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London Police Service

Business Plan 2009 Annual Report

Three Year Concluding Report

Presented to the
Police Services Board
May 2010

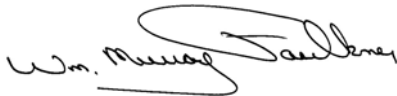


The LPS Business Plan 2009 Annual Report has been prepared in accordance with the Adequacy Standards Regulation which requires police services to prepare, for the Police Services Board, an annual report on the progress of the current Business Plan.

This Report is the concluding 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 2009 has been a successful year in terms of progress—all of the Business Plan's objectives were either achieved, or partially achieved resulting in a performance indicator success rate of 92%.

I would like to acknowledge each of the Division Commanders and their staff for their contribution towards our success and recognize the challenges they face in ensuring these objectives are achieved.

A handwritten signature in black ink, appearing to read "Wm. Murray Faulkner". The signature is fluid and cursive, with a large loop at the end.

*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>2007: Two additional officers were assigned to the Community Foot Patrol Unit and 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 allow them to be proactive.</p> <p>2009: Assigned members were reduced by two to supplement Patrol Operations. It will be a priority to return the Unit to authorized complement. The Community Foot Patrol Unit staffing allowed the members to perform a successful project at Dundas Street and Richmond Street to address chronic issues.</p> |
| <p>b) Continue to establish the Secondary School Resource Officer Program</p> | <p>In 2007, the Secondary School Resource Officer (SSRO) program completed its first full school year. During 2008-2009, the SSROs continued to work with the schools delivering various programs.</p> <p>In 2009, the SSROs delivered the Anti-Drug and Alcohol Program (DAP) to 10,154 students throughout both school boards. The SSROs also continued to work with students and staff to increase safety and deter drug use and other criminal activity in the schools.</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 |
|---|---|
| <p>i. Increase in the level of public satisfaction (results of the Public Needs Survey)</p> | <p>A Public Needs Survey is conducted every three years as part of the LPS business planning process. The results of the 2008 Public Needs Survey showed that the majority of respondents are generally 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> |
| <p>ii. Results from the evaluation of the Secondary School Resource Officer Program</p> | <p>2007: The SSRO (Secondary School Resource Officer) Program was implemented during the 2006/2007 school year. A comparison to previous years was conducted based on calls for service to the 20 secondary schools. The results showed an approximate 30% overall reduction in calls for service responded to by Patrol Officers now addressed by the SSR Officers. The SSRO Program also enabled the delivery of safety and drug awareness programs to reach a great number of students.</p> <p>2008: 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 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 and 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 and 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> <p>2009: The SSROs continued to develop relationships with both school boards and the associated students. The main 2009 challenge was staffing as the majority of the year had only 4 of the 5 authorized SSROs deployed in the schools. One SSRO position was temporarily transferred to Patrol Operations due to staffing shortages. Despite this, statistics for the program remained stable and there was actually a slight increase in the number of students who were presented the Drug Awareness Program (DAP).</p> |
| <p>iii. Progress Report – alternative deployment strategies</p> | <p>During 2007 to 2009, the Patrol Operations Branch encountered staffing shortages that were addressed through temporary transfers from other Branches and Divisions within the organization, as well as temporary transfers between Patrol Sections.</p> <p>In 2009, there were 5 Patrol Sections. The Patrol Sections worked a rotating shift plan, which consisted of Day, Early Afternoon, Late Afternoon, and Night shifts. The shifts were primarily 10-hour shifts with the exception of Night Shifts which consisted of 8 and 9-hour shifts.</p> <p>In January 2009, a committee was formed to review the effective and efficient deployment of the Patrol Sections. The committee developed a deployment plan for the Patrol Sections, which included a realignment of the Patrol Sections to 6 Patrol Sections from 5, a new straight 10.5 hour shifts shift schedule, and a new beat patrol plan. This new deployment model was approved by Chief Faulkner and presented to the London Police Association membership. The new deployment model was voted in by the LPA membership for a 2-year trial period, effective January 2010.</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>During 2007 to 2009, members of the Criminal Investigation Division (CID) continued to increase intelligence gathering efforts in relation to drug activity, weapons and violent crimes. The two operational divisions (CID and Uniformed Division) work cooperatively through enforcement, education, and training, resulting in tremendous successes for the organization and the community.</p> <p>In 2009, the Drug Unit continued to aggressively pursue street level drug initiatives. The Gun Unit targeted the criminal use of firearms, and through fourth quarter funding from provincial grant money, P.A.V.I.S. (Provincial Anti-Violence Intervention Strategy), they were able to continue with aggressive enforcement. 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. This cooperation led to the formation of a Joint Forces Operations project, Project Ulverston, which resulted in the arrest of numerous persons for drug offences and charges relating to criminal organizations. A multimillion dollar seizure of drugs and property resulted. Criminal activity involving drugs and weapons has become very prevalent in our community. The members of the LPS are well trained and equipped to enhance intelligence gathering methods and have demonstrated excellent results in the past year. In 2009, members of the Drug Unit were guest presenters on both Ontario Police College and Criminal Intelligence Services of Ontario (CISO) courses involving Drug Investigations and Undercover Operations, highlighting their expertise as investigators.</p> |
| b) Identify street gangs and their crime-related activities | <p>The members of the Youth Crime Unit, Criminal Investigation Division, are responsible for the identification and monitoring of street gangs. During 2007 to 2009, the Unit continued to identify and gather intelligence on local street gangs and this information was shared with members of the LPS and other services as required. There were seven gangs identified as being active within the London area. These gangs are involved in crime-related activities including drug trafficking, robberies (home invasions/street rips), weapons, property damage, thefts, arson, abductions and extortions.</p> <p>The Unit also worked with the area agencies to develop programs as an alternative to involvement with gangs. In 2009, the Unit provided 9 Gang Awareness presentations to educators, social workers, and corrections officers to raise awareness in this area. Training through these presentations was provided on the identification and recognition of gang related behaviours. In addition, members have attended a one-week Gang Investigators Course at the Ontario Police College. The investigators from 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 North America and assists with the sharing of information and intelligence gathering on gang activity. Members of the Unit also attended regular Criminal Intelligence Service of Ontario (CISO) Street Gang Focus Group meetings to discuss gangs and gang trends across Ontario.</p> |
| c) Develop proactive enforcement measures relative to drugs, weapons, and violent crimes | <p>Numerous proactive projects were created during 2007 to 2009 to combat drugs, weapons, and violent offences as a result of intelligence received and enhanced communication from Uniformed Division members. In 2009, other projects were initiated through the sharing of information through secondments and partnerships with the RCMP and OPP. The information learned from those projects was disseminated through a number of means, including the Strategic Intelligence Analysis Committee and the Crime Analysis Unit. That information was 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>During 2007 to 2009, a member of the Criminal Investigation Division was seconded to the Ontario Provincial Police PWEU (Provincial Weapons Enforcement Unit). In 2009, this member was assigned to the Gun Unit working with the PWEU, identifying and investigating the illegal use and possession of firearms. The relationship with the provincial Unit led to the creation of Project Ulverston.</p> |

Performance Indicators

Results

i. Year-end activity reporting and enforcement statistics (e.g., violent crime and clearance rates)

**2007-2009 Year-End Activity Reports
Violent Crime and Clearance Rates**

| Offence | # Reported In 2007 | Clearance Rate for 2007 | # Reported In 2008 | Clearance Rate for 2008 | # Reported In 2009 | Clearance Rate for 2009 |
|------------------|--------------------|-------------------------|--------------------|-------------------------|--------------------|-------------------------|
| Homicide | 5 | 120% | 2 | 100% | 3 | 33% |
| Attempted Murder | 3 | 200% | 2 | 50% | 1 | 0% |
| Sexual Assault | 247 | 73% | 199 | 92% | 242 | 84% |
| Assault | 2,405 | 76% | 2,427 | 77% | 2,481 | 79% |
| Abduction | 44 | 86% | 53 | 92% | 60 | 92% |
| Robbery | 285 | 51% | 288 | 53% | 323 | 52% |

Note: some clearance rates will be greater than 100% due to carry over of occurrences that were cleared a year after they occurred.

ii. Number of strategic projects

2007- 2009 Proactive Projects/Results

| | 2007 | 2008 | 2009 |
|--------------------------------------|-------|-------|-------|
| # of Projects | 35 | 33 | 21 |
| # of Suspects Arrested | 194 | 179 | 219 |
| # of Criminal Code Charges | 581 | 533 | 361 |
| # of Provincial Offences Act charges | 1,880 | 2,017 | 2,181 |

There were 21 proactive projects initiated in 2009. Examples of projects include those related to drugs, weapons, prostitution, robberies, theft from motor vehicles, high complaint areas and intelligence gathering. The projects resulted in the arrest of 219 suspects, the laying of 361 Criminal Code and 2181 Provincial Offences Act charges.

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 2007 to 2009, a variety of traffic-related training was provided to LPS members. In 2009, the training included:</p> <ul style="list-style-type: none"> - A 30-minute presentation on the Highway Traffic Act was held for five weeks during early afternoon parades. The presentation concentrated on traffic enforcement. - 61 LPS patrol officers and 4 UWO police officers received certification in the use of the Radar/Laser speed detection devices. (10 hr session) - 126 patrol officers received Radar/Laser recertification. (4 hr session) - All new recruits (26) 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 52 LPS members. During APT, the students are given a 4-hour lecture on impaired driving issues (recent case law etc.) and any updates to the Highway Traffic Act. |
| c) Strategic enforcement of identified areas | <p>Targeted enforcement was conducted throughout 2007 to 2009 at high collision intersections in response to specific or chronic complaints from the community. As well, speed enforcement was conducted in specific community locations based on community input.</p> <p>During 2009, week-long “seatbelt enforcement” campaigns were conducted in the spring. 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>Number of traffic-related media announcements:</p> <p>2007: 110 2008: 200 2009: 213</p> <p>There were over 213 traffic-related media announcements in 2009. 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>Approximate number of traffic enforcement initiatives:</p> <p>2007: 13 2008: 20 2009: 14</p> <p>In 2009, the Traffic Management Unit conducted approximately 14 traffic related initiatives including:</p> <ul style="list-style-type: none"> ○ 3 separate “Back to School” blitzes geared to alert motorists to the return of pedestrian and cycling activity ○ 1 provincial seatbelt campaign ○ 5 Commercial Motor Vehicle enforcement days ○ 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>A detailed Traffic Management Unit year end activity report for each year was submitted to Senior Management for review. The following is a brief overview.</p> <p style="text-align: center;">2007-2009 Year End Enforcement Activity Report</p> <table border="1" data-bbox="672 1335 1419 1730"> <thead> <tr> <th>Activity</th> <th>2007</th> <th>2008</th> <th>2009</th> </tr> </thead> <tbody> <tr> <td># Total PONs¹ issued by LPS</td> <td>43,906</td> <td>47,736</td> <td>42,464</td> </tr> <tr> <td># TMU² PONs¹</td> <td>12,346</td> <td>13,437</td> <td>10,503</td> </tr> <tr> <td># RIDE PROGRAMS</td> <td>67</td> <td>85</td> <td>53</td> </tr> <tr> <td>RIDE # Motorists stopped</td> <td>23,331</td> <td>37,441</td> <td>31,066</td> </tr> <tr> <td>RIDE # Roadside Alcohol Tests</td> <td>411</td> <td>765</td> <td>423</td> </tr> <tr> <td># Intoxilyzer Tests</td> <td>375</td> <td>427</td> <td>411</td> </tr> </tbody> </table> <p>¹ PON – Provincial Offence Notice ² TMU – Traffic Management Unit</p> <p><i>Note: In 2008, electronic ticketing software and thermal printers were implemented in 3 Traffic Management vehicles to improve current resource efficiency.</i></p> | Activity | 2007 | 2008 | 2009 | # Total PONs ¹ issued by LPS | 43,906 | 47,736 | 42,464 | # TMU ² PONs ¹ | 12,346 | 13,437 | 10,503 | # RIDE PROGRAMS | 67 | 85 | 53 | RIDE # Motorists stopped | 23,331 | 37,441 | 31,066 | RIDE # Roadside Alcohol Tests | 411 | 765 | 423 | # Intoxilyzer Tests | 375 | 427 | 411 |
| Activity | 2007 | 2008 | 2009 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # Total PONs ¹ issued by LPS | 43,906 | 47,736 | 42,464 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # TMU ² PONs ¹ | 12,346 | 13,437 | 10,503 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # RIDE PROGRAMS | 67 | 85 | 53 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| RIDE # Motorists stopped | 23,331 | 37,441 | 31,066 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| RIDE # Roadside Alcohol Tests | 411 | 765 | 423 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # Intoxilyzer Tests | 375 | 427 | 411 | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 who assist in forensic review of computer-based files and investigations. The Provincial Strategy Against Child Pornography has received provincial funding and this has been extended until April 2011. To date, the Strategy is funding the support, training, and required equipment to deal with the increased workload and investigations in this area. The Cyber Crime Unit has been implemented as a permanent Unit in the Sexual Assault and Child Abuse Section.</p> |
| <p>b) Enhance LPS' ability to examine forensically seized computers (e.g., training, equipment, software)</p> | <p>In 2007, the Forensic Computer Analysis Unit's (FCAU) abilities were enhanced through training, and the purchase of new equipment and programs. These new programs include: Encase, Forensic Toolkit, DataPilot, and Categorizer for Pictures (C4P). These additions have greatly enhanced the Unit's ability to forensically examine computer equipment.</p> <p>The FCAU received funding during 2008/ 2009 from the <i>Ontario Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet</i>. This funding was used towards training and equipment to assist in the analysis of child exploitation cases. The enhancements in training and equipment have led to the successful prosecution of both child pornography and luring cases in London, Ontario.</p> <p>Funding for 2008/ 2009 was also used to cover the salary of the existing police officer in the FCAU. No additional police or civilian examiners were added to the Unit despite an exponential increase in workload. The Unit saw a plateau in the number of completed requests for service, indicating a maximum capacity for the Unit. There was a 58% increase in the amount of data examined, and a 47% increase in the number of cellular phones examined.</p> <p>The Categorizer for Pictures (C4P) database has been expanded from 12 million known pictures to over 34 million known pictures which will decrease the amount of time required to process images from seized computers. The FCAU has also been able to expand its capabilities to investigate and analyze a wider variety of cases. This was evident by the number of completed cases for the Uniformed Division (67% increase) and Major Crime Section (50% increase).</p> <p>The members of the Cyber Crime Unit provided training to the Uniformed Division to enhance members' abilities to identify, seize and ensure preservation of evidence related to computer crime. They also participated in developing policy and procedure for investigating luring offences for the Province of Ontario.</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. As well, this component is intended to educate children of the realities of "cyberspace" that is fast becoming the primary social venue for young people. The program continues to be an integral part of the VIP curriculum and was updated in the summer of 2009 to ensure that the material is both relevant and accessible to the students. A total of 4,231 students were presented with the VIP program during the 2008/2009 school year, including this internet safety component.</p> <p><i>Refer to performance indicator (iii) for number of students/program delivery.</i></p> |

| Performance Indicators | Results |
|---|---|
| <p>i. Increase in the number of investigations and charges related to Internet based crimes against persons</p> | <p>The Cyber Crime Unit was established in 2007 and continues to conduct investigations related to child pornography, luring, criminal harassment and computer hacking. In 2009, 31 suspects were arrested, 38 search warrants and production orders were executed and 158 criminal charges were laid. This represents a 26% increase in the number of charges in 2009 when compared to 2008 and a 48% increase when compared to 2007.</p> <p>Number of Criminal Code Charges:</p> <p>2007: 107 2008: 125 2009: 158</p> |
| <p>ii. Enhancement of LPS computer crime-related resources</p> | <p>Since its formation in 2007, the Cyber Crime Unit continues to enhance its capabilities through the purchase of new equipment with funding provided by the Province of Ontario as part of the <i>Provincial Strategy to Combat Child Exploitation on the Internet</i>. Additional training opportunities for members of the Cyber Crime Unit were also funded by the Strategy.</p> <p>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, including new software updates and maintenance contracts.</p> <p>In 2009, Child Protection System software was purchased. This is a web based system that identifies Internet protocol addresses that have been in possession of suspected child pornography files. The Forensic Computer Examiners have been qualified as experts in court to present expert testimony on forensic computer data retrieval and analysis, as well as peer-to-peer file sharing.</p> |
| <p>iii. Number of students educated on Internet safety</p> | <p>During 2009, a total of 4,231 Grade six students participated in the "Internet Safety" presentation, along with the VIP (Values Influences and Peers) program.</p> <p>Number of students educated on Internet safety:</p> <p>2007: 4,087 2008: 4,163 2009: 4,231</p> |

GOAL # 1 (continued)

Objective # 5 - Enhance problem-oriented policing initiatives

| Action Plans | Progress |
|---|--|
| a) Increase proactive targeted enforcement projects | <p>During 2007 to 2009, the members of the Patrol Operations Branch and Community policing Branch continued to undertake a number of projects that targeted the disorderly and criminal behaviour. A new proactive initiative “Automated Directed Patrol” was implemented during 2008 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.</p> <p>In 2009, 22 locations were identified as chronic complaints that would benefit from Automated Directed Patrol. These locations included parks and green spaces, commercial areas, and schools. 903 calls for service were generated by the auto dispatch system, with an 85% response rate.</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>Improvements were implemented during 2007 to 2009, 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 an increase of information disseminated from the Guns and Drugs Section to the Uniformed Division. It will also increase the flow of intelligence information 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 resulting in proactive enforcement of criminal activity. The Active Crime Report, which contains information gleaned from the SIAC meeting, has been enhanced in 2009 to include graphs and photos and is now disseminated electronically to all LPS members.</p> |
| c) Explore use of increased technology to enhance proactive initiatives (e.g., Cognos Crime Analysis) | <p>2007: Extensive work was completed to evaluate Cognos and Crime Analysis software from Versaterm (LPS primary software vendor).</p> <p>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> <p>2009: The Crime Analysts continued to refine their knowledge and skills in the use of Crime Analysis tools and the Datamart. The use of the Cognos tools for reporting the Uniformed Sections’ time on calls was enhanced and all Uniformed Staff Sergeants were trained and given access. These new enhancements were designed to assist in the analysis of workload and service delivery within the Uniformed Division.</p> |
| d) Use of Auxiliary Officers towards educational and crime prevention programs | <p>Throughout 2007 to 2009, the members of the Auxiliary Section continued to be involved with a variety of educational and crime prevention programs such as ATRIP (Auto Theft Reduction Initiatives Program) and SAFEGUARD (Anti-Break and Enter) program.</p> <p>During 2009, they have also begun implementing the STORE (Anti-Robbery) program. In addition, the Auxiliary Officers assisted with Community Events including the Strathroy Police Day, 24 tours of Police Headquarters and events such as the Warriors Day and Santa Claus parades. They are also being utilized to augment the efforts of the Crime Prevention Officers.</p> |

Performance Indicators

Results

i. Number of projects

2007-2009 Comparison of Uniformed Division Projects and Results

| Projects and Results | 2007 | 2008 | 2009 |
|-----------------------------|-------------|-------------|-------------|
| # of Projects | 24 | 19 | 18 |
| # of Criminal Arrests | 76 | 128 | 250 |
| # of Criminal Charges | 156 | 383 | 301 |
| # of Provincial Charges | 1,864 | 2,028 | 2,697 |

In 2009, there were 18 projects completed by the Uniformed Division which resulted in:

Criminal Arrests: 250
 Criminal Charges: 301
 Provincial Charges (including by-law PONS): 2697

ii. Number of charges/clearance rates (e.g., property crimes/clearance rates)

2007-2009 Property Crimes and Clearance Rates

| Offence | # Reported In 2007 | Clearance Rate for 2007 | # Reported In 2008 | Clearance Rate for 2008 | # Reported In 2009 | Clearance Rate for 2009 |
|------------------|---------------------------|--------------------------------|---------------------------|--------------------------------|---------------------------|--------------------------------|
| Break and Enter | 2,616 | 35% | 2,418 | 35% | 2,626 | 35% |
| Auto Theft | 1,909 | 35% | 1,439 | 34% | 1,265 | 34% |
| Theft | 9,839 | 20% | 10,534 | 22% | 10,649 | 21% |
| Possession | 266 | 95% | 280 | 83% | 279 | 85% |
| Fraud | 1,031 | 46% | 1,273 | 45% | 1,297 | 45% |
| Counterfeit | 361 | 6% | 366 | 8% | 142 | 11% |
| Prostitution | 112 | 100% | 67 | 100% | 85 | 100% |
| Gaming & Betting | 3 | 100% | 2 | 0 | 3 | 33% |

iii. Level of public satisfaction (results of the Public Needs Survey)

A Public Needs Survey is conducted every three years as part of the LPS business planning process. The results of the 2008 Public Needs Survey showed that the majority of respondents (89.2%) continue to be satisfied with the overall quality of police services.

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% (+3.6 percentage points).

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>During 2007, a comprehensive review of point of contact customer service was completed. 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 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>Throughout 2009, the following customer service initiatives occurred:</p> <ol style="list-style-type: none"> 1. Supervisor, Headquarters Reception Unit conducted random reviews of telephone inquiries received by members and the resulting quality of service provided. 2. Communications Supervisors completed weekly random reviews of 911 calls to ensure the level and quality of service delivered is appropriate. 3. Statistics are maintained and monitored, detailing the time between when a call for service is received and when an officer is dispatched, for each of the three levels of call urgency. 4. An annual review was completed related to the LPS's delivery of services pertaining to Freedom of Information and Records Screening requests. A part-time contract position was implemented in 2008 and 2009 to assist in meeting service delivery timelines for Records Screening requests. 5. The LPS received customer service feedback at the Police Reporting Centre through the information collected and tabulated monthly through customer service surveys. |

| | |
|--|---|
| <p>b) Provide Customer Service Training for members and evaluate results</p> | <p>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>2008: The OPC Course “<i>Managing Customer Service in Policing</i>” was unavailable.</p> <p>2009: 75 members (sworn and civilian) identified as “point of contact” personnel received the Customer Service training.</p> <p>Evaluations: The OPC Course “<i>Managing Customer Service in Policing</i>” has a built in evaluation process to assess the course in terms of course delivery and effectiveness. In addition, the results of the next LPS Public Needs Survey will be closely monitored to determine whether customer service has improved in terms of quality.</p> |
| <p>c) Develop a program inventory for review by Division Commanders for effectiveness</p> | <p>During 2007, a project/program inventory was 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><i>Refer to performance indicator (iii) for more details.</i></p> <p>During 2009, a comprehensive review was completed regarding the deployment of Uniformed Patrol Officers, inclusive of number of calls received, response times, beat boundaries, per shift coverage, and overall staffing levels, to ensure appropriate response capabilities. This review resulted in the creation of a new Beat Patrol Plan implemented in January 2010 that included the addition of a sixth patrol section and 34 officers.</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 a positive working relationship with its professional partners; including the Ontario Civilian Police Commission (OCPC) and the Special Investigations Unit (SIU). During 2009, a total of 105 complaints (conduct, policy, service, local complaints and local inquiries) were investigated by the Professional Standards Branch. There were fourteen (14) SIU parallel investigations conducted by the Professional Standards Branch in 2009. In each of the completed cases, the SIU determined that our officers conducted themselves in an appropriate and professional manner.</p> <p>Members of the Professional Standards Branch typically attend the Professional Standards Investigator Course hosted by the Ontario Provincial Police, 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 |
|---|--|
| i. Results from the Public Needs Survey categories “police qualities” and “customer service” | <p>The LPS business planning process consists of a Public Needs Survey that is conducted every three years. The results of the 2008 Public Needs Survey 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> |
| ii. Progress Report on customer service initiatives | <p>During 2007, the Customer Service Report was 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 was delivered during the first quarter of 2009.</p> <p>In addition, random review processes are in place related to customer service delivery in Headquarters Reception Unit, Communications Section, Freedom of Information, Records Screening and Police Reporting Center.</p> |
| iii. Year-end service/program review (e.g., crisis interventions, youth pre charge diversions, senior outreach) | <p>2007: A project/program inventory list was completed for random selection during the 2008/2009 evaluation process.</p> <p>2008: Specific program evaluations were completed 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 redeployment of some officers and a reduction of one Administrative Assistant.</p> <p>2009: The Uniformed Division completed a comprehensive review of the Beat Patrol Plan related to the ability to provide the appropriate level of service through patrol Operations.</p> <p>The Corporate Services Division is currently reviewing the service capability of Fleet staff in conjunction with the completion of Phase 1 facility construction, including new garage space, the implementation of the new Beat Patrol Plan, and overall workflow.</p> <p>2010: An organization-wide Workload Analysis study was proposed in the fall of 2009 and will commence in early 2010.</p> |
| iv. Number of commendations | <p>During 2009, members of the London Police Service received 88 commendations and 100 thank you letters from members of the public. The Chief of Police Certificate of Valour was presented to a member for an act of exceptional bravery and the Chief’s Citation was presented to 7 members for their outstanding service. As well, 18 members were recognized and awarded time off or Division Commendations under Informal Awards for their actions related to 14 incidents.</p> <p><i>Refer to Annual Reports published on the LPS Internet for details related to previous years’ statistics. (www.police.london.ca)</i></p> |

Performance Indicators

Results

v. Number of conduct complaints and results of investigations

| 2007-2009 Public Complaints | | | |
|--------------------------------------|-----------|-----------|------------|
| | 2007 | 2008 | 2009 |
| Conduct Complaints | 67 | 89 | 96 |
| Service Complaints | 5 | 0 | 2 |
| Policy Complaints | 3 | 1 | 2 |
| Local Complaints | n/a | n/a | 0 |
| Local Inquiries | n/a | n/a | 5 |
| Total Complaints | 75 | 90 | 105 |
| 2009 Complaint Resolutions* | | | |
| Complaints not dealt with Section 60 | 16 | | |
| Withdrawn | 12 | | |
| Informal Resolution – PSA Section 58 | 11 | | |
| Unsubstantiated | 38 | | |
| Informal Discipline | 6 | | |
| PSA Hearing | 9 | | |
| Lost Jurisdiction | 0 | | |
| Pending Investigations | 13 | | |

**Refer to Annual Reports published on the LPS Internet for details related to previous years' complaint resolutions. (www.police.london.ca)*

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>A Calls for Service Analysis Report was completed in 2005. 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 reclassify certain calls for service, as well as an overall requirement to provide updated training associated with Tiered investigative requirements. During the fall of 2008 and early part of 2009, all members received updated training specific to report writing, duty book note requirements and Tiered reporting.</p> <p>In the fall of 2009, a further review of the Tiered Reporting structure occurred. This has resulted in a complete review and updating of all LPS procedures associated with report taking, report writing and duty book note requirements. The updated procedures are in the draft stage and will be completed in early 2010.</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>Throughout 2007 to 2009, the staffing levels for Patrol Operations Branch, Incident Response Teams, and the Alternate Response Unit were monitored to ensure effective response.</p> <p>In 2009, the Uniformed Division researched and developed a new patrol plan to be implemented in January 2010. This plan provides better patrol coverage by identifying peak occurrence volume times and focuses resources during those times. The plan also provides more patrol time for proactive policing and directed enforcement projects. This plan required 34 more officers to effectively fill the required complement. 24 members were redeployed within the organization, including the entire complement of the Alternate Response Unit. This plan is a two year pilot project and its effectiveness will be evaluated throughout the project timeline.</p> <p>The Incident Response teams continue to be adequately staffed.</p> |

| Performance Indicators | Results |
|---|---|
| <p>i. Results of Calls for Service analysis</p> | <p>During 2007, a review of the progress 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 refresher training in this regard. A committee will be formed during 2008 for further review.</p> <p>A committee comprised of members representing CID, UD, IT and CSD examined the Tiered response process during 2008. As a result, some calls were reclassified to reflect contemporary requirements. 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 the fall of 2008 and early 2009, completing the initial requirements of this objective.</p> <p>A subsequent review of the Tiered Response process occurred in the fall of 2009. As a result, there was significant updating to the related LPS procedures pertaining to Report Taking, Report Writing and Duty Book Notes, and a further updated training segment will be delivered during 2010.</p> |
| <p>ii. Maintain or Improve measures of average call time, queue times, and response times (Code 1, 2, 3, Calls)</p> | <p>The Average Call time for 2009 was 115.8 minutes, which represents an increase of 11.2% when compared to 2006.</p> <p>The Queue and Response times for 2009 have also increased when compared to 2006, with the exception of Code 1 (Emergency). The Queue Time was reduced by 3.1%, while the Response Time has been maintained at 4 min. and 51 sec.</p> <p>Code 3 Response times were impacted in 2009 by Alternate Response Unit (ARU) staffing limitations. Members were redeployed to patrol duties and court security assignment for a significant portion of the year (e.g., Bandidos Trial).</p> <p>Refer to the following table for comparisons of average call times, queue times, and response times.</p> |

| | 2006 | 2007 | 2008 | 2009 | Difference 2006-2009 |
|---|---------------|---------------|---------------|---------------|----------------------|
| Average Call Time | 104.15 | 110.86 | 108.52 | 115.8 | + 11.2% |
| Queue Times: | | | | | |
| Time call received to dispatch | | | | | |
| Code 1 (Emergency) | 1 min 5 sec | 1 min 7 sec | 1 min 6 sec | 1 min 3 sec | -3.1% |
| Code 2 (Urgent) | 10 min 7 sec | 11 min 10 sec | 11 min 0 sec | 12 min 0 sec | +18.6% |
| Code 3 (Non Urgent) | 43 min 44 sec | 48 min 13 sec | 52 min 8 sec | 63 min 3 sec | +44.2% |
| Response Times: | | | | | |
| Time received to arrival of officer (s) | | | | | |
| Code 1 (Emergency) | 4 min 51 sec | 4 min 50 sec | 4 min 51 sec | 4 min 51 sec | 0.0% |
| Code 2 (Urgent) | 17 min 37 sec | 19 min 2 sec | 18 min 37 sec | 19 min 43 sec | +11.9% |
| Code 3 (Non Urgent) | 58 min 10 sec | 63 min 49 sec | 67 min 44 sec | 81 min 19 sec | +39.8% |

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. Progress Report on Internet Background Check project | During 2009, a provincial review was completed with regard to how police agencies process Background Checks and Vulnerable Screening. The intent of the review was to develop standard policies and procedures to be implemented by all agencies due to recent human rights decisions. However, the recommendations resulting from the Review are temporarily on hold. As a result, the Internet Background Check project has been deferred until the provincial recommendations are released. |
| ii. 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. However, the implementation of the Internet Reportable Occurrences project has been delayed due to other priorities and is now scheduled to be implemented early in 2010. |
| iii. Progress Report on Records Management System enhancements | <p>The primary software vendor for LPS policing software is Versaterm, which has a commitment to "evergreen" its products to meet the needs of its clients.</p> <p>Throughout 2007 to 2009, the LPS Technology Team continued to work closely with Versaterm and beta tests many of their Canadian product releases. The newest release of the Versaterm RMS software was beta tested and implemented in February 2009. Enhancements to the CPIC interface were a major part of this release.</p> |

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>2007-2008: Following a preliminary review conducted in 2007, a comprehensive Business Continuity Plan was well underway. The final 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>2009: The completion of the Plan was delayed due to the complexities of the issues that need to be addressed. An example of one of these issues was the identification of an alternative geographical location of Communications in the event of service disruption at LPS Headquarters. However, the back up facility has been established and the Business Continuity Plan was developed to the first draft stage during 2009. The expected completion date is April 1, 2010.</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>During 2007, the LPS took part in the Emergency Preparedness Day and the annual training exercise with other agencies. This partnership continues to promote integration and interoperability with other agencies and services to respond to a major incident.</p> <p>In November 2008, the LPS partnered with other Emergency 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 2010.</p> <p>In May 2009, the LPS joined a Joint Emergency Services Operational Advisory Group (JESOAG) with other Emergency Services Agencies, including London Fire Services, Thames EMS, City of London Emergency Management, Middlesex-London Health Unit, St Joseph's Health Care and the London Health Sciences Centre. This group will work on training and improving agency interoperability. The Inspector, Community Policing Branch, chairs this committee.</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 April 2010.</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 with community groups) | Throughout 2007 to 2009, the LPS continued to actively seek opportunities to connect with the diverse community. There were many initiatives taken to connect with our diverse community. During 2009, 124 meetings were held with community group leaders and group members. These meetings consisted of introducing the diversity officer position, discussing issues pertinent to and current in the diverse communities, possible partnerships, educational opportunities, and simply strengthening existing relationships. |
| b) Utilize the Diversity Officer program to build relationships with our diverse communities | In 2009, the Diversity Officer represented the LPS on 16 different committees and boards within London's diverse community and throughout the province. The LPS was represented at 34 cultural events throughout the year. The Diversity Officer also created opportunities for other LPS personnel to assist in the development of relationships in the community (e.g., Auxiliary). <i>Refer to performance indicator (ii) for more details related to the Diversity Officer's activities.</i> |
| c) Develop a list of community representatives as a resource to address issues as they arise | During 2007, a Community Group Directory was compiled listing 115 organizations. In 2009, this Directory expanded to include 124 organizations as a result of the Diversity Officer being represented on the London Diversity and Race Relations Advisory Committee and the London Diversity Task Force. |

| Performance Indicators | Results |
|---|---|
| i. Number of community group meetings/events attended and initiatives generated from encounters | <p>Throughout 2007-2009, the Diversity Officer continued to reach out to the diverse communities.</p> <p>In 2009, the Diversity Officer attended 142 meetings. 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 LPS. The Diversity Officer provided 65 presentations to over 2,200 members of the diverse communities within London. In addition to existing initiatives, the diversity officer implemented 10 new initiatives, 6 of which are included in the 2009 diversity officer action plan.</p> <p><i>*Refer to Annual Reports published on the LPS Internet for details related to previous years' diversity outreach. (www.police.london.ca)</i></p> |
| ii. Year-end Diversity Officer Program Report | <p>The 2009 Diversity Officer Year-End Report was submitted to the Supervisor of the Community Services Unit. Included in the report was a statistical overview of the Diversity Officer's activities.</p> |

| | COMMUNITY MEETINGS | INTERNAL MEETINGS | EVENTS | LECTURES | COMMUNITY OUTREACH | RECRUITING | TRAINING/ EDUCATION |
|--------------|--------------------|-------------------|--------|----------|--------------------|------------|---------------------|
| Jan. | 14 | 3 | 4 | 1 | 3 | 1 | 1 |
| Feb. | 17 | 1 | 2 | 2 | 7 | 0 | 2 |
| Mar. | 10 | 3 | 5 | 5 | 4 | 0 | 1 |
| Apr. | 12 | 1 | 1 | 6 | 5 | 0 | 2 |
| May | 8 | 0 | 1 | 6 | 7 | 1 | 4 |
| June | 10 | 1 | 1 | 8 | 5 | 0 | 0 |
| July | 7 | 0 | 4 | 5 | 3 | 3 | 0 |
| Aug. | 5 | 2 | 4 | 5 | 5 | 1 | 0 |
| Sept. | 9 | 3 | 3 | 6 | 5 | 2 | 2 |
| Oct. | 12 | 2 | 3 | 6 | 3 | 1 | 1 |
| Nov. | 13 | 1 | 5 | 8 | 8 | 1 | 2 |
| Dec. | 7 | 1 | 1 | 7 | 5 | 1 | 2 |
| Total | 124 | 18 | 34 | 65 | 60 | 11 | 17 |

Referrals = 31 Committees/Boards = 16

** Refer to Annual Reports published on the LPS Internet for details related to previous years' diversity outreach. (www.police.london.ca)*

| | |
|-------------------------------------|---|
| iii. Results of Public Needs Survey | <p>A Public Needs Survey is conducted every three years during the LPS business planning process. The results of the most recent survey (2008) showed that the majority of respondents (92.6%) agree that <i>the LPS has a good working relationship with the community</i>, and 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>Throughout 2007 to 2009, the LPS continued 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>During 2007 to 2009, the LPS Community Services Unit continued to utilize several programs and events to partner with seniors, youth and other groups. The LPS has one officer assigned to the "STEP" (Seniors Taking Extra Precautions) program. A total of 87 STEP presentations were delivered, during the course of 2009, in addition to community outreach events and general crime prevention initiatives.</p> <p>In 2009, a new initiative was developed and implemented in partnership with the Elgin Middlesex Detention Centre (EMDC). Crime Stoppers provided a number of items such as writing material, basketballs, posters and other giveaway items encouraging inmates to make a call to Crime Stoppers with any information about criminal activity. This was embraced by EMDC staff and eventually by Attorney General Chris Bentley, who supports the program. Superintendents from detention centres across the province have also shown great interest and partnerships with their local Crime Stoppers programs are being developed.</p> <p>The PEACE team had another successful year in 2009, despite facing significant funding challenges. The Optimist Clubs of London were the sole source of funding for this year's program as other options were either not available or had seen their ability to donate reduced due to the challenging economic times. The team ran with six members (one team leader and 5 participants) and the duration of the summer program was reduced by one week. 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>The School Safety Program continues to implement the Values, Influences and Peers (VIP) program as its primary service delivery. This eight-part (7 classroom sessions and 1 field trip) program encompasses topics from Internet safety and peer pressure, to the law and legal system. The program numbers have continued to rise as the desire to educate young people in this manner also increases. Staffing was a challenge during the 2008/2009 school year as one officer was transferred to patrol duties due to organizational staffing shortages. A Crime Prevention Officer was utilized during this vacancy to fulfill our commitment to the elementary schools.</p> <p>Officers from across the LPS continue to run the Rookie League (baseball) program. This program enlists young people from London Housing areas to work with volunteers from the LPS to learn game, life and leadership skills in this particular sport. In 2009, the Joe League Basketball program was cancelled as only 6 participants registered for the league. The program numbers steadily declined over the last few years and it was time for the LPS to evaluate a new program for 2010.</p> <p>The Family Consultants and Victim Services Unit is the new service provider for the Victim's Quick Response Program. This important program, funded by the Ontario Government, provides immediate services to victims of violent crimes, including home repairs, counselling, child care and other related expenses.</p> |

| Action Plan (continued) | Progress (continued) |
|---|--|
| c) Enhance relations with school boards | <p>Throughout 2007 to 2009, the Supervisor of the LPS Community Services Unit has been a member of the safe school steering committees for both the Thames Valley and Catholic School Boards. This partnership allows for a stronger working relationship and a cohesive approach to initiatives aimed at improving school safety.</p> <p>In addition, the LPS has partnered with the St. Leonard's Society and the Thames Valley District School Board to enhance our Diversion Program for students who are involved in minor criminal incidents. This program addresses behaviour immediately with the goal of more effective corrective actions. The Community Services Unit will monitor the results.</p> |

| Performance Indicators | Results |
|--|---|
| i. Number of LPS representatives on external Boards and Committees | <p>Number of LPS Representatives on External Boards and Committees: 2007: 58 2008: 58 2009: 64</p> <p>In 2009, there were 64 LPS members who were representatives on 147 external Boards and Committees.</p> |
| ii. Year-end Activity Report | <p>Year-end activity reports were developed and submitted for review. Refer to the tables/summaries on the following page for some of the 2009 highlights.</p> <p><i>Refer to Annual Reports published on the LPS Internet for details related to previous year end reports. (www.police.london.ca)</i></p> |

Performance Indicators

Results

Community Oriented Response Unit - 2009

| | |
|------------------------------|-----|
| Occurrences Investigated | 750 |
| Community Meetings | 129 |
| Neighbourhood Watch Meetings | 10 |
| Committee Involvement | 20 |

Family Consultant/Victim Services Unit (FC/VSU) - 2009

| | |
|--------------------------------------|-------|
| Clinical Interventions (occurrences) | 1,484 |
| Brief interventions | 313 |
| Victim information provided | 1,438 |
| Offer of assistance | 1,419 |
| Residential Break & Enter programme | 1,342 |
| Committees/Boards | 22 |

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 the end of this initiative.

The final report was completed by KPMG and a meeting was held to present all information obtained to the liaison officers and grant partners. The report was formatted in a comparative, not critical manner and was aimed at providing examples of police and youth educational partnerships. This will most likely be used to promote similar programs in Ontario Police Services that are not committed to initiatives such as the ones run in London, Hamilton and Toronto. A formal copy is being sent to the Ministry of Community Safety and Correctional Services, as well as the Chiefs of all three participating services.

Crime Prevention through Environmental Design (CPTED)

In 2009, members of Crime Prevention conducted 152 security audits of homes and businesses in an attempt to reduce break and enter occurrences and increase property safety levels.

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. In 2009, new avenues to deliver this program were sought out, but there is still little interest in the commitment necessary from the community business stakeholders.

Citizen Academy

Two sessions were held in 2009 with 45 participants (22 spring and 23 fall). These sessions have been well received. The following are some samples of the feedback received from participants in 2009.

The following are portions of thank you letters received about the program. (Note: these are 2008 participants)

... "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." ...

GOAL # 3 (continued)

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

| Action Plans | Progress |
|---|--|
| a) Promote volunteerism in the community through In-Service, Recruit training, and communicating volunteer requests for assistance from other organizations | <p>LPS members and future applicants are encouraged to do volunteer work for the community. 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>In 2008 and 2009, 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> |
| b) Develop a list of members and their volunteer activities | <i>Refer to performance indicator (ii).</i> |
| Performance Indicators | Results |
| i. Year-End Progress Report on promotional strategies | <p>Throughout 2007 to 2009, LPS members continued to participate in self-driven volunteerism, as well as 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 2009, 94 members utilized the PMO to log volunteer activities.</p> <p>In 2009, numerous LPS members (approx. 60 by Dec. 31, 2009 and this number may increase during 2010) have accepted positions associated with the Special Olympics Canada 2010 National Summer Games. These members have contributed significant time and energy to this large community undertaking. The members are visible as LPS staff involved in this event.</p> |
| ii. Results from Membership Volunteer Survey | <p>Results of Survey: Number of Hours Volunteered by Members</p> <p>2007: n/a* 2008: 15,224 2009: 14,398</p> <p>In 2009, members participated in a total of 14,398 hours of volunteer activities.</p> <p><i>* The tracking system was not implemented until 2008 when the LPS rolled out a new template to track self-initiated or non-directed volunteer activities by LPS members. The template tracks current volunteer activities on a yearly basis.</i></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.</p> <p>Throughout 2007 to 2009, the LPS has worked diligently with the Crown to ensure that the electronic disclosure packages they are receiving work well in their office. During 2009, this project required ongoing work to solve disclosure issues and the LPS has constantly endeavoured to enhance the information that is supplied. The LPS has continued monthly Police and Crown meetings to discuss matters and resolve problems and this has proven to be a valuable practice. Also, officer training has been provided to ensure that the Crown's needs are being supplied within the cases submitted.</p> <p>As of the end of 2009, all LPS cases to the London Crowns Office are disclosed electronically, including the video statements. The electronic disclosure of video will greatly reduce the need for thousands of VHS tapes to be stored, created and transported. We are now having productive discussions with the Federal Crown to implement electronic disclosure for the cases handled by the Federal Crown (primarily drug cases). We are aiming to provide electronic disclosure to the Federal Crown in 2010.</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. As of the end of 2009, four major police organizations are either contributing or are in the final stages of contributing to PIP. The PRIDE group (Waterloo and four other partners), the CRPQ (Quebec's provincial policing body), the RCMP and OPTIC (OPP and about 40 other police agencies) are included in this group. By early 2010, 87% of the police officers in Canada will be contributing their reports to PIP, which represents a huge success.</p> <p>As of the end of 2009, the LPS, in conjunction with the OPP and RCMP, has developed a training outline for the Canadian Police Knowledge Network (CPKN). This will be a front line course that will be available to all PIP users across Canada. The final stages of development are now occurring and release of the training course is set for June of 2010.</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. This now includes the electronic disclosure of video statements. The only cases that are being disclosed on paper as of December 2009 are Federal Crown cases (primarily drug cases). Productive discussions have occurred during 2009 and it is anticipated that the Federal Crown will be provided with electronic disclosure, including statements, during 2010.</p> |
| ii. Percentage of officers who 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, 2009:</p> <p>Police Agencies that have signed PIP Protocol: 165 Agencies representing 99.49% of the officers in Canada</p> <p>Police Officers in Canada: 67,765</p> <p>Police Officers Contributing to PIP: 59,098</p> <p>Percentage of Officers Contributing to PIP: 87.21%</p> <p><i>Refer to Annual Reports published on the LPS Internet for details related to previous years' PIP statistics. (www.police.london.ca)</i></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 | During 2007 through 2009, the media received continual and constant information from the LPS 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 | <p>A variety of LPS presentations are available for the public and external groups. The LPS Community Services Unit has developed presentations on the topics of 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.</p> <p>Throughout 2007 to 2009, these presentations were delivered upon request as well as at various public events where appropriate.</p> |
| 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 and additional presentations continue to be developed as new issues arise.</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 workplace 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>During 2009, the Family Consultant/Victim Services Unit (FC/VS Unit) participated in 55 community training and public speaking events. 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) | An external environmental scan was completed to review the standardization for communications in place for other police agencies. A committee was then created to review this information and make recommendations. As a result, during 2009, a standard was created related to all LPS communications detailing how communications, both hardcopy and electronic, as well as Power Point presentations, shall be designed. LPS procedures have been amended to articulate these standards and template PowerPoint slides are available on the Intranet. |

| Performance Indicators | Results |
|---|--|
| <p>i. Progress Report of Promotional Strategies</p> | <p>2007: The LPS media joined a newly formed Public Sector Communications Committee that meets to identify and discuss key issues in the City of London. The Committee includes representation from businesses and institutions throughout the City.</p> <p>2008: The LPS Website was redesigned to facilitate the provision of media releases to the public more efficiently.</p> <p>2009: During the year, 377 media releases were posted to the Newsroom section of the LPS Website, which represents an 18% increase when compared to 319 in 2008.</p> <p>As a result of the LPS working with the public and the media, suspects in various cases were identified and arrested. Examples include a male who stole money from a poppy box at the Great Canadian Superstore and an auto theft case where the suspects then used stolen credit cards at three stores. Photos of the two suspects were posted on the LPS Unsolved Crimes webpage and shown on local TV stations. In both of these cases, the suspects were identified and arrested after the photos were provided to the media, released to the public, and then identified by the public.</p> <p>In addition, the LPS identified problems occurring within the City and targeted these problems by sending Crime Prevention Messages to the media. For example, the Media office sent out frequent messages regarding people leaving items of value inside of their vehicles.</p> <p>The LPS also provided public service announcements relating to the Holiday Season such as impaired driving and crime prevention involving personal safety and theft protection. These announcements aired for the month of December on a local radio station.</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 2008 as part of the LPS 3-year business planning process. 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 | 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>Throughout 2007 to 2009, the strategic direction was communicated to the organization through Divisional and Senior Management meetings. A précis of the minutes from 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>In addition, 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 development of the 2010 – 2012 Business Plan involved all aspects of the Service and the community, highlighting the future direction of the organization; the final Business Plan has been published on the LPS Internet and Intranet.</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 regard 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 lines of communication between various segments within the organization

| Action Plans | Progress |
|--|---|
| <p>a) Review and promote In-Service training for civilians</p> | <p>Civilians are encouraged to attend In-Service Training through Routine Orders and communications through Division Commanders to their staff.</p> <p>2007: Civilian members attended In-Service Training sessions on a variety of topics including:</p> <ul style="list-style-type: none"> • Crown's Office • Transgender Strip Searches • Driving • Pursuits • Containment • Workplace Harassment • First Aid/CPR. <p>2008: Civilian members participated 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>2009: Civilian members received the following training:</p> <ul style="list-style-type: none"> • First Aid and CPR – 33 members • High Risk vehicle stop, Suspect Apprehension Pursuit, prisoner search, justice on target, work life balance and AODA - 23 members. • Work life balance, Homewood EAP and AODA – 151 members. <p>In addition, civilian members have been provided access to the Canadian Police Knowledge Network (CPKN) e-learning courses. During 2008, four civilian members completed CPKN courses, and in 2009, two civilians completed 5 courses.</p> |
| <p>b) Develop an employee orientation package</p> | <p>Following a review of sample employee packages from other police services, a new LPS employee orientation package was created and approved in 2009. This package will be provided to our new employees and will supplement the information available during the "Family Night" orientation sessions.</p> <p>In addition, 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 members' spouses / partners discussing the impact of policing on them and their families |

| Action Plans | Progress | | | | | | | | | | | | | | |
|---|---|------|----------------------------------|----------------------------|--------------|---|------------|----------------------------------|-----------------------|----------------------------|---------------|-----------------------------|-----------------------|------------------------|---------------------------|
| <p>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> | <p>New strategies were developed in 2007 and 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>New recruits now attend for one shift in the Communication Section once they reach 3rd Class to observe what occurs within the Communication Center. This allows new Officers to gain experience and perspective related to the interaction between Uniformed Patrol and Communications.</p> <p>The Court and Communications Branch is also now involved in the monthly Uniformed Commanders meetings. This permits an enhanced flow of communication between the two work groups.</p> <p>A clarification of the different roles was also provided through the Chief's message during In-Service sessions in 2008.</p> | | | | | | | | | | | | | | |
| <p>d) Explore sharing expert training through various formats (e.g., session on packaging evidence)</p> | <p>2007: Various training sessions from subject matter experts were provided through Parades Presentations during the year.</p> <p>2008: The LPS Training Committee completed a review of recruit training. 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 with 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 reclassification to Third Class Constable.</p> <p>2009: The LPS continues to embrace the opportunities available through e-learning options, specifically those offered through the Canadian Police Knowledge Network (CPKN). During 2009, 77 sworn members completed 185 courses, while 2 civilians completed 5 courses. In addition, the LPS offered a blended delivery (online and classroom) General Investigation Techniques OPC course in November 2009. This delivery model saved the LPS three days for each attending member, as well as the similar time for instructors.</p> <p>In addition to scheduled In-Service Training dates, training associated with contemporary topics is delivered during shift parade.</p> <p>The following specific topics were presented during paraded briefing in during 2009:</p> <table border="1" data-bbox="581 1503 1479 1902"> <thead> <tr> <th>2009</th> </tr> </thead> <tbody> <tr><td>Secondary School Officer Program</td></tr> <tr><td>Auto Vehicle Locator / GPS</td></tr> <tr><td>HTA Lectures</td></tr> <tr><td>Infectious Disease Prevention & Mandatory Blood Testing Act</td></tr> <tr><td>Informants</td></tr> <tr><td>Community Oriented Response Unit</td></tr> <tr><td>New City Noise By-Law</td></tr> <tr><td>Forensic Computer Analysis</td></tr> <tr><td>Parole Office</td></tr> <tr><td>Ministry of the Environment</td></tr> <tr><td>Major Case Management</td></tr> <tr><td>Intranet MDT Resources</td></tr> <tr><td>Canvassing in Major Cases</td></tr> </tbody> </table> | 2009 | Secondary School Officer Program | Auto Vehicle Locator / GPS | HTA Lectures | Infectious Disease Prevention & Mandatory Blood Testing Act | Informants | Community Oriented Response Unit | New City Noise By-Law | Forensic Computer Analysis | Parole Office | Ministry of the Environment | Major Case Management | Intranet MDT Resources | Canvassing in Major Cases |
| 2009 | | | | | | | | | | | | | | | |
| Secondary School Officer Program | | | | | | | | | | | | | | | |
| Auto Vehicle Locator / GPS | | | | | | | | | | | | | | | |
| HTA Lectures | | | | | | | | | | | | | | | |
| Infectious Disease Prevention & Mandatory Blood Testing Act | | | | | | | | | | | | | | | |
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| Parole Office | | | | | | | | | | | | | | | |
| Ministry of the Environment | | | | | | | | | | | | | | | |
| Major Case Management | | | | | | | | | | | | | | | |
| Intranet MDT Resources | | | | | | | | | | | | | | | |
| Canvassing in Major Cases | | | | | | | | | | | | | | | |

| 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 regard to <i>communications within the respondents' work environment</i>. However, the majority of respondents continue <i>to feel that the 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>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>2008: A committee, inclusive of a cross section of LPS members, City of London IT staff, and a private consultant, redesigned the LPS internet website. 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.</p> <p>2009: Negotiations were completed that enabled the LPS to add video to the website. Currently, one video has been added and others, including testimonials associated with recruiting, are under development. For the first time, a line item in the budget related to the website was included in 2010.</p> <p><i>For more details, refer to performance indicator (ii).</i></p> |

| Performance Indicators | Results |
|---|--|
| i. Implementation of Intranet access from patrol vehicles | <p>This enhancement was implemented during 2009 in conjunction with our new high speed wireless data network. The LPS has utilized this technology enhancement to have a single point of storage, access and maintenance of reference material used by Patrol Officers in the execution of their duties. The benefits realized are accurate, up-to-date reference material and savings in human resource time to maintain.</p> |
| ii. Increase in the number of Website Hits | <p><u>Internet Website</u></p> <p>2006-2009: <i>Number of site visits decreased by 14%. (from 2008-2009, there was a decrease of 20%)</i></p> <p>2006: 296,473 2007: 344,038 2008: 320,627 2009: 255,586</p> <p>It's important to note that during 2008, the LPS Internet website was redesigned resulting in a more appealing and vibrant website. Interestingly, the number of website visits decreased from 2007 to 2009. However, this decrease in visits may be partly due to the efficiency of the improved website design which enabled clients to visit less often while accessing the information more quickly and effectively.</p> <p>Another impact to consider is the emergence of a variety of Internet tools (e.g., Twitter) which have become a popular alternative to what was traditionally provided through the LPS website. For example, during the past few years, LPS recruiters have been successful at utilizing Facebook as an outreach tool to assure interface with the technically savvy generation.</p> <p>New software was implemented at the end of 2009 which will be able to measure website activity with greater accuracy and provide a deeper level of trend analysis.</p> <p><u>Intranet Website</u></p> <p>2006-2009: <i>Number of site visits increased by 221%. (from 2008-2009, there was also an increase of 26%)</i></p> <p>2006: 91,471 2007: 120,062 2008: 232,680 2009: 293,531</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>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, consisted of increased underground parking for fleet vehicles, three new classrooms for ongoing training, new locker rooms, a new 10 position firearms range, and two oversize garages to house specialty vehicles. The total increase in size to the existing building was approximately 9,984 sq. metres. Construction started in August, 2007, with initial occupancy occurring in December 2009. Phase 1 construction is now completed and the new areas are operational.</p> <p>Phase 2 renovations are underway. The firm of Hayman Construction (London) was selected to act as the construction manager for Phase 2 renovations, and is currently overseeing the demolition stage of the involved areas. Phase 2 of the project, with a budget of \$4.5 million, 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. The anticipated completion date for the overall project is late November 2010.</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 | During 2007 to 2009, the Beat Patrol Plan was reviewed on an annual basis. In 2009, Chief Faulkner directed that a Patrol Plan Review Committee develop a new shift plan for patrol. This was to improve operations in responding to calls for service while providing a healthier work schedule for staff. As a result, a new 10.5 hour shift plan was accepted by the membership to begin on Jan. 3, 2010. This required a transfer of 34 additional officers to patrol and the patrol sections increased to 6, with 43 constables assigned to each section. Six of these positions were sergeants which increased the level of supervision, and one additional staff sergeant. The additional staff were redeployed from CID, COR Unit, ARU and Crime Prevention. The MOU with LPA is for two years. The committee will closely monitor the progress and performance of the new shift plan. |
| 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>The LPS has been challenged for a number of years 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 ignored, 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. In 2009, the downward trend for "Auto Thefts" continued; however, there was an increase in "Break & Enters."</p> <p>In addition, the IRU assisted the General Investigations Section (GIS) on several fronts in 2009. 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 through 2009. 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) continued 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 2009 that effectively eliminated their deployment to special projects. The new beat patrol plan, scheduled for implementation in 2010, requires the addition of 34 officers and the 13 officers from the ARU will be redeployed as the patrol plan received operational priority.</p> <p>During 2009, the Crime Analysts have produced a weekly Active Crime report that is comprehensive and detailed. This report uses graphs and photos of crime trends that are noteworthy. This document is forwarded to the UD members and is accessible by the MDT (Mobile Data Terminal). A recent example where it is beneficial is the case of a bank robbery. The suspect's pictures were forwarded to CID and immediately sent to UD by MDT. UD had the pictures of the suspects within the hour of the robbery.</p> |

| Action Plans | Progress |
|---|--|
| <p>d) Conduct a review of the Communications Section with respect to staff deployment</p> | <p>During 2007, three new communications positions were added which helped improve coverage and enhance officer safety to the public.</p> <p>In 2009 the Communications Section was at the full complement of 35 Operators. This staffing level is adequate; however, future factors may affect staffing needs (i.e. Cell phone technology, increased calls for service, a new generation of 911 capabilities).</p> <p>An agreement was reached on implementing a new shift schedule and this occurred on January 3, 2010. It is predominately a 12-hour shift plan and was put in place on a one year trial basis. Approximately six months into the year, an evaluation will be conducted to determine whether the plan will continue in 2011 or revert back to the original shift plan.</p> |
| Performance Indicators | Results |
| <p>i. Year-end Activity Report</p> | <p>2009 Results</p> <p>Average Call Time: 115.8 minutes Beat Patrol Plan Availability Factor: 1.48 Calls for Service to Patrol: 80,488 calls</p> <p><i>Refer to Annual Reports published on the LPS Internet for details related to previous years' results. (www.police.london.ca)</i></p> |
| <p>ii. Results of Workload Survey</p> | <p>Data specific to this annual 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 reassigned 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>To more effectively balance resources, in 2009 the Fleet & Facilities Branch was assigned to the Corporate Services Division and the Professional Standards Branch to the Executive Office.</p> <p>It was determined in the fall of 2009 that a complete organization-wide workload analysis was appropriate, recognizing the last such review was completed in 2002. This major project will commence in early 2010.</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>The Diversity Officer program continued to grow significantly from 2007 to 2009 in terms of outreach and community requests for action.</p> <p>In 2009, areas of focus included communities which would have not been serviced if not for the Diversity Officer Position. Significant inroads were created and/or strengthened in the Latin American, Middle Eastern, LGBT2Q, Religious, African, and Aboriginal communities. Requests for presentations to new immigrants at schools, places of worship and ESL classrooms have increased. Approximately 2200 people attended these presentations, which also provided recruiting and employment information. The PEACE and YIPI programs are also secondary recruiting tools designed to expose young people to the world of policing. Internally, the internal diversity network is being developed to support diverse groups within the Police Service.</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) continue to outreach to the diverse members of the community through various strategies. During 2009, HRB members attended a number of classes, career fairs, forums, lectures and other outreaches to promote and encourage policing as a career choice.</p> <p>These include:</p> <ul style="list-style-type: none"> ▪ Oneida Reserve ▪ Black Youth Initiative ▪ Pillar Non-profit Network ▪ Korean Community Centre ▪ TPS Diversity Management ▪ Women's Immigrant League <p>HRB members have also maintained relationships with the University of Western Ontario, Fanshawe College, Westervelt College, Mohawk College and St. Clair College. During 2009, further relationships have been developed with Trios 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 two per week.</p> <p>In addition, LPS Recruiters continue to utilize the Internet with strategies such as Facebook as an outreach tool to assure interface with the technically savvy generation. During 2009, there were approximately 500 Facebook hits and hundreds of 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 comprised 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>During 2008, the Civilian Performance Appraisal document was also reviewed and amended to better capture the expectations for all positions.</p> <p>A seminar / presentation open to all members was delivered in November 2008 and January 2009 related to career development and the promotion process.</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 funding 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 online courses at no cost. In 2009, 37 members registered for online courses at the FBI Academy. Also in 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>).</p> <p>In 2009, 191 members completed online courses 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 • Canadian Rail Incident Investigation Guidelines • Police Ethics • Infectious Disease <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>Throughout 2007 to 2009, the LPS continued to offer supervisory courses. During 2009, 647 placements were filled by supervisors who attended in-house courses including Advance Patrol Training (APT), General Investigative Techniques (GIT), Taser Training, Heavy Weapons, Supervisor Orientation to Employee Assistance Program, Case Management of Investigations, Intoxilyzer, Human Source Development, Photography, Surveillance, Marine, C-24 and Customer Service. In addition, there were other courses, Frontline Supervisor and LEADER Course, which were held off-site. Seven supervisors attended courses off-site.</p> <p>In 2010, the LPS plans to introduce a two-day LPS specific supervisor training.</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 and Focus Groups, the following has occurred:</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 members' achievements in required areas. • Promotion seminar hosted in 2008 and 2009 to discuss and educate members on the promotion process. |
| ii. Number of Members participating in external training opportunities | <p>2007: 44 sworn members and 3 civilian members participated in 97 courses and received reimbursement of 70% of their course costs.</p> <p>2008: 36 sworn members and 1 civilian member participated in 76 courses and received reimbursement of 57% of their course costs.</p> <p>2009: 35 sworn members and 3 civilian members completed 73 courses and received reimbursement of 58% 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 completed the implementation of a public high speed wireless network in all Patrol Vehicles in 2009. This enhancement was a necessary requirement to carry the increased amount of data generated from the GPS/AVL (Global Positioning System/Automatic Vehicle Location) System, Intranet Access and MDT software enhancements. |
| b) Continued implementation of GPS technology | <p>In 2009, the LPS completed the implementation of a GPS/AVL (Global Positioning System/Automatic Vehicle Location) in all patrol vehicles in 2009. This enhancement increases officer safety and assists in service delivery with proximity dispatching. GPS/AVL gives the Communications Dispatchers an aerial view of where officers are in relation to a call. The following is an example of how GPS/AVL has benefited service delivery.</p> <p>In 2009, there was a Code 1 Call for a person drowning. Officers were dispatched and the dispatcher could see the officers were going to take the long way to get to the call location. The dispatcher contacted the officers and advised them of a more direct route, saving precious time.</p> |
| c) Continued refinement and implementation of hand-held computing technology | <p>During 2008, hand-held deployment was expanded to include strategic spots throughout the organization. The LPS Technology team 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.</p> <p>The infrastructure which controls the communication between the hand-held device and internal networks will be updated in 2010 to increase functionality, security and data access. Versaterm is currently working on a new release of the HMDT application. This release will incorporate many of the enhancements and requirements that have been submitted and will undoubtedly add functionality and timely access to critical data, increasing the effectiveness of our most mobile officers.</p> |
| d) Enhance resource management and crime analysis applications using business intelligence software | <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> <p>During 2009, the Crime Analysts used Cognos tools to create Active Crime Reporting that is communicated across the organization via our Intranet. This report is a valuable resource that includes Wanted Persons, Weekly SIAC mapping, Crime Activity by beat and day of the week for crime categories such as Theft from MV, Mischief, Break & Enter, Auto Theft and Robbery.</p> |
| 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 | The LPS is currently in the process of implementing the final phase of this project. The digital video phase will cover all the video requirements for investigative interviews, building security and cells monitoring. The implementation will include a video network, software, storage and cameras. The projected date of completion is the second quarter 2010. |

| 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 | LPS has continued to rollout MyVersadex dashboard software to appropriate staff in 2009. It has been a beneficial tool to the organization, particularly within the Criminal Investigation Division, where they have taken a lead role in facilitating the use of this product. |

| Performance Indicators | Results |
|---|---|
| i. Information and Technology Progress Report | <p>2009 was a rewarding year as many projects were completed and benefits were realized. Many of the projects completed in 2009 gave a major overhaul to our mobile computing environment including a new wireless data network, access to the LPS Intranet, vehicle laptop mounts, new laptops with touch screen and updated software with GPS/AVL (Global Positioning System/Automatic Vehicle Location).</p> <p>The goals and objectives of Technology Services continue to focus on organizational efficiency to improve organizational service delivery.</p> <p><i>* Refer to Annual Reports published on the LPS Internet for details related to previous years' progress reports. (www.police.london.ca)</i></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> |