



BUDGET CONSULTATION REPORT

June 9, 2016

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Executive Summary

Introduction

The Edmonton Police Service's (EPS) new 3-yr cycle operating budget (2016-2018) was approved by Council on Dec 2, 2015. EPS secured total funding increases (for new positions, to cover cost-inflation, and to cover operating impacts of capital) of \$39.2 million over the 3 years, but this increase was still \$40.5 million short of EPS' original request, including anticipated costs associated with annexation.

In order to deliver an appropriate level of core services and ensure the organization is not spread too thin, a realignment of resources is currently underway. Finding these savings will provide us with options on what programs we are able to support into the future.

As part of a larger process, the EPS has undertaken a budget consultation to seek feedback from the public and the Service's employees regarding services that are important to them as well as suggestions for alternate delivery of its programs and services. This report summarizes feedback from this consultation process.

Methodology

Multiple activities were used to solicit feedback from the public and EPS employees:

- Online public consultation survey
- Social media consultation
- Public open houses
- Internal consultation survey

Online Public and Internal Consultation Surveys

Citizens and EPS employees were asked to complete separate web-based surveys regarding the following topics:

- Police response
- Community policing services
- Police operational services
- Community outreach services
- Internal services
- Appropriate response times for high, medium and low priority calls

Citizens were asked additional questions regarding:

- Their preferred method of reporting a minor collision

EPS employees were asked additional questions regarding:

- Internal services that might not be familiar to the public
- Suggestions regarding areas that they felt were no longer necessary, relevant or meeting the needs of citizens and provide suggestions for alternative service delivery

Social Media Consultation

From March 7 to 11, 2016, the EPS asked a series of daily questions through the EPS Facebook page and EPS Twitter account to solicit feedback from the public regarding what EPS services were important to them as well as suggestions for service and program delivery.

Public Open Houses

On March 22, 2016, the EPS held public consultations at five venues across the city. The 58 participants that attended the various venues were asked the following:

- Identify what you feel are the top priorities for EPS.
- How can the EPS better serve you or your community?
- What technologies do you think the EPS could use to better serve you?

Results

Employee and citizen respondents provided similar feedback regarding what was important to them; however, the feedback differed in magnitude (i.e., citizens ratings of importance were often higher than employee ratings).

Specifically, both employee and citizen respondents rated items in the “police response” survey as significantly less important than all other services offered by EPS, suggesting that EPS should review the types of calls that it currently responds to, specifically the following:

- Mental health calls where there is no criminal offence
- Off-hours bylaw complaints
- Gas theft from gas stations
- Vehicle break-ins where minor items have been stolen
- Intoxicated people where there is no criminal offence
- Collisions with minor damage and no injury

Through social media consultation and the public open houses, citizens were most likely to identify a focus on traffic enforcement and enhanced community presence as most important to them. Additionally, citizens demonstrated an interest in EPS expanding online reporting to allow them to report a wider variety of minor crimes and occurrences without having to visit a community or divisional station.

Similarly, employee feedback also indicates that EPS staff supports online reporting and expanding its capacity. Further, employees support the idea of alternate service delivery of EPS programs and services, either through civilianization, outsourcing or tiered policing. Moreover, many raised concerns regarding the purpose of Neighbourhood Empowerment Teams (NET) and the Community Liaison Constables (CLC), suggesting that these programs are redundant and could be offered through Divisional beat officers.

Recommendations

The following recommendations have been made based on the findings in this report:

- Review the types of calls that EPS responds to and provide citizens alternate methods of reporting (i.e., expanded online reporting, collision reporting centres)
- Review existing programs such as NET or CLC for redundancies to other programs
- Review service delivery, and civilianize, outsource or offer tiered-policing where possible and practical

1.0 Introduction

The Edmonton Police Service's (EPS) new 3-yr cycle operating budget (2016-2018) was approved by Council on Dec 2, 2015. EPS secured total funding increases (for new positions, to cover cost-inflation, and to cover operating impacts of capital) of \$39.2 million over the 3 years, but this increase was still \$40.5 million short of EPS' original request, including anticipated costs associated with annexation.

In order to deliver an appropriate level of core services and ensure the organization is not spread too thin, a realignment of resources is currently underway. Finding these savings will provide us with options on what programs we are able to support into the future.

As part of a larger process, the EPS has undertaken a budget consultation to seek feedback from the public and the Service's employees regarding services that are important to them as well as suggestions for alternate delivery of its programs and services. This report summarizes feedback from this consultation process.

2.0 Methodology

Multiple activities were used to solicit feedback from the public and EPS employees:

- Online public consultation survey
- Social media consultation
- Public open houses
- Internal consultation survey

2.1 Online Public Consultation Survey

Edmontonians were asked to complete a web-based survey between February 22 and 28, 2016, in conjunction with the EPS Biennial Citizen survey, regarding their perceived importance of a variety of EPS programs and services. 3189 people completed the survey; of those, 1698 were members of the City of Edmonton's Insight Community and 1491 accessed the survey through other means (i.e., EPS Facebook, Twitter, or Website).

The 3189 survey participants were asked questions regarding the following:

- Police response
- Community policing services
- Police operational services
- Community outreach services
- Internal services
- Appropriate response times for high, medium and low priority calls
- Preferred method of reporting a minor collision

A copy of the public survey can be found in Appendix A.

2.2 Social Media Consultation

From March 7 to 11, 2016, the EPS asked a series of daily questions through the EPS Facebook page and EPS Twitter account to solicit feedback from the public. Questions asked each day, along with the number of responses are as follows:

- Day 1: Of all of the services EPS provides, which one is most important to you? (478 comments)
- Day 2: What crime prevention strategies could EPS develop in conjunction with your community to make your streets safer? (416 comments)
- Day 3: What additional services would you like to see EPS offer? (308 comments)
- Day 4: How can EPS better use technology, websites, and mobile apps to provide service to citizens? (91 comments)
- Day 5: How can EPS better serve your community? (97 comments)

Responses from the consultations were analyzed and categorized based on emerging themes.

2.3 Public Open Houses

On March 22, 2016, EPS held public consultations at five venues across the city. The 58 participants that attended the various venues were asked the following:

- Identify what you feel are the top priorities for EPS.
- How can the EPS better serve you or your community?
- What technologies do you think the EPS could use to better serve you?

2.4 Online Internal Consultation Survey

EPS employees were asked to complete a web-based survey between Feb 22 and March 6, 2016, regarding their perceived importance of a variety of EPS programs and services. Of the 2605 EPS employees, 1122 people completed the survey for a response rate of 43%

Survey participants were asked questions regarding the following:

- Police response
- Community policing services
- Police operational services
- Community outreach services
- Internal services
- Appropriate response times for high, medium and low priority calls

Additionally, those completing the internal survey were asked to rate additional internal services that might not be familiar to the public. Employees were also asked to provide feedback regarding areas that they felt were no longer necessary, relevant or meeting the needs of citizens and provide suggestions for alternative service delivery.

A copy of the internal survey can be found in Appendix B.

3.0 Results

3.1 Citizen Consultation Survey Results

Highlights

- All items pertaining to “*Police Response*” were rated significantly less important than the other response categories
- 95% of citizens expect a police response to a high priority call in 10 minutes or less
- Citizens were most likely to report a minor collision by visiting a community or divisional station, or by reporting online

Below are the top 10 **most important** EPS-offered services, according to **citizens**.

EPS Services	Average Rating (10 point scale)
Officers responding to specific neighbourhoods to proactively address local crime issues	8.22
Providing an anonymous avenue to report crimes or provide tips	8.20
Officers dedicated to using special weapons & tactics in high risk situations	8.02
Officers dedicated to investigating arsons	8.01
Using crime statistics to direct policing activities	7.85
Officers/civilian resources assigned to build relationships with Edmonton’s diverse communities	7.75
Being able to report minor crimes online instead of going to a station	7.74
Officers/civilian resources assigned to work with students in schools	7.68
Officers/civilian resources assigned to work in community police stations	7.66
Officers dedicated to monitoring the safety and security of the LRT system	7.51

Below are the top 10 **least important** EPS-offered services, according to **citizens**.

EPS Services	Average Rating (10 point scale)
Police responding to collisions where there is minor damage and no injury	4.78
Maintaining an EPS Bagpipe and drum band	4.78
Making off-duty police officers available to work at private events for a fee	5.20
Police responding to intoxicated people where there is no criminal offence	5.33
Police responding to you when your car has been broken into and minor items have been stolen	5.39
Police responding to gas stations when someone fills up and leaves without paying	5.46
Police responding to off-hours bylaw complaints	5.50
Officers dedicated to conducting administrative tasks such as public relations, writing policy or research	5.81
Providing a venue for citizens to register their security alarms	5.85
Police response to mental health calls where there is no criminal offence	6.25

Police Response

Overall, the “police response” category was rated **significantly less important** by citizens than any other category in the survey. Citizens rated “*responding to mental health calls where there is no criminal offense*” as the most important type of occurrence for police to respond to, while rating “*responding to collisions where there is minor damage and no injury*” as least important.

Officers Responding to...	Not at all important	2	3	4	5	6	7	8	9	Very important	Mean Rating
... mental health calls where there is no criminal offense	5%	4%	7%	8%	13%	12%	16%	14%	7%	13%	6.25
... off-hours bylaw complaints (i.e., noisy neighbours, parking violations, or pet complaints)	6%	8%	11%	10%	15%	13%	15%	10%	5%	6%	5.50
... gas stations when someone fills up and leaves without paying	7%	7%	11%	10%	16%	12%	14%	12%	4%	7%	5.46
... you when your car has been broken into and minor items have been stolen (i.e., loose change, cell phones, etc)	6%	8%	10%	12%	15%	14%	13%	10%	5%	6%	5.39
... intoxicated people where there is no criminal offense	8%	7%	11%	11%	16%	14%	14%	10%	5%	6%	5.33
... collisions where there is minor damage and no injury	13%	12%	14%	13%	15%	12%	9%	6%	2%	3%	4.41

Community Policing Services

Citizens rated “*resources assigned to specific neighbourhoods to proactively address local crime issues*” as most important while rating “*resources assigned to communicate with citizens through social media*” as least important.

Offices/civilian resources assigned to...	Not at all important	2	3	4	5	6	7	8	9	Very important	Mean Rating
... specific neighbourhoods to proactively address local crime issues	1%	0%	1%	2%	4%	6%	15%	23%	19%	29%	8.22
... build relationships with Edmonton’s diverse communities	3%	1%	2%	3%	7%	8%	13%	18%	15%	30%	7.75
... work with students in schools	2%	2%	2%	3%	7%	9%	16%	18%	14%	27%	7.68
... work in community police stations	1%	1%	2%	3%	8%	10%	17%	21%	13%	23%	7.66
... work with apartment owners to keep apartment complexes safe	2%	2%	4%	5%	10%	13%	19%	19%	10%	16%	7.01
... communicate with citizens through social media	5%	3%	4%	5%	11%	12%	17%	17%	10%	15%	6.70

Police Operational Services

Citizens reported that dedicating officers to *Tactical* and *Arson investigation* most important police operational services, while *commercial vehicle inspection* and *conducting administrative tasks* were least important.

Officers dedicated to...	Not at all important	2	3	4	5	6	7	8	9	Very important	Mean Rating
... using special weapons & tactics in high risk situations	2%	1%	2%	3%	5%	7%	11%	16%	16%	36%	8.02
... investigating arsons	1%	1%	1%	2%	5%	7%	16%	23%	16%	28%	8.01
... monitoring the safety and security of the LRT system	2%	2%	3%	4%	7%	10%	15%	19%	15%	23%	7.51
... working in the canine program	2%	1%	3%	4%	9%	10%	17%	19%	12%	22%	7.44
... conducting curfew checks of convicted offenders	1%	2%	3%	4%	8%	12%	18%	17%	12%	22%	7.36
... investigating cyber-bullying complaints	3%	2%	3%	4%	8%	10%	17%	20%	13%	19%	7.24
... working on counterterrorism files	4%	3%	3%	4%	9%	10%	15%	15%	12%	23%	7.15
... investigating crimes involving counterfeit money	1%	2%	3%	5%	11%	14%	22%	17%	10%	13%	6.97
... investigating homicide cases that have been unsolved for 5 years or longer unless new evidence emerges	2%	3%	5%	6%	13%	13%	17%	16%	10%	15%	6.75
... investigating fraud complaints under \$10 000	2%	2%	3%	5%	12%	16%	22%	18%	9%	10%	6.75
... monitoring pawnshops and online second-hand websites for stolen goods	2%	2%	5%	7%	13%	17%	20%	17%	8%	8%	6.56
... inspecting commercial vehicles regularly to ensure mechanical safety	5%	4%	6%	7%	12%	13%	16%	15%	8%	12%	6.29
... conducting administrative tasks such as public relations, writing policy, or research	6%	5%	7%	9%	16%	15%	17%	13%	5%	6%	5.81

Community Outreach Services

Citizen respondents rated the following three community outreach services as **most important**:

- Anonymous reporting
- Online crime reporting
- Police Cadet Program

Conversely, the following three were rated as **least important**:

- EPS pipe band
- Extra duty
- Providing a venue to register security alarms

	Not at all important	2	3	4	5	6	7	8	9	Very important	Mean Rating
Providing an anonymous avenue to report crimes or provide tips	1%	1%	1%	1%	5%	7%	14%	20%	17%	33%	8.20
Being able to report minor crimes online instead of going to a station	2%	1%	2%	2%	7%	9%	15%	19%	15%	27%	7.74
Offering a program for teenagers who are interested in law enforcement	3%	1%	3%	3%	8%	9%	18%	20%	12%	22%	7.39
Producing public information campaigns on safety, and crime prevention	2%	2%	3%	4%	10%	14%	18%	18%	12%	17%	7.15
Working with businesses to make their facilities more resistant to crime	2%	2%	3%	4%	10%	14%	21%	20%	10%	14%	7.01
Offering volunteer opportunities in the police service to citizens	4%	3%	4%	5%	11%	12%	17%	18%	10%	16%	6.82
Providing a venue for citizens to register their security alarms	7%	5%	6%	8%	16%	15%	15%	13%	6%	8%	5.85
Making off-duty police officers available to work at private events for a fee	17%	6%	7%	7%	14%	11%	12%	12%	5%	7%	5.20
Maintaining an EPS Bagpipe and Drum band	21%	8%	9%	7%	13%	10%	10%	8%	4%	8%	4.78

Internal Services

In general, citizens rated the three internal services of similar importance, though they placed lowest importance on *maintaining the riverboat unit*.

	Not at all important	2	3	4	5	6	7	8	9	Very important	Mean Rating
Using crime statistics to direct policing activities	1%	0%	1%	2%	6%	9%	17%	23%	17%	23%	7.85
Conducting research, evaluation and strategic planning to inform police practices	2%	1%	2%	3%	9%	12%	17%	21%	12%	18%	7.36
Maintaining equipment and training employees to investigate crimes on or in the river	2%	2%	3%	4%	9%	12%	20%	20%	11%	16%	7.16

Response Times

Almost all respondents (95%) indicated that police should respond to a high priority call in less than 10 minutes.

High Priority (crime in progress, person or property at risk)

Appropriate Response Time % of Respondents

Less than 7 minutes	77%
Less than 10 minutes	18%
Less than 12 minutes	3%
Less than 15 minutes	1%
Less than 17 minutes	1%

Further, almost three-quarters of respondents (73%) reported that police should respond to medium priority calls in less than 25 minutes.

Medium Priority (crime just occurred but the criminal has departed)

Appropriate Response Time % of Respondents

Less than 10 minutes	17%
Less than 20 minutes	36%
Less than 25 Minutes	20%
Less than 40 minutes	10%
Less than 60 minutes	12%
No need for a response, I would report online or in person	4%

Finally, 37% of respondents said that they would not require a police response for low priority calls as they would report the occurrence in person or online.

Low Priority (crime is not time sensitive, the lack of in progress)

Appropriate Response Time	% of Respondents
Less than 60 minutes	14%
Less than 120 minutes	16%
Less than 180 minutes	12%
Less than 240 minutes	10%
240 minutes or longer	11%
No need for a response, I would report online or in person	37%

Collision Reporting

Citizens were asked how likely they would be to use each of the following venues to report a minor collision with no injuries but over \$2000 in damage. All venues received similar ratings; however, respondents indicated they would be most likely to report at a *community or divisional station or online through their personal computer*.

	Extremely unlikely	Unlikely	Neutral	Likely	Extremely Likely	Mean Rating
Community or Divisional Station	5%	7%	14%	36%	37%	3.96
Online, through a personal computer	11%	11%	14%	25%	38%	3.71
A dedicated collision reporting centre	7%	10%	22%	32%	28%	3.64
Online, through a smartphone app	20%	13%	14%	20%	32%	3.32

3.2 Social Media Consultation Results

From March 7 to 11, 2016, the EPS asked a series of daily questions through the EPS Facebook page and EPS Twitter account to solicit feedback from the public. This section details the daily questions along with the top five useful and emerging themes.

Day 1: Of all of the services EPS provides, which one is most important to you? (478 comments)

1. General safety (76 comments)
2. Quicker response times (55 comments)
3. Community presence (i.e., community policing, increased visibility) (46 comments)
4. Traffic enforcement (i.e., speeding, distracted driving) (33 comments)
5. All services are important (28 comments)

Day 2: What crime prevention strategies could EPS develop in conjunction with your community to make your streets safer? (416 comments)

1. Increased police presence (90 comments)
2. Working with community leagues (i.e., neighbourhood watch, social initiatives or public information/awareness campaigns) (74 comments)
3. Traffic enforcement (i.e., speeding, distracted driving) (36 comments)
4. Advocate for change in the criminal justice system such as longer sentences for violent criminals (24 comments)
5. Better monitoring using CCTV and other means (20 comments)

Day 3: What additional services would you like to see EPS offer? (308 comments)

1. Traffic enforcement (i.e., speeding, distracted driving) (26 comments)
2. Increased presence on the streets (i.e., more police, community policing) (26 comments)
3. Working with marginalized populations (i.e., homeless populations, indigenous people, those with mental illness) (17 comments)

4. Work with youth and in schools (16 comments)
5. Review internal accountability measures (16 comments)

Day 4: How can EPS better use technology, websites and mobile apps to provide service to citizens? (91 comments)

1. Expanded use of the EPS App (11 comments)
2. Text to 911/911 App (10 comments)
3. Use of social media (i.e., continued use, or a means to report crime) (8 comments)
4. Expand online reporting (7 comments)
5. Use of body-worn video (5 comments)

Day 5: How can EPS better serve your community? (97 comments)

1. Traffic Enforcement (26 comments)
2. Increased Patrols (24 comments)
3. Be more approachable (20 comments)
4. Involvement in the community (20 comments)
5. Enhanced response times (15 comments)

Through all five days, citizens have generally suggested that EPS focus more time on traffic enforcement (i.e., speeding, distracted driving) and provide an enhanced presence in their communities.

3.3 Public Open Houses

On March 22, 2016 EPS held public consultations at five venues across the city. The 58 participants that attended the various venues were asked the following:

- Identify what you feel are the service’s top priorities
- How can the EPS better serve you or your community?
- What technologies do you think the EPS could use to better serve you?

EPS Priorities

Generally, open house participants indicated that proactively addressing local crime issues, using crime statistics to direct policing activities and working in the canine program should be the service’s top priorities. Because participants were able to select up to five services, the total number below is greater than 58.

Service	% of Participants
Officers responding to specific neighbourhoods to proactively address local crime issues (n = 32)	12%
Using crime statistics to direct policing activities (n = 32)	12%
Officers dedicated to working in the canine program (n = 29)	11%
Conducting research, evaluation and strategic planning to inform police practices (n = 26)	10%
Officer/civilian resources assigned to build relationships with Edmonton’s diverse communities (n = 25)	9%
Officers dedicated to conducting curfew checks of convicted offenders (n = 24)	9%
Officer/civilian resources assigned to work with students in schools (n = 23)	9%
Officers dedicated to using special weapons & tactics in high risk situations (n = 18)	7%
Offering a program for teenagers who are interested in law enforcement (n = 16)	6%
Officer/civilian resources assigned to work in community police stations (n = 15)	6%
Being able to report minor crimes online instead of going to a station (n = 11)	4%
Providing an anonymous avenue to report crimes or provide tips (n = 9)	3%
Officers dedicated to monitoring the safety and security of the LRT system (n = 5)	2%
Officers dedicated to investigating arsons (n = 4)	1%

How can the EPS Better-serve your Community?

The comments provided by participants were similar to those received through the social media consultations, with the top suggestions including:

- Increased police presence (i.e., more officers, working with communities)
- Focus on traffic enforcement

How can the EPS Better-leverage Technology?

The highest proportion of participants indicated that police should be wearing body worn video, while the lowest suggested a 911 app for their smart phone. Because participants were able to select up to three options, the total number below is greater than 58.

Technology	% of Participants
Body worn video for police officers (n = 18)	27%
Provide an app for reporting non-emergency crime/collisions (n = 11)	17%
Ability to text 911 (n = 11)	17%
Expanded online complaint submission (n = 8)	12%
Use more / different social media to engage citizens (n = 7)	11%
Use of drones (n = 6)	9%
Provide a 911 app (n = 5)	8%

Participants were also asked to identify how EPS could utilize the above technologies. The following table summarizes their responses.

Technology	Suggestions for use
Body worn video	<ul style="list-style-type: none"> • Keep police and public accountable and protected
Non-emergency crime/collision app	<ul style="list-style-type: none"> • Convenience for users • To alleviate police resources but still allow for a crime/collision to be reported
Ability to text 911/ 911 App	<ul style="list-style-type: none"> • Texting would yield faster response • Would allow the user to remain silent • Easier to track location of user
Expanded online complaint submission	<ul style="list-style-type: none"> • Allow for more space to write complaints online
Social media use	<ul style="list-style-type: none"> • To keep public engaged
Use of drones	<ul style="list-style-type: none"> • Use for surveillance of high crime areas

3.4 Internal Consultation Survey Results

Highlights

- All items pertaining to “Police Response” were rated significantly less important than the other categories
- 94% of employees expect a police response to a high priority call in 10 minutes or less
- EPS should consider the following suggestions:
 - Civilianizing, outsourcing or offering tiered policing where possible
 - Review NET and CLC functions for redundancy
- Provide citizens alternate methods of reporting minor collisions that do not require a police response

Below are the top 10 **most important** EPS-offered services, according to **Employees**.

EPS Services	Average Rating (10 point scale)
Being able to report minor crimes online instead of going to a station	8.02
Officers dedicated to working in the canine program	7.90
Officers dedicated to working in the tactical team	7.75
Providing an anonymous avenue to report crimes or provide tips	7.19
Officers dedicated to working on counterterrorism files	7.16
Officers dedicated to the School Resource Officer Program	6.76
Officers dedicated to conducting curfew checks of convicted offenders	6.60
Using crime statistics to direct policing activities	6.50
Officers dedicated to investigating arsons	6.29
Officers dedicated to investigating homicide cases that have been unsolved for 5 years or longer unless new evidence emerges	6.20

Below are the top 10 **least important** EPS-offered services, according to **employees**.

EPS Services	Average Rating (10 point scale)
Police responding to collisions where there is minor damage and no injury	2.34
Police responding to gas stations when someone fills up and leaves without paying	2.78
Police responding to off-hours bylaw complaints	3.06
The riverboat unit	3.38
Police responding to you when your car has been broken into and minor items have been stolen	3.67
Police responding to intoxicated people where there is no criminal offence	3.81
Neighbourhood Empowerment Teams	4.26
Providing a venue for citizens to register their security alarms	4.29
Crime-Free Multi-Housing	4.34
Officers dedicated to conducting administrative tasks such as public relations, writing policy or research	4.44

The following is a list of EPS functions sorted by perceived **importance** to **employees**.

EPS Function	Average Rating (10 point scale)
The Employee Assistance Program	8.18
The Duty Officer function	7.54
The Chaplain function	4.80
The Community Liaison function	4.80
The Corps Sergeant Major function	3.66

Additionally, **employees** were asked to rate how **supportive** they would be in implementing the following suggestions.

Suggestion	Average Rating (10 point scale)
Implementing an e-ticketing system for members writing tickets	7.53
Sharing services and resources with the RCMP	6.47
Civilianizing roles and responsibilities that could be fulfilled by civilian members	6.28
Reducing the uniform point allotment to officers	2.83

Police Response

Similar to citizens, all items in this category were rated as significantly less important than any other EPS service. Similar to citizen responses, EPS employees rated responding to “*mental health calls*” as most important and “*minor collisions*” as least important.

Officers responding to...	Not at all important	2	3	4	5	6	7	8	9	Very important	Mean Rating
...mental health calls where there is no criminal offense	11%	11%	16%	14%	18%	10%	9%	7%	2%	3%	4.45
...intoxicated people where there is no criminal offense	13%	17%	20%	15%	15%	7%	6%	3%	1%	2%	3.81
...you when your car has been broken into and minor items have been stolen (i.e., loose change, cell phones, etc.)	16%	19%	19%	13%	13%	9%	5%	4%	1%	1%	3.67
...off-hours bylaw complaints (i.e., noisy neighbours, parking violations, or pet complaints)	28%	21%	18%	9%	10%	7%	4%	2%	0%	1%	3.06
...gas stations when someone fills up and leaves without paying	37%	21%	13%	9%	9%	5%	3%	2%	1%	1%	2.78
...collisions where there is minor damage and no injury	42%	24%	13%	8%	7%	3%	2%	1%	0%	0%	2.34

Community Policing Services

Employees rated the *School Resource Officer program* as the most important community policing service offered by EPS while rating *Neighbourhood Empowerment Teams (NET)* as least important.

Officer/civilian resources dedicated to...	Not at all important	2	3	4	5	6	7	8	9	Very important	Mean Rating
... the School Resource Officer Program	3%	3%	4%	5%	13%	12%	18%	18%	9%	15%	6.76
... work in community police stations	10%	10%	11%	9%	17%	11%	14%	10%	3%	6%	5.10
... Equity, Diversity, and Human Rights	16%	11%	12%	10%	15%	9%	8%	8%	4%	6%	4.66
... communicate with citizens through social media	15%	11%	13%	8%	17%	10%	11%	8%	3%	4%	4.63
... Crime-Free Multi-Housing	15%	13%	12%	11%	19%	10%	8%	7%	2%	3%	4.34
... Neighbourhood Empowerment Teams	18%	12%	13%	11%	15%	10%	9%	6%	3%	3%	4.26

Police Operational Services

Employees rated *Tactical and Canine* as the most important operational services, while rating *conducting administrative tasks* as least important.

Officers dedicated to...	Not at all important	2	3	4	5	6	7	8	9	Very important	Mean Rating
... working in the canine program	2%	2%	2%	3%	7%	6%	13%	18%	15%	32%	7.90
... working in the tactical team	2%	2%	3%	2%	7%	6%	14%	18%	14%	30%	7.75
... working on counterterrorism files	3%	3%	3%	4%	9%	11%	16%	20%	12%	19%	7.16
... conducting curfew checks of convicted offenders	3%	4%	5%	5%	12%	12%	18%	21%	9%	11%	6.60
... investigating arsons	2%	4%	7%	7%	13%	16%	19%	16%	7%	8%	6.29
... investigating homicide cases that have been unsolved for 5 years or longer unless new evidence emerges	3%	4%	8%	9%	14%	14%	16%	14%	7%	11%	6.20
... monitoring the safety and security of the LRT system	6%	7%	8%	5%	13%	12%	14%	16%	8%	10%	6.07
... monitoring pawnshops and online second-hand websites for stolen goods	3%	6%	7%	9%	17%	16%	16%	13%	7%	5%	5.86
... investigating crimes involving counterfeit money	4%	5%	10%	11%	17%	17%	17%	11%	4%	3%	5.53
... investigating cyber-bullying complaints	8%	7%	9%	8%	15%	14%	16%	12%	5%	5%	5.50
... inspecting commercial vehicles regularly to ensure mechanical safety	7%	9%	9%	10%	17%	13%	13%	12%	5%	5%	5.32
... investigating fraud complaints under \$10 000	8%	7%	9%	10%	19%	15%	15%	11%	3%	3%	5.21
... conducting administrative tasks such as public relations, writing policy, or research	12%	12%	14%	13%	18%	12%	9%	6%	2%	3%	4.44

Community Outreach Services

Employees were very supportive of *online crime reporting*, rating it as the most important community outreach service offered by EPS.

Conversely, *providing a venue for citizens to register alarms* was rated as the least important service in this category.

Community Outreach	Not at all important	2	3	4	5	6	7	8	9	Very important	Mean Rating
Being able to report minor crimes online instead of going to a station	2%	1%	2%	2%	5%	7%	13%	17%	17%	34%	8.02
Providing an anonymous avenue to report crimes or provide tips	2%	2%	3%	5%	10%	12%	17%	18%	13%	18%	7.19
Making off-duty police officers available to work at private events for a fee	10%	6%	5%	6%	13%	10%	14%	15%	9%	12%	6.04
Offering a program for teenagers who are interested in law enforcement	5%	5%	8%	8%	15%	14%	17%	15%	6%	7%	5.91
Working with businesses to make their facilities more resistant to crime	4%	6%	8%	8%	16%	16%	19%	13%	5%	5%	5.78
Offering volunteer opportunities in the police service to citizens	6%	7%	8%	9%	16%	13%	16%	13%	6%	7%	5.76
Producing public information campaigns on safety, and crime prevention	4%	6%	10%	9%	18%	16%	15%	12%	5%	5%	5.65
Maintaining an EPS Bagpipe and Drum band	14%	10%	10%	9%	15%	10%	10%	8%	6%	8%	5.04
Providing a venue for citizens to register their security alarms	16%	14%	11%	10%	18%	11%	8%	6%	2%	3%	4.29

Internal Services

Employees were likely to rate using *crime statistics to direct policing activities* as the most important internal service offered; while rating the *Riverboat Unit* as least important.

Internal Services	Not at all important	2	3	4	5	6	7	8	9	Very important	Mean Rating
Using crime statistics to direct policing activities	3%	4%	5%	6%	13%	14%	17%	18%	10%	10%	6.50
Conducting research, evaluation and strategic planning to inform police practices	6%	7%	8%	10%	17%	15%	13%	11%	5%	7%	5.61
The River Boat Unit	30%	16%	14%	8%	12%	6%	6%	3%	2%	2%	3.38

Employee-Specific Internal Services

Employees were asked to rate additional internal services that might not be familiar to the public. Services with the highest rated importance were the *Employee Assistance Program* and the *Duty Officer function*. Services with lowest rated importance were the *Community Liaison Constable (CLC) function* and the *Corps Sergeant Major function*.

EPS Functions	Not at all important	2	3	4	5	6	7	8	9	Very important	Mean Rating
The Employee Assistance Program	1%	1%	2%	1%	6%	6%	10%	18%	16%	35%	8.18
The Duty Officer function	2%	2%	3%	4%	7%	6%	11%	19%	14%	24%	7.54
The Chaplain function	13%	8%	10%	6%	12%	8%	9%	12%	7%	10%	5.37
The Community Liaison Constable Function	15%	9%	11%	8%	11%	10%	12%	8%	4%	5%	4.80
The Corps Sergeant Major function	29%	12%	10%	6%	11%	7%	6%	5%	2%	3%	3.66

New Service Implementation

Further, employees were asked to rate how supportive they would be of adding new services or changing existing ones. Respondents were most supportive of *implementing an e-ticketing system*, while they were least supportive of *reducing the uniform point allotment to officers*.

Service Implementation	Not at all supportive	2	3	4	5	6	7	8	9	Very supportive	Mean Rating
Implementing an e-ticketing system for members writing tickets	4%	2%	3%	3%	9%	6%	9%	16%	12%	29%	7.53
Sharing services and resources with the RCMP	8%	4%	4%	4%	13%	8%	12%	15%	9%	17%	6.47
Civilianizing roles and responsibilities that could be fulfilled by civilian members	11%	5%	6%	5%	12%	7%	10%	13%	8%	20%	6.28
Reducing the uniform point allotment to officers	41%	11%	8%	4%	8%	4%	4%	2%	1%	2%	2.83

Response Times

Almost all employees (94%) indicated that police should respond to a high priority call in less than 10 minutes.

High Priority (crime in progress, person or property at risk)

Appropriate Response Time % of Respondents

Less than 7 minutes	74%
Less than 10 minutes	20%
Less than 12 minutes	4%
Less than 15 minutes	2%
Less than 17 minutes	1%

Further, almost two-thirds of employees (64%) reported that police should respond to medium priority calls in under 25 minutes.

Medium Priority (crime just occurred but the criminal has departed)

Appropriate Response Time % of Respondents

Less than 10 minutes	15%
Less than 20 minutes	30%
Less than 25 Minutes	19%
Less than 40 minutes	11%
Less than 60 minutes	21%
No need for a response, I would report online or in person	2%

Finally, 28% of employees said that they would not require a police response for low priority calls as they would report the occurrence in person or online.

Low Priority (crime is not time sensitive, the lack of in progress)

Appropriate Response Time	% of Respondents
Less than 60 minutes	4%
Less than 120 minutes	12%
Less than 180 minutes	16%
Less than 240 minutes	16%
240 minutes or longer	23%
No need for a response, I would report online or in person	28%

Additional Suggestions

Employees were given the opportunity to offer feedback regarding areas that they felt were no longer necessary, relevant or meeting the needs of citizens, and to provide suggestions for alternative service delivery.

From the 405 employees providing feedback, three common themes emerged.

- Utilizing different human resources such as civilianizing, tiered policing, or outsourcing services to different organization (93 comments):
 - Specific suggestions include:
 - Civilianize front counter staff at divisional and community stations
 - Civilianize administrative positions
 - Civilianize Police Communications
 - Use sheriffs for prisoner transport
 - Consider using special constables for minor occurrences
 - Eliminate services already offered by the City of Edmonton (i.e., employee assistance, chaplain, or equity, diversity and human rights)

- Use social agencies to focus on crime prevention (i.e., REACH)
 - Have Fire Rescue Services investigate arsons
 - Use the Crown to conduct bail hearings
- Repurposing the Community Liaison and NET functions (83 comments):
 - Many of the respondents commenting on the community liaison and NET program have suggested that both programs are redundant to work that Beats is already doing.
- Collision response (52 comments):
 - In general, respondents suggested that the EPS should stop responding to minor collisions where there are no injuries and provide citizens the option to report online or at a dedicated collision reporting centre

Additional feedback included the following:

- Provide more resources for patrol (28 comments)
- Minimize bureaucracy within the agency (24 comments)
 - Reduce the number of people in middle-management roles
 - Minimize the number of senior officers
- Repurpose or close down community stations (23 comments)
- Develop a pool of general investigators, as the investigative areas are far too specialized currently (18 comments)
- Stop responding to:
 - Mental health calls with no criminal occurrence (14 comments)
 - Gas and dashes (11 comments)

4.0 Conclusion

Employee and citizen respondents provided similar feedback regarding what was important to them; however, the feedback differed in magnitude (i.e., citizens ratings of importance were often higher than employee ratings).

Specifically, both employee and citizen respondents rated items in the “police response” section as significantly less important than all other services offered by EPS, suggesting that EPS should review the types of calls that it currently responds to, specifically the following:

- Mental health calls where there is no criminal offence
- Off-hours bylaw complaints
- Gas theft from gas stations
- Vehicle break-ins where minor items have been stolen
- Intoxicated people where there is no criminal offence
- Collisions with minor damage and no injury.

Through social media consultation and the public open houses, citizens were most likely to identify a focus on traffic enforcement and enhanced community presence as most important to them.

Additionally, citizens demonstrated an interest in EPS expanding online reporting to allow them to report a wider variety of minor crimes and occurrences without having to visit a community or divisional station.

Similarly, employee feedback also indicates support for online reporting and expanding its capacity. Further, employees support the idea of alternate service delivery of EPS programs and services, either through civilianization, outsourcing or tiered policing. Moreover, many raised concerns regarding the purpose of NET and the CLCs, suggesting that these programs are redundant and could be offered through Divisional beat officers.

5.0 Recommendations

The following recommendations have been made based on the findings in this report:

- Review the types of calls that EPS responds to and provide citizens alternate methods of reporting (i.e., expanded online reporting, collision reporting centres)
- Review existing programs such as NET or CLC for redundancies to other programs
- Review service delivery, and civilianize, outsource or offer tiered-policing where possible and practical.

Appendix A – Online Public Consultation Survey

EPS provides services to Edmontonians for incidents that are minor in nature or that could be accommodated by other organizations. The following sets of questions identify some of these services; we ask that you review each item and rate its importance on a scale of 1-10.

PoliceResponse

Please review the following list and rate the level of importance to you on a scale of 1 to 10 with **1 being not at all important** and **10 being very important**.

Officers responding to...

Please select one response for each item.

	1 - Not at all important	2	3	4	5	6	7	8	9	10 - Very important
... you when your car has been broken into and minor items have been stolen (i.e., loose change, cell phones, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... gas stations when someone fills up and leaves without paying	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... collisions where there is minor damage and no injury	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... off-hours bylaw complaints (i.e., noisy neighbours, parking violations, or pet complaints)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... mental health calls where there is no criminal offense	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... intoxicated people where there is no criminal offense	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

CommunityPolicingServices

Please review the following list and rate the level of importance to you on a scale of 1 to 10 with **1 being not at all important** and **10 being very important**.

Officers/civilian resources assigned to...

Please select one response for each item.

	1 - Not at all important	2	3	4	5	6	7	8	9	10 - Very important
... work with students in schools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... build relationships with Edmonton's diverse communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... work with apartment owners to keep apartment complexes safe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... specific neighbourhoods to proactively address local crime issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... work in community police stations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... communicate with citizens through social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PoOperationalServices1

Please review the following list and rate the level of importance to you on a scale of 1 to 10 with **1 being not at all important** and **10 being very important**.

Officers dedicated to...

Please select one response for each item.

	1 - Not at all important	2	3	4	5	6	7	8	9	10 - Very important
... working in the canine program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... monitoring the safety and security of the LRT system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... investigating homicide cases that have been unsolved for 5 years or longer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

unless new evidence emerges										
... conducting administrative tasks such as public relations, writing policy, or research	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... using special weapons & tactics in high risk situations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... conducting curfew checks of convicted offenders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PoOperationalServices2

Please review the following list and rate the level of importance to you on a scale of 1 to 10 with 1 being not at all important and 10 being very important.

Officers dedicated to...

Please select one response for each item.

	1 - Not at all important	2	3	4	5	6	7	8	9	10 - Very important
... monitoring pawnshops and online second-hand websites for stolen goods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... inspecting commercial vehicles regularly to ensure mechanical safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... working on counterterrorism files	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... investigating fraud complaints under \$10 000	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... investigating cyber-bullying complaints	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... investigating crimes involving counterfeit money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... investigating arsons	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

CommunityOutreach1

Please review the following list and rate the level of importance to you on a scale of 1 to 10 with **1 being not at all important** and **10 being very important**.

Please select one response for each item.

	1 - Not at all important	2	3	4	5	6	7	8	9	10 - Very important
Maintaining an EPS Bagpipe and Drum band	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offering volunteer opportunities in the police service to citizens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offering a program for teenagers who are interested in law enforcement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being able to report minor crimes online instead of going to a station	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making off-duty police officers available to work at private events for a fee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

CommunityOutreach2

Please review the following list and rate the level of importance to you on a scale of 1 to 10 with **1 being not at all important** and **10 being very important**.

Please select one response for each item.

	1 - Not at all important	2	3	4	5	6	7	8	9	10 - Very important
Producing public information campaigns on safety, and crime prevention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing a venue for citizens to register their security alarms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing an anonymous avenue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

to report crimes or provide tips

Working with businesses to make their facilities more resistant to crime

InternalServices

Please review the following list and rate the level of importance to you on a scale of 1 to 10 with 1 being not at all important and 10 being very important.

Please select one response for each item.

	1 - Not at all important	2	3	4	5	6	7	8	9	10 - Very important
Conducting research, evaluation and strategic planning to inform police practices	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using crime statistics to direct policing activities	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintaining equipment and training employees to investigate crimes on or in the river	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ResponseTime1

From your perspective, please identify what you think is an appropriate response time for the following call priority:

Please select one response for each item.

	1 - Less than 7 minutes	2 - Less than 10 minutes	3 - Less than 12 minutes	4 - Less than 15 minutes	5 - Less than 17 minutes
High Priority (crime in progress, person or property at risk)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ResponseTime2

From your perspective, please identify what you think is an appropriate response time for the following call priority:

Please select one response for each item.

1 - Less than 10 minutes	2 - Less than 20 minutes	3 - Less than 25 Minutes	4 - Less than 40 minutes	5 - Less than 60 minutes	No need for a response, I would report online or in person
---------------------------------	---------------------------------	---------------------------------	---------------------------------	---------------------------------	---

Medium Priority (a crime just occurred but criminal has departed)

ResponseTime3

From your perspective, please identify what you think is an appropriate response time for the following call priority:

Please select one response for each item.

1 - Less than 60 minutes	2 - Less than 120 minutes	3 - Less than 180 minutes	4 - Less than 240 minutes	5 - 240 minutes or longer	No need for a response, I would report online or in person
---------------------------------	----------------------------------	----------------------------------	----------------------------------	----------------------------------	---

Low Priority (the nature of the crime is not time sensitive, the lack of in progress or just occurred)

Scenario

Consider the following scenario: You have been in a motor vehicle collision where there are no injuries, but over \$2000 in damage has been caused. How likely would you be to report the collision using each of the following venues?

Please select one response for each item.

	1 - Extremely unlikely	2 - Unlikely	3 - Neutral	4 - Likely	5 - Extremely Likely
Community or Divisional Station	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A dedicated collision reporting centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online, through a personal computer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online, through a smartphone app	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix B – Online Internal Consultation Survey

<p>Intro</p> <p>Most City of Edmonton departments felt the effects of the economic downturn during budget deliberations in November 2015. As a result, the EPS has many important programs that remain unfunded.</p> <p>To advance these programs, the EPS must find the necessary funding from within.</p> <p>To deliver excellent core services and ensure the organization is not spread too thin, a realignment of resources is required. To achieve this goal, approximately \$9.0 million in savings and efficiencies is required over each of the next three years. Finding these savings will provide us with options on what programs we are able to advance and when we can advance them.</p> <p>The following survey contains questions that were given to citizens as well as specific questions tailored to the expertise of our sworn and civilian members. Your responses will be kept confidential and will be used to help shape the efficient and effective allocation of EPS resources. The survey should take 10-15 minutes to complete.</p> <p>If you have any questions regarding this survey or how the results will be used, please contact researcheval@edmontonpolice.ca.</p>																																																																													
<p>PoliceResponse</p> <p>Please review the following list and rate the level of importance to you on a scale of 1 to 10 with 1 being not at all important and 10 being very important.</p> <p>Officers responding to...</p> <p>Please select one response for each item.</p> <table border="0"> <thead> <tr> <th></th> <th style="text-align: center;">1 - Not at all important</th> <th style="text-align: center;">2</th> <th style="text-align: center;">3</th> <th style="text-align: center;">4</th> <th style="text-align: center;">5</th> <th style="text-align: center;">6</th> <th style="text-align: center;">7</th> <th style="text-align: center;">8</th> <th style="text-align: center;">9</th> <th style="text-align: center;">10 - Very important</th> </tr> </thead> <tbody> <tr> <td>... you when your car has been broken into and minor items have been stolen (i.e., loose change, cell phones, etc)</td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> </tr> <tr> <td>... gas stations when someone fills up and leaves without paying</td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> </tr> <tr> <td>... collisions where there is minor damage and no injury</td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> </tr> <tr> <td>... off-hours bylaw complaints (i.e., noisy neighbours, parking violations, or pet complaints)</td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> </tr> <tr> <td>... mental health calls where there is no criminal offense</td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> </tr> <tr> <td>... intoxicated people where there is no criminal offense</td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> <td style="text-align: center;"><input type="radio"/></td> </tr> </tbody> </table>		1 - 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<p>CommunityPolicingServices</p>																																																																													

Please review the following list and rate the level of importance to you on a scale of 1 to 10 with 1 being not at all important and 10 being very important.

Officers/civilian resources assigned to...

Please select one response for each item.

	1 - Not at all important	2	3	4	5	6	7	8	9	10 - Very important
... the School Resource Officer Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... Equity, Diversity, and Human Rights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... Crime-Free Multi-Housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... Neighbourhood Empowerment Teams	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... work in community police stations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... communicate with citizens through social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PoOperationalServices1

Please review the following list and rate the level of importance to you on a scale of 1 to 10 with 1 being not at all important and 10 being very important.

Officers dedicated to...

Please select one response for each item.

	1 - Not at all important	2	3	4	5	6	7	8	9	10 - Very important
... working in the canine program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... monitoring the safety and security of the LRT system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... investigating homicide cases that have been unsolved for 5 years or longer unless new evidence emerges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... conducting administrative tasks such as public relations, writing policy, or research	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... working in the tactical team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... conducting curfew checks of convicted offenders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PoOperationalServices2

Please review the following list and rate the level of importance to you on a scale of 1 to 10 with 1 being not at all important and 10 being very important.

Officers dedicated to...

Please select one response for each item.

1 - Not at all important	2	3	4	5	6	7	8	9	10 - Very important
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... monitoring pawnshops and online second-hand websites for stolen goods

... inspecting commercial vehicles regularly to ensure mechanical safety

... working on counterterrorism files

... investigating fraud complaints under \$10 000

... investigating cyber-bullying complaints

... investigating crimes involving counterfeit money

... investigating arsons

CommunityOutreach1

Please review the following list and rate the level of importance to you on a scale of 1 to 10 with 1 being not at all important and 10 being very important.

Please select one response for each item.

	1 - Not at all important	2	3	4	5	6	7	8	9	10 - Very important
Maintaining an EPS Bagpipe and Drum band	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offering volunteer opportunities in the police service to citizens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offering a program for teenagers who are interested in law enforcement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being able to report minor crimes online instead of going to a station	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making off-duty police officers available to work at private events for a fee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

CommunityOutreach2

Please review the following list and rate the level of importance to you on a scale of 1 to 10 with 1 being not at all important and 10 being very important.

Please select one response for each item.

	1 - Not at all important	2	3	4	5	6	7	8	9	10 - Very important
Producing public information campaigns on safety, and crime prevention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing a venue for citizens to register their security alarms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing an anonymous avenue to report crimes or provide tips	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working with businesses to make their facilities more resistant to crime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

InternalServices

Please review the following list and rate the level of importance to you on a scale of 1 to 10 with 1 being not at all important and 10 being very important.

Please select one response for each item.

	1 - Not at all important	2	3	4	5	6	7	8	9	10 - Very important
Conducting research, evaluation and strategic planning to inform police practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using crime statistics to direct policing activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The River Boat Unit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ResponseTime1

From your perspective, please identify what you think is an appropriate response time for the following call priority:

Please select one response for each item.

	1 - Less than 7 minutes	2 - Less than 10 minutes	3 - Less than 12 minutes	4 - Less than 15 minutes	5 - Less than 17 minutes
High Priority (crime in progress, person or property at risk)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ResponseTime2

From your perspective, please identify what you think is an appropriate response time for the following call priority:

Please select one response for each item.

	1 - Less than 10 minutes	2 - Less than 20 minutes	3 - Less than 25 Minutes	4 - Less than 40 minutes	5 - Less than 60 minutes	No need for a response, I would report online or in person
Medium Priority (a crime just occurred but criminal has departed)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ResponseTime3

From your perspective, please identify what you think is an appropriate response time for the following call priority:

Please select one response for each item.

1 - Less than 60 minutes	2 - Less than 120 minutes	3 - Less than 180 minutes	4 - Less than 240 minutes	5 - 240 minutes or longer	No need for a response, I would report
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<p>Low Priority (the nature of the crime is not time sensitive, the lack of in progress or just occurred)</p>	○	○	○	○	○	○
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online or in person

StaffIntro

The following questions were developed from discussion from EPS' December 14th Executive retreat.

InternalQ1

Please review the following list of current EPS functions and services and rate the level of importance on a scale of 1 to 10 with **1 being not at all important** and **10 being very important**.
Please select one response for each item.

	1 - Not at all important	2	3	4	5	6	7	8	9	10 - Very important	Don't know/NA
The Duty Officer function	○	○	○	○	○	○	○	○	○	○	○
The Chaplain function	○	○	○	○	○	○	○	○	○	○	○
The Corps Sergeant Major function	○	○	○	○	○	○	○	○	○	○	○
The Community Liaison Constable Function	○	○	○	○	○	○	○	○	○	○	○
The Employee Assistance Program	○	○	○	○	○	○	○	○	○	○	○

InternalQ2

Please review the following list and rate how supportive you would be of implementing the following suggestions, with **1 being not at all supportive** and **10 being very supportive**.
Please select one response for each item.

	1 - Not at all supportive	2	3	4	5	6	7	8	9	10 - Very supportive	Don't know/NA
Implementing an e-ticketing system for members writing tickets	○	○	○	○	○	○	○	○	○	○	○
Reducing the uniform point allotment to officers	○	○	○	○	○	○	○	○	○	○	○
Civilianizing roles and responsibilities that could be fulfilled by civilian members	○	○	○	○	○	○	○	○	○	○	○

Sharing services and
resources with the
RCMP



Suggestion

In your experience with EPS and based on information received over the years, are there services that the organizations is providing that are no longer necessary, relevant, or meeting the needs of citizens. Please use the space below to identify these areas and suggestions for alternative service delivery.

Please be as specific as possible.