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# EFFICIENCIES REPORT

Selected Efficiencies  
Funding Initiatives  
and Best Practices

**Addendum: 2013 Year-End**

Published June 2014

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

During 2012, the London Police Service (LPS) developed its first Efficiencies Report, which provided an historical overview (for external and internal reference) of efficiencies implemented within the organization, primarily from 2007 to 2011. It was intended to be a living document which would be updated on an ongoing basis as the LPS strives towards continuous improvement.

Addendum reports are published on an annual basis to provide updates to the initial Efficiencies Report. The following update is provided to highlight efficiencies that were implemented during 2013 and ones that are underway in 2014. Measurable savings are not available, at this time, for all efficiencies identified.

To be consistent with the initial report, this update is divided into three categories: Selected Efficiencies, Funding Initiatives and Best Practices.

As illustrated in the following table, the accumulated efficiencies from 2013 are equivalent to \$6,790,412. Refer to the following sections for additional details for each of these efficiencies.

2013 SUMMARY		
Category		Cost Savings/Cost Avoidance
Part 1: Selected Efficiencies		\$1,545,998
Part 2: Funding		\$ 5,244,414
Part 3: Best Practices	Undeterminable \$ Value	N/A
<b>Total Identified Savings</b>		<b>\$6,790,412</b>

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# Part 1 – Selected Efficiencies

## 1.0 SELECTED EFFICIENCIES

During the development of this report, key efficiencies were identified and an assessment was conducted to determine a dollar value. As illustrated in the following table, the accumulated efficiencies from 2013 are equivalent to \$1,545,998

2013 SELECTED EFFICIENCIES	COST SAVINGS/COST AVOIDANCE
Fleet and Facilities Management	\$576,410
Mental Health Crisis Response Strategy	\$207,647
Fraud Intake Pilot Project	\$156,833
Geospatial Intelligence Management System	\$28,200
Phone Toll Training	\$32,538
Alternate Course Delivery	\$5,092
Compliance Notices	\$52,340
Cost Recovery for Special Events	\$42,191
Court Dates - Optimization	\$441,880
Equipment Transfers from Property	\$2,867
<b>Total Cost Savings</b>	<b>\$1,545,998</b>

## 1.1 Fleet and Facilities Management

New initiatives continue to be implemented on an annual basis to ensure that the LPS Fleet and Facilities Branch continues to be managed effectively and efficiently. The following table illustrates that during 2013 there was a savings of \$576,410 as a result of these initiatives.

2013 FLEET AND FACILITIES INITIATIVES	
	Annual Savings
Propane Conversion Program	\$424,000
Crown Victoria Stock Piling Strategy	\$4,500
Vehicle Sharing Strategy (Annual Savings)	\$7,450
Vehicle Sharing Strategy (One Time Savings – Grant)	\$11,000
Vehicle Purposing Strategy (One Time Savings)	\$53,000
Community Partnerships – Vehicle Dealerships	\$18,000
<b>Total 2013 Fleet</b>	<b>\$517,950</b>
Energy Conservation for Facilities	\$1,400
Lease Agreement	\$32,150
Furniture Replacement	\$8,600
Lambeth Sub-Station (Annual Savings)	\$6,310
Lambeth Sub-Station (One Time Savings)	\$10,000
<b>Total 2013 Facilities</b>	<b>\$58,460</b>
<b>Total 2013 Fleet &amp; Facilities Efficiencies</b>	<b>\$576,410</b>

### 1.1.1 Propane Conversion Program

The LPS fleet continues to be recognized as a premier propane powered fleet. For 32 years patrol cars have operated on the less costly propane fuel, the cost of which is typically 55% of the cost of gasoline. In 2013, the LPS fleet propane program was expanded to include the conversion of 3 prisoner transport vehicles (Ford E350 cargo vans), which will result in additional fuel savings. In 2013, the LPS fleet propane fuel consumption was 902,125 litres, representing an overall fuel savings of approximately \$424,000.

### 1.1.2 Crown Victoria Stockpiling Strategy

In 2011, Ford stopped manufacturing the Crown Victoria Police Interceptor (CVPI). As Ontario police services transitioned to a replacement patrol vehicle, they found themselves with new surplus CVPI vehicle-specific outfitting components such as prisoner partitions and emergency lighting. The LPS demonstrated a financial case to the London Police Services Board (LPSB) and City Council to stockpile enough new CPVI's to meet patrol vehicle replacement needs up to the year 2015. As a result, the LPS has purchased outfitting components from other police services at an estimated savings of \$4,500 during 2013.

### 1.1.3 Vehicle Sharing and Vehicle Re-Purposing

Additional savings were realized in 2013 as a result of vehicle sharing and re-purposing strategies.

A request was made to obtain a Cyber Crime Unit vehicle (full-size cargo van) equipped to attend scenes during investigations. Coincidentally, the 'RIDE Program Van' assigned to the Traffic Management Unit was due for replacement. As the RIDE Van is a low use but essential vehicle, it was determined that the replacement full-size cargo van would be purchased and outfitted to suit the operational needs of the two working groups. An \$11,000 grant was received which allowed technology related upgrades to this replacement dual-use vehicle. There was no additional vehicle (upgrade) cost impact to the LPS fleet capital budget. Net cost avoidance of not adding a single purpose vehicle to the Cyber Crime Unit is estimated to be \$3,200 in fleet operating costs and a further \$4,250 in annual fleet (capital) vehicle replacement program contributions.

In addition, the LPS's 13-year-old Collision Reconstruction Van was targeted for replacement. Rather than purchase a new fully-outfitted replacement vehicle, for an estimated cost of \$85,000, a 2006 'ambulance-style' Emergency Response Unit vehicle was identified to replace the former Collision Reconstruction Van. An extensive mechanical overhaul was completed in-house by LPS technicians, and the interior outfitting and exterior painting was completed through a local body shop at a total of \$32,000, for a one time net savings of \$53,000.

#### **1.1.4 Community Partnerships with Vehicle Dealerships**

For several years, local vehicle dealerships have graciously donated vehicles to be operated by the LPS Secondary School Resource Officers. During the summer of 2013, three dealerships donated vehicles for the 2013/2014 school year. The use of these vehicles resulted in savings to the LPS of an estimated \$18,000 during 2013.<sup>1</sup>

#### **1.1.5 Energy Conservation**

A lighting replacement project for the Headquarters Detention Unit was completed in 2013, which reduced hydro consumption and resulted in an estimated annual hydro savings of \$750. The project was approved by London Hydro under the Ontario Energy Retrofit Rebate program for an energy rebate payment to the LPS of \$650.

#### **1.1.6 Lease Agreement**

The LPS previously leased 7,200 sq. ft. of building storage space at 840 Highbury Ave, at an annual cost of \$44,323 (2008 figures), that would have increased to \$50,150 (2013 figures). The City of London identified a location (11,000 sq. ft.) as surplus and the LPS subsequently agreed to utilize this alternate location. The expanded space provided LPS with the capacity to house all LPS fleet vehicles, equipment and other stockpiled items indoors at a reduced annual operating cost. In 2013 a long term facility lease agreement was reached between the LPS and the City of London for a 10 year lease of the building for \$2 per year fee plus building operating expenses of an estimated cost of \$18,000 per year. The net result is a savings to LPS of \$32,150 per year.

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<sup>1</sup> Equivalent value for 3 sponsored vehicles = \$18,000 per year (\$6,000 per vehicle x 3 vehicles)  
Patrol vehicles cost approximately \$30,000 each for 5 year period or \$6,000 per year.



### 1.1.7 Furniture Replacements

Facilities Management has a well-established network of contacts for obtaining used or surplus furniture and equipment. During 2013, a savings of approximately \$8,600 was realized through the use of surplus City of London furniture and the purchase of used furnishings.

2013 FURNITURE REPLACEMENTS				
Used Furniture Description	Supplier	Est. (new) Purchase Price	LPS Cost	Net Savings
2 Person Furniture Suite (IT Branch)	Lovers At Work Furniture (Used)	\$10,000	\$2,200	\$7,800
2 H.D 3'w x 6'h bookshelves (Community Services)	Lovers At Work Furniture (Used)	\$650	\$150	\$500
1 Stand up Receiving Desk (Loading Dock Receiving)	Lovers At Work Furniture (Used)	\$400	\$100	\$300
<b>Totals</b>		<b>\$11,050</b>	<b>\$2,450</b>	<b>\$8,600</b>

### 1.1.8 Lambeth Sub-Station Closing

During the past several years, the Lambeth Substation had been underutilized operationally and was in a state of disrepair. As a result of a facility evaluation, it was determined that the costs associated with keeping this facility open could not be justified and the Lambeth Substation would permanently close. The closure of the substation was effective March 2013. Closing the facility resulted in cost avoidance for one-time building improvement repairs of approximately \$10,000. Further, the reduction of the ongoing operating costs resulted in annual facility operating savings of \$6,310.

## 1.2 Mental Health Crisis Response Strategy

The LPS is significantly impacted by the volume of calls related to minor criminal offences and disorderly behavior, including suicidal persons, that involve individuals suffering from mental illness and homelessness. Since 2005, the number of mental health crisis calls and the time required to complete those calls has steadily increased. This has created a significant strain, financially and operationally, on the LPS as members are diverted from regular patrol duties to respond to and manage mental health crisis calls that are often outside the limits of their professional responsibilities. As a result of this 'police-led' response, persons in acute mental health crisis are often not provided with appropriate assistance, support, or services they require to deal with their unique issues.

In response, the LPS developed a Mental Health Crisis Response Strategy to ensure that the LPS is fulfilling its roles and responsibilities in regards to persons in mental health crisis and providing service for mental health calls effectively and efficiently. The strategy involves several initiatives including:

**Mental Health Crisis Mobile Response Team:** In 2012, the LPS entered into a Memorandum of Understanding with the Canadian Mental Health Association (CMHA) - London Middlesex pertaining to the Mobile Response Team (MRT). The MRT is the responsibility of the CMHA – London Middlesex which is mandated and funded to provide mental health crisis service. In accordance with the Memorandum of Understanding, the MRT

is accessible and responsive to LPS referrals 24 hours a day, 7 days a week. The MRT is notified when appropriate and attends all referrals by the LPS.

The MRT provides crisis assessment, de-escalation, and intervention services to persons in acute mental health crisis to assist them to overcome the crisis. The MRT acts as a point of access to mental health services and programs provided by community mental health service providers to ensure ongoing support and services for persons facing mental health issues. The utilization of the MRT de-escalates police involvement and provides the appropriate assistance, support, and services needed by persons who are experiencing a mental health crisis or facing ongoing mental health issues.

There were other initiatives that were implemented by the LPS to help improve the efficiency and effectiveness in the handling of mental health crisis calls including:

- **Mental Health Training:** Training was provided to members in 2013 during shift briefings in relation to the utilization of the MRT and the LPS/LHSC handover protocol. The purpose of this training was to improve the effectiveness and efficiency for the LPS as first responders to persons in mental health crisis.
- **Mental Health Patient Handover Protocol:** This was implemented in August 2013 to reduce the time spent by officers guarding patients in the hospital by transferring responsibility for the custody of the patient from police to the hospital in a more effective and efficient manner.

The following 2012 - 2013 comparison was conducted to determine efficiencies gained through the LPS Mental Health Crisis Response Strategy. As a result of reduced average call times, the cost avoidance from 2013 is equivalent to \$207,646.

2013 LPS MENTAL HEALTH CRISIS RESPONSE STRATEGY					
	# of Mental Health Calls	Average Call Time (hours)	Total Hours	Hourly Wage/Benefits	Cost
<b>Scenario 1:</b> 2013 Mental Health Calls with 2012 Average Call Time applied	2,423	6.68	16,186	\$54.23	\$877,767
<b>Scenario 2:</b> 2013 Mental Health Calls with 2013 Average Call Time applied	2,423	5.10	12,357	\$54.23	\$670,120
<b>Net Savings</b>					<b>\$207,647</b>

### 1.3 Fraud Intake Pilot Project

The LPS implemented a pilot project from June to November 2013 involving the intake of fraud complaints. The objective of the pilot project was to reduce calls for service that require the attendance of a patrol officer by handling fraud complaints by alternate or non-traditional means.

The establishment of a 'Fraud Intake Line' allows an investigator to vet complaints prior to initiating any investigation. The investigator provides direction, guidance or advice based on

the information received from the complainant over the telephone. Some complaints are screened out early in the process if there is insufficient evidence of fraud.

Additional onus is placed on the complainant to gather documentation and other evidence available to them (e.g. bank records, cheques) that investigators would otherwise have to obtain by judicial authorization or other means. The complainant, once the required documentation has been obtained, would be requested to attend Police Headquarters to proceed with the investigation.

Unless there are exigent or unusual circumstances, a patrol officer would not be dispatched to the majority of fraud complaints, whereas prior practice required an officer attend all fraud complaints.

The results of the pilot project were assessed and identified a savings of 1,446 hours of investigative time for patrol officers during the 6 month period. It is anticipated that based on these results, there will be approximately 2,892 hours saved annually, which is equivalent to a cost avoidance of \$156,833.<sup>2</sup>

#### **1.4 Geospatial Intelligence Management System**

The LPS have dedicated crime analysts who spend significant time and effort generating investigative information, which can be difficult to strategically search and disseminate. New software was acquired during mid-2012, which tracks investigative information entered by the analysts in a geographical manner and automatically converts it into an Active Crime Report. This program saved members of the Crime Analysis Unit (CAU) significant time, approximately 10 hours a week, allowing them to concentrate more of their time on actual crime analysis as opposed to searching, compiling and formatting investigative reports. During 2013, there was a savings of approximately 520 hours, which is equivalent to \$28,200.<sup>3</sup>

#### **1.5 Phone Toll Training**

In late 2012, members of the CAU received training on the organization and analysis of telephone toll information (data extracted from mobile devices), which has saved investigators numerous hours. It is estimated that two hours analysts spend on a telephone toll analysis saves 30 hours of investigative time. This has culminated in significant time savings over the course of a year. There were approximately 20 phone tolls conducted resulting in savings of 600 hours, which is equivalent to \$32,538.<sup>4</sup>

#### **1.6 Alternate Course Delivery**

The LPS relies heavily on the Ontario Police College (OPC) and the Canadian Police College (CPC) to provide specialized training for members. Courses offered by the OPC and CPC are costly and the LPS demand often exceeds course availability. In 2013 the LPS began researching the feasibility of utilizing subject matter experts, outside of the OPC and CPC, to teach identified courses on site.

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<sup>2</sup> 2,892 (reduced hours) x \$54.23 (1<sup>st</sup> Class Constable hourly wage/benefits) = \$156,833

<sup>3</sup> 520 (hours saved) x \$54.23 (1<sup>st</sup> Class Constable hourly wage/benefits) = \$28,200

<sup>4</sup> 600 (hours saved) x \$54.23 (1<sup>st</sup> Class Constable hourly wage/benefits) = \$32,538

This alternate means of training enables the LPS to provide training at a less expensive rate to a greater number of members. During 2013, there was the following on-site course delivered by an expert trainer, which resulted in a savings of \$3,012 plus the benefit of having an additional 14 members attend.

2013 ALTERNATE COURSE DELIVERY			
Course	OPC/CPC Budgeted Cost	LPS Cost to Deliver	Savings
Using the Internet as an Investigative Tool	\$11,869	\$8,857	\$3,012

In addition, an Introductory Excel course was provided to 15 members on site during 2013 at a cost of \$545 total (\$36.33 per member). A comparable one day Excel course offered through alternate means (e.g., Fanshawe College) costs approximately \$175 per person, which represents a savings of \$2,080.<sup>5</sup> During 2014, two more courses are scheduled to be offered on site—a Forensic Interviewing Course and a Search Warrant Course, which will result in further efficiencies.

## 1.7 Compliance Notices

In early 2013, the TTP (Time to Produce) Program was reviewed. The TTP Program had resulted in approximately 15,000 “Warning Offence Notices” being issued annually to motorists who were then required to attend the PRC and prove that a violation had been rectified (e.g. document or equipment violations). In September 2013, the TTP Program was amended to allow members to issue Warning Offence Notices for moving violations or Compliance Notices for equipment or document violations. This new program requires the receiver of the notice to pay an administrative fee of \$20.00 for each Compliance Notice cancelled. During the time frame of September to December 2013, there were 3,086 Compliance Notices issued and 2,617 of these were cancelled resulting in a cost recovery of \$52,340.<sup>6</sup>

## 1.8 Cost Recovery for Special Events

Due to an increase in the number of special events and the corresponding demands on LPS resources over the past number of years, the LPS has begun charging fees through Special Paid Duties (hired officers) for special events (e.g., parades) that were not previously charged for. Auxiliary members (volunteers) are also utilized whenever possible. The following tables illustrate the efficiencies that have been gained during the past five years. During 2013, there was a savings of \$42,191 through the use of Special Paid Duties and Auxiliary members.

<sup>5</sup> (((\$175 (per member) - \$36.33 (per member)) x 15 = \$2,080.

<sup>6</sup> 2,617 cancelled compliance notices x \$20 each = \$52,340 cost recovery

SPECIAL EVENTS – EFFICIENCIES HOURS					
	2009	2010	2011	2012	2013
Efficiencies gained through the use of hired officers	150	159	147	375	363
Efficiencies gained through the use of Auxiliary members	287	209	164	200	415
<b>Total Efficiencies in hours</b>	<b>437</b>	<b>368</b>	<b>311</b>	<b>575</b>	<b>778</b>

SPECIAL EVENTS – EFFICIENCIES \$\$					
	2009	2010	2011	2012	2013
Efficiencies gained through the use of hired officers	\$7,044.00	\$7,717.86	\$7,420.56	\$19,586.25	\$19,685.49
Efficiencies gained through the use of Auxiliary members	\$13,477.52	\$10,144.86	\$8,278.72	\$10,446.00	\$22,505.45
<b>Total Efficiencies<sup>7</sup></b>	<b>\$20,521.52</b>	<b>\$17,862.72</b>	<b>\$15,699.28</b>	<b>\$30,032.25</b>	<b>\$42,190.94</b>

## 1.9 Court Dates - Optimization

For over 30 years the LPS has utilized an “optimum court dates system” to minimize the impact of scheduling officers for court on days off or vacation leave. For example, a criminal trial for a charge of break and enter may require testimony from Uniformed Patrol Officers, Detectives, Forensic Identification Officers and Headquarters Detention Unit Officers. Coordinating availability of the officers with Defence Counsels’, Crown Attorneys’ and Court schedules can be complex and costly if left unmanaged. This optimization system has been enhanced over the years with changing technology and processes and the following three separate initiatives have resulted in substantial savings:

### Case Preparation Officer: Optimum Court Times

The tracking of efficiencies resulting from the optimum court date system was not implemented until 2013 and a conservative estimate of 7,812 hours or \$423,645<sup>8</sup> was realized in 2013.

### Case Preparation Officer: Trial Dates

A new initiative was implemented in April 2013 to reduce officer attendance at court trials when they are scheduled to be on vacation leave or off duty. The Case Preparation Officer regularly reviews all upcoming trial dates and determines if any of the dates are in conflict with the officers’ scheduled time off. The Case Preparation Officer will then correspond with the Crown Attorney to review the requirements of the officers’ attendance. The Crown Attorney

<sup>7</sup> Total Efficiencies calculated by # of hours x 1<sup>st</sup> Class Constable hourly wage/benefits for applicable year  
2013: 778 hours x \$54.23 = \$42,190.94

<sup>8</sup> 7,812 (hours saved) x \$54.23 (1<sup>st</sup> Class Constable hourly wage/benefits) = \$423,645

and Defense Counsel would review the requests and determine if any of the officers' testimony was critical to the case and excuse those who were no longer required. The time that was saved in 2013 from this initiative was 333 hours, which is equivalent to \$18,235.<sup>9</sup> These savings are a conservative estimate based on a partial year (April to December).

### **Uniformed Division: Provincial Court Captains**

In 2012, a Provincial Court Captain Program was implemented. This program is an initiative of the Uniformed Division and is aimed at reducing the number of members that are unnecessarily on "stand-by" at Provincial Court awaiting court proceedings. A Court Captain is assigned each day that directs the attendance of the required members based on court progress, which they assess through ongoing communications with the prosecutor of the day. This allows LPS members to remain on patrol until contacted by the Court Captain with direction as to whether they are required or not. Previous to this program all members who had a matter scheduled for court would arrive at a set time and then wait for their matter to be dealt with in no particular sequence which was an inefficient use of time. This program has shown great success at maintaining patrol staffing levels. For example, an analysis of 9 days in 2013, showed a savings of 275.5 hours of court time that was re-utilized for patrol time.

## **1.10 Equipment Transfers from Property**

Every year, there are numerous property items that have been seized for investigations or turned in by citizens as lost/found items. Some of these items end up being slated for auction after a prescribed amount of time, because the item has not been claimed and the owner has not been identified.

In the event that a need for an unclaimed item has been identified for internal operational purposes, the LPS will transfer the item to various areas within the organization for utilization. While this is not a new initiative, during the past few years there has been a greater emphasis on utilizing these items as a cost effective strategy. As a result, in 2013 there were 30 items that were transferred at an approximate value of \$2,867.<sup>10</sup>

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<sup>9</sup> 312 (hours saved) x \$54.23 (1<sup>st</sup> Class Constable hourly wage/benefits) = \$16,920  
 21 (hours saved) x \$62.63 (Sgt. hourly wage/benefits) = \$1,315  
 \$1,6,919 + \$1,315 = \$18,235

<sup>10</sup> \$3,620 (estimated purchase value) - \$753 (estimated auction value) = \$2,867 (net value)

## Part 2 – Funding Initiatives

### 2.0 FUNDING INITIATIVES

During 2013, the LPS continued in its endeavor to provide quality service by pursuing external funding opportunities to enhance service delivery. As illustrated in the following tables, the LPS acquired a total of \$5,244,414 in funding initiatives.

FUNDING INITIATIVES: 2013	
Bail Safety Project	\$299,336
Community Policing Partnership Program (CPP)	\$900,000
Cyber Crime	\$174,557
Ontario Illegal Gaming Enforcement Unit	\$68,984
Police Officer Recruitment Fund (PORF)	\$105,000
Prisoner Escort	\$43,840
Proceeds of Crime Unit (multi-year funding)	\$100,000
Proceeds of Crime – Safe Streets Grant <i>Crime Mapping Software</i>	\$100,000
Proceeds of Crime <i>High Risk Domestic Violence Safety Project</i>	\$202,500
Provincial Anti-Terrorism	\$89,116
Provincial Anti-Violence Intervention Strategy (PAVIS)	\$479,746
Repeat Offender Parole Enforcement (ROPE)	\$174,573
R.I.D.E. Program	\$35,116
Safer Communities One Thousand Officer Program (SCOOP)	\$1,400,000
YIPI-Youth In Policing Initiative	\$13,961
Court Security Prisoner Transportation	\$983,375
Victim Quick Response Program	\$24,000
Police, Ethnic, and Culture Exchange (P.E.A.C.E.) Program	\$4,725
Civil Remedies for Illicit Activities (CRIA) <i>Surveillance Equipment</i>	\$29,999
Civil Remedies for Illicit Activities (CRIA) <i>Technology Equipment</i>	\$12,919
Research Innovation Fund <i>Communications Next Generation 9-1-1</i>	\$2,667
<b>Cost Recovery</b>	<b>\$5,244,414</b>

# Part 3 – Best Practices

## 3.0 BEST PRACTICES

The LPS remains committed towards continuous improvement and, as a result, there are a number of 'best practices' that have been identified and implemented since the publication of the previous Efficiencies Report. The following list describes some of those best practices, which includes new initiatives or enhancements to existing processes.

### 3.1 Assignments - Modified Duties

Historically, the majority of members who required modified duties on a temporary basis were assigned to the Headquarters Reception Unit or special projects. During 2013, a new initiative was implemented for modified duties.

When available, two members who are on modified duties were assigned to remain in their patrol section to assist with various duties including audits, charge package preparation, and interviews of arrested parties. By remaining in their section, the camaraderie between the member and their section was maintained and the member also developed a greater understanding of the administrative duties that are required to function as a patrol section. This arrangement also benefited the other patrol members and respective supervisors by reducing their administrative time and allowing more time to focus on other tasks.

This initiative will continue, whenever possible, as it has been effective in contributing towards organizational performance and effectiveness.

### 3.2 E-Ticket Printers

During 2013, the installation of e-ticket printers in patrol vehicles was completed. These printers are effective in facilitating the Provincial Court data entry process for Provincial Offence Notices and also providing greater accuracy (legibility) and time savings for officers.

### 3.3 Domestic Violence Camera Pilot Project

The LPS Domestic Violence Unit identified that the conviction rate for offenders charged with domestic violence-related offences was declining. Through consultation with the Crown Attorney's office, it was determined that many victims had recanted their initial statement in court, which resulted in charges being dismissed. The proposed solution was to video record the initial statement which might result in fewer recantations and more convictions. A secondary objective was to study the impact that the use of the cameras had on call times.

A pilot project was implemented from September 2012 to March 2014. Video cameras were installed in the mobile data terminals of 40 marked patrol cruisers and officers were trained in the use of these cameras and advised of the purpose of the project.

An assessment of the effectiveness of this pilot project is being conducted to determine the impacts. The results will be available for the next Efficiencies Report.



### **3.4 Cadet Couriers – Retrieval of Medical Records**

An additional efficiency identified in 2013 and implemented in 2014 is related to the retrieval process of medical records from the London Health Sciences Centre (LHSC).

The LPS Cadet Courier schedule was amended in January 2014 to include weekly attendance at the LHSC to retrieve all outstanding medical records that were requested following the submission of an “Authorization for Release of Patient Information” form by the investigating member. This efficiency eliminates the need for officers to retrieve the medical records themselves, thus freeing time for patrol and other duties.

### **3.5 Patrol Deployment Strategies (Missed Reliefs, Beat Shortages, Hire-ons)**

The LPS is committed to the well-being of its members, as well as, the effective and efficient service to the community. The combined impact of several patrol deployment strategies resulted in the following positive outcomes during 2013. Missed relief periods, beat shortages and hire-ons are continually being monitored for effectiveness moving forward in 2014.

#### **Missed Relief Periods**

In early 2013 there was a concerted effort through supervision to actively monitor, evaluate and reduce missed reliefs. This was achieved through the supervisors in the Patrol Operations Branch by closely monitoring their respective subordinates’ daily work. During 2013, there were 9,922 missed reliefs compared to 12,472 in 2012. The reduction of 2,550 missed reliefs has enhanced frontline service. The Uniformed Division is continuing with the Relief Management Program moving forward in 2014.

#### **Beat Shortages and Hire-Ons**

The beat shortages have also been managed by the frontline supervisors. The scheduling of courses, training, time off requests and special projects are carefully scrutinized to ensure proper beat coverage. In addition, the allocation of 15 Constables to the respective Sections has greatly assisted the deployment of resources as well. The addition of these Constables to the frontline has significantly affected all three issues of missed reliefs, beat shortages and decreased the situations requiring our service to hire for beat shortages.

During 2013, there were 426.5 beat shortages compared to 1,565 in 2012. The reduction of 1,138.5 resulted in greater coverage to the community. The requirement for hire-ons was also reduced by 197.5 (from 249 in 2012 to 51.5 in 2013).