



Speaking Notes

Chief Brad Duncan

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Council Budget Impact Presentation

Slide 1 – Building the Budget

The London Police Services Board operates within the legislative framework prescribed by the Police Services Act, Adequacy Standards and Regulations which requires police services to develop a business plan at least once every 3 years.

The Business Plan defines the strategic direction, focus and operational priorities over the course of a three year period to address the mandated 5 core police functions (Crime Prevention, Law Enforcement, Victim's Assistance, Public Order Maintenance and Emergency Response) and the priorities that came to our attention during the development process.

The London Police Service undertakes an extensive process in the development of the Business Plan. Input is actively sought from internal and external sources which include:

- Public Needs Survey distributed to 4000 randomly selected households
- 3 Community Consultations
- Separate consultations held with business groups and both school boards
- A comprehensive Workload Analysis in 2010 that encompassed both civilian and sworn duties.
- Internal needs through an employee survey conducted by an external research team
- An environmental scan which analyzed national trends and impacts to policing.

Once the inputs are evaluated, the Business Plan is developed and defines the human resources and related deployment required to carry out the goals and objectives.

Slide 2 – Business Plan and Budget Linkage

The cost of supporting our work within the Business Plan and other programs and services is incorporated in the human resource requirements and is reflected in the Annual Budget and 3 year Business Plan. The goals of the Business Plan and associate costs have been summarized. It should be noted that the largest cost drivers are evident in Goal #1 – Provide London with a Safe and Secure Community. This includes objectives accomplished through the work of the Uniformed Division as well as the Criminal Investigation Division. The majority of our sworn staff is found within these two areas of the service.

Slide 3 – Budget Summary

The revised 2012 budget is \$88 million. When we calculated initial submissions for 2013, they resulted in an increase of nearly \$5 million dollars or a 5.6% increase over the 2012 revised budget.

A critical and comprehensive assessment of the initial submission resulted in total reductions of 1.7 million to arrive at a recommended 2013 Operating Budget of \$91.2 million which represents a 3.6% increase over 2012.

As we have for many years we continue to examine ways to minimize costs and maximize efficiencies but it is becoming increasingly more difficult before our service levels become more reactive and we are less able to manage risk as we carve away at the line items in the budget.

Slide 4 – Budget Adjustments

The objects of expenditures are broken down as follows; personnel costs, administrative, financial, purchased services, material and supplies, and equipment. There are increases to personnel costs and purchased services which are largely contractual in nature. In particular, purchased services are services provided by third parties which we do not manage with internal resources and pay what the market asks. Other than a slight increase in financial expenses all other objects of expenditure have been reduced.

Personnel costs comprise the largest part of the operating budget. These costs are governed by contract; therefore there is no opportunity to affect without staff reductions. The salary settlement impacted employer contributions to employment insurance and OMERS (the municipal employee pension plan).

Just like all municipal boards and departments the employer's premiums for pension plan contributions will increase by 0.9% which is a \$600,000 dollar increase in 2013. The increase to the pension plan premiums alone accounts for 0.7% of the overall 3.6% increase to our revised 2012 baseline budget. The remainder of the increased amount is comprised of salary, benefits and purchased services.

The London Police Service provides City Finance with four year projections each year with our March budget projections. The four year projections are based on what we know for personnel costs or salary increases in working agreements. The projections also include the impact of new positions and any flow thru costs associated with incremental adjustments.

The flow thru and incremental adjustment costs associated to previous years new positions are included in the 2013 budget. We have managed to mitigate the initial 5.6% increase to our overall baseline budget by carving away \$1.7 million dollars from line items and through an increase in revenue to arrive at a net increase of 3.6%.

Slide 5 – Cost Pressures

Notwithstanding the costs associated to salary and benefits, the recommended 2013 budget also contains monies needed to support the ongoing programs, services and operations of the Service and these are critical including: fuel, utilities, overtime, prescriptive training, crossing guard costs, equipment, legal costs and so on. Even with that said there is still risk within the proposed budget.

- The Workload Analysis has identified not only the need for immediate infusion of additional staff but the need for yearly increases of positions. There are no new positions within the 2013 Budget due to the economic environment we find ourselves in. We are hopeful that the mental health strategies we have undertaken and are in the process of developing will realize a savings in the number of resources required to address mental health related calls for service. Mental Health Strategies include:
 - The development of a 24 hour community based mobile mental health crisis team;
 - The development of a protocol with London Health Sciences Centre that will reduce the wait times in the emergency department when officers apprehend persons under the mental health act; and;

- Partnering with London Cares Program to identify individuals who are frequent consumers of not only the London Police Service but other community service agencies and align individuals with the services they require
- Over the last five years we have been over budget in both WSIB and Paid Time (includes overtime, court time and statutory holiday time). In fact increases to both of these have not kept pace with salary increases. The recommended proposed increases were \$200,000 dollars to WSIB and nearly \$54,000 dollars to Paid Time - no increase was applied for 2013.
- We have been aggressive around our group benefit expenses in 2013. The Broker recommended an increase of 5% for medical and 3.5% for dental, whereas the increase applied after our analysis will be 3% and 2% respectfully.
- Since 1998 our investment in line items has declined as investments in Human Resources were necessary. We have carved away more than 2.5 million dollars in line items including; fuel, utilities, training, supplies, equipment and special projects. Special projects include extraordinary cases such as; unsolved homicide investigations, joint investigations with other police services and weapons and drug investigations. In fact there is no money added in 2013 to fund special projects.
- Finally the reduction of half a million dollars introduced for the 2012 budget has been sustained for 2013.

These are some of the risks we are willing to take and considering the reductions that we have made, there is little capacity to manage budget variances for 2013. The risks leave us with a greater possibility that we will find ourselves in a deficit position.

Slide 6 - Process Improvements

The following provides a snapshot of the funding initiatives, best practices and efficiencies:

A **beat patrol** plan that utilizes differential shifting of patrol officers; deploying officers where and when they are required reducing redundancy and optimizing availability. This flexibility saves us significantly in associated costs as extra officers are not working when not required. Other police services deploy the same number of resources at all times of the day and week. This blanket staffing model is very costly and if implemented in London would require an additional 75 officers to be hired. The beat patrol plan utilized by the London Police Service resulted in cost avoidance of 8 million dollars in 2012.

Rather than dispatching patrol officers to all motor vehicle collisions we have the **Police Reporting Centre** that is a centralized location that allows for the reporting of minor and property damage collisions. We expanded this line of thinking and provide alternative reporting methods for less serious occurrences by **telephone** and **on-line** – essentially freeing up officers to respond to other calls for service.

Slide 7 - Process Improvements

Over the last year London Police Service has been engaged with community partners in developing a number of **Mental Health Strategies**:

- 24 hour mobile mental health crisis response team
- Development of 'hand off' protocol at LHSC to reduce wait times in the Emergency Department
- Partnership with London Cares Program to identify frequent users and connect them with the appropriate services they need

The intention is to de-emphasize and de-escalate police involvement with persons in mental health crisis and provide them with the health care services they need. These are positive steps but we will have to wait to the future to evaluate how these initiatives impact the workload of police.

Our **Tiered Response** allows for three categories of reporting - to reduce the administrative work for front-line officers.

A **False Alarm Reduction Policy** that has reduced the number of false alarm calls that we attend by 83.5%.

An **Adult Pre-Charge Diversion** program that allows officers to divert offenders in cases where they would have otherwise been charged with a class one criminal offence to participate in an alternative measures program. The initial pilot project only included shop-lifting occurrences and in 6 months realized a savings of over 430 hours in investigative and administrative time to process criminal charges.

Our Fleet Management Program has been built around trying to find efficiency and avoid cost. We continue to conduct annual reviews of the allocation and type of vehicles in our fleet, to the purchasing of pre-owned vehicles, to propane conversion for patrol vehicles that in of itself has realized an estimated savings in excess of 8 million dollars in 30 years and the savings we continue to realize in the Crown Victoria Police Interceptor stock piling strategy.

We continue to be a member of a **Co-operative Purchasing Group** that has resulted in significant savings for purchasing marked and unmarked vehicles, uniforms and equipment and unleaded and diesel fuels.

Third party funding through grants, government funded programs and salary recovery that in over the last five years resulted in the London Police Service receiving in excess of 24 million dollars.

Slide 8 – Getting to Zero

The London Police Service 2013 Operating Budget is a responsible and reasonable approach given the pressures that we are facing. The plan in 2013 is to hold the line budget with no re-investment in line items or infrastructure. The largest cost driver is personnel costs, followed by other contractual obligations that are out of our control.

We recognize the need to maintain our frontline staff and within the 3.6% budget are monies needed to support the current staff levels. Clearly, any reduction to the 3.6% results in a decrease in complement that will have significant consequences for the workload of the members of the London Police Service.

Correspondingly, it would jeopardize the services and programs that our community has clearly indicated they require and expect. A 3% budget increase would result in the elimination of 17 police positions, 30 positions at a 2% increase and 0% would result in a cumulative reduction of 53 police positions.

Enhancements to the front line have been critical to returning to a proper level of service. By way of example, since 2010 we have reintroduced officers into neighbourhood patrol zones that were previously left vacant 2000 times. This is a very positive result of adding frontline uniformed constables to our patrol plan. If we are to continue to maintain the frontline service delivery that we have worked diligently to secure, staffing reductions would have to occur elsewhere within the service requiring careful consideration for the consequences.

At risk is provincial funding which is tied to specific job functions within the following defined categories:

- Youth Crime
- Guns and Gangs
- Organized Crime
- Protecting Children and
Community Policing

The end result is compounding funding and staffing reduction impacts as provincial financial support would be at risk with the elimination of positions associated to the aforementioned areas.

We heard through the community consultations and from the public needs survey that police visibility and timely response to calls for service is demanded by the community we serve.

In the London Matters survey completed, independently, by the Metro News 58% of Londoners who responded ranked the police on the top third of a scale gauging satisfaction and the best performing city service. In the same survey, 59% rated public safety and lowering the crime rate as the highest priority for Council.

Slide 9 – Getting to Zero: Reduction Impacts

We recognized the need for frontline staff to meet the changing needs of the community and following a review of organizational structures, processes and allocation of resources in 2010; moved 24 police positions from various areas within the Service to the frontline clearly impacting the work associated to the vacated positions. In addition, we continue to temporarily transfer members from within areas to alleviate some of the pressures. However, temporary transfers are just that, short term solutions that do not eliminate the ongoing workload.

The 2010 Workload Analysis provides clear and convincing evidence that the London Police Service has a deficit of human resources in both sworn and civilian work areas. We demonstrated the need for additional resources that resulted in the approval of 5 new police positions in the 2011 budget and 15 new police positions for the frontline in the 2012 budget.

As I have stated the additional resources to the frontline have clearly begun to offset beat shortages and provide for proper coverage for our community. Since 2010 we have seen a 59% reduction of vacant beats.

Looking towards the future, in particular the developing core and in existing neighbourhoods that are experiencing chronic issues with drug use, prostitution, street violence, and other associated criminal and quality of life issues; policing staff will need to be adjusted accordingly in terms of traffic, pedestrian activity and calls for service.

While it is certain we will have to add new positions in future years, quite possibly as early as 2014, there are no new positions added for 2013.

There are many innovative programs and services that have been developed as a direct result of community needs. The reduction in staffing levels will have serious impact on those programs and areas that provide proactive service delivery. The following areas provide ongoing community support working to improve community health through enforcement, crime prevention and problem oriented response to criminal activity and include:

Crime Stoppers - a non-profit program relying on the cooperation of the police, media and citizens of the community to provide information anonymously to help solve crimes and the whereabouts of wanted persons.

The Family Consultant and Victim Services Unit has been in operation for nearly 40 years and have continued to develop and respond to changing community needs. The staff are mobile and provide counseling to begin the crisis-resolution process and makes arrangements for ongoing support from community agencies greatly reducing the need for continued police intervention.

Our Community Services Unit is an area of our Service that provides important outreach to our community by a number of means. Our Crime Prevention Unit members are engaged in over a dozen programs and events geared towards the promotion of a safer community

The London Police Service has been present within our London schools for more than three decades providing quality programs educating children on conflict resolution, anti-bullying, the dangers of drugs and alcohol and the Values, Influences and Peers Program.

Our Secondary School Resource Officers provide a valuable service to the students, teachers and school administrators in both school boards. Our officers visit 18 high schools and in three years have made 1,360 visits providing proactive and reactive solutions to issues involving fighting, drug possession, theft and bullying. We have received numerous comments from teachers, students and parents on the positive results this program has on developing intrinsic relationships between students and the Resource Officers.

The annual work undertaken by our Community Foot Patrol and Community Oriented Response Unit would otherwise be difficult to manage and include:

- Ongoing Neighbourhood and Community Issues (many that are brought forward by Council members on behalf of their constituents)
- Project LEARN
- Homecoming
- Prostitution Projects
- Street Level Drug Interdiction

- Devil's Night
- New Year's Eve
- St. Patrick's Day
- Community Festivals
- Graffiti Reduction
- Occupy London

While these units are not considered legislated core services, as are front line patrol and criminal investigations they are engaged in key public safety initiatives which promote and maintain positive interactions while at the same time educating our community on emerging issues and criminal trends. These proactive services and programs contribute to the effective and efficient performance of the core functions of policing and without them we will be increasing the necessity for a reactive response. Our work is largely conducted through the answering of calls for service and providing visible prevention strategies; even with all of the technology our greatest strength is our people.

As Chief of Police, and in direct consultation with the London Police Services Board, I must emphasize that we have carefully studied and determined what level of service is required to ensure that our city is safe and secure.

The London Community receives outstanding value for its investment in municipal policing – the cost for policing in London is low in comparison with other police services in Ontario. Any reduction to the 3.6% will have significant consequences for the workload of the members of the London Police Service and to the service and programs that our citizens require and expect. On behalf of the Board I thank Council for the opportunity to present in chambers this evening.