ensure consistent application of organizational standards
- Maintain an open approach to Administration and organizational change

Performance Indicators	Invest In Our Employees
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- ◆ Maintain authorized resources
- ◆ Completion of annual training requirements
- ◆ Increased years of experience of employees
- ◆ Number of employees completing training
- ◆ Number of employees continuing educational opportunities
- ◆ Decrease in sick time used
- ◆ Employee satisfaction