

# CAMROSE POLICE SERVICE



2012 - 2016

STRATEGIC PLAN

## TABLE OF CONTENTS

|   |           |
|---|-----------|
| <b>Introduction</b> .....                             | <b>2</b>  |
| <b>Vision</b> .....                                   | <b>3</b>  |
| <b>Mission</b> .....                                  | <b>3</b>  |
| <b>Values</b> .....                                   | <b>3</b>  |
| <b>Guiding Principles</b> .....                       | <b>4</b>  |
| <b>Strategic Priorities</b>                           |           |
| <b>Community Safety</b> .....                         | <b>5</b>  |
| <b>Communication and Collaboration</b> .....          | <b>8</b>  |
| <b>Fiscal Responsibility and Sustainability</b> ..... | <b>10</b> |
| <b>Invest In The Best</b> .....                       | <b>12</b> |

### INTRODUCTION

This 2012-2016 strategic plan will lead the Camrose Police Service into our 60<sup>th</sup> Anniversary year. This organizational guide focuses on stability and succession planning, while maintaining the highest levels of service and safety to the citizens of Camrose.

The ever changing needs and diverse challenges of our community requires that all of our Police Officers have the ability to think critically; respond tactically and behave ethically. As we prepare to lose accumulated experience through retirements, we must invest in our future by ensuring qualified motivated leaders are ready to take their place.

Our continued engagement, interaction and communication with our community and partners is essential. We are proud of this organization's

accomplishments and our dedicated personnel that respond to every call equitably and professionally.

The Camrose Police Commission and the Camrose Police Service are committed to being open and transparent and believe this plan will guide us forward and provide “Public Safety Through Policing Excellence”.

Lowell Knutson  
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 the safety of our citizens.

| Objective 1.1                            | Lead                                   |
|--|--|
| Deliver professional front line services | Sergeants, Communications, All members |

### Action Items

- Ensure timely response to calls 24 hours a day, every day.
- 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 |

### Action Items

- Promote and support intelligence-led programs and initiatives
- 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 support Provincial organized crime initiatives
- 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 |

Action Items

- Supplement provincial initiatives for response to Family Violence
- Utilize provincial expertise (I.T.R.A.C., Crown)
- Liaise with community partners to problem solve
- Quickly identify crime trends and develop strategies to disrupt
- 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 |

Action Items

- Educate and inform the community at every opportunity
- Maintain collision training and utilize Major Case Management principles for all fatal and serious collisions
- 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, awareness programs, and Selective Traffic Enforcement Plans
- Complete and implement intelligence-led Traffic Analysis to assist with targeted enforcement, education and safety initiatives
- Enhance impaired driving prevention initiatives

Objective 1.5

Lead

|                        |                          |
|------------------------|--------------------------|
| Emergency Preparedness | Administration, Training |
|------------------------|--------------------------|

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
- Plan, prepare and participate in scenario training exercises
- Contribute to the development of a City of Camrose Master Protective Services Plan

|                        |                  |
|------------------------|------------------|
| Performance Indicators | Community Safety |
|------------------------|------------------|

- ◆ 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 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, Victim Services Unit |
|---|---|

#### Action Items

- Ensure continuous flow of information and support to victims of crime
- Ensure timely and accurate information to the community
- 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
- Maintain a vibrant engaged Victim Services Unit

### 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 |
|-------------------------------|---------------------------------|

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 |
|---|----------------|

Action Items

- Improve public awareness and understanding of complaint/compliment process
- Adhere to strict time-lines during Professional Standards 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
- Utilize IAPRO Provincial reporting system

|                        |                                 |
|------------------------|---------------------------------|
| Performance Indicators | Communication and Collaboration |
|------------------------|---------------------------------|

- ◆ 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 SUSTAINABILITY

Sustain service levels while ensuring effectiveness and financial accountability.

### Objective 3.1

Lead

|  |  |
|--|--|
| Identify and address future infrastructure needs | Administration, Managers, All Sections |
|--|--|

### Action Items

- Ensure adequate equipment needs are met
- Maintain adequate building and storage facilities
- Forecast and access IT solutions
- Enhance radio communications and interoperability
- Implement digital fingerprint technology
- Install, maintain and utilize API3
- Identify service capacity levels

### Objective 3.2

Lead

|                                   |   |
|-----------------------------------|---|
| Review current service deliveries | Administration, Managers, All Sergeants |
|-----------------------------------|---|

### 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
- Maintain adequate police personnel to achieve core functions

Objective 3.3

Lead

|   |                             |
|---|-----------------------------|
| Increase use of partnership opportunities | Training, Major Crimes Unit |
|---|-----------------------------|

Action Items

- Continue to support provincial crime reduction teams and organized crime initiatives
- 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 |
|-------------------|----------------|

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

|                        |  |
|------------------------|--|
| Performance Indicators | Fiscal Responsibility and Sustainability |
|------------------------|--|

- ◆ 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 THE BEST

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                        |
| Engaged Employees | Administration, Association |

### Action Items

- Promote a cooperative, mentoring, respectful work environment
- Promote the health, well-being and safety of all employees
- Be responsive to the needs of employees
- Inspire leadership from everyone
- Collaborate with Association
- Remain competitive in benefits and remuneration
- Accommodate where capable

Objective 4.3

Lead

|                          |                                     |
|--------------------------|-------------------------------------|
| Professional Development | Administration, Sergeants, Training |
|--------------------------|-------------------------------------|

Action Items

- Facilitate professional development to all those who are interested and motivated
- Ensure adequate coaching and mentoring
- Review and implement competency evaluations
- Commit to promotional and succession planning in all areas of the organization
- 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 |
|------------------------|-------------------------|

- ◆ Maintain authorized resources
- ◆ Completion of annual training requirements
- ◆ Increased years of experience of employees
- ◆ Number of employees engaged in leadership
- ◆ Number of employees continuing educational opportunities and professional development
- ◆ Decrease in sick time used
- ◆ Employee satisfaction