

Strategic Plan



Prince Albert
Police Service

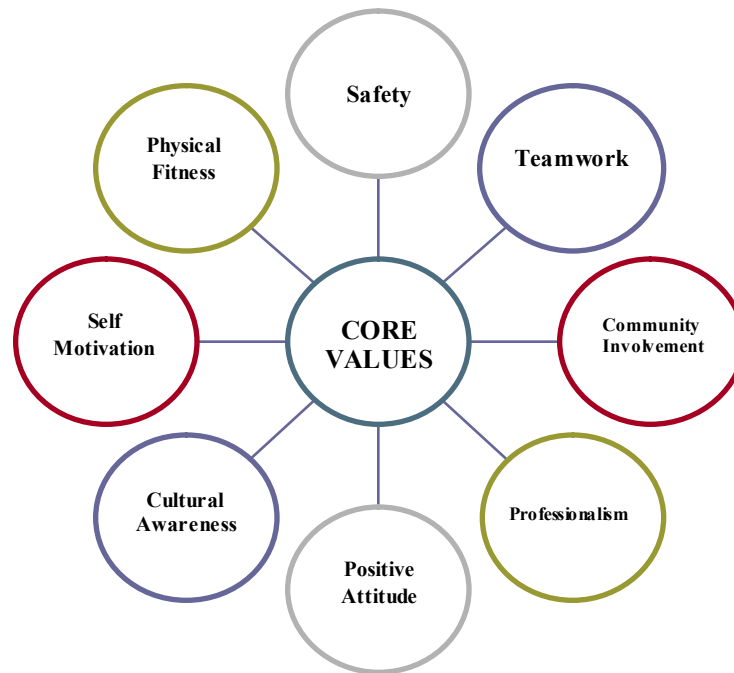
“With Integrity and Innovation We Deliver
Professional Service to our Citizens”

2010 - 2012



MISSION STATEMENT

“A Diverse Police Service dedicated to community safety and committed to reducing crime.”



BRAND

“With Integrity & Innovation we Deliver Professional Service to our Citizens”



CODE OF ETHICS

As a Peace Officer of the Prince Albert Police Service, my fundamental duty is to serve mankind, to safeguard lives and property, to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder, and to respect the rights of all persons to life, liberty and security.

I will keep my private life beyond reproach as an example to all, maintain courageous calm in the face of danger, scorn or ridicule, develop self-restraint, and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying all laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided in me in my official capacity will be kept ever secret unless revelations is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of all criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the Police Service. I will constantly strive to achieve these objectives and ideals, dedicating myself to my chosen profession. . .Law Enforcement.





Chief Dale R. McFee

Message from the Chief of Police

Policing is an ever changing environment, and in order to stay focused on our objectives we must have long term plans. The regional social issues and demographic trends suggest challenging times to come, but we know that with careful planning and community partnerships we will meet these challenges confidently and successfully.

The men and women of the Prince Albert Police Service are well prepared for the future, and developing strategic priorities has been part of that preparation. I would like to thank our staff for their work on this planning document, and for their commitment to meeting our objectives and

addressing our priorities. Our professional staff are committed to enhancing the safety and security of citizens and visitors to our City. Our organizational values of community involvement and cultural awareness highlight the personal dedication we have as well. This is our community, our neighborhoods and our responsibility.

Board of Police Commissioners Roles & Responsibilities

The Board of Police Commissioners is established under provincial authority. It consists of two members of council, two members at large and the mayor. The Chief and Deputy Chief are deemed to be agents of the Board. The Board is responsible for:

- a) the delivery of policing services;
- b) providing general direction, policy and priorities; and
- c) developing long term plans.

Meet the Members at Large

Glenis Clarke

Glenis is a youth and family coordinator with Addiction Services, Prince Albert Parkland Health Region. She has a solid understanding of the social issues affecting our community based on more than twenty years of work in the human services industry.

Don Deranger

Don is a Vice Chief with the Prince Albert Grand Council and is involved in many Northern issues including sitting as a Board member for Cameco Corporation. He has experience in justice, recreation and mining.

Message from the Chair Of the Board of Police Commissioners

We are pleased to present the Police Service 2010-2012 Strategic Plan. This long term plan was developed with input from the management of our Service, from our Board and also from our citizens. The objectives we set are based on the ideas and feedback received from all of these stakeholders, and I am confident that this long term planning will meet the needs of our vibrant community.

Our City is fortunate to have a diverse police service with a long tradition of excellence and an established culture of community policing. We know that with this commitment to community partnerships and proactive policing we will meet our objectives and lay the foundation for a safe and secure City.



Mayor Jim Scarrow
Chair, Board of Police Commissioners

Board of Police Commissioners



Councillor Greg Dionne



Councillor Ted Zurakowski



Don Deranger



Glenis Clarke

Message from Police Association



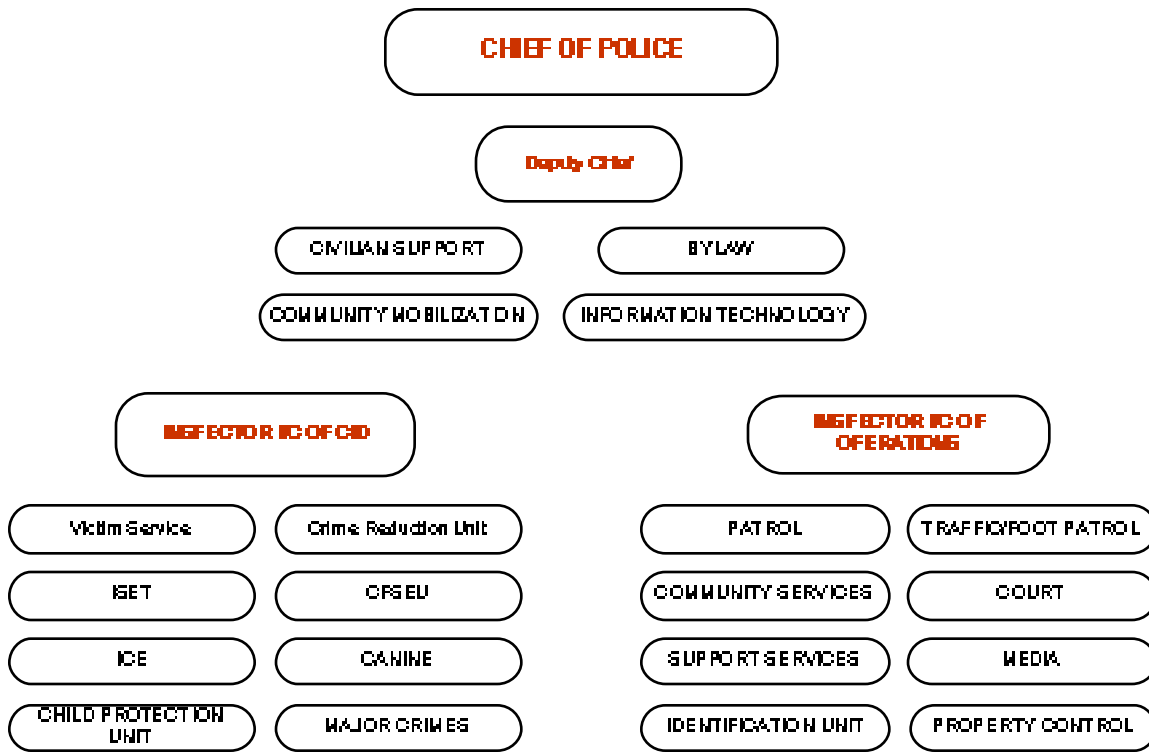
The Prince Albert Police Association represents over 110 men and women who work for the Prince Albert Police Service and the Provincial Public Safety Communication Center. It is the goal of the Association to maintain a healthy workplace environment for our members to ensure that our organizations can effectively serve the community that we live in.

The Association believes in the community we serve, and have worked hard to develop positive relationships with its members, with special interest groups and with the elected officials who manage our city. With the support and confidence of our community our members work hard to make Prince Albert a safe environment for our citizens and a safe place to raise your family.

On behalf of the men and women of the Prince Albert Police Association, I would like to thank the Citizens of Prince Albert for all of your support over the years and we look forward to our continued positive relationship with the community we belong to.



Organizational Chart



Police Executive
Inspector Bonkowski, Deputy Chief Troy Cooper and Inspector Kelly Stienwand

City of Prince Albert Strategic Planning

The Prince Albert Police Service has aligned its priorities with the objectives of the City as outlined in their 2007 Strategic Plan. We share a commitment to public safety and addressing root cause issues.

1. Social Development

The City of Prince Albert will take a leadership role and investment in the social development of our Community. Municipal strategies will be developed advancing the City's social agenda and will serve as one of several initiatives used to shape the city's social and physical environment. New initiatives will support a cross-disciplinary, integrative and community-based approach striving to overcome social issues which affect the well being of our Community. The City of Prince Albert recognizes that issues relating to community wellness and livability is a central and key factor for growth and economic prosperity in our Community.

2. Safety

One of the fundamental principles of personal well being includes a safe and supportive Community with wide participation in community processes, thriving children, stable supported families and youth with healthy behaviors. Community and personal safety results when an individual, family or a community feels that a wide range of needs are being met or addressed. City Council recognizes that the "safety" of our citizens receives top priority as one of our seven key strategies.

Our Service - Civilian Support

COMMUNICATION OPERATORS

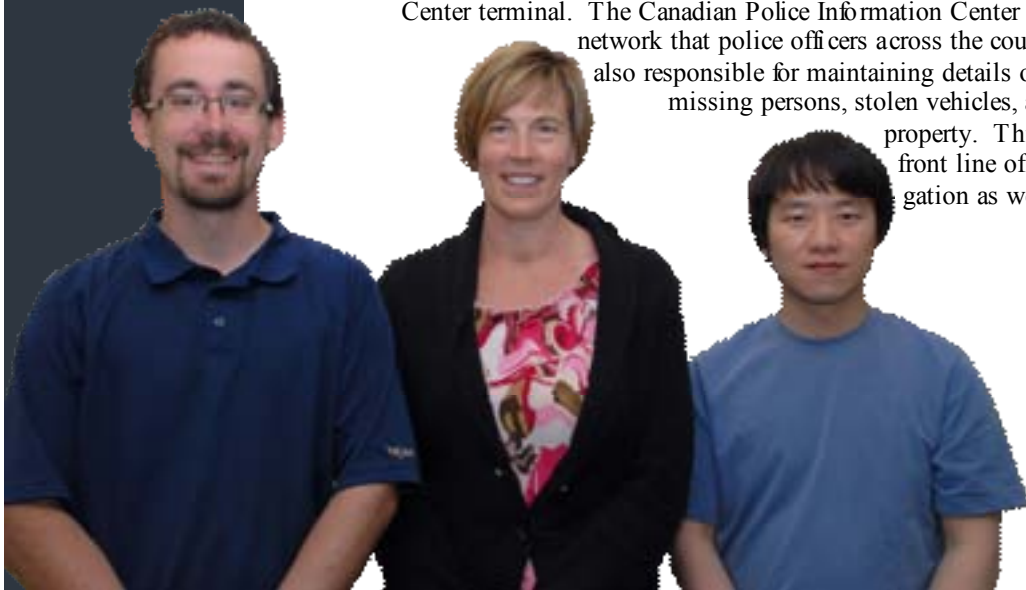
Public safety communications is a profession; it is a career that requires unique training and commitment on the part of the Communication Operator

Communication Operators are the public's first contact with the police service. Communication Operators are highly trained and are qualified to a National standard. They are trained with skills of both call taking and dispatching and are trained to react calmly and effectively in emergency situations.

Our Communication Center is an extremely busy call center that handles all police emergency calls for service, police non-emergency calls for service, police inquiries, and police administration calls.

SUPPORT SERVICES – RECORD MANAGEMENT

The Record Management department is comprised of 11 Police Records Management Controllers. Police Records Management Controllers process charge information and produce a court package for our Crown Prosecutor. Court documents are entered into our Canadian Police Information Center terminal. The Canadian Police Information Center (CPIC) is a complex computer network that police officers across the country can access. Records staff are also responsible for maintaining details on warrants, court documents, missing persons, stolen vehicles, and other items of stolen or lost property. This information is critical to the front line officer in assisting with their investigation as well as for officer safety.



Our Service - Information Technology

The Information Technology Unit is responsible for all information and telecommunications technology within the PAPS. Our primary goal is ensuring our IT systems are an efficient, cost effective information delivery platform that supports the strategic objectives of the organization with maximum uptime. Technology usage within our service has increased greatly over the past few years with the main focus being on processes and sharing information where allowed by law.

The Prince Albert Police Service has maintained a leadership role in technology by partnering with other agencies and businesses to move our systems forward. These partnerships with SGI, Crown Prosecutors Office and others, have enabled the Police Service to streamline many processes and enhance the information available to the officers. These items include license plate recognition, a digital mug shot system and electronic disclosure of information to the Crown Prosecutors office.

The present direction of the IT unit is to provide timely analysis of the vast quantity of information that is gathered within the police records system to the officers in the form of patterns and statistics. The replacement of the Fleetnet radio system with the provincial PPSTN radio system and a move towards electronic ticketing make up the other major projects for the remainder of the 2010.

Our Service - Bylaw

The **Municipal Bylaw Enforcement Unit** has the first line responsibility for the investigation and enforcement of The City of Prince Albert Bylaws and various related Provincial Statutes. The Provincial Statutes currently enforced by the Unit include: The Cities Act, Division 4 and Division 5; *The Traffic Safety Act*; *The Litter Control Act*; *The Alcohol and Gaming Regulation Act, 1997*; *The Noxious Weeds Act*; and *The Summary Offences Procedure Act*.

With the creation of this new Unit in the fall of 2006, citizens have now enjoyed the ability to lodge complaints relative to civic Bylaws 24 hours per day, 365 day per year, through the Police non-emergency line. Bylaw Special Constables now augment each of the Service's four (4) Patrol Platoons in responding to Bylaw specific complaints and following up on them with the appropriate investigative measures. Their services are available on most days 7:00 AM through 2:20 AM. Identical to the regular members of the Service, Bylaw personnel are dispatched through the communications center; utilizing the same technology in computer aided dispatch and in-car laptops. Citizens may now have become accustomed to Bylaw Special Constables, (sworn members of the Service), patrolling the City's streets and recognize their distinctive "blue" accented uniform, from the familiar "red" of municipal police in Saskatchewan.

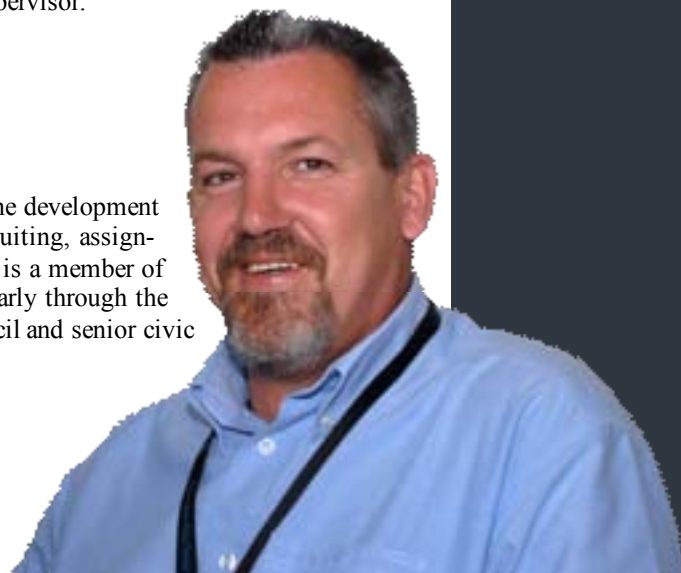
Municipal Bylaw Enforcement is about drilling down into the root causes of crime and taking care of the neighborhood amenity issues that ultimately reduce crime and provide a level of safety and comfort to the community.

The Unit consists of five (5) full time members, including one Supervisor.

Priorities of the Unit are:

- Housing/Property Standards
- Streets
- Animal Control

The Supervisor, (Bylaw Manager), of the Unit is responsible for the development of policies and procedures, training, scheduling of manpower, recruiting, assigning of duties, supervision of Unit members. The Bylaw Manager is a member of the Police Service's Administrative Team and reports/liases regularly through the Chief of Police to the Board of Police Commissioners, City Council and senior civic administration on Bylaw related issues within the City.

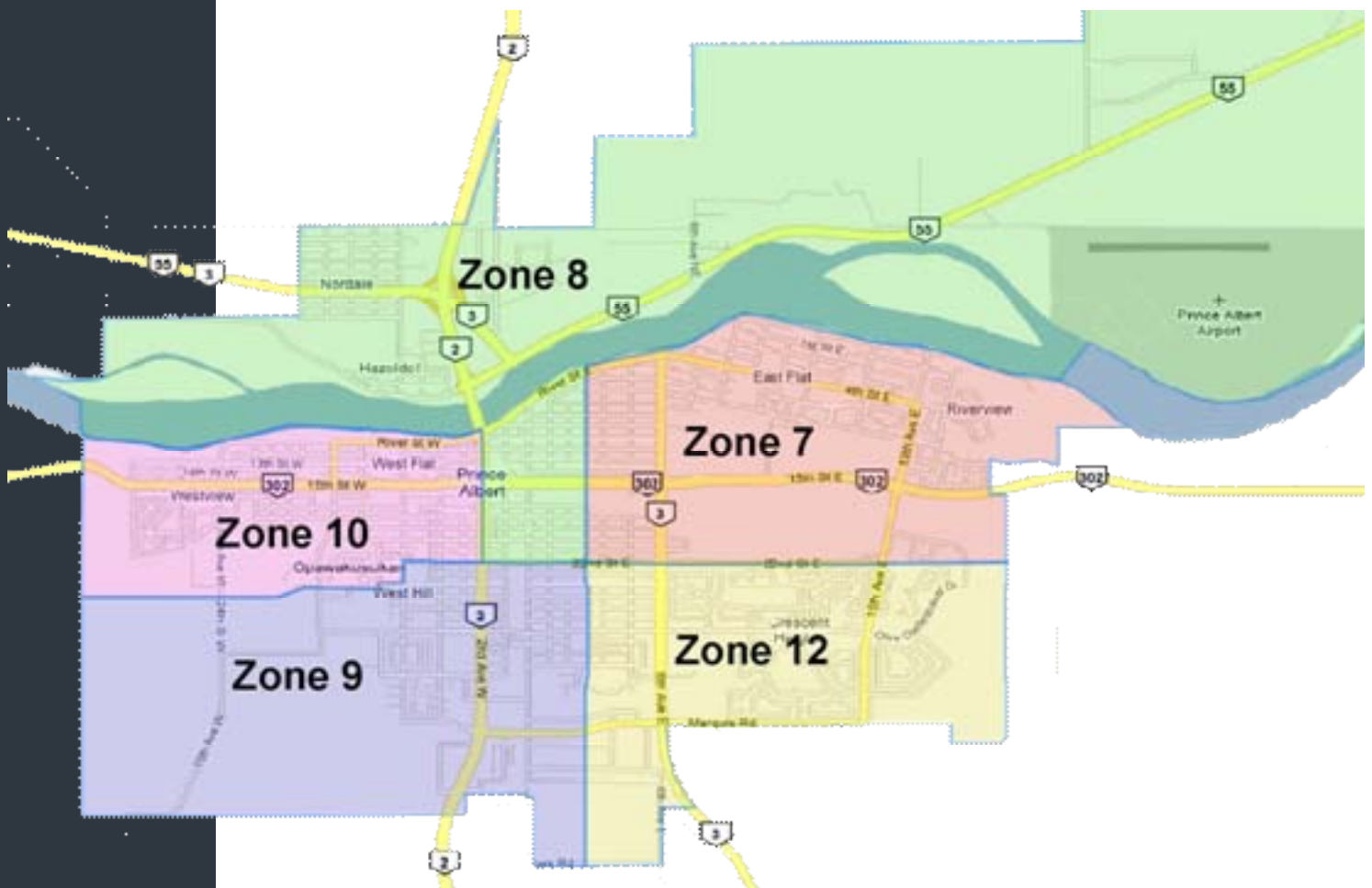


Our City

The province of Saskatchewan has a young population as compared to the other provinces, and our City is even younger than the provincial average. The most populated age cohort in Prince Albert is the 15-24 year group. This is significant for policing and public safety because history has shown us that the age where people are most likely to offend or be a victim of crime is 15-24.

Prince Albert also has a large aboriginal concentration (34%). This population is significantly younger on average (22 years vs. 44 years) than their non aboriginal counterparts.

Despite a fairly stable census population of around 36,000 residents, the City is a service center for roughly 200,000 people. Policing this additional population consumes approximately 40% of police resources.

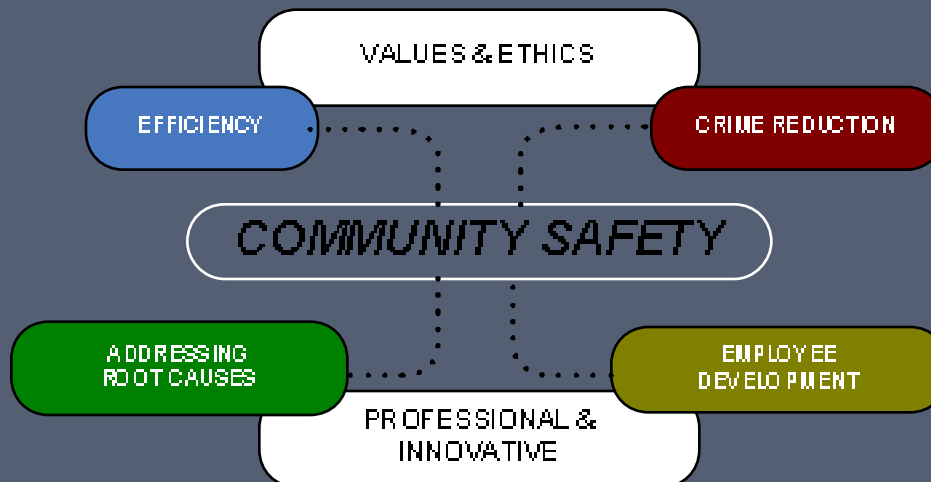


Our Service at a Glance

Cultural Breakdown	
Metis	27.6%
First Nation	6.5%
Total Aboriginal	34.1%
Years of Service	
0 - 5	29.9%
5 - 10	29.9%
10 - 15	13.8%
15 - 20	11.5%
20 - 25	11.5%
25+	2.3%
Age of Members	
20-29	12.6%
30-39	50.6%
30-49	28.7%
50-60	6.9%

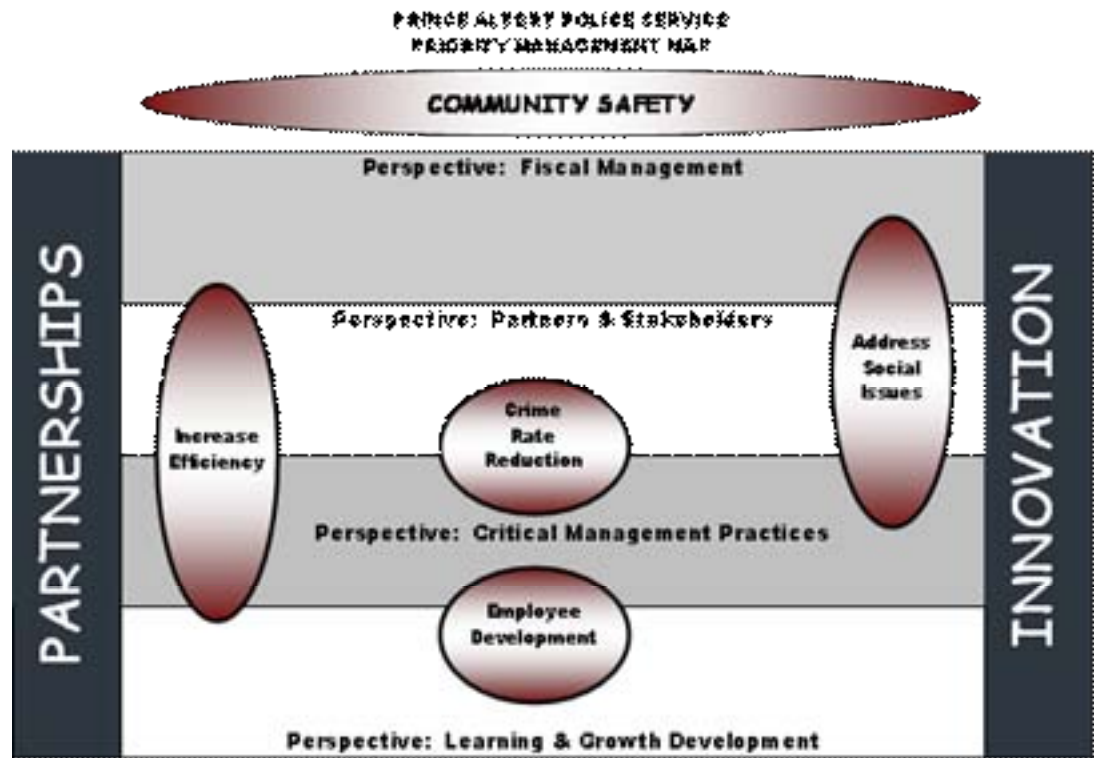


OUR CORNERSTONE OF SUCCESS



VISUALIZING THE STRATEGY

Prince Albert Police Service Strategy Map



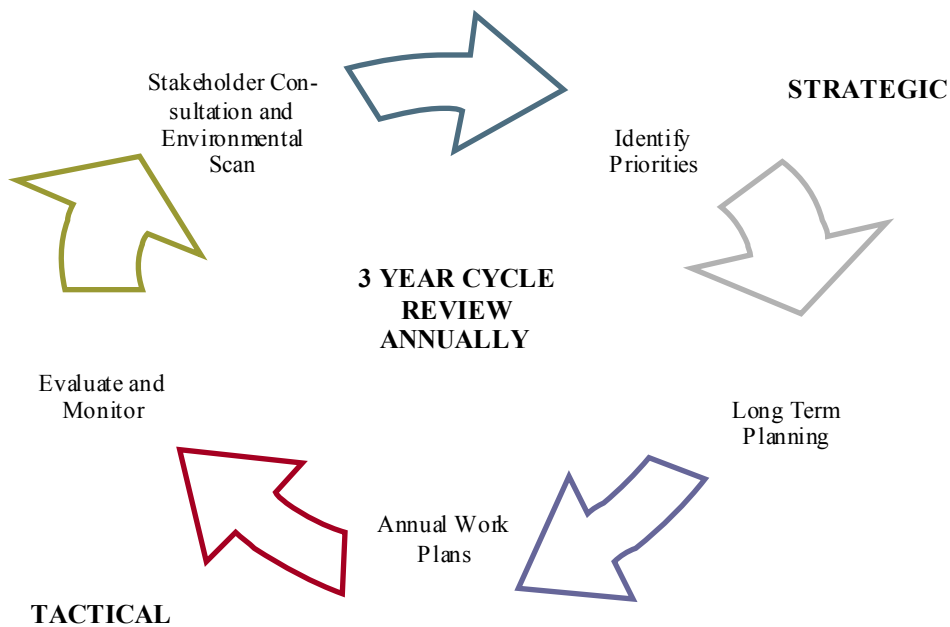
Business Planning Cycle

Our organization has four overarching priorities:

- Employee Development
- Address Root Cause Issues
- Efficiency in Management and Service Delivery
- Reduce Crime

These priorities were determined by consultation with the community, with our stakeholders in safety and with our senior managers. Each division of the service – each “focus area” – will have specific long term objectives that are aligned with these priorities.

By planning for the long term our Police Service is able to be strategic rather than tactical in its operations. Over a three year cycle we will be able to meet our objectives by setting annual goals that are aligned with our priorities. Throughout the year and specifically at the end of each year, we will assess our progress and revise our annual planning as required.



Strategic Priority #1 - *Efficient Management and Service Delivery*

Objective: To reduce the number of incidences where we receive multiple calls for police or bylaw service at the same address.

Plan: This objective will be met by utilizing bylaws and other legislation, analysis of causal factors, media messaging and participating in city planning and zoning decisions.

Measure: Dashboard and RMS data will be utilized to monitor patterns and trends at specific locations. The target is to reduce calls for service at six of the largest call load locations.

Strategic Priority #2 - *Reduction of Crime*

Objective: To proactively remove environments that support gang activity or drug trafficking.

Plan: The objective will be met by utilizing best practice crime reduction plans, partnering with Safer Communities and Neighborhood staff and enforcing housing standards.

Measure: An internal reporting mechanism will be developed for patrol officers to easily report sub standard housing, and each bylaw officer will be required to submit two CPTED or SARA plans to improve problem areas.

Strategic Priority #3 - *Employee Development*

Objective: Bylaw will be developed to be a stable and attractive career option.

Plan: This objective will be achieved through communication of organizational values, internal training and the recognition of seniority.

Measure: A training schedule will be developed tied to seniority to support life long learning and broaden capacity. A mission statement will be developed prior to the end of 2010.

Strategic Priority #4 - *Address Root Cause Issues*

Objective: In an environment of limited resources, enforcement initiatives should be prioritized based on the impact they have on root cause social issues.

Plan: In order to gain support for the initiatives that are undertaken, a communication plan will be developed so the priorities of the unit are clearly understood and expectations are managed.

Measure: Priorities will be clearly communicated in annual reporting to the Board of Police Commissioners, and on the Police Service web site.

*Succeeding financially...*Bylaw will succeed by responsible and authorized expenditures, identifying potential revenue streams and developing partnerships.

*Succeeding internally...*Bylaw will satisfy it's stakeholders by priority setting, scheduling based on service requirements and excellent internal communication.

*Succeeding in learning and growth...*Bylaw will continue to change and improve by showing it's value, expanding it's role as staffing allows and above all maintaining a professional reputation.

*Succeeding with our partners...*To achieve our objectives, Bylaw will appear as an integral part of the overall application of community standards and laws.



Strategic Priority #1 - *Efficient Management and Service Delivery*

Objective: To provide meaningful and timely statistical information

Plan: This objective will be met by utilizing mapping software which shows a correlation between service delivery and area. The manner in which monthly statistics are reported will be improved and access to other information will be expanded.

Measure: We will participate in the Police Information Portal by the end of 2010 and will have access to mapping our crime statistics by the end of 2011.

Objective: To provide easy access to current budget information.

Plan: In order to meet this objective desktop access to budget reports will be available to all administration.

Measure: By the end of 2010 a plan for tracking capital budget will be in place and electronic budget reporting will be automated based on area. By the end of 2011 managers will have desktop access to current budget information.

Strategic Priority #2 - *Reduction of Crime*

Objective: The IT section will provide additional communication options to improve public input and allow for more safety messaging.

Plan: The objective will be met by utilizing advancing technology to improve communication.

Measure: A commentary or positive editorial component will be added to the police website by the end of 2011.

Strategic Priority #3 - *Employee Development*

Objective: The IT division will assist in improving internal communication relating to policy changes, training memos and bulletins.

Plan: The objective will be met by implementing a technology solution to internal communication.

Measure: By the end of 2011 one new electronic communication option will be implemented and evaluated for effectiveness (blog, electronic bulletin board, intranet messaging etc.)

Objective: The IT staff will receive training that focuses on industry innovation and current practices.

Plan: Current technology best practices will be reviewed and considered for implementation.

Measure: By the end of 2010 five innovative technology solutions will be identified as potentially having benefit for our service, and in each of the following two years they will be viewed and evaluated onsite by IT staff

Strategic Priority #4 - *Address Root Cause Issues*

Objective: The IT division will enable community partners to lawfully access client information from a pooling of each agency's data.

Plan: In order to support community mobilization initiatives our IT will develop a mechanism to access portions of data or collate each agency's information.

Measure: By the end of 2011 IT will provide a report on the technical requirements and best solution for sharing agency information. By the end of 2012 a framework will be in place for community mobilization record management.

Succeeding financially...Information Technology will succeed by providing three year need projections, and level budgeting required to maintain current functionality.

Succeeding internally...Information Technology will satisfy it's stakeholders by being flexible and offering excellence in security within all processes.

Succeeding in learning and growth...Information Technology will continue to change and improve by developing and maintaining a network of industry peers.

Succeeding with our partners...To achieve our objectives, Information Technology will appear to our stakeholders as accurate, innovative and qualified.

Strategic Priority #1 - *Efficient Management and Service Delivery*

Objective: To maximize the use of existing technology.

Plan: This objective will be met by accessing available dispatch statistics, advancing electronic disclosure.

Measure: Quarterly audits will be conducted on dispatch times. Electronic disclosure to be complete by the end of 2011.

Objective: Efficient structure of civilian support staff

Plan: Support staff will be resourced to meet peak demand times.

Measure: A schedule will be prepared by March 31st of each year that outlines the staffing for peak periods.

Strategic Priority #2 - *Reduction of Crime*

Objective: To produce a contemporary and legally sound court package.

Plan: In order to meet this objective the number of court files requiring correction will be reduced through training and audit.

Measure: An audit process will be implemented by the end of 2010 for electronic court packages. A training curriculum will be implemented that exposes all civilian staff to legislation and interpretations of law by the end of 2012.

Objective: Provide dispatch services to a National standard.

Plan: All staff will be trained to the Association of Public Safety Communication Officials (APCO) standard.

Measure: Quality auditing will take place on a quarterly basis to ensure compliance with policy and training.

Strategic Priority #3 - *Employee Development*

Objective: Maximize alternative training options for staff development.

Plan: In order to meet this objective our staff will utilize on-line and other nonconventional training methods.

Measure: All staff will have access to peripheral competency training by the end of 2010 and it will be implemented as a training standard by the end of 2011.

Objective: A strong understanding and reflection of the organizational values.

Plan: Training and communication will support and reinforce values.

Measure: The values will be discussed during annual assessments, at Monday morning central record meetings and during the annual communication meetings.



Strategic Priority #4 - *Address Root Cause Issues*

Objective: Priority files will have an increased level of quality assurance.

Plan: In order to improve quality on important charge files the civilian support will assist in a more developed audit process for domestic violence, organized crime and other priority files.

Measure: The Family Safety Officer and Victim Services Unit will assist in developing an audit process by the end of 2010.

Objective: Civilian staff will support partnerships in the Health community.

Plan : The outpatient department and the acute detox center will be recognized as stakeholders who have interests aligned with our strategic priority of addressing root causes.

Measure: Policy and protocol will be audited in 2010 surrounding the communication we have with staff from the detox center and outpatient department. In 2011 the intake process for the detox center will be evaluated.

*Succeeding financially...*Civilian Support will succeed by efficient staffing that utilizes peak period resourcing.

*Succeeding internally...*Civilian Support will satisfy it's stakeholders by a commitment to accuracy.

*Succeeding in learning and growth...*Civilian Support will continue to change and improve by recruiting to reflect the community demographics and fostering two way communication.

*Succeeding with our partners...*To achieve our objectives, Civilian Support will appear as client focused and flexible.



Strategic Priority #1 - *Efficient Management and Service Delivery*

Objective: An effective organizational structure for plainclothes support units.

Plan: This objective will be met by developing a resource allocation strategy that is aligned with our strategic priorities.

Measure: A quarterly review will be conducted of existing resources and flexible options maintained for anticipated increases or decreases in resourcing. An annual leave strategy will be developed by May 1st each year to ensure appropriate coverage during the summer months and whenever possible joint investigations will be conducted.

Strategic Priority #2 - *Reduction of Crime*

Objective: The development and communication of a gang reduction strategy.

Plan: The objective will be met by developing a strategy that includes suppression as well as enforcement. The strategy will encompass all areas of the service and will include a communication plan.

Measure: The enforcement component of the plan will be operational and communicated by June 1st, 2010. The remaining components will be developed by Jan 2011.

Objective: A reduction in property crime.

Plan: This objective will be met by initiating or maintaining programming that has a track record of success in crime reduction.

Measure: Weekly statistics will be utilized to observe trends or identify suspects in property damage. Expectations for officer involvement in measurable programming will be communicated and monitored quarterly. A criminal analyst will be resourced by 2012.

Strategic Priority #3 - *Employee Development*

Objective: To maximize the use of internal expertise.

Plan: This objective will be achieved by developing recognized experts and planning training to maximize the use of available technology.

Measure: A training schedule will be developed to ensure all staff are trained in statistical analysis by April 2011. All members of ISET and CFSEU will be tasked with obtaining expert status during the term of their assignment.

Strategic Priority #4 - *Address Root Cause Issues*

Objective: A coordinated approach to drug enforcement.

Plan: In order to have a comprehensive approach to drug enforcement, we will coordinate our efforts with ISET and CFSEU and maintain a priority list that is intelligence led.

Measure: Expectations regarding intelligence reporting will be communicated and measured. Regional enforcement expectations will also be communicated and a priority list will be developed, approved and maintained annually.



Succeeding financially...

The Criminal Investigation section will succeed by operating within approved budget and developing a quality assurance process for sensitive expenses.

Succeeding internally...

The Criminal Investigation section will satisfy its stakeholders by maintaining a standard for professional and high quality investigation and reporting.

Succeeding in learning and growth...

The Criminal Investigation section will continue to change and improve by maintaining and communicating a flexible organizational structure.

Succeeding with our partners...

To achieve our objectives, The Criminal Investigation section will appear as a professional and comprehensive unit that focuses on prevention.



Strategic Priority #1 - *Efficient Management and Service Delivery*

Objective: A reduction in the potential for a duplication of social services offered in our community.

Plan: This objective will be met by determining critical stakeholders and reviewing services offered by each agency.

Measure: The unit will develop a service delivery map by the end of 2011 that shows duplication and gaps in service delivery.

Objective: A lawful and supported sharing of client information.

Plan: Legislation and best practices will be reviewed to determine what is needed to facilitate the sharing of client information between stakeholders.

Measure: By the end of 2011 a stakeholder agreement will be available that confirms existing commitments and authority to share information. By the end of 2012 a strategy to develop legislation allowing all service providers to share information in a controlled environment will be drafted.

Strategic Priority #2 - *Reduction of Crime*

Objective: The mobilization unit will address causal behavior from a holistic community viewpoint to remove the cause of crime rather than addressing the criminal after the offence is committed.

Plan: The objective will be met by using best practices relating to harm reduction and committing stakeholders formally to a common purpose.

Measure: A community support agreement will be drafted and signed by the end of 2011 by all stakeholders. A mechanism to accurately measure the impact of each mobilization initiative will be researched and proposed by the end of 2011 and will be implemented by the end of 2012.

Strategic Priority #3 - *Employee Development*

Objective: Members participating in the community mobilization strategy will develop a larger understanding of community issues. Staff will then be able to problem solve in a broader environment.

Plan: Exposure to other agencies and training specific to community issues will assist us in reaching our objective.

Measure: An annual training schedule will be developed that examines industry responses to community issues. Members will be partnered with social development resources through the City to expose demographic data and related issues.

Strategic Priority #4 - *Address Root Cause Issues*

Objective: In order to reduce criminal activity the unit will address the source and cause of crime rather than only focusing on an individual incident.

Plan: In order to meet our objective, research will be conducted on social issues that impact crime rates.

Measure: A prioritized list of causal factors that are present in the community will be developed by the end of 2011 and will be supported by intelligence and empirical research.



Succeeding financially...

Community Mobilization will succeed by showing the financial benefit of crime reduction as a direct result of programming or community initiatives.

Succeeding internally...

Community Mobilization will satisfy its stakeholders by sharing information and managing group programs.

Succeeding in learning and growth...

Community Mobilization will continue to change and improve by accurate and unbiased measurement of results and inclusive partnership development.

Succeeding with our partners...

To achieve our objectives, Community Mobilization will appear as structured and supervised, driven by results.



Strategic Priority #1 - *Efficient Management and Service Delivery*

Objective: To have an evenly balanced distribution of calls for service, so that all response zones have similar call volumes.

Plan: This objective will be met by examining call volume patterns and determining an appropriate number of response units, zone size and zone location.

Measure: A new zone response map will be utilized in 2011 planning and implemented by the end of 2012.

Objective: The use of electronic dispatch and reporting will be maximized to reduce resource requirements in dispatch and allow officers to spend more time in the community.

Plan: 75% of dispatch conclusion will be done on the mobile data terminals by the end of 2010. A process for reporting MDT failure to IT in a timely fashion will be implemented by the end of 2010 as well.

Strategic Priority #2 - *Reduction of Crime*

Objective: Improved traffic safety.

Plan: Traffic enforcement will be increased with attention given to peak resource times and high collision areas.

Measure: Traffic enforcement will be measured statistically each month and compared to previous time frames and other units.

Objective: Increased police visibility.

Plan: In order to increase our visibility the uniform section will compliment the traffic sections when doing “blitz” enforcement and we will also be increasing the amount of reported street checks each officer documents.

Measure: Each patrol platoon will receive refresher training in how to properly document street checks by the end of 2010. Expected rates of documented street contacts will be communicated to all members and this will be monitored monthly by the division manager.

Objective: Additional resources will be applied to areas that are identified as a problem or where a pattern of crime has been observed.

Plan: Statistical data will be utilized by uniform managers to deploy resources.

Measure: Annual expectations will be communicated and measured for hot spot enforcement initiatives on each patrol platoon.

Strategic Priority #3 - *Employee Development*

Objective: Training will be provided based on competency gaps.

Plan: This objective will be achieved through the completion of annual assessments and researched industry standards.

Measure: A schedule with target dates will be provided to uniformed sections for completing assessments. Individual requests for training will be approved based on how they address a competency gap.



Objective: We will maximize the use of internal expertise in training.

Plan: Training officers will be selected based on competencies, and recruit training will focus on employee development rather than a specified time frame. Patrol platoons will receive internal training opportunities from specialized units throughout the year.

Strategic Priority #4 - Address Root Cause Issues

Objective: We will continue to utilize and support the Acute Detoxification center.

Plan: In order to meet this objective we will review our policy on arrest and ensure that we utilize the facility wherever appropriate.

Measure: All intoxication arrests will be audited in 2010 to determine whether or not the subject could have been a client for detox instead of arrest. In 2011 and 2012 the audit will be conducted monthly on a sample population of intox arrests to ensure we are continuing to utilize the facility properly.

Objective: Assist in drug education.

Plan: Uniformed officers will conduct D.A.R.E. classes each year.

Measure: The D.A.R.E. co-ordinator will assign schools for training and minimum levels of participation will be communicated at the beginning of each school year.

Objective: Increased street level drug enforcement.

Plan: In order to increase drug enforcement internal training will be developed in relation to recognition and reporting of controlled drug charges.

Measure: ISET (Integrated Street Enforcement Team) will be tasked with educating all uniform members by the end of 2011. Statistical data will be utilized to measure performance improvements and annual expectation will be set on increasing possession of narcotic charges.

FOCUS AREA

UNIFORM

Succeeding financially...

The Uniform section will succeed financially by operating within budgeted dollars and managing overtime responsibly

Succeeding internally...

The Uniform section will satisfy its stakeholders by maximizing visibility, ensuring competent investigations and maintaining a respectful and co-operative relationship with the media.

Succeeding in learning and growth...

The Uniform section will continue to change and improve by rewarding community involvement, ensuring our recruitment is reflective of the community and utilizing pro-active policing.

Succeeding with our partners...

To achieve our objectives, The Uniform section will appear respectful, empathetic and focused on prevention.





Prince Albert Police Service

45 - 15th Street West

Prince Albert SK

S6V 3P4

Non Emergency: (306)953-4222

Emergency: 911