

Topic: Enforcement Services Review

Introduction:

Russell Farmer and Associates Consulting Ltd was hired to conduct a review of Enforcement Services. Council approved this project through the 2012 – 2014 Budget process. The final report is being presented to Council as information.

Facts (Background Information):

Council approved a review of Enforcement Services through the 2012 Budget process. Russell Farmer and Associations Consulting Ltd were awarded the contract through the County's RFP process. The review started in April and ended in August. The review process identified areas Enforcement Services were doing well, and areas where improvement is suggested and have made twenty-nine recommendations. Enforcement Services will draft an implementation plan addressing these recommendations.

Analysis:

The review started in April and ended in August. As part of the review process internal and external partners were interviewed and/or asked to complete a survey. These included:

- Mayor & Council
- CAO
- General Manager and Manager
- Supervisors,
- Officers
- Support Staff
- RCMP – Drayton Valley, Evansburg and Spruce Grove/Stony Plain Detachments
- Rural Crime Watch groups
- Resident associations

Benchmarking was done with comparable municipalities. These were:

- MD of Rockyview
- Red Deer County
- Grande Prairie County

- Leduc County
- Wetaskiwin County

The review identified Council priorities:

- Traffic issues in residential areas
- Gravel hauling
- Monitoring public areas
- Off-Highway Vehicles
- Navigable waters (October 16, 2012 Council decided this was no longer a priority for ES)

What Enforcement Services (ES) does well:

- Response to requests for service
- Data collecting and reporting
- Relationships
- Training and
- Strong Teamwork and support.

Areas identified for improvement:

- Organizational restructure
- Internal Communication
- Standard Operating Guidelines / Procedures
- Resource Planning
- Addition of Officer and/or Services
- New Operations Supervisor Position
- Facilities and Equipment
- Commercial Vehicle pull outs
- Access to mediation
- Job Descriptions
- Ability to view work requests by other officers
- Complaints against officers
- Performance reviews

Administration has already been working to address some of these identified areas.

Administration's implementation plan will specifically address each item; what is being done or cannot be done and proposed timelines. The majority of the recommendation can be addressed within the approved budget and operations of the Department.

Alternatives:

1. Not accept the report for information

Conclusion/Summary:

Administration supports this report and recommends Council directs Administration to develop an implementation plan, complete with timelines, addressing the report's recommendations.

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