
Edmonton Police Service



"Delivering Service. Achieving Results."

A New Patrol Service Delivery Model

Launched April 30, 2007

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Executive Summary

Since the summer of 2005, the Edmonton Police Service (EPS) has been developing a new way of delivering front-line police services to the citizens of Edmonton. This comprehensive piece of work marks some of the most significant changes made to how we police the streets and communities of Edmonton in the past 20 years.

The new patrol service delivery model was designed to address three critical problems:

- Inconsistent city-wide response times for the highest priority emergency calls – where lives are at risk – due to workload peaks and valleys. When 9-1-1 call volumes are at their peak, police response times may be higher than the commonly accepted response time of seven minutes, and better than expected when the workload is low.
- Patrol officers are not always available when and where they are needed because of a mismatch between patrol deployment and workload for any given day of the week and time of the day.
- Patrol officers, as a whole, do not have sufficient time to dedicate to proactive or specific problem-solving activities because they are constantly responding to 9-1-1 calls during the ever-increasing peak workload times.

For the first time in our policing history, we are looking hard at how we match our police resources to the workload generated by the community as a whole. We are striving to be smarter in how we identify and respond to problems. Through this report, we will outline our changes including:

- **New geographic boundaries for five divisions and 20 districts.** We have worked more or less with the same four-division boundaries since the mid-1970s. In response to tremendous city growth, especially on the south side, the city will now be divided into five divisions, each with four districts based on equitable workload. These districts will enable those police officers assigned to each to get to know the people, good and bad, and issues specific to those encompassing neighbourhoods.
- **New patrol deployment structure.** Our patrol deployment structure has been in place since about 1990. The new changes in how we deploy our front-line members will allow for more effective and consistent management or supervision of personnel, community issues, and administrative requirements. The new structure will also allow for more balanced workloads amongst police officers and stronger accountability to ensure everyone is contributing equally. Additionally, officers will have a stronger sense of responsibility for the communities they serve.
- **Revised roles and responsibilities for patrol personnel.** Ensuring our patrol members clearly understand their roles and know what is expected of them is critical to successful deployment. For the first time in more than 20 years, job descriptions for all ranks and specific operational roles falling under the patrol divisions have been reviewed and revised to reflect the needs of the new patrol deployment structure and the overall vision for effective community policing. The guiding principles of strong leadership, accountability, consistency, and flexibility have been addressed from the superintendent to the front-line constable levels.
- **New shift schedules to match workload needs.** Since the early 1990s, police patrols have mainly worked 10-hour shifts with varying lengths of days off and on. Shift start and end times have remained basically the same for decades. The new service delivery model will see patrol constables working the days and times when they are most needed, while still addressing the overall health, safety, and lifestyle needs of our officers.

Introduction to the Need for Change

For citizens and police alike, uniformed patrol officers are seen to provide the fundamentals of policing within a community. They answer calls for service made by citizens, connect with a variety of people each and every day, and contribute to an overall safer city in which to live, work, and visit.

In today's complex, fast-paced, and demanding world, patrol officers often facilitate the first connections to the community and promote the idea of 'community policing' – the contact between police and the community that leads to communication, which develops into trust, and results in meaningful and collaborative problem solving around community issues.

In recent years, the EPS has recognized that, working under the current patrol service delivery model, patrol officers are simply not able to meet the expectations being placed on them – responding in a timely manner to all calls for service, especially 9-1-1 emergency calls, as well as doing proactive work to get at the root causes of crime and disorder.

The need for change in how the EPS does business is a reflection of wanting to do more, to be more efficient, to be more effective, and to meet the escalating demand for service with essentially the same number of human resources. These escalating demands and changing needs refer to growth and environmental factors that influence all change that happens in the world – social, economic, financial, technological, legal/judicial, etc.

The EPS also recognized the deployment of patrol officers is not well matched with the workload. This mismatch is the result of:

1. Outdated geographic boundaries for patrol;
2. Inconsistent and inequitable ownership areas for patrol officers to work;
3. A patrol deployment model created more than 15 years ago that no longer meets the needs of a junior membership nor the organizational needs for more accountability and consistency;
4. A shift schedule that had not been thoroughly modified to balance the needs of the membership and the workload demands in nearly two decades; and,
5. An ineffective business paradigm of trying to do more with less without shifting our common business practices.

Therefore, the need arose to develop a new service delivery model that would address the needs of patrol officers, the organization, our civic leaders, as well as the citizens of Edmonton.

The core principles that form the foundation for the analysis and recommendations summarized in this report are:

- Decisions regarding patrol deployment should strengthen officers' sense of ownership of the districts they serve;
- Deployment of patrol officers should be matched to workload, both geographically and by time of day and day of week;
- Services provided to customers – response to all calls (especially 9-1-1 emergency calls) and proactive work – should be equitable, consistent, and dependable in all parts of the city, at all times of the day, and on all days of the week;
- Proactive work performed while officers are not responding to calls will be used in a way that is targeted, measured, and enhances the EPS's ability to achieve specific public safety or problem-solving outcomes identified by the organization and the public it serves;
- Patrol deployment should provide for a baseline number of patrol units, both for officer safety and for proactive work;
- Increased supervision is necessary to assist junior patrol officers to better understand their roles and what outcomes are expected of them; and,
- Increased accountability and consistency must be inherent in every aspect of the new model.

Guided by these principles, the EPS worked with a highly regarded international consultant who introduced a software program called 'Managing Patrol Performance' or MPP to analyze one year of raw data arising from the work of patrol officers. This data comes from the Computer-Aided Dispatch (CAD) system used by patrol members in all marked vehicles as well as the Communications Section where calls are dispatched and monitored. MPP takes the data and uses a scientifically valid mathematical queuing model to more precisely match workload to assigned officers.

MPP, although a powerful and sophisticated tool that encompasses numerous criteria, was only the starting point from which decisions had to be made around performance targets and the overall framework that would serve to help meet these targets, including geographic boundaries, patrol deployment, shift schedules, etc.

It is important to note that MPP will continue to offer senior decision makers the ability to continuously evaluate and make required adjustments to the business model as environmental factors change and as internal business practices are reviewed and improved. For the EPS, any rigidity of past business management is being replaced by flexibility and fluidity.

Planning for Change

After the EPS completed its comprehensive organizational review from 2004 to 2005, one recommendation that was immediately implemented was to conduct a workload analysis on patrol operations. The goal was to understand the relationship between the number of calls for service coming into the EPS from citizens, the process of dispatching patrol units to these calls, and the ability of patrol officers to respond to these calls, considering a variety of internal and external factors.

In August 2005, plans to develop a new patrol service delivery model began with the hiring of an external consultant, Peter Bellmio, under the direction of Deputy Chief Mike Bradshaw and previous Inspector John Findlay. This sought-after consultant has worked with police agencies across North America and would further work with EPS members to undertake a comprehensive workload and staffing analysis of front-line patrol activities. Internal committees were created for what was termed the Managing Patrol Performance Project.

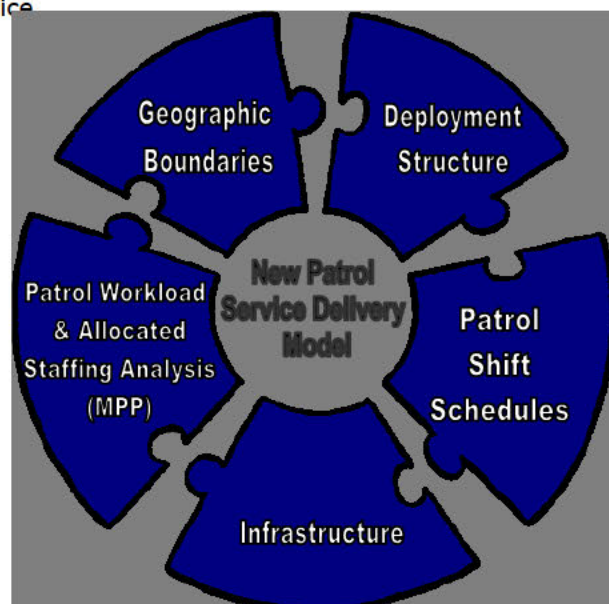
Managing Patrol Performance (MPP) is a software program that makes use of queuing formulas to determine staff needed on duty in the field to provide different levels of service to the community. The running of the MPP program can be used to determine staffing needed by hour of the day and day of the week in each of the current patrol divisions. Those results can then be used to evaluate how the current work schedule fits staffing to workload levels.

With staffing targets established, the EPS can determine the number of divisions and smaller ownership districts needed in the city. Once that decision is made, data on service time can be used with other information on community characteristics to draw new division and district lines.

So, the scope of the entire project would involve the following considerations for patrol:

1. Introduction of patrol workload analysis using a scientifically validated process;
2. Revised geographic boundaries for divisions and districts to balance workload and strengthen ownership;
3. A new patrol deployment structure with clearly outlined roles & responsibilities;
4. Shift schedules to match patrol workload; and,
5. Review of infrastructure requirements to support personnel.

The end result of this work was to establish a level of staffing in patrol required to provide a certain level of service to the community.



The Science of MPP

This entire project was designed to help the EPS develop new methods for using information to deploy front-line patrol personnel. More accurate information was developed that would be used to measure patrol workload, revise geographic boundaries for patrol areas, and evaluate patrol work schedules. The overall goals for this work were to:

- Implement a more accurate system for measuring staffing needs;
- More efficiently deploy existing patrol personnel;
- Strengthen ownership of territory by front-line patrol officers; and,
- Make more proactive time available for community policing-related work.

The end result was to establish a level of staffing in patrol that would provide a certain level of service to the community. Once this minimum staffing level was established, all other special teams within patrol would be resourced separately. Too many times, new teams are formed by taking personnel out of patrol without accounting for the impact of those changes on the basic service level to a community.

What is MPP?

Managing Patrol Performance (MPP) is a software application that has been available to police agencies since 1975. MPP uses a mathematical model to help managers plan the deployment of patrol personnel. It calculates the amount of time calls of various priorities will wait in line or in a 'queue' until patrol units on duty are free to answer them. In turn, MPP will determine the number of units that would be needed to reduce those delays. At the same time, the model can be used to determine the percentage of time officers will spend on calls for service with different numbers of patrol units in the field.

The value of a computer model like MPP is that it can simulate current conditions using information about patrol workload. An accurate computer model allows police managers to evaluate deployment plans without having to take risks associated with testing those plans in real life.

Measures of Patrol Workload & MPP Input Data

How does anyone really measure what drives the workload of patrol officers? Population alone does not capture the needs of different communities. Crime alone is not a good measure because the police are asked to deal with many non-criminal problems. Because policing is a service industry, time is money. Time spent answering calls for service from the public is the foundation for measuring patrol staffing needs.

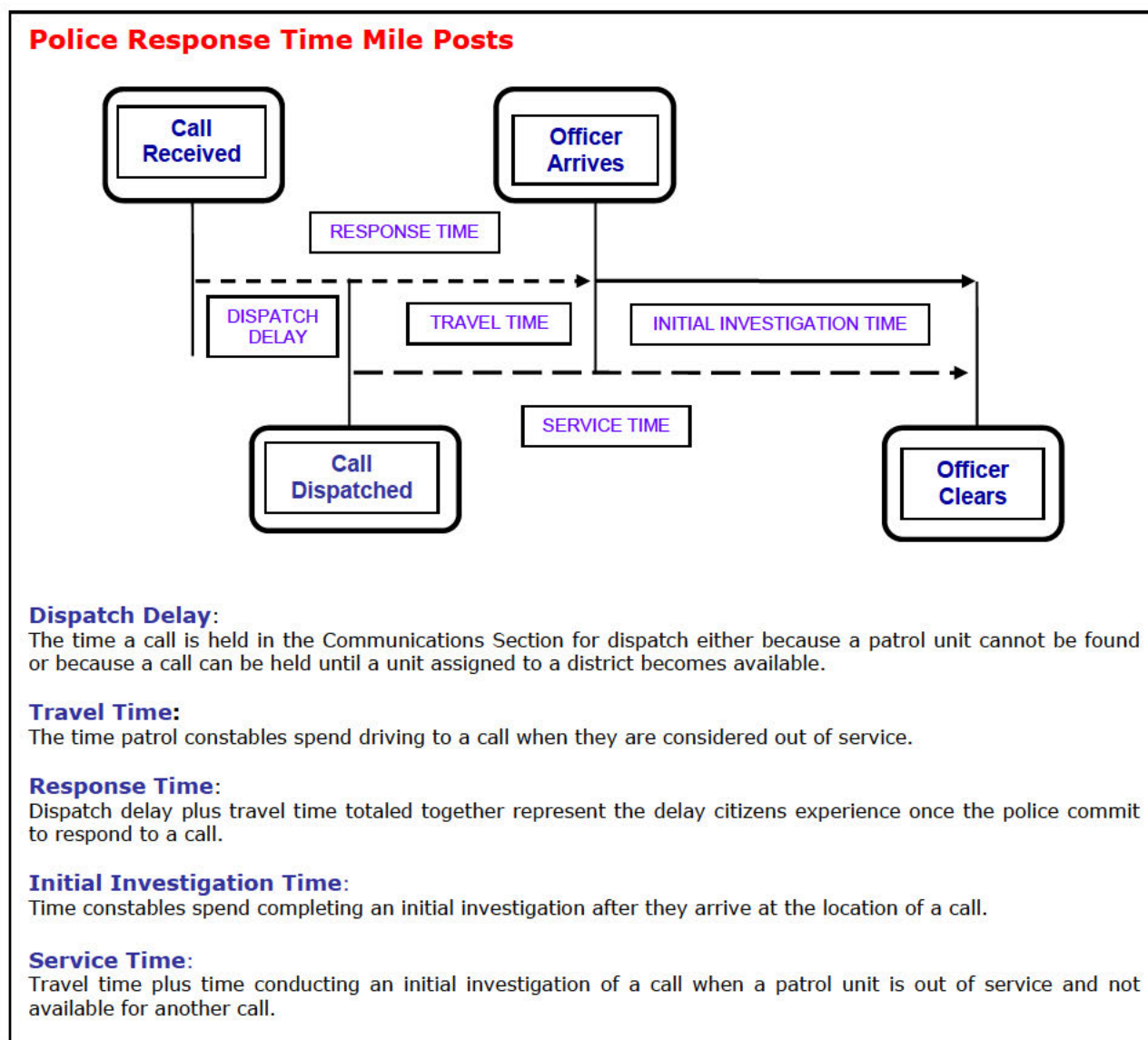
MPP, like any computer model, is only as accurate as the information entered into it. Listed below are the specific pieces of information that are entered into MPP for each time of the day and day of the week to be studied:

- Average service time for patrol units dispatched to calls for service;
- Number of patrol units dispatched to respond to calls for service;
- Percentage of calls that are 'emergencies' requiring immediate response, 'urgent' requiring a prompt but not emergency response, and routine or service-level calls in which fast response is not needed;

- Average travel time for all patrol units dispatched to each priority of call;
- Square kilometres within the city from which calls for service are received;
- Number of patrol units fielded assigned to squads and not beats or other special teams; and,
- Rate of calls for service from the public dispatched per hour.

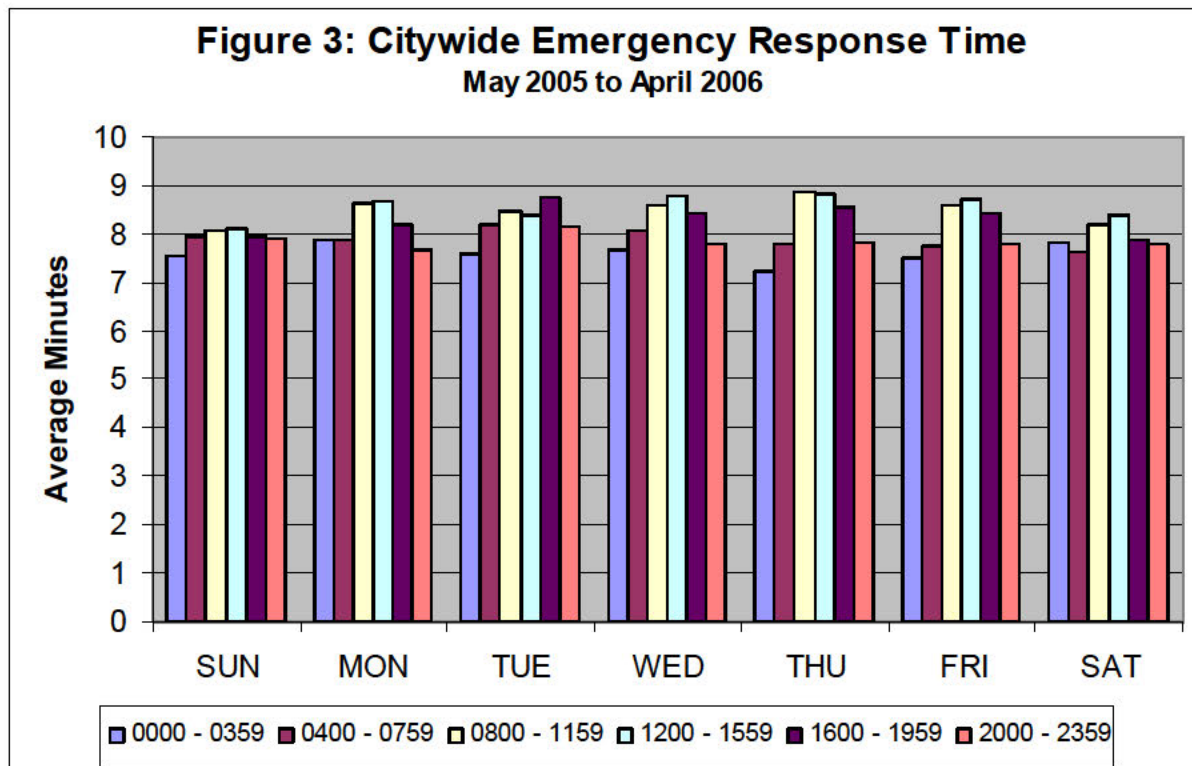
Once entered into the MPP model, all this information can be used to evaluate results that might be achieved by fielding different numbers of patrol units at different times of the day and on different days of the week.

The following diagram defines the blocks of time that make up each of the phases in responding to calls. This helps police organizations analyze the overall time spent on calls for service. The clock starts when a call taker sends a call to a dispatcher and has told a caller the police will respond.



It is important to illustrate the patrol service levels attained by the EPS over the course of one year from 2005 to 2006 for the highest priority of calls. The following diagram shows that average emergency response times for units dispatched were consistently longer than seven minutes on a city-wide basis, and got higher at different times of the day. Ideally, patrol members should be scheduled so as to have as little variation as possible in emergency response times.

While there is no industry standard for emergency response times, policy makers in policing have found that response times of over seven minutes for emergencies were not found to be acceptable by the public.



While calls for service and response times are important, the ultimate measure of patrol workload is how time is spent on tasks. This analysis only includes units assigned to squads and not beat officers or other special units that might work in the field. MPP can be used to calculate the percentage of time being spent on three main categories of time. Once again, the following diagram shows the breakdown of patrol time over the course of one year from 2005 to 2006. At the time, the number of patrol constables assigned to squads was 537.

Three Main Categories of Patrol Time

Calls for Service (CFS):

This is time spent by all patrol units dispatched to calls for service generated by the public, and includes travel time and investigative time at the scene of calls.

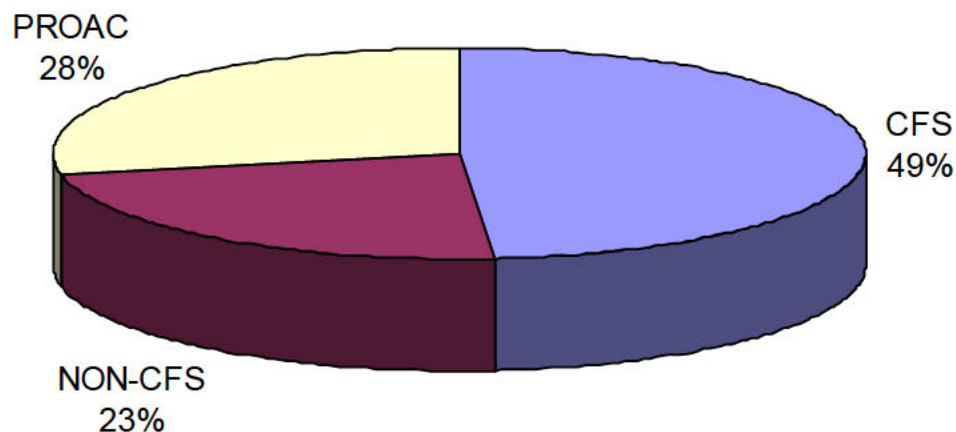
Non-Calls for Service (Non-CFS):

This time is made up of tasks other than calls for service that keep patrol units from responding to calls. For example, some administrative tasks keep officers out of the field such as court time or classroom training. The same is true for officer-initiated activity like a car stop that results in an arrest or a serious event an officer comes upon during routine patrol. If these units were available for calls, response times would be faster.

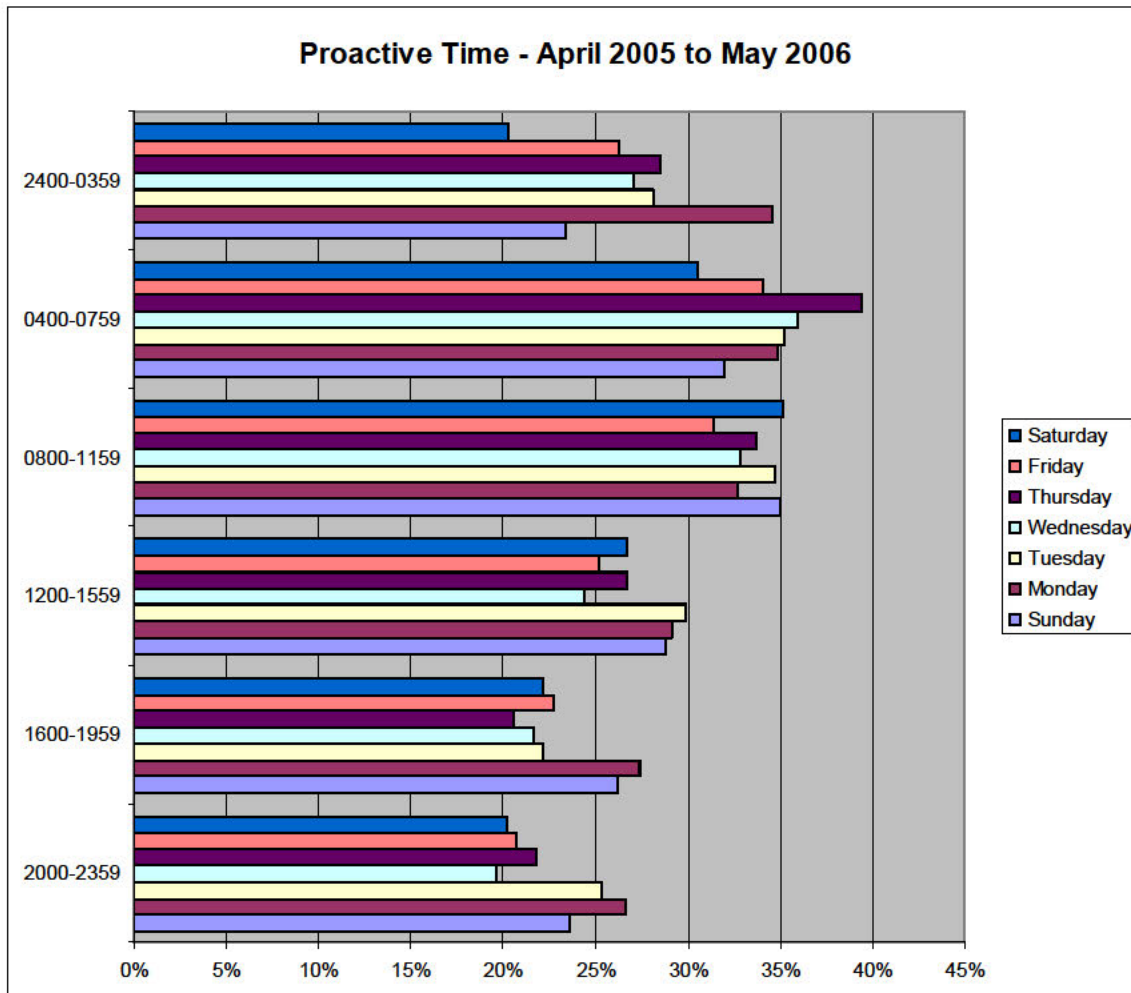
Proactive Time (PROAC):

This is the time remaining when CFS and NON-CFS time are deducted from the work day. Proactive time is considered manageable because it includes a mix of lower priority administrative tasks, officer-initiated activity, and time to pursue directed activities as assigned.

**Figure 4: Average Time On Tasks Citywide
May 2005 to April 2006**



The following diagram shows the percentage of proactive time available city-wide by hour of the day and day of the week over a one-year period from 2005 to 2006. If the patrol members were more efficiently deployed, that proactive time should be distributed more evenly. It shows the highest proactive time is available from 4 to 8 a.m., which everyone would agree is not a prime time for engaging with the community in real problem-solving activities or meaningful community policing.



Benefits of a Queuing Model (MPP)

Outside of being able to answer the critical questions of how many fielded units are needed to meet different performance goals, a queuing model like MPP can be used to account for the impact of traffic and square kilometres of an area, as well as road networks and how they would impact response times.

Truly one of the most persuasive and meaningful benefits in using MPP is its ability to help anticipate city growth and annexation, the anticipated workload that will come from crime and disorder in new residential or commercial developments, and how many police resources it will take to continue to maintain performance goals. MPP can also be used to forecast resource needs surrounding major events coming into a community, like sporting championships.

Creating Performance Management Reports

These performance management reports translate large amounts of data into useful information for making decisions around how to better deliver police services. More than just paper reports, these management tools will eventually be applications for managers and supervisors to identify and diagnose service delivery problems, fix them, and then measure the results.

Based on the type of workload activity input mentioned in the previous section, these reports, which will be shared either daily, monthly, annually, or whenever requested, would highlight patrol performance overviews as well as inefficiencies including:

- Long travel times;
- Long investigation times;
- Long dispatch delays, specifically for Communications Section;
- Overall use of patrol time separated into proactive, call response, and administrative; and,
- Response times for calls based on the first patrol unit to arrive.

Setting Performance Goals

Based on looking back at patrol service levels attained over the course of one year from 2005 to 2006 for the highest priority of calls and by using MPP, the EPS will model patrol service delivery results defined by three variables:

- Average response time for emergency calls in minutes;
- The percentage of patrol time available for directed proactive work; and,
- The number of patrol units free in any division to provide back-up for officer safety.

MPP uses these variables to establish a baseline for calculating patrol staffing requirements. At this time, with existing patrol resources, the EPS has identified the following three performance targets:

- **Seven-minute response time, on average, to emergency calls:**
Our goal is to meet this target as an average response everywhere and anytime. That is, within each division and district, at any time of the day or night, people will be able to expect an emergency response, on average, within seven minutes or less. Even though industry standards do not exist for police response to emergency calls, the seven-minute timeframe for the most serious, life-threatening emergencies is a best practice for most police agencies across North America.
- **25% of patrol time for directed proactive work:**
Proactive time is for the most part supervisor-directed patrol time aimed at resolving underlying conditions that lead to violations of law and/or public order. Enabling a patrol officer to have meaningful time to really get to know community issues in an assigned area and catch the bad guys committing the crime and disorder is the foundation for community policing, and the only way of getting upstream of criminal activity and achieving specific public safety outcomes. In time, as current patrol officers get more comfortable with their roles, efficiencies are realized, and more recruits are brought into the fold to meet current authorized strength, the EPS will strive to increase this performance target up to the more optimal 35 per cent. Proactive resources, like the new community liaison constables or beat constables, will function as critical resources for assisting with the overall achievement of proactive goals.
- **One patrol unit free in each division at any given time (five across the city):**
Having these units will give patrol commanders capacity to ensure back-up is available for officer safety reasons and to provide an immediate response to the highest priority calls. In the event of multiple emergencies occurring at the same time in the division or across the city, there must be flexibility to have divisional units support other divisions, at the call of Communications Section.

Evaluation and Adjustments

Based on the recommendations made by consultant Peter Bellmio, the following concepts must be adhered to as part of the overall evaluation of the new patrol service delivery model, and to allow for adjustments to be made along the way to ensure the EPS remains on track in achieving its performance goals, and ultimately meeting the needs of the community:

- Use all tools developed during the entire project, including the management reports on patrol performance;
- Improve call prioritization used by Communications Section to dispatch calls to patrol;
- Continue working to improve the quality of data being inputted into MPP, which would include Information Technology processes and common practices in patrol;
- Effectively use proactive time in all areas of patrol;
- Set goals and outline clear processes for out-of-district dispatching to ensure patrol member time is used as efficiently as possible;
- Forecast call growth and staffing needs to build well-supported budget requests to City Council;
- Determine the need for additional divisions/districts to be able to continually match workload and patrol resources as the city grows; and,
- Recognize the process never ends.

Our Solutions

Changing Business Practices

To support the need for a new way of doing business in patrol, the EPS has identified a number of operational systems and common practices that had to be changed or added. These included:

- Creating new business rules for Information Technology applications that would help clean up errors or anomalies in the member's input data, dictate which data would be used as part of workload analysis, what thresholds would be established to ensure the data was scientifically valid, and what terminology would be used to reference the analysis of the data;
- Creating and using workload reports that would highlight for managers irregularities in patrol activity such as the time it took to travel to calls or to complete the investigations surrounding these calls;
- Working with patrol members to ensure they are accurately reflecting their workload and changing their activity status to depict what type of work they are engaged in – responding to a call, involved in proactive problem solving, or fulfilling administrative requirements;
- Revising Communications Section's protocols to better manage all calls for service, reduce unnecessary dispatches, minimize those practices that take officers out of their assigned geographic areas for other than emergency calls, and, where appropriate, communicate other options for callers to report their concerns, such as community stations, to reduce the number of calls patrol units must respond to;
- Development of new priority codes for incoming calls to better capture the type and severity of situations patrol officers would be encountering in the community; and,
- Establishing dispatch delay thresholds, including system alerts, to ensure all calls are dispatched to patrol units within set timelines.

	PRIORITY	CRITERIA	DISPATCH DELAY
0	Officer Emergency		Immediate
1	High Priority in Progress Person at Risk	An immediate response will likely prevent or reduce the further harm to a person.	Maximum dispatch time 2 minutes
2	In Progress Property At Risk	An immediate response will likely prevent or reduce the further loss of property.	Maximum dispatch time 5 minutes
3	Just Occurred	An immediate response will likely increase the likelihood of locating a suspect.	Maximum dispatch time 10 minutes
4	Priority	The nature of this occurrence requires a priority response.	Maximum dispatch time 30 minutes
5	General Service	The response to this occurrence is not time sensitive.	Maximum dispatch time 160 minutes
6	Non Priority	The response to the occurrence is not time sensitive and the occurrence is minor in nature.	Maximum dispatch time 240 minutes
9	Broadcast	Used to capture BOLFs (Be On the Look-out For).	No dispatch

Redrawing Patrol Divisions & Districts

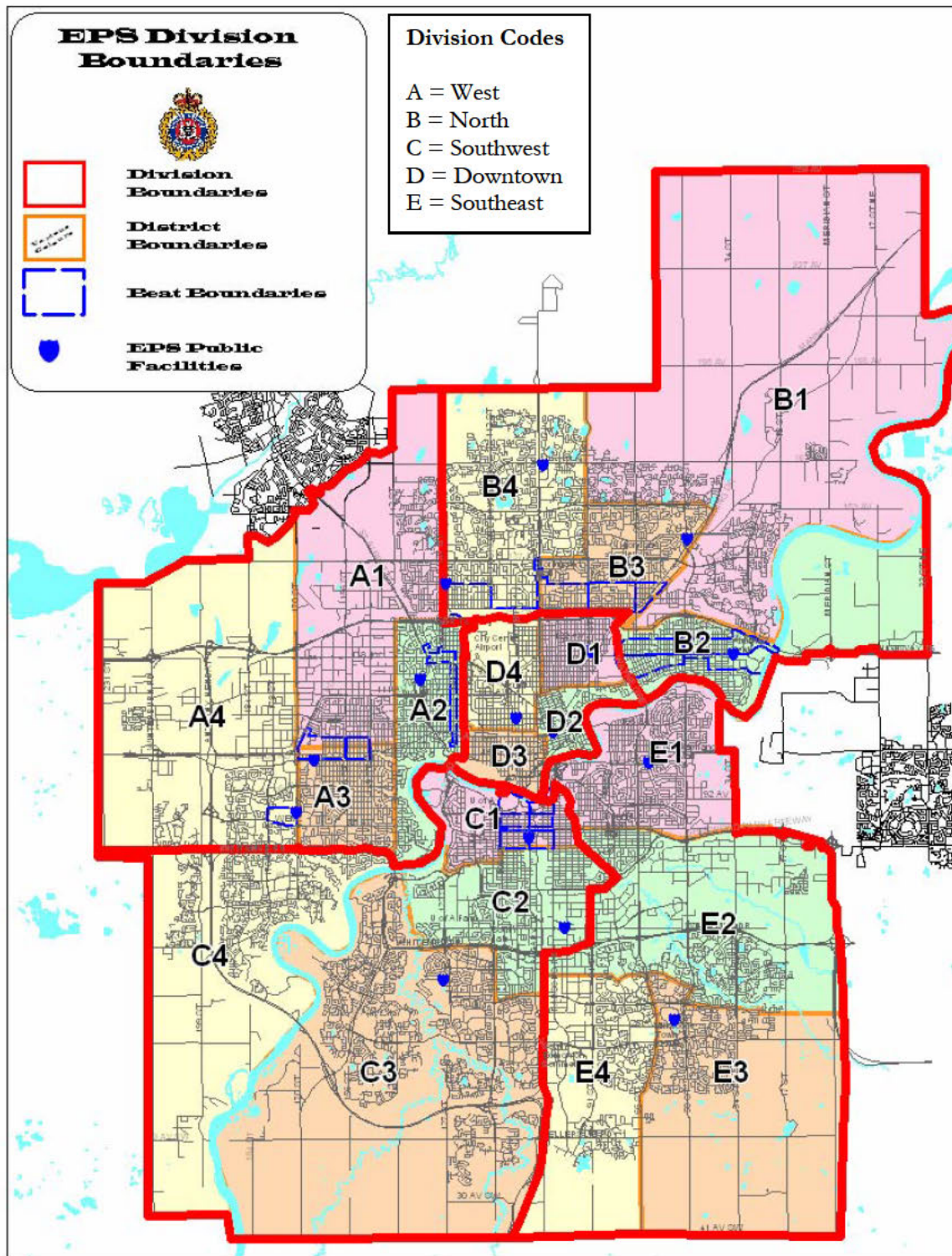
Over the years, and since the four current divisions were created in the mid 1970s, the distribution of patrol workload across Edmonton has changed greatly with the end result being that some areas are much busier than others and some officers end up having to handle more calls than others. This has been particularly noticeable on the south side where tremendous development and population growth has also made it more difficult to efficiently deploy and manage police resources.

Although the EPS has made many efforts over the years to modify division lines as well as create differently sized and located ownership areas from smaller turfs encompassing specific neighbourhoods to larger sectors, these efforts would often fall short of their objectives for the areas in question because the lines were not drawn based on creating equitable workload.

The new five divisions and four respective districts in each division will, on average, even up the service hours spent on calls. In other words, for the first time in EPS history, all geographic boundaries lines used for deployment of resources have been drawn using a scientific framework. The size of divisions and districts will differ based on how many hours were spent responding to calls over the course of one full year (October 2005 to October 2006). In the future, the same boundaries may have to be altered or adjusted if overall service hours for a period of time change. This is just one of the ways the idea of flexibility will have to come into play for the EPS surrounding the whole patrol service delivery model.

The following maps outline the new boundaries for all five divisions and the 20 city-wide districts. It is anticipated that a next step for the EPS will be to look at the beat boundaries to assess their specific workload and whether or not the boundaries need to be altered based on workload and the needs of the community. Regardless of the creation of districts, the EPS feels there will always be a need for beats because of the ongoing characteristics of these beat areas, including hospitality zones and commercial businesses.

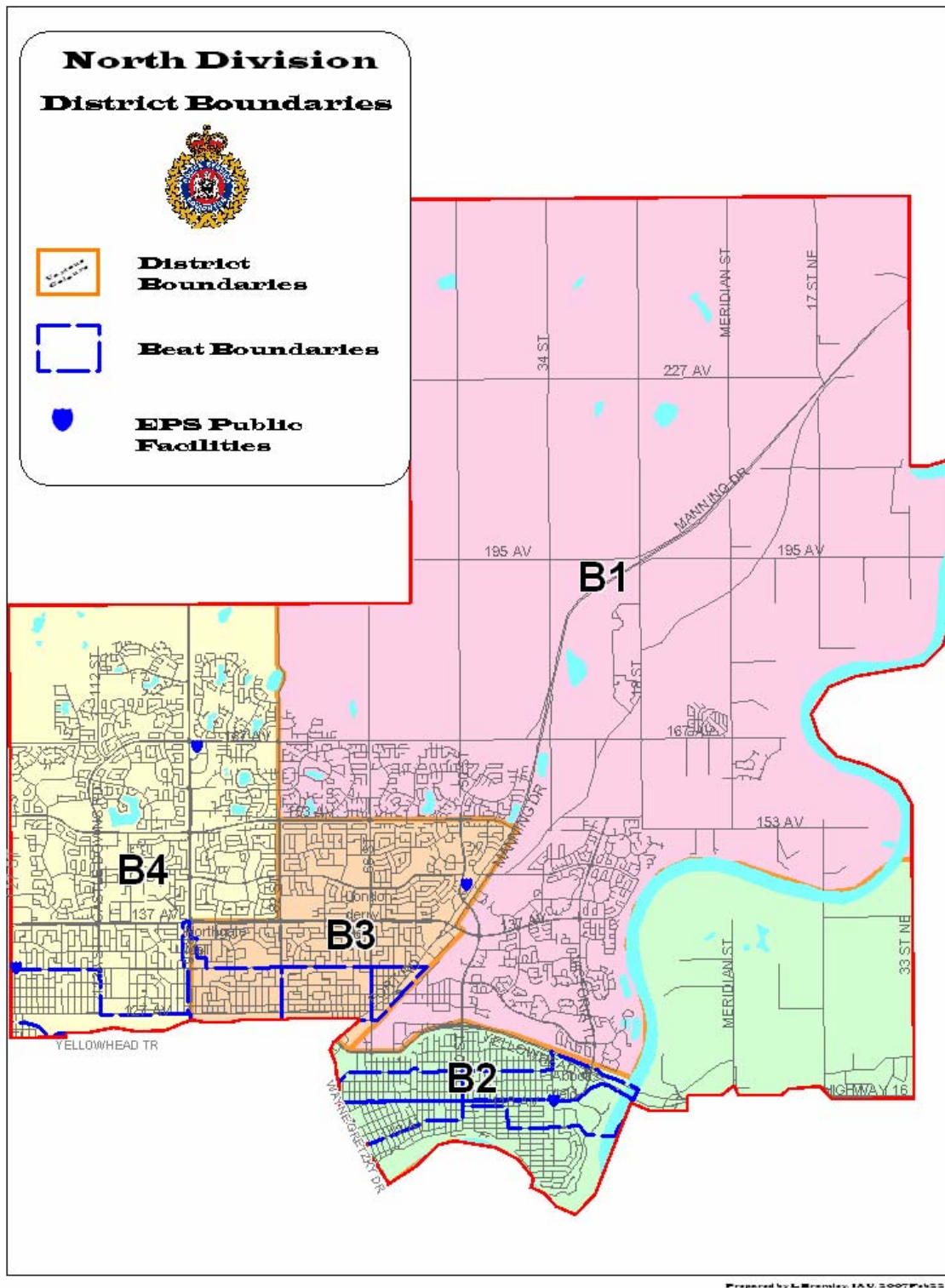
EPS City-wide Map (Five Divisions)



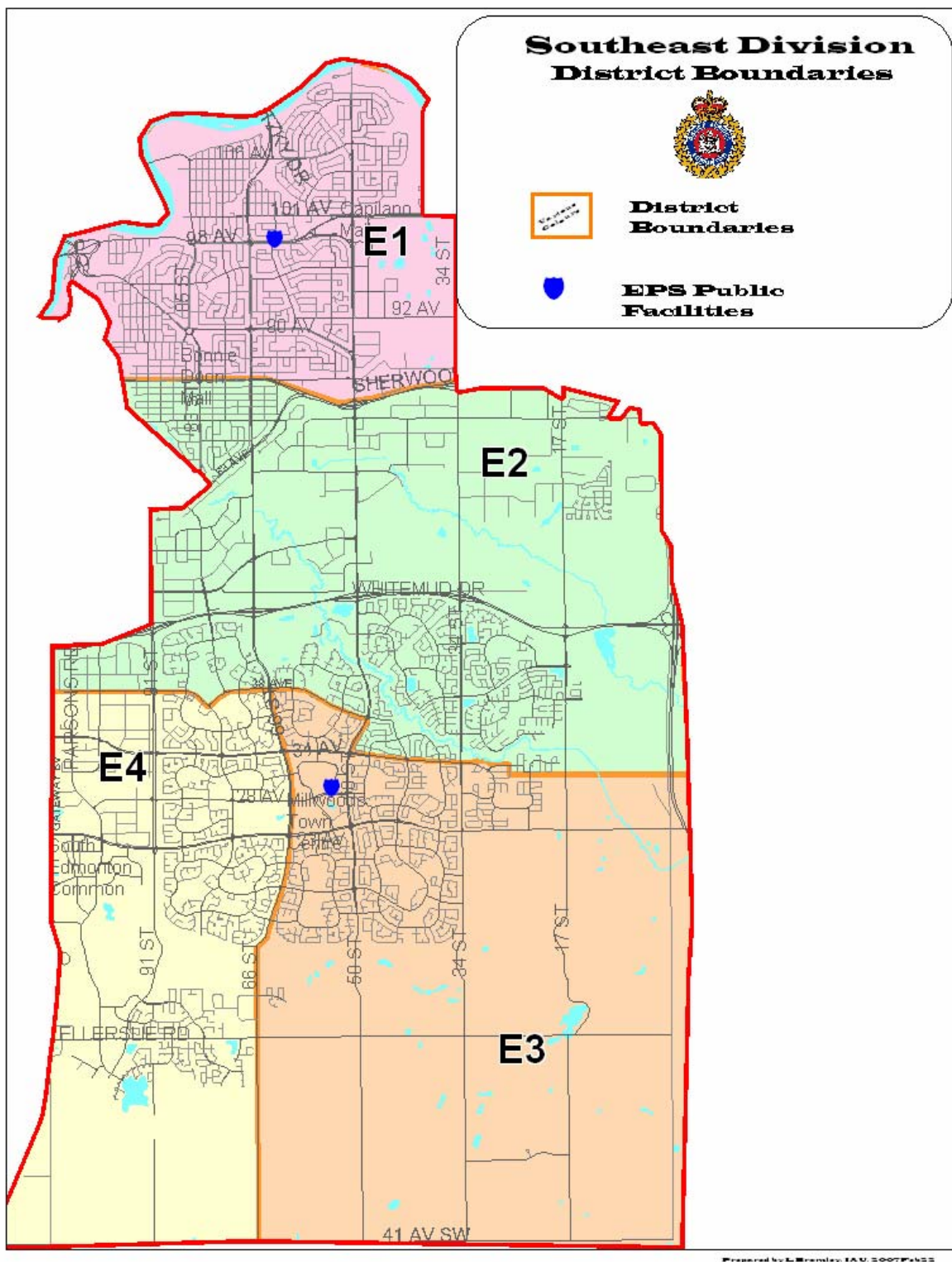
EDMONTON POLICE SERVICE
COMMUNITY POLICING BUREAU



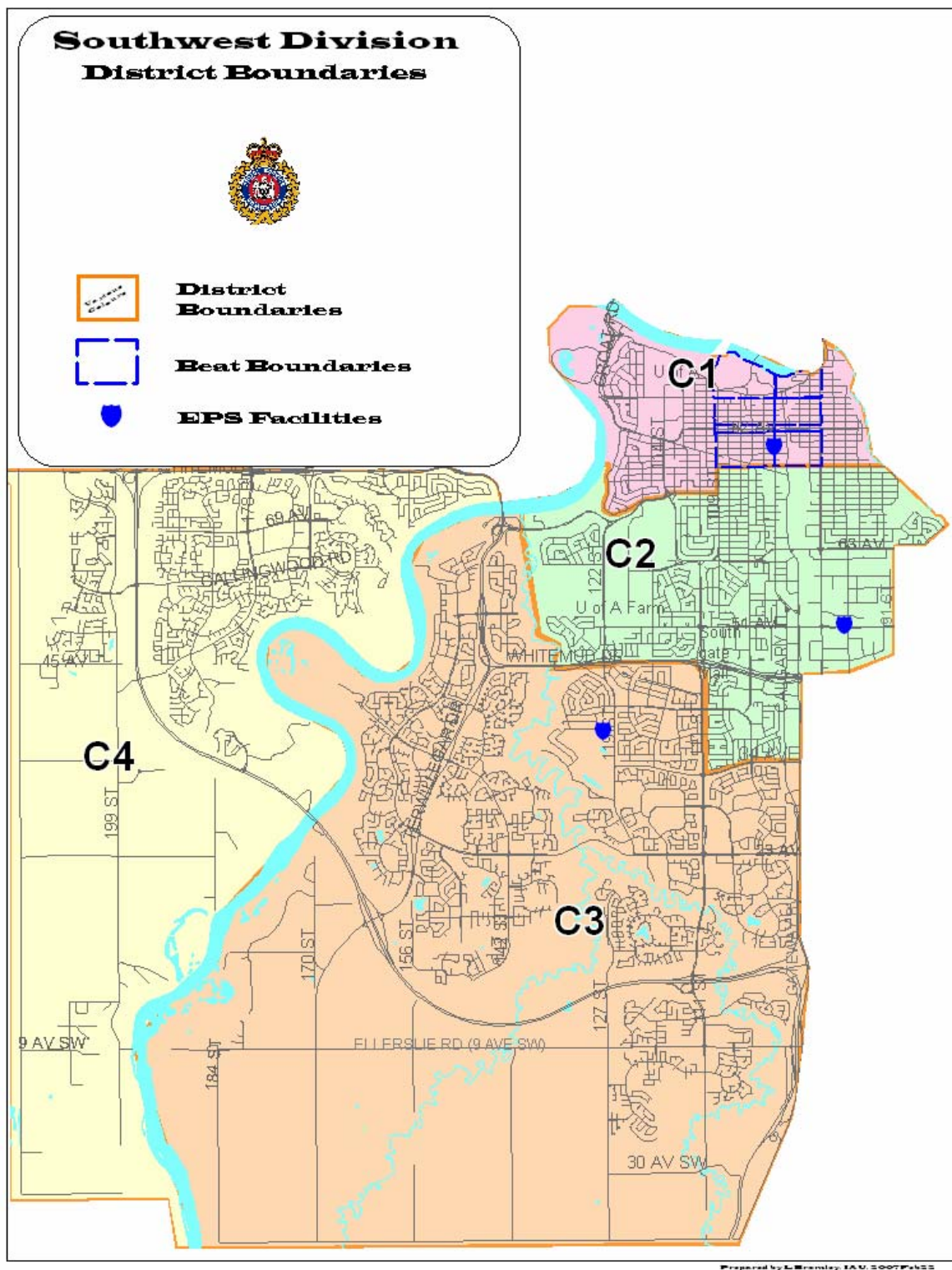
EPS North Division Map



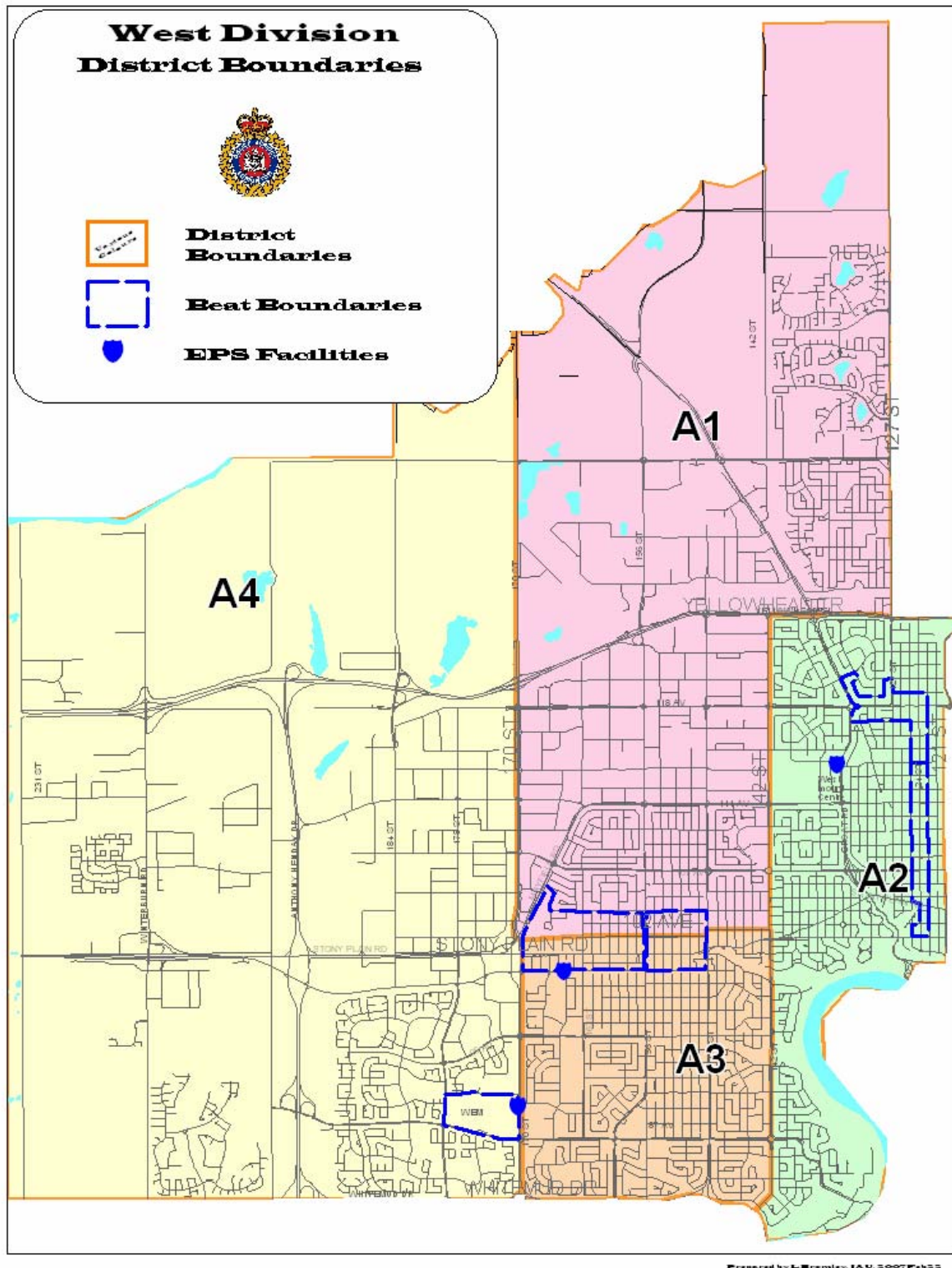
EPS Southeast Division Map



EPS Southwest Division Map



EPS West Division Map



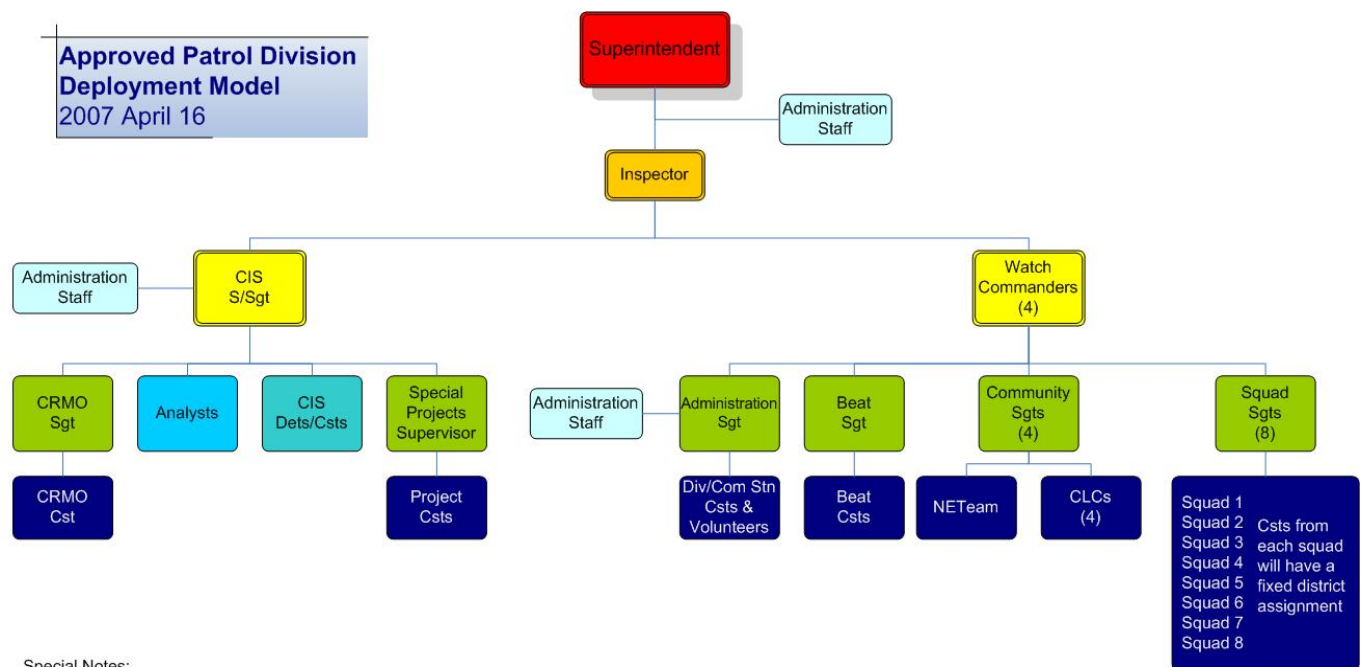
Modeling Patrol Deployment

Before arriving at the new deployment model, the EPS examined a variety of structures from police services across North America and engaged patrol members from all ranks in months of discussion and debate.

The goal of this work was to deploy patrol officers in the most efficient and effective way while addressing the ongoing need to respond to calls for service, creating additional opportunities for proactive work when and where it is needed, and providing sufficient time and support for officers to complete administrative tasks.

The more intangible factors that were considered in building the new model were the need for more supervision with such a large percentage of junior patrol officers, and greater accountability at every level of responsibility through clear roles and responsibilities.

The following diagram illustrates the new patrol deployment model:



Special Notes:

1. Watch Commanders- Primary responsibility is 24/7 overall frontline management. Each Commander will also be assigned one district to oversee.
2. Community Sergeants- Primary responsibility is planning and coordinating directed activities based on crime and disorder and repeat calls for service in an assigned district.
3. Squad Sergeants- Primary responsibility is call supervision and street-level leadership across the division and districts.
4. Court Report Management Office Sergeant- Primary responsibility is to provide the final review and confirmation of criminal arrest/charge files to be forwarded to Court Liaison.
5. Community Liaison Constables- Primary responsibility is to coordinate and deliver crime prevention and public education initiatives to targeted groups in a district.

Staffing the Model

In order to start off on the right foot, the EPS is basing its staffing recommendations for front-line patrol service delivery on results that are achievable, with the existing patrol resources.

For the new patrol service delivery model's implementation on April 29, 2007, the performance goals will be:

- Seven-minute response time, on average, to emergency calls;
- 25% of patrol time for directed proactive work; and,
- One patrol unit free in each division at any given time.

A key priority is to ensure the eight squads in each division are optimally staffed with the required 11 to 13 members each, which still provides the flexibility for short-term sick leave, court appearances, training, vacation, etc. This is called the Shift Relief Factor.

All other constable roles within the deployment model will be staffed based on availability of resources as time proceeds. It should be noted that the next recruit class will be ready to join patrol on the streets full time as of September 2007.

From a different perspective, staffing for each of the city's 20 districts will demonstrate a team-policing approach involving the following patrol members:

- Approximately 24 patrol constables (over eight squads);
- Community liaison constable;
- Community sergeant;
- Watch commander; plus,
- Other support areas, depending on the needs of the district, such as beats, the Neighbourhood Empowerment Team, school resource officers, etc.

Clarifying Roles & Responsibilities

If the new patrol deployment model is going to work the way it was intended, every police member must have a clear understanding of what the purpose of their role is, how it fits with other roles, and what responsibilities they must continually fulfill. Although there are two sides of the house within each patrol division – front-line operations and criminal investigative support – the focus to date has been on the front-line operations, which fall directly under the watch commanders. Listed below are the key highlights of each of these positions. After the new deployment model rolls out and a period of adjustment takes place, greater attention will be given to Criminal Investigation Section (C.I.S.) and its specific workload to resources ratio plus its required roles and responsibilities.

Divisional Superintendent

- Provide overall leadership and planning of divisional objectives, based on the organization's strategic priorities, in order to meet the needs of the patrol members, the organization, and the community.

Divisional Inspector

- Provide leadership and assist the superintendent with planning, organizing, and coordinating resources and programs to meet divisional and organizational objectives.

Watch Commander

- Provide 24/7 front-line management.
- Coordinate and direct divisional resources to maximize the delivery of police services.
- Act as the member in charge of the division in the absence of a senior ranking officer.
- Have ownership of a designated district.

Squad Sergeant

- Call management and street-level supervision across the division and districts.
- Ensure officer safety.
- Coordinate directed-activity time to support problem-solving initiatives.

Community Sergeant

- Plan and coordinate directed activities based on crime, disorder and repeat calls for service in an assigned district.
- Build a district profile based on the neighbourhood vulnerability index.
- Create a monthly district directed-activity plan.
- Manage district administrative duties.
- Strengthen partnerships internally/ externally with the goal of working together to problem solve.

Court Report Management Office (C.R.M.O.) Sergeant

- Provide a final review and confirmation of criminal and arrest/charge files to be forwarded to Court Liaison Unit.

Beat Sergeant

- Provide supervision to beat constables and direct proactive activities that reduce crime and social disorder within an assigned geographic area.

Administration Sergeant

- Provide supervision and communication flow between the various members and volunteers working at divisional front counters and in community stations.
- Assist with divisional administration requirements and facility needs.

Patrol Constable

- Provide a uniformed, community-based presence in a geographic area of responsibility for the purpose of reducing crime and disorder as well as creating positive contacts.
- Respond to community needs and address matters of public safety through directed activity.
- Respond to emergency and non-emergency calls.

Community Liaison Constable (C.L.C.)

- Coordinate and deliver crime prevention and public education initiatives to community groups in a district.
- Coordinate community volunteer programs to reduce crime and disorder.
- Attend business association, school and community meetings.

Neighbourhood Empowerment Team (N.E.T.) Constable

- Work within a multi-disciplined team and within the established parameters of the N.E.T. program to provide crime prevention and crime reduction strategies.
- Contribute to stabilizing environments and mobilizing those who live and work within 'at-risk' communities to become self-reliant.

Court Report Management Office (C.R.M.O.) Constable

- Act as a liaison between the patrol members and Court Liaison Unit, providing assistance whenever needed to ensure all court requirements are met.

Beat Constable

- Provide a problem-solving approach in response to identified intelligence-based priorities in a geographic area of responsibility.
- Utilize coordinated strategies of enforcing laws for the purpose of maintaining social order, keeping the peace, preventing crime, responding to the community's needs, and addressing matters of public safety.

Station/ Front Counter Constable

- Respond to concerns, complaints, and requests brought to the station by members of the public.

Matching Shifts to Workload

Having sufficient police officers available when needed to respond to calls for service is a key component of this new patrol service delivery model. Ensuring the occupational health and officer safety factors are addressed is also a critical element to the model. A good shift schedule can accomplish both criteria.

Members of the EPS who work in front-line patrol roles were an integral part of building a shift schedule for patrol constables and their squad sergeants. Over the course of five months, and for the first time in more than 10 years, a Shift Review Committee with representatives from all patrol divisions researched a variety of scheduling options, conducted a Service-wide survey of police members, and worked with actual workload data to find the best schedule to meet the needs of the community, the organization, and the patrol members.

The end result is an 11-hour shift with four different start times in a 24-hour period. The schedule is built on a 52-week rotation, which will involve overlapping shifts for different squads, and will ensure a sufficient number of patrol constables working in any given district of the city, at any given time of the day and day of the week, to match the workload as closely as possible. This new schedule will begin on April 29, 2007.

In addition to the shift schedule built for patrol constables and their squad sergeants, new schedules were also built for watch commanders, community sergeants, and community liaison constables. All were built with the same appropriate level of inclusion and need for coverage in a 24-hour time frame. Watch commanders needed 24/7 coverage between the four members per division, so theirs resulted in a 12-hour shift.

For community sergeants and the community liaison constables, theirs will be 10-hour shifts, which will provide overall coverage for a division from 7 a.m. to midnight Monday to Saturday.

A new shift schedule is also being developed for the Court Report Management Office sergeants and constables. Beat teams and those strictly working in divisional or community stations will continue to follow their existing schedules, with minor adjustments if required.

Next Steps

The new patrol service delivery model will be implemented on April 29, 2007. There has been much discussion around some of the steps that will follow the initial delivery of the model.

Evolution of Community Policing

Community policing is about making meaningful contact with citizens that leads to communication, which evolves into trust, and results in collaborative problem solving. One critical outcome of the new business framework for patrol is having police officers really get to know those individuals who are committing the crimes and creating the disorder in specific areas.

Through accurate and timely intelligence from police investigations as well as citizens reports, the EPS will identify where, when and by whom crime and disorder is happening, and then apply resources in the best way possible.

It will take time to make sure everyone understands the full extent of community policing, and what it will take to create solid results for the community. The EPS will need to build it into the police culture, from recruiting and training through promotions and transfers, and beyond.

The new community sergeant and community liaison constable roles will be instrumental in taking community policing to the next level as these teams work within each of the 20 districts that will cover the entire city.

As part of this, the EPS envisions these people will be highly engaged with their communities, and build networks in the form of Community Crime Councils. Imagine for a moment 20 Community Crime Councils city-wide, each involving residents, business owners, service agencies, political leaders, media representatives and of course police – partners all working together to address the issues specific to that community.

If everyone really wants to make a difference in this city, there are a few things we must all remember:

- The police are only one piece of the puzzle.
- A neighbourhood or community will only be as safe and free of crime and disorder as its people collectively want it to be.
- It will forever take all partners to make this an even safer and more attractive city for those who live, work, and visit here.
- We need to target our efforts and everyone's resources to create meaningful and sustainable change.
- We need to focus on what's really plaguing an area – usually the more frequent disorder issues like graffiti, vandalism, vagrancy, prostitution, bullying, theft from autos, etcetera.
- We need to create effective channels of information flow between citizens and police as can be properly managed.

Establishing District Priorities for Proactive Work

One of the first tasks that will be asked of each divisional command team is to work together to identify district-specific priorities requiring a proactive focus. All members of the division will be encouraged to contribute to developing the priorities.

Each of the 20 city-wide districts has issues and challenges specific to the neighbourhoods, community leagues, schools, businesses, and residents living and working in those areas. If an overall goal of the EPS is to get ahead of crime and disorder in every area of this city, then collaborative planning is the key.

Ensuring Accountability

The EPS has implemented systems of accountability to measure its progress toward accomplishing the three performance goals previously mentioned – an average seven-minute response time to emergency calls, 25 per cent of patrol time for directed proactive work, and one patrol unit free in each division at any given time.

The Service will continue to use CAD (computer-aided dispatch) data to monitor response times for all calls, especially the highest priority calls. The members of Communications Section, from call evaluators to call dispatchers, will be critical in both overall call management as well as providing opportunities for patrol members to engage in proactive work. Call dispatchers will also be heavily involved in ensuring there is, on average, a unit free in each division of the city to fulfill those time-sensitive and officer-safety issues. A new crime management operational process will capture, track, and measure all proactive activities. This will provide the EPS with a more accurate picture of how much proactive work patrol members are involved in.

Accountability will reside at two different levels:

- At the executive level, with the chief and deputy chiefs; and,
- At the patrol division level, with the superintendents, inspectors, watch commanders and sergeants.

Patrol management reports (daily, monthly and annual) will allow divisions to monitor how they are progressing toward established goals and identify problem areas. Data will be available on proactive, directed-activity work, enabling commanders to assess tactical results and make adjustments as necessary to improve member performance.

Regular meetings with members of the community will take place to create two-way feedback and effective outreach. The outcome would be to determine if the EPS is actually addressing the concerns of the public and to ensure patrol officers are responding to all city-wide emergencies in an equally timely manner.

The shift to more proactive patrol work will be a gradual, ongoing process. However, the EPS has begun to put the pieces in place and align all the processes needed to make things happen the way they should happen.

Optimizing EPS Resources

The EPS is committed to continually hiring and training recruits to ensure positions authorized in our existing budget for patrol are optimized. The success of the new patrol service delivery model depends on it. And with the hundreds of members eligible to retire over the next few years, this will require a strong organizational focus and tremendous recruitment efforts.

Transitioning of People

The EPS acknowledges that as an organization it will always encounter change as part of regular business – change in people, structure, deployment of resources, to name a few.

It also acknowledges that to better meet the needs of the community, political leaders, and the internal membership, it needs to ensure it has a strong transitioning process in place for all positions, but especially for those in patrol who are highly engaged with the community. It's about mentoring, transferring knowledge, and sharing experiences.

Ongoing Evaluations

The EPS is committed to evaluating its performance and identifying any and all steps to improve the overall business model and plan for the future.

The Service will evaluate its progress by conducting focus groups with internal members as early as fall 2007, engaging with external partners, and listening to community feedback.

The process of sharing management reports and how these reports help managers and supervisors to identify and address performance concerns of patrol members will also be evaluated starting this summer.

There's no piece of the patrol puzzle that is set in stone, from the geographic boundaries, deployment structure, roles and responsibilities, and shift schedules. After all the changes are implemented on April 29th and members have been given enough time to understand and adjust to these changes, any component part of the new model that defies logic or causes major disruptions to how patrol services are delivered will be adjusted accordingly.

Long-range Staffing Plans

At the end of the day, one of the greatest benefits that will arise from this entire initiative is the ability to forecast future staffing for the EPS and, hence, budget needs. If the EPS knows it requires a certain number of resources to meet the workload while striving to achieve established performance goals, then City Council, through the Edmonton Police Commission, will also know that all future policing requests will be based on management science, strong rationale, and smart decision making.

The EPS anticipates it will be ready to initiate a long-range staffing plan starting in 2008.

Summary

Overview of Changes

	CURRENT MODEL	NEW MODEL
Number of Divisions	Four	Five
Geographic Boundaries	Inequitable workload	Equitable Workload
Deployment Structure	Focus on reactive response	Focus on proactive response
Ownership Area	Division	District
Roles & Responsibilities	Lacks consistency and accountability	Clear expectations
Shift Schedules	Not well matched to workload	Matched to workload

Desired Outcomes

The EPS will know it is successful in effectively delivering its services and achieving its desired results through the new patrol service delivery model by way of the following:

The Edmonton Police Service, in conjunction with the Police Commission, will...

- *Continually find better ways to address the five strategic priorities, which are:*
 - *Reduce victimization;*
 - *Improve customer service;*
 - *Improve effectiveness, efficiency and innovation in business processes;*
 - *Improve financial investment, sustainability and accountability; and,*
 - *Enhance professionalism.*
- *Focus upstream to get to the root causes of crime and disorder.*
- *Strive to best align patrol resources with the workload.*
- *Provide the necessary tools for police officers to achieve the desired results.*
- *Help police officers achieve a healthy balance between their professional and personal lives.*
- *Forecast future staffing needs based on changing environmental factors, internal and community feedback, and established performance goals.*

Front-line police officers will...

- *Strive to be available when and where they are needed.*
- *Provide equitable services across the city.*
- *Respond to emergency calls, when a life is at risk, within an average of seven minutes.*
- *Get to know the problem people, places, times and situations in their districts.*
- *Identify community partners to work with in their districts.*
- *Access all available intelligence and information to problem solve in their districts.*
- *Follow EPS best practices and processes that create efficiencies and effectiveness.*

City Council will...

- *Receive and supported well-planned and verifiable budget requests and long-range police staffing plans from the Edmonton Police Commission and the EPS.*
- *Connect with constituents through police outreach.*
- *Acknowledge that police are engaged in community policing or effective problem solving.*

Community partner agencies will...

- *Be equal partners in finding community solutions to crime and disorder.*
- *Receive and make use of more timely information on crime and disorder impacting their businesses, facilities, clients, etc.*
- *Connect with their own stakeholders to develop effective programs and initiatives to support a safe and caring city.*

Citizens of Edmonton will...

- *Receive a police response to the 'highest priority' emergency call (when a life is at risk) within an average of seven minutes.*
- *Receive equitable police services across the city.*
- *Feel confident police are working to identify, solve and prevent problems where you live, work and socialize.*
- *Report activities that are unlawful, unsafe or suspicious.*
- *Take proactive steps to prevent becoming a victim of crime.*
- *Volunteer with programs such as Neighbourhood Watch, Safe Parent, community patrols, etc.*
- *Make positive choices in life and appropriately influence others to do the same.*
- *Advocate the government for positive change (i.e. legislation, etc.).*
- *Provide feedback on how the EPS is responding to community needs.*