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EFFICIENCIES REPORT

Selected Efficiencies
Funding Initiatives
and Best Practices

Delivering Efficient
and Cost Effective Service

The LPS continues to carefully manage resources, research best practices and explore alternate processes to ensure efficient and cost effective service delivery for the citizens of London.



PREPARED BY

the Corporate Services Division

Executive Summary

“One of the main challenges law enforcement personnel face today is determining how to deliver high quality service to the public in the face of very real budgetary constraints.” Michael Gendron, CPA¹

The foregoing statement reflects some of the dynamics impacting today’s law enforcement agencies—locally, provincially and nationally. With emerging economic and resource pressures in mind, the London Police Service (LPS) is continually pursuing efficiencies, funding opportunities, and best practices in order to do “more with less.”

The LPS’s commitment towards cost effectiveness has been consistent over the years and is reflected not only within the organization’s “Vision of Success” but also within specific goals and objectives of the current and past LPS Business Plans.

(Refer to the Appendix A & B for these documents)

The principle of being cost effective has earned the LPS the reputation of being an innovative leader—providing exceptional value to the community for their investment in municipal policing. Comparisons to similar sized municipalities show that the LPS ranks very well in terms of cost per capita, cost per staff, and percentage of property taxes.

While it’s important to know that the LPS is operating cost effectively, it’s also imperative to be able to provide an account of how efficiencies are being achieved. The purpose of this report is to offer an overview (for internal and external review) of the efficiencies that have been and are being implemented. The report is divided into three main categories to showcase: Selected Efficiencies; Funding Initiatives; and Best Practices.

Part 1: Selected Efficiencies

Various processes have been embedded throughout the LPS to facilitate continuous improvement and efficiencies. Benchmarking and analytical tools, workload assessments, and quality assurance audits provide some of the mechanisms to measure efficiency, identify gaps in service delivery, and ensure quality and results attainment. The LPS also works towards sector-wide efficiencies by participating on provincial associations and benchmarking committees.

Numerous efficiencies that have been implemented were identified through an organization-wide survey are included in Appendix D. Key efficiencies were then selected from this list followed by an assessment that was conducted for each of these to determine a dollar value in terms of cost avoided or cost deferred.

As illustrated in the following chart, the accumulated savings for the selected efficiencies from 2001 to 2011 are equivalent to \$19,388,153 (cost avoidance) and \$362,000 (cost deferred).

¹ March 14th, 2011: Michael Gendron, Canadian Police Association, <http://www.ipolitics.ca/budget2011/?p=59615>

SELECTED EFFICIENCIES	COST AVOIDANCE	COST DEFERRED
1.1 Tiered-Response Missing Persons (2006-2011)	\$ 676,643	
1.2 Adult Pre-Charge Diversion (2011)	\$ 34,987	
1.3 False Alarm Reduction Program (2002-2011)	\$ 1,018,802	
1.4 Fleet and Facilities Management (2011)	\$ 1,913,615	\$ 362,000
1.5 Emergency Support Section Cost Reduction (2007-2011)	\$ 547,200	
1.6 Group Benefits Model (2008 – 2011)	\$586,138	
1.7 Gapped Hiring (2007 – 2011)	\$6,221,459	
1.8 E-learning (CPKN) 2010 - 2012	\$199,217	
1.9 Persons at Risk (PAR) Program (2005 – 2012)	\$177,288	
1.10 Beat Patrol Plan (2012)	\$ 8,012,804	
Total Cost Avoidance and Cost Deferred	\$19,388,153	\$362,000

Part 2: Funding Initiatives

Over the years, there have been many successful funding acquisitions, which have enabled the LPS to implement new initiatives and/or enhance existing programs. Part 2 of this report provides more details for each of the funding initiatives: 5 grants, 15 government funding strategies, and 10 salary recovery programs and other funding initiatives.

The following chart provides a brief overview of the funding initiatives that were acquired from 2007 to 2011. The LPS acquired a total of \$25,110,361 in funding which is equivalent to an average annual savings of \$5,022,072.

FUNDING INITIATIVES: 2007 to 2011	
Programs	Total Five Year Cost Recovery 2007-2011
Grants	\$1,027,391
Government Funding Strategies	\$19,531,528
Salary Recovery	\$4,551,442
Total Five Year Cost Recovery	\$25,110,361
Average Annual Saving	\$5,022,072

Part 3: Best Practices

The LPS strives to optimize operational capabilities through continuous improvement and best management practices. Various analytical tools, employee input, and quality assurance processes are utilized to identify opportunities for improvement. Many of the Best Practices that have been implemented are the result of ideas championed by LPS members who find ways to enhance the existing infrastructure and processes. Part 3 of this report provides further details for the identified Best Practices that have been implemented including:

- High Risk Domestic Violence Project
- Project Dragnet/Tengard
- Suggest Program
- Critical Incident Stress Management Team
- Budget Principles and Process
- Annual Quality Assurance, Service-wide Audit
- Technology Integration

Conclusion and Future Outlook:

The following table provides a summary of the cost savings by category with the exception of Best Practices due to the difficulty of determining dollar values. Notwithstanding, Best Practices are acknowledged for their significant impact on the efficiency and effectiveness of service delivery and therefore are included within this report.

SUMMARY			
Category		Cost Saving	Cost Deferred
Part 1: Efficiencies 2002-2012		\$19,388,153	362,000
Part 2: Funding 2007-2011	Five year Total saving	\$25,110,361	
Part 3: Best Practices	Undeterminable \$ value	\$+	
Total Identified Savings		\$44,498,514	\$362,000

It is important to note that this is the first Efficiency Report that has been prepared by the LPS. This is a living document, which will continue to be updated on an ongoing basis. The development of this report has provided a great starting point—a framework to capture efficiencies on an annual basis for internal analytical purposes and external transparency and accountability.

The success stories featured in this report together with the LPS strategic direction for 2013-2015 clearly demonstrate the commitment the organization has towards ensuring efficient and cost effective service.

It is through the dedication and professionalism of our members and the collaboration with community partners that the LPS is able to achieve these successes.

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Introduction

INTRODUCTION

The ever-changing environment of contemporary policing has become increasingly complex and challenging. Police services are faced with an increasing workload coupled with economic and fiscal constraints, which create challenges in terms of maintaining quality service delivery to the community. In particular, municipal police services, where there is only one primary source of revenue (through property taxes), have a greater difficulty sustaining escalating policing costs. In recent years, the majority of city councils in the province are insisting on “zero” or minimal increases for police budgets, regardless of any growth to the population base or inflationary increases.

Police services are operating under increasing public scrutiny and expectations while resources are constrained and workload is rising. Many factors have contributed to this challenging environment including, but not limited to; the changing nature/complexity of crime; an ever expanding legislative and regulatory framework; shifting demographics; and, technological advances. Given the limited resources and increasing demands, it is critical for police services to optimize organizational capacity through cost effective strategies.

The LPS endeavors to be proactive in seeking opportunities to realize operational efficiencies. One of the key elements stated within the LPS Vision of Success is “to acquire and use resources efficiently.” (*refer to Appendix A for Vision, Mission, and Values Statement*) This direction towards cost effectiveness has been consistent over the years and is reflected within the strategic direction of the current and previous Business Plans.

The LPS 2013 - 2015 Business Plan states the following:

Goal # 3 “Continue efforts to deliver efficient and cost effective service”

The LPS will continue to carefully manage resources, research best practices and explore alternate processes to ensure efficient and cost effective service delivery for the citizens of London. Also, as our organization grows to meet the ever-changing needs of our increasing population, so too is the need to optimize our “Infrastructure and Technology.”

Refer to Appendix B for the Objectives and Performance Indicators related to Goal # 3

The commitment to this principle has earned the LPS a reputation of being cost effective and providing exceptional value to the community for their investment in municipal policing. The following are a few indicators of this achievement.

- The Ontario Municipal Benchmarking Initiative (OMBI) tracks the operating cost per staff. In 2011, the LPS rated the lowest of the 13 Ontario Municipalities who participate in OMBI
- In comparison to the 17th largest Ontario Municipalities, the LPS has a lower than average number of police officers per 100,000 at 156 (the average is 160)
- The LPS had the 2nd lowest per capita costs of all Tier 1 Ontario Municipalities (with populations greater than 100,000) in 2011 at \$264.77 (the average is \$314.65)
- The LPS had the 7th lowest per capita costs of 17 municipalities with populations greater than 100,000 in 2011
- Total expenditures as a % of property tax levy were the 5th lowest of 17 Ontario Municipalities (2011)
- MacLean's magazine – July 2009 Canadian Best to Worst run Cities – Safety and Protection in London ranked 2nd highest in Canada

While it is reassuring to know that the LPS is operating cost effectively, it is also important to develop an understanding of how this is being achieved and how this might be achieved in the future.

The purpose of this report is to provide an overview, for internal and external purposes, of the efficiencies that have been and are being implemented by the LPS. In an era where there are rising public and government expectations for greater transparency and accountability, it is increasingly important to showcase how resources are managed to ensure effective and efficient service delivery. Furthermore, the development of this report has provided a framework to capture efficiencies on an ongoing basis for internal analytical purposes.

This report is divided into three main sections to showcase:

- selected efficiencies
- funding initiatives, and
- best practices

Numerous efficiencies that have been implemented were also identified through an organization-wide survey are included in the Appendix D. While the list is extensive, it only reflects those initiatives that were submitted. Notwithstanding, the list does provide some insight into the LPS's commitment towards implementing efficiencies.

Part 1 – Selected Efficiencies

1.0 SELECTED EFFICIENCIES

In light of the complex policing environment and economic pressures facing the community, the London Police Service (LPS) continually seeks efficiencies and explores alternative services to ensure that the operations are conducted in a fiscally responsible manner.

Various processes have been embedded throughout the organization to facilitate continuous improvement and efficiencies. Benchmarking and analytical tools, workload assessments, and quality assurance audits provide some of the mechanisms to measure efficiency, identify gaps in service delivery, and ensure quality and results attainment. The LPS also works towards sector-wide efficiencies by participating on provincial associations and benchmarking committees.

During the development of this report, numerous efficiencies that were implemented have been identified and are listed in Appendix D. Key efficiencies were selected from this list and included within this section. An assessment was conducted for each of these key efficiencies to determine a dollar value (i.e., cost savings, avoidance or deferral). As illustrated in the following chart, the accumulated efficiencies from 2001 to 2012 are equivalent to \$19,388,153 (cost avoidance) and \$362,000 (cost deferred). Refer to the following pages for additional details for each of these efficiencies.

Table 1.0

SELECTED EFFICIENCIES	COST AVOIDANCE	COST DEFERRED
1.1 Tiered-Response Missing Persons (2006-2011)	\$ 676,643	
1.2 Adult Pre-Charge Diversion (2011)	\$ 34,987	
1.3 False Alarm Reduction Program (2002-2011)	\$ 1,018,802	
1.4 Fleet and Facilities Management (2011)	\$ 1,913,615	\$ 362,000
1.5 Emergency Support Section Cost Reduction (2007-2011)	\$ 547,200	
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1.10 Beat Patrol Plan (2012)	\$ 8,012,804	
Total Cost Avoidance and Cost Deferred	\$19,388,153	\$ 362,000

1.1 Tiered-Response Missing Persons Investigations

In 2006, the LPS introduced a new procedure for Missing Persons Investigations, which reflects a risk-based system. The new procedure was implemented as a result of increasing workload coupled with a Coroner's Inquest and subsequent civil action against another police service related to the death of a missing elderly person. In addition to ensuring high-risk missing persons investigations are handled appropriately, this procedure resulted in a more efficient process in terms of how "chronic" missing youths from residential group homes who leave on their own accord are investigated. Many of these types of missing person investigations are now reported to the LPS Headquarters Reception Unit by telephone or fax, freeing front-line officers to respond to other calls for service. Further efficiencies are anticipated for the future as "on-line reporting" for missing persons is being explored as an option.

There are many variables surrounding emergency searches for missing persons that are often beyond police control. Regardless, significant savings (cost avoidance) of \$676,643 have been realized by the adoption of this strategy from 2006 to 2011.

Table 1.1

TIERED-RESPONSE MISSING PERSONS							
	2006	2007	2008	2009	2010	2011	Total
Number of Missing Persons Investigations	2,368	1,328	1,306	1,137	1,882	1,796	9,817
Number of Missing Persons Occurrences Completed by HRU	598	1017	859	777	941	1,000	5,192
Avg. Missing Person Investigation Time Uniform (min.)	149	209	202	243	243	243	
Avg. Missing Person Investigation Time HRU (min. est.)	10	10	10	10	10	10	
Difference in Avg. Time Uniform time vs. HRU (min.)	139	199	192	233	233	233	
Total Minutes Saved <i>(difference between Uniform and HRU times) x number of Missing Persons Occurrences Completed by HRU</i>	83,122	202,383	164,928	181,041	219,253	233,000	1,083,727
Total Hours Saved	1,385.37	3,373.05	2,748.80	3,017.35	3,654.22	3,883.33	18,062
1st. Class Constable Average Salary	\$71,438	\$73,232	\$76,050	\$78,005	\$80,407	\$83,215	
1st. Class Constable Average Hourly Wage	\$34.35	\$35.21	\$36.56	\$37.50	\$38.66	\$40.01	
Total Cost Avoided <i>(total hours saved x hourly wage)</i>	\$47,587	\$118,765	\$100,496	\$113,151	\$141,272	\$155,372	\$676,643

1.2 Adult Pre-Charge Diversion

In 2008, the Ontario Ministry of the Attorney General announced its Justice On Target (JOT) strategy and the formation of a multidisciplinary JOT implementation team. The JOT team works with justice sector partners in local courthouses to develop and implement new initiatives that improve coordination, focus justice resources and move cases through the justice system faster.²

As a result of the JOT strategy, new initiatives have been identified and implemented to suit local needs including Direct Accountability, which *“recognizes that in order to hold offenders accountable to their community, some low-risk offences are more effectively addressed outside of the formal criminal court process.”*³

In October 2011, the LPS, in consultation with the Middlesex County Crown Attorney’s office and the St. Leonard’s Society, introduced a six-month adult pre-charge diversion pilot project. This project focused on adults who would have otherwise been charged with specific identified criminal offences, but who agreed to participate in an Alternative Measures program administered by St. Leonard’s Society. Prior to this pilot project, adults could only be diverted to the Alternative Measures Program by the Crown Attorney’s office once a charge was laid by police. During the pilot project, officers were also encouraged to use discretion and warn individuals as the circumstances permitted.

This pilot project demonstrated that significant savings could be realized by the LPS while ensuring quality service to stakeholders affected by shoplifting. There were no complaints received from members of the community or store owners who requested police service during the pilot project. Of the 62 adults diverted for minor thefts during the pilot project, 81% (50) successfully completed their diversion programs and were therefore not charged criminally.

The table on the following page demonstrates the efficiencies realized during this pilot project in terms of time saved and costs avoided, had officers and civilians been required to prepare and process criminal charge briefs. The analysis also includes a projected annual savings (cost avoidance) of \$34,987 if the program were to be continued.

As a result of the success of the pilot project, the LPS introduced a procedure in April 2012 where the following criminal offences may be considered for Direct Accountability:

- All theft under \$5000
- All possession under \$5000
- All mischief under \$5000
- All fraud under \$5000
- All false pretences under \$5000
- Cause disturbance (language, fighting, behavior etc.)
- Take motor vehicle without consent

² <http://www.attorneygeneral.jus.gov.on.ca/english/news/2008/20080603-jot-ln-nr.asp>

³ http://www.attorneygeneral.jus.gov.on.ca/english/jot/jot_in_action.asp

The following table includes a projected annual savings (cost avoidance) of \$34,987 based on the program being continued for shoplifting occurrences. Since the program has been expanded to include additional offences, it is anticipated that the savings will exceed this estimate. Future analysis will be conducted to determine the savings of the expanded program, which will be reflected in the next annual Efficiencies Report.

Table 1.2

ADULT PRE-CHARGE DIVERSION PROGRAM					
	Shoplifting Occurrences	Charges	Successful Diversions	Warnings	Total
5 Months Prior to Pilot Project	856	441	—	181	N/A
5 Months During Pilot Project	917	441	50	320	N/A
Difference between 5 month periods			50	139	N/A
Average Call Times (investigative minutes)	N/A	196	147	107	N/A
Average Call time savings in minutes (average call time difference between Charges and Diversions or Warnings)			49 (196 – 147)	89 (196 – 107)	N/A
Investigative Minutes Saved (average time saved x number of diversions or warnings)			2450 (49 x 50)	12371 (139 x 89)	14821
Investigative Hours Saved (convert minutes to hours)			41 (2450 / 60)	206 (12371 / 60)	247 (14821 / 60)
Invest. Cost Savings (hours saved x 1 st Class Constable Wage)			\$1,657 (41 x \$40.412)	\$8,325 (206 x \$40.412)	\$9,982 (247 x \$40.412)
LPS Admin. Hours Saved (1 hour saved per Diversion or Warning)			50 (50 x 1)	139 (139 x 1)	189 (189 x 1)
Admin Cost Savings (hours saved x average pay band I & II Civilian)			\$1,216 (50 x \$24.317)	\$3,380 (139 x \$24.317)	\$4,596 (189 x \$24.317)
Total Cost Savings 5 month pilot project (Invest. + Admin.)			\$2,873 (1657 + 1216)	\$11,705 (8325 + 3380)	\$14,578 (9982 + 4596)
Estimated Annualized Savings (5 months x 2.4)			\$6,895 (2873 x 2.4)	\$28,092 (11705 x 2.4)	\$34,987 (14578 x 2.4)

1.3 False Alarm Reduction Program

In 1990, there were approximately 5,000 alarm systems in the City of London and during that year, the LPS responded to almost 9,000 false alarm calls, an average of 1.8 false alarms per system. With a projected increase in the number of installed alarm systems continuing to grow at approximately 10% per year, it was no longer feasible for the LPS to continue to respond to the large number of false alarm calls as it would be necessary to defer 911 and other calls in order to do so.

In light of the increasing trend in the number of alarm systems, the False Alarm Reduction Program was introduced, which aimed at reducing the high proportion of false alarm calls. A civilian Alarm Coordinator position was created and assigned to control the False Alarm Reduction Program. The Alarm Coordinator is responsible for registering residential and commercial alarm subscribers, educating the public and alarm companies to prevent false alarms, monitoring false alarm calls, and issuing caution and termination notices to subscribers that violate the policy. It is also the responsibility of the Alarm Coordinator to review reinstatement requests from terminated alarm subscribers. The underlying principle of the program places the onus on the alarm companies and the alarm subscribers to maintain their alarm systems and to utilize responsible alarm practices.

It is the practice of the LPS to issue a “caution” notice upon the first false alarm attended. A false alarm is defined as an alarm that prompts a police response to a location where an emergency does not exist. If a second false alarm is received within the same 365 day period, then a “termination” notice is served and the LPS no longer services the alarm to that location.

The False Alarm Reduction Program has demonstrated immense success over the years by deterring false alarms instead of responding to them. The number of alarm systems increased dramatically by over 700% from 1990 to 2011 (5,000 to 38,147). Yet during the same time frame, there was an 85% reduction in the number of false alarm calls attended by officers (8,566 to 1,311). This reduction translates into significant savings, which have continued through the years.

The following table demonstrates the savings of patrol officer resources over the past ten years, which are a direct result of the False Alarm Reduction Program. The accumulative savings (cost avoidance) from 2002 to 2011 are equivalent to \$1,018,802.

Table 1.3

FALSE ALARM REDUCTION PROGRAM											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
Number of Alarm Requests	4,019	4,104	3,870	3,662	3,440	3,442	3,551	3,624	3,397	3,346	36,455
Number of Alarms Calls Attended	2,106	2,194	2,066	2,135	2,056	1,829	1,732	1,555	1,466	1,376	18,515
Difference = Calls Saved due to program due to program enforcement	1,913	1,910	1,804	1,527	1,384	1,613	1,819	2,069	1,931	1,970	17,940
Average Alarm Call Time (minutes)	45.96	57.50	65.00	37.08	36.58	37.09	40.84	41.18	42.00	43.00	N/A
Minutes Saved (avg. call time x calls saved)	87,921	109,825	117,260	56,621	50,626	59,826	74,287	85,201	81,102	84,710	80,7381
Minutes converted to Hours	1,465	1,830	1,954	943	843	997	1,238	1,420	1,351	1,411	13,456
Hours Saved (hours x 2) ⁴	2,930.72	3,660.83	3,908.67	1,887.37	1,687.56	1,994.21	2,476.27	2,840.05	2,703.40	2,823.67	26,912.75
1st Class Constable Wage	\$29.80	\$30.74	\$31.93	\$33.188	\$34.345	\$35.208	\$36.563	\$37.502	\$38.657	\$40.007	N/A
Cost Savings	\$87,335	\$112,534	\$124,804	\$62,638	\$57,959	\$70,212	\$90,540	\$106,508	\$104,505	\$112,967	\$930,002
Re-Instatements (\$200 each)	37	57	50	51	56	46	45	50	17	35	444
Cost Recovery From Re-Instatements	\$7,400	\$11,400	\$10,000	\$10,200	\$11,200	\$9,200	\$9,000	\$10,000	\$3,400	\$7,000	\$88,800
Total Savings	\$94,735	\$123,934	\$134,804	\$72,838	\$69,159	\$79,412	\$99,540	\$116,508	\$107,905	\$119,967	\$1,018,802

⁴ Based on two officers per call.

1.4 Fleet and Facilities Management

The LPS has undertaken several initiatives to ensure that its fleet vehicles and headquarters facility not only reflect the professionalism of the organization, but that they are also efficient. The following chart shows that during 2011, there was a savings of \$1,913,615 as a result of these initiatives.

Table 1.4

2011 FLEET AND FACILITIES INITIATIVES	
	Annual Savings
Propane Conversion Program	\$360,000
Fleet Utilization	\$65,500
Vehicle Right Sizing	\$14,400
Crown Victoria Stock Piling Strategy - Capital Replacement ⁵	\$50,625
Crown Victoria Stock Piling Strategy - Propane vs. Gasoline ⁶	\$98,840
On-Site Vehicle Maintenance Practices	\$28,000
Fleet Vehicle Remarketing	\$15,500
London/Middlesex/Elgin/Oxford Fuel Purchasing Co-op	\$68,250
Total Fleet	\$701,115
Energy Conservation for Both Fleet & Facilities	\$152,500
Contracted Custodial Staff	\$260,000
Garage Floor Resurfacing vs. Replacement	\$800,000
Total Facilities	\$1,212,500
Total 2011 Fleet & Facilities Efficiencies	\$1,913,615

1.4.1 Propane Conversion Program

In 1982, the LPS Service began converting patrol vehicles to propane. As of 2012, all 89 frontline patrol vehicles are powered by propane fuel, the cost of which is typically 55% of the cost of gasoline. In 2011, the LPS fleet propane fuel consumption was 812,000 litres, representing a savings of approximately \$360,000. Since the program's inception thirty years ago, \$8,635,200 dollars in savings have been realized.

1.4.2 Fleet Utilization

The LPS Fleet and Facilities Branch conducts annual reviews of the allocation and type of vehicles assigned to various operational units and since 2009 have reduced the LPS fleet by:

- Eight unmarked vehicles
- One marked Community Service van
- One motorcycle
- Two trailers
- Three bicycles

⁵ Assuming adoption of Dodge Charger

⁶ Reliable propane conversion kit for Dodge Charger are currently unavailable

This reduction has resulted in an estimated annual cost avoidance of \$30,500 in fleet operating costs and \$35,000 in fleet (capital) vehicle replacements.

1.4.3 Pre-Owned Vehicle Purchasing Program

Whenever feasible, the LPS purchases pre-owned vehicles at dealer wholesale prices through automotive dealer auctions and an established automotive dealer network. Pre-owned vehicle purchases have replaced some fleet vehicles previously on short-term leases or replaced with new vehicles. Cost savings between leasing a vehicle and purchasing a pre-owned vehicle are approximately \$4,700 per vehicle. Six vehicles previously on short-term lease were replaced with pre-owned vehicles, representing a cost savings of over \$28,000.

1.4.4 Vehicle “Right-Sizing”

Given the rising price of fuel and a focus on environmental awareness, the LPS reviewed its fleet requirements in 2008 and identified areas where savings could be realized by utilizing smaller, more fuel-efficient vehicles. Eight six-cylinder engine vehicles were replaced with mid-size or compact four-cylinder engine vehicles and four vehicles used by Summons Servers and for courier services were replaced with hybrid-fuel vehicles. This initiative has reduced the annual consumption of fuel by approximately 12,000 litres, representing annual savings of \$13,200, a savings of over \$56,000 over the life of these vehicles. Due to their smaller size, annual maintenance costs have also been reduced by \$1,200.

1.4.5 Crown Victoria Police Interceptor Stock-piling Strategy

The Ford Crown Victoria Police Interceptor (CVPI) at one time represented 90% of the North American police fleet market share. Like many police fleets, the LPS made the CVPI the standard front-line police patrol vehicle. The CVPI is a proven patrol vehicle in terms of durability and value and is an excellent vehicle platform for propane conversion kits. When Ford Motor Company announced the CVPI would be discontinued after 2011, the LPS presented a solid financial case to the London Police Services Board and City Council to stock-pile 75 patrol vehicles, a 3-year supply of CVPI's.

The outfitting cost of components such as emergency lighting, computer consoles and security partitions is approximately \$4,500 per vehicle. LPS avoids these additional costs since all outfitting components are transferred from the retired CVPI vehicle to the new incoming CVPI vehicle. Stock-piling of the CVPI has resulted in fleet operating savings or cost deferrals of:

- Three-year cost deferral to outfit 75 replacement patrol cars = \$337,500.
- Technician re-training associated to another patrol vehicle platform is estimated at \$7,500 over the next 3 years
- Increased automotive parts inventory requirements have been deferred for three years which is an estimated one-time inventory stocking and holding cost of approximately \$17,000.
- Reliable propane conversion kits for the newest model patrol cars are not yet available, therefore the significant cost savings associated with utilizing propane-fuelled patrol cars would be eliminated until such conversion kits are implemented.
- Fleet (capital) replacement savings will be dependent on vehicle pricing of the next police vehicle. Based on the current base price of the Dodge Charger at \$25,750 (2011) this equates to a capital savings of approximately \$152,000. When the price

gap between a Ford CVPI and Ford Taurus priced at \$29,000 are calculated, the capital savings increases to \$395,625.

Table 1.4.5

CROWN VICTORIA STOCK-PILING					
	Year 1 (2011)	Year 2 (2012)	Year 3 (2013)	Cumulative	Costs Deferred
Capital Replacement Savings ⁷	\$50,625	\$50,625	\$50,625	\$151,875	
Fuel Savings - Propane vs. Gasoline ⁸	\$98,840	\$197,680	\$296,520	\$593,040	
Equipment Costs (\$4500/cruiser)					\$337,500
Parts Inventory					\$17,000
Technician Re-training					\$7,500
Totals				\$744,915	\$362,000

1.4.6 On-site Vehicle Maintenance Practices

LPS Fleet vehicles are maintained by an on-site team of well trained and skilled in-house technicians. Fleet maintenance is approached with quality and cost control in mind. Preventative maintenance programs are continually-evaluated to ensure fleet vehicles are safe and reliable. Significant savings of approximately \$28,000 per year have been realized by adhering to preventative maintenance schedules, utilizing used vehicle components purchased from local auto parts salvage companies or recovered from fleet vehicles that have been damaged beyond repair. Also, worn components are only replaced when they cannot be rebuilt or overhauled.

1.4.7 Fleet Vehicle “Remarketing”

The majority of retired and surplus LPS vehicles have been sold through local area auction houses. In 2009, Fleet Management researched ways to increase revenue generated from the sale of LPS vehicles. The approach of “disposing” of LPS vehicles was changed to that of “remarketing”. Vehicles are now carefully decommissioned from service, thoroughly cleaned, minor deficiencies are repaired and vehicles are emissions- tested prior to selling them. As well, out-of-town auction houses are being used which have generated higher vehicle resale values. It is estimated these remarketing strategies have increased resale revenue by 20%, which equates to approximately \$15,500 in extra revenue per year.

Further, Fleet Management actively seeks out interested organizations such as Canada Post and taxi companies to propose direct purchasing of retiring LPS propane patrol vehicles. The direct sell strategy avoids auctioneer fees and often results in higher prices being paid for retired LPS vehicles than would be realized through vehicle auctions.

⁷ Assumes the adoption of Dodge Charger, the least expensive police-package equipped vehicle currently available (\$25,570 vs. \$23,725 for Crown Victoria Police Interceptor).

⁸ Reliable propane conversion kits for Dodge Charger are currently unavailable. Savings are greater over years 2 and 3 as more gasoline-powered vehicles are phased in (25 vehicles/yr.) Total of 75 CVPI purchased.

1.4.8 Provincial Cooperative Purchasing Group Membership (PCPG)

The LPS became a member of the PCPG in 2003. Since then, significant savings have resulted from marked and unmarked new vehicle purchases. As a member of the PCPG, new vehicle discounts range from \$1,500 for a compact car to as high as \$11,000 for a full-size 4x4 pickup truck.

For example, in 2003, the cost of a new Ford Crown Victoria Police Interceptor was \$29,000, however, through the PCPG, the purchase price was \$23,725 in 2011, representing a savings of \$5,275 per vehicle.

The LPS purchases approximately 25 marked cars per year, for a total annual capital budget savings of nearly \$132,000. Vehicle prices vary each year and therefore so do savings, however, it is estimated LPS has taken advantage of over \$1,200,000 in PCPG discounts over the past 9 years.

1.4.9 London/Middlesex/Elgin Fuel Cooperative Membership

Fuel is purchased in bulk as part of a larger purchasing co-op group. This helps reduce the cost per litre of unleaded and diesel fuels. The LPS has been a member of this purchasing Co-op group for a number of years. In 2011 the LPS fleet consumed approximately 310,000 litres of unleaded fuel and 15,000 litres of diesel fuel for a total of 325,000 litres. In 2011, the average bulk purchase price per litre to LPS was \$1.07/litre and the average retail price throughout the year was \$1.28/litre, representing a savings of \$68,250.

1.4.10 Facilities Enhancement Approval Process

A Facilities (Management) Enhancement Approval process was introduced in 2009 in order to manage facility enhancements and renovations to achieve maximum efficiency. Through the development of this process, the costs associated with repairs, renovations and new construction have been reduced.

All facility upgrades, renovations, space planning exercises and changes to buildings are vetted through the process and the senior executive team to ensure building changes are necessary and will result in only essential, improved and cost effective building renovations.

1.4.11 Energy Conservation

In 2000, along with an energy consultant, the LPS completed a building energy audit and developed an energy retrofit program. The primary scope of the project looked at opportunities to reduce energy use through building mechanical system and lighting system upgrades. The cost of the retrofit project was fully funded through energy savings and by 2006, realized significantly lowered utility costs, primarily electricity consumption. It is estimated the retrofit project has reduced annual energy costs by \$48,000.

With respect to the LPS Headquarters Facility expansion and renovation, energy efficient plant equipment and management of building systems were primary considerations. In the expansion portion of the project, the building was outfitted with highly efficient heating and air conditioning systems utilizing heat recovery, sensor-activated plumbing fixtures and sensor-equipped occupancy lighting systems to provide optimum building occupant comfort at the lowest possible energy cost. It is estimated these highly efficient building systems have resulted in annual energy cost savings in excess of \$86,000.

The Headquarters Facility also now employs a sophisticated building automation system that monitors and controls room temperature and air flow for each room, rather than building zone under the old system. This allows building systems to be automatically turned off or adjusted when rooms are not in use, which has resulted in energy and maintenance-personnel savings of approximately \$18,500 per year.

1.4.12 Contracted Custodial Staff

Unlike many other police services and municipal buildings, LPS Headquarters custodial services are provided through a contract service provider. The personnel savings is approximately \$10/hour, or \$20,800/year for each full-time or equivalent position vs. in-house custodial staff. This savings is realized when the hourly employment cost of the contract cleaner is compared to the hourly employment cost of in house unionized custodial staff in similar work environments. Based on workload, building size and the fact the Police Headquarters is a non-stop place of operation, 12.5 full-time-equivalent positions are necessary to meet custodial requirements. This represents an annual savings of \$260,000.

1.4.13 Rebuild vs. Replace

A number of original (39 year old) building systems at LPS Headquarters remain in good working order due to proper maintenance over the years, however, when building repairs or maintenance are required, each proposed building component replacement project is extensively reviewed to determine whether it could be repaired or rebuilt versus replaced outright. Although review and analysis is undertaken daily, in assessing the cost efficiency of rebuilding vs. replacing, savings associated to this practice have not been quantified over the years. A recent example of savings associated with this practice, however, is the east garage floor resurfacing project. Initial cost estimates to replace the severely deteriorated parking garage floor along with plugged and broken storm drains was estimated at over \$1 million. Through use of sewer line flushing and relining, and research and testing of several long-life epoxy top coatings, the east garage rebuild project was completed at a cost of \$200,000, resulting in savings of over \$800,000.

1.4.14 Furniture Replacements

Facilities Management has a well-established network of contacts for used furniture and building equipment. Since 2009, shop equipment and cabinets, heavy duty shelving, outdoor furniture, interior furniture and meeting room chairs have been purchased used or acquired as having been identified as surplus items from outside agencies for little or no cost to the LPS. Meeting rooms, the LPS library, project rooms, some office suites and Fleet & Facilities parts and work shop areas have been outfitted with used or free furniture and equipment. Saving estimates are projected to total \$65,000 through the use of this network of contacts.

1.5 Emergency Support Section Cost Reduction

To ensure effective service delivery and to comply with provincially-mandated adequacy standards, members of the LPS Emergency Support Section are required to employ specialized equipment and undergo extensive training on a regular basis. In addition to lengthening the tenure of members assigned to these units, as demonstrated below,

Emergency Support Section Supervisors have undertaken several initiatives to reduce operational expenses:

- Actively soliciting private property owners for the use of to-be-demolished buildings for “Explosive Force Entry” training
- Acquiring seized tools and equipment where possible to avoid buying new
- Recycling of spent ammunition casings
- Maintaining strong relationships with the community resulting in free use of grounds for Canine Unit training (i.e., Camp Woodeden)
- Entering into a veterinary services agreement resulting in complimentary regular canine medication and deceased dog cremation service
- Identifying a dog food supplier that offers bulk food discounts

Table 1.5

EMERGENCY SUPPORT SECTION COST REDUCTION			
	Annual Savings	Year Implemented	Cumulative Savings 2007-2011
Emergency Response Unit Initiatives			
Extended Tenure from 5-8 yrs. (projected)	\$20,000	2013	
Solicitation of Property Owners for Explosive Force Entry Training (est.)	\$100,000	2001	\$500,000
Acquisition of Seized Tools & Equipment	\$10,000	2010	\$20,000
Recycling of Spent Ammunition Casings	\$2,000	1992	\$10,000
Canine Unit Initiatives			
Extended Tenure from 5-7 yrs. (projected)	\$25,956	2012	
Veterinary Services Agreement	\$2,800	~1992	\$14,000
Complimentary Dog Cremation Services	\$900	2010	\$1,800
Food Supplier Discount Agreement	\$700	2010	\$1,400
Total Savings (excluding projected tenure savings)	\$116,400		\$547,200
Projected Tenure Savings (Emergency and Canine)	\$45,956		

1.6 Group Benefits Model

Significant savings have resulted through the Group Benefits model for premiums which is based on an Administrative Services Only model. Essentially, the LPS is responsible for actual claims incurred by LPS members. Due to the demographics of the LPS work force and pro-active education directed towards members, \$586,138 have been saved from 2008 through 2011 in relation to medical and dental premiums. This is the difference in industry trends for pooled benefits when compared to the LPS actual costs.

1.7 Gapped Hiring

As a rule, the LPS applies the practice of gapped hiring, which is one of the OACP best practice approaches for budgeting. A conservative estimate for this component involves two elements: budgeting based on member's actual salary rate rather than full position costs and calculating savings for vacancies (e.g., the time that a position is vacant before it can be filled), is an average of \$1.2 million annually. The following are the annual savings in relation to police positions only.

Table 1.7

GAPPED HIRING SAVINGS (POLICE) 2007 - 2011			
Year	Annual Budget Impact without Gap Hiring	Annual Budget Impact with Gap Hiring	Variance Savings with Gap Hiring
2007	\$ 1,305,255	\$ 492,772	\$ 812,483
2008	\$ 2,769,540	\$ 885,411	\$ 1,884,129
2009	\$ 1,913,680	\$ 919,656	\$ 994,024
2010	\$ 1,662,583	\$ 848,490	\$ 814,093
2011	\$ 2,639,702	\$ 922,971	\$ 1,716,731
Total Savings			\$6,221,459
Average Annual Savings			\$1,244,292

1.8 E-learning (CPKN)

The Canadian Police Knowledge Network (CPKN) was created by, and specifically for, members of the Canadian police community. CPKN provides E-learning courses that have been developed in direct partnership with police subject matter experts to ensure that police officers are trained in police-specific situations, protocols, and tactics.

Beginning in 2009, the LPS started transitioning towards the implementation of CPKN courses, which enable a more cost-effective approach towards training. The organization benefits not only from cost savings (through reduced required training time), but also, from increased flexibility in scheduling courses.

In some cases, a blended training approach is utilized—a combination of in class and online. The blended courses that have been implemented by the LPS cover mandatory training for members. The following tables provide a conservative estimate of the efficiencies gained — \$199,217 in cost savings derived from three of the mandatory courses, which were converted to blended training (table 1.8.4). Prior to the availability of CPKN, members attended Ontario

Police College for these courses, which involved additional training time and other costs (e.g., meal and travel expenses) and training time.

The additional investment cost required to expand E-learning opportunities is minimal. As a result, there are a number of CPKN “online” courses that are available for members to take voluntarily (on their own time) to enhance their knowledge and/or career opportunities (e.g., diversity awareness).

Table 1.8.1

GIT - GENERAL INVESTIGATION TRAINING			
	2010	2011	2012
Hours saved per Officer = 24 hrs. per yr. <i>Prior to CPKN, there were 80 hrs. in class at OPC. Since CPKN, there are 56 hrs. (40 hrs. in LPS class and 16 hrs. CPKN)</i>	24	24	24
Average Number of Officers Trained	20	20	20
Total Hours Saved	480	480	480
Hourly Wage (based on 1st Class Constable)	38.66	40.01	40.98
Annual Savings	\$ 18,557	\$ 19,205	\$ 19,670

Table 1.8.2

APT - ADVANCED PATROL TRAINING			
	2010	2011	2012
Hours saved per Officer = 19.5 hrs. per yr. <i>Prior to CPKN, there were 40 hrs. in class at OPC. Since CPKN, there are 20.5 hrs. (10 hrs. in LPS class and 10.5 hrs. CPKN)</i>	19.5	19.5	19.5
Average Number of Officers Trained	30	30	30
Total Hours Saved	585	585	585
Hourly Wage (based on 1st Class Constable)	38.66	40.01	40.98
Annual Savings	\$ 22,616	\$ 23,406	\$ 23,973

Table 1.8.3

Coach Officer			
	2010	2011	2012
Hours saved per Officer = 20 hrs. per yr. <i>Prior to CPKN, there were 32 hrs. in class at OPC. Since CPKN, there are 12 hrs. (10 hrs. in LPS class and 2 hrs. CPKN)</i>	20	20	20
Average Number of Officers Trained	30	30	30
Total Hours Saved	600	600	600
Hourly Wage (based on 1st Class Constable)	38.66	40.01	40.98
Annual Savings	\$ 23,196	\$ 24,006	\$ 24,588

Table 1.8.4

Accumulated Savings – GIT, APT, and Coach Officer Courses				
	2010	2011	2012	Total
GIT - Annual Savings	\$ 18,557	\$ 19,205	\$ 19,670	\$57,432
APT - Annual Savings	\$ 22,616	\$ 23,406	\$ 23,973	\$69,995
Coach Officer - Annual Savings	\$ 23,196	\$ 24,006	\$ 24,588	\$71,790
Total Savings	\$ 64,369	\$ 66,617	\$ 68,231	\$199,217

1.9 Persons at Risk (PAR) Program

In 2005, the LPS implemented a “Persons at Risk” (PAR) project to serve as a new and innovative approach to dealing with the chronic problem of prostitution and sex trade issues in the community. In addition to chronic community complaints about prostitution, the murder and subsequent disposal of numerous sex trade workers by Robert Pickton in British Columbia brought new attention to the protection of sex trade workers by the police in Canada.

The primary objective of the PAR program is to identify and track the women who are working as street level sex workers. The secondary objective is to focus on the needs of “at risk” individuals to assist them in exiting their current lifestyle, succeed in positive lifestyle choices and to reintegrate them into the community.

The PAR program has been very successful and has received numerous awards and accolades from a number of areas of the community. The program has resulted in over 230 participants being involved in the program. From 2005 to 2012, 24 individuals successfully exited the sex trade lifestyle.

The PAR program has a dedicated LPS Sergeant who coordinates the program and provides a targeted and effective approach to the problem. Each success story results from not only the participant benefiting from a positive lifestyle, but also the community. Furthermore, the PAR program provides a more appropriate and effective use of police resources, resulting in efficiencies and cost savings.

The following table shows a cost savings assessment from three sample case studies involving one separate individual for each case. The results show a conservative estimate of \$177,288 in cost savings. It is important to note that these sample cases only provide a small portion of the total savings resulting from the successful cases.

Table 1.9.1

PAR Program – Front Line Cost savings based on 3 Case Studies					
	Occurrences	CAD Complaints	Street Checks	PONs	Total
Case Study A (1995 to 2010) <i>77 General Occurrences</i> <i>1412 CAD Complaints</i> <i>58 Street Checks</i> <i>1384 PONs</i>	\$13,692	\$53,373	\$452	\$78,312	\$145,829
Case Study B (2006 – 2010) <i>55 General Occurrences</i> <i>33 CAD Complaints</i> <i>41 Street Checks</i>	\$17,012	\$1366	\$320	N/A	\$18,698
Case Study C (1996-2012) <i>66 General Occurrences</i> <i>12 CAD Complaints</i> <i>39 Street Checks</i>	\$11,501	\$920	\$340	N/A	\$12,761
Total Savings	\$42,205	\$55,659	\$1,112	\$78,312	\$177,288

Note: The costs from the 3 selected case studies were determined by applying front line cost to the average time required to complete the associated occurrences, CAD (Computer Aided Dispatch) complaints, street checks, and PONs (Provincial Offence Notices).

1.10 Beat Patrol Plan

The LPS utilizes a Beat Patrol Plan that has been developed from a statistical analysis of calls for service data. This allows the LPS to deploy resources where and when they are needed, thus reducing redundancy and optimizing availability based on data that supports when officers are required. As a result of the very nature of police work, a minimum deployment must always be available to cover the calls for service, but through the use of prolonged statistical data, changes can be made to the areas and numbers of deployable officers based on the time and the day of the week. This flexibility saves the LPS significant associated costs as extra officers are not working when not required, which is the case when a blanket approach to staffing is utilized. With a Blanket Staffing model, the same number of officers are available 24 hours a day regardless of the variance in calls for service from one time of day to another (for example, there are less calls at 5:00 am weekdays than at 11:00 pm weekends).

The LPS Beat Patrol Plan not only takes into account the number of officers working but also the start times of their shifts, which are staggered. This provides additional flexibility and associated cost savings by reducing non-essential deployments and reducing any overtime expenses that are incurred if officers are kept past the end of their shift.

An additional 75 officers would have to be hired if a Blanket Staffing model was fully implemented. At an average compensation of salary and benefits of \$109,046 per officer, the cost to hire 75 officers would be \$8,178,450.

Blanket Staffing is obviously very costly but less likely to incur staffing shortages whereas, with the LPS deployment model, the cost of "hire ons"⁹ to cover shortages is relatively low. When compared to blanket staffing, the efficiencies derived from the LPS deployment strategy far outweigh the cost of "hire ons". For example, during 2012 there was an estimated cost of \$165,646¹⁰ in LPS "hire ons." The estimated net savings derived through the LPS Beat Patrol Plan during 2012, in comparison to Blanket Staffing, are equivalent to \$8,012,804 (initial savings \$8,178,450 – cost of hire ons \$165,646).

It is important to note that the year 2012 has been highlighted as an example only. Comparable efficiencies have also been realized on an annual basis ever since this deployment methodology was implemented over two decades ago.

The LPS Beat Patrol Plan is reviewed periodically to ensure its validity and if required, updated accordingly in relation to shifts in demographics and related calls for service.

1.11 Online Police Record Checks Applications

The LPS is responsible for administering three types of criminal background checks for individuals seeking employment or volunteer positions and has been actively involved in the development of the Ontario Association of Chiefs of Police LEARN (Law Enforcement and Records Managers Network) subcommittee's guidelines for police records checks.

In recent years, an increasing volume of police records check applications has strained resources within the LPS beyond capacity, resulting in significant backlogs.

There are 2 primary reasons for these backlogs. First, there has been a substantial increase in the frequency of requests as more agencies are making use of this important service. The other reason (the primary cause) is due to an RCMP enhancement that was implemented. Starting in 2010, a vulnerable sector check requires the submission of fingerprints whenever the gender and date of birth of an applicant match to an existing pardoned sex offender record.¹¹

As a result of these backlogs, there have been significant overtime expenses in order to process record checks within a reasonable timeframe. For instance, between August 1, 2011 and May 17, 2012, Records Screening Operators worked over 2,600 hours of overtime, representing a cost of more than \$94,000 in additional salary expenses. This overtime was required to improve the process time from 12.4 weeks in August 2011 to comply with the target of 3 to 7 business days.

In pursuit of continuous improvement and efficiencies, the LPS is collaborating with Checkwell Decision Corporation to implement online records screening applications through myBackCheck.com on a cost-recovery basis. The target date of this implementation is early 2013.

⁹ Hire ons: When there are shortages of patrol officers, LPS officers are hired to work extra shifts.

¹⁰ Calculation for Hire ons Cost: based on the number of hire on shifts (Nov. 2011 to Dec. 2012) x 1st Class Constable average hourly wage at time and a half. Hire on shifts were calculated as 10 hour shifts.

¹¹ As a result of Bill C-10, the term "pardon" has been replaced with "record suspension" effective March 13, 2012.

It is anticipated that this new process will eliminate the need for Records Screening Operator overtime, improve customer service, and continue to generate revenue to offset the cost of providing this service to the public.

Part 2 – Funding Initiatives

2.0 FUNDING INITIATIVES

In light of the emerging economic and fiscal constraints, funding acquisition has become increasingly important in order to sustain quality service delivery to the citizens of London. The London Police Service (LPS), in its endeavor to provide quality service has actively pursued external funding opportunities to enhance service delivery.

Over the years, there have been many successful funding acquisitions which have enabled the LPS to implement new initiatives and/or enhance existing programs. This section of the report provides an overview of the funding initiatives, that come in the form of grants, government cost sharing strategies, and salary recovery.

As illustrated in the following chart, from 2007 to 2011, the LPS acquired a total of \$25,110,360 which is equivalent to an average annual savings of \$5,022,072.

Refer to the following pages for additional details about each of these types of funding initiatives.

Table 2.0

FUNDING INITIATIVES: 2007 to 2011	
Programs	Total Five Year Cost Recovery 2007-2011
Grants	\$1,027,391
Government Funding	\$19,531,528
Salary Recovery and Other Funding Initiatives	\$4,551,442
Total Five Year Cost Recovery	\$25,110,361
Average Annual Saving	\$5,022,072

2.1 Grants

The following chart provides a summary of grants that have been acquired by the LPS from 2007 to 2011 totaling \$1,027,391. Refer to the following pages for details about some of these programs.

Table 2.1

GRANTS: 2007 to 2011	
Programs	Total Five Year Cost Recovery
Civil Remedies	\$ 327,807
Emergency Management Ontario (JEPP)	\$10,084
Ministry of Community Safety and Correctional Services Domestic Violence Project	\$149,000
Ministry of the Attorney General Victim Safety Grant	\$30,500
Safe Schools	\$510,000
Total Five Year Cost Recovery	\$1,027,391

2.1.1 Civil Remedies

This grant program is a yearly application in which LPS members submit proposals based on specific guidelines from the Ministry of the Attorney General. The LPS has been successful in obtaining a number of these grants.

Table 2.1.1

CIVIL REMEDIES GRANTS		
Application	Year	Funding Received
Community Command Vehicle	2009	\$ 250,000
JFO Tracking Devices	2011	\$ 15,760
Intoxilyzer 5000C	2011	\$ 18,402
Video Surveillance trailer	2011	\$ 43,645
Total		\$ 327,807

2.1.2 Emergency Management Ontario (JEPP)

The Joint Emergency Preparedness Program (JEPP) is a national program initiated by the federal government in 1980 and designed to enhance national emergency response capability. The aim of the program is to establish a uniform level of emergency management across the country.

This is a yearly application and in 2010 the LPS was successful in securing \$49,999 towards the Community Command Vehicle and \$10,084 towards new breathing apparatus for the Forensic Identification Section.

2.1.3 Safe Schools

The LPS utilized this funding opportunity to start up and support its school based programs, such as the Secondary School Resource Officer (SSRO), Values Influence and Peers (VIP) and others.

The grant ended in 2008 with a total of \$510,000 being recovered in this funding initiative undertaken by the LPS.

2.2 Government Funding

The following chart provides a summary of government funding strategies that have been acquired by the LPS from 2007 to 2011 totaling \$19,531,528. Refer to the following pages for details about some of these programs.

Table 2.2

GOVERNMENT FUNDING: 2007 to 2011	
Programs	Total Five Year Cost Recovery
Bail Safety Project	\$1,490,593
Chief Firearms	\$200,000
Community Policing Partnership Program (CPP)	\$4,500,000
Cyber Crime	\$535,859
National Department of Justice	\$10,000
Ontario Illegal Gaming Enforcement Unit	\$ 344,921
Police Officer Recruitment Fund (PORF)	\$1,575,000
Prisoner Escort	\$ 308,774
Proceeds of Crime	\$ 495,000
Provincial Anti-Terrorism	\$ 445,582
Provincial Anti-Violence Intervention Strategy (PAVIS)	\$1,542,671
Repeat Offender Parole Enforcement (ROPE)	\$ 817,422
R.I.D.E. Program	\$177,849
Safer Communities One Thousand Officer Program (SCOOP)	\$7,000,000
YIPI-Youth In Policing Initiative	\$87,857
Total Five Year Cost Recovery	\$19,531,528

2.2.1 Bail Safety Project

This program provides trained teams of Crown prosecutors, victim services staff and police to conduct in-depth interviews with victims of domestic violence at the bail stage. This is a time of high risk for victims. The Bail Safety Program assists in identifying high-risk situations, allowing Crown prosecutors to make better recommendations at bail hearings to help stop the cycle of violence.

The LPS has acquired \$1,490,593 in grants for this program (2007 – 2011).

2.2.2 Chief Firearms

This funding initiative was an agreement between the LPS and the Ministry of Community Safety and Correctional Services in which full funding was provided for one LPS member who was responsible for overseeing the enforcement of the Firearms Act.

The LPS received \$200,000 for 2007 and 2008. The funding initiative ended in 2008 resulting in this position being cancelled as it was deemed not to be financially sustainable. Therefore the LPS no longer has a solely dedicated firearms officer.

2.2.3 Community Policing Partnership (CPP) Program

This program was established in September 1998 as a cost sharing partnership between the Province of Ontario and the local municipalities to reduce the cost associated with increasing police visibility by hiring 1,000 new uniformed front-line officers. The purpose of this initiative is to enhance community safety.

Since 2007, the LPS has received \$4,500,000 in funding from this program.

2.2.4 Cyber Crime

The LPS receives funding from the Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet provided by the Ministry of Community Safety and Correctional Services. This three member unit is responsible for combating abuse and child exploitation on the Internet.

The LPS has received \$535,859 in funding for this vital program (2007 – 2011).

2.2.5 Ontario Illegal Gaming Unit

An agreement between the Ontario Provincial Police and the LPS provides for the secondment of one LPS officer to the Illegal Gambling Unit (IGU). The mandate of the IGU is to provide a quality, dedicated multi-jurisdictional investigative and enforcement response to illegal gambling in Ontario with an emphasis on organized crime.

The LPS has received \$344,921 in funding in support of this secondment (2007 – 2011).

2.2.6 Police Officer Recruitment Fund (PORF)

The Police Officer Recruitment Fund was introduced during the 2008 Federal Budget to provide funding for the hiring of 2,500 new front-line uniformed officers across Canada. This was a five year initiative to enhance community safety. The LPS received \$315,000 in 2008 and \$420,000 per year from 2009-2011, totaling \$1,575,000. Knowing that this was a timed funding opportunity with an end date of March 31st, 2013 the LPS derived a strategic funding plan to lengthen this opportunity by setting a schedule of reinvestment of unspent monies. This investment strategy has allowed the LPS to extend the original 5 year window into 9 years of salary relief for new officers.

2.2.7 Prisoner Escort

The Ministry established the Court Prisoner Transportation Program to assist municipalities in offsetting their costs of providing court security and prisoner transportation services in their jurisdiction.

As a result of this funding, the LPS received \$308,774 (2007 to 2011).

2.2.8 Proceeds of Crime

The RCMP and the LPS established and maintains a multi-organizational unit to contribute additional resources and enhance coordination amongst themselves in order to enforce Proceeds of Crime Legislation, by identifying, seizing and forfeiting assets derived from criminal activity. This Unit is known as the London Integrated Proceeds of Crime Section (LIPOC).

The LPS has two officers seconded to the LIPOC and received \$495,000 in funding to support this Unit.

2.2.9 Provincial Anti-Terrorism Section (PATS)

PATS was established with the mandate to conduct multi-jurisdictional strategic intelligence operations to proactively address terrorism in Ontario. This Section is a Joint Forces Operation comprised of members from municipal, provincial, and federal agencies who work proactively and collaboratively with other OPP units and police and intelligence services.

An agreement between the OPP and the LPS has provided funding of \$445,582 for the secondment of one LPS officer to PATS (2007 – 2011).

The LPS has received \$39,324 through grants in support of this program (2007 – 2011).

2.2.10 Provincial Anti-Violence Intervention Strategy (PAVIS)

The PAVIS program was established in 2007 by the Ministry of Community Safety and Correctional Services to target guns and gangs violence. The LPS has been an active partner in this initiative since its inception and has utilized the funding towards specific gun and gang projects, which have ultimately led to the creation of the permanent Guns and Drugs Section.

The LPS has received \$1,542,671 in funding for this program (2007 – 2011).

2.2.11 Repeat Offender Parole Enforcement (ROPE)

The ROPE Unit was established to provide a co-ordinated effort with respect to the pursuit and apprehension of fugitives in Ontario.

An agreement between the Ontario Provincial Police and the LPS has provided \$817,422 in funding for the secondment of two LPS officers to the Provincial Repeat Offender Parole Enforcement (ROPE) Unit (2007 – 2011).

2.2.12 Reduce Impaired Driving Everywhere (RIDE)

This initiative is a shared program with the Ministry of Community Safety and Correctional Services that allows the LPS to increase the frequency of their regular RIDE programs. The grant provides funding for front-line enforcement through the use of paid duties.

Paid duties are extra shifts covered by officers who are off duty and voluntarily choose to work additional hours, the cost of the extra shifts are covered 100% by the funding initiative or private organization that has hired the LPS to be present. The LPS has received \$177,849 for the RIDE program (2007 – 2011).

2.2.13 Safer Communities 1,000 Officer Program (SCOOP)

In May 2005, the Ministry of Community Safety and Correctional Services introduced the Safer Communities 1,000 Officers Program to enhance community safety throughout Ontario. The program is a cost sharing initiative that provides a maximum of \$35,000 per annum per officer for salary related expenses.

The LPS was approved for 40 new officers per year on this program and as a result has received \$1,400,000 per year, totaling \$7,000,000 since 2007.

2.2.14 Youth in Policing Initiative (YIPI)

The YIPI program is a provincially funded initiative that provides opportunities for youth from diverse backgrounds to interact with Police in a positive manner, while learning fundamental life-skills. The purpose of the program is to provide a safe and positive summer employment opportunity for youth who reside in at-risk communities and are reflective of the cultural diversity of the community.

The LPS has partnered with this program since 2007 and received \$87,857 in grants.

2.3 Salary Recovery and Other Funding Initiatives

The following chart provides a summary of salary recoveries and other funding initiatives that have been acquired by the LPS from 2007 to 2011 totaling \$4,551,442. Refer to the following pages for details about some of the programs.

Table 2.3

SALARY RECOVERY AND OTHER FUNDING INITIATIVES	
Programs	Total Five Year Cost Recovery
CISO Secondment	\$286,426
Greater London International Airport	\$ 1,561,988
London Police Association Secondments	\$ 1,081,608
National Crime Prevention Centre Action Fund	\$97,800
Ontario Police College Secondments	\$ 1,214,463
Ontario Victim Services secretariat	\$4,000
Police Ethnic and Cultural Exchange Program (PEACE)	\$39,324
Propane Rebate	\$47,991
Report Homophobic Violence Period (RHVP)	\$47,000
Specialized language training (SLT)	\$170,842
Total Five Year Cost Recovery	\$4,551,442

2.3.1 Greater London International Airport

The Minister of Transportation determined that enhanced policing would be provided to a number of Class 2 Canadian Airports in 2006, including the Greater London International Airport. As a result, a secondment agreement was formed and three LPS constable positions were created to provide coverage at the Airport. These seconded positions are funded by the Greater London International Airport Authority.

The LPS has received \$1,561,988 in funding (2007-2011).

2.3.2 London Police Association Secondments

The LPS and the London Police Association (LPA) have entered into agreements for one Constable and one civilian Receptionist to be seconded to the LPA.

The LPS has received funding of \$1,081,608 (2007 – 2011).

2.3.3 Ontario Police College Secondments

The Ontario Police College (OPC) offers secondment programs for officer instructor positions.

The LPS has entered into agreements with OPC for two seconded Sergeant positions and have received funding of \$1,214,463 (2007 - 2011).

2.3.4 Police Ethnic and Cultural Exchange Program (PEACE)

The objectives of the PEACE Program are to reinforce and develop important life-skills of the participants through exposure and instruction from members of the LPS. These skills include: effective communication, self-motivation, teamwork, responsibility and dedication to the community, and the importance of being a positive role model. Furthermore, the program participants observe and assist in various aspects of policing to enhance their understanding of the role of the police in the community.

The LPS has received \$39,324 through grants in support of this program (2007 – 2011).

Part 3 – Best Practices

3.0 BEST PRACTICES

Through continuous improvement and best management practices, the London Police Service (LPS) strives to optimize operational capabilities. Various analytical tools, employee input, and quality assurance processes are utilized to identify opportunities for improvement.

As a result of a commitment to these practices, the LPS has developed a reputation of being a leader in innovation across the Province. Many best practices that have been implemented are the result of ideas championed by LPS members who find ways to enhance the existing infrastructure and processes.

While the following best practices are difficult to measure in terms of savings, they do have a significant impact on the efficiency and effectiveness of service delivery.

3.1 High Risk Domestic Violence Project

This project was developed through a partnership with Women's Community House, Changing Ways and John Howard Society. Males assessed as having a high to moderate risk of repeat offending related to a domestic violence offence are identified and offered a range of supportive and therapeutic services aimed at reducing the risk that they pose to their partner. This practice was piloted in 2010 and has shown to significantly reduce the accused's police involvement post intervention, reduce likelihood of violent recidivism and reduce the transience of the accused.

3.2 Project Dragnet/Tengard

Project Dragnet/Tengard is an initiative that was developed to increase the efficiency of the movement of wanted persons from one jurisdiction to another and to reduce the number of idle warrants on the C.P.I.C. system. The general idea being that if and when a known escort of a prisoner is occurring from another jurisdiction, arrangements can be made to arrest other wanted persons locally, so that LPS escort officers transport more than one person to and from that jurisdiction. This strategy has shown cost savings in the reduction of officer hours required to transport known wanted persons as well as in the related payment schedule. Each escort of a wanted person is paid for by the Ministry of the Attorney General. As a result, multiple escorts allow the LPS to bill multiple escort rates for a single trip to and from another region.

At a systemic level, cost savings are realized due to a reduction in associated costs with the removal of wanted persons from the LPS area of responsibility. It is often the case that individuals who are wanted by other police agencies and living in London are collecting Social Assistance, have a high rate of police involvement and in general have a high cost associated with their residency in London. These warrants usually have small radius stipulation for returns and therefore the likelihood of the originating agency returning is very low. Project Dragnet/ Tengard removes the hurdle of the originating agency returning these wanted people

and it delivers them to be held accountable for their actions, removing them from London and the associated police and system costs.

3.3. Suggest Program

In keeping with the underlying principles of continuous improvement and best practices, the LPS utilizes an innovative tool, the electronic Suggest program. This program ensures that all members have the ability to submit their concerns, risk management issues or innovative ideas 24 hours a day. This open forum creates a fluid process for identifying opportunities on a timely basis to mitigate risk and enhance operations, thus improving the efficiency and overall effectiveness of the service.

3.4 Critical Incident Stress Management Team (CISM)

The LPS has adopted an open, multi-faceted approach to Critical Incident Stress Management with the goal being to prevent and mitigate the negative impact of acute stress, and to accelerate the recovery process once police personnel have been seriously stressed or traumatized. The CISM team's approach utilizes;

- Education, training and prevention
- Individual and co-worker referrals
- Critical Incident Response:
 - Immediate scene support
 - Post incident debriefing
 - Peer support throughout process

The CISM Team was developed to provide support to LPS members that are exposed to critical incidents, to prepare members for the exposures that are "part of the job" through proactive education and to assist employees in coping with stress at home and at work.

Through critical incident debriefings and one on one crisis interventions, team members provide employees with tools to alleviate potential stress related reactions. The purpose of these interventions is to mitigate the harmful effects that a critical incident has on the members of the LPS, increasing the member's overall wellness.

3.5 Budget Principles and Process

As documented throughout this report, the LPS continues to face challenges of increasing fiscal and economic restraint, and correspondingly, the need to manage limited resources to ensure that they are allocated to their highest priority. The maintenance of public safety and effective service through the application of appropriate human resources is the greatest concern. The following principles were developed to serve as guidelines for making decisions during the budget development and implementation process in which the LPS works in close consultation with the London Police Services Board.

- **Consistency and Compliant** – The LPS, in its commitment to being fiscally responsible will ensure that budget decisions are:

- **Compliant** with legislative requirements (e.g., Ontario Police Services Act, Adequacy Standards)
- **Consistent** with
 - The LPS Mission Statement, Statement of Values, and Vision of Success,
 - The Workload Analysis, and related internal needs studies
 - The LPS Business Plan's goals and objectives
- **Efficiency and Effectiveness** – The LPS and LPSB strive to optimize resource allocation by ensuring that the greatest level of services will be delivered with careful attention to disbursement of resources. Best management practices, benchmarking and analytical tools (e.g., cost/benefit analysis) will be utilized to ensure that the budget development and implementation process provide the greatest “value for the money” spent. This process is also cognizant of the impact that workload can have on the morale of the LPS members and will ensure that staffing needs are carefully evaluated and addressed accordingly.
- **Affordability and Sustainability** – Budget expenditures will be allocated towards resources that are affordable. In determining priorities in developmental expenditures, consideration will also be given towards sustainability – the ongoing operating and long-term maintenance obligations for proposed programs and projects. This approach actively promotes the receipt of feedback from members, throughout the LPS, in an effort to promote innovation through input and participation with the goal of optimizing the organizations capabilities.
- **Transparency and Accountability** – The development and implementation of the budget needs to be conducted in a transparent and accountable manner to retain the confidence of the community. Recognizing this, the LPS and LPSB will continue to develop 2-way communication strategies to provide:
 - **Input from the Public** to help determine the future direction of the organization through focus groups, surveys, public and community group consultations, and
 - **Progress Reports to the Public** through the media and corporate publications including the LPS Annual Report which provides an overview of the fiscal year's operating expenses, primary service indicators, and the Business Plan progress report.
 - **Municipal Direction** will be reviewed in light of resources availability for the purpose of providing a budget that is both appropriate to the needs of the community and reflects municipal guidelines.
- **Annual Budget Review** – Is an established process that dictates a reasonable, objective assessment of expenditures and revenue with the mind set to avoid year-end spending sprees. It is a consistent process that allows for account justification with a built in review process annually and a historical 5 year review of year end results.

- **Zero Based Budgeting** – The LPS utilizes an additional strategy to ensure yearly budget reviews and that is “zero based budgeting”. The general principle of this strategy is that each year, budget managers for their respected areas are required to submit all elements of their particular budget. Therefore, just because a budget item was granted the previous year, it is not automatically included for subsequent years. This budgeting practice creates an annual review as all components of an account, business unit, and division, are evaluated each and every year.

These review processes, coupled with the OACP best practices approach to budgeting, allows the LPS to put forward a justifiable yearly budget that takes into account the needs of the LPS to provide services during fiscally challenging times.

3.6 Annual Quality Assurance, Service-wide Audit

The LPS has developed and implemented yearly, a “self audit” review of all divisions that ensures compliance with LPS policies, procedures and legislative requirements. This quality assurance audit is compiled into a report which is presented to the Senior Executive Committee. The report outlines any corrective actions that were required to maintain compliance. This process provides an objective assurance that: resources are utilized in the most effective manner; changing legislature is captured in procedures on a timely basis; and, that training and resource material are current.

3.7 Overtime Process – Criminal Investigation Division (CID)

Overtime (OT) is monitored in CID on a case by case basis. Most OT incurred is the direct result of an ongoing investigation. Unlike Uniformed Division, CID does not have minimum staffing requirements. There is some CID coverage on evenings and weekends so whenever possible those officers are utilized to continue with investigations conducted by dayshift members. However, due to exigent circumstances (e.g., homicide) OT is often incurred within specialized units such as with Guns and Drugs, Major Crime Section or Sexual Assault/Child Abuse Section.

3.8 Technology Integration

Through strong relationships with our technology partners, the LPS continually optimizes technology integration to increase efficiencies within the organization. The LPS is a strong proponent of entering data once at source and electronically moving this information through the system as efficiently as possible. This approach allows us to eliminate duplicate entry and prevents the proliferation of separate silos of information.

3.8.1 Mobile Data Terminal / Mobile Report Entry (MDT/MRE)

LPS Vehicles are equipped with MDT/MRE/Mapping software on ruggedized computers. This allows officers to be dispatched and to clear calls electronically, as well as giving them full access to appropriate operational information (i.e. Records Management System, CPIC, maps, etc.). Officers also have the ability to enter the complete occurrence information from the MRE software on the laptop. This information is then transmitted electronically for transcription into the Records Management System.

3.8.2 Records Management System (RMS) to eJust

When charges are laid, the information entered at source flows through the RMS to the eJust charge management system. EJust produces the appropriate court documents, along with a complete electronic brief that is transferred to the Crown's (Federal / Provincial) case management application.

3.8.3 eDisclosure (eJust to Crown)

Since all of our data is captured electronically when charges are laid, full disclosure of the investigation can be bundled (by eJust) into an organized electronic brief and transferred to the Crown's case management system. The implementation of eDisclosure in 2004 has eliminated the need to print/copy/handle and file paper documents. It also allows a more timely flow of disclosure hence improving the court process and meeting the Justice on Target initiatives.

3.8.4 Records Management System / Mug Shot / C216 process

Our philosophy of entering data once is again demonstrated in the RMS / Mug Shot system process. When a person is charged with an indictable offence they must be fingerprinted and the fingerprints/charges sent to the RCMP criminal record repository. The RMS electronically sends the person and charge particulars to the Mug Shot/Fingerprint system (no duplicate entry). It also sends the charge, and eventually the charge disposition to the RCMP electronically. This is a much more efficient method than the paper process that was used previously.

3.8.5 Records Management System / Police information Portal (PIP)

The Police Information Portal (PIP) allows level 1 police agencies to share intelligence information (i.e., Occurrences, Street Checks, Flag Records and Tickets). This information is automatically posted to PIP once entered onto our RMS. Police agencies across Canada can query PIP, see the involvement and optionally download the related report electronically.

Conversely, LPS can query PIP (at station or in vehicle), see posted involvements from other agencies and electronically download the report as required. PIP was implemented in 2003 and has proven to be an important and efficient means of sharing investigative information across jurisdictions.

3.8.6 Video Witness Interviews

For the Record (FTR) software is used by LPS beginning in 2010 to record and transcribe video witness interviews. LPS has implemented a process that allows a hotlink to these interviews to be attached to the appropriate occurrence. Use of this hotlink allows officers convenient access to the video and associated transcribe notes directly from the relevant occurrence. Using a hotlink prevents needless duplication of (potentially large) video. This minimizes the need for physical media to store and back up this information (i.e. tapes, CDs)

3.8.7 Civilian Fingerprints

If fingerprints are necessary to complete a background check, they are now sent electronically (via Intelliscreen) to the RCMP for verification. An electronic response confirming the person's identity will be received within minutes, giving us a great improvement in customer service. Before this process was implemented in 2010, physical hardcopy fingerprints would be mailed to the RCMP, with weeks or months of turnaround time.

3.8.8 Cognos Reporting

The use of Cognos data warehousing and reporting tools has allowed Technology Services and Crime Analysts to more effectively respond to internal requests for information. Cognos is an excellent and flexible tool for monitoring and gauging the success of numerous LPS initiatives. Starting in 2006, Cognos has been used extensively for analysis. Some examples of the effective use of Cognos include statistics related to domestic/mental health occurrences, workload analysis, bail violations, persons at risk, direct accountability, tenguard/dragnet, calls for service/beat patrol plan, and charged entities/occurrence locations by crime type.

3.8.9 Attaching Scanned Images

In an effort to eliminate paper, the LPS has utilized a scanning tool (e-Copy) that gives staff self-serve access to scan and attach documents directly to the Records Management System . This is a tremendous time saver and has eliminated the need to file and manage the related paper copies. As an added benefit, the scanned documents are now viewable from any computer on the LPS network. As well, the documents are electronically disclosed to the Crown. Some examples of documents that are now scanned include duty books, accident reports, and known offender paper documents.

3.8.10 Blackberries (H/MDT)

Since 2006, officers have access to the Records Management System, CPIC and PIP queries (as well as mug shots) via their blackberries and the H/MDT application. This is a valuable tool for surveillance, as well as for any officers travelling outside the city for investigations.

3.8.11 CopLogic (Citizen Online Reporting)

Citizen on-line reporting allows the public to enter on-line reports for minor incidents via the LPS website without an officer having to attend or call. After the report is submitted by the citizen, the report is acknowledged, reviewed, validated and electronically loaded directly into the Records Management System. This has provided the public a more convenient method for reporting minor incidents and has saved a great deal of officer time.

3.9 Centralization of Payroll

Prior to 2012, there were 13 civilian staff members who recorded time and attendance details as part of their administrative responsibilities. An evaluation was conducted in 2011 to determine the advantages and disadvantages of moving from the decentralized model towards a more centralized system with 3 dedicated payroll positions. The results of the study showed that the benefits clearly outweighed the disadvantages.

Subsequently, a decision was made to move towards centralization in 2012 - 2013. It is anticipated that the centralized model will improve accountability, accuracy and consistency, and could be undertaken within the organization through the reallocation of existing positions. Essentially, the payroll process will be significantly improved without increasing the overall complement while decreasing the workload for 10 positions, which will free up time that can be used to focus on other administrative tasks and the realignment of duties.

3.10 Optimal Court Dates

The LPS has implemented several initiatives to ensure optimum court dates are available for scheduling officers. Some of the initiatives involve the utilization of a Court Preparation Officer to assist the Crown in setting dates. By scheduling court matters, whenever possible, on an officer's day shift, overtime expenses are reduced substantially. LPS administrative staff also monitor a "live" spreadsheet on a daily basis to minimize any court appearances that conflict with training or days off. Without these initiatives, there would be many instances where officers would be scheduled for court duties during off duty time, which would incur overtime. The benefits derived from these initiatives far outweigh any of the associated costs.

Provincial Court Matters

- Part III Summons for Young Offenders age 12 to 17: Optimum Court Calendars are prepared by LPS administrative staff. These calendars are provided to the Crown to enable dates to be selected for first appearances according to the officer's availability.
- Other Traffic and Provincial Court Matters: Traffic court availability dates for each officer are processed by LPS administrative staff as soon as annual leave has been selected. This process facilitates timely information enabling the Crowns to select dates that will have the least financial impact on the LPS. Also, when any Notice of Trials are issued that conflict with officer's schedules, the LPS administrative staff will amend/advise the Crowns of these conflicts. Intranet access to a court share spreadsheet was recently implemented to enable immediate resolution of conflicts as they occur.

Ontario Court of Justice

- The LPS Case Preparation Officer attends Court with the Crown on a daily basis to help determine the most suitable dates when trial dates are requested. Also, when required, the Crown has quick access to the optimum schedules through the LPS administrative staff.

Superior Court

- The Federal Crown Office has access to Optimum Court Schedules to assist with the selection of Superior Court dates. The LPS Case Preparation Officer also attends the designated court rooms on Fridays to ensure the best possible dates are selected. In the event that a schedule conflict occurs, officers will utilize a new notification process (implemented in 2012) to resolve the conflict with an appropriate optimum date.

3.11 Overnight Arrests and Prisoner Transportation

During 2010, improvements were made to the LPS Headquarters Detention Unit Officer In Charge assessment process. These changes have resulted in an 18% reduction of overnight arrests being sent to court for bail hearings in the morning (4000 in 2010 reduced to 3300 in 2011). Correspondingly, there was a reduction of 18% in terms of the resources and time required to secure and transport prisoners and further process them at the courts. There are also secondary benefits due to less prisoners being detained. The costs associated to housing prisoners (e.g., supplies) are reduced by several thousand dollars.

Prior to 2012, video/audio technology was used exclusively on weekends and statutory holidays to enable live feed court appearances. During 2012, this technology was expanded to improve the prisoner hold back process during the week. As a result, prisoners that are held back for continued investigations are not required to be transported to court. In the past, individual escorts were required to transport the prisoners on a case by case basis.

Discussions are also taking place between the LPS, the EMDC (Elgin Middlesex Detention Centre) and the local and regional Crown Attorney's office regarding organizational responsibilities in terms of transporting remanded prisoners to and from mental health facilities (e.g., Waypoint near Penetanguishene). During 2012, an agreement was established between the Crown Attorney's office and the LPS, which re-directs the responsibilities of the transporting prisoners to the organization who has custody of the prisoner at the time when the Judge's Order is being applied for. Essentially, this agreement removes the LPS from the responsibility of transporting prisoners for these particular circumstances.

3.12 Project House Clean

During 2012, Project House Clean was implemented, which involves identifying individuals who reside in the City of London and are wanted by outside jurisdictions. Many of these individuals have committed crimes in our community and have extensive police involvement. The police agencies who hold the warrants on these individuals have neglected to return on their warrants, leaving these individuals within the London community.

Project House Clean has been successful in returning several wanted persons, who have collectively accounted for hundreds of hours of LPS patrol time. This initiative is also cost effective in that it enables the LPS to partially recover the escort costs through the Crown's office.

This strategy has also helped towards achieving one of the primary objectives of the Justice on Target initiative—reducing the average number of days to disposition.

Conclusion

4.0 CONCLUSION

This document provides some insight into the efficiency strategies that have been successfully achieved over the years and the commitment of the LPS towards providing efficient and cost effective service.

The following table provides a summary of the cost savings by category with the exception of the Best Practices category due to the difficulty of determining dollar values. Notwithstanding, Best Practices do have a significant impact on the efficiency and effectiveness of service delivery and therefore are included within Part 3 this report.

Table 4.0

SUMMARY			
Category		Cost Saving	Cost Deferred
Part 1: Efficiencies 2002-2012		\$19,388,153	362,000
Part 2: Funding 2007-2011	Five year Total saving	\$25,110,361	
Part 3: Best Practices	Undeterminable \$ value	\$+	
Total Identified Savings		\$44,498,514	\$362,000

The LPS recognizes now, more than ever, the importance of achieving efficiencies, and pursuing funding opportunities and best practices during these challenging times. As reflected in the current 2013-2015 Business Plan:

Goal # 3 Continue Efforts to Deliver Efficient and Cost Effective Service:

“The London Police Service will continue to carefully manage resources, research best practices and explore alternate processes to ensure effective and efficient service delivery for the citizens of London.”

It is important to note that this is the first Efficiency Report that has been prepared by the LPS. This is a living document, which will continue to be developed on an ongoing basis. The development of this report has provided a framework to capture efficiencies on an annual basis for internal analytical purposes and external transparency and accountability.

The success stories featured in this report together with the LPS strategic direction for 2013-2015 clearly demonstrate the commitment the organization has towards ensuring efficient and cost effective service.

It is through the dedication and professionalism of our members and the collaboration with community partnerships that the LPS is able to continue to achieve these successes.

Appendix A – Mission, Values and Vision

LONDON POLICE SERVICE MISSION STATEMENT

The London Police Service is committed to providing a safe and secure community through community partnerships and by striving to attain the highest level of professionalism and accountability.

STATEMENT OF VALUES

The London Police Service, in pursuit of its mission, believes in providing quality service with the highest possible degree of excellence, based upon the principles of fairness, integrity, honesty, and respect for human dignity.

VISION OF SUCCESS

Recognizing that our strength stems from our partnership with all sectors of the community, we envision an organization structured to meet the changing needs of citizens and our profession.

Our success in accomplishing this goal depends on our ability to:

Provide optimum public safety and security to enhance the quality of life in the community;
Foster trusting, caring partnerships with the community in all its diversity;
Develop effective communications within our organization and with those we serve;
Promote a safe and equitable workplace,
allowing for the professional development of employees to their fullest potential;
Promote training and lifelong learning; and
Acquire and use resources efficiently and responsibly.

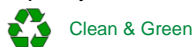
Appendix B – Business Plan Goal/Objectives

The following is one of the five goals within the LPS 2013-2015 Business Plan, which is directly related to efficiency and cost effectiveness.

GOAL # 3 - Continue Efforts to Deliver Efficient and Cost Effective Service

The LPS will continue to carefully manage resources, research best practices and explore alternate processes to ensure efficient and cost effective service delivery for the citizens of London. Also, as our organization grows to meet the ever-changing needs of our increasing population, so too is the need to optimize our “Infrastructure and Technology.”

Objectives	Action Plans	Performance Indicators
1. Improve the efficiency and effectiveness of service delivery	1.1 Develop and implement program evaluation system 1.2 Seek and implement efficiencies and best practices where feasible 1.3 Explore alternate forms of service delivery 1.4 Further centralization of payroll 1.5 Pursue funding/grant opportunities and partnerships 1.6 Continue Calls for Service Review (e.g., tiered response review)	<ul style="list-style-type: none"> Program Evaluation Progress Report Annual Efficiencies/Best Practices Report # of Funding/grant applications/success rate Calls for Service Progress Report
2. Continue to collaborate with community partners to ensure an appropriate and effective police response to persons with mental health (MH) issues	2.1 Establish a Community Acute Mental Health (MH) Crisis Response strategy 2.2 Develop and implement a new protocol to ensure efficient hand-over of “MHA (Mental Health Act) Section 17” apprehended persons to the appropriate external services 2.3 Reduce and de-emphasize police and justice involvement with MH individuals while ensuring the appropriate assistance is provided	<ul style="list-style-type: none"> Progress Report – Community Acute MH Crises Response Strategy Progress Report - Hand-over Protocol Maintain or reduce call times re: MH related calls Delivery of training to front-line officers re: response to MH calls
3. Enhance Information & Technology Resources to further service delivery and support internal needs	3.1 Continue to implement voice recognition software 3.2 Pilot use of in-camera video recording systems on front line patrol vehicles 3.3 Implement phase 2 of the online reportable occurrence reporting system (e.g., online autism registry) 3.4 Enhance customer service for criminal record checks and freedom of information requests 3.5 Test the feasibility of implementing video technology for recording statements 3.6 Technology service delivery annual review	<ul style="list-style-type: none"> Information & Technology progress report
4. Ensure facilities meet the long-term requirements of the organization	4.1 Develop Asbestos management plan to remove remaining asbestos at LPS Headquarters 4.2 Design and develop LPS Headquarter’s interior space plans to ensure the organization’s requirements are met 4.3 Ensure facility renovations address persons with special needs	<ul style="list-style-type: none"> LPS HQ asbestos free Adequate, efficient, functional facilities for all LPS members Compliance with Ontario AODA and City of London FAD requirements
5. Enhance Green capacity	5.1 Develop and implement programs to divert landfill waste to recycling 5.2 Expand existing Green Fleet initiatives	<ul style="list-style-type: none"> Recycling Progress Report Green Fleet Initiatives Report



Appendix C – Funding Initiatives

GRANTS: 2007 to 2011	
Programs	Total Five Year Cost Recovery
Civil Remedies	\$ 327,807
Emergency Management Ontario (JEPP)	\$10,084
Ministry of Community Safety and Correctional Services Domestic Violence Project	\$149,000
Ministry of the Attorney General Victim Safety Grant	\$30,500
Safe Schools	\$510,000
Total Five Year Cost Recovery	\$1,027,391

GOVERNMENT FUNDING: 2007 to 2011	
Programs	Total Five Year Cost Recovery
Bail Safety Project	\$1,490,593
Chief Firearms	\$200,000
Community Policing Partnership Program (CPP)	\$4,500,000
Cyber Crime	\$535,859
National Department of Justice	\$10,000
Ontario Illegal Gaming Enforcement Unit	\$ 344,921
Police Officer Recruitment Fund (PORF)	\$1,575,000
Prisoner Escort	\$ 308,774
Proceeds of Crime	\$ 495,000
Provincial Anti-Terrorism	\$ 445,582
Provincial Anti-Violence Intervention Strategy (PAVIS)	\$1,542,671
Repeat Offender Parole Enforcement (ROPE)	\$ 817,422
R.I.D.E. Program	\$177,849
Safer Communities One Thousand Officer Program (SCOOP)	\$7,000,000
YIPI-Youth In Policing Initiative	\$87,857
Total Five Year Cost Recovery	\$19,531,528

SALARY RECOVERY AND OTHER FUNDING INITIATIVES

Programs	Total Five Year Cost Recovery
CISO Secondment	\$286,426
Greater London International Airport	\$ 1,561,988
London Police Association Secondments	\$ 1,081,608
National Crime Prevention Centre Action Fund	\$97,800
Ontario Police College Secondments	\$ 1,214,463
Ontario Victim Services secretariat	\$4,000
Police Ethnic and Cultural Exchange Program (PEACE)	\$39,324
Propane Rebate	\$47,991
Report Homophobic Violence Period (RHVP)	\$47,000
Specialized language training (SLT)	\$170,842
Total Five Year Cost Recovery	\$4,551,442

Appendix D – List of Efficiencies

The following list includes the efficiencies that were identified through an organization-wide survey. While the list is extensive, it only reflects those initiatives that were submitted. Notwithstanding, the list does provide some insight into the LPS's commitment towards implementing efficiencies and best practices.

Key efficiencies were selected from this list and included within Part 1 of this report. An assessment was conducted for each of the key efficiencies to determine a dollar value (i.e., cost savings, avoidance or deferral).

SUMMARY LIST OF EFFICIENCIES AND BEST PRACTICES	
2012	CMU-keep release conditions on CPIC when bench warrant is issued to streamline process
2012	CMU-ensures that MAG are adding fingerprint dates to re-issued summons and notice to parents
2012	Reduction in time/paper – scanning of all account justification sheets for all budget managers rather than printing off and creating budget binders
2012	LEARN Guidelines and new record check forms (clearly defined process for release of information on a record check based on relevant legislation noted in the Guidelines)
2012	PRC staff prints off copies of missing accident reports for LASS From the scanned image on genero – used to get a monthly email sent to Central Records for this. Only request sent to Central Records now are actual missing MVA reports.
2012	*No DOB KO Audit Report – 105 KO files with no DOB were fixed.
2012	Scanning of court orders (prohibition, probation, alternative measures, peace bonds (CPIC)
2012	Scanning of KO files – to start after videotape purge has been completed (CPIC)
2012	Purge of archived occurrence reports – to start when Donner Project is complete (CPIC)
2012	Audit of occurrence files – anything scanned and attached will be destroyed if not evidentiary (CPIC)
2012	Fee schedule for court orders – being investigated by Bruce Brown
2012	Donner Study (original in 2001)
2012	Dragon Voice Recognition (good results in Major Crime) - investigators are using Dragon speech to text software to complete their statements. It is 43 to 47% faster than typing.
2012	Centralized Payroll
2012	All GIS team members have been issued phones with push to talk capabilities. Members can now talk within their group or any other GIS group or member. This practice allows better tactical communication

SUMMARY LIST OF EFFICIENCIES AND BEST PRACTICES

	between GIS members.
2012	Electronic Disclosure to the Federal Crown
2011	CLU-conduct surety checks for bail hearings in the CLU office rather than in court during the bail hearing
2011	CMU-all civilian staff are cross trained to allocate appropriate resources to priorities
2011	CMU-pink tracking form for all CC524 arrests to trigger all charges/informations relating to the accused will appear in court to streamline process
2011	CMU-system change to automatically print off two copies of bail reports for the crown file
2011	CMU-track transferred charges both in and out of London courts to ensure release conditions get added or removed in a timely fashion. Officer safety concerns.
2011	All DNA submissions and packages processed by CPSU and sent to the data bank-previously done by FIS
2011	Track all closed out files to ensure that conditions are removed the same day that the charges are dealt with
2011	Bail Safety officers are reviewing all domestic related charges prior to the Informant swearing to the charges to ensure accuracy and completeness
2011	Bail Safety (CID) will report to Sgt of CLU for tracking and accountability purposes
2011	Proper computer for radio sign-out placed in the radio storage room
2011	Disclosure – created an A/B switch which enables the transfer of disclosure from our organization's network to the Crown Attorney's network automatically
2011	Disclosure – streamlined the joining of the HTML and the FTR prior to sending disclosure to the Crown's office
2011	Reclaimed constable position assigned to the Crown Attorney's office and redeployed to a newly created unit (to be covered in the Best Practices Section)
2011	Discontinued the practice of deploying an officer to perform security and assistance to "A" court and redeployed this position to a newly created Unit
2011	Guard1Plus program installed in HQDU – consists of wands and touch pad stations – improves the process of checking prisoners every 20 minutes
2011	Adjustments made to how HQDU – OIC assess prisoners in terms of releasing on OIC – PTA or holding for court (bail hearing) – "H" clause" – significant reduction in the number of prisoners being transported to the court house in the morning for bail hearings reducing work load for CPSU
2011	Adjustments made to who is issued blankets in our cell block – significant reductions in budget
2011	Enhancements to cell block design – plexi – glass on cell doors/two cells modified to accommodate self-harming or violent prisoners – reduces noise, improves security, reduces risk and exposure to liability
2011	Additional Staff Sergeant requested and approved – separation of duties followed – improved supervision, HR management, community partnership management
2011	Cadet training manual created – improves training, quality control, and reduces exposure to risk and or liability

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2011	Newly created CC charge auditing unit – audit all CC charges laid by our organization for accuracy, completeness and quality (recognized as a “Best Practice” by the MAG – Justice on Target Initiative)
2011	Reduction in Paper - CPIC fax messages now sent through Outlook rather than being printed off at fax machine
2011	Reduction in time/paper – CPIC operators now have two screens and are able to enter data onto CPIC quicker, consume less paper and assist officers faster
2011	Reduction in paper/time – Majority of occurrences/prohib orders/restraining orders, etc. are scanned into Versadex KO files rather than having to print and store for future use
2011	Scanning of MVA reports to the GO – scanned image is also sent to London Accident Support Services, eliminates the need to photo copy and send printed copy to LASS via courier. Also saves LASS staff from scanning the photo copy of the report to add it to their RMS
2011	Scanning of R23 documents normally stored in CPIC to the Occurrence. Documents are available for printing if required. Clears up a large portion of documents from the yearly purge and eliminates the storage of duplicate documents i.e. occurrence reports
2011	Return to working on daily audit duties in Central Records *Name Blend Audit *Stale Court Date Audit – printed on the 15 th of the month (gone from a 55 page report to a 10 page monthly report)
2011	65/10 KO Audit report in Central Records (this may change to 80/10 to mirror the RCMP policy on the purging of records – LPS policy on the destruction of records is currently being revised Audit will be started once policy is revised)
2011	Scanning of release orders (CPIC)
2011	Electronic distribution of fax messages (CPIC)
2011	Scanning of attachments to occurrence reports (CPIC)
2011	Court List – only viewing hits for SIP, WANT, INMATE (CPIC)
2011	Centralized Fax
2011	Cell Checks – Guard Tour
2011	Prisoner Escort Video
2011	Scanning Duty Books
2011	Scanning Occurrences
2011	Entrust – Distributed Registration Authority
2011	Active Directory phone list
2011	Wash Court – Video Remand
2011	Joint Intelligence Group. Monthly meetings are arranged by RCMP “O” Division Commercial Crime Unit. Participants are Investigators from Police Services in South Western Ontario.
2011	Cross Training of G&D members to form three hybrid Guns and Drugs teams
2011	(FIS) Changing purchasing companies to realize savings. (By shopping around for better deals strengthens competition and forces current suppliers to lower prices or lose sales) -rubber gloves, batteries, DNA kits, several other forensic items that can be purchased from a medical supplier rather than a specific police forensic

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	supplier.
2011	In 2011 the ability of Cognos has been expanded. The Crime Analysts are now able to search and map utilizing, ARC GIS, any searchable category in Versadex. We are no longer limited to the searchable fields in Versadex.
2011	In 2011 Project Crime has been advanced from a manual process to a fully automated computer data base that is available to all officers via MDT. This process eliminates errors that were occurring as result of manual updates. Now the information is automatically pulled from Versadex and placed into a spreadsheet on the MDT daily. The information is also beat specific. Now criminals with conditions are on the daily updated spreadsheet with their conditions and most recent checks. In addition, if a warrant is applied for one of the subjects due to a breach of conditions, they are automatically removed from the Project Crime Sheet. Also there is an automated spread sheet for each section that allows the supervisors to monitor the number of checks made by the officers. This newly developed process, in addition to being far more automated, accurate, and up to date has saved the Crime Analysts approximately ten hours a week
2011	Establishment of Cubes for time spent on reliefs (Monitoring/tracking/reduction)
2011	Establishment of monthly Performance Indicators for officers, better awareness of time spent on calls and subsequent reductions.
2011	Buying bulk food for dogs. Receive 1 free bag per 6 purchased
2011	Boarding dogs at 601 when the handler is gone for one night
2011	The Patrol Operations began an initiative to reduce the amount of time members took from the notification of their relief to the check off time. The Branch has become more efficient, reducing the average time from 22 minutes to 20 minutes for the five sections.
2011	The Patrol Operations Branch worked with Systems to produce an Absence Report to capture all activities on the sections. The previous monthly report was inaccurate and inefficient. The new Absence Reports improved the tracking of members activities and accurate to the day, utilizing CAD
2011	Review of Hire-on guidelines, inclusion of Supervisors to fill hire-ons. Hire-on text Blast established to fill beat shortages, reduction in NCO time spent on filling hire-ons.
2011	Use Facebook, Twitter, LPS Webpage, Federal Government Job Bank, Fanshawe College and UWO Employment Services for free advertising of employment
2011	Public Order Unit- Purchase of a Porta-Count Fit test machine.
2010	On-Line Reporting
2010	Disclosure – eliminated providing a copy of 911 calls to the Crown Attorney for disclosure with respect to domestic violence cases (eliminated extensive work in communications section and CMU
2010	Disclosure - Discontinued providing a second copy of disclosure to the Crown Office (burning a second CD or DVD)
2010	Escorts – discontinued transporting EMDC prisoners to and from the EMDC

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	to Mental Health Facilities for assessments
2010	MDT's issued to Summon Servers
2010	Additional equipment for HQDU – soft shell helmets, security garments, spit hoods, belly belts purchased – improves working environment, improves security, health and safety of prisoners and LPS staff
2010	Adjustments made to what and how we provide disclosure to the Crown's office – reductions in organization work flow and case management
2010	e-Ticketing
2010	For The Record Video Witness Statements
2010	Genetec (CCTV for building and cells)
2010	Helpdesk Authority
2010	Desktop Authority (automatic rollout of software)
2010	Kronos (timekeeping)
2010	Wireless access in garage (Spotwave)
2010	Implementation of LPS Twitter, Facebook and YouTube – increases the capacity of the LPS to communicate with various segments of the public
2010	Reduction of Wash Court Officers from 2 to 1 on weekends
2010	Discount at Guelph University for vet services (K9)
2010	Obtaining tools required for the training centre from Property when they are going to be sent for auction. i.e. There is a need for some small hand tools to fix equipment at the training site. When some are located without an owner, a whitepaper is submitted to obtain the article before it goes to auction.
2010	A new operational plan template and final report for operational plans was developed and implemented. The new forms have assisted with the tracking and results of operational plans.
2010	Range MOU's with RCMP and Strathroy Police Service for cost recovery
2010	MTO System – SIMS (licence photos, suspensions) (CPIC)
2009	GPS/AVL (automatic vehicle location) installed in patrol vehicles
2009	In House Training (<i>General Invest. and Advanced Patrol now in house - previously officers attended OPC course</i>)
2009	Server Virtualization
2009	Cognos and Datamart
2009	Wellness Initiatives Implemented
2009	Co-ordination of travel by LPS vehicle through HR (Training)
2009	Creation of the administrative assistant in PSB - saved time in investigations, cost savings in transcription services, faster completion of investigations
2008-2009	Warrant reduction initiative in the IRU- about 1600 persons arrested in the two years- reduction in Break and enters, auto thefts, robberies
2008	High-speed Wireless Data Network
2007	Purchase of Air Compressors Eliminated Requirements to Purchase Canned Compressed Air (<i>net savings approx. \$2,000 per year</i>)
2007	LiveScan (electronic finger prints)
2007	Dedicated Elder Abuse Investigators. Investigators become specialized in investigations relating to theft / fraud by Power of Attorney
2007	Free K9 training site (at camp Woodeden)

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2007	Youth in Policing Initiative – government sponsored employment program for high risk youth – perform meaningful but basic roles in the service
2007	Wellness Committee activities
2007	Centralized review of schedule changes/maintenance and approvals.
2006	Blackberries (H/MDT)
2006	Set Special Paid Duty invoicing process from manual to electronic.
2005	Entrust encryption of emails
2005	Creation of the Person at Risk Program
2004	E-Disclosure to Crown
2004	Blackberry email
2004	Canadian Police Sector Council – provides research-based HR support. Most recent example is the adoption of competency based standards for evaluations and promotions.
2003	Adobe (to sever files electronically)
2003	PIP – Automatic submission / query other agencies (from in-house and from Mdt)
2003	Outlook email to all members
2003	Changed manual Hire from manual to electronic format (there were 15 pieces of paper for each member hired). I linked all forms so that personal information could be entered once.
2003	Changed manual PAF forms to electronic.
2003	Set up OMERS on line administration service.
2002	Elimination of Printing/Distribution of Annual Reports to Households (<i>digital copies emailed/posted to external website savings >\$10,000 per year</i>)
2002	Nordat (software for tracking FOI files)
2001	Screening at the Queens Ave entrance by Cadets
2001	RMS to Mugshot interface (mugshots viewable in-house and from MDTs)
2001	CCJS – electronic edits / submissions to Stats Can
2001	JD Edwards (fleet management, payroll)
2001	E911 (caller identification in Communications)
2001	Soliciting owners for the free use of various properties to conduct both one time and ongoing mandated training including Explosive Forced Entry Training. \$100,000/year
2000	Card Swipe for Mobile Workstation
2000	Discount at K9 boarding facility
2000	Discount at local vet for K9
2000	Provincial Purchasing Group – volume discounts on police equipment
2000	Member of the OACP Human Resources Committee – excellent network of HR professionals to assist with HR issues specific to policing.
1999	Annual Budget – process dictates a reasonable, objective assessment of expenditures and revenue so avoids year-end spending spree - Consistent process and approval Service wide - account justification and review process

SUMMARY LIST OF EFFICIENCIES AND BEST PRACTICES

	- Historical review (5 years) to review year end results - Annual debrief of previous year-end results
1998	Applicant Testing Services – third party testing standards for new recruit applicants
1997	MRE/MDT using radio data network
1997	Media Notification Website
1996	Police Reporting Centre
1996	Partners in Ontario Police Video Training Alliance – benefit from video production managed by Niagara Regional Police Service
1995	Versadex RMS
1995	OneVoice (City shared radio system, upgrade P25 in 2012)
1994	Purge of archived occurrence reports (CPIC)
1994	CAD
1990	False Alarm Reduction Program
1990	Secondary School co-op program – 6-10 students per semester provide free administrative assistance
1990	Administrative Services Only benefit plan
1985	Optimum Court Dates (ensure officers attend court on day shift)
1980	Uniform and Equipment Recycling – Body Armour and Police Clothing issued to Auxiliaries and New Recruits (until new equipment is issued)
ongoing	Automation of financial processes/audits via excel
	Telephone Reporting
	Tier 1 and Tier 2 Reporting
	Bail Hearings Officer
	Project Learn
	Calls for Service Review
	Propane Conversion – <i>savings of 50% fuel (also more environmentally friendly)</i>
	Downsizing of non-patrol vehicles for fuel efficiency <i>(also more environmentally friendly)</i>
	Amalgamation of the CMU and CLU-removing the LPS from the Crown' office.
	Electronic disclosure to the Provincial Crowns (implementation of the file automatic file transfer switch)
	CMU-excel spreadsheet of officer scheduling utilized to set court dates to ensure court costs can be kept at a minimum
	An upgraded cellblock area provides more housing for prisoners with more single cells and smaller pens which is an officer safety issue
	Upgrades to Ejust to transition to quicker disclosure
	Electronic training manual for CPSO's
	Information sheets distributed to accused persons to improve the court process. The information sheets will be changing in April 2012 with new information
	New CPSU transportation van is being built. It will house the same number of prisoners however the compartment configuration will improve the efficiency in which prisoner categories can be divided
	Electronic format for officers to request to be excused from court
	Cadets file video appearance crown folders in order to assist with video

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	appearances
	YO facilities in London currently provide transportation to and from court-the responsibility is really that of the LPS
	NCO's in the Court and Offender Section are part of an email group of court Officers in the province of Ontario. Current events/questions and answers are posted as a resource.
	CMU-ensures that MAG are adding fingerprint dates to re-issued summons and notice to parents
	Bail Safety officers are reviewing all domestic related charges prior to the Informant swearing to the charges to ensure accuracy and completeness
	NCO's in the Court and Offender Section are part of an email group of court Officers in the province of Ontario. Current events/questions and answers are posted as a resource.
	Bail Safety (CID) will report to Sgt of CLU for tracking and accountability purposes
	Proper computer for radio sign-out placed in the radio storage room
	Cadets file video appearance crown folders in order to assist with video appearances
	Reduction in time/paper – transfer of court data from Case Management Unit to Crown's office through a USB computer system
	CPIC - Automated next day court list query
	CPIC – Automatic generation of FIP entry
	Internet Website
	Intranet
	Major Case Management
	Sex Offender Registry
	Cets
	InfoPol
	Otis
	Icon
	ViClas
	City of London – Contracts we take advantage of Network Data Lines, Cell Phones, Wireless Data, Photocopiers, Laser Printers, Central Printing, Leased Computer Equipment, Software Licensing, Police and Media Website
	Project Crime-Bail Checks-Intranet for everyone to see-run by the IRU- resulted in the reduction of break and enters, stolen cars and robberies
	Court Captains-In UD if more than 5 in traffic court one person is picked as the captain-he determines when and if other officers are needed-previous to this sometimes we would have 15 officers in court just sitting there
	CopLogic
	Investigative reports now distributed electronically to those affected by PSB investigations
	Electronic file management in PSB
	Major Case Management office- allows more time for officers to investigate, less training needed
	Missing Person Investigations-Our response due to the numbers of officers trained our success at locating is extremely high and thoroughly

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	investigated
	On-line course- CPKN-allows for downtime in shifts for officers to complete- you can schedule when
	Duty book scanning by officers
	UD morning meeting
	FTR Interviews and electronic disclosure
	Traffic Management PON printers
	Drivers licence swipe area
	Outlook for NCO cars
	Outlook for all officers
	Full RMS for NCO cars- allows supervisors to audit and schedule while on the street
	S/Sgt. Vehicle- SUV- mobile command centre- shields, grease board, riot helmets
	Creation of PSB
	The video technician position-
	Citizens Academy
	SIAC
	Video in our wagons-
	Enhanced video monitoring in our cells and court house-
	Rather than purchase required tech equipment, CIS borrows required equipment from other police services across the province.
	Scanning invoices that required US bank drafts and e-mail requests instead of sending by courier. The drafts were by AP department faster
	Scanning drafts of corporate purchasing cards and emailing to cardholders. Drafts were received in a more timely manner than receiving them from the cadet which resulted in a faster turnaround time within the LPS and City Hall
	Instituted online reporting of GST/HST return. Return is filed immediately and the delay caused by regular mail.
	Use training ammunition instead of duty ammunition to reduce cost
	Purchase equipment from other police services when we hire an experienced officer – sell equipment when officer leaves LPS to another service
	Wash and Wear operational clothing – reduced cleaning and maintenance
	Host service for police training such as Conducted Energy Weapons Instructors Course, Major Case Management, Advanced Patrol Training, General Investigative Techniques. As a result the LPS obtains free tuition for the course resulting in cost savings.
ongoing	Re-investment of year-end surplus amounts with sufficient balance maintained to manage a deficit.
	Optimal court scheduling
	Secondary School Resource Officers (= Less calls for service at schools?)
ongoing	Continual look at organizational reporting structures
	One Voice radio project
ongoing	Review of revenue collected to ensure 100% cost recovery
	Work at facilitating early return to work for people off as a result of illness/injury
ongoing	Review of financial processes and procedures to ensure accountability,

SUMMARY LIST OF EFFICIENCIES AND BEST PRACTICES

	approvals, and efficiency
ongoing	Taking advantage of early bird discounts for registrations
ongoing	Comparing rates for travel (hotel, flights, etc.)
ongoing	Transfer forms initiation (personnel action forms) from HR to Financial Services (Payroll)
ongoing	Transfer issuance of mortgage letters and T2200's from HR to Financial Services (Payroll)
ongoing	Restructured financial services/shift duties
ongoing	OACP Best Practices (Budget & Finance)