



Strategic Plan

Taber Police Service

2021 - 2026

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Introduction

In 1999 the Taber Police Service held its first strategic planning sessions and, as a result, a business plan was developed and implemented within the Taber Police Service. In 2003 the business plan was revisited and the Taber Police Service entered a new 5-year strategic planning cycle which culminated with a 5-year business plan. Since that time, the Taber Police Service has implemented Alberta Policing Standards which call for the business planning cycle to commence every 5 years. In 2007 the Taber Police Service commenced a 4-phase process which allowed for our organization to create a new business plan and in 2010 another 5 year plan strategic plan was drafted. In February of 2016, with the retirement of Chief Rudd, the newly appointed Chief of Police commenced the process to create a new 5 year strategic plan for the police service. This plan culminated in a report card to the Commission that demonstrated we successfully achieved most of the goals that we set for ourselves in 2016. In September of 2020, we commenced the data gathering phase for our next iteration of strategic plan. This consisted of focus groups, survey, and an environmental scan. The following plan was created and followed to gather the information required to establish our core services, key strategic priorities and set goals for the next 5 years.

- Phase 1: Orientation and background, review of documents.
- Phase 2: Investigation/Research & Development: A review of best practise occurring in policing around strategic planning was undertaken. We reviewed Town of Taber demographics, South Grow data, Alberta Health Services data, Statistics Canada, crime analyses, and the Alberta Policing Standards Audits for input and direction for our strategic plan.
- Phase 3: Public/Employee Input: In this phase we conducted the 2020 Adult Community Survey, the 2019 Youth Survey, and focus group sessions with the Taber Municipal Police Commission, Council, and Taber Police Service staff. This data was used to assist in the establishing our core services, key strategic priorities, and organizational goals. Our mission and vision were reviewed to determine relevancy and re-commitment to our purpose.
- Phase 4: Strategic Plan Finalization: A draft report was compiled and submitted to the Taber Municipal Police Commission for approval. Once approved, the strategic plan was implemented. Each month the Chief of Police will report to the Commission outcomes and outputs from the work completed by the Taber Police Service. This reporting mechanism allows our governance body to see where the resources spent on policing are hanging an impact.

As a result, the following document outlines our mission and vision statement and what we value as an organization. This is followed by the identification of what we believe it is that we do as a police service, named our core services. Within these core services are key strategic priorities. Within each key strategic priority we have established specific, measurable, attainable, relevant and timely goals. Each goal has been assigned to a person to champion the goals. We have now set a path for us to follow. We have an organization that is up to the challenge and staff that are willing to work hard to achieve our goals, and report to the community our progress.

Mission

WE ARE THE TABER POLICE SERVICE ESTABLISHED IN 1904. WE STRIVE TO INFORM, INVOLVE AND PROTECT THE COMMUNITY OF TABER.

Vision

WE, THE MEMBERS OF THE TABER POLICE SERVICE, BELIEVE THAT:

- police work is performed through relationships;
- there needs to be a partnership between the police and the community;
- we exist to serve and are, therefore, accountable to the community;
- the citizens of Taber are the ultimate consumers of police services and should be provided the opportunity for input into our priorities; we must determine community concerns and be proactive in the community to address those concerns;
- every effort must be made to inform the community of what we are doing and the results of our efforts.

The Taber Police Service believes in community policing not as a program that we must institute but as a concept by which we operate on a daily basis. We believe that we serve and are, therefore, accountable to the community. Our goal is to determine community concerns and to be proactive in the community to address those concerns. Therefore, we know that every effort must be made to inform the community of what we are doing and the results of our efforts.

The members and staff of the Taber Police Service recognize the need to display a professional image if we are to represent the community of Taber as their police service. We believe that each employee will need not only the training and equipment to do their job but the support and respect of the community. We understand that this requires a great deal of work but are determined to succeed. We take pride in our progress towards this operating philosophy.

Values

As a group we defined a set of core values which we believe we should, as an organization and as individuals, consistently try to apply in order to achieve excellence in policing.

Honesty

We believe in an honest work environment that encourages trust and respect of fellow employees, as well as that of the community.

Integrity

We believe that our actions should be based on an internally consistent framework of principles, and, furthermore, that everything we do as a police service or as individuals is based on our defined set of core values.

Compassion

We believe that we should treat each other, as well as those in the community for which we serve, with kindness and empathy.

Accountability

We believe that our actions as a police service and individuals should be transparent and that we are responsible for our decisions and policies. We understand that we are accountable and answerable to the community of Taber, our governing body, and to each other.

Professionalism

We believe that we should adhere to the highest standards of professionalism and that we should maintain our standards through reflection, review, and audits.

Core Services

Policing Services

The Taber Police Service provides a full continuum of policing services to the community of Taber. From the enforcement of disturbances and bylaws, through complex criminal investigation, we are trained and equipped to handle all but the most complex crimes. Where we need assistance, we have the ability of reaching out to our Provincial policing partners. Our policing service includes the Community Standards Unit, the Taber Police Service patrol team, a General Investigative position, a Patrol Sergeant, a Community/Admin/Support Sergeant, a School Resources Officer, jail guards, and a compliment of auxiliary police. The Taber Police Service believes in the principals of community policing that are enshrined in all we do to ensure public safety in our community.

Public Safety Dispatch and Support

The Taber Police Service provides the community of Taber with a Public Safety Answering Point for 911, and dispatch services for police personnel and a number of Community Peace Officer programs. We provide Fire Dispatch to the Taber Fire Department, M.D. of Taber, Town of Vauxhall, Village of Barnwell, and the Hamlets of Hays, Enchant, and Grassy Lake. Furthermore, we support Policing Services by working together to ensure effective record keeping, conducting searches of police databases, answering non emergent phone lines, providing front counter service to the public, and administrative support functions.

Community Support

The Taber Police Service is an integral partner to many of the professional services and programs in our community working together to promote community health and safety. The Taber Police Service endeavours to promote and foster a positive relationship between our community and the police. By putting into practice our philosophies of community policing, the members of the Taber Police Service perform community functions that can be considered non-traditional police roles. Some examples of this service include volunteering, sitting on committees, coaching sports, attending community events, spearheading community programs, and helping those who do not have other supports in their lives. Community Assistance is provided by conducting criminal record checks, helping people with passport applications, fingerprint services etc.

Key Strategic Priorities

Community Safety Priorities

There are three areas where community safety is a priority:

- Public: the public deserve to feel safe in their homes and in the community.
- Property: people should feel confident that their property is safe and secure from vandalism and theft.
- Police: police officers should be well trained and equipped to reasonably respond to threats against their person or those in community who chose to harm others or themselves.

Community Involvement

Crime prevention is a community responsibility and relationships need to exist to ensure community safety.

Partnerships with Others in Law Enforcement and Public Safety Organizations and Companies

The community of Taber is subject to crime pressures similarly faced by other communities in southern, Alberta. Law enforcement must work collaboratively to deal with the ever-increasing demands on police resources and where possible, utilize specialized policing units, and shared services to accomplish community safety.

Communication; Both Internal and External to the Organization

To ensure community safety, resources must be available to police. The Taber Municipal Police Commission governs the Taber Police Service and must be informed of the activities of the police service, trends occurring in the community, and given a report card of policing efficacy. Monthly reports to Commission, and in turn through Commission to Council are integral in maintaining communication.

Community Collaboration Priorities

Partnerships with professional organizations i.e., probation, Victims Services, TCAPS/TCAD, and Fire Departments, Community Peace Officer programs must be reviewed and analyzed to ensure they are working.

School Resource Officer Program needs to be maintained or strengthened.

Law Enforcement/Police Partnerships should be examined where we can leverage opportunities to bring about new activities to make policing service more sustainable.

Cultural groups need to be engaged to ensure those that are most vulnerable are protected.

Media engagement is crucial to advise the public of our efforts as a police agency and to inform the public regarding public safety concerns or issues.

Community Awareness Priorities

Social media is a phenomenon that can assist the police. With the benefits of social media comes the need to resource and take care of social media sites. Furthermore, we must be aware of the impacts that social media has on criminality in our community and that it can be used to commit crimes as well as solve them.

Professional standards and assessing the number public complaint/compliments are long standing methods of determining community support, officer conduct and public satisfaction. Having a records management system that records professional standards investigations allows for accurate reporting both internally and externally to the organization.

Collection and dissemination of information to the public is crucial. Feedback from our stakeholders indicates that some of the public is not aware of who we are, and what we do.

People and Technical Professionalism Priorities

Staying modern and current is important in policing and for or purposes is divided into two categories:

- Human Resources means providing adequate and effective training to police officers, ensuring hiring standards are maintained and followed, employees are supported in work life balance, and performance assessment is completed. This includes looking after one another and ensuring that mental health and wellness is considered.
- Technology means ensuring that technological advances are reviewed and that the opportunities that technology provides are examined and put in place when needed or required.

Safe work practices are of utmost importance to the employees of the Taber Police Service. Maintaining an active and audited safety program is essential.

Alberta Policing Standards compliance is important and the audits and suggestions for improvement are seriously considered and applied where needed.

Goals

See next page.

Community Safety Priorities

<i>Goals</i>	<i>Person(s) Responsible</i>	<i>Measurement</i>	<i>Percent Complete</i>	<i>Target Completion Date</i>	<i>Comments</i>	<i>Connection to Core Service</i>	<i>Budget Impact</i>
Goal 1: Public Safety: the public deserves to feel safe in their homes and community. The police service can make plans and produce reports of our efforts and assess public safety through analysis of criminal activity. Trends from the reports can be identified and acted upon where necessary.	Chief of Police	Perception of public safety will be monitored through the Taber Police Service Community Survey and assessed for trends against previous surveys. Suggest that 80% satisfaction is a target.		Every 3 years		1, 2	
	Chief of Police	Basic crime analysis will be conducted monthly in the Police Chiefs Report to the Commission. Trends will be monitored and addressed when encountered.		Monthly, every second Thursday		1	
	Chief of Police	Advanced yearly crime analysis will be conducted and a complete report submitted to the Commission and provided to the Taber Town Council and Community. Data will be identified and assessed to determine if we are meeting regional/provincial/national trends.		Yearly, March 1		1	
	Chief of Police	Community Standards Unit report will be included in the monthly Police Chief's report to Commission. This report outlines the activities of the Unit.		Monthly, every second Thursday		1	
	Chief of Police	The 911 activity report will be reviewed each month to ensure that we are complying with 911 standards, reported in Police Chief's report to the Commission.		Monthly, every second Thursday		1, 2	
	Chief of Police	Complaints against police will be monitored monthly and reported through the Police Chief's report to Commission.		Monthly, every second Thursday		1	
	Sr. Constable Johnson	Use of force incidents will be monitored and a yearly report generated to identify trends and establish early warning interventions if there are any concerns.		Yearly, January 1		1	
	Chief of Police	An annual report will be provided to the community that outlines our efforts, examines our budgets, assesses our crime, examines police complaints etc.		Yearly, April 1		1, 2, 3	

Community Safety Priorities

<i>Goals</i>	<i>Person(s) Responsible</i>	<i>Measurement</i>	<i>Percent Complete</i>	<i>Target Completion Date</i>	<i>Comments</i>	<i>Connection to Core Service</i>	<i>Budget Impact</i>
	Constable Schneider	A cell block audit will be conducted annually to ensure that clients who are lodged in our cells are safe, their property looked after and paper work is in order.		Yearly report to Chief of Police for furtherance to Commission. Jan. 1		1	
Goal 2: Safety of Property: The public expects that their property is safe from vandalism and theft. Also, property in our care is dealt with respectfully and administered properly.	Chief of Police	Monthly crime analysis through report to the Police Commission will allow for trends to be identified and assessed regarding property crime.		Monthly, every second Thursday		1	
	Chief of Police	Advanced yearly crime analysis will be conducted and a complete report submitted to the Commission and provided to the Taber Town Council and Community. Trends will be identified and assessed.		Yearly, April 1		1	
	Chief of Police	A review of the Community Survey will allow us to measure perceptions of the public as it relates to the safety of property.		Every three years		1	
	Inspector	A yearly exhibit audit will be conducted and a report submitted outlining any issues or concerns with exhibit continuity, exhibit storage and destruction of exhibits in our care.		Yearly, October 1		1	
Goal 3: Safety of Police: Police officer and other staff that work for the Taber Police be well trained and well equipped.	Inspector	A bi-annual training plan will be created and assessed yearly in a report to the Chief of Police.		Yearly, January 1		1, 2	
	Sr. Constable Johnson	Every three years, a use of force training plan will be submitted for approval and a yearly report will be generated to the Chief of Police to ensure compliance.		Yearly, January 1		1	
	Sr. Constable Johnson	An inventory of use of force equipment, and repairs, out of service issues, etc. will be completed and recorded for review. An audit of any issue or concerns will be provided to the Chief of Police.		Yearly, April 1		1	

Community Safety Priorities

<i>Goals</i>	<i>Person(s) Responsible</i>	<i>Measurement</i>	<i>Percent Complete</i>	<i>Target Completion Date</i>	<i>Comments</i>	<i>Connection to Core Service</i>	<i>Budget Impact</i>
	Sr. Constable Johnson	Use of force incidents will be monitored and a yearly report generated to identify trends and establish early warning interventions if there are any concerns.		Yearly, January 1		1	
	Human Resources	Workers compensation reports will be reviewed in an effort to decrease the number of claims.		Yearly, January 1		1, 2	
Goal 4: Develop a strategy and implement more police operational debriefings.	Inspector	Develop/update operational debriefing policy. New policy is measurement of success.		September 1, 2021		3	
	Inspector	Hold operational debriefings and assess their utility by speaking with supervisors and staff.		Ongoing		3	

Community Collaboration Priorities

<i>Goals</i>	<i>Person(s) Responsible</i>	<i>Measurement</i>	<i>Percent Complete</i>	<i>Target Completion Date</i>	<i>Comments</i>	<i>Connection to Core Service</i>	<i>Budget Impact</i>
Goal 1: Maintain our auxiliary police program.	Sr. Constable Dube	Participation of the number of hours and shifts that are completed by the auxiliary staff.		Yearly, January 1		1, 3	
	Sr. Constable Dube	Maintain the auxiliary training regimen (report).		Yearly, January 1		1, 3	
	Chief of Police	Hold a yearly appreciation night as a focus group for auxiliary feedback.		Yearly		3	
	Chief of Police	Invite auxiliary and participate in the Town of Taber volunteer night.		Yearly, when scheduled		3	
Goal 2: Strengthen our volunteer partnerships with Citizens on Patrol.	Constable Valgardson	Monthly report of the number of patrol shifts, volunteer hours and number of complaints generated by COP.		Monthly		1, 3	
Goal 3: Develop programs with our communities of diversity. Bring more cultural awareness and diversity into the police service.	Chief of Police	Meet with the Taber Equality Alliance twice a year to discuss relationships and issues/concerns/challenges. Record the number of meetings		Bi-annually		1, 3	
	Chief of Police	Meet with the Taber Pilipino Society twice a year to address relationships and issues/concerns/challenges. Record the number of meetings.		Bi-annually		1,3	
Goal 4: Within standards, try to recruit and attract new employees who are from diverse background that reflect the demographic in our community.	Inspector	Examine background of employees to our diversity demographic. Success will be more alignment.		Yearly, January 1		1,2,4	

Goal 5: Maintain our School Resource Officer program. The SRO program is highly recognized by the public as an excellent program.	Constable Nguyen/SRO	The SRO will compile a yearly report that outlines the activities of the program. It will include the number of matters dealt with by the SRO, the number of threat assessments, etc.		Yearly, July 1		1, 3	
	Sr. Constable Evanson	A short survey will be sent yearly to our school partners to assess the SRO program.		Yearly, December 1		1, 3	
	Sr. Constable Evanson	Every three years, Taber youth will be surveyed, similar to the adult survey, to understand the perceptions and attitudes towards policing in our youth.		Every 3 years		1,3	
Goal 6: Increase community collaboration and community response to sexual assault.	C/A/S Sergeant	Meet with the MDST and discuss this new policing standard. Develop a strategy in writing to meet this goal. The Approved strategy will be the first measurement of success		January 2022		1	
Goal 7: Increase community collaboration and community response to domestic violence.	C/A/S Sergeant	Continue to hold MDST meeting to address and build capacity within our domestic violence coalition in our community. The minutes of the meeting will be our measurement of success.		Ongoing		1	

Community Awareness Priorities

<i>Goals</i>	<i>Person(s) Responsible</i>	<i>Measurement</i>	<i>Percent Complete</i>	<i>Target Completion Date</i>	<i>Comments</i>	<i>Connection to Core Service</i>	<i>Budget Impact</i>
Goal 1: Increase the profile of the police service in the community.	C/A/S Sergeant	Increase our presence on social media. Measure our reach by recording likes and shares on Facebook. Report to Commission in police Chief's monthly report.		Every week, Fridays		3	
Goal 2: Develop a community camera registry program	Sr. Constable Dube	Obtain approved policy for the program. Policy approval is the measurement.		July 2021		1	
	Sr. Constable Dube	Develop a layer on the CAD to identify camera locations in community. Successful completion is the measurement.		July 2021		1	
	Sr. Constable Dube	Obtain registrants. Increased numbers indicate success.		Ongoing, report each January 1		1	
Goal 3: Report to the Taber Municipal Police Commission the number of citizen contacts and complaints against police received by the police service.	Chief of Police	Each month a report generated from IAPRO will be provided to the Taber Municipal Police Commission and assessed against the previous year.		Monthly at each Commission meeting		1	

People and Technical Priorities

Goal 1: Provide adequate and effective dispatch services to our community and clients.	PSCM, Dana Bell	Establish a set of metrics to measure dispatch efficacy.	January 1, 2021	2
	PSCM, Dana Bell	Once the dispatch metrics are established, assess dispatch service against metrics and provide a monthly report to the Chief of Police with a culminating report at year end.	January 1, 2021 and each year thereafter	1, 2
Goal 2: Employee safety in the workplace is of utmost importance and we must strive to maintain our Health and Safety Program.	C/A/S Sergeant	The Taber Police will participate in the Town of Taber Workplace Health and Safety Program and will participate in yearly audits of our program. An audit report will be submitted from the Health and Safety Committee that measures our efficacy in this regard. We require 50% in each of the 8 elements listed and 90% overall.	Yearly, depends on external audit team	1, 2
	C/A/S Sergeant	We will hold weekly safety meeting and minutes will be recorded of those meeting and stored electronically for review.	Weekly, Wednesday mornings	1, 2
Goal 3: Develop a Critical Incident Stress management program.	Inspector	Identify and train staff members in CISM.	January 2021	
	Inspector	Create Policy for CISM	June 2021	
	Inspector	Hold CISM debriefings for critical incidents.	Ongoing	
Goal 4: Ensure that police receive yearly performance assessment against the established Police Sector Council competencies. Ensure non-police staff are also performance assessed.	Sergeant Gyepesi	Complete yearly performance assessments on all subordinate staff under his supervision. And ensure where others are not supervised by you, that their assessments are also completed. Completion of the assessments is the measurement of success.	Yearly	1, 2
	PSCM, Dana Bell	Complete all yearly performance assessments on staff under your supervision.		1, 2
	Sergeant Gyepesi	Establish a set of metrics to determine police performance efficacy.	Ongoing depending on Sol Gen	1

People and Technical Priorities

	Sergeant Gyepesi	Once the performance metrics are established, performance assess each officer against the metrics and provide a quarterly report to the Chief of Police.	Dependant on metrics being established	1
Goal 5: Ensure our dispatch clients can provide feedback to tell how we are doing and to voice their compliments or concerns.	C/A/S Sergeant	Conduct a yearly assessment survey of our dispatch clients and provide a report to the Chief of Police.	Yearly, January of each year	2
Goal 6: Maintain 911 Alberta Standard compliancy.	PSCM, Dana Bell	Receive successful audit from the Alberta 911 Standards Committee. Certificate is the proof.	Every 2 years	1, 2
	PSCM, Dana Bell	Test the backup 911 center at the Taber Firehall. Provide report to Chief of Police.	October each year.	1, 2

Alignment to Town of Taber Strategic Plan

The Taber Police Service is part of a larger organization that is the Town of Taber. Although we are governed by the Taber Municipal Police Commission, it is important that, as a department of the Town, we are aligned with the strategic priorities as laid out by the Mayor and Council.

The following diagram outlines where the Taber Police Service goals align with the Town of Taber's strategic goals.

The Town of Taber's three Goals are broken down into four categories; Improve Internal and External Communications, Develop Community and Promote Growth, Define and Practice Good Governance, and Enhance Sense of Community.

Town of Taber and Taber Police Service Alignment of Goals

Improve Internal and External Communications

- Obtain funding for a website for the Taber Police Service.
- Report to the Taber Municipal Police Commission the number of public complaints against police received by the police service.
- Provide adequate dispatch services to our company and clients.
- Ensure our dispatch clients can provide feedback to tell us how we are doing and to voice their compliments and concerns.

Develop Community and Promote Growth

- We want to maintain our school resource officer program.
- Maintain our auxiliary police program.
- Increase the profile of the police in the community.

Define & Practice Good Governance

- Ensure safety in the workplace is utmost importance. We must strive to maintain our Health and Safety program.
- Ensure that police receive yearly performance assessments against the established Police Sector Council competencies. Ensure non-police staff are also performance assessed.
- Become 911 Alberta Standards compliant.
- Ensure police officers and other staff that work for the Taber Police Service are well trained and well equipped.

Enhance Sense of Community

- **Public Safety:** The public deserves to feel safe in their homes and community. The police service can make plans and produce reports of our efforts and access public safety through analysis of criminal activity. Trends from the reports can be identified and acted upon where necessary.
- **Safety of Property:** The public expect that their property is safe from vandalism and theft. Also, any property in the possession of the Taber Police Service is respectively administered with care.