



Lacombe Police Commission
&
LACOMBE POLICE SERVICE
2016–2018 STRATEGIC PLAN



Committed, compassionate, courageous, caring.
This is our community, this is our plan.



Message from the Chief of Police



I am pleased to present the 2016–2018 Lacombe Police Service Strategic Plan.

This plan outlines our strategic priorities and objectives over the next three years and how we will measure our success. The plan outlines our performance targets and focuses on outcomes that demonstrate accountability and value for the investment.

Our Strategic Plan has been developed in consultation with the community and with the guidance and direction of the Lacombe Police Commission. It also aligns with the City of Lacombe strategic plan to keep Lacombe a safe, vibrant and evolving community welcoming our citizens to live, work and play.

The Lacombe Police Service strives to deliver policing excellence through leadership and community partnership. We believe in collaboration, innovation, transparency, respect and fiscal responsibility, with public safety remaining our focus and our ultimate goal.

We will report on our progress and outcomes to the Lacombe Police Commission, and adjust our priorities and targets as needed to reflect the dynamic needs of the community.

We are proud and privileged to serve this community with courage, character, compassion and commitment.

Lorne Blumhagen
Chief of Police



LACOMBE POLICE COMMISSION

Message from the Chair of the Police Commission

On behalf of my colleagues on the Lacombe Police Commission, I am pleased to present the Lacombe Police Commission and the Lacombe Police Service Strategic Plan.

The Lacombe Police Commission serves a vital role in our community by providing civilian oversight to the work of the Lacombe Police Service. The commission is an essential link between the community and the police with a mandate to balance requirements of public accountability with those of police independence. In accordance with the Alberta Police Act, the Lacombe Police Commission is responsible for overseeing the police service and has collaboratively worked with the Lacombe Police Service in the development of this strategic plan which aims to keep Lacombe a safe and vibrant community.

The Lacombe Police Commission has a legislative mandate to support the Lacombe Police Service and our strategic plan by having the responsibility to:

- Allocate the funds provided by the City of Lacombe Council
- Establish policies providing for efficient and effective policing
- Issue instructions, as necessary, to the chief of police in respect of those policies
- Ensure that sufficient persons are employed for the police service for the purposes of carrying out the functions of the police service
- Inform the City of Lacombe Council of the goals, strategies and measures associated with the LPC and LPS Strategic Plan
- Inform the citizens of Lacombe of the goals, strategies, and measures associated with the LPC and LPS Strategic Plan

It is with pride and commitment that the Lacombe Police Commission strives to be an effective governing body that aims to work in partnership with the Lacombe Police service to provide transparent, effective and responsive policing for the citizens in the City of Lacombe.

Bob Huff
Commission Chair

LACOMBE POLICE SERVICE



OUR MISSION

To provide a safe and secure community for all

OUR VISION

In partnership with the community

OUR VALUES

*Respect, honesty, integrity, compassion,
courage, character and commitment*



Lacombe Police Commission

Our Mission

To work in partnership with the Lacombe Police Service and its citizens to ensure transparent, effective and responsive policing throughout the municipality.

Our Vision

To become a model for municipal stakeholders in the oversight of policing.

Our Values

Respect - We respect our people and the community we serve.

Accountability - We are accountable to each other and the community we serve.

Honesty - We are forthright, direct, and honest with our community and ourselves.

Integrity - We conduct ourselves in an ethical manner maintaining trust and objectivity.

Lacombe Police Service SUCCESS STRATEGY



OUR VISION



OUR GOALS



OUR OPERATIONS



OUR REQUIREMENTS



OUR GUIDANCE



OUR MISSION





Strategic Goal #1: REDUCE CRIME & VICTIMIZATION

Objective 1.1 REDUCE VIOLENT CRIME

(Homicide, Aggravated Assault, Sexual Assault, Robbery and Arson)

STRATEGIES

- Assign one LPS member full time to serious and prolific crime
- Increase investigation capacity and depth of LPS
- Maintain strong partnerships with health and social agencies
- Deliver awareness and prevention programs to the community

PERFORMANCE MEASUREMENT TARGET

- Create a General Investigation Unit and assign one member in 2018
- Increased investigative training for members
- Increase external police, community & Provincial partnerships focused on response strategies

Objective 1.2 REDUCE DOMESTIC VIOLENCE

(Domestic Assault, Criminal Harassment, Intimidation)

STRATEGIES

- Assign one LPS member to review all domestic violence files
- Ensure provincial protocols are followed on all domestic violence investigations
- Ensure all referrals for the victim and family are made
- Domestic Offender Management during pre and post trial

PERFORMANCE MEASUREMENT

- Annual reporting on Domestic violence to confirm Provincial guidelines are being met
- Ensure all LPS members receive Domestic Violence training



Strategic Goal #1: REDUCE CRIME & VICTIMIZATION

Objective 1.3 REDUCE PROPERTY CRIME

(Break & Enters, Motor Vehicle Thefts, Thefts from Motor Vehicles; Mischief to Property – Vandalism)

STRATEGIES

- ▶ Assign one LPS member full time to serious and prolific crime
- ▶ Increase public awareness on prevention strategies
- ▶ Partner with Central Alberta Crime Prevention Centre and City of Lacombe to develop and implement graffiti strategy

PERFORMANCE MEASURE TARGET

- ▶ Community Liaison member established and delivering programs in 2017
- ▶ General Investigation position implemented in 2018
- ▶ Reduction in Property Crime over 5 year average

Objective 1.4 REDUCE CRIME SEVERITY INDEX (CSI)

STRATEGIES

- ▶ Assign one LPS member full time to serious and prolific crime
- ▶ Increase public awareness on prevention strategies
- ▶ Increased engagement with Community Groups, Service Clubs, Business Community, City of Lacombe

PERFORMANCE MEASURE TARGET

- ▶ Reduce Lacombe's Crime Severity Index by 1 point annually to 65 or less and to be the lowest amongst similar or larger communities in Central Alberta



Strategic Goal #2: STRENGTHEN COMMUNITY PARTNERSHIPS

Objective 2.1 CRIME PREVENTION & EDUCATION

STRATEGIES

- ▶ Increase LPS community partnership by assigning members to participate with Lacombe Community Watch Association; Lacombe Chamber of Commerce; Youth Unlimited; Lacombe Ministerial; Big Brothers, Big Sisters; Lacombe Victim Services; local Service Clubs; Lacombe & District Rural Crime Watch
- ▶ Conduct a community survey to gauge citizen feedback

PERFORMANCE MEASURE TARGET

- ▶ Create a Community Liaison position in 2017
- ▶ Complete a community survey every 2 years and assess the feedback

Objective 2.2 YOUTH SAFETY AND EMPOWERMENT

STRATEGIES

- ▶ Ensure the longevity of the School Resource Officer Program in all public schools within the City of Lacombe in partnership with Wolf Creek Public Schools and Lacombe County
- ▶ Deliver programs and services aimed at the appropriate grade group to provide knowledge and resources to youth
- ▶ Engage with other organizations to build relationships with youth

PERFORMANCE MEASURE TARGET

- ▶ Maintain the School Resource program
- ▶ Community Liaison developed and partnerships with community groups created
- ▶ Obtain feedback from Schools and Community groups on increased youth programs



Strategic Goal #3: IMPROVED RESPONSE, SERVICE AND ACCESSIBILITY

Objective 3.1 REDUCE RESPONSE TIMES

STRATEGIES

- ▶ Increase public safety, offender apprehension and evidence collection through prompt answering of emergency and complaint calls and reduced police response time
- ▶ Implement LPS dispatch capabilities with Computer Aided Dispatch functionality and the AFRRCS Radio Communications System

PERFORMANCE MEASURE TARGET

- ▶ Emergency calls answered within 15 seconds, 95% of the time
- ▶ Non-emergency complaint calls answered within 45 seconds, 95% of the time
- ▶ Police response to Priority One calls (in progress – threat to life) within seven (7) minutes, 95% of the time
- ▶ Police response to Priority Two calls (in progress – threat to real property) within eight (8) minutes, 95% of the time
- ▶ Police response to Priority 3 calls (not in progress – no threat) within 60 minutes, 95% of the time

Objective 3.2 IMPROVED SERVICE AND ACCESSIBILITY

STRATEGIES

- ▶ Increase LPS front counter customer service hours
- ▶ Increase customer parking at the police station
- ▶ Increase accessibility for community engagement
- ▶ Increase efficiency of Police Information Checks and Vulnerable Sector Searches

PERFORMANCE MEASURE TARGET

- ▶ Increase front counter accessibility
- ▶ Increase community group meetings and school tours
- ▶ PICS and VS searches performed within 72 hours



Strategic Goal #4: IMPROVE TRAFFIC SAFETY

Objective 4.1 REDUCE TRAFFIC COLLISIONS

STRATEGIES

- ▶ Increase traffic enforcement in school zones, playground zones, pedestrian zones, high traffic locations and intersections
- ▶ Increase impaired driving awareness and enforcement
- ▶ Increase distracted driving enforcement
- ▶ Increase commercial vehicle safety enforcement
- ▶ Greater utilization of Community Peace Officers
- ▶ Incorporate Automated Traffic Enforcement component
- ▶ Collaborate with the Municipal Government on traffic safety issues, traffic plans and initiatives

PERFORMANCE MEASURE TARGET

- ▶ Increased enforcement of school zones and high collision locations
- ▶ Conduct regular and enhanced Checkstops
- ▶ Add additional Traffic CPO in 2017
- ▶ Develop a plan to make recommendations to re-incorporate Automated Traffic Enforcement under the oversight of LPS



Strategic Goal #5: RECRUITING, SELECTION, AND RETENTION OF STAFF

Objective 5.1 RECRUIT AND SELECT QUALITY APPLICANTS

STRATEGIES

- ▶ Build a reputation as an employer of choice
- ▶ Provide competitive salary, benefits and work environment

PERFORMANCE MEASURE TARGET

- ▶ Maintain adequate staffing and reduce time positions are vacant
- ▶ Adhere to the LPS Human Resource Plan and plan for predicted growth and trends
- ▶ Adhere to Provincial Recruit Selection guidelines

Objective 5.2 RETENTION OF STAFF

STRATEGIES

- ▶ Provide a desirable work environment and opportunities for advancement, development and career satisfaction
- ▶ Promote staff wellness and work–life balance
- ▶ Reduce reliance on overtime through adequate staffing and effective resource deployment

PERFORMANCE MEASURE TARGET

- ▶ Increase staff training and development
- ▶ Increase supervisory and leadership development
- ▶ Observe decrease in sick time



Strategic Goal #6: EXCELLENCE IN POLICING

Objective 6.1 IMPROVE CLEARANCE RATES

STRATEGIES

- ▶ Increase effectiveness through reduced response times and greater community partnerships
- ▶ Increase investigational skill and organizational capacity through training, mentorship and quality review

PERFORMANCE MEASURE TARGET

- ▶ Increase clearance rates on persons crimes
- ▶ Increase clearance rates on property crime

Objective 6.2 IMPROVE PROFESSIONAL STANDARDS

STRATEGIES

- ▶ Maintain high compliance with all professional standards

PERFORMANCE MEASURE TARGET

- ▶ Maintain complaint protocols as set by the Solicitor General
- ▶ Complete annual reporting on Professional Standards Complaints



Strategic Goal #7: COST EFFECTIVE SERVICE DELIVERY

Objective 7.1 FISCAL RESPONSIBILITY

STRATEGIES

- ▶ Develop an annual budget approved by the Lacombe Police Commission
- ▶ Move to a three year budget process in 2018
- ▶ Assess future costs and hold budget consultation meetings with Commission
- ▶ Develop and maintain an equipment and capital budget replacement plan
- ▶ Maintain cost within the midrange for per capita policing costs for cities of similar size in Alberta

PERFORMANCE MEASURE TARGET

- ▶ Budgets prepared, reviewed and approved by City Council
- ▶ Three year budgets are maintained and reviewed yearly with a minimal variation from year to year
- ▶ Equipment inventory and needs are reviewed annually and future replacement or acquisitions are planned in advance
- ▶ Costing and budgets represent a Provincial average in per capita cost and police to population ratios are consistent with communities of similar size and crime severity.

The Lacombe Police Commission & Lacombe Police Service Strategic Plan was developed and implemented in 2016.

This plan is to be reviewed annually to ensure all strategies and performance measure targets are trending to meet the set goals.

The plan was reviewed and updated February 21st, 2017, by the Commission and the Service.