



SUPPORT SERVICES

2016 Annual Report

Lynne Buehler
Inspector

To be the best Police Service, providing the highest standard of professionalism in partnership with our community.

Support Services

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Divisional Commander Report

Thank you for this opportunity to provide a report of the events of 2016 in the Support Services Division. It was a year marked by unprecedented situations and staff change. In such a year, it is the resilience and dedication of everyone involved, working as a team, which ensures success. I am pleased to acknowledge the exemplary work of the members of Support Services for their truly outstanding efforts in 2016.

The Support Services Division is a varied group whose role it is to support the front line investigative aspect of policing. Work groups include:

- Human Resources (1 Manager, 1 Clerk)
- Court Services (1 Sergeant, 3 Constables, 11 Special Constables, 2 PT Special Constables, 1 Clerk)
- Policing and Professional Standards (1 Staff Sergeant)
- Property and Evidence Stores (1 Clerk)
- Quartermaster Stores and Purchasing (1 Clerk)
- Quality Assurance and Audits (1 Sergeant, who is also Manager of Records and Data)
- Fleet and Facilities Management (1 Coordinator)
- Records Management (7 clerks, 1 switchboard operator)
- Data Entry (4 Clerks, 1 PT Clerk) and
- Information Technology and Systems Support* (1 in-house Tech, .5 additional support).
**Contracted through Peterborough Technology Services.*

The leadership team included Karen Howran (HR Manager), Staff Sergeant Phil Davis (Policing and Professional Standards), Sergeant Marilyn Gandy (Quality Assurance and Audits, Record Management and Data Entry Manager), Sergeant Deb Gillis (Court Services), and Jamie Hagg (PTS lead). A special acknowledgement needs to be given to this group for their vision, leadership, guidance, and support.

The ratio of sworn members to civilian support has shrunk over the last few years. Previously, the ratio of sworn to civilian was 2.7:1. However, recent increases in the number of sworn members without corresponding increases in civilian support have increased the ratio to 3.8:1. The result is that civilian members are working at capacity without back-up or relief.

There were 23 staff movements (appointments, transfers, resignations, suspension, and retirements) in 2016. Three of the 7 retirements from the Service were from Support Services. Constable Jeff Clark, Constable Todd Silieff and Special Constable John Coburn (all from Court Services), retired in June. The 3 retirees took a combined 75 years of experience with them. Two members resigned from the Service. Together, they took 26 years of experience with them.

Two Special Constables with Court Services were suspended in 2016; one of whom was charged with drug offences. This was unprecedented and difficult for members who had worked closely with both suspended members to reconcile.

Nine part-time or casual appointments, 3 full-time appointments and 3 transfers account for the remainder of the staff movements in 2016. The effect of this change cannot be underestimated in terms of morale, systems continuity, risk management, security, and environment management. This is where the resilience and esprit de corps of the Division played a vital role in not only continuing to provide excellent service to internal and external stakeholders while accomplishing more work than in previous years. However, issues related to capacity continued to erode morale and negatively impact teamwork, resilience and wellness.

The Police Services Board accepted two reports identifying the need for staffing and authorized the addition of 2 full-time Special Constables and 1 Records Management Clerk in 2017. While this will provide some relief for the capacity issues, staffing will continue to be a primary focus in 2017.

A variety of factors contribute to increased load for the Support Services Division: the work produced by additional officers (the Cavan Monaghan Township contract), a 7.9% increase in calls for service, an increase of 5% in reported crimes, and external stakeholder expectations.

External stakeholders for the Support Services Division include the Ministry of the Attorney General, the Ministry of Community Safety and Correctional Services, Statistics Canada, the RCMP, the Office of the Privacy Commissioner of Canada, the City of Peterborough, and the public.

Each year, the Divisional Commanders set goals that are consistent with the Vision, Mission and Values of the Service. In 2016, these were the Support Services Divisional goals:

We will be professional, friendly and helpful. We will provide efficient, effective and economical service to our stakeholders. We will focus on utilizing technology to achieve that end.

All Sections

Transition document collection from paper to e-format where possible.

Ongoing. Each section made strides in this effort.

- Develop a standardized orientation for civilians.
Completed for Special Constables. In progress for other civilian positions.
- Develop a formalized training plan for each Support Services position.
Not completed.

Records Management and Human Resources

- Fully utilize the OSL function for overtime management.
Completed.
- Implement the OSL function for pay duty management.

Not completed due to capacity issues.

- Complete the transition of the general inquiry function to the main floor.
Not completed due to infrastructure issues.
- Improve customer service through reporting and other online opportunities through the website.
Increased online criminal record checks.
- Provide a mail-out option for completed record checks.
Completed.
- Utilize Niche for prisoner record of detention.
Not completed due to capacity issues.

Court Services

- Adopt the Niche based prisoner record of detention.
Not completed due to capacity issues.
- Develop and implement job specific scenario training relating to prisoner management.
Development complete. Two training scenarios were undertaken in 2016. Training will be ongoing.
- Develop and implement lockdown training relating to the Courts.
Development complete. Protocol with the Ministry of the Attorney General (MAG) was amended to reflect PPS policy. PPS Court staff was trained. Lockdown drills with all stakeholders will occur in 2017.
- Modernize the cell monitor station to meet current standards.
Monitoring equipment was updated. A second workstation was installed. Security was improved. Further work is required and is the responsibility of MAG.

Evidence

- Implement a Niche-based bar coding system.
Equipment purchased. Implementation is pending due to technological and capacity issues.
- Adopt a property room security protocol.
Completed.

Quartermaster

- Conduct a space needs study.
Not completed due to capacity issues.
- Explore the implementation of a Niche based barcoding system for valuable assets.
Determined to be feasible; implementation to be undertaken.

Fleet/Facilities

- Meet budget goals for Fleet Maintenance.
Over by 3.2% due to an increase in repair costs due to collisions.
- Implement a Space Needs Committee to identify opportunities for improved space usage and other opportunities for police facilities.
Deferred to the Police Services Board.

Data Entry

- Meet ongoing goals for completion of non-reportables within prescribed time frame (end of full block).
Successfully completed.

Policing Standards

- Update policies which relate to technology to reflect best practices.
Not completed.
- Complete PPS portion of complaints within 60 days.
Successfully completed (those within our control).

These goals were stretch goals; set without knowledge of what the year would bring. Unfortunately, the unexpected staffing changes and increases in workload impacted our ability to achieve them all.

There are 3 pressures that are impacting our organizational resilience, the components of which are considered to be business continuity, risk management, reputation management, environment management, crisis management, and security. Those pressures are related to technology, facilities, and succession planning, all of which are the purview of the Support Services Division.

Technology impacted our work on all fronts: investigative, service delivery, and work process. The Service contracts for IT support from Peterborough Technology Services (PTS). The Memorandum of Understanding with PTS provides for 2900 hours of support service. This amounts to 1 full-time person who is embedded in the Service, and the equivalent of .5 of a full-time person, which is provided by a variety of specialists according to need.

Despite exponential growth in the technology utilized by the Service, the number of hours of support has not increased in years. The time is largely consumed maintaining the 140 computers in the station and the patrol vehicles, the 140 mobile devices, and the 911 systems and affiliated infrastructure. Any remaining time is utilized to complete project work. The growth in technology use has not been matched by increased support hours to maintain the hardware and software. This has eroded our ability to complete crucial project work that would provide investigative advantages, financial savings, and time efficiencies.

The second threat to organizational resilience is our facility. The Station includes a 34,519 square foot, two story building, with an adjacent 21,960 square foot two-level parking lot. There is a 448 square foot garage for Forensic Identification use. The building is owned and maintained by the City of Peterborough. Although it was renovated in 2008, only 1,065 additional square feet were added, with a variety of losses including our onsite range and a large garage. Within our station, the space issues create security and logistical issues. We have converted our storage spaces and closets into offices. We have evicted our Special Constables and Command Officers from their lockers. We rent off-site storage space at significant expense. We rent off-site training space to complete mandatory training.

The over-occupation of the space has resulted in increased wear and tear. Walls are scuffed, damaged and in need of painting. Flooring is worn and scraped. Larger issues include a French drain in the parking lot that fails to draw away water during heavy rains resulting in significant flooding, plumbing issues under the basement floor that result in periodic sewage backup, and mold growth and sewer flies in the locker rooms due to insufficient ventilation.

We have outgrown both the building and the parking lot. Renovations or re-apportionment is not the answer. The pressure to find additional space in the short term, and also to conduct a space needs study to plan for the future is growing.

The third and perhaps most serious threat to organizational resilience is ancillary to our staffing shortages: succession planning. With 18 pending retirements, including almost all the senior leaders, there is an immediate need to make detailed plans to ensure organizational resilience. A comprehensive review and detailed plan will be required in order to mitigate the loss of intellectual capital, transactive memory, and experience.

The Support Services budget was \$4,695,692 in 2016, a 2% reduction over 2015. While final figures are not yet available, preliminary estimates suggest that the Division finished the year within budget.

Members of Support Services participate on a variety of committees and boards that provide partnerships and networking opportunities in conjunction with their duties. I represented the Service on 4 internal committees:

- Job Evaluation Committee
- Performance Management Committee
- Continuing Education Committee
- Joint Health and Safety Committee

And 5 external committees:

- OACP Collaborative Education Sub-Committee
- OACP Education, Training and Professional Development Committee
- OACP Justice Committee
- Local Courts Management Advisory Committee
- Board of Directors for the Kawartha Haliburton Children's Aid Society

I am proud of the achievements of the Support Services Division in 2016. We continue to provide high quality service in an effective, economical and efficient manner to the communities of Peterborough, Lakefield and Cavan Monaghan. I look forward to working collaboratively with the other Divisions, the Police Services Board and our communities in 2017.

A handwritten signature in black ink, appearing to read 'L. Buehler', written in a cursive style.

Lynne Buehler
Inspector
Support Services Division

Human Resources

Authored by K. Howran, Human Resources Manager

Employee Wellness

To promote health and better functioning, both at work and at home, the Peterborough Police Service has an Employee & Family Assistance Program (EFAP) and a Retiree Assistance Program that provides confidential services for all members and their immediate families. Employees are entitled to a combined maximum of 10 sessions with a Registered Psychologist, Social Worker or Psychotherapist per calendar year through our benefit program and the EFAP program. In the 2016 - 2019 Collective Agreement, the benefits now provide all employees access to Registered Psychologists, Registered Psychotherapists and Social Workers coverage to a maximum of \$800.00 per member and dependents. The total number of sessions for our members and family members used over and above the benefit coverage from January 1, 2016 to December 31, 2016, were 136 sessions.

The Wellness Program for our members in high risk positions, who are exposed to traumatic incidents on a more frequent basis, are continuing to meet with the Psychologist on an annual basis to be assessed on any impacts their job is having on their mental health. These mandatory sessions help members identify problems early, providing strategies to improve health, and ensuring longevity and success for members. The positions that are included in the program are: Forensic Identification, E-Crime, Sexual Assault, Major Crime and Victim Services.

Members continued to have access to Shepell.fgi for additional EFAP services. The program costs were covered through benefits that are currently paid to the City of Peterborough and there is no extra cost to our members or the service. The Shepell.fgi EFAP program includes options for text conversations with professionals, online information and a multitude of services for daily stressors. A total of 17 sessions were provided by Shepell.fgi.

In 2016, Staff Sergeant John Lyons, Christie Lee, Victim Services Coordinator, Chaplin Warren Vollmer and Karen Howran, Human Resources Manager provided training to all members in the Service "The Road to Mental Readiness" Program. This program is supported by the OACP and the Ontario Police College (OPC). This is a proven mental health awareness program with coping strategies that has been used by the Canadian Military for a number of years. The program is based on awareness of stress, both personal and work, and the strategies that can be used to return to a state of good mental health. All members received a 4 hour training session and supervisors received an 8 hour training session. OPC is currently teaching this program to new recruits and all police services are expected to adopt the program.

The EFAP Committee continued to meet as a committee throughout 2016 and issued quarterly newsletters as a resource for our members. The EFAP Committee plans to continue meeting throughout 2017 in order to keep up on the best practices and programs available to our members.

Recently, the province passed the Supporting Ontario's First Responders Act, which is new legislation that will create a presumption that post-traumatic stress disorder (PTSD) diagnosed in first responders is work-related. The presumption allows for faster access to WSIB benefits, resources and timely treatment. The act is part of the province's strategy to prevent or mitigate the risk of PTSD and provide first responders with faster access to treatment and the information they need to stay healthy.

Employers of workers covered under the PTSD presumption are directed to provide the Minister of Labour with information on their workplace post-traumatic stress disorder prevention plans by April 23, 2017.

Improved management of mental health in the workplace including prevention, early action to stress and identifying problems could decrease losses to productivity significantly. Research has shown that loss of resources and cost of health care related to mental health issues far exceeds physical health issues. Therefore, it is advisable to the Service to provide continued education to recognize mental health, and provide resources for staff to help cope with mental health issues before they become long term challenges that impact the Service and the member's quality of life. Whether it is work related or not, mental health issues can affect work performance, increase employee absenteeism and result in risk to our members and organization.

Collective Agreements

All 3 Collective Agreements were successfully negotiated in 2016 for a period of 4 years for all agreements, from 2016 – 2019.

Attendance

In 2016, there were a total of 60 members with perfect attendance, which is comparable to last year. The Police Service's absenteeism rate was slightly lower this year than previous years, with an average of 4.70 days per person compared to 5.63 days in 2015; 5.2 days in 2014. The Service has supported a number of members in modified duties and hours to order to reduce absenteeism costs and maintain productivity within the Police Service.

Retirement Planning

In 2016, there were 6 members that retired from the Police Service, 4 Sworn Officers and 2 Civilian staff.

Recruitment

In 2016, the Service hired 2 experienced Officers, 2 new Probationary Constables. There were 5 members that transfer from Part-time to Full-time in Civilian positions. We hired 7 Part-time or Casual Civilian staff in various areas of the Service, including Court Services, 911 Communications and Data Entry/Records Management.

In total, there were 29 internal recruitment processes and transfers within the Service, as well as a Promotional Process for Staff Sergeant and Sergeant positions.

OSL – On-line Overtime Entry

The Human Resources Unit successfully implemented an online Overtime Entry system for all staff to directly enter their overtime to their Supervisors and Inspectors to approve electronically. This eliminates the need for paper overtime submissions to the Payroll Clerk and eliminates the need for the Payroll Clerk to enter each submission. This new process requires a detail audit and review of the submissions by the Payroll Clerk before submitting for final payments.

Continuing Education

The Continuing Education Program provides financial assistance to employees who have a desire to pursue education, accreditation and skills building for their current role, or the roles they are aspiring to within the Service. In 2016, we provided financial support for 11 members for continuing education courses.

Recognition and Appreciation

Officers that received their Police Exemplary Service First Bar 20 and 30 Years of Service were:

Lynne Buehler – 30 years
Lyn Nottingham – 30 years
Marc Habgood – 30 years
John Ogrodnik – 30 years
John Lyons – 30 years
Jeff Clark – 30 years
Todd Silieff – 30 years
Tim Farquharson – 30 years
Dan Lemay – 30 years
Todd Blewett – 30 years
Philip Davis – 30 years
Larry Charmley – 30 years
Sean Quinlan – 30 years

Laine Schubert – 20 years
Nancy Loucks – 20 years
Sean Wilson – 20 years
Alison Sharp – 20 years

In 2016, our new recruit Constable Joseph Lemay received the Robert Lewis Bursary award.

Civilian Staff that received recognition for their Service in 2016 were:

45 years of Policing

Patricia Thomas

35 years

Patricia Willis

25 years

Sheila Snowden

Cathy Cody

20 years

Terri Lynn Parks

Laurie Switzer

15 years

Julie Levesque

Kimberly Latour

Michelle Mitchell

Tammie Gillogly

10 years

Vicky Matser

5 years

Toni Raymond

Jinsup Lee

Jennifer Edge

Stephanie Self

Fleet and Facilities Management

The reliability and safety of the police fleet is central to our ability to respond quickly and effectively to emergencies and attend at calls for service. Phil Carson, our Fleet and Facilities Manager, works in conjunction with the Board of Works to keep the fleet maintained; thereby safeguarding this substantial investment.

We have limited control over fleet maintenance costs, although our Fleet Manager sources the best possible prices for our needs. The exchange rate for the US dollar, fluctuating gas prices, the need for bio-hazard cleaning, and collisions account for the unpredictability of maintenance costs. We are members of the Police Cooperative Purchasing Group, which allows us to take advantage of the cost savings associated with purchasing contracts made at the provincial level.

The Fleet Maintenance budget was over at 103.2% in 2016. This can be attributed to overages on the tire and maintenance lines. The increase in tire costs is partly due to the purchase of snow tires for all vehicles, which was formerly not the practice, and the increased cost of tires. The increase on the maintenance line is entirely due to the number of collisions that occurred in 2016.

There is no surplus built into the fleet to allow for out-of-service time. This creates pressure for the Fleet and Facility Coordinator and our partners, since all vehicles are required on a daily basis. It means that there are sometimes delays in servicing so vehicles can remain in circulation. It would be beneficial to have 2 additional vehicles to ensure regular and timely maintenance on the fleet with no shortage to the front line.

The Cavan Monaghan Township contract added over 200,000 kilometers to our totals; each vehicle for the township logged in excess of 100,000 kilometers.

In 2016, the following vehicles were purchased:

- *2 patrol vehicles*
- *1 ERT vehicle (sport utility)*
- *1 canine sport utility vehicle*
- *3 unmarked vehicles for Investigative Services*
- Total of 7 vehicles*
- *Additionally, 2 sport utility vehicles were purchased for Cavan Monaghan, as per the contract*

The following vehicles were disposed of:

- *Seven vehicles were sent to the North Toronto auction.*

Year End - Fleet Maintenance and Repair Statistics

	2014	2015	2016	Variance From 2015	2016 Budget	% Spent

Kilometers	917,652	877,319	982,148	11.9	N/A	N/A
Fuel Average (Year)	\$1.11/L	\$0.89/L	\$.082/L	-\$0.07/L	N/A	N/A
Fuel Costs	\$226,372.26	\$182,905.05	\$201,501.73	10.2	\$234,327	86
Vehicle Cleaning	\$14,974.47	\$12,904.82	\$15,940.51	23.5	\$20,000	79.7
Tires	\$14,511.19	\$25,608.68	\$26,190.27	2.3	\$19,000	137.8
Maintenance Costs	\$220,709.79	\$176,945.56	\$141,979.27	-19.8	\$161,376	131.6
Insurance	\$97,712.92	\$103,576.00	\$103,576.00		\$103,576	100
MVC/ Damages	\$46,618.48	\$8,570.90	\$70,307.97	820.3		

Facility Management

The property is owned by the City of Peterborough. The Fleet Facility Coordinator works in conjunction with the Property Maintenance Coordinator to organize City projects for the police building. City projects for the police station in 2016 include:

- Window replacement (this was not done in the 2008 renovation).
- A garbage enclosure.
- Flooring replacement in 7 cells.
- Shrub removal along the front of the building.
- Recycling stations were purchased and installed.

The Service building maintenance budget covers a mixture of known costs and unknown costs. Known costs include rental fees for off-site storage units, monthly costs for document shredding and staff parking at Provincial Court. Unknown costs include odd jobs, repairs to locks, alarms, signs, and fitness equipment; furniture replacement, and the replenishment of supplies such as disinfectants.

A variety of small projects were undertaken in 2016 to maximize efficient use of the space and for basic upkeep:

- The evidence office was moved out of evidence stores to an adjacent space.
- Quartermaster was moved to the second floor (freeing the office for evidence). Two closets were repurposed for clothing and equipment storage.
- An ergonomically correct, adjustable workstation was installed in the Data Entry office.
- A new whiteboard, storage cabinet, and prisoner lockers were installed in the booking hall. Painting will occur in 2017.

- A bench, fan, and cleaning station were installed in the Intoxilizer room.
- Replacement chairs were purchased for Investigative Services.
- Additional storage cabinets were purchased for the 911 center, Human Resources, Evidence and Intoxilizer.
- Signage was purchased to transition to gender neutral bathrooms on the first floor.
- A used work station was purchased for the Cell Monitor station at Court.

Facility Management Statistics

	2011	2012	2013	2014	2015	2016
Budget Approved	\$20,000	\$30,000	\$20,000	\$40,500	\$40,500	\$44,000
Actual	\$28,646	\$32,921	\$28,646	\$35,310		\$45,246

A project to update the security systems within the station was contracted in 2015. The vendor was provided a deposit and began work. It was determined that vendor could not complete the project to specification and they agreed to end the project. They removed their product, but have yet to return our deposit. Efforts continued in 2016 to recoup the deposit (\$8,217.00) without success. Legal action will be undertaken in 2017.

Court Services

The Police Services Act mandates that police in the jurisdiction where a court is located provide security there. We are responsible for security at 2 court houses: Ontario Court of Justice (OCJ) at 70 Simcoe Street and Superior Court of Justice (SCJ) at 470 Water Street. OCJ is operated by the Ministry of the Attorney General (MAG). They are the lessee at 70 Simcoe Street, owned by the City of Peterborough. SCJ is also operated by MAG, however 470 Simcoe Street is owned by the County of Peterborough. Therefore, there are three levels of government and four different stakeholders involved in matters relating to court operation. There are a total of 7 court rooms. In addition to court room security, our responsibilities include prisoner transportation, cell security, facility security, magnetometer operation, file preparation and transportation, and Crown attorney liaison.

Staffing

A provincial grant covered \$709,331.65 of the cost of providing service in 2016. This covers the wages for the Sergeant, 10 Special Constables, the cost of the prisoner van and prisoner meals. The remainder of the staff wages is drawn from the Service budget.

Court Services had a very difficult year maintaining minimum staffing levels due to a variety of resource problems that arose. The year began with a new Sergeant assigned. Two of the 3

assigned Constables retired in July. The positions were posted and filled. The transfers, training and turnover involved proved complex and time consuming.

One Special Constable retired after an extended absence and another took a leave of absence and then resigned. In June, a Special Constable was arrested and subsequently suspended. This had tremendous impact on the remaining staff.

Staffing shortages were somewhat mitigated by the temporary re-assignment of a Constable from Operations who worked with Court Services for ten months. Part-time staff continued to work full time hours in contravention of the collective agreement. Constables from the Operations Division augmented Court Services for 80 shifts totaling 498 hours. This figure does not include assistance from Constables required for Superior Court escorts for high risk offender motions and trials (i.e. the Brown, Aragon, and Groves matters).

Despite the augmentation of staffing from the re-assigned officer and the front line, there were many occasions when staffing decisions were made that left POA, family, CAS or civil Court without an assigned security. This was a source of ongoing concern for us and our external stakeholders. The Special Constable was before the courts at year end and remained suspended.

The vacancies were filled with 4 hires in October. The new hires required coaching and training; an additional load for incumbents. Three were sent to Durham College for 8 days for Special Constable training. It is important to note that a third of the complement was replaced through this hire.

Resource Requirements

The daily requirements at Court are:

- Staffing the Magnetometer entrance.
- Staffing the cells.
- Staffing for transports (crown briefs runs, prisoner transportation from station to cells, lunch reliefs, executing any DNA orders).
- Daily staffing of court room #2 (bail and first appearance court) and #3 (plea court).
- Staffing court room #1 when in session.
- Staffing in court room 4 Tuesday and Wednesday.
- Staffing in court room 4 for POA Monday, Thursday and Friday
- Staffing of 1 officer at Superior Court daily plus additional staffing family court, CAS court, civil motions, criminal motions when in session.
- General building security needs.

Additional requirements for staffing stem from an increase in Superior Court sittings, trials and motions; where offenders in custody need to be transported to Superior Court from Provincial Court; and where court rooms need security. During 2016, there were several times that 2 court rooms at Superior Court were operating with both having in-custody offenders. With the lack of

space and secure accommodations (only one cell) at Superior Court, this leads to an increase in staffing required to secure these offenders adequately.

Overtime costs from Court Services are outside of our control and stem from Justices running courts into the evening, outstanding paperwork from MAG staff, and out-of-town prisoner transportation (i.e. transfer to Ontario Shores or Penetanguishene).

A variety of projects were undertaken in 2016 to improve the working conditions for our staff at Court and the security they provide there:

- Special Constables were issued with portable radios for improved communication.
- Specialized training was developed and delivered for scenarios specific to the Courts.. This training included other specialized units.
- Special Constables received R2MR training.
- Equipment for managing difficult prisoners was dedicated to Court Services.
- A fire plan for Courts was developed in conjunction with the Peterborough Fire Department.
- Dedicated CEWs were put in place for officers at Court.
- Together with MAG, emergency procedures were reviewed and improved.
- An additional workstation was purchased for the cell monitor station.
- Daily uniform was standardized for Special Constables.
- A change to daily process was instituted that reduced overtime as a result of extended bail court hours.
- Officer availability tracking was improved to avoid off-duty and holiday pay.

Court Briefs

Court Briefs	2013	2014	2015	2016	1 yr Increase	4 yr Increase
	1736	1872	2123	2398	13%	38%

Court Services began tracking POA crown brief packages in 2016. Preliminary figures indicate a monthly average of 24.

The Special Constables assigned to transport duties continue to pick up and deliver court files to and from the Crown Attorney’s office in the mornings. In November of 2015 a further pick up of files for the crowns office was set up for 11:30am daily. These 2 transportation duties are part of a Crown/Police MOU. These duties will hopefully be omitted when the E-brief Scope project is instituted in Peterborough.

DNA/Fingerprinting

SPC continue to collect all court ordered DNA samples, and this is completed at the Provincial Court House. All SPC have been trained in this as well as the taking of fingerprints for in custody offenders prior to their court appearances.

DNA Samples	2013	2014	2015	2016	1 yr Increase	4 yr Increase
	298	256	310			

Fingerprints	2013	2014	2015	2016	1 yr Increase	4 yr Increase
	183	225	255			

Logistics

For several years, the Police Service had been advised that the plans were in being developed for a new court building, therefore the lease between the City of Peterborough (who owns 70 Simcoe St.) and MAG was not going to be renewed and no investments made to the facility. Recent talks about replacing the space have been delayed and the lease is likely to be renewed, possibly until 2021.

The logistical issues impact the safety and security of our staff. Some of the logistical inadequacies of the building are:

- Cameras in the cell areas were improved in 2016 to pixelate the toilet areas, to provide better resolution cameras for some areas and to record. A few are still black and white.
- There is no staff washroom in the cell area. Cell custodians must request coverage and leave the cell area to use the washroom.
- There are no cameras in the public areas of either court house.
- There are no proving stations or lockboxes at either court house.
- There is no secure access for court room #4. In-custody offenders are brought through the main lobby area to the court room.
- The cells include 1 large and 6 smaller cells. Separate space is required for segregated, female and youth offenders. The number of in-custody appearances often means all cells are full and meeting the separation requirements is difficult or not possible.
- Solid cell doors create safety issues for staff.
- The prisoner boxes in the court rooms do not allow for the expected level of security resulting in prisoners being handcuffed in Court; not considered a best practice in case law.
- DNA is collected in a janitorial closet. There is no LiveScan fingerprint terminal
- The public address system will not work in a power outage. This may negatively impact our ability to evacuate the building or call a lockdown in case of a fire or an intentional act of sabotage.

- Superior Court is at a separate location, and in custody offenders need to be transported there for court appearances/trials.
- There is only a single person cell at Superior Court, but 2 criminal court rooms.
- There is no Magnetometer station at Superior Court.
- Special Constables no longer have locker space at the Station. An office was converted to a locker room at 70 Simcoe Street. There is a small space shared by male and female Special Constables.
- There is no staff lunch room and no staff washrooms. Staff shares the public washroom with those attending Court.
- The Sergeant, Youth Court Officer, Court Liaison Officer and Clerk share a small office with inadequate space. There is no foyer or reception space for the public to attend to make inquiries, provide surety information, etc.
- Attempts to convert to electronic process and file collection have been unsuccessful due to infrastructure issues.

Youth Criminal Justice Statistics

Constable John MacLeod, Youth Court Officer, manages matters relating to youth in conflict with the law. Constable MacLeod works in collaboration with the Elizabeth Fry Society (Shoplifter Diversion Program), the John Howard Society (Extra-judicial Measures Program), Kawartha Family Court Assessment Service, and Youth Probation in order to serve our communities in a manner consistent with Ontario's multi-faceted youth justice system. He also manages the policing aspects of the adult Shoplifter Diversion Program, provides security coverage at SJC, and assists when available at OCJ.

Total Youths Charged and Custody/Detention

- Inferences about workload from increases/decreases in these statistics would be imprecise. Sufficient complexity exists around case management that no causation can be inferred.

Extra Judicial Measures

- Eighty one youth were referred to the John Howard Society, up 7% from 2015 (76). Fifty-Seven youth completed the program. Four were returned into the court stream when they did not complete the program. Twenty were still awaiting completion at year-end.
- Shoplifting: 32
- Possession of Marijuana: 15
- Mischief: 12
- Assault: 7
- Theft Under \$5000: 4
- Break and Enter : 4
- Uttering Threats : 3
- Possession of Stolen Property: 2

	2012	2013	2014	2015	2016
Youth Charged	185	232	207	189	172
Total Charges Laid	367	414	379	367	396
Youth Sentenced to a Custodial Term	19	12	20	32	45
Youth Held in Custody While Awaiting Trial	63	77	103	70	34

- Other: 2.
- There were 31 extra-judicial sanctions issued from the Court.

Youth Charge Summary*

Offence	MALES					FEMALES				
	2012	2013	2014	2015	2016	2012	2013	2014	2015	2016
Break & Enter	5	22	9	14	8	6	3	2	3	4
Theft of Vehicle	3	6	5	1	1	0	0	1	1	2
Theft from Vehicle	2	4	9	2	3	1	0	3	1	0
Mischief	50	29	34	26	24	14	8	10	8	7
Sexual Assault	5	11	2	8	13	3	0	0	1	0
Assault	27	36	36	21	19	20	9	27	15	10
Threatening	15	12	8	13	7	2	1	6	2	7
Possession of Stolen Property	14	28	11	10	8	2	3	7	5	1
Weapons	12	10	13	16	14	0	1	2	1	3
CDSA	9	16	4	11	10	0	2	0	2	0
Breach of Probation / Bail	94	98	99	56	62	19	31	41	65	29

**Refers to number of charges, as opposed to number of individuals charged.*

Adult Shoplifter Diversion Program

This program diverts people out of the criminal justice stream by providing them with the opportunity to deal with their criminal charges outside the formal setting of the courtroom. It is a three-session program meant to educate offenders about the cost and potential consequences of shoplifting. It has the dual benefit of allowing a first-time offender to avoid a conviction and a criminal record, while freeing up valuable court time for more serious crimes. Constable MacLeod refers eligible candidates to one of two local programs offered by The John Howard Society and the Elizabeth Fry Society.

Adult Shoplifter Diversion	2012	2013	2014	2015	2016
Male	49	29	41	43	28
Female	72	69	48	52	51
TOTAL	121	98	89	95	79

Property and Evidence Stores

Property and Evidence Stores was managed by one Clerk in 2016, augmented by two temporarily redeployed officers. Up until 2015, there was two staff assigned. A burgeoning requirement to manage digital evidence coupled with budgetary constraints resulted in the second position being moved to Investigative Services and dedicated to managing digital evidence. The reduction in staffing of Property and Evidence Stores has resulted in a backlog of purging, property tag management, and disposition completion. Only 1 auction is possible due to staffing concerns. These issues pose a business continuity, risk management, reputation management and environment management issues. It is a pressing concern that needs to be addressed in 2017.

Despite artificial augmentation through temporary redeployments, Property and Evidence Stores is 2 years behind in drug and firearm purges, 531 tasks behind in dispositions, and 1,000 property tags behind in case management.

We are at capacity at our off-site storage location and will need to rent more space in 2017 if alternate solutions are not available.

One auction was held in 2016. A bike auction was held on May 28, 2016. The monies were deposited into the Police Services Board Auction Account.

A number of initiatives to improve workflow, continuity, and risk management were undertaken in 2016:

- A retired member had been responsible for cash management. A comprehensive audit was done by a redeployed member to transition responsibly to the incumbent. No irregularities were revealed and a purge was conducted. Steps were taken to improve storage and accountability measures.
- A redeployed officer conducted a purge, sending 36 bins to long term storage and 50 bins to Room 135, clearing space in the Evidence Room.
- Two Special Constables were trained to provide back-up for the Clerk in his absence, ensuring business continuity.
- The Property and Evidence office was moved in order to minimize traffic in the evidence room and improve continuity. A new key system was implemented that precluded the clerk from needing to take the Evidence Room key off the property. Total cost of the move was \$1,136.
- Notebook storage in the roof storage room was reorganized.
- An evidence fridge was moved within the confines of the evidence room.
- A barcoding system was purchased and implementation is ongoing to implement it.

Purchasing and Quartermaster

All equipment and supplies are purchased, stored, dispensed and tracked by the Quartermaster Clerk (QM). The QM Clerk indicated an intention to retire in 2016, and efforts were made to provide coverage to aid in the transition. A Special Constable was able to provide coverage on an occasional basis to assist until a new Clerk could be trained.

The QM Clerk was moved to the second floor and included in the Records Management Unit in June. This freed up the required office for Evidence, but required repurposing two closets adjacent to the QM workspace and a downsizing of equipment kept on hand. There is insufficient space for equipment storage in the Station.

A student on placement began the process of building an inventory system for QM that will likely be implemented in 2017.

Policing and Professional Standards

Authored by Staff Sergeant P. Davis

Staff Sergeant Phil Davis took over the Policing and Professional Standards Office in January 2016 when Staff Sergeant Neil Collins accepted a position in Investigative Services. Staff Sergeant Davis attended 2 Professional Standard's training courses in 2016. Staff Sergeant Davis also attended the International Association of Law Enforcement Planners (I.A.L.E.P.) in Waterloo. This organization provides for excellent global insight and networking pertaining to policy and procedural practices. Staff Sergeant Davis submitted the Peterborough Police Service Annual Report into a competition where our Service placed second.

Complaint Summary

There were a total of 39 complaints received in 2016, up 54% from 2015.

- 3 Service complaints (up 33% from 2 in 2015)
- 29 Public Complaints (up 59% from 12 in 2015)
- 7 internal complaints (even from 7 in 2015)

From the 39 complaints received, 17 required no action, 6 were handled through informal discipline, 4 were withdrawn by the complainant, 9 were unfounded and 2 are pending resolution or disposition.

Twenty two local inquiries were received. Local inquiries are less serious, informal matters that citizens bring forward for attention or correction without making a formal complaint.

Police Act Hearings

There are now 2 ordered Hearings underway, as 1 Police Services Act discipline hearing is still continuing from 2014. That hearing was ordered by the OIPRD and the involved officer has 2 other matters pending that will likely also require a hearing. This officer is currently off on long term disability and it is unknown at this time when these matters will be resolved. The other hearing underway is also from 2014 and was ordered by the OIPRD in 2016. A third hearing was concluded in 2016, when the subject officer resigned from the Service

Special Investigations Unit (SIU)

There were 2 incidents in 2016 where the SIU invoked their mandate. Both matters are still currently before the SIU. Staff Sergeant Davis is awaiting their results before the section 11 investigation commences. Seven Section 11 reports were completed in 2016. All of these matters originated in 2015

Positive Feedback

Positive acknowledgements include letters, cards and emails expressing gratitude for the job done by members of the Service. It does not include phone calls or verbal expression of gratitude. The Service received 66 letters, cards or emails in 2016.

Policy Review

Policies that were significantly updated in 2016 include:

- LE - 015 Confidential Informers and Agents
- LE – 014 Court Security
- LE – 012 Search of Persons
- AI – 027 Pay Duty Assignments
- AI – 010 Police Uniforms

Two new policies were developed and implemented in 2016:

- LE – 073 Collection of Identifying Information
- AI – 071 Opioid Overdose Response – Naloxone

Staff Sergeant Davis continued to ensure the Service was compliant with the Accessibility for Ontarians with Disabilities Act.

Joint Health and Safety Committee

The Service's Joint Health and Safety (JHS) Committee is comprised of 2 association members (Mark Ballantine, Josh McGrath), 2 management members (Inspector Smith, Inspector Buehler) and Human Resources Manager Karen Howran. Minutes and records for the Committee are kept by Marnie Ayotte, Executive Assistant.

The Service is well advised on current and emerging Police Health and Safety issues as JHS Committee members belong to the Ontario Police Health and Safety Committee, which meet quarterly at various locations around the province.

As dictated in the *Ontario Occupational Health and Safety Act* and the Service's General Order on Health and Safety, the Committee had four meetings over the course of the year to review WSIB injury claims and discuss safety inspections results.

Expected training for new members on the Committee did not occur in 2016.

Information Technology & Systems Support Unit

Authored by J. Hagg, Manager, PTS

The Police Service's support agreement with Peterborough Technology Services (PTS) provides the Service with a pool of IT technical and IT management staff resources to draw upon. The IT support agreement with PTS is for 2,900 hours of IT staff resources, which includes one full-time PTS staff resource to work out of Headquarters. During 2016, PTS provided the Police Service with IT support from 10 IT staff resources that include the following skill sets:

- Network Administration
- Voice and Data Communications
- Hardware and Software support
- HelpDesk support
- Mobile Device Management
- IT Security
- IT Management

2016 Highlights

In-Car Computers

One of the most significant projects IT assisted with was the implementation of In-Car computers. Tablet computers have been installed in 26 Police vehicles. These tablets provide officers with access to critical information that assists them with performing their duties. Examples include Niche, email, data files, CPIC, OSL etc.

Shield Basic Application

Officers now have access to the Shield Basic software on their phones and In-Car computers. This software contains the City by-laws as well as the criminal code.

Text with 911

(Alison Kirkland – ADD IN HER TITLE) has provided an update on NG9-1-1 and Text with 911 in her update which provides the details as to what this project is about)

PTS assisted with managing the technology component for the first phase of the new NG9-1-1 project. This project required a significant number of hours from PTS staff. New firewalls, data switches, software and telephone equipment was purchased, configured and installed.

Network Management Software

Software was installed that will improve the efficiency of installing software updates, facilitate lifecycle management, inventory management, software license tracking.

IT Infrastructure Upgrades

There were numerous IT infrastructure upgrades in 2016 that include:

- ✓ Virtual Server upgrades
- ✓ Completed Active Directory migration
- ✓ Blackberry Enterprise Server upgrade
- ✓ GroupWise mobility upgrade
- ✓ Email Security system replacement

2017 Projects

- Continue with improvements to network infrastructure which includes replacing all of the core network switches.
- Continue with improvements to backup and recovery which includes implementing replication.
- Continue with the migration from Blackberry devices to iPhones.
- Continue to work with OPTIC to implement improved and enhanced security policies and technologies to comply with RCMP requirements.
- Continue to participate on the OPTIC and OACP IT Committee's to share knowledge and to participate in co-operative projects.
- Replacement of desktop and laptop computers as part of normal replacement schedule.

Challenges

- IT Security is one of the top challenges for all organizations and is especially important in law enforcement. This will be a focus for the Service and PTS in 2017.
- The demand for IT staff resources continues to increase. PTS is attempting to make improvements to the IT infrastructure in an effort to be more efficient and spend less time on the "Keep the Lights On" work and more time on projects that assist the Police with improving their efficiencies and business processes. In 2017 PTS will be working with Police to implement a project prioritization process.
- PTS plans to pilot and implement a formal HelpDesk for the City and Peterborough Utilities which should provide efficiencies and enable PTS staff to allocate more time to project work. The Service and PTS will have discussions to see if the HelpDesk is a good fit.
- The computer room at the Police station is very close to capacity. There is a risk that there will be no available space for new equipment needed for future projects. There may be the potential to expand the computer room by utilizing the office space of the PTS staff person however an alternate office will be required for the onsite PTS person

Records Management Unit

Authored by Sergeant M. Gandy

The Records Management Unit consists of 9 members:

- 7 Records Clerks: Responsible for managing the validation and dissemination of information within the database, in keeping with provincial and federal data sharing standards, best practices, and legislative requirements (i.e. Municipal Freedom and Protection of Privacy Act). Also responsible for data quality validation in accordance with standards, and the dissemination of information for legal purposes. This includes responding to FOI requests; police records checks, insurance confirmation letters, management of the taxi licencing, limousine licensing and the alarm bylaw, as well as all federally mandated statistical reporting.
- 1 Switchboard Operator: Responsible for answering and directing phone calls and managing the pay duty program.
- 1 Sergeant: Responsible for supervision of the unit and ongoing Ministry audit completion.

Training

- 1 member was trained to cover for Floater Clerk leave
- 1 member began training in FOI
- 1 new member trained in Data Entry
- Cross-training was undertaken in General Inquiry and CPIC Validator positions
- 2 members attended the Advanced CPIC Query Course at OPC
- 2 members completed the online CPIC course through CPKN
- 2 members attended a full day Advanced Customer Service Training workshop
- 1 member completed the online CPKN Customer Service course
- 2 members attended the Records Retention Scheduling course by Ergo
- 4 members attended the FOI Conference
- 2 members attended the LEARN conference
- 1 member attended LRA/PKI training at Orillia OPP
- Ongoing participation in LEARN InfoShare meetings

Memberships

- Provincial representation in the OPTIC Enhancement Committee
- Provincial Executive membership in the Freedom of Information Police Network (FOIPN)
- Provincial Executive membership in OACP CPEG: Law Enforcement and Records (Managers) Network (LEARN)

CPIC Validation

The following orders were entered and validated.

CPIC Validation	2010	2011	2012	2013	2014	2015	2016
Probation Orders – Adult	230	190	171	243	285	265	240
Probation Orders – Youth	159	122	2	6	15	7	4
Weapons Prohibition Orders	241	256	233	240	218	233	232
OIC and Recognizance Orders	510	535	553	650	764	545	602
Address Changes	1,094	1,609	1,195	1,075	1,065	1,357	975
Non-Communication Orders	85	124	215	204	226	222	239
Special Interest	56	67	65	61	45	174	40

Alarms

The Service responded to 759 alarm calls in 2016, an increase of 8.5% from 2015 and received \$300 more in cost recovery revenue over the previous year.

Alarm Fees	2010	2011	2012	2013	2014	2015	2016
Alarm Calls	795	1,153	1,115	947	641	695	759
Registration Fees	\$12,550	\$12,037	\$8,100	\$7,600	\$8,550	\$8,200	\$8,500
Suspension Fees	\$8,050	\$4,852	\$5,250	\$4,950	\$3,150	\$4,100	\$4,100

Warrants

Warrants to Arrest	2010	2011	2012	2013	2014	2015	2016
Balance Forward	621	435	422	408	411	404	404
Warrants Received	616	513	549	534	516	629	800
Warrants Executed	527	426	475	452	468	573	664

Warrants Rescinded	275	100	88	79	55	41	58
Total Outstanding	435	422	408	411	404	419	492

The number of received and executed warrants rose again in significant numbers for 2016 representing a 21% increase in Warrants Received and 14% in Warrants Executed. This is the highest volume in 5 years. The service continues in its efforts to ensure outstanding warrants are reviewed and efforts are made to locate the subject of the warrant and to effect its execution wherever possible. Stale warrants are returned to the Crown Attorney for review to be extended or rescinded.

General Inquiry

The total number of Criminal Record checks completed in 2016 was 10,987 which is an all-time high and an increase of 25.66% for Volunteer and 19% increase in Employment from 2015. On-line Record Checks were introduced in mid-year via our website through Forrest Green and will be a focus area of growth for 2016.

Staff continued to conduct off-site (customer location) workshops, especially at Trent University, Fleming College, as well as Sports and Volunteer agencies. These workshops are well received and very successful in processing large volumes of applications.

2016 was the first full year processing record checks for Cavan Monaghan township residents.

All – Criminal Record Checks							
	2010	2011	2012	2013	2014	2015	2016
Volunteer	5,629	5,966	6,545	6,827	5,286	5,986	7,522
Employment	2,924	2,893	2,509	2,336	2,456	2,912	3,465
TOTAL	8,553	8,859	9,054	9,163	7,742	8,898	10,987

Contracted Service Areas – Criminal Record Checks		
	Lakefield 2016	Cavan Monaghan 2016
TOTAL	227	540

On-line – Criminal Record Checks		
<i>*beginning May 2015</i>	2015	2016
Volunteer	211	517
Employment Purposes	200	423
TOTAL	411	940

Taxi & Limousine Licensing

The bylaw to regulate, license and govern the owner and drivers of limousines, was enacted by the Police Services Board in 2013, therefore there are no comparison statistics for previous years.

Taxi Licences Issued							
	2010	2011	2012	2013	2014	2015	2016
New Drivers	33	34	33	25	41	38	38
New Owners	0	0	0	0	0	0	0
Driver/Owner Renewals	193	189	179	188	171	186	175

Limousine Licences Issued	2013	2014	2015	2016
New Drivers	46	8	9	16
New Owners	8	3	1	1
Driver/Owner Renewals	39	31	29	29

Confirmation Letters

In an effort to confirm the information provided in a claim, insurance companies submit a request to the Police Service. The Service responds with a template “confirmation” letter, which provides the basic information that is contained in the officer’s incident report

Confirmation Letters	2010	2011	2012	2013	2014	2015	2016
	-	69	72	48	32	33	37

Freedom of Information

Freedom of Information Statistics

Type of Request	2012	2013	2014	2015	2016	% change
FOI Requests	168	167	170	218	230	5.5
FOI Appeals	1	0	2	4	8	100
Family Court Orders *	65	69	47	60	61	1.7
Court Production Orders for Police Records***	6	8	14	14	14	n/c
Probation & Parole	576	507	518	537	610	13.6
Criminal Injuries Compensation Board	47	79	57	72	58	19.4
Correctional Services Canada	24	31	19	20	28	40
Regional Coroner & Attending Coroner	77	103	95	113	105	-7.1
Parole Board of Canada	**	**	16	6	14	133
Other	23	26	11	50	41	-18
General Correspondence	18	19	35	31	30	-3.2
TOTAL	1005	1025	984	1125	1199	6.6

* Agents of the Office of the Children's Lawyer have been instructed to request police records on anyone 18 years of age or older, who are living in the home(s) of the affected children. Where requests previously involved records for just the parents, they are now also involving records for significant parental partners, extended family members, etc.

** Past requests from the Parole Board of Canada were included under "Other" statistics, as their requests were few and far between. In 2013 all police services in Ontario noticed a significant increase in PBC requests, as the PBC are trying to deal with a backlog of applications for record suspensions (formerly known as pardons), as well as implementing the changes to the record suspensions program under Bill C-10, effective March 13th, 2012.

*** Court Production Orders for Police Records includes the following:

- CAS S.74.1(1) CFSA Warrant for Records
- CAS S.74(3.1) CFSA Notice of Motion
- Production Order (no Notice of Motion was served)
- Rule 30.10 Notice of Motion under the Rules of Civil Procedure
- Subpoena (duces tecum) for Records
- Summons for Records

- WAGG Rule 30.10 Notice of Motion
- WAGG Rule 30.10 Notice of Motion – MAG withdraws
- Coroner’s Authority to Seize During an Investigation

Each file requires a careful review of the involved records re: statutory protections (e.g. YCJA); privilege (e.g. informant, intelligence or investigative info); and public interest immunity. Correspondence with counsel for the plaintiff(s), defendant(s), and possibly the provincial Ministry of the Attorney General or the federal Department of Justice must take place in a timely fashion as there are often time limits imposed for each step of the process. Court attendance may be required.

‘Other’ requests are for reports, officer notes and other documents. The request comes to us from other agencies that we can share with according to MFIPPA (i.e. CSIS; Ministry of Community Safety & Correctional Services; Ministry of Labour; College of Teachers; Alcohol & Gaming Commission; etc.)

‘General Correspondence’ refers to a written request for information that is not complete or proper where we have researched the matter and responded in writing or verbally and there has been no subsequent response from the requesting party.

FOI: Revenue Generated	2012	2013	2014	2015	2016
In excess of the \$5 FOI fee (HST excluded)	\$5,058.60	\$1,539.25	\$715.40	\$3,782.60	\$881.90

Data Entry

The Data Entry team consists of four (4) full time and one (1) part-time member who report to the Records Management Sergeant. Each assigned to a platoon, these clerks provide real-time data entry for patrol officers 24/7/365. Their work includes:

- Entry of all reports entered into the Niche Records Management System (RMS) in accordance with RCMP Data Quality Standards, and
- Preparation of crown briefs for regular court appearances and for weekend and statutory holiday (WASH) court appearances.
- CPIC entries for charged persons.
- Validation of Non-reportable incidents.

In 2016, Police Report Entry Clerks were responsible for inputting 20,510 police reports and street checks, representing a 4.01% increase over 2015.

Police Report Entry	2010	2011	2012	2013	2014	2015	2016
Arrest Reports	2,001	2,151	2,173	2,146	2,235	2,382	2514
Missing Person Reports	149	174	119	162	145	165	170

Sudden Death Reports	84	73	84	102	99	102	112
General Occurrence Reports	6,714	6,883	6,535	7,282	6,859	6,418	6,912
Supplementary Reports	10,676	8,253	9,258	9,484	9,067	9,854	10,715
Street Checks	735	764	1037	763	810	797	87
TOTAL	20,359	18,298	19,206	19,939	19,215	19,718	20,510