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London Police Service

Business Plan

2008

Annual Report

"Facta Non Verba - Deeds Not Words"

Prepared for the

London Police Services Board Meeting
March 2009

I am pleased to present the LPS Business Plan 2008 Annual Report. This Report has been prepared in accordance with the Adequacy Standards Regulation which requires police services to prepare, for the Police Services Board, an annual report on the progress of the current Business Plan.

Members may note that this Report is the second progress report for the three-year London Police Service Business Plan (2007-2009). The Report is comprehensive in that it not only provides a progress report for each of the LPS Business Plan's objectives and performance indicators, but it also provides progress information on each of the corresponding action plans. The year "2006" has been established as the baseline measurement for performance indicator comparisons.

I would like to acknowledge each of the Division Commanders and their staff for their commitment towards our Business Plan and recognize the challenges they face in ensuring the goals and objectives are achieved within the prescribed timelines.

*Wm. Murray Faulkner, O.O.M.
Chief of Police*

GOAL # 1

Enhance Community Safety

Objective # 1 - Continue to develop strategies to increase officer visibility/presence

Action Plans	Progress
<p>a) Increase the number of officers assigned to the Community Oriented Response Unit and Community Foot Patrol Unit</p>	<p>Jan. 2007: Two additional officers were assigned to the Community Foot Patrol Unit.</p> <p>Apr. 2007: Five additional officers were assigned to the Community Oriented Response Unit.</p> <p>2008: There were no further additions to staff in the Community Oriented Response Unit or the Community Foot Patrol Unit. The staffing levels in these units are adequate and allows them to be proactive.</p>
<p>b) Continue to establish the Secondary School Resource Officer Program</p>	<p>In 2008, the Secondary School Resource Officer program completed its second full school year and began its third. The program continued to work with the schools delivering the Anti-Drug and Alcohol program (DAP) to 10,330 students throughout both school boards. The officers also continued to work with students and staff to increase safety and deter drugs and other criminal activity in the schools. A survey was conducted to gauge the perception of students and the changes that the SSRO program has accomplished to date.</p> <p><i>Refer to performance indicator (ii) for evaluation information.</i></p>
<p>c) Explore alternatives to optimize effectiveness of patrol deployment</p>	<p><i>Refer to performance indicator (iii) for the progress report.</i></p>

Performance Indicators	Results
i. Increase in the level of public satisfaction (results of the Public Needs Survey)	<p>A Public Needs Survey was conducted during the Fall of 2008. The results showed that the majority of respondents are satisfied with the quality of police services in terms of "Visible Police Presence."</p> <p>A comparison of the results from 2005 to 2008 showed an increase in the level of public satisfaction for "Visible Police Presence" from 69.8% to 73.2% (+3.4 <i>percentage points</i>). However, the majority of respondents continue to want to see more "Car", "Bicycle", and "Foot" patrols.</p>
ii. Results from the evaluation of the Secondary School Resource Officer Program	<p>A survey was given out to all Grade 11 students from the Thames Valley District School Board and the London District Catholic School Board, in the City of London. This survey was designed to gauge the perceived impact that the SSRO (Secondary School Resource Officer) program is having on school safety, the usefulness of presentations and the level of relationship being established by the officers. Over 50% of respondents stated that the SSROs were accessible, presentations were informative and valuable. Approximately 15% had a negative response to these questions (remainder had no opinion). More importantly were the responses to perceived safety, criminal activity and drug use in the schools. Approximately 45% of respondents stated that their schools were safer, there was less criminal activity and drug use because of the presence of the SSRO program. Approximately 18% of respondents did not feel the SSRO had made these improvements (the remainder had no decided opinion).</p>
iii. Progress Report – alternative deployment strategies	<p>Significantly fewer staffing shortages were encountered in the Patrol Operations Branch on the Patrol Sections in 2008 than were in 2007. During 2008, staffing shortages on the Patrol Sections were addressed through temporary transfers and redeployment of personnel from other areas in the organization into the Patrol Operations Branch. In addition several temporary transfers of personnel were made within the Patrol Operations Branch to ensure each Patrol Section maintained an effective number of deployable members.</p> <p>Deployment strategies and alternatives are under continuous monitor and review to ensure optimum effectiveness. Technology Services, Uniformed Division, and Crime Analysts are evaluating the yearly patrol deployment process. Automating the current manual analysis process and reviewing the Calls for Service throughout the year may result in seasonal deployment and a more effective use of resources.</p> <p>In 2009, following the implementation of an Online Reporting System, there will be a review of how the LPS responds to certain types of Calls for Service. This will help ensure customer service continues to be delivered to the citizens of London in the most efficient and cost effective manner.</p>

GOAL # 1 (continued)

Objective # 2 - Target drugs, weapons, and violent crimes

Action Plans	Progress
a) Increase intelligence gathering efforts relative to drugs, weapons, and violent crimes	<p>In 2008, members of the Criminal Investigation Division continued to increase methods to gather intelligence in relation to drug activity, weapons and violent crimes. The cooperative approach between the two operational divisions of the LPS through enforcement, education and training have resulted in tremendous successes for the organization and the community. The Drug Units aggressively pursued street level drug and prostitution initiatives in 2008. Project Disarm was created in 2007 to target the criminal use of firearms and that project continued into 2008. The newly created Guns and Drugs Section continued the work of Project Disarm in conjunction with aggressive enforcement by the Drug Units. The sharing of information from investigations and confidential human sources was continually provided to all members of the LPS and other police agencies through operational meetings and the Strategic Intelligence Analysis Committee. Training members on emerging trends, methods of operation and sophisticated criminal activity provided the members with current investigative techniques. The criminal activity involving drugs and weapons has become very prevalent in our community. Members of the LPS are very well trained and equipped to continually increase intelligence gathering methods and have demonstrated excellent results in the past year.</p>
b) Identify street gangs and their crime-related activities	<p>The Youth Crime Unit of the Criminal Investigation Division is responsible for the identification and monitoring of street gangs. They continue to identify and gather intelligence on local street gangs and this information is shared with members of the LPS and other services as required. The Unit also worked with the City of London Social Services to develop programs as an alternative to involvement with gangs. The Unit has provided 20 Gang Awareness presentations in 2008 to educators, social workers, and corrections officers to raise awareness in this area. Training through these presentations was provided in the identification and recognition of gang related behaviours. In addition, the officers on the Youth Crime Unit are members of the Ontario Gangs Investigators Association. This association presents an annual conference to over 500 gang investigators from across Canada and the United States that assists with the sharing of information and intelligence gathering on gang activity.</p>
c) Develop proactive enforcement measures relative to drugs, weapons, and violent crimes	<p>In 2008, a number of proactive projects were initiated to combat drugs, weapons, and violent offences. These projects were initiated as a result of intelligence received and enhanced communication from Uniformed Division members. Other projects were initiated through the sharing of information through secondments and partnerships with the RCMP and OPP. The information learned from those projects is disseminated through a number of means including the Strategic Intelligence Analysis Committee and the Crime Analysis Unit. That information is provided to all members of the LPS on a weekly basis through an Active Crime Report. The Guns and Drugs Section was created to integrate Project Disarm with the Drug Units. This led to enhanced communication and intelligence sharing between members responsible for investigating gun offences and members investigating drug offences, since the two types of offences are often in concert with each other.</p>
d) Deploy one position to the Provincial Weapons Unit	<p>In 2008, a member of the Criminal Investigation Division was seconded to the Ontario Provincial Police Provincial Weapons Enforcement Unit. This member worked on the Project Disarm investigative team and later the Guns and Drugs Section to identify and investigate the illegal use and possession of firearms.</p>

Performance Indicators	Results																												
i. Year-end activity reporting and enforcement statistics (e.g., violent crime and clearance rates)	<p style="text-align: center;">2008 Year-End Activity Report Violent Crime and Clearance Rates</p> <table border="1" data-bbox="699 394 1390 821"> <thead> <tr> <th>Offence</th> <th># Reported In 2008</th> <th>% Increase/Decrease Compared to 2007</th> <th>Clearance Rate for 2008</th> </tr> </thead> <tbody> <tr> <td>Homicide</td> <td>2</td> <td>-60%</td> <td>100%</td> </tr> <tr> <td>Attempted Murder</td> <td>2</td> <td>-33%</td> <td>50%</td> </tr> <tr> <td>Sexual Assault</td> <td>199</td> <td>3%</td> <td>92%</td> </tr> <tr> <td>Assault</td> <td>2427</td> <td>1%</td> <td>77%</td> </tr> <tr> <td>Abduction</td> <td>53</td> <td>23%</td> <td>92%</td> </tr> <tr> <td>Robbery</td> <td>288</td> <td>4%</td> <td>53%</td> </tr> </tbody> </table>	Offence	# Reported In 2008	% Increase/Decrease Compared to 2007	Clearance Rate for 2008	Homicide	2	-60%	100%	Attempted Murder	2	-33%	50%	Sexual Assault	199	3%	92%	Assault	2427	1%	77%	Abduction	53	23%	92%	Robbery	288	4%	53%
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ii. Number of strategic projects	<p>In 2008, there were 33 proactive projects initiated by the LPS. Examples of projects include those related to drugs, weapons, prostitution, robberies, stolen vehicles, break and enters, and intelligence gathering. The projects resulted in the arrest of 179 suspects, the laying of 533 Criminal Code and 2017 Provincial Offences Act charges.</p>																												

GOAL # 1 (continued)

Objective # 3 - Enhance traffic enforcement

Action Plans	Progress
a) Publicize enforcement initiatives and results (e.g., speeding, aggressive driving, unsafe vehicles)	<i>Refer to performance indicator (I) for progress report and results.</i>
b) Enhance traffic-related training for patrol officers (e.g., In-Service training)	<p>During 2008:</p> <ul style="list-style-type: none"> - A 20 minute presentation was held for five weeks during early afternoon parades on the Accident Support Services/Police Reporting Centre (PRC). The presentation concentrated on motor vehicle accidents investigated at PRC and other occurrences that are completed by members at the PRC. - 18 LPS patrol officers and 8 UWO police officers received certification in the use of the Radar/Laser speed detection devices. (10 hr session) - 8 patrol officers received Radar/Laser re-certification. (4 hr session) - All new recruits (22) received one full day of training on the roadside screening device and the Highway Traffic Act. - 3 Advanced Patrol Training (APT) courses were delivered to 63 LPS members. During APT, the students are given a 4 hr lecture on impaired driving issues (recent case law etc.) and any updates to the Highway Traffic Act. <p>A new PRC procedure was developed and posted to the LPS Intranet in December, 2008.</p>
c) Strategic enforcement of identified areas	<p>In 2008, the Patrol Operations Branch set a goal of overall improvement for enforcement action and RIDE programs. Overall traffic enforcement increased 9% and RIDE programs increased by 26% over 2007.</p> <p>Targeted enforcement was conducted throughout the year at high accident intersections and in response to specific or chronic complaints from the community. The top 3 high accident intersections in 2008 were:</p> <ul style="list-style-type: none"> o Wellington Rd. & Commissioners Rd. o Highbury Ave. & Oxford St. o Hamilton Rd. & Highbury Ave. <p>Week long "seatbelt enforcement" campaigns were conducted in the spring and fall of 2008. In addition 3 "school zones" traffic enforcement campaigns were conducted in September, January, and March when children returned to school after holiday periods.</p>

Performance Indicators	Results														
i. Number of traffic-related media announcements	<p>The number of media announcements in 2008 was approximately 200. These announcements covered: initiatives, blitzes and their results; holiday weekend driving warnings; RIDE program results; as well as, many general messages aimed at improving the driving behaviour and safety of road users. Electronic road signs, which generated a lot of media attention, were also used to alert the public. In addition, the North London Beacon newspaper published bi-monthly articles on “traffic safety” which were developed by the Officer in Charge of the LPS Traffic Management Unit.</p>														
ii. Number of traffic enforcement initiatives	<p>In 2008 the Traffic Management Unit conducted approximately 20 traffic related initiatives:</p> <ul style="list-style-type: none"> ○ 3 separate “Back to School” blitzes geared to alert motorists of the return of pedestrian and cycling activity ○ 2 provincial seatbelt campaigns ○ 1 Four Counties enforcement day ○ 8 Commercial Motor vehicle enforcement days ○ 1 week of railroad track violations with CN and CP police ○ Operation Impact (RCMP led Thanksgiving holiday weekend enforcement blitz) ○ “2 Plate Special” blitz targeting vehicles with only 1 licence plate or badly worn plates ○ Enforcement and Education Project geared towards pedestrian and cyclist safety in the Fall when darkness falls early ○ Festive RIDE ○ Several “red light” enforcement blitzes 														
iii. Year-end Activity Report	<p>In 2008, electronic ticketing software and thermal printers were implemented in 3 Traffic Management vehicles to improve current resource efficiency.</p> <p>A detailed Traffic Management Unit year end activity report was submitted to Senior Management for review. The following is a brief overview.</p> <p style="text-align: center;">2008 Year End Enforcement Activity Report</p> <table border="1" data-bbox="743 1276 1344 1640"> <thead> <tr> <th data-bbox="743 1276 1057 1318">Activity</th> <th data-bbox="1057 1276 1344 1318">2008</th> </tr> </thead> <tbody> <tr> <td data-bbox="743 1318 1057 1377"># Total PONs¹ issued by LPS</td> <td data-bbox="1057 1318 1344 1377">47, 736 (+9%)</td> </tr> <tr> <td data-bbox="743 1377 1057 1436"># TMU² PONs¹</td> <td data-bbox="1057 1377 1344 1436">13, 437 (+10%)</td> </tr> <tr> <td data-bbox="743 1436 1057 1474"># RIDE PROGRAMS</td> <td data-bbox="1057 1436 1344 1474">85 (+26%)</td> </tr> <tr> <td data-bbox="743 1474 1057 1541">RIDE # Motorists stopped</td> <td data-bbox="1057 1474 1344 1541">37,441 (+49%)</td> </tr> <tr> <td data-bbox="743 1541 1057 1600">RIDE # Roadside Alcohol Tests</td> <td data-bbox="1057 1541 1344 1600">765 (+39%)</td> </tr> <tr> <td data-bbox="743 1600 1057 1640"># Intoxilyzer Tests</td> <td data-bbox="1057 1600 1344 1640">427(+14%)</td> </tr> </tbody> </table> <p>¹ PON – Provincial Offence Notice ² TMU – Traffic Management Unit</p>	Activity	2008	# Total PONs ¹ issued by LPS	47, 736 (+9%)	# TMU ² PONs ¹	13, 437 (+10%)	# RIDE PROGRAMS	85 (+26%)	RIDE # Motorists stopped	37,441 (+49%)	RIDE # Roadside Alcohol Tests	765 (+39%)	# Intoxilyzer Tests	427(+14%)
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GOAL # 1 (continued)

Objective # 4 - Develop strategies to help protect children from Internet based crimes

Action Plans	Progress
<p>a) Establish a specific unit to investigate internet based child luring activities</p>	<p>A Cyber Crime Unit was established in 2007 within the Criminal Investigation Division to investigate internet based child luring. The Unit includes investigators and forensic computer analysts that assist in forensic review of computer based files and investigations. The Provincial Strategy against child pornography has received Provincial funding until April 2009. To date, the Strategy is funding the support, training, and required equipment to deal with the increased workload and investigations in this area.</p>
<p>b) Enhance LPS' ability to examine forensically seized computers (e.g., training, equipment, software)</p>	<p>In 2008, the Forensic Computer Analysis Unit (FCAU) received funding from the <i>Ontario Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet</i>. The funding was allocated to member training and the purchase of various equipment, including two new forensic examination computers and a forensic server. This has allowed the FCAU to utilize the Categorizer for Pictures (C4P) database containing over 12 million known pictures to categorize images seized in relation to luring and child pornography investigations. The equipment upgrades have resulted in a 75% decrease in the time required to process the images. Furthermore the more powerful forensic examination computers have decreased the time required to complete forensic examinations of seized computers.</p>
<p>c) Development of a proactive educational package for presentation within the school system related to the safe use of the Internet</p>	<p>An Internet Safety component was added during the 2006/2007 school year to the VIP (Values Influences and Peers) program delivered by London Police officers. The program is delivered to Grade 6 students throughout the Thames Valley and London District Catholic School boards. This component teaches safe use of the internet including chat rooms, online social sites such as Facebook as well as the importance of communication with parents regarding any troubling incidents that the children might experience. This component is intended to educate children to the realities of "cyberspace" that is fast becoming the primary social venue for young people.</p> <p><i>Refer to performance indicator (iii) for number of students/program delivery.</i></p>

Performance Indicators	Results
i. Increase in the number of investigations and charges related to Internet based crimes against persons	The Cyber Crime Unit continues to conduct investigations related to child pornography, luring, criminal harassment and computer hacking. In 2008, 32 suspects were arrested, 33 search warrants and production orders were executed and 125 Criminal charges were laid.
ii. Enhancement of LPS computer crime-related resources	In 2008 the Cyber Crime Unit continued to enhance its capabilities through the purchase of new equipment with funding provided by the Province of Ontario as part of the Provincial Strategy to Combat Child Exploitation on the Internet. Additional training opportunities for members of the Cyber Crime Unit were also funded by the Strategy including the Virtual Global Taskforce conference in Vancouver. Since 2008, all sex related crimes have been reported to the ViCLAS system, which enhances the ability to link suspects across Canada. As cyber crime has no boundaries, this is an essential element to tracking of suspects. The Strategy maintains and supports investigators when it comes to equipment and technical support (new software updates, maintenance contracts).
iii. Number of students educated on Internet safety	Throughout 2008 a total of 4,163 Grade 6 students participated in the "Internet Safety" presentation along with the VIP (Values Influences and Peers) program.

GOAL # 1 (continued)

Objective # 5 - Enhance problem-oriented policing initiatives

Action Plans	Progress
a) Increase proactive targeted enforcement projects	<p>In third quarter 2008 Patrol Operations Branch and Community Policing Branch undertook a new proactive initiative called Automated Directed Patrol to target chronic complaints. Automatically by day of the week and time of day chronic complaints are auto-generated and Patrol Officers are dispatched if available. In the fourth quarter of 2008 Patrol Officers attended these Automated Directed Patrol Complaints 80% of the time.</p> <p><i>Refer to performance indicator (i) for number of projects/results.</i></p>
b) Enhance dissemination of information related to problem oriented policing initiatives (e.g., Strategic Intelligence Analysis Committee, project list posted to the Intranet)	<p>In 2008, improvements were implemented related to the Strategic Intelligence Analysis Committee (SIAC) which resulted in the dissemination of information to all committee members in a more effective manner. The representation on the committee expanded to include every Unit/Section in the Criminal Investigation Division. The committee now has representation from the Ontario Provincial Police, the UWO Campus Community Police Service, Fanshawe Campus Security, and Revenue Canada. The Guns and Drugs Section is preparing profile sheets of persons of interest in relation to gun and drug offences to be disseminated to the Uniformed Division. This will result in the increase of information from the Guns and Drugs Section to the Uniformed Division. It will also increase the flow of intelligence from the Uniformed Division to the Guns and Drugs Section. The profile sheets contain information gathered from a number of sources including problem oriented policing initiatives. These enhancements have improved the dissemination of information, not only within the LPS, but also with other police/enforcement agencies in London and surrounding areas. SIAC works in conjunction with the Crime Analysis Unit to identify and target crime trends and patterns that resulted in proactive enforcement of criminal activity.</p>
c) Explore use of increased technology to enhance proactive initiatives (e.g., Cognos Crime Analysis)	<p>In 2007, extensive work was completed to evaluate Cognos and Crime Analysis software from Versaterm (LPS primary software vendor).</p> <p>In 2008, significant progress was made utilizing Cognos, Datamart and the Crime Analysis tools. Many repetitive tasks performed by the Crime Analysis Unit were automated to save time and gain efficiency. The highlight of this initiative was in Crime Trend Analysis and mapping of the information on Google Earth to communicate the information across the organization. Two additional Crime Analysts and one Technology Services Analyst were trained in the use of this technology to further our commitment to meet our goals and objectives of this initiative.</p>
d) Use of Auxiliary Officers towards educational and crime prevention programs	<p>The Auxiliary Section continues to implement the ATRIP (Auto Theft Reduction Initiatives Program), SAFEGUARD (Anti-Break and Enter) program and have begun implementing the STORE (Anti-Robbery) program. They also assisted with Community Events such as the Nor West Optimist FunFest, Strathroy Police Day, 24 tours of Police Headquarters, as well as, events such as the Warriors Day and Santa Claus parades. The Auxiliary Officers are also being utilized to augment the efforts of the Crime Prevention Officers. When crime trends are identified, such as targeted thefts from vehicles, Auxiliary Officers disseminated crime prevention tips and implemented the ATRIP program in the targeted area.</p>

Performance Indicators	Results																																				
i. Number of projects	<p>There were 19 projects completed in 2008 by the Uniformed Division which resulted in:</p> <p>Criminal Arrest: 128 Criminal Charges: 383 Provincial Charges: 2028</p>																																				
ii. Number of charges/clearance rates (e.g., property crimes/clearance rates)	<p style="text-align: center;">2008 Crimes and Clearance Rates</p> <table border="1" data-bbox="691 516 1398 951"> <thead> <tr> <th>Offence</th> <th># Reported In 2008</th> <th>% Increase/Decrease Compared to 2007</th> <th>Clearance Rate for 2008</th> </tr> </thead> <tbody> <tr> <td>Break and Enter</td> <td>2418</td> <td>-7%</td> <td>35%</td> </tr> <tr> <td>Auto Theft</td> <td>1439</td> <td>-24%</td> <td>34%</td> </tr> <tr> <td>Theft</td> <td>10534</td> <td>7%</td> <td>22%</td> </tr> <tr> <td>Possession</td> <td>280</td> <td>4%</td> <td>83%</td> </tr> <tr> <td>Fraud</td> <td>1273</td> <td>22%</td> <td>45%</td> </tr> <tr> <td>Counterfeit</td> <td>366</td> <td>1%</td> <td>8%</td> </tr> <tr> <td>Prostitution</td> <td>67</td> <td>-40%</td> <td>100%</td> </tr> <tr> <td>Gaming & Betting</td> <td>2</td> <td>-33%</td> <td>0</td> </tr> </tbody> </table>	Offence	# Reported In 2008	% Increase/Decrease Compared to 2007	Clearance Rate for 2008	Break and Enter	2418	-7%	35%	Auto Theft	1439	-24%	34%	Theft	10534	7%	22%	Possession	280	4%	83%	Fraud	1273	22%	45%	Counterfeit	366	1%	8%	Prostitution	67	-40%	100%	Gaming & Betting	2	-33%	0
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iii. Level of public satisfaction (results of the Public Needs Survey)	<p>A Public Needs Survey was conducted during the Fall of 2008. The results showed that the majority of respondents (89.2%) continue to be satisfied with the overall quality of police services.</p> <p>A comparison of the results from 2005 to 2008 also showed an increase in the level of public satisfaction for "Responding to Specific Community Problems" from 79.7% to 80.7% (+1 percentage point) and for "Crime Prevention" from 77.9% to 81.5% (+1.9 percentage points).</p>																																				

GOAL # 2 Enhance Quality Service Delivery

Objective # 1 - Maintain professionalism (attitude, appearance, accountability, and customer service)

Action Plans	Progress
<p>a) Evaluate current level of Customer Service (e.g., department, voice mail system, return time on enquiries and requests for information/reports)</p>	<p>A thorough review of point of contact customer service was completed during 2007. This process included an examination of historical and current LPS customer service initiatives, police service best practices, customer service review from non-police agencies, as well as the development and delivery of internal surveys and audits related to point of contact services. In addition, potential customer training opportunities were researched. The result of this year long process is contained in a comprehensive document inclusive of recommendations that was completed and presented to the Executive Administration.</p> <p>Random customer service quality assurance audits were completed during 2008 by the supervisors in the following point of contact areas:</p> <ol style="list-style-type: none"> 1) Police Reporting Centre 2) Headquarters Reception Unit 3) Communications Section
<p>b) Provide Customer Service Training for members and evaluate results</p>	<p>In May 2007, the OPC Course <i>"Managing Customer Service in Policing"</i> was held which was attended by 24 supervisors ranging from Sergeants to the Deputy Chief. The course was so well received that arrangements were made to deliver the course to all supervisors, including the Chief. A total of 137 Supervisors received the training.</p> <p>In 2008 the OPC Course <i>"Managing Customer Service in Policing"</i> was unavailable.</p> <p>In January 2009, 75 members (sworn and civilian) identified as "point of contact" personnel will receive the Customer Service training.</p>
<p>c) Develop a program inventory for review by Division Commanders for effectiveness</p>	<p>A project/program inventory has been completed. Various evaluations were commenced and completed throughout the organization during 2008. These include programs associated with operational deployment, community policing and support responsibilities. The specific areas reviewed are detailed in the performance indicator section of this report.</p>
<p>d) Continue to investigate conduct complaints in a professional manner and adapt to pending legislation on the public complaint process</p>	<p>The LPS has an excellent working relationship with its professional partners; including the Ontario Civilian Commission on Police Services (OCCPS) and the Special Investigations Unit (SIU). During 2008, a total of 90 complaints (conduct, policy and service) were investigated by the Professional Standards Branch. Members of the public requested a review by OCCPS of eleven determinations made by the LPS. In each case, OCCPS supported the LPS decision. There were ten SIU parallel investigations conducted by the Professional Standards Branch in 2008. In each case, the SIU determined that our officers conducted themselves in an appropriate and professional manner.</p> <p>Members of the Professional Standards Branch attend the Professional Standards Investigator Course hosted by the Ontario Provincial Police, a Professional Standards Conference hosted by Toronto Police Service and Police Service Act courses at the Ontario Police College. These training venues provide members with standards and best practices to ensure investigations are conducted professionally and in accordance with legislation.</p>

Performance Indicators	Results
<p>i. Results from the Public Needs Survey categories “police qualities” and “customer service”</p>	<p>A Public Needs Survey was conducted during the Fall of 2008. The results showed that the majority of respondents (89.2%) continue to be satisfied with the overall quality of police services.</p> <p>Police Qualities: The results also showed that the majority of respondents replied with “Very Much” when asked how well the London police exhibit certain qualities. “Professional Appearance” was rated particularly high with a response rate of 85.6% for “Very Much.”</p> <p>Customer Service: Respondents who indicated that they phoned or attended the LPS HQ within the past two years were asked to describe their experience. The majority (79.9%) indicated that their phone call or enquiry was answered promptly. Also, 84.1% felt that their initial and secondary contacts were helpful and efficient.</p>
<p>ii. Progress Report on customer service initiatives</p>	<p>The Customer Service Report has been completed and the various recommendations were reviewed by the Executive Officers. Regarding the initiation of customer service training, the Ontario Police College was contracted to deliver their newly created (2007) customer service training course to all LPS supervisors, managers and administrators. This delivery was completed during 2007 resulting in 133 members, both sworn and civilian completing this training.</p> <p>Seventy-five point of contact members, police and civilian, were identified to receive customer service training. Due to provincial demand, this OPC training was not available during 2008 but has been secured for the first quarter of 2009.</p>
<p>iii. Year-end service/program review (e.g., crisis interventions, youth pre charge diversions, senior outreach)</p>	<p>Specific program evaluations were completed during 2008 in the following areas:</p> <ol style="list-style-type: none"> 1. Major Case Management Unit 2. Recruiting Unit 3. Secondary School Resource Officers 4. Quartermaster Stores <p>The Criminal Investigation Division completed an evaluation pertaining to all Divisional seconded positions resulting in the re-deployment of some officers and a reduction by one in Administrative Assistant support.</p> <p>The Uniformed Division is currently conducting a thorough review related to the deployment of patrol officers.</p>
<p>iv. Number of commendations</p>	<p>During 2008, members of the London Police Service received 77 commendations and 111 thank you letters from members of the public. As well, 3 members were appointed to the Order of Merit of the Police Forces by the Governor General of Canada, 4 members received the Chief’s Citation for their outstanding service, and 21 members were recognized and awarded time off or Division Commendations under Informal Awards for their actions related to 18 incidents.</p>

Performance Indicators**Results**

v. Number of conduct complaints and results of investigations

2008 Public Complaints	
Number of Conduct Complaints (2008)	89
Number of Service Complaints (2008)	1
Complaint Resolutions	
Complaints not dealt with Section 59	9
Withdrawn	4
Informal Resolution – PSA Section 58	15
Unsubstantiated	31
Informal Discipline	19
PSA Hearing	3
Lost Jurisdiction	5
Pending Investigations	4

GOAL # 2 (continued)

Objective # 2 - Review response to calls for service for effectiveness

Action Plans	Progress
<p>a) Conduct review of Calls for Service to ensure the tiered occurrence structure is effective and efficient</p>	<p>In 2005, a Calls for Service Analysis Report was completed. This review resulted in the development of criteria for Tier 1 and Tier 2 calls for service with a goal of reducing unnecessary investigative and reporting requirements for calls within the Tier 1 parameters. A review related to this occurrence structure was completed for 2007.</p> <p>A committee was created during 2008 representing all areas of the organization impacted by Tiered Response. The committee reviewed current practices, identifying the need to re-classify certain calls for service, as well as, an overall requirement to provide updated training associated with Tiered investigative requirements.</p> <p><i>Refer to performance indicator (I) for results of 2007 review.</i></p>
<p>b) Monitor staffing levels for Patrol Operations, Incident Response teams, and Alternate Response Unit to ensure effective response</p>	<p>The current staffing levels for the Incident Response teams and Alternate Response Unit are adequate. Staffing levels for Patrol Operations was reviewed and it was determined that more resources were required to staff Patrol. As a result there were ten temporary transfers (CID – 5, Community Policing Branch – 5) to Patrol in May 2008. This strategy was very effective as it helped to reduce vacant beats and minimize hire-ons. As of December 2008, the temporary transfer of the ten officers remain.</p>

Performance Indicators	Results
i. Results of Calls for Service analysis	<p>A review of the progress in 2007 related to the tiered call structure process was completed inclusive of input from the Criminal Investigation Division, Court Services, Audit Unit and Information & Technology. The results indicate that in general the process is being followed by officers. There was no indication of any occurrences that resulted in criminal charges having been impacted by officers proceeding with an inappropriate tiered investigation. It has been identified that a further review of included occurrences is warranted to return some to Tier 2, while redirecting others to Tier 1. There is some indication that officers on occasion submit Tier 2 level reports for Tier 1 matters. This identifies the need for re-fresher training in this regard. A committee will be formed during 2008 for further review.</p> <p>During 2008 a committee comprised of members representing CID, UD, IT and CSD examined the Tiered response process. As a result some calls were re-classified to reflect contemporary requirements.</p> <p>In addition, it was identified that update training was required to reinforce the importance of proper classification to ensure appropriate, yet effective and efficient response to calls for service.</p> <p>A training standard was completed and delivered to all members through in-service training sessions during 2008, completing the requirements of this objective.</p>
ii. Maintain or Improve measures of average call time, queue times, and response times (Code 1, 2, 3, Calls)	<p>The Average Call time for 2008 was 108.52 minutes which represents an increase of 4.2% when compared to 2006.</p> <p>The Queue and Response times for 2008 have also increased when compared to 2006 with the exception of the Code 1 (Emergency) Response time which has been maintained at 4 min. and 51 sec.</p> <p>Code 3 Response times were impacted in 2008 by Alternate Response Unit (ARU) staffing limitations. Members were redeployed to patrol duties and court security assignment for a significant portion of the year.</p> <p>Refer to the following table for comparisons of average call times, queue times, and response times.</p>

	2006	2007	2008	Difference 2006-2008
Average Call Time	104.15	110.86	108.52	+ 4.2%
Queue Times:				
Time call received to dispatch				
Code 1 (Emergency)	1 min 5 sec	1 min 7 sec	1 min 6 sec	+ 1.5%
Code 2 (Urgent)	10 min 7 sec	11 min 10 sec	11 min 0 sec	+ 8.7%
Code 3 (Non Urgent)	43 min 44 sec	48 min 13 sec	52 min 8 sec	+ 19.2%
Response Times:				
Time received to arrival of officer (s)				
Code 1 (Emergency)	4 min 51 sec	4 min 50 sec	4 min 51 sec	0.0%
Code 2 (Urgent)	17 min 37 sec	19 min 2 sec	18 min 37 sec	+5.7%
Code 3 (Non Urgent)	58 min 10 sec	63 min 49 sec	67 min 44 sec	+16.4%

GOAL # 2 (continued)

Objective # 3 - Explore Information and Technology to further service delivery

Action Plans	Progress
a) Evaluate concept of an Internet application for community to request background checks	<i>Refer to performance indicator (i) for progress report.</i>
b) Evaluate concept of an Internet application for community to report crimes against property	<i>Refer to performance indicator (ii) for progress report.</i>
c) Continue to review the Records Management System to ensure efficiencies for optimal use of officers' time	<i>Refer to performance indicator (iii) for progress report.</i>
Performance Indicators	Results
<i>i.</i> Progress Report on Internet Background Check project	Currently there is a Provincial review in process of how Police agencies process Background Checks and Vulnerable Screening. The intent is to develop standard policies and procedures to be implemented by all agencies due to recent human rights decisions. This project has been deferred until completion of this review and some outstanding Human Rights decisions.
<i>ii.</i> Progress Report on Internet Reportable Occurrences project	Versaterm, the primary software vendor for LPS policing software, announced that they will partner with CopLink to host and provide Internet Reporting. The LPS has purchased software with an expected implementation within the second quarter of 2009.
<i>iii.</i> Progress Report on Records Managements System enhancements	Versaterm, the primary software vendor for LPS policing software has a commitment to evergreen its products to meet the needs of its clients. The LPS Technology Team continues work closely with Versaterm and beta test many of their Canadian product releases.

GOAL # 2 (continued)

Objective # 4 - Continue to develop and review the Business Continuity Plan for disaster management

Action Plans	Progress
<p>a) Update the Business Continuity Plan to ensure services continue in the event of a disaster (e.g., pandemic, alternate LPS Headquarters, counter- terrorism)</p>	<p>A comprehensive Business Continuity Plan is underway following a preliminary review conducted by the Uniformed Division. The Plan will outline alternative geographical locations in the event of service disruption at LPS Headquarters including detailed evacuation plans and impacts and remedies as they pertain to staffing, equipment, and communications.</p> <p>However, the completion of the Plan has been delayed due to the complexities of the issues that need to be addressed. An example of one of these issues is the identification of an alternative geographical location of Communications in the event of service disruption at LPS Headquarters. Recently, a location has been identified as the back-up facility.</p> <p>The Business Continuity Plan and associated procedures are expected to be completed in 2009 under the direction of the Emergency Management Committee.</p>
<p>b) Continue to develop emergency preparedness strategies with other agencies</p>	<p>The LPS is a member of the City of London Community Emergency Management Program Steering Committee. This Committee meets monthly to address emergency preparedness, major incident operating procedures, and partnerships in cases of major incidents that may affect the community.</p> <p>In November 2008, the LPS partnered with other Emergencies Services to present a Chemical, Biological, Radiological and Nuclear (CBRN) event scenario. Each agency presented its response capabilities and limitations as well as static displays of response equipment. This exercise identified strengths and weaknesses of our community response and was the foundation for a CBRN review to be addressed in 2009.</p>
Performance Indicators	Results
<p>i. Review the plan with Senior Management and key stakeholders to ensure it meets the needs of the organization and the community</p>	<p>The Business Continuity Plan will be completed in 2009 now that the alternate Communications site has been identified.</p>

GOAL # 3

Strengthen Community Partnerships

Objective # 1 - Cultivate relationships with our diverse communities

Action Plans	Progress
a) Seek opportunities to connect with our diverse communities through open dialogue and education (e.g., attend meetings from community groups)	In 2008, sixty-four meetings were held with community group leaders, and group members. These meetings consisted of introducing the Diversity Officer program, discussing issues pertinent and current to the diverse community, possible partnerships, education opportunities, and simply strengthening existing relationships.
b) Utilize the Diversity Officer program to build relationships with our diverse communities	The Diversity Officer has created opportunities for other LPS personnel to assist in the development of these relationships in the community (i.e. Auxiliary, Cadet, sworn and civilian. In 2008, the Diversity Officer represented the LPS on fourteen different committees and boards. The make- up of these committees represents a broad cross section of London's diverse community and extends provincially, as well as, locally. LPS was represented at sixty-two events throughout the year with over fifty LPS personnel volunteering. As a result of this increased outreach and nineteen referrals were received from the community by the Diversity Officer.
c) Develop a list of community representatives as a resource to address issues as they arise	During 2007, a Community Group Directory listing 115 organizations was compiled and made available as a resource. This directory list has since expanded as a result of the Diversity Officer being represented on the London Diversity and Race Relations Advisory Committee as the Chair of the 2008 City of London Diversity Open House which saw a host of new organizations attend and relationships created.

Performance Indicators	Results
i. Number of community group meetings/events attended and initiatives generated from encounters	<p>The Diversity Officer attended 210 meetings throughout 2008. The meetings included community organizations both private and public as well as individuals and groups whose focus was that of initiating or building on their relationships with the London Police Service. Moreover, forty-two presentations were provided which reached over 1750 citizens of London. These included Citizenship Ceremonies, Newcomers to Canada, Senior Citizens, Youth, Gay/Lesbian/Bi-Trans community, and others.</p> <p>Eighteen initiatives were identified and executed in 2008 with some of these being LPS initiated and while others were as a result of community requests.</p>
ii. Year-end Diversity Officer Program Report	<p>The 2008 Diversity Officer Year-end report was submitted to the Supervisor of the Community Services Unit. Included in this review were all actions undertaken by the Diversity Officer during the year. The following are the highlights:</p> <ul style="list-style-type: none"> - 64 Community Group meetings with individuals or organizations - 146 Community/Police partnership meetings - 42 Internal meetings – including but not limited to JFO (Joint Forces Operations) Criminal Investigation Division, Family Consultants, and Recruiting & Training. - 19 Referrals - 12 Recruiting opportunities/partnerships - 14 Committees such as Ontario Association of Chiefs of Police, Diversity Steering Committee, London Diversity and Race Relations, and Black History Month - 62 Events – all diversity related many of which provided the opportunity for personnel other than the Diversity Officer to participate - 37 Outreach opportunities to various parts of the city such as North East, North West, and South end resource centres - 42 Presentations - 18 Initiatives - 17 Education and Training opportunities
iii. Results of Public Needs Survey	<p>A Public Needs Survey was conducted during the Fall of 2008. The results showed that the majority of respondents (92.6%) agree that <i>the LPS has a good working relationship with the community</i> and also 91.5% agree that <i>the LPS is making an effort to become more involved with the community in a positive way.</i></p> <p>Also, the majority of respondents (89.4%) agree that <i>the LPS responds in a fair way when dealing with the various racial, religious, and ethnic communities.</i></p>

GOAL # 3 (continued)

Objective # 2 - Continue to build and enhance partnerships to support the needs of the community

Action Plans	Progress
a) Continue to seek opportunities to build relationships with our business and community partners	<p>The LPS continues to meet and work with municipal representatives, school boards, business owners, community stakeholders and other community groups addressing a number of issues. By encouraging and engaging businesses and community partners there is a shared responsibility in addressing and dealing with community issues.</p> <p><i>Refer to performance indicator (I) for number of LPS representatives on External Boards and Committees.</i></p>
b) Continue to partner with programs directed towards seniors, youth, and other groups	<p>The LPS Community Services Unit utilized several programs, and events, to partner with seniors, youth and other groups. There is one officer assigned to the “STEP” (Seniors Taking Extra Precautions) program. A total of 64 STEP presentations were delivered, during the course of 2008, in addition to community outreach events and general crime prevention initiatives.</p> <p>The PEACE (Police Ethnic and Cultural Exchange) program ran through the summer of 2008. There were eight young people, from a variety of ethnic and cultural backgrounds, who worked as a team at the LPS. This program exposes young people to policing and the various social support agencies around London, as well as, giving them hands-on experience with this organization.</p> <p>The LPS partnered with the St. Leonard’s Society to implement the R.O.C. (Renew Our Community) program. Ten youths were selected because they were seen to be at high risk of becoming involved in criminal activity. They were hired to be part of this community renewal summer work program and participated in graffiti cleanup, landscaping and waste removal at various locations around the city.</p> <p>During the summer of 2008, the Ministry of Children and Youth Services sponsored the Youth In Policing Initiative (YIPI) which provided six young people from “under serviced” communities the opportunity of working side by side with members of this organization.</p> <p>Officers from across the LPS continue to run the Joe League (basketball) and Rookie League (baseball) programs. These programs enlist young people from London Housing areas to work with volunteers from the LPS to learn game, life and leadership skills in these particular sports.</p> <p>During 2008, the LPS partnered with Vanier Children’s Services and other stakeholders towards RAPP (Referrals to Alternative Pathways Program) to assist children under the age of 12 who are in conflict with the law. Government funding was received in late 2008 in support of RAPP for 3 years.</p>
c) Enhance relations with school boards	<p>The Supervisor of the LPS Community Services Unit is a member of the safe school steering committees for both the Thames and Catholic School Boards. This partnership allows for a stronger working relationship and cohesive approach to initiatives aimed at improving school safety. There has been significant work done on “Code Red” lock down procedures, as well as, violence reduction between students. This is augmented by ongoing partnerships, in the primary schools, such as Risk Watch and the Safety Patrollers program. The Secondary School Resource Officers are part of each school’s safety committee, as well as, the Safe Grad committee. This group works to ensure that graduating students do so in a safe and responsible manner as it relates to alcohol and impaired driving.</p>

Performance Indicators	Results
i. Number of LPS representatives on external Boards and Committees	In 2008, there were 58 LPS members that were representatives on 125 external Boards and Committees.
ii. Year-end Activity Report	Year-end activity reports were developed and submitted for review. The following tables/summaries provide some of the highlights.

Community Oriented Response Unit - 2008

Occurrences Investigated	634
Community Meetings	130
Neighbourhood Watch Meetings	20
Committee Involvement	20

Family Consultant/Victim Services Unit (FC/VSU) - 2008

Clinical Interventions (occurrences)	1,777
Brief interventions	230
Victim information provided	1,580
Offer of assistance	1,217
Residential Break & Enter programme	1,430
Committee/Boards	17

Community Services Unit (CSU)

Safe Schools Program Funding

In 2008, the LPS received funding from the provincial government for the Safe Schools Program for the 2008/2009 school year. The grant funds 5 officers who deliver the Values Influence and Peers program and the Smart Choices Program. The officer assigned to the Safety Village was also included in this grant. KPMG has been contracted by the provincial government to review the programs and prepare a report for 2010.

Crime Prevention through Environmental Design (CPTED)

In 2008, members of Crime Prevention conducted 210 audits of businesses. The LPS partnered with the University of Western Ontario to present a four part Level 1 CPTED course.

Business Academy

A session was offered in 2007 but unfortunately was met with lower than expected commitment. As a result, no sessions were held in 2007. In 2008, CSU will continue to make adjustments to the program to gather interest again. No Business Academy sessions were held in 2008 due to lack of response. None are planned for 2009.

Citizen Academy

Two sessions were held in 2008 with 42 participants (21 Spring and 21 Fall). These sessions have been well received. The following are some samples of the feedback received from participants in 2008.

... "I found the program to be very interesting, it was clear that all of the officers who offered lectures or made presentations were extremely compassionate about the type of work they do for our community. Even though it was a 10 week commitment, I don't recall a single person missing a day! I think any Londoner would benefit from getting an inside look at what challenges our officers face on a daily basis. As a result of this program I applied for and was accepted as a Volunteer Auxiliary Constable. I finally feel like I'm doing my part for the community."

... "What can I say, the course was AWESOME. I can't really think of anything I would change, I was disappointed when it was over though and of course as we had said, it would be nice to have a continuation course but not sure what else there would be to see. I liked that there was two different teams that came in each night, some of them could have used more time but that is hard to judge as you do not know what kind of questions or how many come out of it. All I can say is keep up the good work, and Graham you did a great job. All the speakers were very enthusiastic and you could tell they love their jobs. I hope that the London Police will keep this course for many years to come as I have recommended it to many." ...

... "I found the course was very well organized and that the sessions were most interesting and informative. At the end of the course, I certainly had a much better understanding of the complexity of the tasks that the London police are required to do and a greater appreciation of the London Police Force. In order to attend the sessions, I found it was necessary to miss some significant other events that I could/should have attended however I would do it again without hesitation. I have recommended the Citizen Academy to a number of my friends."...

GOAL # 3 (continued)

Objective # 3 - Encourage LPS members to actively participate in community volunteer initiatives

Action Plans	Progress
<p>a) Promote volunteerism in the community through In-Service, Recruit training, and communicating volunteer requests for assistance from other organizations</p>	<p>The LPS encourages community volunteerism from its current members and future applicants. All potential applicants are advised of the necessity to become involved within the community. Lectures articulating this have been provided to the Police Foundation program at Fanshawe College and Criminology students at UWO.</p> <p>During 2008, a seminar specific to the LPS performance management system, with a focus on the promotion process was offered to members. Included in this session was discussion on the importance of community volunteerism and the positive outcomes achieved through such initiatives. In addition, the weight assigned to volunteerism in the promotion process was discussed.</p> <p>A template was added to individual Performance Management Occurrences allowing members to list their community volunteer activities. In addition, the annual appraisal forms were altered to reflect acknowledgement of these activities.</p>
<p>b) Develop a list of members and their volunteer activities</p>	<p><i>Refer to performance indicator (ii).</i></p>
Performance Indicators	Results
<p>i. Year-end Progress Report on promotional strategies</p>	<p>In addition to self-driven volunteerism, members continue to participate in various LPS promoted volunteer activities.</p> <p>Members now have the opportunity to document their volunteer activities in their Performance Management Occurrence (PMO) and supervisors are now required to acknowledge this document during the annual appraisal process.</p> <p>During 2008, 134 members utilized the PMO to log volunteer activities.</p>
<p>ii. Results from Membership Volunteer Survey</p>	<p>On May 14, 2008 LPS rolled out a new template to track self-initiated or non-directed volunteer activities by LPS members. The template will track current volunteer activities on a yearly basis. The template is captured on the Performance Management Occurrence under a Volunteerism Text Page and is completed by each member. Supervisors will also confirm with each member during their yearly appraisal that the template has been completed.</p> <p>Although a more complete report of the volunteer activities undertaken by LPS members will not be known until the end of 2009, LPS members recorded 15,224 volunteer hours in the seven months it was tracked in 2008.</p>

GOAL # 3 (continued)

Objective # 4 - Provide Information Technology resources to further agency partnerships

Action Plans	Progress
<p>a) Further acceptance and use of electronic disclosure with the Crown Attorney's office</p>	<p>The disclosure process is a vital part of the Police/Crown relationship and therefore the electronic disclosure process cannot be developed in isolation, but rather, must be developed in a cooperative relationship with the Crown Attorney's office. Therefore over the past year, the LPS has worked diligently with the Crown to ensure that the electronic disclosure packages they are receiving work well in their office. This has required on-going work to solve disclosure issues and the LPS has constantly endeavoured to enhance the information that is supplied. The LPS has initiated monthly Police and Crown meetings to discuss matters and resolve problems and this has proven to be a valuable practice. As of the end of 2008, all LPS cases to the London Crowns Office are disclosed electronically. Only the cases handled by the Federal Crown (primarily drug cases) are still disclosed on paper. The LPS hopes to pursue this with the Federal Crown in 2009.</p>
<p>b) Continue to promote the sharing of information between other police agencies</p>	<p>The Police Information Portal (PIP) has been an ongoing success story for policing in Canada. There have been many good-news stories within the operational policing environment as a result of the use of PIP across Canada. Access to information has enabled many investigations to proceed to a conclusion more quickly than previous methods would have allowed. Access to more information often influences the decisions that are made by front-line officers in a positive way.</p> <p>The national PIP server was transferred from LPS headquarters to RCMP control in Ottawa during April of 2008. This was a very positive move because the server is now in an area of 24 hour support and this should enhance problem solving capabilities. The LPS has continued its involvement by having the Chief of Police on the national PIP Governance committee. The Senior Director, Support Services Division, also serves on the national PIP Governance committee as an advisor. The LPS also seconded a member to assist the RCMP with the on-going implementation. This secondment arrangement ended with the move of the server to Ottawa. As of the end of 2008 the first NICHE Records Management System user (Waterloo Regional Police) was working on the final stages of integration with PIP. This will allow the remainder of police services in Canada to commence contributing to PIP, which will enhance the service already provided to investigators.</p> <p>The LPS has participated in a number of efforts to provide training documentation and policy for police agencies in Canada to ensure that PIP is used in a manner consistent with national policy and good police practices. The LPS Service will continue its involvement in this important policing project in 2009.</p>

Performance Indicators	Results
i. Progress Report (e.g., number of cases produced in electronic format and number of requests for electronic disclosure)	<p>The LPS is providing electronic disclosure on all cases to the London Crown's office. The only cases that are being disclosed on paper as of December 2008 are Federal Crown cases (primarily drug cases) however; the LPS will approach the Federal Crown during 2009 so as to arrange electronic delivery there as well.</p>
ii. Percentage of officers that have access to LEIP (Law Enforcement Information Portal)	<p>Police Information Portal (PIP) formerly known as LEIP (Law Enforcement Information Portal)</p> <p>PIP Statistics as of December 31, 2008:</p> <p>Police Agencies that have signed PIP Protocol: 165 Agencies Representing 62,736 officers (99.49% of the officers in Canada)</p> <p>Police Agencies Querying PIP: 74</p> <p>PIP queries from July 1 to Sept 30, 2008: 2,597,951</p> <p>PIP Agencies publishing to PIP: 33 agencies (19,620 officers or 31.1% of officers in Canada)</p> <p>PIP Agencies Browser Query: 4,211 officers (6.67% of officers in Canada)</p>

GOAL # 4

Enhance Communications

Objective # 1 - Develop and implement strategies to promote and enhance LPS Image

Action Plans	Progress
a) Develop media releases to increase public awareness of LPS programs and services	The media receives continual and constant information relating to noteworthy occurrences, LPS programs, and services. These updates are developed by our Media and Public Relations Officer along with our automated computer releases to authorized media outlets.
b) Develop a promotional package (e.g., video series) to raise public awareness of the LPS programs and services	The LPS Community Services Unit has presentations available for personal safety, theft, break-ins, robbery prevention and CPTED (Crime Prevention Through Environmental Design) auditing services. The LPS also offers presentations related to graffiti prevention, video surveillance and work place violence prevention. These are delivered upon request as well as at various public events where appropriate.
c) Develop a list of LPS topics available for presentation to external groups	<p>A list of 17 topics for LPS presentations to external groups was developed in 2007.</p> <p>The LPS Community Services Unit has presentations available for personal safety, theft, break in and robbery prevention as well a CPTED (Crime Prevention Through Environmental Design) auditing services.</p> <p>The LPS also offers presentations related to graffiti prevention, video surveillance and work place violence prevention. These presentations are delivered upon request as well as at various public events, where appropriate.</p> <p>Citizen Academy is a 10 week program that invites citizens to attend sessions held at LPS. Citizen Academy allows the public to be better informed of what the police do and how they go about it.</p> <p>The Community Oriented Response Unit presents to various community groups on a wide range of topics including; crime prevention, youth crime, drug awareness, graffiti, liquor related issues.</p> <p>The Family Consultant/Victim Services Unit (FC/VS Unit) participated in 55 community training and public speaking events during 2008. These events dealt with topics such as victimization, mental illness, addictions, issues related to elder abuse, critical incident stress, trauma, vulnerable position screening and the role of the FC/VS Unit.</p>
d) Develop a standard format for communications (e.g., emails, presentations)	Research is being conducted with regards to the standardization within other Police agencies before implementation. This project has been deferred with expected implementation in 2009.

Performance Indicators	Results
<p>i. Progress Report of Promotional Strategies</p>	<p>The LPS continues to distribute information to the public through the LPS Website. In a continuing effort to provide media releases to the public, 318 media releases were posted to the home page during 2008 which represents a substantial increase compared to 125 releases in 2007. The LPS Website was redesigned in November 2008 and facilitates in providing media releases to the public more efficiently. A section of the Website that was redeveloped is the Unsolved Crimes Section which allows citizens to view surveillance photos of suspects of crimes, to potentially identify suspects. The London Police Most Wanted page was carried over from the old format and continues to include photos of persons wanted for crimes, available for citizens to view and identify. The LPS continues to provide information in a timely and effective manner to Media outlets through the media release website and emails. The LPS continued to be involved with “Snap” a local paper that covers fundraising and social events in London. LPS members were photographed during events including Cops for Cancer, H.W. Coulson Swim-a-thon, NHL Old timers vs. London Police hockey game, a Taste for Life, London Clean and Green, Chief for the Day, Special Olympics Torch Run and Pedal for Hope.</p> <p>As a result of the LPS working with the public and the media, suspects in various cases were identified and arrested in 2008. Two examples include a female who stole money from a poppy box at a beer store and a male who was wanted for a robbery at a Pizza Pizza. In both of these cases the suspects were identified and arrested after a photo was provided to the media, released to the public and then identified by the public.</p>
<p>ii. Increase in public's level of knowledge about the LPS (Results from Public Needs Survey)</p>	<p>A Public Needs Survey was conducted during the Fall of 2008. The results illustrate that close to half of the respondents (48.9%) felt that their level of knowledge had increased as a result of various communication strategies implemented by the LPS during the past 2 years.</p> <p>The results also indicate that television (66.2%), newspaper (63.4%), and radio (55.0%) are the respondents' primary sources of information.</p>

GOAL # 4 (continued)

Objective # 2 - Ensure effective management communications

Action Plans	Progress
a) Continue to conduct regular focus groups throughout the organization	A series of focus groups were held with employees during 2007/2008 to explore ways to improve communication strategies and identify issues.
b) Explore opportunities to communicate the strategic direction throughout the organization	<p>During 2008, the strategic direction was communicated to the organization through Divisional and Senior Management meetings. Minutes of the Senior Management meetings are posted to the Intranet for all members to review. The Performance Management process for Senior Officers is also designed to communicate/facilitate the strategic direction throughout the organization.</p> <p>The Chief addresses members during each In-service training session discussing matters of organizational importance and significance. Members also have the opportunity to submit questions anonymously through the Association to the Chief to be addressed during the In-service session.</p> <p>The possibility of internal blogs to allow a venue for communication with Senior Management is being researched.</p>
Performance Indicators	Results
i. Results of the Internal Needs Survey and Focus Groups	<p>An Internal Needs Survey and a series of communication focus groups were conducted during 2007/2008.</p> <p>Participation is on a voluntary basis; however, all employees were invited to participate within the focus groups, as well as, encouraged to complete the Survey. An excellent return rate of 52% (407 completed surveys) provided a solid sampling of opinions and comparisons to previous surveys from 2001 and 2004.</p> <p>A comparison of the survey's results from 2004 to 2007 indicated an overall improvement with regards to communications within the LPS. The results showed a slight increase in the percentage of respondents who agreed that <i>in the LPS, the information flows freely from the senior staff to their personnel, as well as, from personnel to their senior staff.</i></p>

GOAL # 4 (continued)

Objective # 3 - Enhance line of communications between various segments within the organization

Action Plans	Progress
a) Review and promote In-Service training for civilians	<p>Civilian attendance at In-Service training is encouraged through Routine Orders and communications through Division Commanders to their staff.</p> <p>During 2008 civilian members were invited to participate in several In-Service training segments including:</p> <ul style="list-style-type: none"> • Workplace Harassment (18) • First Aid / CPR (18) • Critical Incident Stress Management (30) • Health & Wellness (30) • Excited Delirium and Emotional Survival Video presentation (53) <p>In addition civilian members have been provided access to Canadian Police Knowledge Network (CPKN) e-learning courses. During 2008, 4 civilian members completed CPKN courses.</p>
b) Develop an employee orientation package	<p>Sample employee packages from other police services have been received for review. While consideration and development of a printed document remains on-going, a redesigned Family Night orientation session was implemented during 2008. This session provides an opportunity for all new members, both civilian and police, to attend and receive information and presentations related to various aspects of the LPS. These presentations include:</p> <ol style="list-style-type: none"> 1. Chief of Police 2. London Police Association 3. Payroll & Benefits 4. Wellness and Employee Assistance Program availability 5. Incumbent member's spouses / partners discussing the impact of policing on them and their families
c) Implement education awareness strategies for patrol and communications to enhance awareness and understanding of their different roles (e.g., job shadow and ride alongs)	<p>New strategies were developed in 2007 and were implemented in 2008 to enhance awareness and understanding between patrol and communications of their different roles.</p> <p>The Communications Unit Operators have been taking a ride-along with the front line Uniformed Officers. The Operator spends 10 hours in total. This is split into two 5 hour shifts with two separate Patrol Sections to give the Operator a different perspective. This continues to be an ongoing initiative and has resulted in positive comments from both sides.</p> <p>The new recruits now attend the Communication Section once they reach 3rd Class Status to spend a shift to observe what occurs in the Communication Center. This allows the new Officers to gain some experience in advance on the front lines and gives them a better understanding of the interaction between Uniformed Patrol and Communications.</p> <p>The Court and Communication Branch is also now involved in the monthly Uniformed Commanders meetings to provide a better flow of communication between the two groups who work so closely together.</p> <p>A better understanding of the different roles was also provided through the Chief's message during In-Service sessions in 2008.</p>

Action Plans	Progress																						
<p>d) Explore sharing expert training through various formats (e.g., session on packaging evidence)</p>	<p>The LPS Training Committee completed a review of recruit training during 2008. As a result, field training has been increased from approximately 52 shifts to 60 shifts. These shifts must include a minimum one half shift with both the Forensic Identification Section and the Communications Section. In addition, to ensure exposure to the types and complexities associated to investigations assigned to the Criminal Investigation Division (CID), all newly hired members will complete two full shifts in CID to be scheduled as they near re-classification to Third Class Constable.</p> <p>The following specific topics were presented during paraded briefing in during 2008:</p> <table border="1" data-bbox="594 533 1466 934"> <tbody> <tr> <td>Parade Training – Biker Enforcement Unit</td> <td>Jan/Feb 2008</td> </tr> <tr> <td>Parade Training – Chief’s Focus Groups</td> <td>Jan/Feb 2008</td> </tr> <tr> <td>Parade Training - Youth Outreach – COR Unit</td> <td>Mar/Apr 2008</td> </tr> <tr> <td>Parade Training - Probation</td> <td>Apr/May 2008</td> </tr> <tr> <td>Parade Training - London Distress Centre</td> <td>May/June 2008</td> </tr> <tr> <td>Parade Training - Major Crime</td> <td>June/July 2008</td> </tr> <tr> <td>Parade Training - Sex Assault</td> <td>June/July 2008</td> </tr> <tr> <td>Parade Training - Accident Support Services (PRC)</td> <td>July/Aug 2008</td> </tr> <tr> <td>Parade Training - Use of Force</td> <td>Sep/Oct 2008</td> </tr> <tr> <td>Parade Training - Professional Standards</td> <td>Sep/Oct 2008</td> </tr> <tr> <td>Parade Training - Systems</td> <td>Dec 2008</td> </tr> </tbody> </table>	Parade Training – Biker Enforcement Unit	Jan/Feb 2008	Parade Training – Chief’s Focus Groups	Jan/Feb 2008	Parade Training - Youth Outreach – COR Unit	Mar/Apr 2008	Parade Training - Probation	Apr/May 2008	Parade Training - London Distress Centre	May/June 2008	Parade Training - Major Crime	June/July 2008	Parade Training - Sex Assault	June/July 2008	Parade Training - Accident Support Services (PRC)	July/Aug 2008	Parade Training - Use of Force	Sep/Oct 2008	Parade Training - Professional Standards	Sep/Oct 2008	Parade Training - Systems	Dec 2008
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Performance Indicators	Results																						
<p>i. Results of the Internal Needs Survey and Focus Groups</p>	<p>An Internal Needs Survey and a series of communication focus groups were conducted during 2008.</p> <p>Participation is on a voluntary basis; however, all employees were invited to participate within the focus groups, as well as, encouraged to complete the Survey. An excellent return rate of 52% (407 completed surveys) provided a solid sampling of opinions and comparisons to previous surveys from 2001 and 2004.</p> <p>A comparison of the survey’s results from 2004 to 2007 indicated an overall improvement with regards to <i>communications within the respondents’ work environment</i>. However, the majority of respondents continue to feel that the <i>communication between Divisions needs to be improved</i>.</p>																						

GOAL # 4 (continued)

Objective # 4 - Provide Information and Technology resources to enhance communications

Action Plans	Progress
a) Provide access to the Intranet for officers from their patrol vehicles	<i>Refer to performance indicator (i).</i>
b) Enhance the Intranet and Internet in terms of content, functionality, and user awareness	<p>The LPS Intranet and Internet sites are continually reviewed by the LPS Home Page Committee for enhancements.</p> <p>During 2007, the content on the Intranet was expanded by adding several resource pages including a new page that provides information on Training Opportunities for LPS members. In addition, links to the LPS Internet site have been added to other external sites (e.g., Facebook) to further promote awareness and facilitate access to the LPS Internet site. In 2008, further additions were made to the Intranet related to employee wellness with information pertaining to both physical and mental health.</p> <p>During 2008 a committee inclusive of a cross section of LPS members, City of London IT staff, and a private consultant, re-designed the LPS internet web site. This resulted in the LPS site adapting the new City of London template. In addition to a more appealing website, the redesign and enhancements have resulted in a more vibrant site that includes font adjustment capabilities and page printing applications. Responsibility for the maintenance of the website has been identified and Division Commanders have been active in updating information related to their respective areas. In 2008, both the Intranet and Internet sites experienced a substantial increase in visitors when compared to 2006.</p> <p><i>For more details, refer to performance indicator (ii).</i></p>
Performance Indicators	Results
i. Implementation of Intranet access from patrol vehicles	The analysis has been completed and software purchased to implement intranet access from all patrol vehicles. This enhancement is scheduled for completion during the 2 nd quarter in 2009.
ii. Increase in the number of Website Hits	<p><u>Internet Website</u></p> <p>2006-2008: Number of site visits increased by 8.1%; however, there was a decrease of 6.8% from 2007 to 2008.</p> <p>2006: 296,473 2007: 344,038 2008: 320,627</p> <p><u>Intranet Website</u></p> <p>2006-2008: Number of site visits increased by 154%. (from 2007-2008, there was also an increase of 94%).</p> <p>2006: 91,471 2007: 120,062 2008: 232,680</p>

GOAL # 5

Ensure Effective Resource Management

Objective # 1 - Ensure facilities are being developed to meet the long-term requirements of the organization

Action Plans	Progress
a) Proceed with the facilities' expansion project	<i>Refer to performance indicator (i).</i>
Performance Indicators	Results
i. Progress Report on facilities' expansion project	<p>The facilities expansion project is well underway. The plan calls for work to be carried out in two stages with Phase 1 expansion projected to be completed in late 2009, and Phase 2 renovations to the existing building to be completed in early 2011.</p> <p>During 2005, the London Police Services Board entered into a contract with the firm of Carruthers Shaw & Partners Ltd. Architects (CS&P) for the provision of architectural services for the LPS Headquarters expansion and renovation project. In August 2007, the London Police Services Board confirmed the selection of Bondfield Construction as the General Contractor for the construction of an addition to the existing LPS Headquarters. The construction, valued at approximately \$21 million, consists of increased underground parking for fleet vehicles, three new classrooms for ongoing training, new locker rooms, a new 10 position firearms range, and two oversized garages to house speciality vehicles. The total increase in size to the existing building will be approximately 9,984 sq. metres, with construction expected to last approximately 20 months. Construction started in August, 2007, with an anticipated completion date in November 2009.</p> <p>The firm of Hayman Construction (London) has been selected to act as the construction manager for Phase 2 renovations, and is actively working with the consultant team during the design stage. Phase 2 of the project will involve extensive renovations to the current locker rooms, converting them into office space to meet the needs of the Criminal Investigation Division. In addition, the Family Consultants and Community Services Units will move into newly renovated office space. A community meeting room will be included in the renovations, providing an additional resource for the community. The exterior façade will also undergo an extensive facelift, in keeping with the input from our community consultation meetings.</p>

GOAL # 5 (Continued)

Objective # 2 - Ensure efficient and effective deployment of resources

Action Plans	Progress
a) Conduct an annual review of the Beat Patrol Plan	The Beat Patrol Plan was reviewed in 2008 and it was determined that more resources were required to staff Patrol. The 5 Patrol Section complements were required to increase from 46 officers to 48 officers. As a result there were ten temporary transfers (CID – 5, Community Policing Branch – 5) to Patrol Operations in May 2008. This strategy was very effective as it helped to reduce vacant beats and minimize hire-ons). As of December 2008 the temporary transfer of the ten officers remain. The staffing levels are reviewed on a continual basis.
b) Conduct an annual Workload Survey	<i>Refer to performance indicator (ii).</i>
c) Evaluate effectiveness of specialty units (e.g., Investigation Response Unit, Alternate Response Unit) and ensure units are strategically deployed to meet the requirements of the Strategic Intelligence Analysis Committee	<p>For a number of years, the LPS has been challenged by a high rate of robberies, break and enters, theft of vehicles and thefts. The Strategic Intelligence Analysis Committee (SIAC) typically identified areas that were experiencing increased or high rates of certain offences, particularly vehicle thefts, and resources were deployed to the area to see what could be discovered. Often the activity would decrease, not necessarily because of our actions but rather because the problem was identified after it had crested in an area.</p> <p>In 2007/2008, analysts were asked to identify areas where thefts from vehicles, vehicle damage and thefts appeared to be increasing as it was felt these were “sentinel” occurrences that if left may result in an increase in stolen vehicles from the area. When possible, patrol officers were directed to these areas, along with crime prevention officers and auxiliary officers to act as deterrents and to educate the public. In conjunction with this, the Investigative Response Unit (IRU) deployed resources that targeted individuals with criminal records and charges associated to these offences. A downward trend in “Auto Thefts” and “Break & Enters” began in 2007 and continued in 2008.</p> <p>In addition, the IRU assisted the General Investigations Section (GIS) on several fronts in 2008. When Detectives of the GIS identified possible suspects, members of IRU were assigned to conduct surveillance. Also, when members of GIS issued warrants the supervisor of IRU was notified with the particulars of the wanted party. IRU would then attempt to locate and arrest the wanted individual. The purpose was to quickly apprehend those responsible for crime to prevent a continuation of the criminal behaviour.</p> <p>The Project Crime initiative which was developed in 2006 continued in 2007/2008. The purpose of Project Crime is to monitor and arrest persons on bail or probation who are in violation of court imposed release conditions, removing their opportunity to participate in more serious offences.</p> <p>The Alternate Response Unit (ARU) was able to provide assistance with Foot Patrol in the East London Business District. They were also able to fill in when shortages occurred in the Headquarters Reception Unit, the Police Reporting Centre and as supplemental security at Court, eliminating the necessity in many cases to hire for those positions. It should be noted however, that there was a significant assignment of ARU officers to a criminal trial in the later part of 2008 which will continue into 2009 and effectively eliminate their deployment to special projects.</p>

GOAL # 5 (Continued)

Action Plans	Progress
<p>d) Conduct a review of the Communications Section with respect to staff deployment</p>	<p>Three new communications positions were added during 2007 which helped improve coverage and enhance officer safety and service to the public. The staffing increase, coupled with a new schedule in 2008, enhanced service by enabling dedicated call-takers and dedicated dispatchers.</p> <p>The Communications Section in 2008 was at full complement of 35 Operators. This staffing level is adequate; however, there are factors in the future (i.e. Cell phone technology, increased calls for service) that will affect this.</p> <p>A committee has been formed to examine the shift schedule in the Communications Center. A number of new shift schedules were submitted for consideration. They are being reviewed to study coverage needs but a slightly modified schedule is being implemented in 2009 to allow the selection of annual leave. The review committee is targeting mid 2009 for the submission of recommendations.</p>
Performance Indicators	Results
<p>i. Year-end Activity Report</p>	<p>2008 Results</p> <p>Average Call Time: 108.52 minutes Beat Patrol Plan Availability Factor: 1.44 Calls for Service to Patrol: 86,300 calls</p>
<p>ii. Results of Workload Survey</p>	<p>Data specific to this survey was received and reviewed.</p> <p>The Uniformed Division continues to complete a thorough review related to patrol deployment to identify workload requirements in conjunction with desired reactive and proactive proportions. During 2008, members were re-assigned from within the organization to Uniformed Division to address staffing challenges during the period May through September when absence due to annual leave is at a peak.</p> <p>Professional Standards Branch (PSB) identified the need for Administrative Support. As a result of a review of administrative support requirements completed by the Criminal Investigation Division, CID was able to reduce their requirements by one position and this position has been temporarily placed within PSB and will be evaluated.</p> <p>As a result of a workload review completed within the Fleet & Facilities Branch, the requirement for Administrative Assistant support was eliminated allowing the re-assignment of this position to the Support Services Division.</p>
<p>iii. Results of Public Needs Survey</p>	<p>A Public Needs Survey was conducted during the Fall of 2008. The results showed that the majority of respondents (89.2%) continue to be satisfied with the overall quality of police services.</p> <p>A comparison of the results from 2005 to 2008 also show an increase in the level of public satisfaction for "Investigating Crime" from 86.5% to 88.4% (+1.9 percentage points) and for "Responding promptly to calls" from 74.6% to 76.6% (+2 percentage points).</p>

GOAL # 5 (Continued)

Objective # 3 - Implement strategies to develop a workforce that is more reflective and understanding of the community

Action Plans	Progress
a) Increase awareness of LPS employment opportunities to our diverse communities through the Diversity Officer Program	<i>Refer to performance indicator (i).</i>
b) Increase awareness of LPS employment opportunities to students through the Secondary School Resource Officer Program	<i>Refer to performance indicator (i).</i>
c) Continue to develop strategies to retain and enhance diversity within the LPS	<i>Refer to performance indicator (i).</i>

Performance Indicators	Results
i. Progress Report of Strategies	<p>During 2008, in only the second full year of operation, the Diversity Officer program continues to grow significantly in outreach and community requests for action. Areas of focus included communities which would have not been serviced if not for the Diversity Officer program. Significant inroads were created and/or strengthened in: the Hispanic Community (the fastest growing community in London and second most spoken language); the Lesbian, Gay, Bi-transgender community, which has a very strong presence in London; the Muslim and Jewish communities; and the black and the First Nations community. There was a dramatic increase in requests for presentations to newcomer and diverse community groups. In fact, 1750 people participated in LPS presentations and the Diversity Officer program. Those presentations addressed: education and information on Municipal, Provincial and Federal Laws; Roles and Responsibilities of police in Canada and the LPS; and LPS recruitment opportunities such as Auxiliary, Citizens Academy, Police Ethnic and Cultural Exchange (PEACE) Program, Youth In Policing Initiative, Cadet and Cadet Recruit. Presentations would often lead to individual follow-up meetings with the Diversity Officer or the Recruiting section regarding recruiting, retaining and promoting diverse talent.</p> <p>The LPS Secondary School Resource Officers (SSROs) have direct day to day contact with students, teachers and guidance counsellors at their various institutions. The SSROs have held informal meetings with all parties to enhance recruiting and this is an area that will become more formalized in the future. The presence of the SSROs is, in and of itself, a positive influence on potential employment candidates. All members of the PEACE team were interviewed and selected from the various high schools in London.</p> <p>The members of the LPS Human Resources Branch (HRB) also continue to outreach to the diverse members of the community through various strategies. During 2008, HRB members have attended a number of career fairs, speaking engagements and forums to promote and encourage policing as a career choice.</p> <p>These include:</p> <ul style="list-style-type: none"> ▪ Hindu Community ▪ Oneida Reserve (2 outreaches) ▪ Black Youth Initiative ▪ Pillar Non-profit ▪ Women Immigrant League ▪ Chinese Community Centre ▪ Mosque ▪ Sikh Community ▪ United Nations Day for the Elimination of Racial Discrimination <p>An information session was provided by HRB members to the LPS Community Services Unit regarding recruiting strategies. One of the strategies included the development and distribution of a new recruiting flyer that has been distributed to High Schools, Post Secondary Education Institutions and Community Centres. HRB members have also maintained relationships with the University of Western Ontario, Fanshawe College and Westervelt College. During 2008, further relationships have been developed with Mohawk College and St. Clair College.</p> <p>LPS Recruiters continue to provide one-on-one mentoring sessions with candidates who do not meet standard (i.e., unsuccessful with applicant testing or cadet testing). On average, there are four per week.</p> <p>In addition, the Recruiters continue to utilize the Internet with strategies such as Facebook as an outreach tool to assure interface with the technically savvy generation. During 2008 there were 476 Facebook hits and 184 internet inquiries.</p>

GOAL # 5 (Continued)

Objective # 4 - Ensure effective Human Resource Management, Development, and Supervision

Action Plans	Progress
<p>a) Provide Performance Management System training to ensure effective use of the System (performance appraisals, promotions, and career development)</p>	<p>Performance Management training was covered during the In-Service session of 2006 in anticipation of the goals and objectives within the 2007-2009 Business Plan.</p> <p>In addition to training, a Performance Management Committee comprising of LPS Administration and London Police Association members was created during 2007. The committee completed a review of the promotion process contained within the Performance Management procedure, resulting in recommendations related to the scoring and submission time frames for promotion applications. The remainder of the promotion procedure was deemed to be effective and appropriate. The recommended changes to the promotion process have since been implemented.</p> <p>A seminar / presentation open to all members was delivered in November 2008 related to career development and the promotion process.</p> <p>During 2008, the Civilian Performance Appraisal document was also reviewed and amended to better capture the expectations for all positions.</p>
<p>b) Encourage members to participate in external professional development options through reimbursement programs and information related to available educational programs</p>	<p>The LPS continues to encourage members to participate in external professional development through education reimbursement. The funds available for reimbursement is a fixed amount therefore the percentage reimbursed is dependant upon the number of members involved in the program and the total course costs.</p> <p>During 2007, the LPS became a member of the FBI Virtual Academy. Our participation in this initiative allows our members, both sworn and civilian, to enrol in the academy and take on-line courses at no cost. In 2008, 24 members registered for on-line course at the FBI Academy.</p> <p>During 2007, a link was added to the LPS Intranet to advise members of professional development opportunities (<i>e.g. courses, continuing education, and e-learning opportunities</i>). In 2008, 132 members registered for on-line course through the Canadian Police Knowledge Network. The on-line courses were:</p> <ul style="list-style-type: none"> • Characteristics of an Armed Person • Firearms Identification for Public Agents • Counterfeit Money • Recognition of Emotionally Disturbed Persons • Stolen Innocence • Urban Gang Dynamics • Aboriginal Awareness <p><i>Refer to performance indicator (ii) for number of participants in external educational programs.</i></p>
<p>c) Ensure adequate supervisory training opportunities are provided</p>	<p>Of the many courses offered in-house throughout 2008, 477 supervisors attended. The courses included Advance Patrol Training (APT), General Investigative Techniques (GIT), Taser Training, Heavy Weapons, and Customer Service. In addition, there were other courses, Frontline Supervisor and LEADER Course, which were held off-site. Eleven supervisors attended courses off-site.</p>

Performance Indicators	Results
i. Results of the Performance Management System Survey and Focus Groups	<p>As a result of feedback acquired through the 2007 Internal Needs Survey the following occurred during 2008:</p> <ul style="list-style-type: none"> • The civilian performance appraisal form was reviewed and amended to better capture performance expectations. • Promotion process of the Performance Management System was reviewed by a committee and amendments implemented to more accurately quantify member's achievements in required areas. • Promotion seminar hosted to discuss and educate members on the promotion process.
ii. Number of Members participating in external training opportunities	<p>36 sworn members and 1 civilian member participated in 76 courses in 2008 and received reimbursement of 57% of their course costs.</p>

GOAL # 5 (Continued)

Objective # 5 - Provide Information and Technology resources to support organizational needs

Action Plans	Progress
a) Explore implementation of high speed wireless data network for patrol vehicles	The LPS in conjunction with the City of London issued an RFP in 2007 and a successful vendor was selected. During 2008, the LPS new public cellular mobile data network was implemented and rolled out to 90% of the vehicles. The roll out to the rest of the Patrol Vehicles is scheduled during the first quarter of 2009.
b) Continued implementation of GPS technology	The GPS/AVL (Global Positioning System/Automatic Vehicle Location) project relied on new wireless data network implementation during 2008. The GPS/AVL project network has been rolled out to 90% of the LPS vehicles and the rest are scheduled for completion during the first quarter of 2009.
c) Continued refinement and implementation of hand-held computing technology	The LPS budgeted in 2008 for the expansion of hand-held deployment in strategic spots throughout the organization. The LPS Technology team have submitted to Versaterm H/MDT (Hand-held/Mobile Data Terminal) enhancements that would further the acceptance and use of Hand-held technology throughout the Policing industry. The LPS has also assisted other Versaterm clients with H/MDT pilot projects to demonstrate to their organizations the benefits of Hand-held technology.
d) Enhance resource management and crime analysis applications using business intelligence software	In 2008, significant progress was made utilizing Cognos, Datamart and the Crime Analysis tools. Many repetitive tasks performed by the Crime Analysis Unit were automated to save time and gain efficiency. The highlight of this initiative was in Crime Trend Analysis and mapping of the information on Google Earth to communicate the information across the organization. Two additional Crime Analysts and one Technology Services Analyst were trained in the use of this technology to further our commitment to meet our goals and objectives of this initiative.
e) Electronic capture of fingerprints and submission to RCMP	In 2007, the LPS went live with the electronic capture of fingerprints. In 2008, the LPS continued working on refining the process, training and the quality of electronic fingerprints captured. The LPS is currently waiting for approval from the RCMP to do electronic submission.
f) Implement electronic capture and storage of digital images and video	<p>Digital photographs which have been captured for investigative purposes are now being electronically attached to the appropriate events in the LPS Records system. These images are then being forwarded electronically as part of the electronic crown brief. This achievement has resulted in a large savings in time and resources. The original RAW format images are stored and are subject to identified purge criteria.</p> <p>The LPS Forensic Identification Section has completed the conversion from film to digital photographs. The LPS is currently in the early stages of a digital video conversion project which will cover all areas of the organization. An interim digital video system has been implemented in Headquarter Detention Unit. To date, there have been no issues with the quality and benefits have been recognized. The next phase of the is project is the implementation of a video network and the addition of building security video that will coincide with the Headquarters building expansion scheduled for completion in 2009.</p>

Action Plans	Progress
g) Explore voice recognition software for implementation	This project has been deferred as voice recognition software has not evolved enough to meet the needs and environment of the Patrol Officer. Currently a few Senior Management staff are using the software. Time will tell if voice recognition software will mature to the point that it will become widely used throughout the organization.
h) Explore desktop “dash board” tools to enable managers to daily track and measure progress on their priorities	The LPS is the beta test site for the first release of “My Versadex”, Versaterm's dash board software. Initial testing has proven this to be a beneficial product. In 2008, further rollout of the dash board software has proven beneficial. The LPS is also analysing the possibility of using this software as a communications medium for blogs.

Performance Indicators	Results
i. Information and Technology Progress Report	<p>2008 was an exciting and busy year for Mobile Workstation enhancements including a new wireless data network, vehicle laptop mounts, new laptops with touch screen and updated software with GPS/AVL (Global Positioning System/Automatic Vehicle Location).</p> <p>During the first quarter 2009, the LPS will realize the benefits from the completion of these enhancements.</p> <p>The main LPS Technology focus for 2009 will be continued progress using Cognos, Datamart and the Crime Analysis tools.</p> <p>The goals and objectives of Technology Services are to continue to improve LPS efficiency and service delivery by enhancing or expanding the use of technology. Over the last few years the technology growth and change has been frequent and fast. It is now time to review or possibly retrain staff to ensure the organization is obtaining maximum benefits and service delivery to the citizens of London.</p>
ii. Results of Internal Needs Survey and Focus Groups	<p>An Internal Needs Survey and a series of communication focus groups were conducted during late 2007.</p> <p>Participation is on a voluntary basis; however, all employees were encouraged to participate within the focus groups, as well as, the survey. An excellent return rate of 52% (407 completed surveys) provided a solid sampling of opinions and comparisons to previous surveys from 2001 and 2004.</p> <p>The results of the survey showed that the majority of respondents (84%) agreed that the Information and Technology services provided are responsive to officers' and civilians' needs. A comparison of the survey's results from 2004 to 2007 showed a slight increase in the percentage of respondents who agreed (82.1% to 84%).</p>