

Organization

Founded in 1971 through the amalgamation of 14 separate municipal police forces, York Regional Police employs more than 1,640 sworn officers and some 600 civilian staff.

York Regional Police**The Challenge**

Bring order to York Regional Police's siloed structured and unstructured data, and then harness that data for strategic planning, performance management, and operational analysis.

The Strategy

Create a data warehouse that merges data across all departments as the foundation for a cohesive analytics environment that includes intelligent search tools, dashboards, and a performance management framework.

The Results

Dramatic reductions in time spent collating disparate information into actionable policing intelligence, with more efficient use of resources and assets across the service area. Better tools for crime prevention, resource allocation, worker wellness, and organizational performance.

Information Builders Solution

Law Enforcement Analytics including WebFOCUS, Magnify, and Professional Services.

Information Builders provides the industry's most scalable software solutions for data management and analytics. With one smart platform for integration, data quality, and analytics, we help companies manage their data, generate insights, take action, and deliver impact.



York Regional Police Uses WebFOCUS to Improve Officer Intelligence, Health, and Efficiency

Law Enforcement Analytics Solution Helps Canadian Agency Calculate the Economics of Policing

York Regional Police (YRP), headquartered in Ontario, Canada, is a law enforcement agency with more than 2,200 members who serve a region of 1,756 square kilometers bordering the city of Toronto. From high-risk tactical operations to victim support services, YRP oversees the security and safety of more than one million residents.

Formed in 1971, through the consolidation of 14 separate municipal police forces, YRP had been amassing valuable data for years. Critical police information was stored in a variety of systems, including a dispatch system, a records management system, a PeopleSoft ERP system, and various other sources, including Microsoft Excel. To support data-driven decision-making, data had to be manually aggregated and deconflicted to answer questions about how, when, where, and why police assets were deployed.

YRP wanted an easy way to query this data to gain real-time insights into officer activity and performance (arrests, tickets issued, etc.); how an officer's work time is compartmentalized across a variety of official daily duties; where they stand with sick time, personal leave, vacation, and overtime; and early flagging of traumatic incidents that can threaten an officer's mental and physical well-being.

"We needed to ensure that we were deploying our police resources in the most effective way we possibly could, and that we provided them with the tools to do their job as efficiently and safely as possible" says Stuart Betts, superintendent of Executive Services for YRP. "Our people are our most valuable resource."

As that philosophical change took hold, York Regional Police began to glimpse the broader possibilities inherent in business intelligence (BI) and analytics technology. After a comprehensive evaluation process, YRP's BI committee selected Information Builders and its Law Enforcement Analytics (LEA) solution.

New Insights for Officers, Commanders, and Crime Analysts

YRP's Business Intelligence Unit worked with Information Builders to apply law enforcement data to the agency's Real-Time Operations Center (RTOC), investigations, analysis, intelligence, and front-line patrol. Information Builders collaborated with YRP's BI team to develop the initial dashboards, and then trained that team to build additional dashboards themselves. A few quick wins stoked a fire in the organization for self-service analytics.

Information Builders also helped York Regional Police create a data warehouse that joins structured and unstructured data entities that were previously difficult to associate. The warehouse powers analytics dashboards that help YRP manage officer performance, calculate the cost of responding to various types of calls, and address strategic operational decisions as commanders and supervisors deploy police resources.

Connecting the Dots Between Structured and Unstructured Data

Police investigations involve a lot of structured information – data entries with discrete name and date-of-birth fields, for instance – as well as unstructured data from hand-written reports, documents, and other sources, such as license plate numbers that are jotted down, filed, and quickly forgotten. What detectives call “connecting the dots” is often a laborious and resource-intensive process that combines deductive reasoning with tedious manual searches.

YRP used WebFOCUS Magnify from Information Builders to facilitate enterprise-wide searches that include the warehouse and several other diverse data sources, linking seemingly unrelated bits of information into a coherent and actionable whole. Because Magnify begins by enriching data prior to indexing, the treated records reveal interdependent elements, enabling previously unseen connections to emerge from the background noise. This unique search platform made an instant impression on Betts and his colleagues.

Shifting From Hunches to Facts

Sometimes YRP's analyses reveal counterintuitive findings. Prior to the implementation of the BI tools, staff spent hundreds of hours of manual analysis to assess workload, and appropriate staffing levels throughout the day. Findings were counterintuitive to the traditional mindset that suggested that they needed the same number of officers on patrol throughout the day, with an emphasis on police presence during the late night/early morning hours.

Now, however, in less than 15 seconds, they are able to verify and demonstrate when the greatest demands for service take place, and what priority level of calls take place throughout the day and where. This has helped YRP to implement the most effective shift deployments, ensuring sufficient resources are available at all times of the day – an evidence-based deployment of resources that maximizes the efficient use of existing staffing. This information is available to all commanders and has been a game-changer in terms of resource deployment.

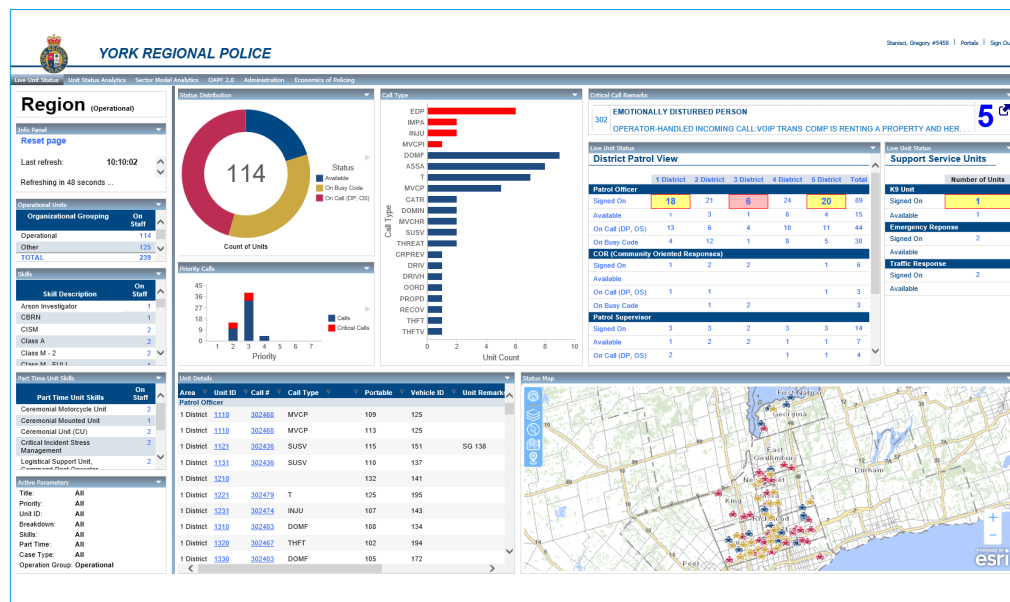
“We view business intelligence and data analytics as a strategic priority for our organization,” Betts concludes. “Information Builders has helped us leverage our data to detect, suppress, and prevent crime as we turn raw data into actionable intelligence.”

Stuart Betts
Superintendent of
Executive Services
York Regional Police

“What Information Builders demonstrated in 15 seconds would take my analysts weeks of work to accomplish. Our investment in this product represents an immediate return on our investment. It will be an exciting game changer in policing.”

Eric Jolliffe
Chief of Police
York Regional Police

York Regional Police is also using a real-time dashboard to notify command staff in its Real-Time Operations Center about where its officers are working in the region at any given moment. When an elderly citizen goes missing, for instance, a supervisor can quickly identify which search and rescue assets are in the vicinity; their availability; and if required, what languages they speak, read, and write (including proficiency level) to direct appropriate resources to respond as the incident unfolds.



This Live Unit Status dashboard automatically alerts the RTOC when any part of the region is below the minimum number of patrol officers. It allows the RTOC to identify the closest officers to a call for service that requires a special skill or language.

When Information Impacts Lives

York Regional Police is leveraging its data to identify officers whose exposure to traumatic events may lead to elevated stress levels, resulting in potential future health concerns. Occupational stress injuries are a serious issue within law enforcement, with one in five police officers subject to the condition at some point in their careers, according to *Business Insider*.¹ YRP is using its incident data to address the issue proactively, and head on. “We’re identifying officers who are involved in serious incidents and using this information to help inform conversations with them and offer support,” Betts notes.

YRP has also created dashboards to assist with evaluating officer activity. Each officer can view his or her activity in relation to organizational priorities, and use that feedback to focus on doing the right things, at the right time, and at the right locations to have the greatest impact on community safety. Deputy Chief Tom Carrique notes that “this feature enables and empowers officers to strategically focus their efforts and activities in alignment with the organization’s priorities, ultimately making a measurable difference in our community.”

¹ Skeffington, Petra. “One in Five Police Officers Are at Risk of PTSD – Here’s How We Need to Respond,” August 2016, The Conversation.

This careful time-tracking exercise has economic benefits as well. YRP's Economics dashboard will help calculate the cost associated with responding to various types of calls. From the time a call comes in at the 911 centre, through dispatch, and up until the final report is submitted, it can track all police resources that respond or lend administrative support to the incident.

Phase two of this project will track expenses that result from criminal charges as the associated cases move through the court system – what YRP calls “call-to-court” analysis. This knowledge will help YRP quantify the cost of policing and prosecuting various types of crimes, as well as calculate time and resources devoted to noncriminal activity.

With these tools, YRP can demonstrate how much time it spends on non-crime-related service calls, such as assisting citizens in a state of acute mental health crisis, tracking down missing persons, and providing assistance to the region's aging population.

“We view business intelligence and data analytics as a strategic priority for our organization,” Betts concludes. “Information Builders has helped us leverage our data to detect, suppress, and prevent crime as we turn raw data into actionable intelligence.”

Find Out More



We can help you succeed. Talk to your local Information Builders representative to learn how. Visit us at informationbuilders.com, e-mail askinfo@informationbuilders.com, or call **(800) 969-4636** in the U.S. and Canada. To improve your skills, visit education.ibi.com.

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