



Annual Policing Plan

Public Initiatives

2014 Q1 Report

Edmonton Police Service
Edmonton Police Commission Copy



2014 Annual Policing Plan - Q1 Results Edmonton Police Service

Presented to the
Edmonton Police Commission
May 22, 2014

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Purpose



- To present the Quarter 1 results of the 2014 Annual Policing Plan

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2014 Annual Policing Plan – Q1 Results



Reduced Crime & Victimization

1. Violence Reduction Strategy: Violent Crime # of 4 Violent Crime Indicators <p style="text-align: center;">1,867</p> Q1 T: ≤ 1,823 (2% reduction from 2013)	2. Violence Reduction Strategy: Social Disorder # of social disorder incidents <p style="text-align: center;">4,163</p> Q1 T: ≤ 4,144 (2% reduction from 2013)	3.1 Domestic Violence Intervention: Offender Checks # of domestic offender management checks <p style="text-align: center;">92</p> Q1 T: ≥ 130 (5% increase from 2013)	3.2 Domestic Violence Intervention: Victim Checks # of domestic victim support contacts checks <p style="text-align: center;">210</p> Q1 T: ≥ 242 (2% increase from 2013)
4. Senior Protection Strategy <p style="text-align: center;">Off-target</p> Q1 T: Increase staffing of Elder Abuse unit by two detectives.	5. Property Crime # of 4 Property Crime Indicators <p style="text-align: center;">3,105</p> Q1 T: ≤ 3,163 (4% reduction from 2013)	6. Traffic Safety # of traffic corridor/intersection collisions <p style="text-align: center;">100</p> Q1 T: ≤ 91 (2% reduction from 2013)	7.1 Gang & Drug Enforcement # of high-level criminal network disruptions <p style="text-align: center;">2</p> Q4 T: ≥ 13 (25% increase from 2013)
7.2 Gang & Drug Enforcement # of medium-level criminal network disruptions <p style="text-align: center;">8</p> Q4 T: ≥ 26 (25% increase from 2013)	7.3 Gang & Drug Enforcement # of low-level criminal network disruptions <p style="text-align: center;">0</p> Q4 T: ≥ 7 (0% change from 2013)		

2014 Annual Policing Plan – Q1 Results



Investigative Excellence

8. Clearance Rates % of criminal incidents cleared (weighted) <p style="text-align: center;">42.8%</p> T: ≥ 43%	9. Historical Homicides # of cleared historical homicides <p style="text-align: center;">2</p> Q1 T: ≥ 1.25 (25% increase from 2013)	10. Missing Persons # of fully reviewed historical missing person files (year-to-date) <p style="text-align: center;">8</p> Q4 T: 36 of the 72 files identified in 2013
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Increased Efficiency & Effectiveness

11.1 GDM: Priority 1 Response Time % of Priority 1 events with patrol on-scene ≤ 7 min <p style="text-align: center;">67.5%</p> T: ≥ 80%	11.2 GDM: Directed Patrol Time % of patrol time spent as directed <p style="text-align: center;">15.7%</p> T: ≥ 25%	12. 9-1-1 Emergency Call Management # of bypass emergency calls <p style="text-align: center;">26</p> Q1 T: ≤ 37.5 (50% reduction from 2013)
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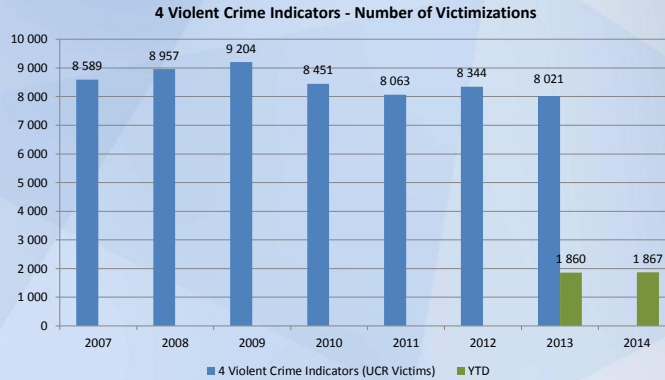
Commitment to Professionalism

13. Public Complaints % of public complaint investigations concluded ≤ 6 months <p style="text-align: center;">75.5%</p> T: ≥ 75%

1. Violence Reduction Strategy: Violent Crime



- 4 Violent Crime Indicators (# of victims, based on the most serious UCR violation per incident)
 - Assault, Homicides, Robbery, and Sexual Assaults
- Target: 2% reduction from 2013 levels
- 2014 status: 1,867 victimizations (0.4% above 2013)

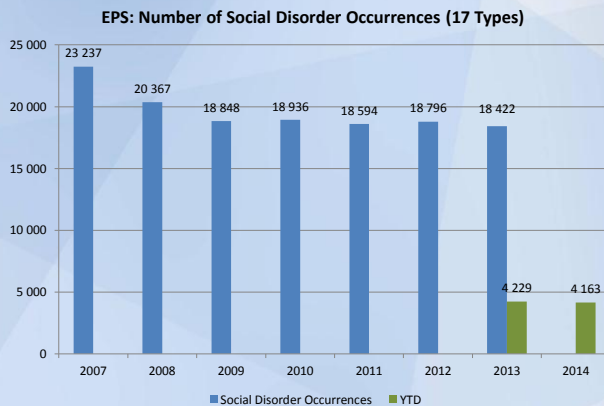


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2. Violence Reduction Strategy: Social Disorder



- # of social disorder occurrences (17 occurrence types)
- Target: 2% reduction from 2013
- 2014 status: 4,144 occurrences (0.2% below 2013)



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3.1 Domestic Violence Intervention


- # of domestic offender management checks
- Target: 5% increase from 2013
- 2014 status: 92 checks (25.8% below 2013)



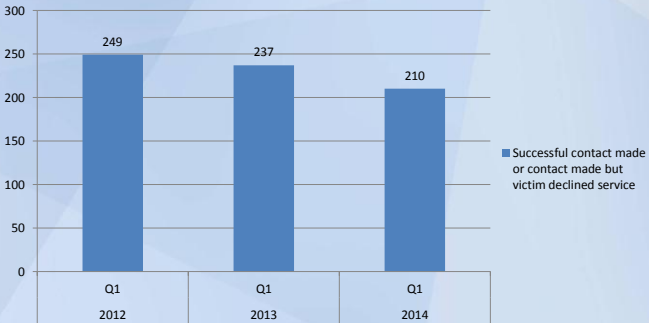
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3.2 Domestic Violence Intervention

- # of domestic violence victim interventions
- Target: 2% increase from 2013 levels
- 2014 Status: 210 contacts (11.4% below 2013)



EPS - Total Domestic Violence Interventions



Year	Interventions
Q1 2012	249
Q1 2013	237
Q1 2014	210

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4. Senior Protection Strategy

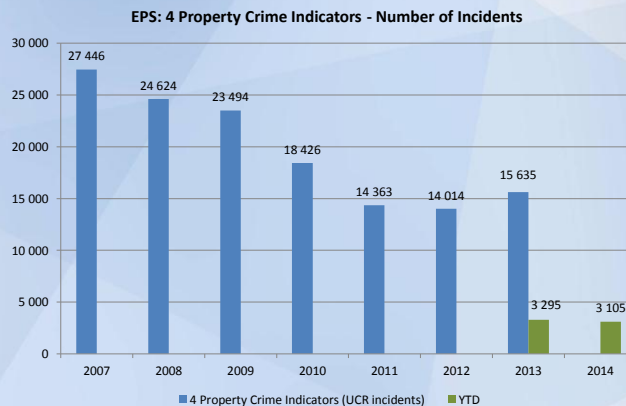


- Activities:
 - Q1: staff the Elder Abuse Unit with two additional detectives
 - Q4: year-end report on senior abuse severity in Edmonton. Establishment of workload measurements (e.g., file assignment, file conclusion, time to conclude files, outstanding files to investigate)
- 2014 Status: one detective staffed, with the staffing of the second to occur by the end of Q2

5. Property Crime



- 4 Property Crime Indicators (# of incidents)
 - Break & Enter, Theft of Vehicle, Theft from Vehicle, Theft over \$5,000
- Target: 4% reduction from 2013 levels
- 2014 Status: 3,105 incidents (5.8% below 2013)





6. Traffic Safety

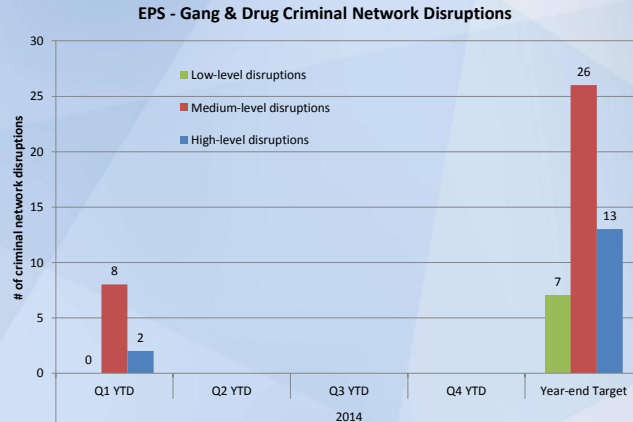
- # of traffic corridor/intersection collisions (high-collision areas)
- Target: 2% reduction from 2013 levels
- 2014 Status: 100 collisions (Jan-Feb) (7.5% above 2013)

OTS High Collision Locations - DDACTS Program Q1 2014						
#	Location Type	Location	Jan - Feb 2013	Jan - Feb 2014	Change (#)	Change (%)
1	Intersection	97 AV / 109 ST	2	2	0	0.0%
2	Intersection	JASPER AV / 109 ST	4	4	0	0.0%
3	Intersection	WAYNE GRETZKY DR / FORT RD / YELLOWHEAD TR	7	9	2	28.6%
4	Intersection	137 AV / 50 ST	10	8	-2	-20.0%
5	Intersection	23 AV / 91 ST	12	14	2	16.7%
6	Intersection	23 AV / PARSONS RD	8	3	-5	-62.5%
7	Intersection	ARGYLL RD / 75 ST	5	7	2	40.0%
8	Intersection	23 AV / 111 ST	5	13	8	160.0%
9	Intersection	51 AV / CALGARY TR	2	3	1	50.0%
10	Intersection	WHITEMUD DR WB / GATEWAY BLVD	10	11	1	10.0%
11	Intersection	100 AV / 178 ST	4	8	4	100.0%
12	Intersection	118 AV / GROAT RD	11	6	-5	-45.5%
13	Midblock	100 AV / 109 ST	1	3	2	200.0%
14	Midblock	98 AV / 50 ST	3	2	-1	-33.3%
15	Midblock	48 AV / CALGARY TR	4	3	-1	-25.0%
16	Midblock	SASKATCHEWAN DR / QUEEN ELIZABETH PARK RD	4	3	-1	-25.0%
17	Midblock	134 AV / ST ALBERT TR	1	1	0	0.0%
Total, All Target Locations			93	100	7	7.5%

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7. Gang & Drug Enforcement

- # of criminal networks disrupted (low, medium, and high)
- Target: 25% increase in high and medium level, 0% change in low-level, from 2013 levels
- 2014 Status: on-target for medium-level disruptions



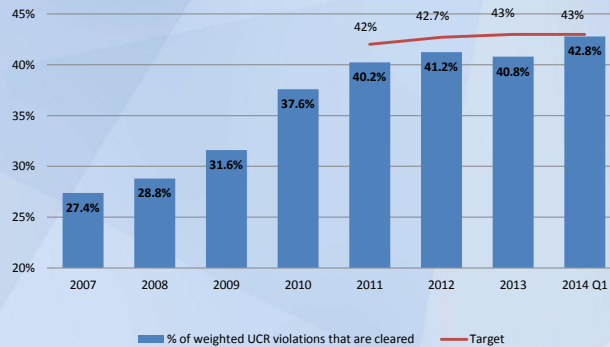
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8. Clearance Rates

- Weighted Clearance Rate
- Target: 43% or higher
- 2014 Status: 42.8%
- Work ongoing to update measuring methodology (new 2011-2015 weights)

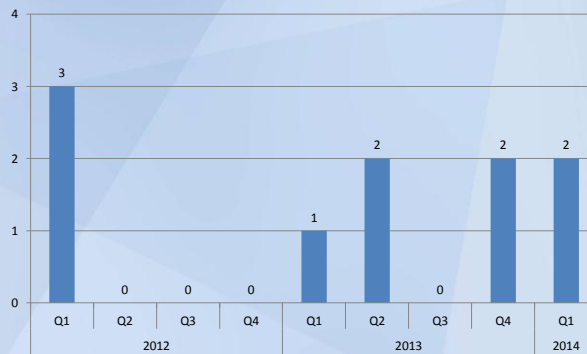
EPS Weighted Clearance Rate - all crime



9. Historical Homicides

- # of concluded cold case homicide files
- Target: 25% increase from 2013
- 2014 Status: 2 historical homicides cleared

EPS - Cleared Historical Homicides

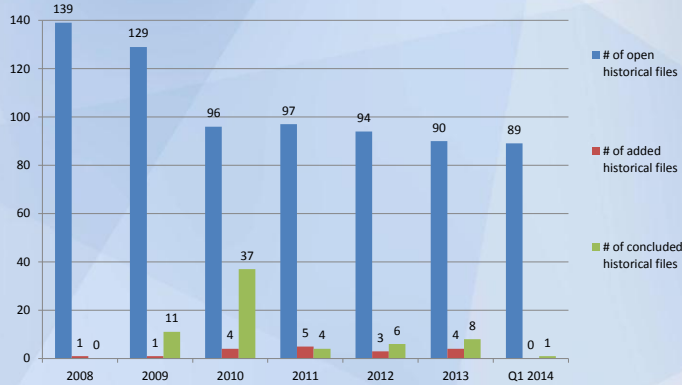




10. Missing Persons

- # of fully reviewed historical missing person files
- Year-end Target: 36 files
- 2014 Status: 8 files fully reviewed

EPS - Historical Missing Person Files



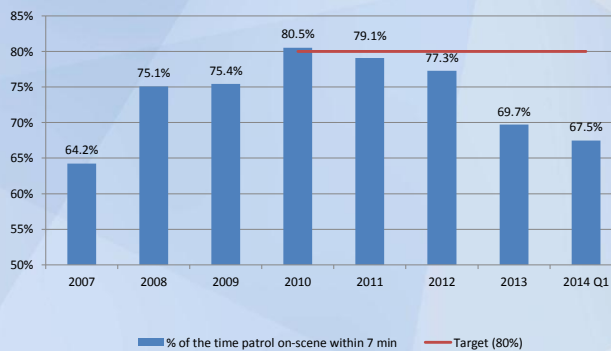
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11.1 Geographic Deployment Model

- Priority 1 Response Times (% of events with patrol on-scene within 7 minutes)
- Target: 80%
- 2014 Status: 67.5%

EPS - Priority 1 Response Times



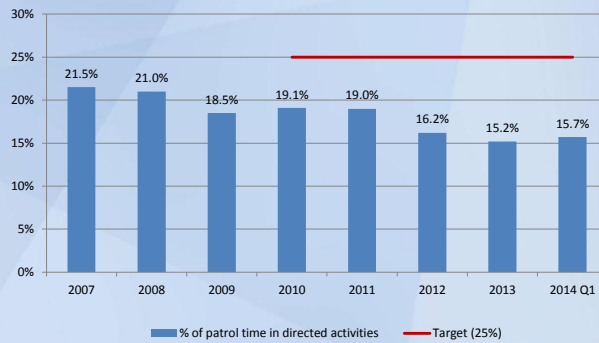
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11.2 Geographic Deployment Model

- Directed Activities (% of patrol shift time spent in directed activities)
- Target: 25% or greater
- 2014 Status: 15.7%

EPS - Directed Activities



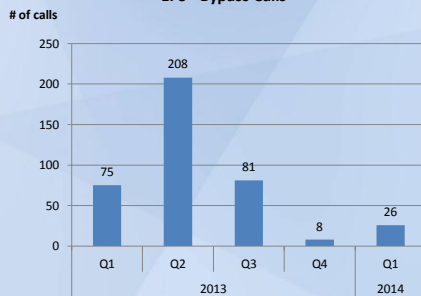
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12. 9-1-1 Emergency Call Management

- # of bypass emergency calls
- Target: 50% reduction from 2013 levels
- 2014 Status: 26 calls (65.3% below 2013)

EPS - Bypass Calls



EPS - Total 9-1-1 Emergency Line Calls

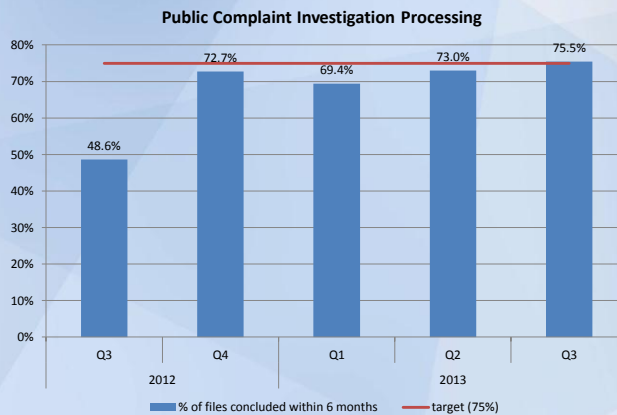


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13. Public Complaint Investigations

- Public Complaint Investigation Processing (% of public complaint investigations concluded within 6 months)
- Target: 75%
- 2013 Q3 Status: 75.5%



2014 Annual Policing Plan Q1 Results

Questions?

EPS Annual Policing Plan Dashboard - 2014 Q1 Year-To-Date

Reduced Crime & Victimization

1. Violence Reduction Strategy: Violent Crime

of 4 Violent Crime Indicators

1,867

Q1 T: ≤ 1,823 (2% reduction from 2013)

2. Violence Reduction Strategy: Social Disorder

of social disorder incidents

4,163

Q1 T: ≤ 4,144 (2% reduction from 2013)

3.1 Domestic Violence Intervention: Offender Checks

of domestic offender management checks

92

Q1 T: ≥ 130 (5% increase from 2013)

3.2 Domestic Violence Intervention: Victim Checks

of domestic victim support contacts

210

Q1 T: ≥ 242 (2% increase from 2013)

4. Senior Protection Strategy

Off-target

Q1 T: Increase staffing of Elder Abuse unit by two detectives.

5. Property Crime

of 4 Property Crime Indicators

3,105

Q1 T: ≤ 3,163 (4% reduction from 2013)

6. Traffic Safety

of traffic corridor/intersection collisions

100

Q1 T: ≤ 91 (2% reduction from 2013)

7.1 Gang & Drug Enforcement

of high-level criminal network disruptions

2

Q4 T: ≥ 13 (25% increase from 2013)

7.2 Gang & Drug Enforcement

of medium-level criminal network disruptions

8

Q4 T: ≥ 26 (25% increase from 2013)

7.3 Gang & Drug Enforcement

of low-level criminal network disruptions

0

Q4 T: ≥ 7 (0% change from 2013)

Investigative Excellence

8. Clearance Rates

% of criminal incidents cleared (weighted)

42.8%

T: ≥ 43%

9. Historical Homicides

of cleared historical homicides

2

Q1 T: ≥ 1.25 (25% increase from 2013)

10. Missing Persons

of fully reviewed historical missing person files (year-to-date)

8

Q4 T: 36 of the 72 files identified in 2013

Green values indicate the initiative/measure is on-target
Red values indicate the initiative/measure is off-target

T=target

EPS Annual Policing Plan Dashboard - 2014 Q1 Year-To-Date

Increased Efficiency & Effectiveness

11.1 GDM: Priority 1 Response Time

% of Priority 1 events with patrol on-scene \leq 7 min

67.5%

T: \geq 80%

11.2 GDM: Directed Patrol Time

% of patrol time spent as directed

15.7%

T: \geq 25%

12. 9-1-1 Emergency Call Management

of bypass emergency calls

26

Q1 T: \leq 37.5 (50% reduction from 2013)

Commitment to Professionalism

13. Public Complaints

% of public complaint investigations concluded \leq 6 months

75.5%

T: \geq 75%



2014 Annual Policing Plan – Q1

2014 EPS Annual Policing Plan – Public Initiatives

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2014 Annual Policing Plan – Q1

INITIATIVE 1

Violence Reduction Strategy: Violent Crime

Initiative Owner – Chief of Police, Community Policing Bureau, Investigative Support Bureau

Initiative Context:

EPS will demonstrate through directed and self-initiated policing services, and from the Violence Reduction Strategy, that violent crime is a focus for reduction.

Note: Analysis for the four violent crime indicators is based on counting the most serious violation attached to each victim record. Where a victim was not recorded then the count is based on the most serious UCR violation per incident.

Performance Measures / Targets:

Violent Crime Incidents – total number of violent crime victimizations reported. **Target:** 2 percent reduction from 2013. Violent crime counts victims of Assault, Homicides, Robbery, and Sexual Assault.

Source: CSR-12.8 Crime Indicators Report, Ran April 11, 2014

Additional Reporting:

Divisional level Violent Crime statistics.

Year to Date Status:

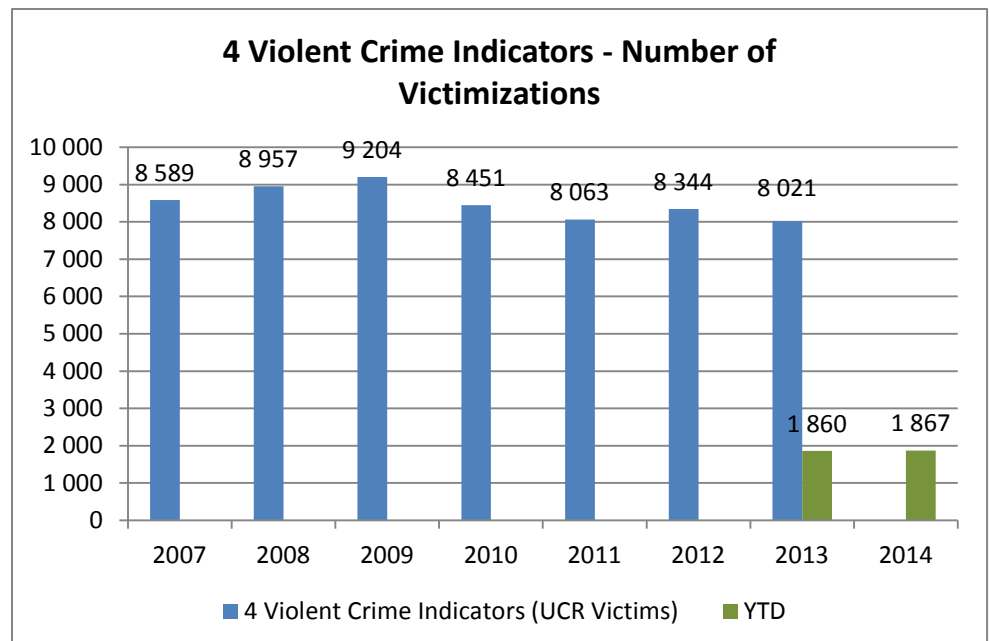
Off-target
4 Violent Crime Indicators
1,867 victimizations
(0.4% above 2013)

Analysis:

For the first quarter of 2014, the total number of victimizations from the 4 violent crime indicators was 1,867, which was slightly higher than the same period in 2013. EPS is seeking a 2% reduction from 2013 levels.

The overall trend for the 4 violent crime indicators is by and large driven by what happens in assaults, since this category represents about 75% of total victimizations. Year-over-year, Victimizations of assault are up 1.6%, Homicides are up 20% (one more than in Q1 of 2013), robberies are up 2.3%, but Sexual Assaults are down 12.1%.

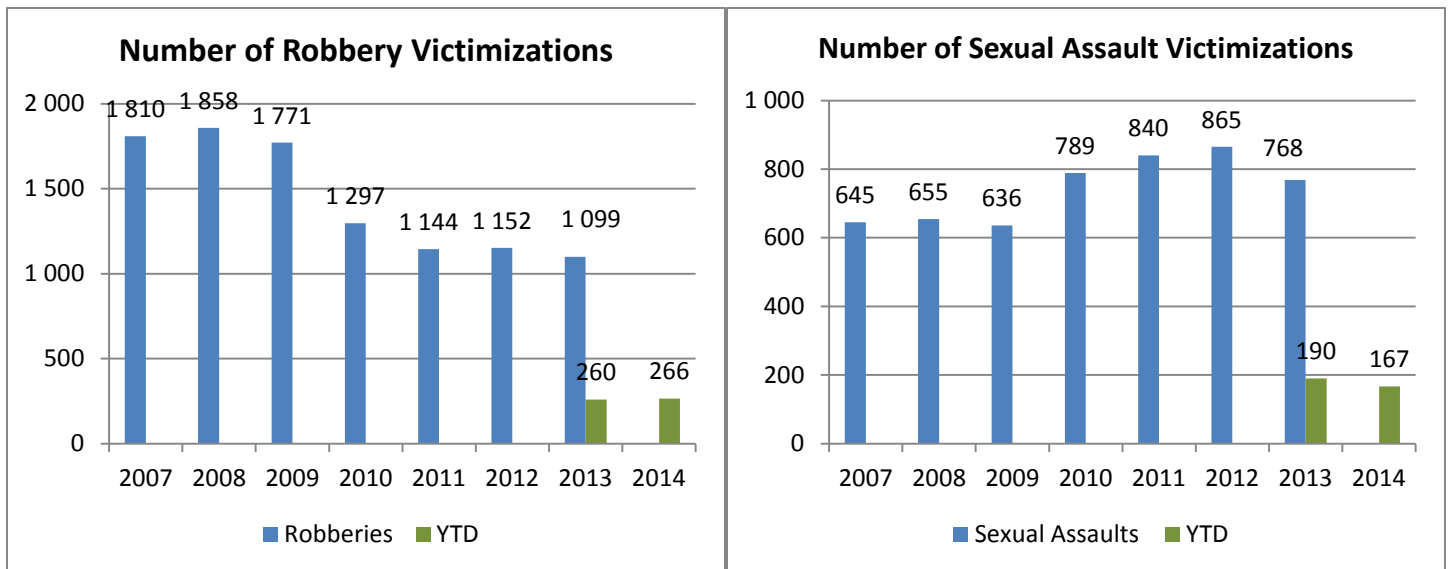
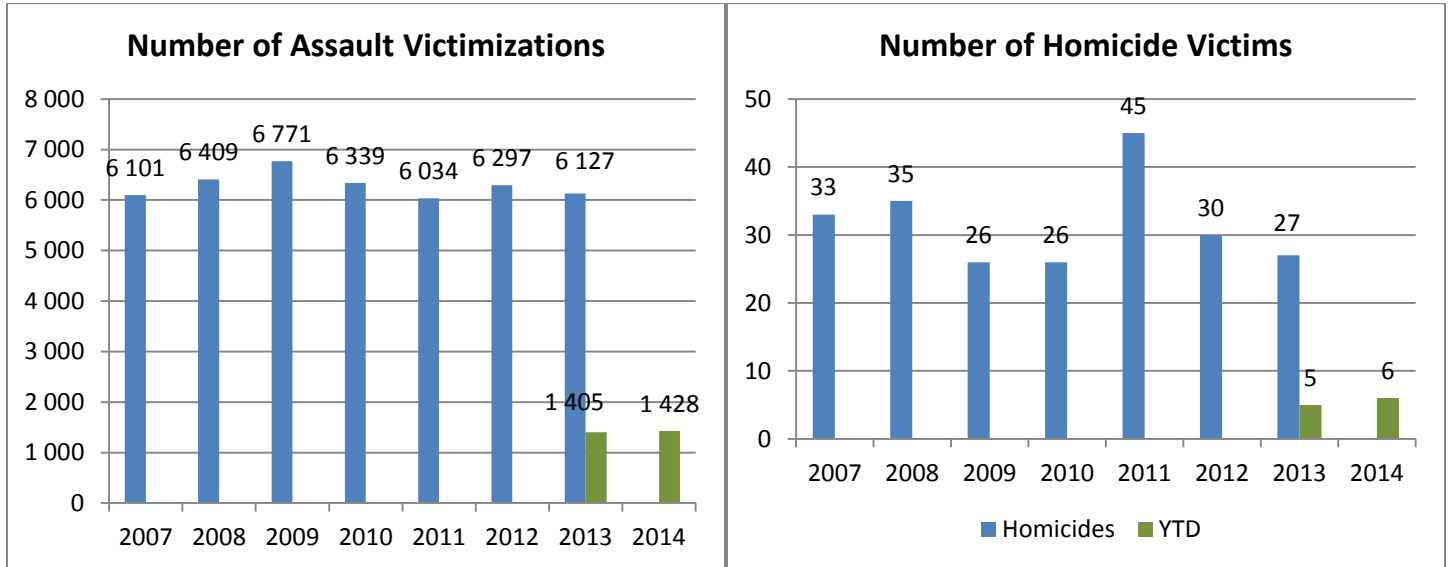
Over the long-term, the 4 violent crime indicators have fallen modestly from a high of 8,589 victimizations in 2007 to





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8,021 in 2013, a **6.6% reduction**. The reduction has been entirely due to less victimizations of robbery, which has decreased 39.3% over the same period. Victimization of Sexual Assault was trending upward from 2010-2012, but have since peaked and experienced reductions in 2013 and Q1 of 2014.



Violent Crime Indicators				
	Crime Types	2013 Q1	2014 Q1	% Change
Violent Crime Indicators*	Assault	1 405	1 428	1.6%
	Homicide	5	6	20.0%
	Robbery	260	266	2.3%
	Sexual Assaults	190	167	-12.1%

* Number of Victimization, based on the most serious UCR incident



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At the divisional level, year-to-year, the 4 violent crime indicators have increased most significantly in the North and West divisions, while the South West and Downtown divisions have experienced reductions.

Violent Crime - # of					
Victimizations	Downtown	North	South East	South West	West
2013 Q1	568	433	233	258	312
204 Q1	549	468	238	211	333
% change	-3.3%	8.1%	2.1%	-18.2%	6.7%



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INITIATIVE 2

Violence Reduction Strategy: Social Disorder

Initiative Owner – Chief of Police, Community Policing Bureau, Investigative Support Bureau

Initiative Context:

EPS will demonstrate through directed and self-initiated policing services, and from the Violence Reduction Strategy, that social disorder is a focus for reduction. Social disorder is a contributor to violent crime.

percent reduction from 2013. Social disorder incidents are composed of 17 specific disorder-type events, such as mischief, public disturbances, prostitution, and mental health act complaints.

Source: R14-004 Historical Social Disorder, Ran April 14, 2013

Additional Reporting:

Divisional level Social Disorder statistics.

Performance Measures / Targets:

Social Disorder Incidents – the total number of social disorder incidents reported. **Target: 2**

Year to Date Status:

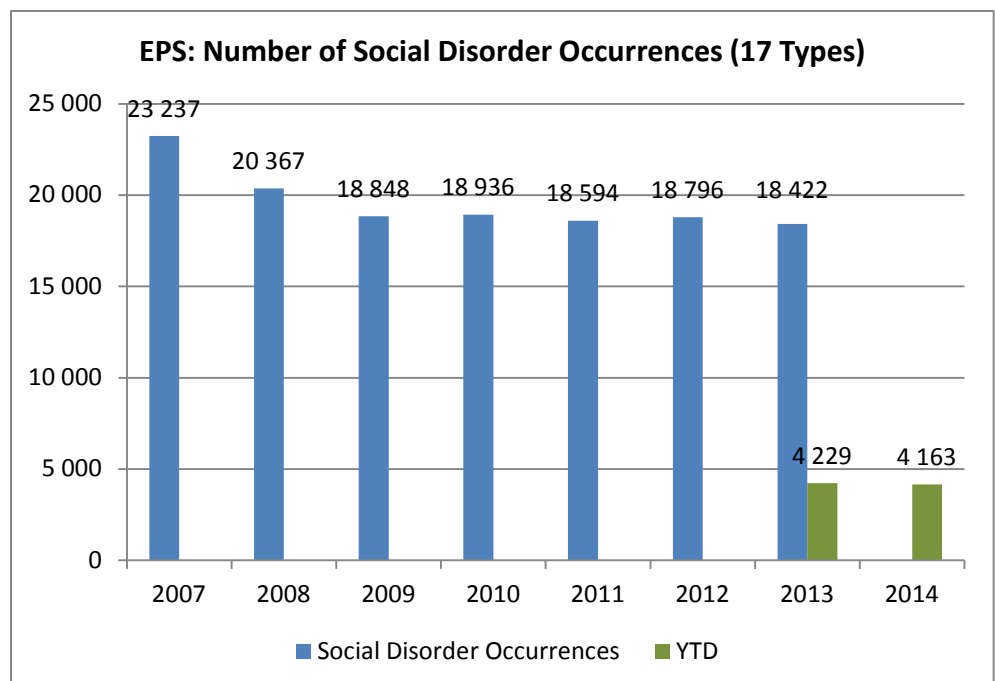
Off-target
Social Disorder Incidents
4,163 occurrences
(0.2% below 2013 Q1)

Analysis:

For the first quarter of 2014, the total number of social disorder occurrences, was 4,163, which was slightly lower – 66 occurrences fewer – than the same period in 2013. EPS is seeking a 2% reduction from 2013 levels.

Over the long-term, social disorder occurrences have fallen moderately from a high of 23,237 in 2007 to 18,422 in 2013, a 20.1% reduction. The reductions came almost exclusively throughout 2008 and 2009, and since then social disorder has stayed more or less constant, albeit in the context of a growing population.

Year-to-year, occurrences of social disorder have fallen by



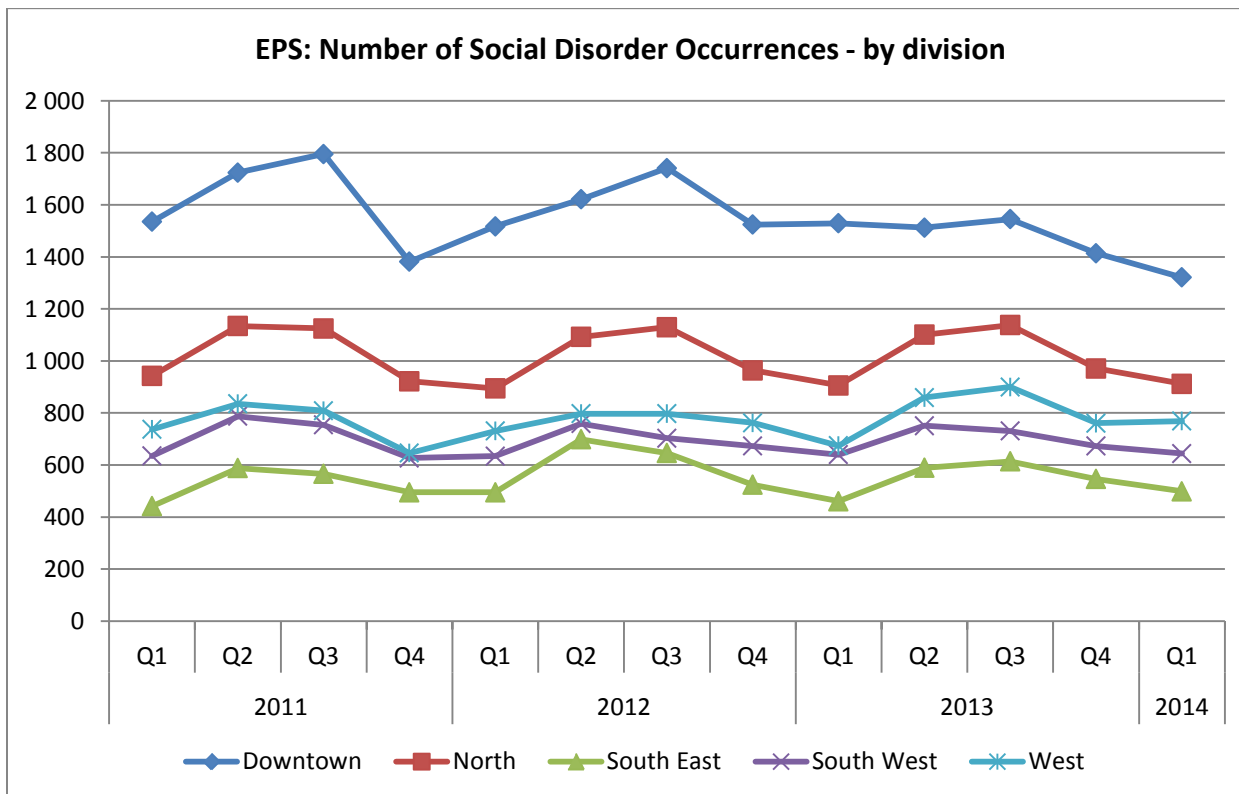


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13.6% at the Downtown division, and all other divisions experienced increases, the largest at West division (up 14.1%).

Social Disorder - # of Occurrences (17 types)	Downtown	North	South East	South West	West
2013 Q1	1 529	906	461	640	674
2014 Q1	1 321	912	499	644	769
% change	-13.6%	0.7%	8.2%	0.6%	14.1%

Historically, social disorder occurrences were concentrated the most in the Downtown division, followed by North division. While the distribution of social disorder among divisions has been relatively constant from 2011-2013, Downtown division social disorder levels have been moving slightly towards convergence with the other divisions.





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INITIATIVE 3

Domestic Violence Intervention

Initiative Owner – Specialized Community Support Bureau, Community Policing Bureau

Initiative Context:

In 2012, there were roughly 7,750 events throughout Edmonton that had a domestic violence component. The EPS is committed to improving offender management and victim intervention/support, to enhance public safety and reduce recidivism associated with domestic violence investigations.

percent increase of completed offender checks from 2013. “Completed” refers to confirmed compliance with the court ordered conditions or confirmed breach/violation of the conditions.

Victim/Intervention Support – An intervention is defined as a direct and overt attempt by the EPS to provide victims of domestic violence with safety planning, support mechanisms and professional referrals to reduce re-victimization. Interventions are captured by the number of times where actual contact is made with a victim. **Target:** 2 percent increase in interventions from 2013.

Performance Measures / Targets:

Offender Management/Oversight – The EPS will conduct random/unscheduled visits to ensure that the domestic violence offender is complying with court ordered conditions. These visits are referred to as offender management checks. **Target:** 5

Year to Date Status:

Off-target
Offender Management/Oversight
92 offender management checks
(25.8% below 2013)

Off-target
Victim/Intervention Support
210 contacts with domestic victims
(11.4% below 2013)

Analysis:

For quarter one of 2014, the Offender Management/Oversight and Victim/Intervention support statistics did not meet the projected target increases of 5% and 2 % respectively. Offender management is dependent on the availability of patrol resources. Increased calls for service is a factor in the ability to do offender management checks.

Offender Management, Q1 2014 vs Q1 2013:

Downtown: 24% decrease
Northeast: 130% increase
West: 61% decrease
Southwest: 23% decrease
Southeast: 28% decrease

Interventions, Q1 2014 vs Q1 2013:



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DVIT: 21.5% decrease
VST overall: 7% decrease
DVIT and VST combined: 11.4% decrease

Downtown: 11% increase
Northeast: 20% decrease
Southeast: 23% decrease
West: 24% decrease
Southwest: 21% increase

Offender Management

Offender management comprises part of the work done by the Victim Support Teams (VST) in the divisions. Proactive tasks are assigned to constables for checks on domestic offenders to ensure they are abiding by their court ordered conditions.

A breakdown of VST Offender Management work in each division for 2014 is as follows:

Table 1. Offender Management Q1 totals by division 2012-2014

Q1 Proactive checks	Downtown	North East	South East	South West	West	Total
2014	19	13	26	20	14	92
2013	25	1	36	26	36	124
2012	29	N/A	17	N/A	32	78

Interventions

In order to capture accurate data for the number of victim-based interventions conducted in 2014, three categories are used to track the number of interventions. These categories are used by each VST in all five divisions and by Domestic Violence Intervention Teams (DVIT) members as well. Intervention is measured based on three different 'contact results':

- 1. Successful contact made with victim:** VST constable or DVIT did safety planning with the victim, either in person or over the phone.
- 2. Attempt made but unable to contact victim:** VST constable or DVIT made attempt(s) to safety plan with victim (i.e. phone message left, visited victim's residence) but contact was not made.
- 3. Contact made and victim declined:** VST constable or DVIT made contact with the victim and victim declined any safety planning/intervention.



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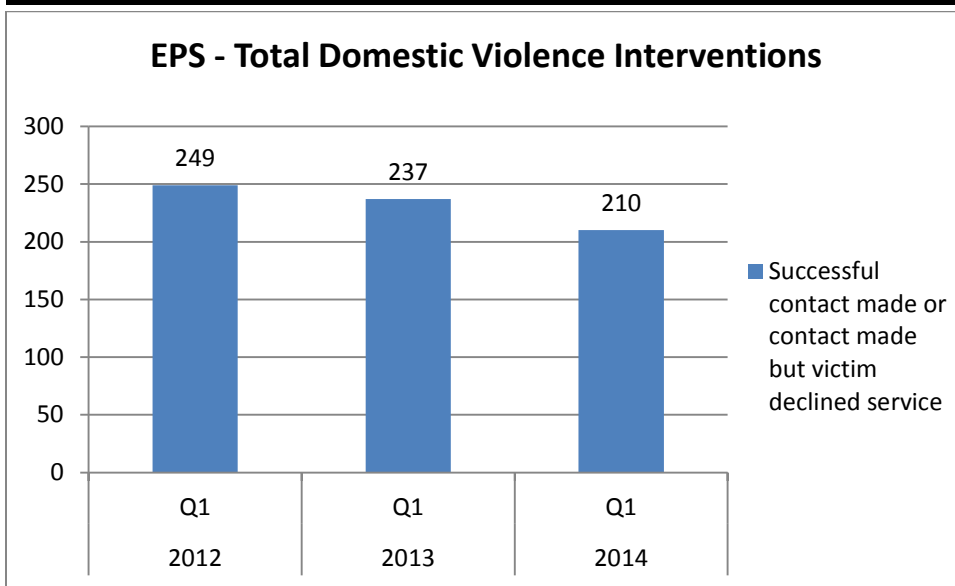


Table 2. DVIT and VST Q1 Interventions 2012-2014

Interventions	DVIT	VST	Total
2014 Q1			
Successful contact made	51 (84%)	140 (69%)	
Attempt made but unable	8 (12%)	47 (23%)	
Contact/ victim declined	4 (2%)	15 (7%)	
Overall Clearance Q1	55	155	210
2013 Q1			
Successful contact made	61 (79%)	149 (68%)	
Attempt made but unable	7 (9%)	52 (24%)	
Contact/ victim declined	9 (12%)	18 (8%)	
Overall Clearance Q1	70	167	237
2012 Q1			
Successful contact made	69 (53%)	77 (64%)	
Attempt made but unable	26 (20%)	29 (24%)	
Contact/ victim declined	34 (26%)	14 (1%)	
Overall Clearance Q1	129	120	249

In Q1 2014, the DVIT were assigned 63 files with 8 files Still Under investigation (SUI). In Q1 2014, DVIT completed 55 interventions. This is a **21.5% decrease** from the 70 completed interventions at the end of Q1 2013.

In Q1 2014, the Victim Support Teams in all 5 divisions were assigned a total of 322 files. At the end of Q1, 120 files were still SUI. In Q1 2014, the Victim Support Teams in all 5 divisions completed 155 interventions. This is a **7% decrease** from the 167 completed interventions at the end of Q1 2013.

Combined, in Q1 2014, the DVIT and VST teams attempted intervention on 265 files, with an additional 55 files SUI. In the 265 files, in 191 (72.1%), successful contact was made with the victim and intervention services were provided. In 19 files (7.2%), the victim declined intervention services



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and in the remaining 55 files (20.7%), contact was not able to be made with the victim. The total number of interventions for DVIT and VST combined is most accurately captured by the number of files where actual contact with the victim was made (whether intervention services were accepted or declined). Thus, In Q1 2014, DVIT and VST completed a total of 210 interventions. This is an **11.4% decrease** from the 237 completed interventions at the end of Q1 2013.

A breakdown of VST intervention work by division is as follows:

Table 3. Q1 VST Interventions by Division 2012-2014

Interventions	Downtown	Northeast	Southeast	South West	West
2014 Q1					
Successful contact made	30 (59%)	28 (76%)	18 (58%)	34 (81%)	30 (73%)
Attempt made but unable	16 (31%)	9 (24%)	8 (26%)	4 (10%)	10 (24%)
Contact/ victim declined	5 (10%)	0 (0%)	5 (16%)	4 (10%)	1 (2%)
Overall Clearance	35	28	23	38	31
2013 Q1					
Successful contact made	26 (54%)	34 (71%)	27 (71%)	28 (80%)	34 (68%)
Attempt made but unable	17(36%)	12 (27%)	8 (21%)	5 (14%)	9 (18%)
Contact/ victim declined	1 (10%)	1 (2%)	3 (8%)	2 (6%)	7 (14%)
Overall Clearance	31	35	30	30	41
2012 Q1					
Successful contact made	9 (47%)	22 (67%)	17 (74%)	13 (57%)	16 (73%)
Attempt made but unable	5 (26%)	7 (21%)	5 (22%)	8 (35%)	4 (18%)
Contact/ victim declined	5 (26%)	4 (12%)	1 (4%)	2 (9%)	2 (9%)
Overall Clearance	19	33	23	23	24



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INITIATIVE #4

Senior Protection Strategy

Initiative Owner – Investigative Support Bureau

Initiative Context:

The Elder Abuse Unit provides a multidisciplinary and coordinated community response to elder abuse. This coordinated response is accomplished through collaboration with our strategic partners: City of Edmonton, Catholic Social Services, Victorian Order of Nurses and Covenant Health Community Geriatric Psychiatry. Elder Abuse Unit provides direct investigative and intervention services for serious criminal offences perpetrated against senior citizens.

The Elder Abuse Unit will improve our identification and investigation of physical, sexual and financial elder abuse, which will reduce the severity and frequency of violence for elderly individuals.

Performance Measures / Targets:

In 2014, the EPS Elder Abuse Unit will establish an accurate assessment (i.e., benchmark) of the state

of senior abuse occurring within the City of Edmonton. This benchmarking will occur through an analysis and comprehensive review of all reported incidents of criminal senior abuse to the EPS and the Elder Abuse Intake Line (i.e., Elder Adult Resource Service – “EARS”), operated by Catholic Social Services.

By the end of Q1, the Elder Abuse Unit will increase its staffing compliment with two detectives.

At the end of Q4, Elder Abuse Unit will provide a year-end report that outlines the number of reported incidents of senior abuse occurring within the City of Edmonton. Additionally, the Unit will establish the baseline measurements for the number of files assigned, number of files concluded, average time to conclude files and the number of files remaining in queue for investigation.

Year to Date Status:

Off-target

Analysis:

This initiative was contingent on increased staffing to incorporate two detectives for Elder Abuse Detail. At the end of Q1, one elder abuse detective has been brought in with the task of establishing the mandate of the investigative unit (roles and responsibilities). The second detective will be brought in at the conclusion of Q2. This will allow the detective staffed in Q1 the opportunity to identify and distinguish the roles and responsibilities of the unit prior to the second detective being staffed in the unit.

During Q2, we will continue to work on establishing relevant baseline measurements to ensure accurate reporting on number of files assigned, number of files concluded, average time to conclude files and the number of files remaining in queue for investigation.

In Q1, 93 elder abuse files were identified containing a victim of abuse over the age of 65. These files were assigned on a priority basis to EAIT (Elder Abuse Intervention Team). The remaining files in the queue are available for future selection based on changes in the priority status.



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Due to restrictions in data collection, we can only currently report on the elder abuse numbers documented by the Edmonton Police Service at this time. We will continue to explore a collaborative effort of accurate data collection, between the EPS and all relevant strategic partners, to ensure comprehensive statistics of reported incidents of criminal senior abuse for the city of Edmonton.



2014 Annual Policing Plan – Q1

INITIATIVE 5

Property Crime

Initiative Owner – Chief of Police, Community Policing Bureau, Investigative Support Bureau

Initiative Context:

EPS will demonstrate through responsive and directed policing services that property crime, in particular motor vehicle thefts, is targeted for enforcement.

Performance Measures / Targets:

Property Crime Incidents – the number of property crime incidents reported. **Target:** 4 percent reduction from 2013. Property crime incidents include Break & Enter; Theft from Vehicle; Theft of Vehicle; Theft over \$5,000.

Source: CSR-12 8 Crime Indicators Report, Ran April 11, 2014

Year to Date Status:

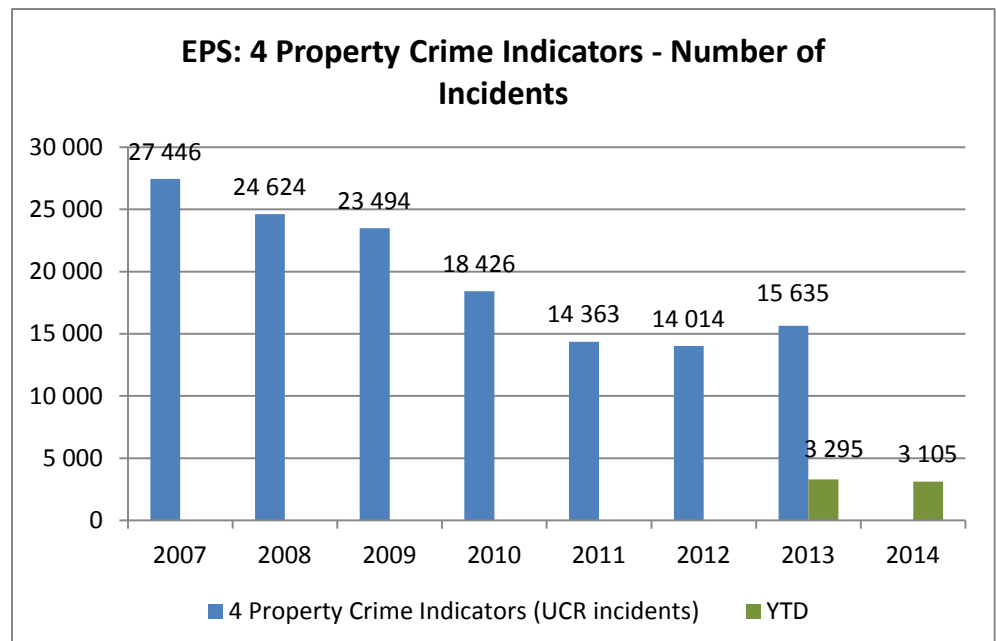
On-target
4 Property Crime Indicators
3,105 incidents
(5.8% below 2013 Q1)

Analysis:

For the first quarter of 2014, the total number of incidents from the 4 property crime indicators was 3,105, which 190 less incidents than the same period in 2013. EPS is seeking a 4% reduction from 2013 levels. Year-over-year, reductions have been experienced in Theft from Vehicles (-15.3%) and Break and Enters (-7.8%), while Theft over \$5,000 (+29.1%) and Theft of Vehicle (+14.1%) have increased.

Over the long-term, the 4 property crime indicators have fallen substantially from a high of 27,446 incidents in 2007 to 15,635 in 2013, a 43% reduction. All four categories have experienced reductions, but the largest were observed in Theft of Vehicle (-50.6%), followed by Theft From Vehicle (-41.2%), Break and Enter (-38.9%), and Theft Over \$5,000 (-24.8%).

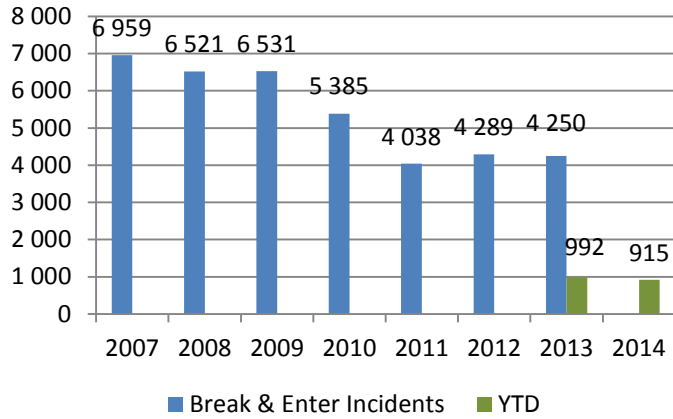
Recent upticks in Theft of Vehicles has been the largest source for rising property crime, increasing 22.6% from 2012-2013. It is worth noting that nonetheless, Theft of Vehicles is still down 50.6% from 2007-2013 levels.



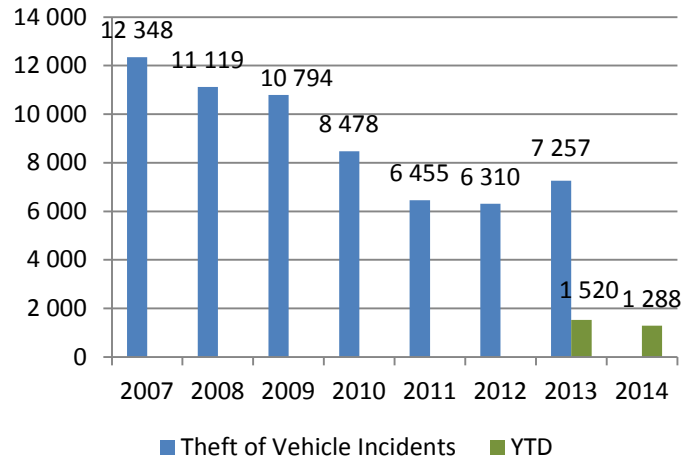


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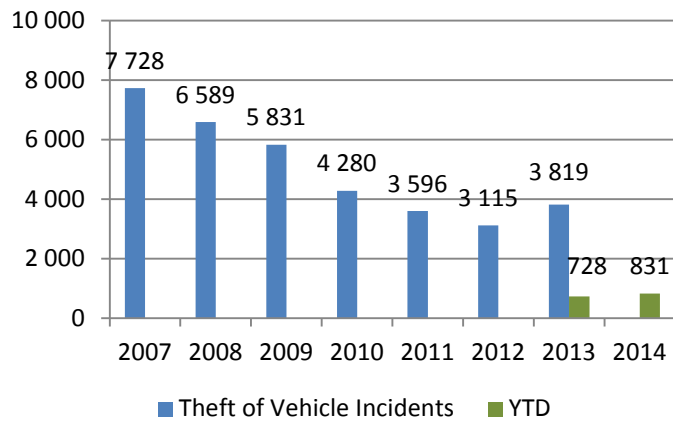
EPS: Number of Break & Enter Incidents



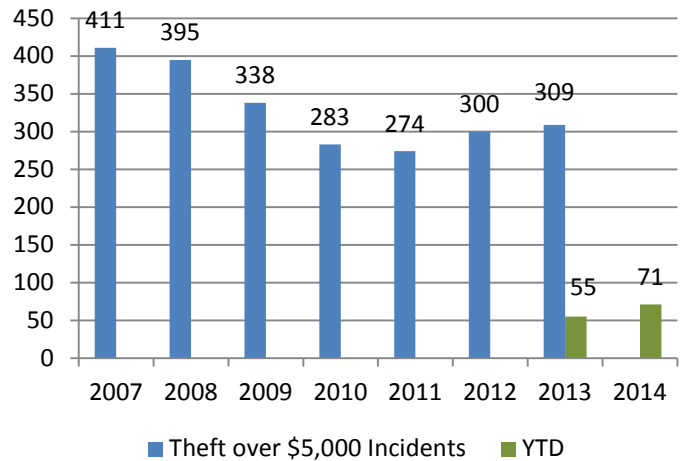
EPS: Theft From Vehicle Incidents



EPS: Number of Theft of Vehicle Incidents



EPS: Theft over \$5,000 incidents



At the divisional level, year-to-year, the 4 property crime indicators have increased most significantly in the South West and West divisions, while the Downtown and South East divisions have experienced reductions.

Property Crime Indicators - Number of Incidents

Crime Types	2013 Q1	2014 Q1	% Change
Break & Enter	992	915	-7.8%
Theft from Vehicle	1520	1288	-15.3%
Theft of Vehicle	728	831	14.1%
Theft over \$5,000	55	71	29.1%

4 Property Crime Indicators	Downtown	North	South East	South West	West
2013 Q1	532	739	550	679	755
204 Q1	613	696	570	505	687
% change	-15.2%	5.8%	-3.6%	25.6%	9.0%



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INITIATIVE 6

Traffic Safety

Initiative Owner – Investigative Support Bureau, Community Policing Bureau

Initiative Context:

Edmontonians, through citizen satisfaction surveys, have identified traffic/road user safety as a priority public safety concern. Road users are pedestrians, cyclists and motorists. Road user safety is most vulnerable in high risk collision zones (i.e., corridors and intersections).

Additional Reporting:

2013 metrics provided by the Office of Traffic Safety (OTS), will be used to identify high risk collision zones (i.e., corridors and intersections). Metrics relating to the root causes for 2013 collisions will be used for data driven, targeted and manned enforcement by the EPS, in identified high risk collision zones. Historically, statistical analysis has identified root causes as, but not limited to: excessive speed, distracted driving, impaired driving, left turn across path, failing to stop for a pedestrian, etc.

Performance Measures / Targets:

Traffic Corridor/Intersection Collisions – the number of collisions occurring in high frequency collision corridors/intersections (as identified by the Office of Traffic Safety). **Target:** 2 percent decrease from 2013.

Year to Date Status:

Off-target
Traffic Corridor/Intersection Collisions
100 collisions
(7.5% above 2013)

Analysis:

As part of the EPS DDACTS (Data-Driven Approach to Crime and Traffic Safety), the OTS provides data on the high collision intersections and mid-blocks on a quarterly basis. Each quarter the collision locations that intersect with EPS crime and traffic hot spots are identified and used to further target problem areas.

In Q1, there were 17 high collision locations that were identified in DDACTS target areas. These locations will change each quarter, according to collision rates.

OTS collision data is available to the end of February 2014, enabling a two-month comparison.

OTS High Collision Locations - DDACTS Program Q1 2014					
Quarter	Locations Targeted	Collisions Jan – Feb 2013	Collisions Jan – Feb 2014	Change (#)	Change (%)
Q1	17	93	100	+ 7	+ 7.5%
Q2					
Q3					
Q4					
Total, YTD	17	93	100	+ 7	+ 7.5%



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This addition to the DDACTS program is still in the development phase and enforcement may not yet have had an impact on collisions at these locations.

Detailed collision data for Q1 target locations is as follows:

OTS High Collision Locations - DDACTS Program Q1 2014						
#	Location Type	Location	Jan - Feb 2013	Jan - Feb 2014	Change (#)	Change (%)
1	Intersection	97 AV / 109 ST	2	2	0	0.0%
2	Intersection	JASPER AV / 109 ST	4	4	0	0.0%
3	Intersection	WAYNE GRETZKY DR / FORT RD / YELLOWHEAD TR	7	9	2	28.6%
4	Intersection	137 AV / 50 ST	10	8	-2	-20.0%
5	Intersection	23 AV / 91 ST	12	14	2	16.7%
6	Intersection	23 AV / PARSONS RD	8	3	-5	-62.5%
7	Intersection	ARGYLL RD / 75 ST	5	7	2	40.0%
8	Intersection	23 AV / 111 ST	5	13	8	160.0%
9	Intersection	51 AV / CALGARY TR	2	3	1	50.0%
10	Intersection	WHITEMUD DR WB / GATEWAY BLVD	10	11	1	10.0%
11	Intersection	100 AV / 178 ST	4	8	4	100.0%
12	Intersection	118 AV / GROAT RD	11	6	-5	-45.5%
13	Midblock	100 AV / 109 ST	1	3	2	200.0%
14	Midblock	98 AV / 50 ST	3	2	-1	-33.3%
15	Midblock	48 AV / CALGARY TR	4	3	-1	-25.0%
16	Midblock	SASKATCHEWAN DR / QUEEN ELIZABETH PARK RD	4	3	-1	-25.0%
17	Midblock	134 AV / ST ALBERT TR	1	1	0	0.0%
Total, All Target Locations			93	100	7	7.5%



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INITIATIVE 7

Gang & Drug Enforcement

Initiative Owner –Investigative Support Bureau

Initiative Context:

Edmonton Drug and Gang Enforcement Section (EDGE) will identify, target, and disrupt organized crime groups, with an increased focus on medium and high-level criminal networks. A decrease in the level of drug and gang activity in our neighborhoods will enhance public safety and reduce community harm.

Performance Measures / Targets:

High-level Criminal Network Disruptions – Number of high-level criminal network disruptions. **Target:** 25 percent increase from 2013.

Medium-level Criminal Network Disruptions – Number of medium-level criminal network disruptions. **Target:** 25 percent increase from 2013.

Low-level Criminal Network Disruptions – Number of low-level criminal network disruptions. **Target:** 0 percent change from 2013.

When the EDGE unit concludes an investigation, they assess the level of criminal network disruption by assessing factors of the arrested gang member, including type of weapons, level of violence, criminal complexity, and harm to the community. Where a concluded investigation involves multiple arrests, the ranking of the criminal network disruption is only assessed on the highest-ranking arrested.

Additional Reporting:

Workload statistics from EDGE, including Civil Forfeitures, Drugs and Firearms Seized

Year to Date Status:

Off-target

2 High-level Criminal Network Disruptions
(Q4 Target: 13)
15% of target reached

Off-target

0 Low-level Criminal Network Disruptions
(Q4 Target: 7)
0% of target reached

On-target

8 Medium-level Criminal Network Disruptions
(Q4 Target: 26)
31% of target reached

Analysis:

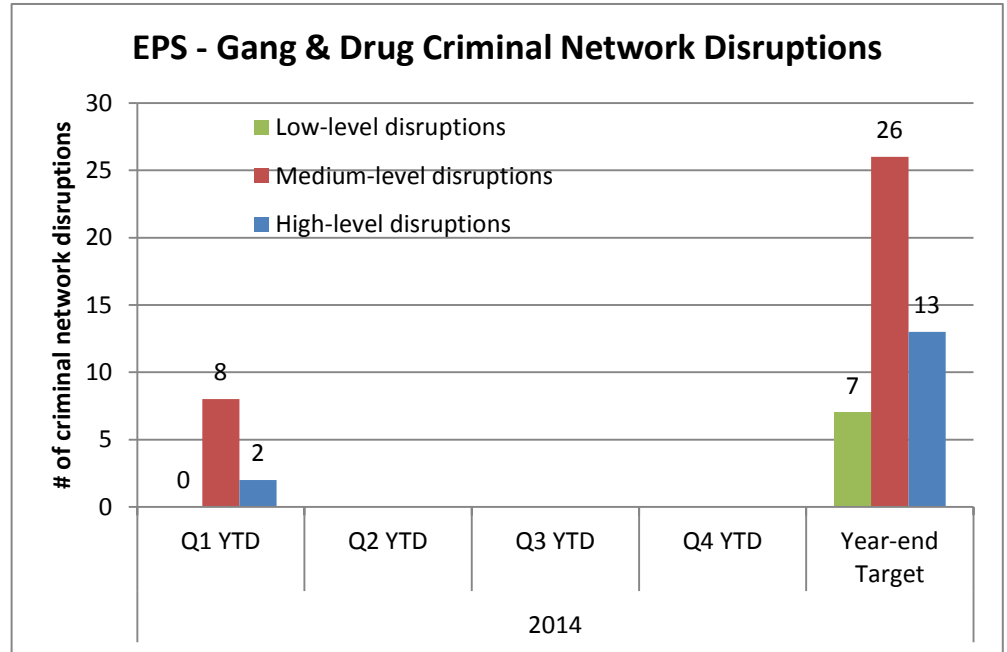
This year signals a new frontier in the way EDGE is gauging its success. A matrix has been developed to categorize concluded investigations into high, medium or low level criminal networks. In the past, EDGE measured success through the number of arrests, charges and values of civil forfeitures. Although we will continue recording and reporting on them, the more accurate measure of our impact on the drug and gang landscape in Edmonton is reflected by the number of criminal networks that are disrupted by EDGE. This is evidenced by examining the number of arrests and charges laid in the previous three years. These numbers have been consistently on the decline, while the quantity of drugs, guns, and money has increased. EDGE Unit has placed an increased importance on the disruption of higher level groups in the drug and gang trade. This will cause a ripple effect in the criminal networks, so that the entire organization is affected, in addition to the low-level players.



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Statistics for 2014 Q1 have been compiled and compared to 2013 using the new matrix. At this point, EDGE is off target for two of the three levels of criminal network disruptions measure, although it is only Q1 of 2014. It is expected that EDGE will meet and/or exceed these targets by the end of the year.

2014 Q1 has yielded some great seizures, some of which differ from what EDGE are normally accustomed to seizing; below are the results:



The table below demonstrates a comparison between the Q1 results of 2014 and 2013 respectively. Although the cocaine and marihuana seizures are lower this quarter compared to Q1 of 2013, there are other seizures that are noteworthy. For example, EDGE has seized a significant amount of meth, buffing agent, and money compared to this time last year. It is important to note that the reason why cash seizures are incredibly high for Q1 are due to an \$800,000 seizure made from one file. This is the largest seizure of cash ever made in the City of Edmonton. This seizure demonstrates how targeting higher level players in these organizations will yield better results, ultimately disrupting their business and the network as a whole.

	Q1 2014	Q1 2013
Cocaine	3.9kg	16.8kg
Marihuana	335g	4.9kg
Heroin	31.8g	0g
Meth	1.6kg	37.6g
GHB	11.9L	20.3L
Buffing Agent	27kg	0.4kg
Money	\$861,172 (CAD) + \$8,600 (USD)	\$143,355
Firearms	10	3
Arrests	40	31
Charges	114	45

The number of arrests and charges has increased in the first quarter of 2014 compared to this time last year.

Overall, Q1 for 2014 has been a successful start to the year and may prove to be record breaking for cash seizures. It is expected that EDGE unit members will continue working diligently in disrupting all levels of organized crime and continue with reducing violence and victimization within the City of Edmonton.



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INITIATIVE 8

Clearance Rates

Initiative Owner – Chief of Police, Community Policing Bureau, Investigative Support Bureau

Initiative Context:

Investigating and solving crime is a core responsibility of EPS. EPS will maintain a high success rate in solving crimes in order to maintain public confidence and deter criminal activity.

Performance Measures / Targets:

Weighted Clearance Rate – the percentage of reported criminal incidents that are cleared, weighted by crime severity. **Target:** greater than or equal to 43 percent.

Data obtained from Cognos CSR-02, 2014April29

A cleared incident can be cleared by charge, or by “cleared otherwise”. Weighting by crime severity – a Canadian Centre of Justice Statistics methodology - assigns greater weight to more

Year to Date Status:

serious crimes. The weighted clearance rate indicates how well EPS is in investigating and solving crime – a critical function for a police service. Reported criminal offences are considered cleared when the offence is investigated and the suspected offender is identified and charged, or dealt with by extrajudicial means. The Weighted Clearance Rate – developed by the Canadian Centre for Justice Statistics – is the percentage of reported criminal violations that are cleared, with greater weight assigned to more severe crimes.

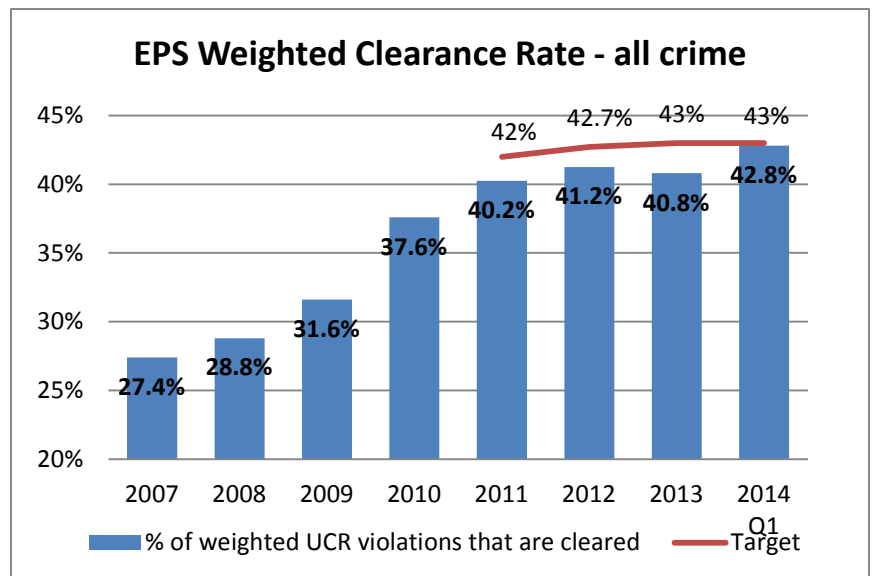
This measure is calculated using incident-based Uniform Reporting Survey (UCR2) data that is periodically sent to Statistics Canada. It includes all criminal code violations including traffic, all drug violations, and all federal Statutes.

Off-target
Weighted Clearance Rate
42.8%
(Target: 43%)

Analysis:

In Q1 of 2014, the Weighted Clearance Rate (WCR) for all crimes improved to 42.8%. This is slightly below the 43% target sets for itself. Long-term, the WCR has steadily improved from 27.4% in 2007 to greater than 40% since 2011.

In the Q4 2013 Annual Policing Plan, it was reported that EPS’s internal calculations for the WCR, as well as the related Crime Severity Index (CSI), both have a margin of error because the calculations do not currently reflect new Statistics Canada new weighting methodology that apply to 2011 data and onwards. Revisions to the WCR and CSI





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are incomplete, but progress has been made in the following areas:

- Importation of data used in calculation of the WCR and CSI into our Business Intelligence system (Cognos), including updated crime weight data, new UCR violation codes that have been introduced since 2010, and updated Edmonton population data (2011-2013).
- Dialogue and confirmations with the Canadian Centre for Justice Statistics regarding following correct measuring methodologies
- Completing the early stages of BI query-building to join UCR Violations, Victims, and Clears data tables, which will be followed by aggregation of data, followed with application of the WCR and CSI formula to calculate the final statistics on a monthly, quarterly, or annual basis.

It is highly expected that all necessary tasks will be completed to bring forward the revised WCR figures in the Q2 2014 APP report.



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INITIATIVE 9

Historical Homicides

Initiative Owner –Investigative Support Bureau

Initiative Context:

In addition to investigating recent homicides in an expedient fashion, the Homicide Section will clear more outstanding cold case homicide files.

Performance Measures / Targets:

Cleared Cold Case Homicides – the number of concluded cold case homicide files. **Target:** 25 percent increase from 2013.

Year to Date Status:

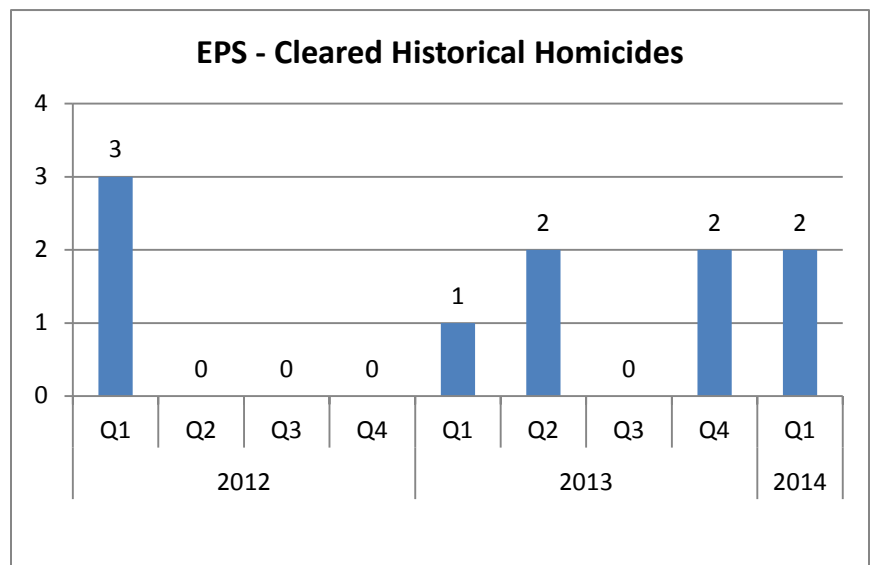
On-target
Historical Homicides
2 historical homicides cleared
(2013 Q1 = 1)

Analysis:

Homicide investigators have been working diligently on new cases and cold cases. Cold cases or historical homicides can be defined as those homicides which have originated from previous years and have not been solved. Homicide Section investigated seven homicides in 2014 and charges have been laid in three of the seven. In addition, two long term projects were concluded by charge during Q1. One murder was reported in 2012 while the other was reported in 2013.

In comparison, one historical case was cleared during Q1 in 2013 and three historical cases were cleared during Q1 in 2012.

Investigators will continue to work on long term project style investigations, many of which have originated in years prior to 2014. Long term project style investigations are labor intensive and require a significant amount of resources to successfully conclude them.





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INITIATIVE 10

Missing Persons

Initiative Owner – Investigative Support Bureau

Initiative Context:

In addition to investigating new missing person complaints in an efficient and effective manner, Missing Persons Detail will substantially reduce the number of outstanding investigative tasks related to historical missing person cases.

Performance Measures / Targets:

Fully Reviewed Historical Missing Person Files – the number of historical missing person files where all investigative tasks have been completed.
Target: 36 files fully reviewed by the end of Q4 (50% of the identified 72 historical files outstanding work tasks).

Year to Date Status:

Off-target
Fully Reviewed Historical Missing Person Files
8 files
(Q1 Target: 9 files)

Analysis:

In the fall of 2013, in an attempt to move historical missing person files forward, a review was conducted to ensure all historical¹ missing person files had a consistent and complete level of investigation. This review resulted in identifying additional investigative tasks that could be completed for 72 historical files.

Prior to the review, historical files were worked on as new information was received. The record of progress was recorded on a “*monthly workload sheet*”. As a result of the review a more comprehensive tracking system is now in place to record progress on the historical files.

In March of 2014 a sergeant position was added to Missing Persons Unit (MPU). The addition of this position enhances the ability to monitor ongoing missing person investigations as well as concluding the historical missing person cases.

Due to this increased capacity, the MPU set a target to exhaust all available outstanding investigative tasks for 36 of the 72 reviewed historical missing person files. In Q1 of 2014, 8 files were fully reviewed and had all outstanding investigative tasks completed.

By exhausting all outstanding investigative tasks for historical missing person files, it is hoped that the total number of open historical missing person files will be reduced by conclusion. Files can be concluded by:

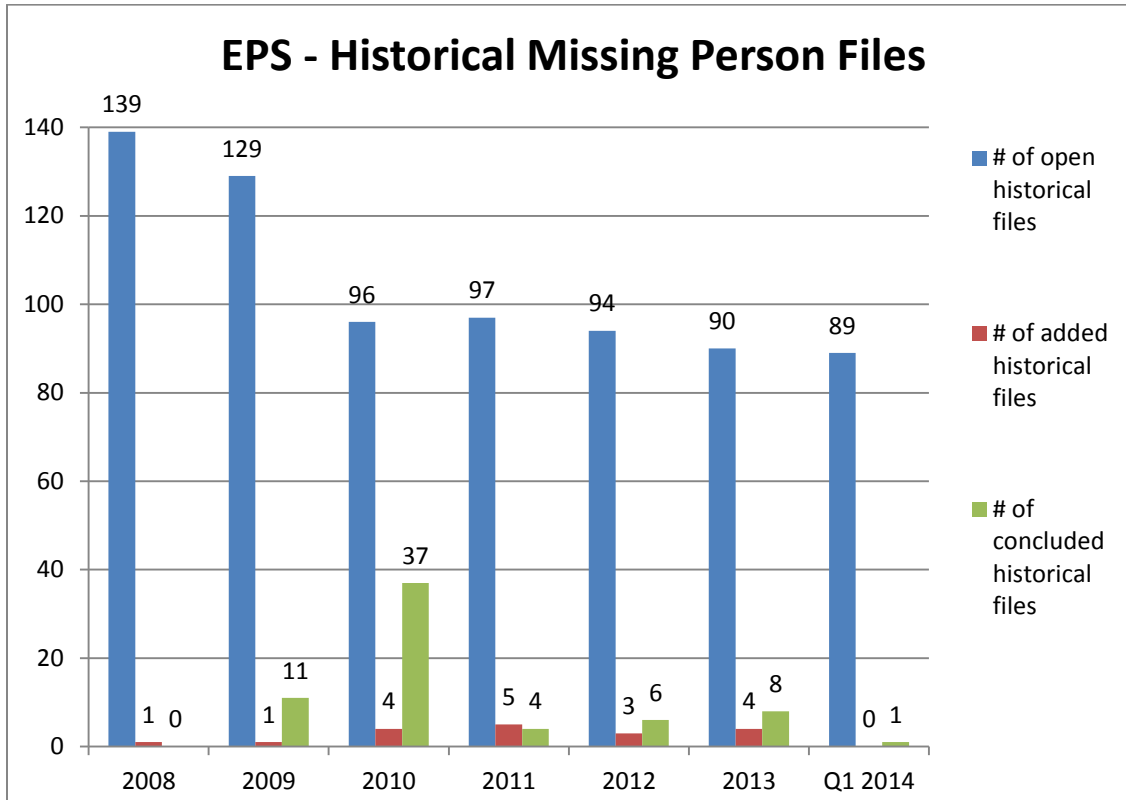
- Locating the missing person - alive or deceased
- Transferring investigative responsibility to another police jurisdiction, which would occur when new information shows the missing person to have last been seen in a non-EPS jurisdiction

¹ Going forward, the EPS Missing Persons Unit is considering a missing person file to be historic when it reaches 90 days in duration following the date it is reported.



2014 Annual Policing Plan – Q1

The number of open historic missing person files has continually been falling, with a high of 139 files at the end of 2008 to 90 files at the end of 2013. The majority of this drop occurred during 2010, which saw 37 historical missing persons concluded. In Q1 of 2014, **1 historical missing person files was concluded**. No new missing person files became historic during this period. **Thus, at the end of Q1 2014, EPS had 89 open historical missing person files.**



In Q1 of 2014, the Missing Persons Unit (MPU) also reviewed 778 Computer-Aided Dispatch (CAD) calls related to missing persons, check on welfares and Form 3 Warrants.



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INITIATIVE 11

Geographic Deployment Model

Initiative Owner – Chief of Police, Community Policing Bureau

Initiative Context:

The Geographic Deployment Model (GDM) is a service delivery philosophy of ‘District Team Policing Model built on Geographic Ownership’. The continued and effective use of GDM will ensure that response times are maintained - both city-wide and equitably across all patrol divisions - and that an adequate amount of shift time is dedicated to directed activities.

The GDM requires consistent and timely examination to ensure that:

- Response time is maintained equitably in all 5 patrol divisions
- Workload in all 5 divisions is aligned to resources in an attempt to achieve 25% directed/self-initiated time

- We maintain the mandated percentage (%) of two person vehicles as per Collective Bargaining Agreement
- We manage quality assurance evaluations in the 8 core functions required of a patrol officer

Performance Measures / Targets:

Priority 1 Response Times – percent of priority 1 events where a first responder arrives on-scene to a fixed location less than or equal to 7 minutes. **Target:** At least greater than or equal to 80 percent of the time.

Directed Activities - percent of patrol shift work that is dedicated to activities that are either assigned or self-initiated to members that are either prevention, intervention or suppression based. **Target:** greater than or equal to 25 percent

Year to Date Status:

Off-target
Priority 1 Response Times
 67.5% of events with patrol on-scene ≤ 7 min
 (Target: 80%)

Off-target
Directed Activities
 15.7%
 (Target: 25%)

Analysis:

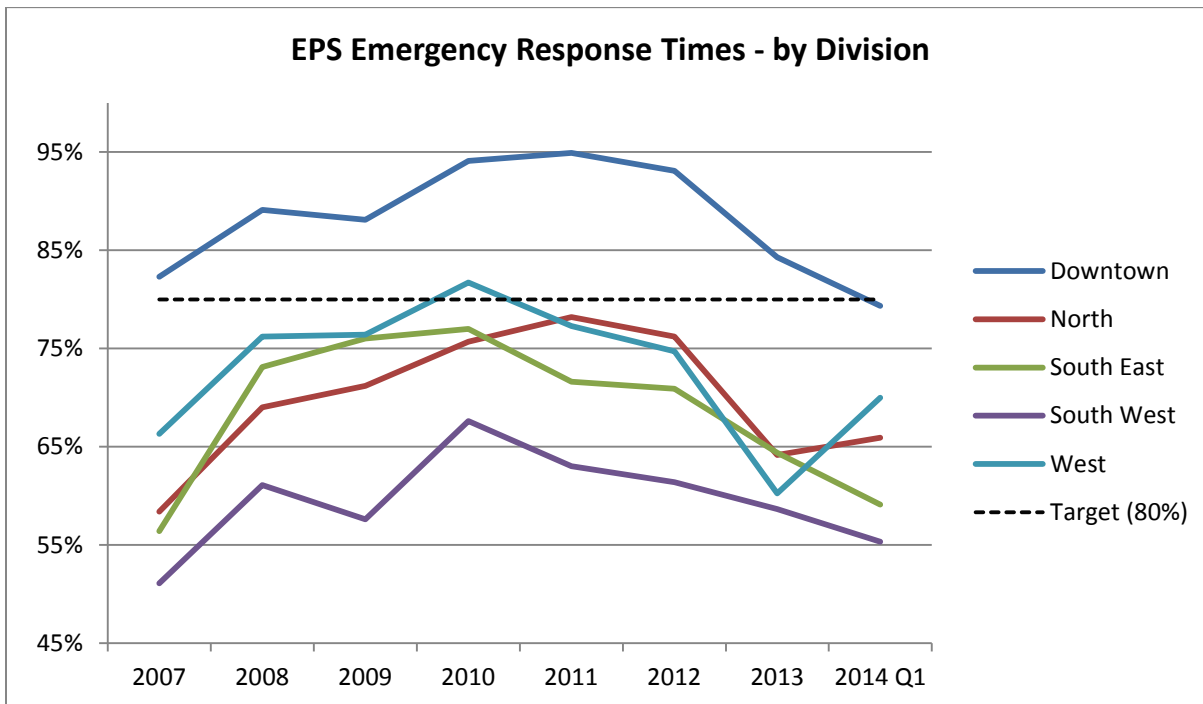
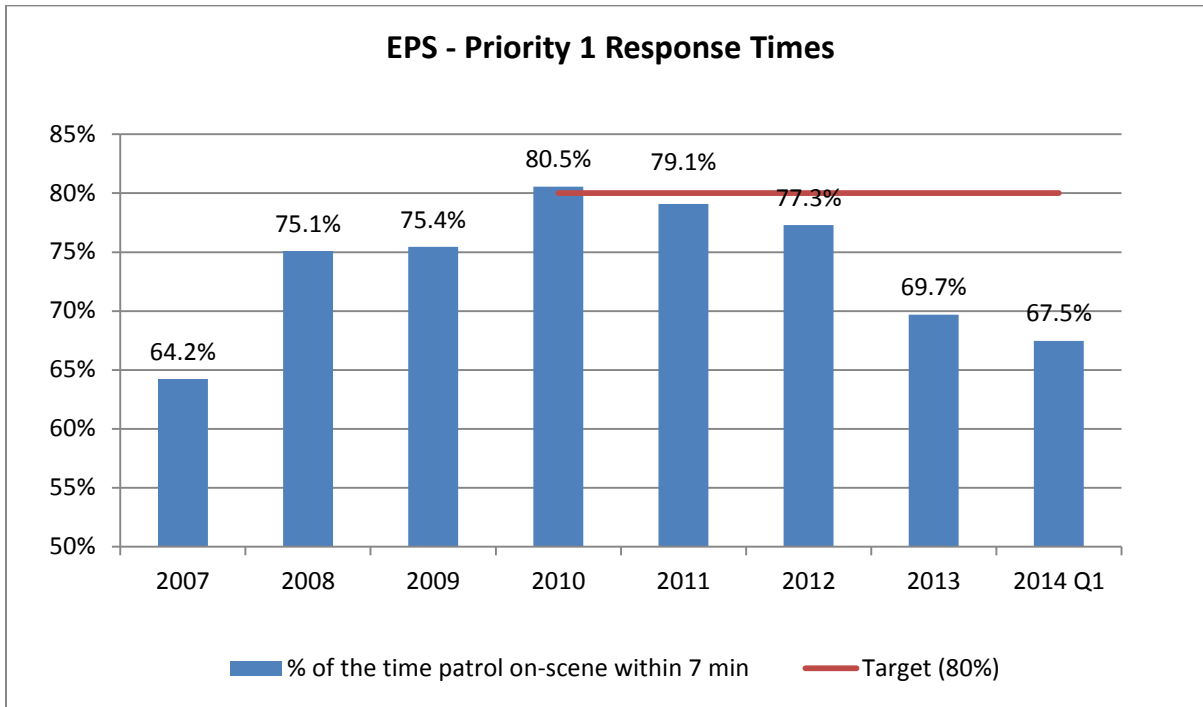
Emergency Response Times

- Priority 1 Response Times is measured as the percentage of the time EPS can dispatch a priority 1 call and have patrol arrive on-scene to a fixed location in less than 7 minutes, with a target to achieve this at least 80% of the time.
- After experiencing significant improvement in 2010/2011, Priority 1 Response Times have been consistently underperforming since the last quarter of 2012.
- For Q1 of 2014, Priority 1 Response Times was **67.5%** city-wide, about its lowest quarterly level since 2008.
- Slower responses to priority 1 events have been shared across all five EPS divisions, with the largest recent reductions occurring in Downtown, South East, and South West Divisions.
- **Downtown division** has historically been the only division to consistently meet its Response Time targets on an annual basis. However, on a quarterly basis, for the first time since 2007, Downtown division was below target, at **79.3%**
- **South West division** has consistently had the most challenge in meeting Priority 1 Response Time targets, with Q1 2014 performance at **55.3%**.



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- **West division** experienced the largest drop among divisions in Priority 1 Response Times in 2013 (at 60.3%), but in Q1 2014 has improved considerably to 70.0%

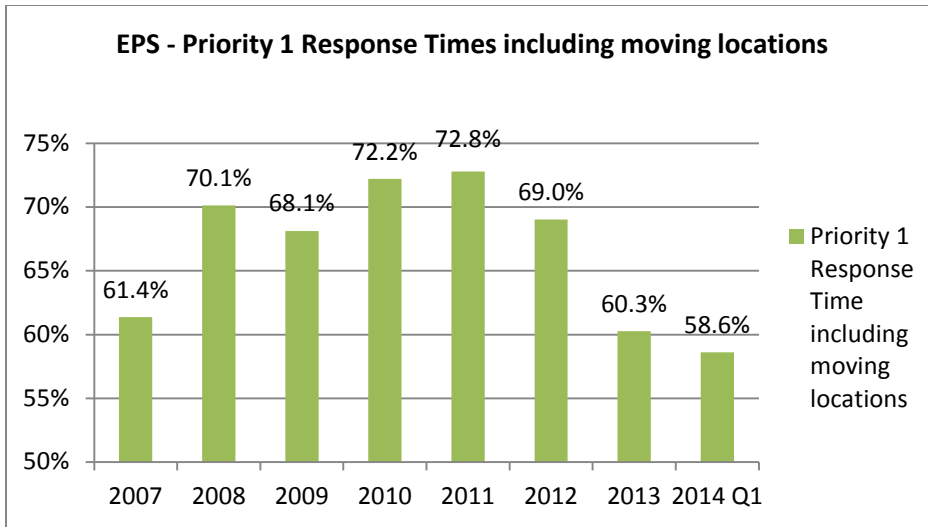


Data obtained from PMR-9Q, generated 2014Apr22

- When adjusting Emergency Response Times to include non-fixed locations (i.e., calls arising from the Curb The Danger program) the same trends have occurred, just at lower levels. Slower responses are expected due to the increased challenge to quickly locate moving suspects. The 80% target does not apply for these types of priority 1 calls.



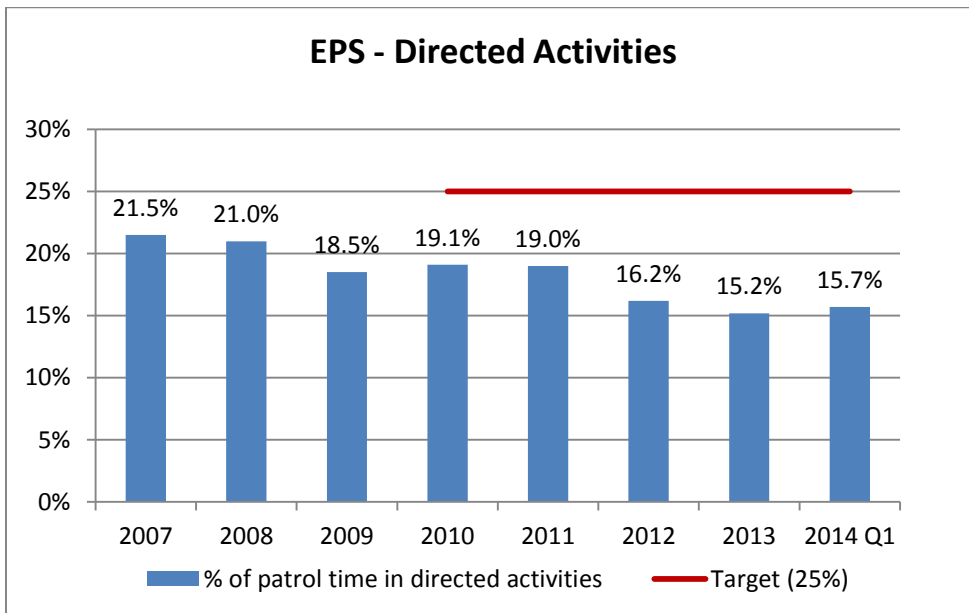
2014 Annual Policing Plan – Q1



Data obtained from PMR-9Q, generated 2014Apr22

Directed Patrol Time:

- When Patrol is on shift, their time is monitored based on the categories of “Directed”, “Calls-for-Service”, “Administrative”, or “Undefined” (e.g., engaged in work briefings before logging in to the patrol car).
- EPS has a target that a minimum of 25% of patrol time is engaged in Directed activities. Directed activities are those either assigned to patrol members or self-initiated by the members, that aim to proactively prevent, intervene, or suppress crime.
- Self-initiated Patrol Time has steadily reduced from a high of 21.5% in 2007 to **15.7% in Q1 of 2014**.
- Directed Patrol Time was relatively consistent across divisions in 2013, with a high of 20.6% in South East and a low of 12.2% in North.



Data obtained from PMR-34 Combined Service Time Summary Report, 2014April22



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Combined Patrol Time Spent by Task (%) - 2014 Q1

Division	Directed/Self-Initiated Time	CFS Time	Admin Time	Undefined Time
Citywide	15.7%	58%	17%	10%
Downtown	12.6%	59%	18%	10%
North	12.2%	64%	14%	9%
South East	20.6%	51%	19%	10%
South West	17.5%	55%	17%	10%
West	15.9%	58%	16%	10%

Data obtained from PMR-34 Combined Service Time Summary Report, 2014 April 22



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INITIATIVE 12

9-1-1 Emergency Call Management (Public Safety Answering Point)

Initiative Owner – Investigative Support Bureau

Initiative Context:

The 9-1-1 Public Safety Answering Point (PSAP) for the City of Edmonton is managed by the EPS Police Communications Branch – call centre. The 9-1-1 PSAP answers all emergency calls related to police, fire, ambulance and utilities. The 9-1-1 PSAP will strive to answer all emergency calls in a swift and efficient manner, in an effort to increase public safety and increase public confidence.

Performance Measures / Targets:

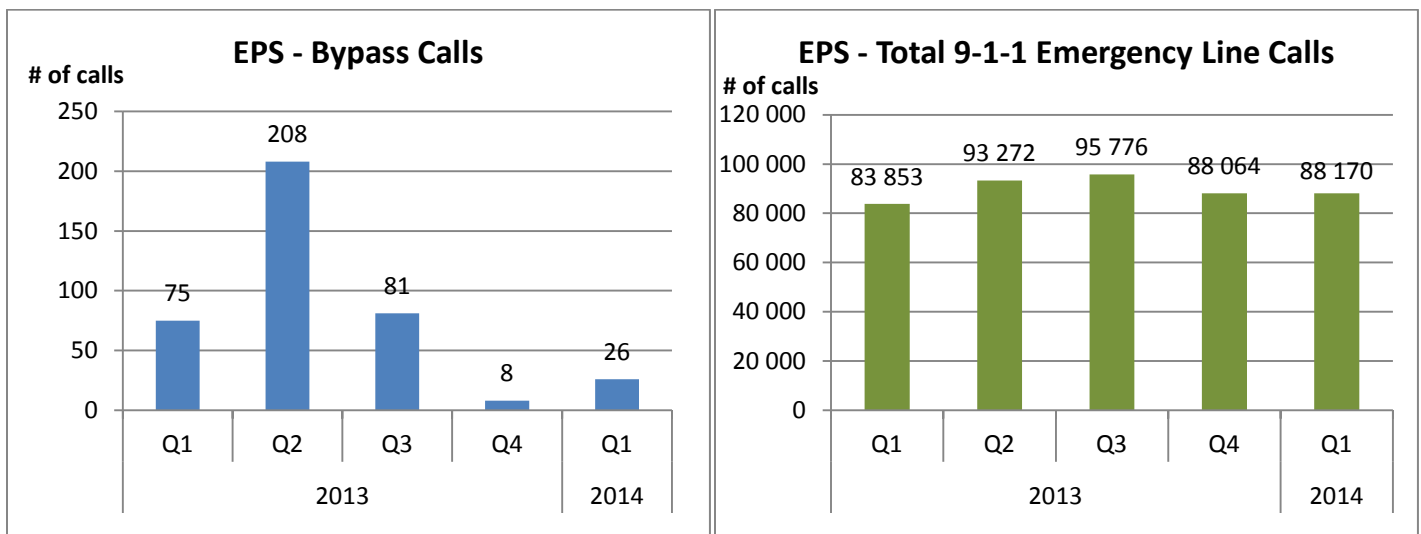
Bypass Emergency Calls – the number of 9-1-1 emergency calls that bypass the 9-1-1 PSAP and enter the non-emergency police call centre. When a 9-1-1 emergency call bypasses the 9-1-1 PSAP, there is a delay in answering/speaking with the emergency caller, which may impact public safety and public confidence. **Target:** fifty percent reduction from 2013 levels.

Year to Date Status:

On-target
26 Bypass Emergency Calls
(65.3% below 2013)

Q1 Analysis:

In Q1 2014 Police Communications Branch 911 Operators answered 88,170, '911 Emergency Line' calls compared to 83,853 in Q1 of 2013 (a 5.2% increase). Despite this increase in volume, the number of '911 Bypass' calls decreased by 65% to 26 calls in Q1 2014 compared to 75 in Q1 2013. As the target calls for a 50% reduction in '911 Bypass' calls from 2013 levels for 2014, this initiative is clearly on-track.



This significant reduction in 911 bypass calls can be attributed to an increase in 911 Operator minimum staffing levels per shift, which began in July 2013. Minimum staffing of 911 Operators per shift was increased to four



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full-time 911 Operators, compared to previously two full-time 911 Operators, and two-part time 911 Operators (providing lunch and breaks relief).

A '911 Bypass' call occurs when all 911 Operators are either busy on other 911 calls and there are more than 5 additional calls waiting (in the '911 Queue'), or all 911 Operators are busy with a 911 call and there are 5 or less calls waiting in the '911 Queue' but a queued 911 call has exceeded the 42 second 911 queue threshold. Either of these conditions will trigger the 911 call to "bypass" the 911 Operators and proceed to be answered by the next available ECO (Emergency Communications Officer).



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INITIATIVE 13

Public Complaint Investigations

Initiative Owner – Legal and Regulatory Services Division, Organization-wide

Initiative Context:

Through a high degree of professionalism in EPS's interactions with the community, public complaints against EPS members will be kept at a reasonable level and concluded in a timely manner.

Performance Measures / Targets:

Public Complaint Investigation Processing – the percentage of public complaints investigations that are concluded within six months. **Target: 75 percent.**

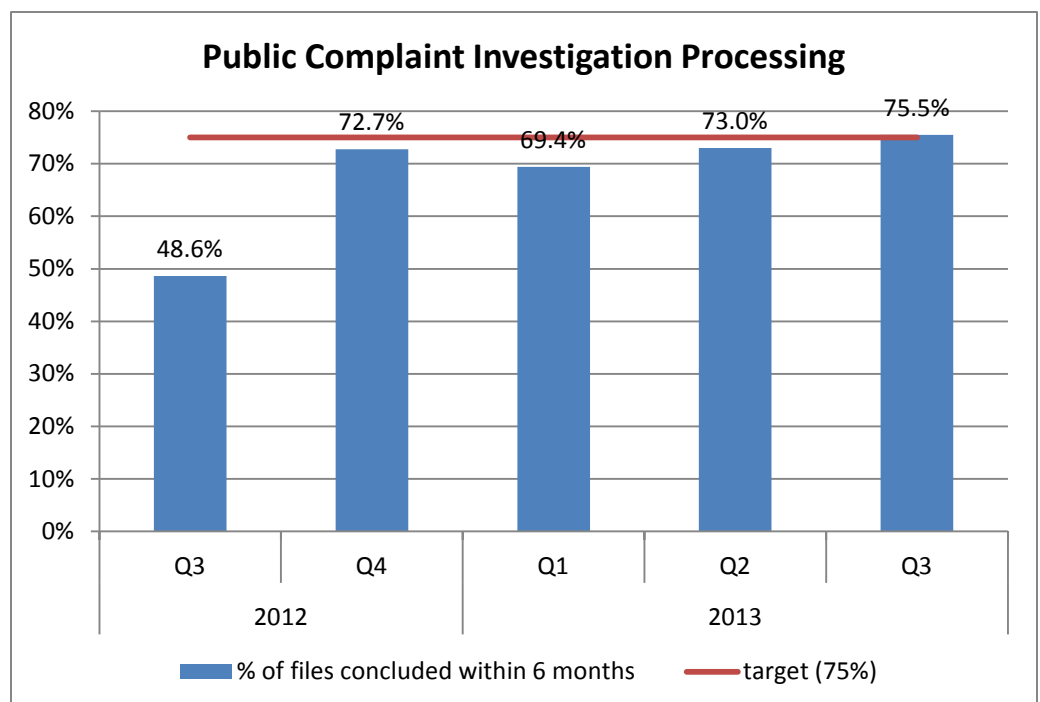
Year to Date Status:

On-target
Public Complaint Investigation Processing
75.5% of files concluded in ≤ 6 months
(Target: 75%)

Analysis:

There has been considerable improvement in concluding public complaints investigations against EPS in a timely manner. As shown in the accompanying graph, the % of public complaint investigation files that were concluded within six months was as low as 48.6% for public complaints opened in Q3 2012, and has since steadily improved to a new high of **75.5% for Q3 2013 files**. This marks for the first quarter of opened public complaint files where the target has been met. Performance is current only up to Q3 2013 files since these are the most current files that would have reached an age of 6 months during Q1 of 2014.

Specifically for Q3 2013 files, 23 of the 53 files have been listed as completed (43%) and an additional 17 files (listed as suspended) are in the stage of executive review (i.e. the investigation of the complaint is complete). Hence, 75% of the investigations are either concluded or awaiting disposition. Additional detail for the progress of these files is contained in the accompanying table.





2014 Annual Policing Plan – Q1

File Status	Number of Files
Active	10
Completed	23
	<i>Resolved Through ADR</i> 16
	<i>Dismissed/Withdrawn</i> 4
	<i>No Reasonable Prospect</i> 3
Forwarded	1
	<i>Divisional Review</i> 1
Suspended	19
	<i>Executive Review</i> 17
	<i>19(1)(b) Agreement</i> 1
	<i>Criminal Investigation</i> 1
Grand Total	53