



WEST VANCOUVER POLICE DEPARTMENT

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wvpd.ca

Peter Lepine
Chief Constable

February 27, 2013

Dr. Terry Anderson PhD
8143 Skagit Way
Blaine, Washington
98230

Re: Your Work with the West Vancouver Police Department

Dear Terry,

It has been almost three years since you took on the task of working with the Executive of the West Vancouver Police Department as we attempted to surf the wave that came from the troubled waters as a result of a couple of years of uncertainty, negative public scrutiny, poor morale, and low employee engagement. The employees of the WVPD have always been seen as dedicated, hard working, and committed to doing the best job possible. However due to a series of events, we were at risk of eroding the support of our public to the point where pressures to collapse our department would have been a viable options for our community leaders.

Over the last three years, you introduced us to the Continuous Improvement Team (CIT), which for the first time in the Department's history allowed our employees to become fully engaged in improving team performance and charting the character and image of our department. You then took the time to help me create an effective executive management team model because of a set of negative circumstances that I inherited upon taking over as the Chief Constable. You helped the team design job profiles, task management processes, and helped me to capitalize on the hidden talents that already existed amongst my executive staff. Then you continued to check with me to ensure that I was on track.

As if that wasn't enough, you took the time to engage my mid-level leadership team to create job profiles and align them with an assessment process that actually made sense. With that, you went to great lengths to help my Staff Sergeants to step up to the leadership role and go above and beyond their normal duties for the betterment of our Department. While you were busy doing this work, these NCO's were clearly seeing that the executive management team had a stake in their personal

and professional development, and valued their input as to how we could hold each other accountable.

Your work at developing the future leaders, aligning the Executive process, and working with the Police Board on matters of executive assessments has placed the WVPD in a very enviable position. We have effectively eliminated resignations from our department over the past three years. This is largely attributed to the fact that each employee can see themselves as being a leader in areas of innovation, commitment, professionalism, accountability, and service. Additionally, you have played a role in placing our department in the middle of many conversations across Canada as an agency of best practice when it comes to the topic of superior performance and service.

In summary then, I can say that both your executive and corporate coaching has helped us achieve our goals in measurable ways beyond what we would have been able to achieve without your assistance. The return on our investment has been very positive indeed.

I look forward to our continued collaboration in the years to come and wish you well in all of your endeavours.

All the best.

A handwritten signature in black ink, appearing to read 'PA Lepine', with a stylized flourish at the end.

Peter A. Lepine
Chief Constable
West Vancouver Police Department