

WOODSTOCK POLICE FORCE: 2023 Annual Report



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Chief of Police

Presented to Mayor & Council
February 2024

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Executive Summary:

The Woodstock Police Force (WPF) entered its fourth consecutive year of strategic planning methodology in 2023. Similar to previous years, this approach continues to guide and communicate what we are doing, how we are doing it, and then reporting openly on the results for all to see.¹

Our 2023 Woodstock Police Force Strategic Plan identified **9** categories aiding our public safety efforts toward an increasingly safer and healthier community. We are pleased to announce a **93%** overall completion of **205** objectives in the areas of transparency, visibility, partnerships, accountability, education, and employee wellness.



STRATEGIC PLANNING

In 2023, the WPF performed **52** beat “foot” patrols, **42** public safety road checks, **13** focused holiday spot checks and **23** uniformed bike patrols to further demonstrate our visibility and accessibility.



Calls for Service

Statistically, the Woodstock Police Force responded to **3,314** service calls in 2023 compared to 3,266 in 2022 (an increase of **1.5%**). Woodstock experienced a **17%** decrease in crimes against persons, a **12%** decline in property crimes, and a **23%** reduction in thefts. Increases were observed in the areas intimate partner violence (**up 30%**), and break and enters (**up 4%**).



Visibility

Woodstock Police Force staff participated in our 2023 internal satisfaction survey that resulted in a **98%** favourable response.



Employee Wellness & Satisfaction

¹ Our 2020-2023 (2024 plan shall be made available on-line by March 2024). Previous WPF Strategic Plans may be viewed at; <https://woodstockpoliceforce.ca/>. Our planning was developed through informal/formal discussions with our employees, community, Town Council & department head discussions.

Our 2023 WPF Mission Statement...

The Woodstock Police Force is committed to proudly serving our community with integrity and equality toward all.



Our 2023 WPF Core Values...



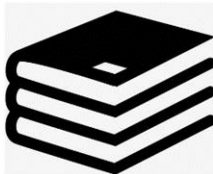
Our 2023 Key Policing Responsibilities...



The Protection of
Life & Property



To Preserve Peace &
Maintain Order



The Education &
Enforcement of the Law



To Maintain & Build
Partnerships in Service to Our
Community



WPF 2023 Strategic Planning results: How did we do?²

Category 1: Accountability & Trust →	86% completed
Category 2: Education & Communication →	91% completed
Category 3: Enforcement & Visibility →	90% completed
Category 4: Intelligence →	96% completed
Category 5: Administration →	97% completed
Category 6: Wellness →	95% completed
Category 7: Partnerships & Efficiencies →	96% completed
Category 8: Equipment →	100% completed
Category 9: Training →	87% completed

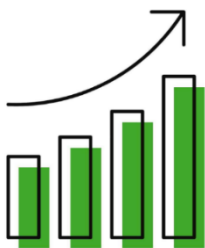
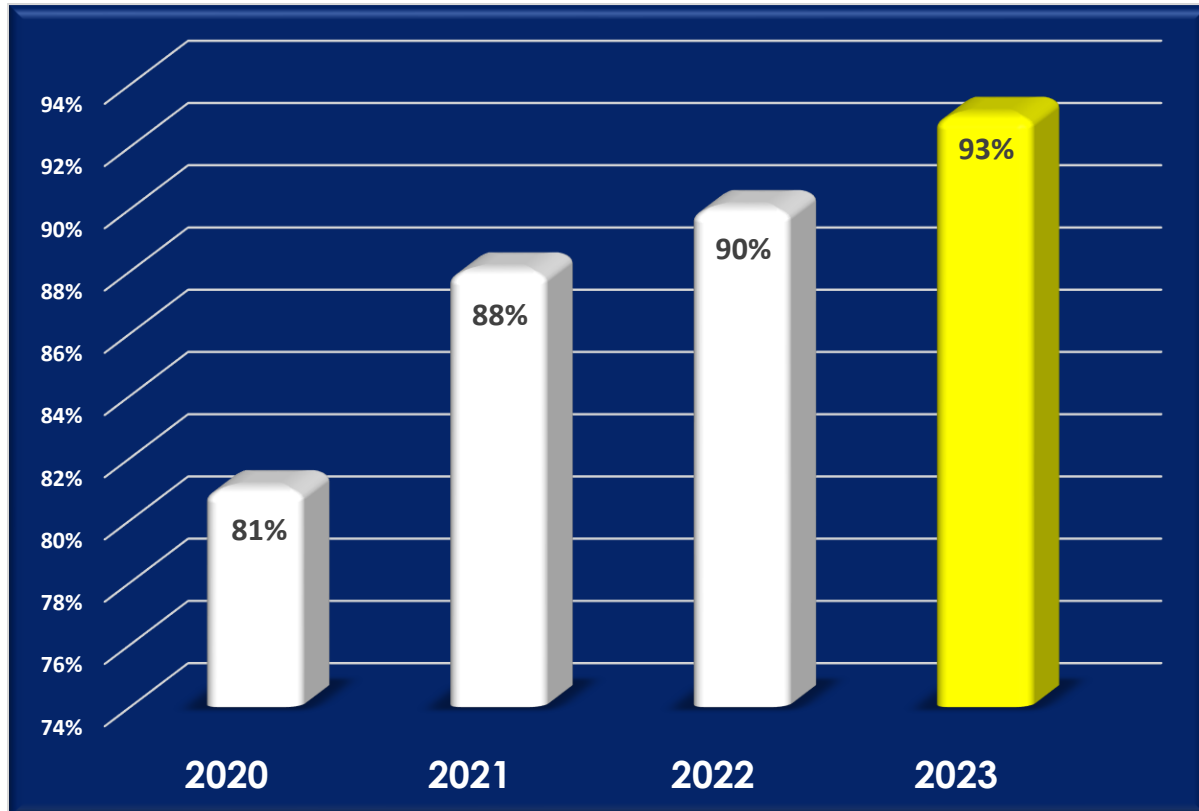
93%



**Overall Completion of Our Strategic
Planning Objectives for 2023**

² Specific details/results of our 2023 Strategic Plan may be viewed at [woodstockpoliceforce.ca](https://www.woodstockpoliceforce.ca)

WPF Strategic Planning Objectives: 4-Year Completion Comparison

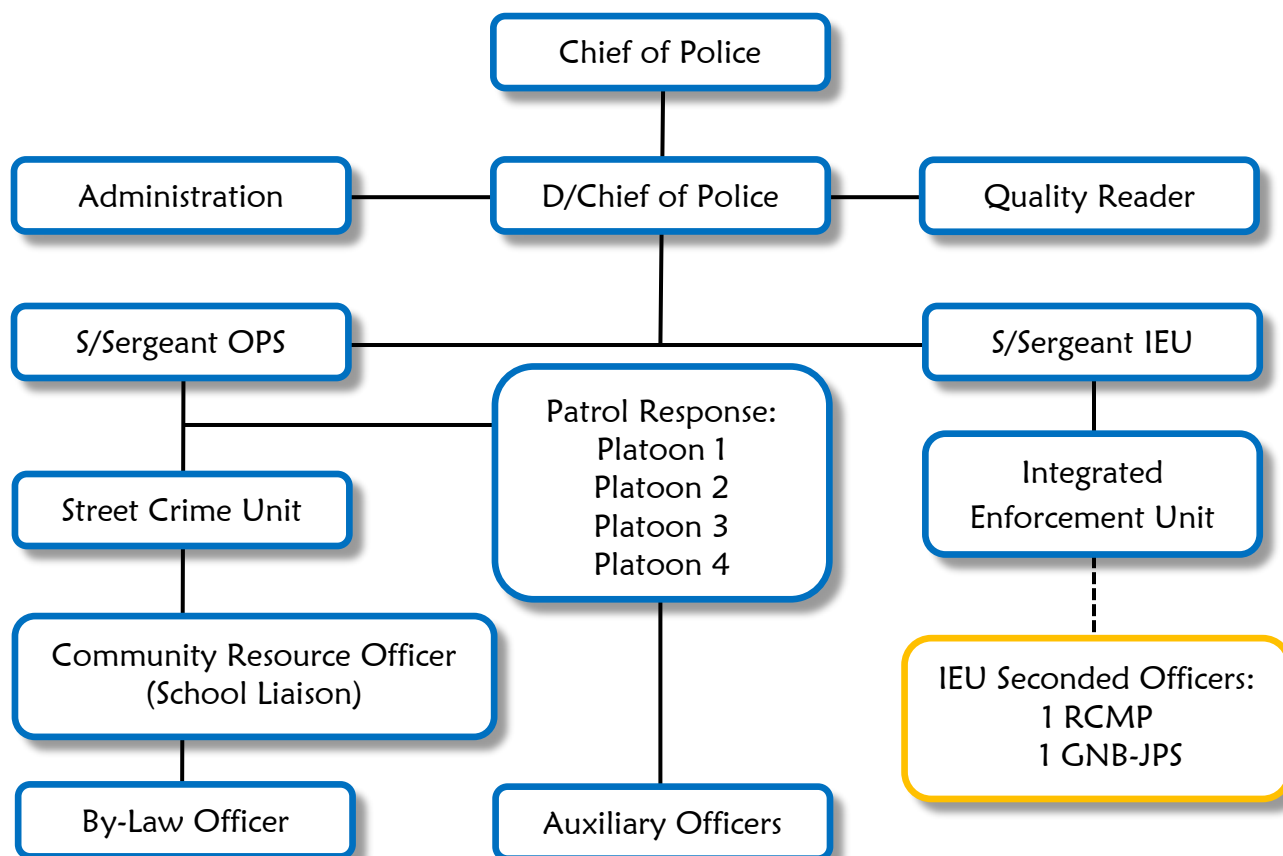


The above serves not only to communicate our ongoing commitment to our strategic planning methodology, but also demonstrate consistency in our obligation to complete, to the best of our abilities, what we've promised and have set out to do.³

³ Please note that *Accountability & Trust* was not identified as a category in our 2020 Strategic Planning. The tragic deaths of George Floyd (25 May 2020), Chantal Moore (4 June 2020), and Rodney Levi (12 June 2020) served to erode public trust in policing and police officers in general. Accordingly, the WPF introduced the category of A & T in 2021 (and moving forward) to ensure we remain diligent in our efforts to earn and maintain public trust in our unwavering commitment to being increasingly accountable, transparent, respectful, fair and visible. In 2023, 86% of the accountability/trust category was completed.

2023 WPF Organizational Chart & Deployment...

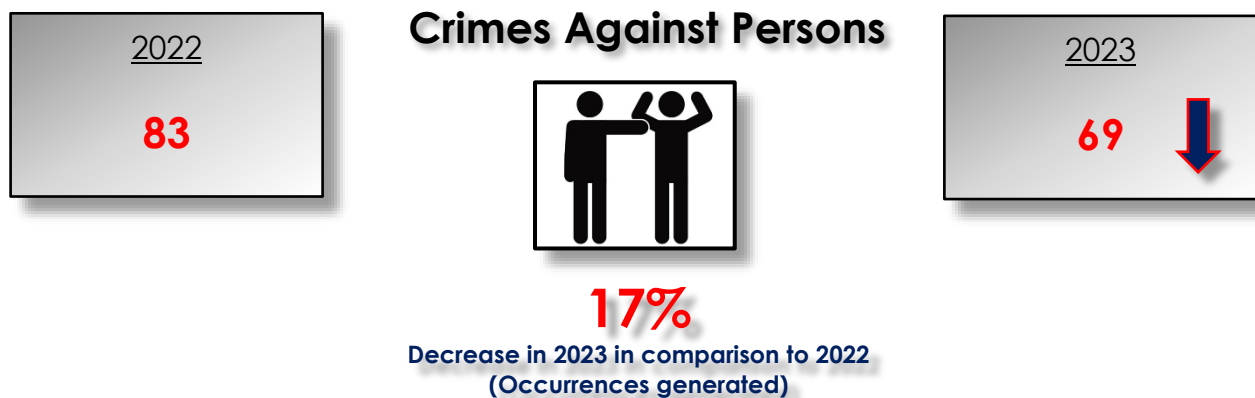
The Woodstock Police Force provides 24/7/365 emergency response. Resource support for 2023 consisted of 21 full-time sworn members, 4 administrative support personnel, 1 Reader, 2 IEU seconded officers, 1 By-Law officer, and 4 auxiliary police.⁴



Position	Number of Resources	Shift Scheduling
Chief of Police	1 position	M-F: 8-hour dayshift/evening
Deputy Chief of Police	1 position	M-F: 8-hour dayshift/evening
S/Sergeant (IEU)	1 position	M-F: 8-hour dayshift
S/Sergeant Operations (SCU & Patrol)	1 position	M-F: 8-hour dayshift
Integrated Enforcement Unit	(2) WPF (1 GNB funded)	M-S: 8-hour day/evening/night
Street Crime Unit	2 positions	M-F: 8-hour day/evening/night
Community Resource Officer (CRO)	1 position (partially funded)	M-F: 8-hour day/evening
Platoons 1-2-3-4	12 full-time positions	4 on 4 off rotation (12 hr) D/N
Quality Reader	1 position	M-F: 8-hour dayshift
Admin Staff (full time)	2 positions (1 GNB funded)	M-F: 8-hour dayshift
Admin Staff (part-time)	2 positions	3 & 4 days per week: 8 hr days
By-Law Officer	1 position	M-F: 8-hour dayshift/evening
Auxiliary Police	4 positions	Voluntary

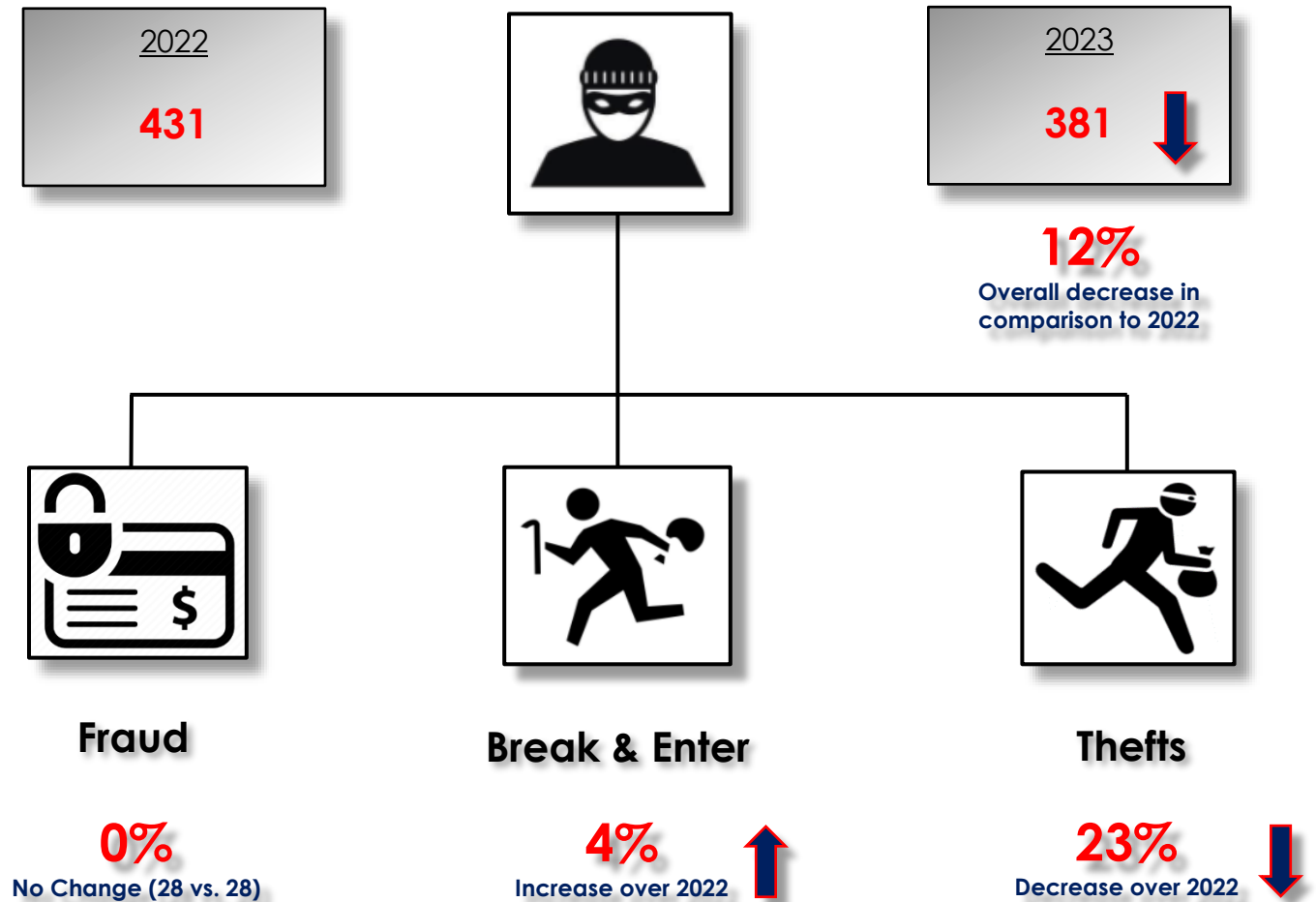
⁴ Please note that 1 WPF IEU Police Position and 1 WPF IEU Admin are surplus to our WPF compliment. These positions exist and are funded through the GNB provincial IEU public safety initiative in partnership with the New Brunswick Association of Chiefs of Police (NBACP). Our CRO position is partially funded by GNB Department of Education.

2023 WPF Calls for Service Breakdown...



2023 WPF Calls for Service Breakdown...Con't

Property Crimes

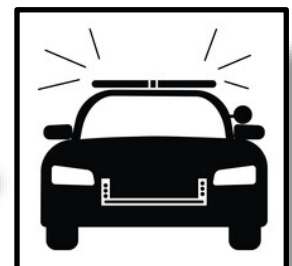
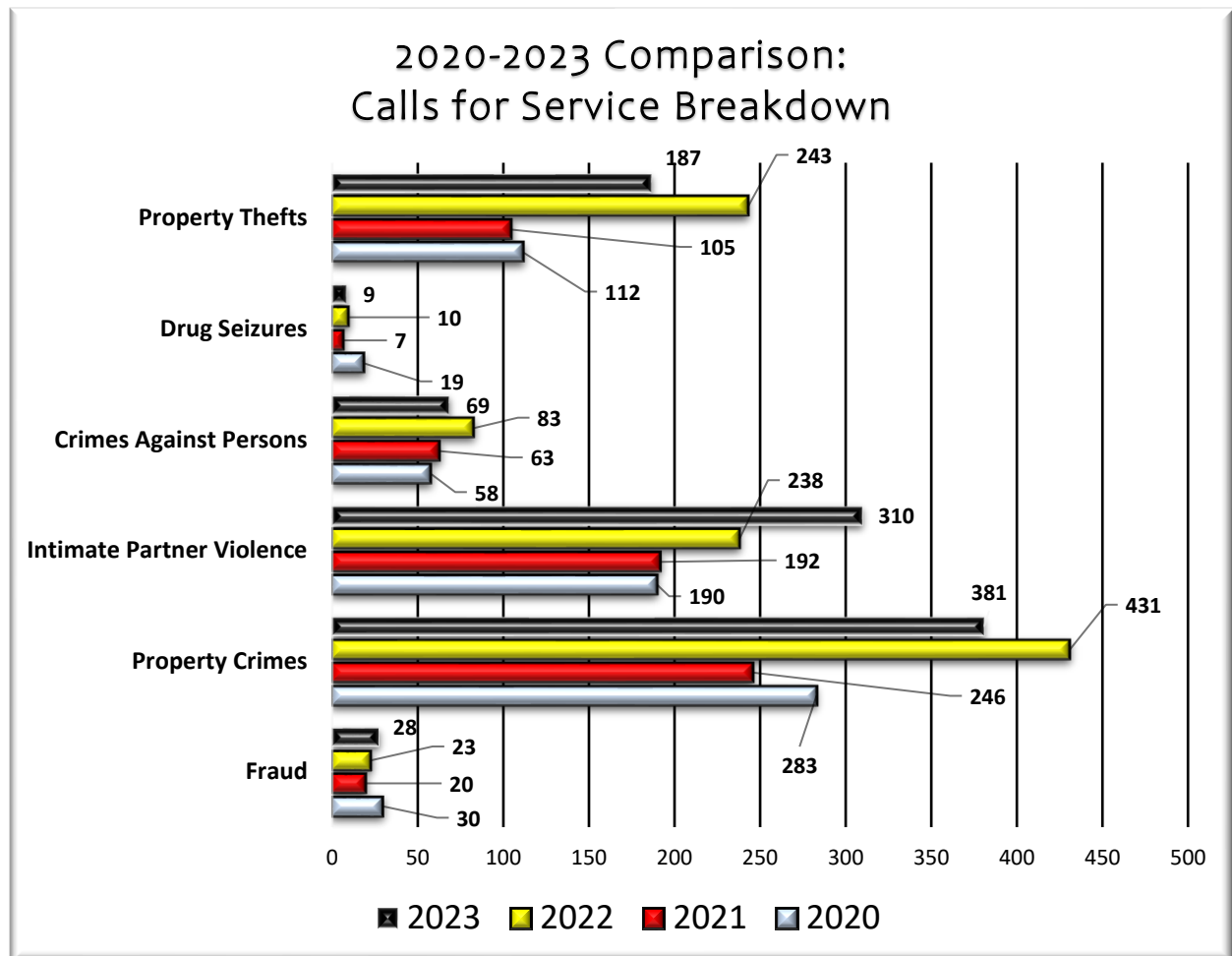


Drugs & Weapons



WPF Calls for Service: 4-Year Comparison

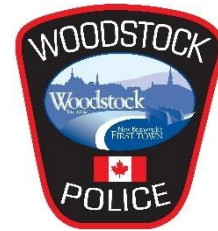
The below noted illustrates a 4-year breakdown comparison of the WPF's calls for service.⁵



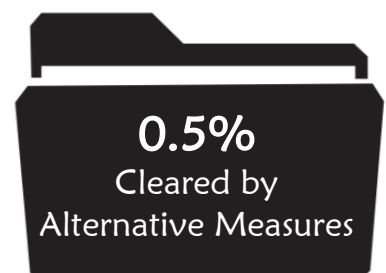
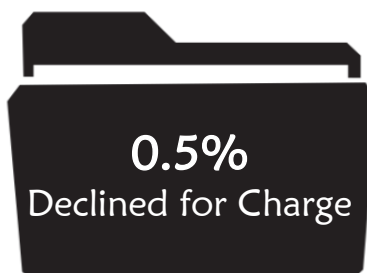
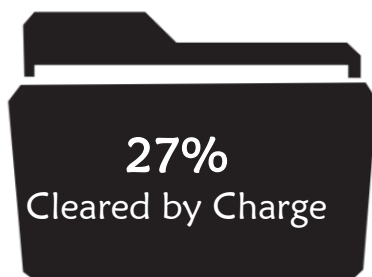
⁵ Years 2020-2023: Please note that a single call for service may be further broken down to capture up to four (4) general offences to reasonably explain quantitative differences in our statistical data (e.g., an Intimate Partner Violence call may result in the creation/addition of offences related to assault causing bodily harm, forcible confinement, and pointing a firearm etc.). Further breakdown of associated quantitative data may be viewed at Appendices "A" & "B" of this report.

2023 WPF Investigations: Clearance & Solvability...

Of the 3,314 calls for service the Woodstock Police Force responded to in 2023, **602** incidents were **characterized for criminal investigation**. The below represents what percentage of those files resulted in charges (solvability) and/or clearance (conclusion).

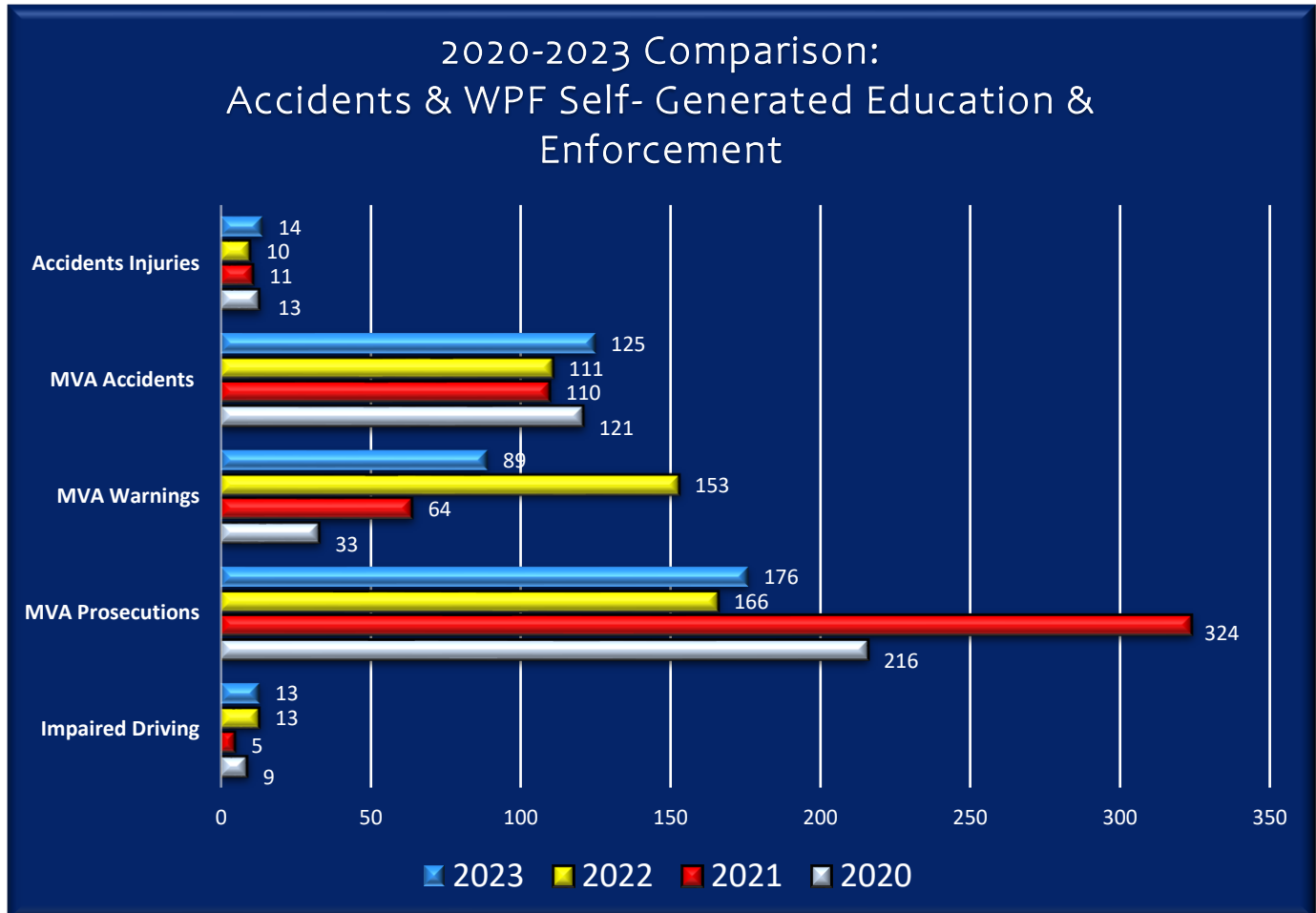


2023
Investigative Files:



2023 WPF Self-Generated Efforts & Accidents

The below noted provides a 4-year comparison of the WPF's self-generated efforts and reported accidents.⁶



⁶ Years 2020-2023: The category of "other MVA" includes, but is not limited to; no insurance, no valid DL, expired registration, fail to stop for police...etc. Please note as well that "Distracted Driving" includes the act of "Texting." Further breakdown depicting "other MVA" may be viewed at Appendix "C" of this report.

2023 Primary Patrol Response and Administrative Support Teams...



Administration

- ✓ File “Reader” Review
- ✓ Customer Service Contact (landlines)
- ✓ Statistics (Local & National)
- ✓ Criminal Records Checks
- ✓ Bond Room Coordination
- ✓ CPIC – CJIM Validation/Maintenance
- ✓ Fingerprint Administration & Submission
- ✓ Budget – invoice – payables Coordination
- ✓ Court Preparation & Information
- ✓ Web-Site Coordination
- ✓ Officer Time Management (Payroll)
- ✓ Social Media Coordination
- ✓ File Validation
- ✓ Scheduling
- ✓ Executive Administrative Support
- ✓ Policies Coordination
- ✓ Strategic Planning Coordination
- ✓ Stores – Equipment Coordination
- ✓ Right to Information (RTIPPA)
- ✓ Records Management System Coordination
- ✓ ViCIAS
- ✓ Provincial Offences Procedures Act
- ✓ Memorandums (MOU) Coordination

Platoon Response

- ✓ 24/7/365 Police Service Coverage
- ✓ “First Responder” Emergency Response
- ✓ General Patrols and Visibility
- ✓ Low to Mid-Level Investigations
- ✓ Departmental Policy Oversight
- ✓ Federal Statute Enforcement
- ✓ Provincial Statute Enforcement
- ✓ First Aid Application
- ✓ File Submission and Review
- ✓ Incarceration Oversight
- ✓ Education & Awareness Coordination
- ✓ Officer Safety Training
- ✓ Scene Containment & Continuity
- ✓ Special Events Attendance
- ✓ Wellness Checks
- ✓ Intimate Partner Violence – ODARA
- ✓ Strategic Planning Insight & Completion
- ✓ Tactical Response & Entry
- ✓ Community Events Participation
- ✓ Crime Prevention Awareness
- ✓ Community Policing Engagement
- ✓ NBACP Sub-Committees Participation
- ✓ Labour/Management Committee

2023 Community Resource Officer...⁷



⁷ The WPF has been both proud and fortunate to partner with the Anglophone West School District for the fourth (4th) straight year. This collaborative approach has fostered early awareness to local youth in key areas of exposure. Other partnerships, facilitated through our community resource office (CRO), include Special Olympics, Seniors Groups, Western Valley Drug & Alcohol, Icelandic Prevention Model, Multi-Cultural Association of Carleton County, and local daycares. A complete list and detailed explanation of Constable Shaun Kimball's CRO 2023 activities were captured within our records management system (RMS - File Number 2023-111) and may be available upon request in accordance with RTIPPA legislation.

Woodstock Police Force – 2023 Annual Report

WPF Public Safety Pamphlets...

As part of our ongoing strategic community awareness planning and with growing community concerns related to **Illicit Drugs, Cyberbullying, Internet Safety & Fraud**, the Woodstock Police Force created educational pamphlets in 2021 and continued distribution in 2023 to augment our CRO school and community presentations.⁸

INTERNET SAFETY TIPS FOR KIDS: CONT'D

7. Don't buy or accept gifts - Never buy a toy, game, book or anything else online without your parent's approval. Don't enter any contests or join clubs without permission. Never accept free prizes or gifts.
8. Tell an adult right away - If you see anything on your computer, such as a message or picture that makes you feel bad or uncomfortable, tell your parent or teacher!
9. If you're not sure - ask! You never know what you are going to run into on the internet. If you're not sure how to deal with certain situations, it's best to ask an adult.
10. Don't meet or call - If someone ask to meet you in person, say NO and tell your parents or teacher. The person you are chatting with may not be telling the truth. You could be talking to an adult pretending to be a kid.

BE THE CHANGE

Talk to your kids and be an empowered and educated adult on behalf of all children!

For more information visit:
www.cybertip.ca
www.publicsafety.gc.ca

WOODSTOCK POLICE FORCE
TALKS ABOUT
INTERNET SAFETY & CYBERBULLYING

822 Main Street | Woodstock, NB E7M 2E8
Tel: 1-800-325-4601

ONLINE CHILD SEXUAL EXPLOITATION

Online child sexual exploitation is a disturbing public safety issue. It continues to harm past and present generations of children in Canada and abroad. In the digital age, kids are extremely vulnerable to online sexual exploitation.

Woodstock Police Force is committed to proudly serving our community with integrity and equality toward all people. If you need assistance, further information, or would like to make a complaint, please contact WPF Community Resource Officer or any member of Woodstock Police Force.

CYBERBULLYING

Cyberbullying is an aggressive behaviour that happens between two or more individuals. It usually involves harassing, humiliating, intimidating, and/or threatening behaviour through electronic mediums such as the internet, cell phones, computers, etc.

CYBERBULLYING CAN TAKE MANY DIFFERENT FORMS SUCH AS:

- Sending mean or threatening messages via cell phone or computer.
- Breaking into a social media or email account and sending hurtful material to others under an assumed identity, perhaps changing their profile to reflect sexual, racist, or other content to offend others.
- Creating social media accounts or websites that have stories, pictures, cartoons, jokes, etc. ridiculing others.
- Taking an embarrassing photo of someone and sending it electronically to other people.
- Engaging someone in messages, tricking them into sharing personal information, and forwarding that information to others.
- Posting false or hurtful messages online via social media; deliberately excluding others from social media forums and groups.

People who have been victimized by cyberbullying feel unsafe and vulnerable.
It can cause unhappiness, low self-esteem, anxiety, depression, isolation, and takes away personal power.

IF YOU ARE BEING CYBERBULLIED, REMEMBER:

- Always talk to someone you trust who can offer support and develop a plan to end the harassment.
- Resist the urge to reply to hurtful messages and posts by the cyberbully. Make them think you just don't care!
- Always save copies of hurtful and abusive messages and posts. You may need them later as proof.
- If needed, block the cyberbully online and consider setting up new social media, email, or cell phone accounts to get away from them.
- If you are being cyberbullied, leave the online area and stop. Report harassing behaviour to your internet service provider or social media website. Make a complaint to police if you are being stalked, harassed, receiving threats, or receiving hate speech.

INTERNET SAFETY TIPS FOR KIDS:

1. Have an adult nearby - Make sure your parents, a teacher, or another trusted adult are close by so you can ask them questions or ask for help when you need it.
2. Use a nickname - Never provide your real name to anyone on the internet. Make up a special cyber-space name when using social media and apps.
3. Don't share personal information - Never share personal information without permission from a parent. Do not share your age, address, phone, or where you go to school. Your passwords for websites, apps, and emails are secret and should only be shared with your parent.
4. Don't send a digital picture of yourself or anyone on the internet. Tell your parents or teacher if someone wants you to send a picture.
5. Check before you download - Downloaded files or programs can sometimes contain viruses that can harm your computer. Check with an adult before you download anything.
6. Always be polite online - Don't be cruel to cyber friends. Never use hateful words or say mean things. Don't tell rumours or lies about others. If someone sends you nasty messages, tell a parent or teacher.

REPORTING FRAUD/SCAMS

Depending on the type of fraud, or how it occurred, you'll also want to report it to other organizations. Fraud that took place online through a website Report the incident directly to the administrators of the website. You can do so through a link such as "Report Abuse" or "Report on Ad".

REDIRECTED MAIL
If you suspect that someone had your postal mail re-directed, contact Canada Post. You should also notify your service provider (telephone, cell phone, electricity, water, gas, etc.) of the identity fraud.

LOST OR STOLEN PROVINCIAL OR TERRITORIAL IDENTITY DOCUMENTS.
THESE DOCUMENTS INCLUDE:
Your birth certificate, your driver's license, your health card, other documents issued by a province or territory.
Please contact the province or territory that issued the document if the document has been lost or stolen OR you believe someone is fraudulently using this information.
You can find contact information on provincial and territorial government websites.

VICTIMS OF SCAM AND FRAUD CAN FILE A REPORT WITH THE CANADIAN ANTI-FRAUD CENTRE FOR RECORD PURPOSES.
For more information:
www.antifraudcentre.com or
by calling 1-888-495-8501.

CITIZEN & IMMIGRATION DOCS
Lost, stolen, or misused immigration documents Please contact Citizenship and Immigration Canada if you suspect someone is fraudulently using them.

LOST OR STOLEN PASSPORT
If your passport is lost or stolen, report the incident to Passport Canada. If you are outside of Canada, you must report the loss or theft to the nearest Canadian government office abroad.

STOLEN SOCIAL INSURANCE NUMBER
Visit your local Service Canada office or call Service Canada at 1-800-206-7219
If your SIN card has been lost or stolen or if you believe someone is using it. You will be provided information on what to do.

WOODSTOCK POLICE FORCE
TALKS ABOUT
SCAMS & FRAUD

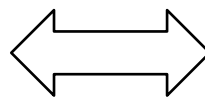
822 Main Street | Woodstock, NB E7M 2E8
Tel: 1-800-325-4601

HACKED

⁸ Our full-version Internet Safety and Fraud pamphlets may be viewed at woodstockpoliceforce.ca

WPF Integrated Enforcement Unit (IEU)...

Our Integrated Enforcement Unit (IEU) was implemented in 2022 with a **mandate to investigate illicit drug and firearms offences in our region**. The Woodstock IEU is one of 7 IEU's in the province that shares and partners with each another on related intelligence and investigations. The Woodstock unit is led by the WPF, with support from an administrative IEU coordinator, and comprised of Woodstock Police Force officers, RCMP, and Justice & Public Safety (JPS) officers.



2023 IEU Investigation

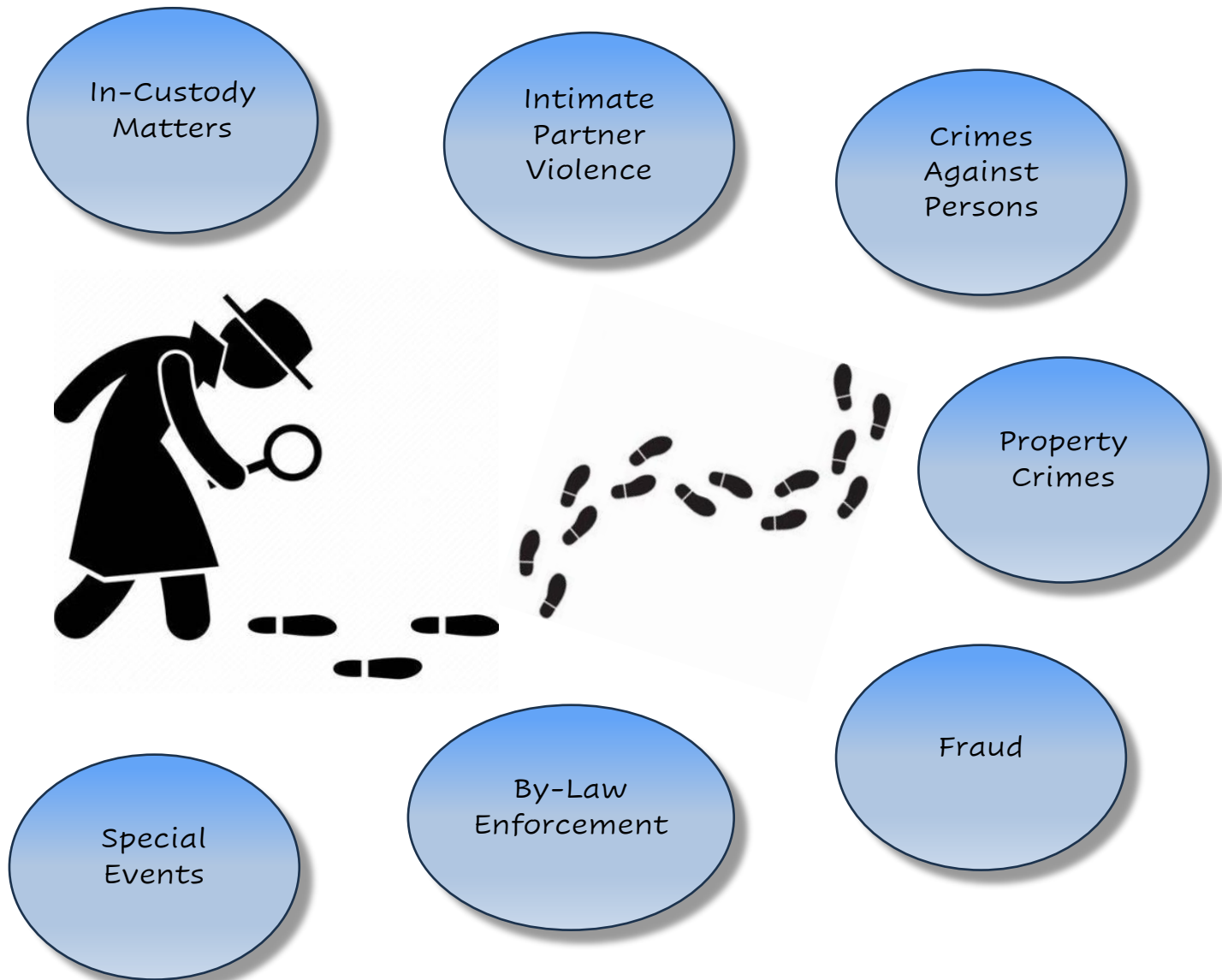
4.4 kg Crystal Meth

Quantity of Cash Seized

3 Arrests

WPF Street Crime Unit (SCU) & By-Law...

Our Street Crime Unit (SCU) was implemented in the fall of 2023 with a **mandate to investigate mid to high-level crimes and occurrences**. The Woodstock SCU is a plain-clothes unit and comprised of three Woodstock Police Force officers. Our By-Law officer is also housed within this group.



WPF employee satisfaction & organizational progress...⁹

Policing is one of many professions that can be both rewarding and challenging for many. If we truly want to value our people, employees should be provided every opportunity to engage in charting their own, as well as their organization's, future. Our strategic planning may provide that opportunity, however; is it working? How has our methodology impacted employee satisfaction, organization progress, and overall wellness/morale?

Once again, Woodstock Police Force employees were asked to partake in a 10-question organizational survey to better understand where the WPF rated as it pertained to employee satisfaction and organizational progress. Here are the results.



10 Questions Posed



27 Members/Staff Surveyed



27 Responses Returned (100%)



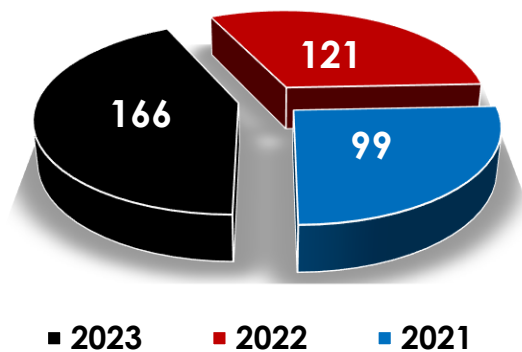
98% Employee Satisfaction!

⁹ The full list of questions and results, related to each, may be viewed at Appendix "D" of this Annual Report.

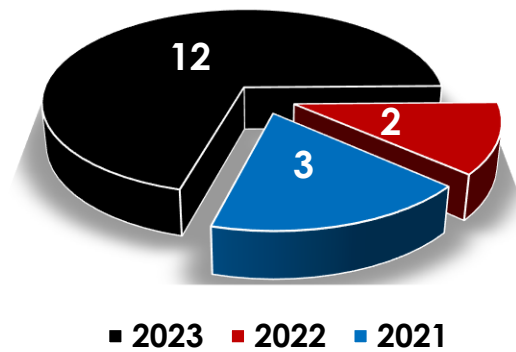
WPF Internal & External Communication...

(INTERNAL) The importance of effective and consistent communication cannot be overstated. The need to keep our staff and community informed is critical to our public safety mandate, vision and service.¹⁰

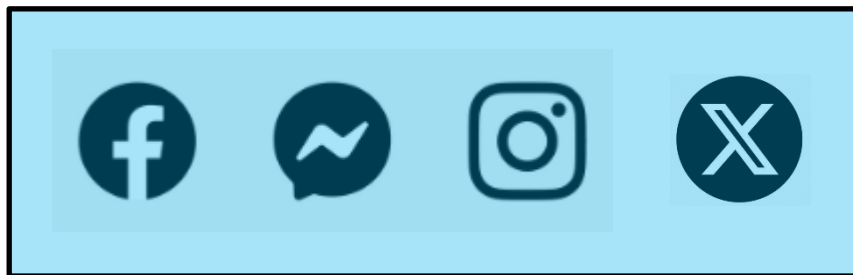
WPF Routine Orders



WPF Standing Orders



(EXTERNAL) The Woodstock Police Force utilizes a variety of social media platforms (e.g., Instagram, Facebook, and "X" ([@woodstockpf_nb](#))) that may openly and transparently communicate helpful public safety information to our community. External public communication may include; special event notices, road closures, missing person(s), warrants, as well as general inquiries and requests for public assistance. We are also proudly partnered with local media entities where information may be shared to reach an even larger base.

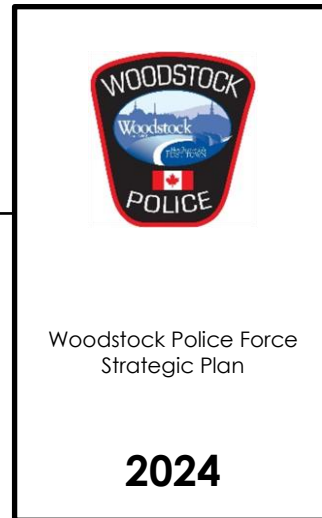


¹⁰ Internal WPF communication is via force-wide emails to all staff in the form of documented Routine Orders (day-to-day operations) and Standing Orders (directives and policy). This approach supports the timely communication of best practices, policies, course selection, and organizational changes to all staff.

Accountability and Building Public Trust...

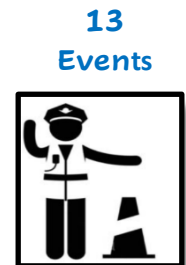
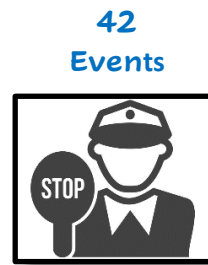
1. **Transparency** – Our 5th Consecutive Year of Strategic Planning (2024) will soon be available on-line for public viewing at [woodstockpoliceforce.ca](https://www.woodstockpoliceforce.ca).

Available on-line by
March, 2024



2. **Accountability** – Implementation of Body Worn Camera (BWC) technology for use by the WPF was realized in 2020. Internal WPF policy directs that uniformed officers shall be outfitted, at all times, with BWC's and that every video shall be maintained indefinitely for evidentiary, disclosure, & officer misconduct purposes.

3. **Visibility** – In 2023, WPF officers engaged to increase our visibility and accessibility to citizens through planned and scheduled **bike (23)** patrols, **foot (52)** patrols, holiday **spot checks (13)**, and public safety **road checks (42)**.



Chief's Message and Conclusion...

The Woodstock Police Force is both fortunate and proud to provide public safety services to the community of Woodstock. Bordering near Maine, USA and an hour from New Brunswick's capital (Fredericton, NB), Woodstock is a vibrant and picturesque area inclusive of more than 70 diverse cultures and ethnic backgrounds.



In our commitment to provide effective policing services to Woodstock, we continue to rely on our strategic planning methodology in support of our pledge to be better; by working closely with others. Whether it is our own staff, the community we are sworn to protect and serve, our law enforcement partners, government and interested stakeholders; the public safety of all can and must be a team effort. Our recent 93% completion of 205 strategic planning objectives, in 9 categories, may reasonably serve as provision for the above.

As we look forward to 2024, the installment of our Street Crime Unit (SCU) in late 2023 will see associated investigations expedited with an added position in September 2024 dedicated to the alarming rise in intimate partner violence matters. Additionally, our Community Engagement Unit (CEU), also planned for September 2024, will increase the proactive component of our crime response strategy geared toward crime prevention and awareness.

In conclusion, we wish to recognize the exemplary public safety dedication and support from our partners, valued staff, and Mayor & Council. It has been our privilege to learn from their guidance, experiences and insight.

Respectfully Submitted,

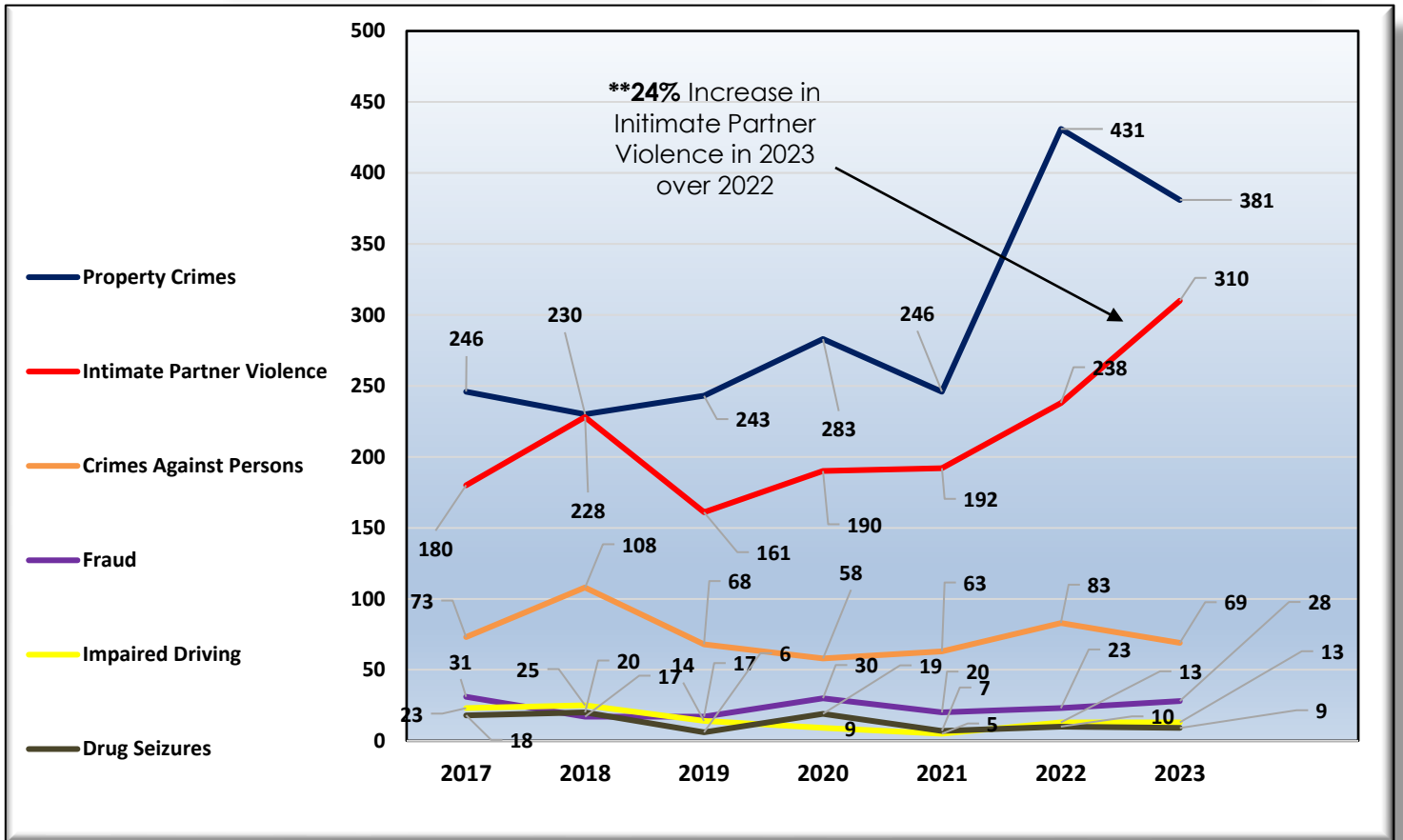
G. Forward

Gary Forward, B.S., MA. - Chief of Police, Woodstock Police Force

Woodstock Police Force – 2023 Annual Report

APPENDIX “A”

7-Year Statistical Comparison

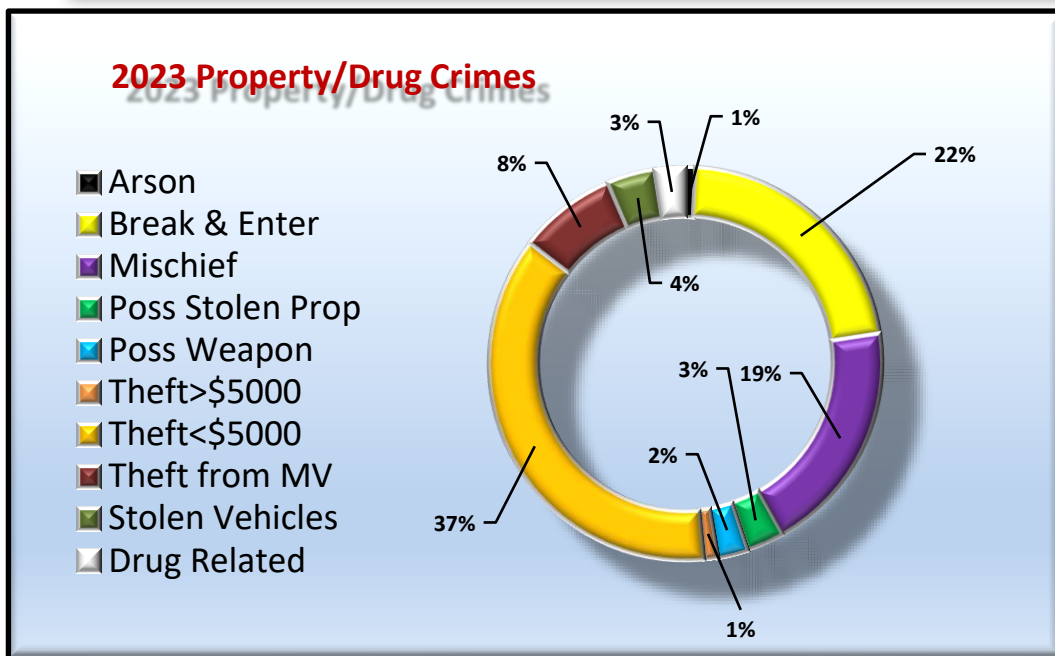
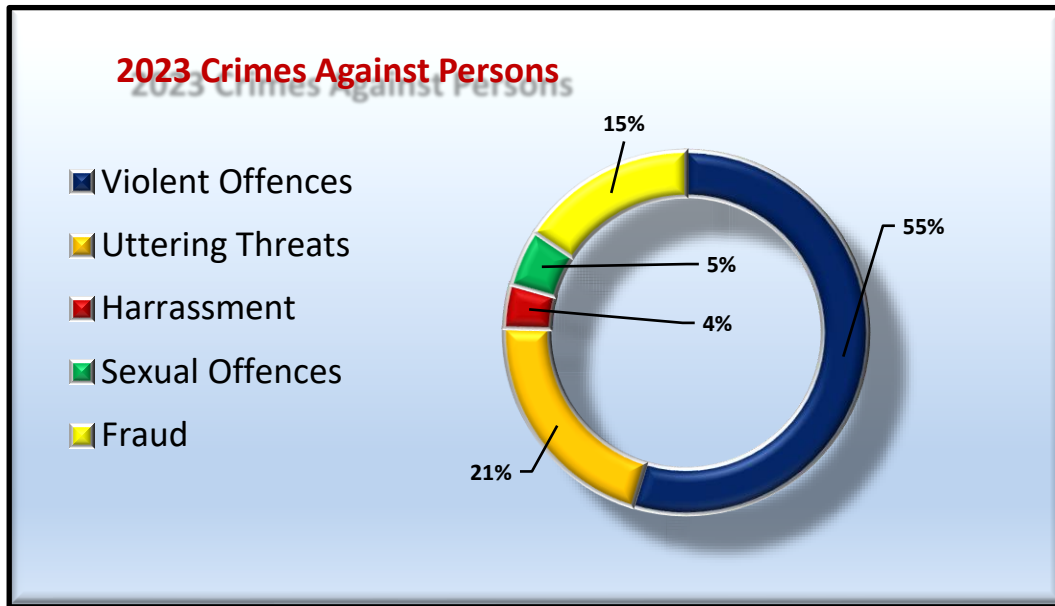


Category	7-Year Average	2023 Events	Trending
Property Crimes	294 average	381 Reports	
Intimate Partner Violence	214 average	310 Reports	
Crimes Against Persons	75 average	69 Reports	
Fraud	24 average	28 Reports	
Impaired Driving	15 average	13 Reports	
Drug Seizures	13 average	9 Reports	

Appendix “B”

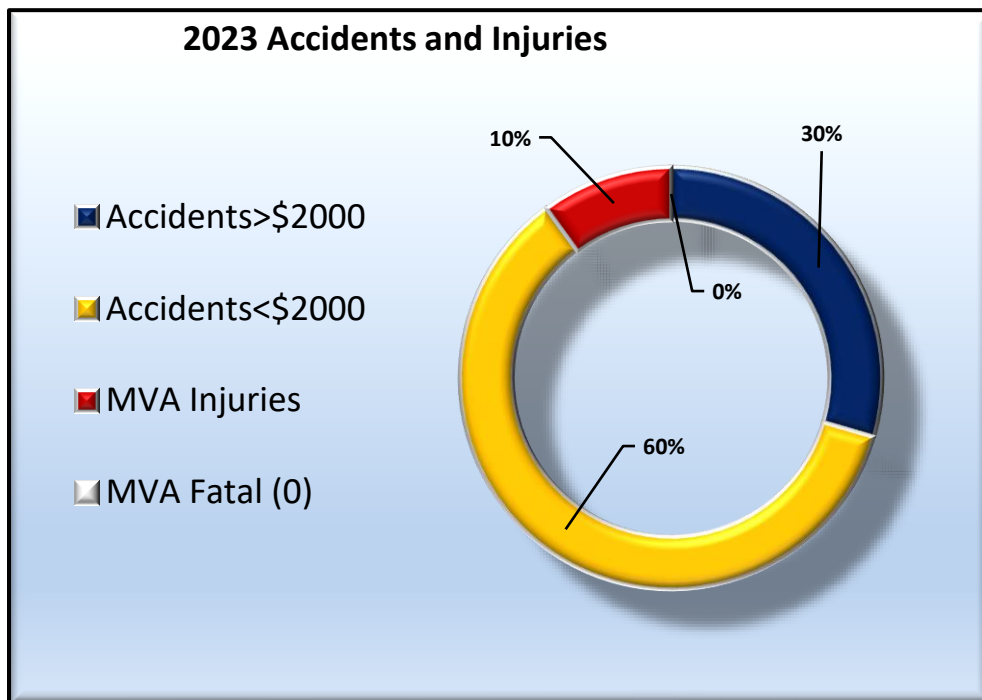
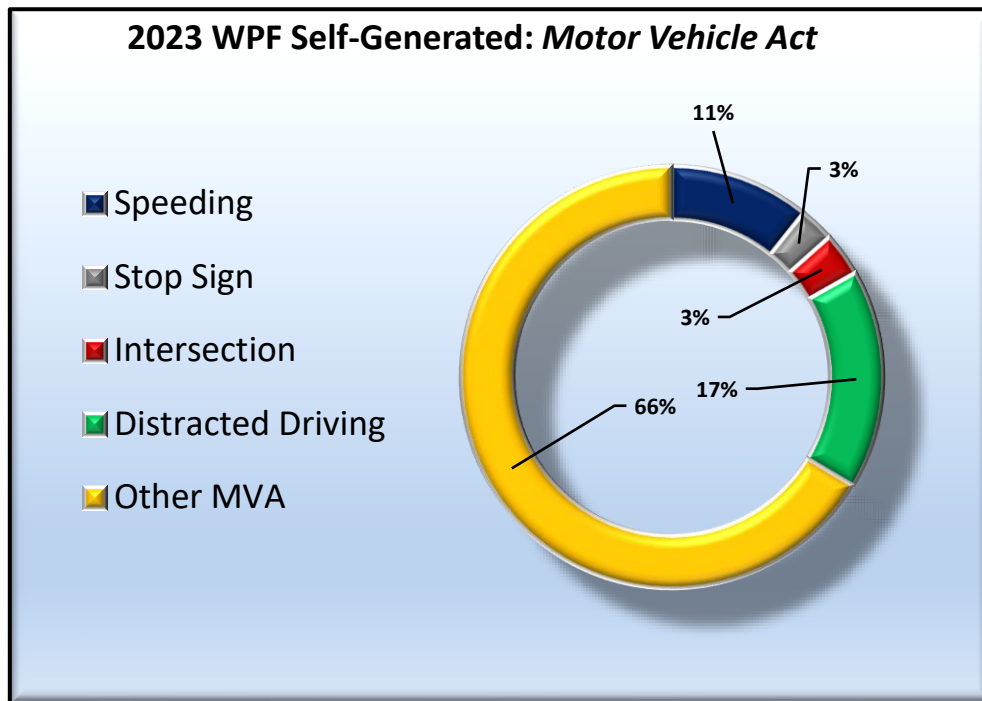
2023 WPF Crimes Against Persons: Breakdown

The following illustrates further breakdown related to crimes against persons & property / drug crimes.



Appendix “C”

2023 Motor Vehicle Traffic Response: Breakdown



Appendix “D”

2023 WPF Internal Satisfaction Breakdown

- | | |
|--|------|
| 1. What is your assessment of the overall progression of the WPF in 2023? | 97% |
| 2. How would you rate the overall morale in the Woodstock Police Force? | 100% |
| 3. True or False? The Woodstock Police Force promotes a safe and healthy environment for officers and staff to work? | 97% |
| 4. How might you rate the direction/management of the Woodstock Police Force? | 100% |
| 5. How might you assess the support of our civic authority (Mayor & Council) throughout 2023? | 100% |
| 6. True or false? The WPF demonstrates advancement towards its technological/equipment/training requirements? | 100% |
| 7. How might you rate the WPF's internal efforts toward timely communication and transparency on matters directly or indirectly impacting your role and value in the organization? | 99% |
| 8. How might you rate the organization's preparation toward the future of policing in Woodstock and beyond? | 92% |
| 9. True or False? I am evaluated annually and believe the assessment process to be fair and supportive. | 98% |
| 10. How might you rate your job satisfaction at the Woodstock Police Force? | 99% |



Survey insight...

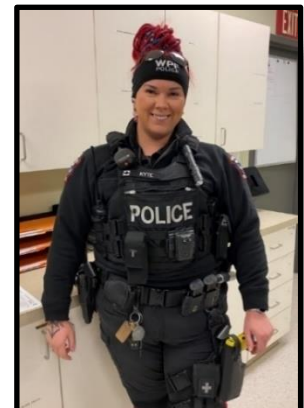
Our demonstrated results in 2023 suggest the Woodstock Police Force is moving in a helpful direction and at a pace that appears comfortable for many. Support for this may be found in the survey's outcome linked to progression of the force, staff morale, and employee job satisfaction. We must however be watchful in this regard to never assume, or take for granted, these very important considerations. Accordingly, we must continually ask; How we are doing today, and what might we do better tomorrow?



As it relates to the external support of the WPF from Mayor and Council in 2023, the 100% rating demonstrates that members feel valued and supported by our civic authority. We submit that Council's care has a great deal to do with our efforts

to research various organizational needs and communicate the information through documented administrative/business case submissions.

In conclusion, we truly hope and trust some measure of understanding about who we are and how we approach our public safety commitment is communicated in these pages. At minimum, the information sheds light on where we currently are as an organization and perhaps, some clarity into where we are headed in our commitment to this amazing community and each other.



Woodstock Police Force – 2023 Annual Report

APPENDIX “E”

5-Year History WPF Officer Misconduct & Police Act Complaints

Conduct Complaints Woodstock Police Force	New Brunswick Police Act Section	2019	2020	2021	2022	2023	Total
Discreditable Conduct	Section 35(a)	0	0	0	1	0	1
Neglect of Duty	Section 35(b)	0	0	0	0	0	0
Deceitful Behaviour	Section 35(c)	0	0	0	0	0	0
Improper Disclosure of Information	Section 35(d)	1	1	0	0	0	2
Corrupt Practice	Section 35(e)	0	0	0	0	0	0
Abuse of Authority	Section 35(f)	1	0	1	1	1	4
Improper Use & care of Firearms	Section 35(g)	0	0	0	0	0	0
Damage to Police Force Property	Section 35(h)	0	0	0	0	0	0
Misuse Intoxicating Liquor or Drugs	Section 35(i)	0	0	0	0	0	0
Convicted of an Offence	Section 35(j)	0	0	0	0	0	0
Insubordination	Section 35(k)	0	0	0	0	0	0
Party to Breach	Section 35(l)	0	0	0	0	0	0
Workplace Harassment	Section 35(m)	0	0	0	0	0	0
Total Allegations →		2	1	1	2	1	7
Conduct Complaints - Final Disposition Woodstock Police Force		2019	2020	2021	2022	2023	Total
Summary Dismissal		1	0	1	0	0	2
Informal Resolution		1	1	0	1	0	3
No Further Action Required		0	0	0	1	0	1
Settlement Conference		0	0	0	0	0	0
Arbitration Hearing		0	0	0	0	0	0
Withdrawn by complainant		0	0	0	0	0	0
Files Outstanding		0	0	0	0	1	1
Total Disposition Files →		2	1	1	2	1	7

End of Report
Thank You Kindly.

“Waste no more time arguing what a good [person] should
be. Be one.”

Marcus Aurelius