

---

**Edmonton Police Comprehensive Audit**  
**Edmonton Police Issue Identification & Prioritization**  
**October 20, 2004**

---

## Introduction

In January 2004, the Edmonton Police Commission (the Commission), as part of its renewed efforts for accountability and for fiscal effectiveness within the Edmonton Police Service, sought the assistance of the Office of the City Auditor (OCA) to conduct an Operational Review of the Edmonton Police Service (EPS).

A conceptual model for the Review, entitled “The Business of Policing: New Models – New Ways,” was developed by the Commission and served as a background document highlighting some of the issues facing the EPS. The need for the review was identified as the Commission acknowledged “It is incumbent on every organization to review periodically, and in a structured manner, the operational and organizational constructs that are in place to determine if they are contributing in the most effective and efficient manner possible to the success of the organization’s mission.”

The most recent organizational review, initiated in 1998 and completed in 2001, “coordinated” by KPMG included the statement “we cannot afford the current model of policing”. This statement reinforced the Commission’s desire for an operational review at this time, stating “Such periodic reviews are also important to determine if the existing organizational and operational paradigms are such that they will support and be congruent with major new initiatives of the organization and, if not, how should they be changed.”

To ensure that OCA resources are applied most effectively, the OCA’s approach to comprehensive reviews of entire operating departments begins with gaining an understanding of all of the issues facing the area, and then determines which areas are of the greatest significance and would be best served by the completion of a detailed audit or review.

This report documents the outcome of the OCA’s issue identification and prioritization work within Edmonton Police. The issues identified relate to the day to day operating practices of the Edmonton Police Service rather than the challenges Edmonton faces with respect to crime and disorder.

## Background

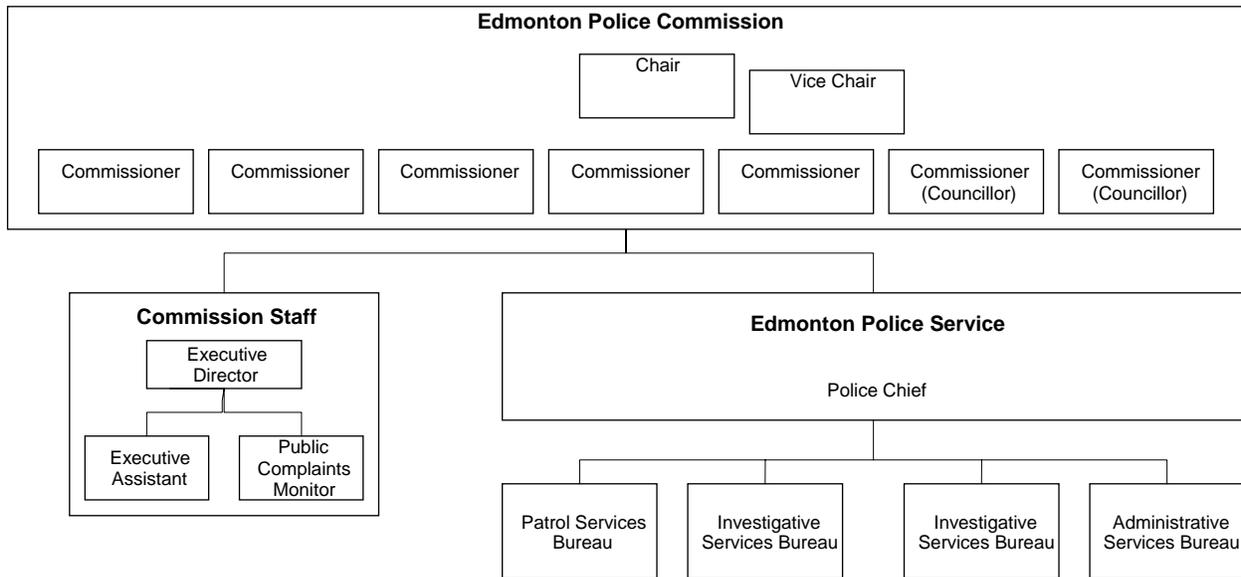
### ***Legislative Framework***

The EPS was created under the authority of the *Police Act* of Alberta. The Act establishes key responsibilities for the Government of Alberta, the City of Edmonton, the Police Commission, the Chief of Police, as well as every Police Officer in Alberta.

### Edmonton Police Organizational Structure

The Edmonton Police organization is structured as illustrated in Exhibit 1<sup>1</sup>. Pursuant to the Police Act, the City of Edmonton established the Edmonton Police Commission. The Commission has 9 members appointed by City Council. Currently, two commissioners are also members of City Council. The Commission employs three staff members: Executive Director, Public Complaints Monitor, and an Executive Assistant.

**Exhibit 1: Edmonton Police Structure**



EPS is comprised of four bureaus and the Office of the Chief of Police, as outlined below:

The **Patrol Services Bureau** consists of four patrol divisions as well as one support services division and comprises approximately 60 percent of EPS personnel. The Patrol Divisions provide primary street-level police services to the community on a 24-hour basis. The Support Services Division is responsible for providing support services to facilitate the operational objectives within the EPS. It is comprised of the Duty Officers and Support Branch, which consists of the Tactical, Traffic, Communications and Canine/Flight Operations Sections.

The **Investigative Services Bureau** consists of two major divisions, the Major Crimes Division and the Special Investigations Division, and comprises 20 percent of the EPS personnel. The Investigative Services Bureau investigates crimes against persons (e.g., homicides, sexual assault, child abuse, robbery, prostitution, and pornography), economic crimes (e.g., counterfeiting and identity theft) and organized crime (e.g.,

<sup>1</sup> The Edmonton Police Service Organizational Structure changed from a 4-bureau to a 3-bureau organization in the Fall of 2004.

gangs, drugs, auto theft and weapons smuggling and trafficking). It also is responsible for support services such as surveillance, forensics, warrants, and court services.

The **Administrative Services and Corporate Services Bureaus** represent 12 and 7 percent of the personnel respectively. These two bureaus provide administrative and technical expertise to the organization.

The **Office of the Chief of Police** accounts for less than 1 percent of the personnel. For budget purposes, it also includes the Chaplain and Organizational Health and Employee Wellness.

### **Financial Summary**

In 2004 the City of Edmonton has an operating budget of \$1.16 Billion. The EPS portion of that budget is \$179.6 Million (15.5%). Exhibit 2 provides additional EPS operating budget and staffing level details.

#### **Exhibit 2: Edmonton Police 2004 Resource Levels**

<b>Organizational Unit</b>	<b>2004 Operating Budget (Millions)</b>	<b>Full Time Equivalents (Approved 2004)</b> [Sworn Member + Civilian staff = Totals]
Patrol Services Bureau	\$90.4	940.5 + 46.0 = 986.5
Investigative Services Bureau	31.3	251.0 + 75.0 = 326.0
Corporate Services Bureau	15.2	59.0 + 58.3 = 117.3
Administrative Services Bureau	35.4	4.0 + 196.7 = 200.7
Office of the Chief of Police	1.3	2.0 + 6.0 = 8
Edmonton Police Commission	0.7	0.0 + 4.0 = 4.0
<b>Total</b>	<b>\$174.3<sup>3</sup></b>	<b>1,256.5 + 386.0 = 1,642.5</b>

### **Audit Objective**

The audit objective was to gain an understanding of the issues facing Police in Edmonton and determine the areas of greatest significance that would be best served by the completion of a detailed audit or review.

### **OCA Project Methodology**

Before commencing any detailed and focused audit procedures the OCA needed to identify the significant challenges facing the EPS, and then assess these challenges to determine the areas that would be best served through the completion of an audit.

### **Issue Identification**

<sup>3</sup> Figure does not include an additional \$5.35 Million Provincial Police Grant received mid-year.

To identify the issues facing Edmonton Police, the OCA completed the following steps:

- a) Attended and observed the normal proceedings of Commission meetings. This included sessions closed to the public with only the Commission members in attendance as well as those with the Chief and his staff.
- b) Attended and observed the normal proceedings of the EPS Senior Executive Management (Chief's Committee<sup>4</sup>) meetings.
- c) Attended and observed the normal proceedings of the EPS Executive Officer's Team<sup>5</sup> meetings.
- d) Reviewed several sources of information at the Commission and EPS. This included operating and capital budget information, strategic and current operational plans, policies and procedures, as well as numerous historical reviews, studies, and reports completed on the organization. The OCA also gathered and reviewed relevant research and audit reports from other policing organizations.
- e) Interviewed the Commission's Executive Director, Police Chief and the four Bureau Heads (individually) to obtain their views of issues facing EPS. The OCA followed up on the interviews with the four Bureau Heads by including their respective mid-management groups (i.e., Superintendents, Inspectors, Directors, and Managers) in a series of group interviews.
- f) Interviewed other stakeholder groups including representatives from the Edmonton Police Association, the President of Civic Service Union 52, a CALEA Assessor<sup>6</sup>, as well as representatives of the Alumni Association of the Citizens' Police Academy.

Throughout the interviews, many of the issues were described in different ways by different parties. The OCA consolidated related comments under one issue title, then to add clarity and context, wrote a description for each issue based on the comments received. This resulted in a total of 45 issues being identified as important to policing in Edmonton.

### **Issue Assessment**

The next step was to engage the Commission and EPS Management and ask them to evaluate the significance of each issue. The OCA facilitated this process using anonymous voting technology in 3 separate "issue prioritization" sessions. In all, a total

---

<sup>4</sup> Chief's Committee is the Senior Executive Group of the EPS and includes the Chief of Police, the Deputy Chiefs as well as the Chief Administrative Officer.

<sup>5</sup> Executive Officers Team is the larger management group. It consists of members of Chief's Committee, Sworn members at the Superintendent and Inspector ranks as well as Civilian Senior Managers.

<sup>6</sup> CALEA is The Commission on Accreditation for Law Enforcement Agencies, Inc. In May 2004, a CALEA Assessment Team evaluated the EPS and based upon that evaluation recommended that the EPS be reaccredited for the 4<sup>th</sup> time.

of 53 people participated from both the Commission and EPS. This included all 9 Commissioners as well as all 5 members of Chief's Committee. During each session the participants were asked, for each issue, to respond to the question: "How important is it to conduct an audit/review of \_\_\_\_."

The overall results of the prioritization sessions are attached as Appendix A.

These results were shared with the Commission and Chief's Committee at a special meeting held on July 8. Since that meeting, discussions between the Commission, the Chief of Police and the OCA regarding the next steps resulted in agreement that this report would be produced and serve as a basis for future action.

## Conclusions and Recommendations

The OCA would like to acknowledge and thank management and staff at both the Commission and the EPS for their openness and full participation throughout this project.

The results of the Prioritization sessions in Appendix A provide insight into the areas to which resources should be applied. However, as many of the issues are interdependent, the listing as presented requires additional analysis to evaluate timing, sequencing, and available resources before taking action.

Three of the issues relate to documenting and assessing the roles and responsibilities of the Province, the City, the Commission and the Police Service. The Commission, as the governing body, accepted the responsibility to have these issues addressed. At the September 15, 2004 Commission meeting, a motion was carried authorizing the OCA, as an independent and objective body, to conduct an Edmonton Police Governance Audit. The OCA has established this as a separate project, and expects to share the results with the Commission before year-end.

The EPS is already taking steps to act on as many of the priorities areas as possible. At the September 15, 2004 Commission meeting, the Chief of Police provided the Commission with a high level overview of which areas he will address first.

**Recommendation #1:** That the Edmonton Police Service accept the issues in the priority listing and develop action plans to address the top priority items after considering the timing, sequencing, and availability of resources.

### **Edmonton Police Response & Action Plan:**

The Chief of Police has accepted the issues listing and has provided the OCA with a management response detailing the actions he is prepared to take to address the issues. The Chief's response is attached as Appendix B.

## APPENDIX A ISSUE PRIORITIZATION RESULTS (Listed in Priority Order)

### 1. The Constable Workload (4.2/5\*)

Document the work processes of constables to look for efficiency opportunities (including time spent attending court).

### 2. Human Resource Policies and Practices (4.1/5)

Review HR Policies and Practices to assess HR's ability to support the operational needs of the Service.

### 3. The Setting of Shift Schedules (4.0/5)

Document the various shift-scheduling practices and assess whether there is an opportunity to increase efficiency and effectiveness through automation, or other scheduling best practices for a 24/7/365 operation. The ability to schedule based upon historical demand should also be explored.

### 4. Shift Requirements (4.0/5)

Review and assess whether the shift schedules are appropriate to ensure the service needs (internal and external) of the Police Service can be met.

### 5. The Roles, Responsibilities and Relationships of the Province, City Council, Police Commission, Police Service (3.8/5)

Document and assess the roles and responsibilities of the Province, City Council, the Police Commission, and the Police Service to provide assurance that proper segregation and good governance practices are in place and consistent with legislative requirements.

### 6. Delegation of Authority (3.8/5)

Document and assess the authority level framework between the City, the Police Commission and within the Police Service, to provide assurance that authority levels are understood, consistent and adequate to enable each party to fulfill their responsibilities. (Eg. contracts)

### 7. Front-line Prevention activities (3.8/5)

Document EPS front-line activities and assess whether they contribute to the prevention of crime and disorder.

### 8. The Services provided by EPS (3.7/5)

Document and review the services offered by the EPS to determine whether they are aligned with the Strategic Priorities (Core Services).

### 9. The Organizational Structure (3.7/5)

Review and assess the structure of the organization to determine if it is appropriate considering the Mission, Vision, Strategic Plan and operational priorities as well as the internal and external services being provided.

\* How Important is it to conduct an Audit/review of:

- 1-Not Important;
- 2-Low Importance;
- 3 Medium Importance;
- 4-High Importance;
- 5-Extreme Importance

**10. The Efficiency of responding to Top 10 call types (3.7/5)**

Identify the top 10 calls for service (purported to be 50% of calls) and review and assess for more efficient methods of responding and handling.

**11. The Decision-making process (Chief's Committee, EOT) (3.6/5)**

Document the role and purpose of The Chief's Committee and The Executive Officers Team to assess their function in the decision-making process, ensuring strategic issues are fully presented, debated and considered at the Executive Group level.

**12. The Utilization of Civilian Staff (3.6/5)**

Review and assess the positions and roles within the EPS to determine whether the services/functions provided require the skill sets of a sworn member (matching competencies with requirements).

**13. Management/Supervisory Span of Control (3.6/5)**

Document and review the organizational structure to assess the appropriateness of management/supervisory span of control to support the achievement of the Strategic Priorities.

**14. The Community Policing Model (3.6/5)**

Identify and assess the Edmonton model of community policing to confirm the structure and activities are aligned and support the achievement of the stated objectives.

**15. Community Policing Goals & Objectives (3.6/5)**

Identify and assess the EPS/EPC's goals and objectives for community policing to determine whether they are aligned and reasonably achievable.

**16. Community involvement in Community Policing (3.6/5)**

Identify and assess the degree to which the community understands and contributes to the Edmonton Community Policing model.

**17. Differentiated Staffing options to provide specific Services (3.5/5)**

For each of the services offered, document the required competencies to provide that service and assess whether differentiated staffing options should be pursued. (May include consideration of outsourcing/partnering opportunities for some services.)

**18. Services to external parties (3.5/5)**

Identify services provided to external parties (i.e. Federal Gov't, Provincial Gov't, Other Municipalities, etc.) and assess the costing/recovery practices to ensure City of Edmonton taxpayers do not fund these services.

**19. The Role of Community Stations in Community Policing (3.5/5)**

Identify and assess the role and contribution of community stations in the Edmonton Community Policing model.

\* How Important is it to conduct an Audit/review of:

- 1-Not Important;
- 2-Low Importance;
- 3 Medium Importance;
- 4-High Importance;
- 5-Extreme Importance

**20. The Management fulfillment process (3.5/5)**

Review the process used to fill key sworn and non-sworn management positions to address the issue of positions having members in “acting” positions for an extended period of time.

**21. The Budget Process (3.4/5)**

Document and assess the budgeting process to provide assurance that the budget process is aligned with, and helps support the achievement of the Strategic Priorities (efficient and effective use of resources).

**22. The Recruit Training Program (3.4/5)**

Review the recruit training program to ensure the training is consistent with Community Policing expectations.

**23. The Alignment of Administrative/support functions to operational priorities (3.4/5)**

Document and review EPS administrative/support functions to provide assurance that their responsibilities support operations in an economical and efficient manner.

**24. Crime/Problem Solving Knowledge Management (3.4/5)**

Document and assess the process members use to document and share learnings amongst one another so that problem-solving techniques can be adopted more quickly and knowledge can be accessed, retained, and shared throughout the service.

**25. Job placement/hiring/selection practices (3.4/5)**

Review the job placement/hiring/selection practices to assess the extent (and impact) that seniority versus qualifications is the primary factor when an individual is appointed.

**26. The Strategic Planning Process (3.3/5)**

Review the strategic planning process to assess the usefulness and applicability of the strategic plan/priorities to guide the Police Service towards the achievement of its Mission and Vision.

**27. Shift Equity (3.3/5)**

Review and assess whether the scheduling of staff is conducted in an equitable and efficient manner.

**28. Sworn member roles/responsibilities in relation to generalization vs specialization (3.3/5)**

Review the roles and responsibilities of each position (constable to deputy chief) to assess whether the balance between generalization and specialization in each function adequately supports achievement of the Strategic Priorities.

**29. The Business Planning Process (3.2/5)**

Review the EPS Business Planning process to assess the degree the business plans are consistent with and support the achievement of the Strategic Priorities.

\* How Important is it to conduct an Audit/review of:

- 1-Not Important;
- 2-Low Importance;
- 3 Medium Importance;
- 4-High Importance;
- 5-Extreme Importance

**30. The Performance Management Targets/Metrics (3.2/5)**

Review the performance management targets to assess their completeness and relevance to provide assurance that they directly correlate to the Strategic Priorities. Would include identification of comparable “best practice” metrics to facilitate meaningful monitoring and assessment of EPS practices against other organizations. (What gets measured gets done).

**31. Budget Priorities (3.2/5)**

Review the allocation of budget dollars to confirm that resources are allocated in a manner that supports the achievement of the Strategic Priorities.

**32. Intelligence Led Policing (3.2/5)**

Document and assess the processes used to gather, analyze, assess and translate data into information that the front-line can use to solve problems (intelligence led policing).

**33. The Project Management Process (3.2/5)**

Document the project management processes utilized within EPS to provide assurance that the projects underway are of the highest priority towards achieving the Strategic Priorities and that an implementation plan and ongoing monitoring are in place before a project concludes.

**34. The Information Technology Strategic Plan (3.2/5)**

Review the I.T. Strategic Plan and priorities to assess contribution and alignment with the strategic priorities.

**35. The Complaint Process (3.1/5)**

Review and assess the legislation, policies and practices in place to address complaints made about Police Members, the Police Chief, and Edmonton Policing in general.

**36. The In-house vs turnkey outsourcing decision process (3.0/5)**

Review the process followed to support decisions whether to provide services through turnkey outsourcing rather than in-house, or a combination of both (eg. photo-radar).

**37. The Planning and Management of Capital Assets (3.0/5)**

Document and assess the adequacy of the process in place to plan for and manage EPS's capital assets so they can be utilized to achieve the Strategic Priorities.

**38. The Utilization of Volunteers (3.0/5)**

Document and review the ways volunteers are used/assigned as partners in Community Policing.

**39. The Services/commitments to other communities (2.9/5)**

Review EPS commitments and responsibilities to other communities (Sherwood Park, Camrose, St. Albert, etc) to provide assurance that agreements are in place and that the commitments can be fulfilled.

\* How Important is it to conduct an Audit/review of:  
1-Not Important;  
2-Low Importance;  
3 Medium Importance;  
4-High Importance;  
5-Extreme Importance

**40. Discretionary Travel/Training expenditures (2.8/5)**

Review the utilization of discretionary travel/training funds to assess whether funds are expended within policy and based upon approved/documented development plans.

**41. The Informant Money Management process (2.7/5)**

Review and assess the safeguarding and reconciliation/documentation practices of moneys used for informant purposes.

**42. Revenue Generation (2.5/5)**

Document and review all current sources of revenue to ensure completeness and assess whether additional revenue generating opportunities are appropriate to pursue.

**43. The role/contribution of Air-1 (2.5/5)**

Perform a cost/benefit review of Air-1 and assess its contribution as a significant tool of policing in Edmonton.

**44. The Confiscated Drug and Money Management process (2.5/5)**

Review and assess the inventory, safeguarding and disposal practices of confiscated drugs and drug money.

**45. The Confiscated Weapon Management process (2.1/5)**

Review and assess the inventory, safeguarding and disposal practices of confiscated weapons.

\* How Important is it to conduct an Audit/review of:

- 1-Not Important;
- 2-Low Importance;
- 3 Medium Importance;
- 4-High Importance;
- 5-Extreme Importance

**APPENDIX B**  
**CHIEF OF POLICE**  
**EDMONTON POLICE RESPONSE & ACTION PLAN**

---



**EDMONTON POLICE SERVICE**



MEMORANDUM

2004 October 20

**TO: David WIUN**  
Office of the City Auditor

**FROM: Fred RAYNER**  
Chief of Police

**SUBJECT: Office of the City Auditors (OCA) Report**

---

The results of the Prioritization exercise completed with the Edmonton Police Service (EPS) in *Appendix A* of the OCA report provides insight into the areas to which resources should be allocated to conduct a review of current practices. However, as many of the issues are interdependent, the listing as presented requires additional analysis to evaluate timing, sequencing, and available resources before taking action.

Three of the forty-five issues identified in the OCA report relate to documenting and assessing the roles and responsibilities of the Province, the City, the Edmonton Police Commission (EPC) and the EPS. The EPC, as the governing body, accepted responsibility to have these issues addressed. At the September 15, 2004 EPC meeting, a motion was carried authorizing the OCA, as an independent, objective body, to conduct an Edmonton Police Service Governance Audit. The OCA has established this as a separate project, and expects to share the results with the EPC and the EPS before year-end.

The EPS has already taken steps to act on as many of the other forty-two priorities areas as possible. At the September 15, 2004 EPC meeting, a document called "The Agenda for Change" was presented to the EPC. This Agenda for Change was used as the benchmark in ascertaining the scope and accompanying work plan for the 2004 EPS Organizational Review.

The balance of this report will detail the work undertaken by the EPS in the 2004 Organizational Review and how it correlates to the recommendation in the City Auditors *Comprehensive Audit Issue Prioritization Report*.

### **Recommendation #1:**

That the Edmonton Police Service accept the issues in the priority listing and develop action plans to address the top priority items after considering the timing, sequencing, and availability of resources

### ***Edmonton Police Service Action Plan (Recommendation #1)***

#### **Agenda for Change – 2004 EPS Organizational Review**

The EPS has recently completed the work plan mapping out the extensiveness of the 2004 EPS Organizational Review. The work plan ensures the OCA'S top priority issues have been identified for further examination and analysis. Chief's Committee, with reference to the Chief's 11 Challenges provided by the EPC, determined the scope and purpose of the organizational review. The programs fundamental purpose is to ensure maximum efficiency and effectiveness within the EPS.

The organizational review's work plan consists of 5 main pillars and a comprehensive workload analysis as detailed below:

#### **Community Policing Pillar**

This project entails the substantive advancement in the concept of community policing. In addition a review of the recruit training program will be conducted and specific changes will be implemented to better prepare graduating constables to function in a community policing model. The objectives of this pillar will be:

- (a) To state clearly the Edmonton Police Services (EPS) and Edmonton Police Commissions (EPC) commitment to community policing.
- (b) To state clearly the EPS and EPC shared definition of community policing.
- (c) To prepare a plan of action for advancing community policing
- (d) To restructure the recruit training program in order to make it more congruent with the challenges of policing under a community policing philosophy. Changes will include the following:

- a. increase emphasis on problem solving;
- b. familiarization with Alternative Dispute resolution Strategies;
- c. increase emphasis on planning and consultation with the community; and
- d. increase emphasis on ethics.

(e) To re-examine the physical and academic requirement set for recruits

The work completed in the Community Police Pillar will meet the indicators of performance identified in:

- Challenge #1: The Chief will advance in a substantive way the concept of community policing and will outline for the Commission how this will be achieved.
- Challenge #9: The Chief will review the recruit training program and implement specific changes to better prepare graduating constables to function in a community policing model.

OCA Priority #'s:     7: Front-line Prevention activities  
                          10: The Efficiency of responding to Top 10 call types  
                          14: The Community Policing Model  
                          15: Community Policing Goals & Objectives  
                          16: Community involvement in Community Policing  
                          19: The Role of Community Stations in Community Policing  
                          24: Crime/Problem Solving Knowledge Management  
                          32: Intelligence Led Policing  
                          38: The Utilization of Volunteers

***Timeline: April 1, 2005***

### **Strategic Planning Pillar**

This project entails preparing a Comprehensive Strategic Plan for the Edmonton Police Service. The objectives of this pillar will be:

- (a) To develop a strategic plan that identifies the priorities/objectives of the EPS, the responsible sections/individuals, the timelines for completion, the associated budget, and the indicators of performance.
- (b) To include in the EPS strategic plan the relevant objectives/initiatives from the EPC strategic plan.

The work completed in the Strategic Planning Pillar will meet the indicators of performance identified in:

- Challenge #2: The Chief will prepare a Comprehensive Strategic Plan for the Edmonton Police Service.

OCA Priority #'s: EOT)	11: The Decision-making process (Chief's Committee, 26: The Strategic Planning Process 29: The Business Planning Process 33: The Project Management Process 34: The Information Technology Strategic Plan 37: The Planning and Management of Capital Assets
---------------------------	--

***Timeline: April 1, 2005***

### **Organizational Structure Pillar**

This project entails advancing the concept of decentralization of decision-making, accountability and resources. In addition this pillar will:

- Develop a specific plan for civilianizing specific areas of the EPS and will begin to implement that plan.
- Explore the concept of differentiated staffing in the form of civilian support, special constables, temporary and/or substitute sworn officers, etc.
- Advance the concept of generalization and reducing the concept of specialization and implement where appropriate.
- Develop a plan to flatten the administrative organization and will present a plan of action to the Commission within six months as to how the Chief will achieve this goal.

The objectives of this pillar will be:

- (a) To have in place a specific plan for advancing the concept of decentralization to the four Response Divisions. The plan will include:
  - i. The parameters that will guide each of the Division Commanders in developing their yearly policing program for their division, including the community consultation process to be employed.
  - ii. The policy to be applied in allocating resources to each division.
  - iii. The education program that will be available to the Division Commanders and their staff that will prepare them for functioning in a decentralized model.
  - iv. The performance management system to assess progress towards objectives.
- (b) To ensure that CALEA and Provincial Policing Standards are met.
- (c) To demonstrate that EPS human resources are used in the most effective and efficient manner based on best practices found in both a policing and business model context.
- (d) To free up sworn officers for allocation to the frontline.

- (e) To conduct a workload analysis of the EPS frontline function.
- (f) To fully research the concept of a differentiated staffing plan as it pertains to relevant legislation and Collective Agreements.
- (g) To identify differentiated staffing opportunities.
- (h) To respond specifically to the recommendation contained in the 1998-2001 EPS/KPMG Report to support generalization and to specialize where necessary.
- (i) To modify the patrol function based on comprehensive research and best practices to better meet the needs of policing in the 21<sup>st</sup> century.
- (j) To achieve best value in supervisory “span of control”.
- (k) To achieve best value in senior administration “span of control”.

The work completed in the Organizational Structure Pillar will meet the indicators of performance identified in:

- Challenge #3: The Chief will significantly advance the concept of decentralization of decision making, accountability and resources. (Focus on the Future: Policing with the Community).
- Challenge #4: The Chief will prepare a specific plan for civilianizing specific areas of the EPS and will begin to implement that plan.
- Challenge #5: The Chief will advance the concept of differentiated staffing in the form of civilian support, special constables, temporary and/or substitute sworn officers, etc.
- Challenge #6: The Chief will prepare specific plans for advancing the concept of generalization and reducing the concept of specialization and will begin to implement these plans.
- Challenge #8: The Chief will significantly flatten the administrative organization and will present a plan of action to the Commission within six months as to how he will achieve this goal.

OCA Priority #'s:

9: The Organizational Structure  
12: The Utilization of Civilian Staff  
13: Management/Supervisory Span of Control  
17: Differentiated Staffing options to provide specific Services

23: The Alignment of Administrative/support functions  
to  
operational priorities  
28: Sworn member roles/responsibilities in relation to  
generalization vs specialization  
36: The In-house vs turnkey outsourcing decision  
process

***Timeline: May 1, 2005***

### **Budget Reform Pillar**

This project entails the significant increase the percentage of the EPC budget that is allocated to frontline policing. The objectives of this pillar will be:

- (a) To allocate all the special provincial funding for 2004 and 2005 to frontline policing (60 constables) as defined in the document, Edmonton Police Commission -Staffing for Community Policing - Frontline Policing written in April 2004.
- (b) To allocate up to 2% of the 2005 budget increase requested for growth to frontline policing (39 constables).
- (c) To reallocate \$2M from the base EPC budget to frontline policing (25 constables) for 2005.
- (d) Produce evidence that the 2005 Budget for the Response Divisions reflect direct costs associated with frontline policing.
- (e) Complete the operational review and assess operations to determine an optimal level of centralized versus decentralized resources, decision-making, and accountability for the EPS Budget of 2006.

The work completed in the Budget Reform Pillar will meet the indicators of performance identified in:

- Challenge #7: The Chief will significantly increase the percentage of the EPC budget that is allocated to frontline policing.

OCA Priority #'s:                    21: The Budget Process  
    31: Budget Priorities  
    37: The Planning and Management of Capital Assets

***Timeline :November 1, 2004*****Human Resources Review Pillar**

This project entails a review of Human Resources policies and practices and brings to the Commission an outline of planned changes. The objectives of this pillar will be:

- (a) Where appropriate, to advance the process of civilianizing the Human Resource Division.
- (b) To rationalize the paid educational leave practices of the EPS.
- (c) To outline the program in place for assisting staff who are considered at risk and/or who are experiencing difficulty.
- (d) To consider the role that the Human Resource Division should play in the contract negotiation process.
- (e) To consider the system that should be in place for managing personnel files.
- (f) To consider the promotion policies and practices of the EPS.

The work completed in the Human Resources Review Pillar will meet the indicators of performance identified in:

- Challenge #10: The Chief will initiate a review of Human Resources policies and practices and bring to the Commission an outline of planned changes.

OCA Priority #'s:

- 2: Human Resource Policies and Practices
- 20: The Management fulfillment process
- 22: The Recruit Training Program
- 24: Crime/Problem Solving Knowledge Management
- 25: Job placement/hiring/selection practices
- 30: The Performance Management Targets/Metrics

***Timeline: May 1, 2005*****Work Load Analysis**

This project entails a workload analysis across the service. The objectives of this pillar will be:

- (a) To analyze and draw conclusions from statistical information that is currently available at the EPS.

- (b) To analyze and draw conclusions from the data collected at the level of the “sub units” of the service.
- (c) To utilize the results of the workload analysis:
  - i. to improve the productivity of the EPS; and
  - ii. to advance the community policing philosophy

The work completed in the Work Load Analysis will meet the indicators of performance identified in:

- Challenge #11: The Chief will complete a workload analysis across the service.

OCA Priority #'s:

- 1: The Constable Workload
- 3: The Setting of Shift Schedules
- 4: Shift Requirements
- 8: The Services provided by EPS
- 10: The Efficiency of responding to Top 10 call types
- 18: Services to external parties
- 27: Shift Equity
- 39: The Services/commitments to other communities

### ***Timeline: Phase 1 November 30***

This 5-Pillar work plan was presented to the EPC on September 15, 2004 and approved for action. Regular updates will provided to the EPC on the progress of the work.

The EPS has analyzed the congruency between the 45 OCA priorities with the 11 Challenges and 5 Pillars of the 2004 EPS Organizational Review work plan and found strong alignment. Within the 5 Pillars, 26 (58%) of the issues are included as primary project deliverables. Ten (22%) have linkages to the work within the 5-pillars but will require further follow-up at a later date. Of the remaining 9 (20%), three (7%) will be addresses by the OCA through the Edmonton Police Governance Audit, leaving six (13%) for future consideration once the Organizational Review has been completed.

### ***Conclusion***

There is a high degree of correlation between the forty-five issues identified in the OCA'S Comprehensive Audit Issue Prioritization Report, the Chief's 11 Challenges provided by the EPC, and the terms of reference and scope of the 2004 EPS Organizational Review. It is the relationship between these three documents that will lead to the identification of efficiencies within the organization

and ultimately to the outcome of more effective policing for the citizens of Edmonton.

A handwritten signature in black ink, appearing to read 'Fred Rayner', with a long horizontal stroke extending to the right.

Fred Rayner  
Chief of Police