Deloitte.

Staffing Analysis Project – Final Report

November 21, 2023

Background and Context

Chatham-Kent Police Service (CKPS) is the police of jurisdiction for Chatham-Kent (CK) Municipality and provides services tailored to its community and geography in alignment with the expectations of local citizens.

Overview of Chatham-Kent Municipality and CKPS

- The Chatham-Kent Municipality came into effect on September 1, 1998, through an amalgamation of 23 smaller municipalities.
- The Municipality of Chatham-Kent (CK) spans a 2,400 square kilometer area, comprising a mixed rural and urban population of approximately 107,500 residents (2021 data)[1].
- Both the promises made to citizens with respect to police services during the amalgamation process, and the geography of the municipality, have a direct impact on the deployment model for CKPS and the resources required. Officers have to deploy on shift across all zones in the municipality.
- The Chatham-Kent Police Service is the police of jurisdiction providing services to citizens of the municipality through its 226 full time employees (164 sworn officers and 62 civilians – as of 2022).

Community Makeup and Growth

- The CK municipality includes the following communities: Chatham, Wallaceburg, Harwich Township, Chatham Township, Raleigh Township, Blenheim, Tilbury, Dover Township, Ridgetown, Dresden, Howard Township, Tilbury East, Romney Township, Camden Township, Wheatley, Orford Township, Bothwell, Zone Township, Thamesville, Erieau, Highgate, and Erie Beach.
- In 2021, the population in Chatham-Kent grew by 3.3% (3,500 people) compared to 2015 (104,000). Population growth is a key priority for Chatham-Kent Municipality, as outlined in the CK Plan 2035, and viewed as essential for fostering a vibrant community.
- One of the key priorities in the plan is a "Healthy and Safe Community", with the Non-Violent Crime Severity Index serving as a key performance indicator. Since 2015, this index has shown a steady increase in CK, contrasting with Ontario's overall downward trend.[2]

Service Demand and Operational Strategies

- The number of 'Calls for Service' (CFS) that CKPS officers have been responding to has been increasing since 2018. In 2022, the officers responded **to 9% more calls** than 2018.
- During the same period, the number of active police officers (accounting for retirements and those off sick) has **decreased by 5%,** from 163 in 2018 to 155 in 2022.
- CKPS has implemented several different initiatives to increase its capacity to respond to the increased Calls for Service and moved officers from other sections to supplement the frontline numbers.[3] These measures can work when demand varies in the short-term, due to seasonality or specific events. However, they are not a fix for a continuous increase in demand, not only because of the impact they have on the work in other sections which goes unattended, but also the negative impact on employees' health and wellbeing[4].

(1) Statistics Canada **(2)** More information about Crime Severity Index can be found in Appendix A. **(3)** A summary of these initiatives can be found on page 74. **(4)** Analysis of indicators linked to CKPS officer wellbeing can be found in Appendix B.

Context and Trends in Policing in Canada

CKPS is one of the 44 police services in Ontario. The challenges the organization is facing are in line with challenges and recent trends identified by other law enforcement organizations across Canada and in other similar countries across the world.

COVID-19 AND ITS AFTERMATH	Police services were among the few organizations maintaining 'business-as-usual' operations. This responsibility expanded to enforcing public health orders and addressing 'social issues' which arose from the closure of many public services for vulnerable individuals. Police mandates were increased in scope to cover enforcement of public health orders.
911 CALLS	Majority of calls to the 911 line are about complex social issues. Officers are increasingly responding to calls unrelated to crime, the public do not always know who to call or service they normally use is not open after the 'usual business hours'.
INCREASED SCRUTINY AND ACCOUNTABILITY	Police organizations face growing demands for justification of their decisions. This transparency builds public trust but requires consistent updates and adherence to internal processes and procedures.
WORKFORCE TURNOVER	Earlier-than-anticipated officer retirements and recruitment challenges are prevalent. Recent events, such as the murder of George Floyd, subsequent protests, and the "Defund the Police" movement, have influenced public perception of police work and impacted recruitment and retention.
HEALTH & WELLBEING	Stress levels and incidents of Post Traumatic Stress Injury (PTSI) in law enforcement organizations have increased, with corresponding increases in short-term and long-term sick leave.
INCREASED VIOLENCE AGAINST OFFICERS[1]	There has been a significant rise in violence against police officers, with the Canadian Association of Chiefs of Police (CACP) and Ontario Association of Chief of Police (OACP) expressing their concerns through a letter to Canada's provincial and territorial Premiers.
USE OF TECHNOLOGY	Globalization, particularly the exponential increase in communication, technology, and social media use, have impacted all aspects of policing; from types of criminal incidents that didn't exist a few years ago, to use of technology in police operations, and accountability and public perception of officer behavior through use of body worn cameras.

(1) The CACP requests a meeting with Canada's provincial and territorial Premiers

Operating Environment of CKPS

Historical, political, geographical and demographic factors have defined the structure and service delivery of CKPS and affect its day-to-day operations.

1. AMALGAMATION

As part of the amalgamation process of the municipalities, commitments were made to the public about the services CKPS would provide and availability of officers across the municipality.

These commitments on officer presence across the municipality, based on a fixed number of resources rather than driven by demand through Calls for Service, drive the deployment decisions to this day.

2. GEOGRAPHY

The geography of Chatham-Kent and travel distances make it challenging to deliver services effectively and efficiently. In order to provide equitable services to all citizens, irrespective of where they live in the municipality, CKPS needs to deploy officers in wide-spread locations, to ensure that they can respond to calls effectively.

Provision of this level of coverage requires more officers than another police service in a more densely populated municipality.

3. AFTERMATH OF COVID-19

2020-2022 were the 'COVID years' which deeply impacted everyone in the country. A full picture of the impact this event has had on number and types of incidents police were dealing with is yet to emerge.

Analysis of CKPS data for this period shows that Calls for Service were lower than pre-COVID; however, officers attended more incidents, and therefore workload for CKPS officers increased.

4. LOCAL PUBLIC SERVICES

Anecdotal evidence points to recent migration of homeless population from outside CK, to levels that had not been seen previously. Combined with lack of affordable accommodation, and changes to local shelter provisions, this has led to homeless encampments across the city.

CKPS has seen an increase in calls from the public related to these issues and increased its efforts to manage public's concerns and incidents related to these encampments.

5. BUDGET TRENDS

CKPS' budget has remained constant and below its peers (other similar police services in Ontario).[1]

CKPS staff and Leadership team have tried to work within the allocated budget, prioritizing and focusing on the most important areas, and called people from other units to maintain delivery of critical services and respond to calls.

However, this trend can lead to an increase in overtime costs and may negatively impact employees' health and wellbeing.

6. HEALTH & WELLBEING

Analysis of CKPS data shows that both number of hours and number of people taking short-term sick leave have increased dramatically[2].

Number of officers on long-term WSIB sick leave has also increased significantly. Considering the police service cannot quickly backfill these vacant positions, the impact has been longer hours and more stress for fewer officers on patrol. This impact also extends to officers in other units who are moved to support patrol on a regular basis.

(1) Analysis of CKPS Authorized Strength compared to peer group can be found within Appendix A. **(2)** Analysis of CKPS officer health and wellbeing indicators can be found in Appendix B.

Project Objective, Scope and Approach Followed

Considering the increase in population levels and the number of Calls for Service, CKPS Leadership identified a need to review its resource levels and determine the right number it requires to deliver current services.

OBJECTIVE

- The objective of the project was to:
  - Review the recent trends in demand CKPS has faced, as indicated through the Calls for Service;
  - Determine the impact that these trends have had on employees and ability of the organization to respond; and
  - Identify any changes to staffing levels and operations to better respond to these trends.

SCOPE

- The project focused on two types of demand;
  - Reactive Demand - direct demand from the public measured through Calls for Service for police made on the 911 line; and
  - Proactive Demand - proactive and preventative work that is generated by officers to carry out pre-emptive duties and through 'normal business of policing', such as; hot spot patrols, probation/parole (compliance) checks, school talks, attending community events, meeting with business owners, etc.
- The main organizational units in CKPS, whose workload is directly driven by these types of demand are the Community Patrol and Operations Support Branches.
- The Emergency Communication Centre (ECC), even though it is part of the Administrative Branch, was included in the review due to its role as the initial point of contact for all calls for Police made by citizens of Chatham-Kent.
- The review of alternative options for service delivery, or changes to scope of services that CKPS offers was outside the scope of this project.

PROJECT APPROACH

RESEARCH

Reviewed latest relevant analysis by Statistics Canada on key comparators across law enforcement organizations, reports from other similar organizations, and academic research.

DATA GATHERING & ANALYSIS

Gathered and analyzed data from Statistics Canada, as well as demand and resource availability data provided by CKPS.

DEMAND MODELLING

Developed a model to analyze flow of both types of demand through the different units and sections in CKPS to understand the workload for each unit and availability of resources to respond to it.
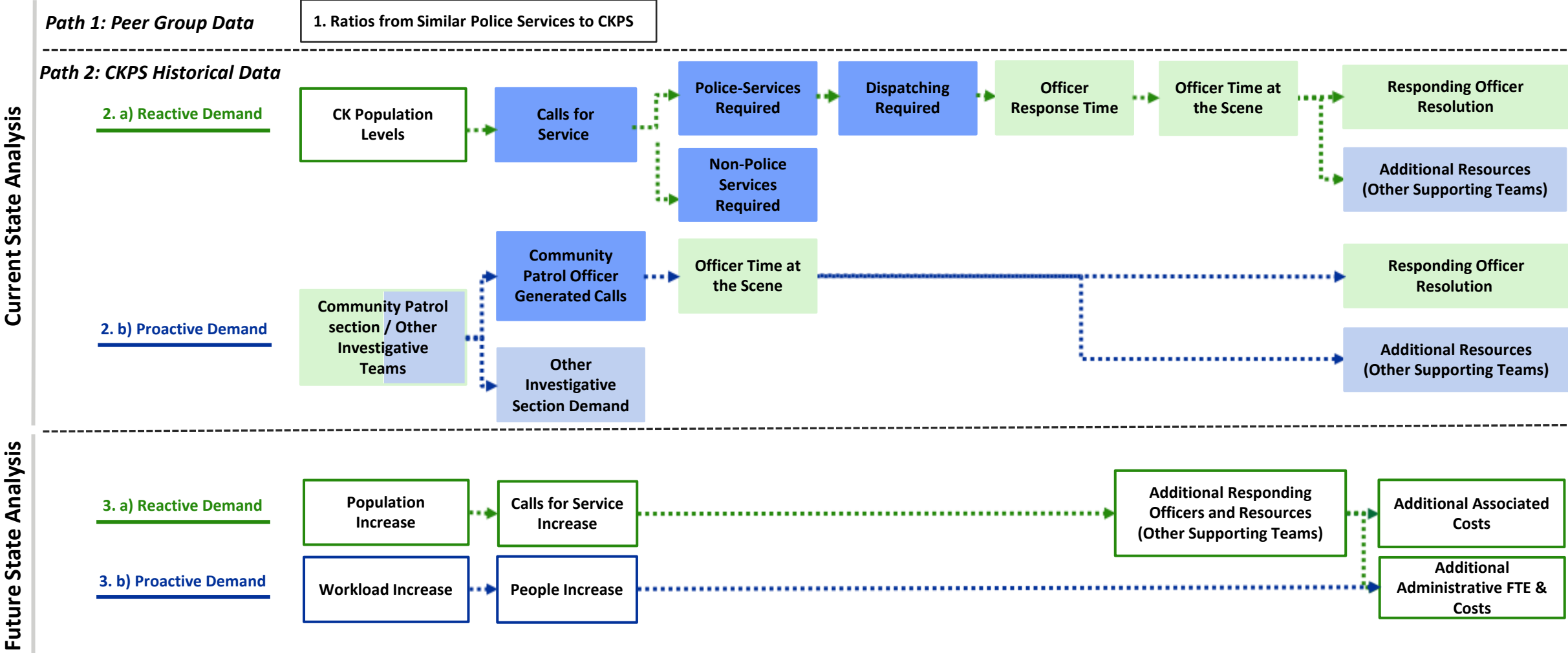
INTERVIEWS & MEETINGS

Gathered context, insights, challenges /issues , and ideas on potential improvements through 1:1 interviews and group meetings with representatives of the units in scope.

Logic Flow Model

The flow of demand through the CKPS teams is shown in the logic flow model below. Adjustments were made from the initial approach to account for unavailable data. Highlighted boxes correspond to teams in the CKPS organizational chart in the next page.

Path 1: Peer Group Data

1. Ratios from Similar Police Services to CKPS

Path 2: CKPS Historical Data

Current State Analysis

2. a) Reactive Demand

CK Population Levels → Calls for Service → Police-Services Required / Non-Police Services Required → Dispatching Required → Officer Response Time → Officer Time at the Scene → Responding Officer Resolution / Additional Resources (Other Supporting Teams)

2. b) Proactive Demand

Community Patrol section / Other Investigative Teams → Community Patrol Officer Generated Calls / Other Investigative Section Demand → Officer Time at the Scene → Responding Officer Resolution / Additional Resources (Other Supporting Teams)

Future State Analysis

3. a) Reactive Demand

Population Increase → Calls for Service Increase → Additional Responding Officers and Resources (Other Supporting Teams) → Additional Associated Costs

3. b) Proactive Demand

Workload Increase → People Increase → Additional Administrative FTE & Costs

Workload Analysis Methods and Data Limitations

Deloitte used a range of methods to analyze publicly available data from Statistics Canada as well as data provided by CKPS to understand changes to demand and determine availability of CKPS resources to respond to that demand.

METHODS EXPLAINED

OFFICERS PER CAPITA

Focuses on calculating the number of officers necessary to serve the population of a jurisdiction. The derived rate is then used for comparison with peer organizations and adjusted as needed to ensure alignment with the peer group.

MINIMUM AUTHORIZED STRENGTH

Sets the budget for a police service based on the number of sworn members the service can employ. This process is commonly influenced by the resources available within the organization responsible for setting police budgets and the political decision-making mechanisms involved.

WORKLOAD ANALYSIS

Based on analyzing the officers' workload, this method relies on actual Calls for Service data. It includes citizen-generated calls, officer-initiated preventative and proactive calls, as well as administrative work that arises from the nature and responsibilities of the organization.

MINIMUM STAFFING

Requires police leadership to estimate, in accordance with the applicable Collective Agreement, the necessary number of officers that need to be available at any given time to ensure officer safety and provide a sufficient level of public protection. This was used when analyzing the number of patrol Constables required for specific zones.

DATA LIMITATIONS

OVERLAP WITH COVID

The data for the last 5 years, 2018-2022, covers the 2.5 years of pandemic which had a significant impact on citizen behavior, especially as it relates to Calls for Service for police and crime rates. The impact of the data for this period on the overall data set is difficult to estimate. Therefore, taking the average rates for the last 5 years might not be a true reflection of the workload CKPS faces in any given 'normal' year.

NOT ALL EFFORT IS CAPTURED

CKPS systems do not capture neither the hours Platoon Constables spend working on files after leaving the scene of an incident, nor the number of and hours other officers and civilian resources spend investigating that case in support of the Platoons.

CROSS-SECTIONS ROLES AND DUTIES

Many officers are often called in to support patrol, as well as deliver training or provide other expertise and support to teams. Whereas data related to time spent on training is available, hours and effort spent on supporting other teams or files are not captured, and neither is the exact impact this has on officers' primary files and duties.

DECREASE IN PROACTIVE WORK

The number of officer-generated events, proactive work, has reduced significantly. This may not be a true reflection of the amount of proactive work CKPS would normally perform. Calls for Service take priority, and the recent workload increase, and time spent on it, automatically reduces time available for proactive work. The need to reduce risk through person contact during COVID, also artificially reduced the proactive workload.

CKPS' Story Through Numbers

Analysis of the available data tells a story of increasing demand and decreasing resource availability[1].

1. Population has been moderately increasing

The population in Chatham-Kent has been moderately increasing. Between 2018 and 2021 (latest official numbers) the population of CK rose by 2%[2].

2. Total Calls for Service have increased

Between 2018-2021, the number of Calls for Service for Police increased by 2.8%, from 48,966 to 50,332[3]. It is important to note that this data includes COVID timeline, which saw government issuing various health orders and lockdowns.

3. Police officers are responding to more calls

The total number of calls that officers have been attending has gone up. In 2021, CKPS dispatched 17% more calls than in 2018. Calls assigned priority 0, 2 and 3 have all increased since 2018 in the range of 17%-74%[3].

4. Number of criminal incidents is increasing

The crime rate per 100,000 people[2] increased by 9% between 2018-2021.

5. Police budget has remained the same

The budget, measured through the Authorized Police Officer Strength, has remained at a constant level of 164 officers between 2018 and 2021[2].

6. Calls are waiting longer to be dispatched

ECC Operators are spending 17% more time gathering and recording information than they did in 2018. Same number of officers are responding to more calls, reducing overall availability, which has led to calls waiting longer in the queue for dispatch[3].

7. Proactive work is decreasing

As the time officers have spent responding to calls has increased, it has led to a reduction in the time available for proactive/preventative works. Officer generated work has decreased by 54% between 2018-2021[3].

8. Employees' wellbeing is being compromised

Between 2018-2022, the number of sick hours taken increased by 29%, and the number of people who have taken time off sick increased by 36%. The number of employees who are on long-term sick leave (WSIB) increased from 1 in 2018 to 19 as of December, 2022[4].

(1) The numbers in this page cover period 2018-2021, to align with official population figures for 2021, which is the latest year for which data is available from Statistics Canada. Some of the analysis in the rest of the document use data from 2022. **(2)** Data sourced from Statistics Canada; more information can be found in Appendix A. **(3)** Full analysis of Calls for Service for police can be found in Appendix C. **(4)** Analysis for data related to officer wellbeing can be found in Appendix B.

How CKPS Compares to its Peer Group

Using data from Statistics Canada, the team compared key metrics in CKPS to nine other police services in Ontario of similar jurisdictions[1]. It is important to note that some of these metrics do not take into account the geography and unique characteristics of each municipality.

Population increase is lower than the peer group	Compared to the peer group, Chatham Kent has the fourth lowest population growth rate, averaging 0.3% year-on-year growth, whereas the peer group average was 0.9%.
Crime rate has been below peer group average, but the gap is closing	The average rate of incidents per 100,000 population for the peer group has been higher than CKPS between 2013-2021. The smallest gap was in 2021, where CKPS had 100 fewer incidents per 100,000 compared to the peer group. However, since 2019, CKPS' rate is opposite to the peer group, increasing dramatically as the peer group average decreases, closing the gap between the two.
CKPS' budget has been below peer group average since 2013	Authorized Police Officer Strength in CKPS has been below group average since 2013. The gap was highest in 2019, 22.7 authorized officer strength per 100,000 and lowest in 2018, 9.5 officers.
Crime Severity Index (CSI) is lower than peer group average, but the gap is closing	In 2021, CSI for CKPS was 7.5% higher than 2013 and 25.4% higher than its lowest point in 2014. This would suggest that incidents reported to CKPS are increasing in severity and complexity. In 2021, the index for CKPS was 77 points, lower than the average of the group, 87 points.
CKPS officers are clearing more files than their peers	Until 2018, CKPS was below the peer group average in the index for clearing files. Since 2019, CKPS has been outperforming the group. The Weighted Clearance Rate for CKPS in 2021 was 50.0, 9.6 points above the average for the peer group of 40.4.

(1) Full analysis of CKPS and peer group data can be found in Appendix A.

Key Findings and Insights

Analysis of available data, research and comparison to similar police services in Ontario, and feedback gathered through interviews, strongly points to the need to increase the resources of the police service to both adequately meet the increase in demand, and to reverse the negative impact on employee wellbeing.

Officer Availability

The significant increase in both hours, the number of employees who have taken time off on sick-leave, and the increase in WSIB claims, not only point to burn-out, but it is making it very difficult for CKPS to maintain the minimum staffing numbers needed in any given shift to ensure public and police officer safety. It is known that several employees on WSIB leave will not be able to return to work so their positions will remain vacant. This has also contributed to an increase in costs for flex and overtime[1].

Employees have multiple roles

CKPS needs people with a range of skills and expertise, both to better respond to varied demand and unique situations officers face during Calls for Service, but also to ensure there is enough resilience in the system to manage the unpredictability of demand. However, the constant movement of people into different roles, even for short period of time, has a negative impact on operational efficiency, knowledge retention and overall effectiveness. Establishing clear standards for how work should be done becomes more difficult if people are in a role for only a short period of time. Training and skills can become redundant if people do not use what they have learned for a long period of time, or they use the knowledge sporadically.

Increasing Complexity in Calls for Service and Incidents

The nature of incidents that officers are responding to and incidents they investigate are becoming more complex, requiring not only additional skills and expertise, but also taking more time to resolve. Both of these have an impact on officer wellbeing, their satisfaction with the work, increase in time spent on training and ultimately resource availability.

Efficient use of resources

The reduction in number of civilians since 2017 has led to operational officers across the organization doing administrative tasks. This is not an efficient use of very expensive and highly specialized resources. The increase in resulting workload impacts their health and wellbeing and also reduces the time senior officers have for supervisory or management responsibilities, with a knock-on effect on junior officers who feel that they are not adequately supervised and supported in their duties.
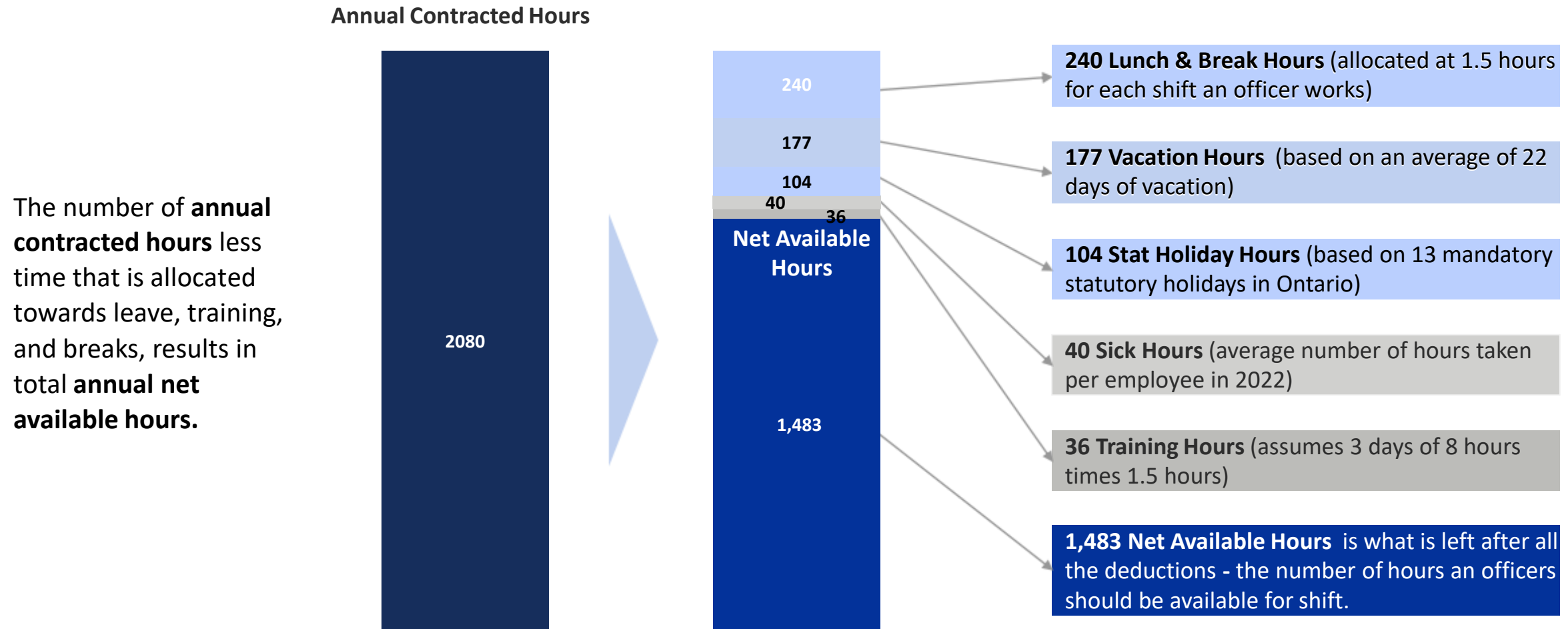
Policing is a Service

Providing policing services is more than having a number of sworn members on the frontline who are ready to respond to calls coming from the public. Members need the support of other employees, both officers and civilians, as well as the right tools, equipment and technology to enable them to do their work effectively and safely. All of these components need to be considered as part of service delivery and overall budget requirements of the organization.

(1) Full analysis of officer wellbeing can be found in Appendix B.

Net Availability Calculation for CKPS Police Officers (1 of 2)

Annual net availability is the number of hours an officers is available for work, rather than hours contracted to work. Net availability is important in determining the true number of officers that should be hired to ensure the adequate coverage.

Annual Contracted Hours

The number of **annual contracted hours** less time that is allocated towards leave, training, and breaks, results in total **annual net available hours.**

2080

240

177

104

40

36

Net Available Hours

1,483

240 Lunch & Break Hours (allocated at 1.5 hours for each shift an officer works)

177 Vacation Hours (based on an average of 22 days of vacation)

104 Stat Holiday Hours (based on 13 mandatory statutory holidays in Ontario)

40 Sick Hours (average number of hours taken per employee in 2022)

36 Training Hours (assumes 3 days of 8 hours times 1.5 hours)

1,483 Net Available Hours is what is left after all the deductions - the number of hours an officers should be available for shift.

Net Availability Calculation for CKPS Police Officers (2 of 2)

Table below outlines how each element of net availability was calculated.

Allocation	Hours	Definition and Calculation
Annual Contracted Hours	2,080	The total number of hours officers at CKPS are contracted to work annually[1]. This can be calculated by multiplying: (8 hours/day) x (5 days/week) x (52 weeks/year)
Lunch and Breaks	240	Officers are entitled to 1.5 hours of break during each shift they work. The number of shifts officers work has been adjusted to take into account time when they are on vacation, sick-leave, training, etc.
Vacation	177	The number of vacation days per officer varies depending on completion of years of service. The number of vacation hours was derived by calculating the number of vacation days each officer is entitled to, based on their years of service[1], and multiplying by the number of officers in CKPS who have completed those years of service. The total was then dividend by total number of officers to get the average number of hours, 177.
Stat Holidays	104	There are 13 mandatory statutory holidays in Ontario, each accounting for 8 contracted hours.
Sick Hours	40	The figure was calculated by dividing the total number of sick hours taken by CKPS officers in 2022 and dividing by the total number of officers. In 2022, there were 6,253 sick hours accumulated by officers. Averaged across 157 officers employed that year, it equates to an average of 40 sick hours per officer.[2]
Training	36	Each officer attends a minimum of three days of training per year. Time and a half (12 hours/day) is claimed for each training day.[1]
Net Available Hours (NAH)	1,483	Number of hours an officer is available for shift/duties in a year, after all the above have been deducted from the 2080 contracted hours. The total hours of work are divided by the NAH number to get the true number of officers who should be employed in order to ensure the right capacity is available at any given day. In cases where the number of 'bodies' required is already determined, then a multiplier of 1.4 is used per FTE to account for the NAH deductions.

(1) Annual contracted hours, number of training days, and information regarding vacations was provided by CKPS. **(2)** 2022 data regarding number of sick hours and number of people going on sick leave was provided by CKPS. Additional information can be found in Appendix B.

Resource Recommendations | Recommendations by Team (1/3)

Below are resource recommendations for CKPS. Only the teams in scope of this review have been included.

The resources proposed are aligned to the unit/section where the need was identified given the current organizational structure. Since a review and analysis of the organization structure of CKPS was not in scope on this project, Deloitte would recommend CKPS Leadership consider the following should they choose to review the structure of the organization:

- Organizing resources with similar skills in the same team or section to enable them to share knowledge and expertise, as well as provide resilience and coverage for times when some employees are taking time off;

- The recommended increase in resources will impact the supervisory ratios for the in-scope units, which when combined with the introduction of new capabilities, presents an opportunity for CKPS to review how to best organize their teams to maintain the appropriate chain of command, clear lines of responsibility and communications among teams whilst reducing any potential barriers; and

- A review of the organizational charts of the peer group organizations to CKPS shows that that majority of peer organizations have more Inspectors and Branches, even when adjusting for the number of employees in each organization. The CKPS organization chart appears to be quite lean, with only 3 Inspectors and branches. Given the scope of services CKPS provides and therefore the level of supervision, accountability and leadership and strategic needs, it is recommended that CKPS adds another Inspector to its Leadership Team. This increase will provide additional supervisory and strategic capacity, which will be needed given the proposed increase in employee numbers. ***CKPS Recommendations in Red, these are operational changes to ensure organizational effectiveness and fiscal responsibility.***

Summary of Additional Resource Recommendations						
		Sworn Members		Civilians	Special Constables	
Total	19 – Comprised of	• *13 Constables* • *5 Sergeants* • *1 Inspector*	*-11 Constables* *-4 Sergeants* *-1 Inspector*	16	8	**11**

Resource Recommendations | Recommendations by Team (2/3)

Below are resource recommendations for CKPS. The Current Resources column is based on organizational chart data provided by CKPS. Only the teams in scope of this review have been included.

Section	Additional Resources	Rationale
Platoons	• 4 Sergeants • 8 Special Constables (2 per Platoon)	• Based on the five scenarios developed, which are explained in more detail in <u>Appendix D</u>, CKPS needs 23-27 Constables per Platoon, total 92-108 Constables in 4 Platoons in Community Patrol. • Prior to this review, CKPS already had agreement and has begun the recruiting process to increase its platoon strength to 96 constables, 24/Platoon, which is supported by the above analysis. Following the recruitment of Constables already agreed, CKPS Leadership should review impact of new resources on workload and consider a potential increase of up to 12 additional Constables. • Sergeants are required to provide adequate supervision and leadership to Constables. • S/Constables are needed to support cellblock and patrol Constables with duties that do not require a sworn officer.
Digital Forensics	• 0.5 FTE Civilian (split with ICE)	• Support with device examination, data download, report development, etc.
ICE	• 0.5 FTE Civilian (split with Digital Forensics) to support National Sex Offender Registry (NSOR) and other administrative work	• Data suggests the team spent a large proportion of the time on NSOR and not on ICE referrals, with limited or no proactive work. This is an area of risk, so civilian support should be provided to manage NSOR and related processes and allow officer to do ICE files
Child Abuse	• 1 Constable	• Given the referrals, complexity and specialization of the work in ICE and Child Abuse, and the fact that the supervisor often has to work on the files when officer is on leave, means that additional coverage is required in the unit. This needs to be a sworn member.
Major Crime	• 4 Constables **-5 Constables** • 1 Sergeant **-No Sergeant** • 1 FTE Civilian Support	• Assist Platoons with general investigations, domestics, B&E, etc. • Supervisory and management capability to align to shift work • Civilian support to assist officers with disclosure, statement transcription, booking appointments, etc.

Resource Recommendations | Recommendations by Team (3/3)

Below are resource recommendations for CKPS. The Current Resources column is based on organizational chart data provided by CKPS. Only the teams in scope of this review have been included.

Section	Additional Resources	Rationale
Intelligence	• 5 Constables	• A major contributor to this recommendation is ability to be able to conduct surveillance (spin team) as needed. Based a minimum number of 7 required and using the multiplier, the result is 10 positions need to be assigned to the unit to enable them to have 7 people for surveillance when needed. The Sergeant is needed for supervisory and management duties.
Training	• 3 Constables 2 FTE Civilians	• Constables to deliver the increasing hours and demand for training, develop new training courses and materials as required, and reduce reliance on other sections to provide officers for long periods of time to deliver training. Constables should also support recruitment activities (background checks and other portions of the application process) • Civilians to provide administrative support for recruitment, in-house training, booking and managing off-site training, etc. The second to have training and expertise in HR and assume responsibility for managing HR-relates issues for both members and civilians, such as sick-leave, WSIB claims, wellness resources, hiring, promotions, etc.
IT Services	• 1 FTE Civilian Project Manager	• IT services are currently overseeing a number of projects. This is predicted to continue in the near future, and it requires strong project management capabilities. The role should also support the development and rollout of training to officers and staff on use of technology to ensure it is used adequately and effectively.
ECC	• 5 FTE Civilians – 4 ECOs and 1 Trainer/Supervisor	• This recommendation is based on analysis of patterns of calls coming into ECC, as well as deployment model which matches ECC Operators to Platoons. Trainer is required to update training materials, Standard Operating Procedures (SOPs) and train staff on the ongoing changes to 911 Communication Centres, which are expected to significantly increase through implementation of NG9-1-1.
Analytics Capability	• 3 FTE Civilians	• The team needs to work closely together so they can share knowledge, tools and expertise, as well as provide coverage for each other when needed. The areas of need identified during the project were Major Crime, Intel sections and Community Patrol Branch. However, other areas of the organization could also benefit.
General Administrative Support	• 3 FTE Civilians (1 per each Branch)	• Sworn members, including senior officers, are spending significant time on administrative tasks, which is taking time away from their operational, supervisory and leadership roles. • Assign 1 admin support to each Branch to provide general admin to Inspectors and officers of units that make up each Branch.

Resource Recommendations | For Consideration at Future Date

Once the platoons are at full complement, CKPS should review the need for additional resources in the Patrol Support unit.

Section	Additional Resources	Rationale
Patrol Support • Traffic • Canine	• *1 Constable for Traffic* • *1 Constable and dog for Canine section* • *1 FTE Civilian Admin support*	• For consideration by Leadership team (once Platoons are resourced effectively) - Provide resilience and coverage to reduce number of hours officers are on-call and support proactive work • 1 dog and Constable to provide coverage and reduce on-call hours. • 1 FTE admin support to the Unit Sergeant and to also provide support to officers with disclosure files for straightforward ticket disputes
Community Mobilization	• *1 Constable* *4-6 Special Constables*	• CKPS Leadership is already considering adding 2 Special Constables to this team to support the officer, as well as conducting a review of the service and related policies for the Schools Team. Following a reasonable period after the implementation of these changes, resources of the team should be reviewed again to identify any potential need for change. • These Special Constables will assist with additional by-law work and provide capacity for requests from the City.

For the proposed additional resources, there will be additional work for the CKPS Administrative Branch. In the event that the proposed resources increases are approved and recruited, it is recommended that CKPS Leadership Team review the impact of increased workload on the Administrative Branch and determine any additional resources needed. The key areas likely to be impacted and the ratios currently used by the Branch are:

• 1 courts / records staff per 9.4 officers

Recruitment and onboarding of additional officers and civilians will incur costs in addition to their salary. These costs have been provided by CKPS and are in Appendix E.

(1) Additional resources have been calculated using the assumption of 32 additional officers. Proposed numbers have been rounded up to the nearest full-time employee.

Resource Recommendations | Additional Benefits

The proposed additional resources will have an impact on operations not only in the sections and units for which they are proposed, but also increase capacity in other units by reducing the need to transfer multi-skilled people to cover gaps and overtime costs.

Patrol Support

Effective resourcing of Platoons should reduce the need for officers in the Patrol Support Unit to be diverted from their primary role to support Platoons in maintaining their minimum strength. This will allow officers in this unit to schedule their proactive work with minimum disruptions, reduce overtime costs, and help alleviate the negative impacts on their wellbeing.

Major Crime and Intel

Effective resourcing of Platoons and Training and Recruitment sections will reduce the need for the officers in these units to carry out additional duties, i.e., support Platoons to maintain minimum strength and completing background checks for applicants. The requirement to support training activities should also be reduced.

Platoons

Effective resourcing of the Major Crime Unit, which are also responsible for investigating general crime incidents, should take away some of the Platoon workload and provide more capacity. At the same time, the increase in Major Crime Unit will provide more consistent and increased support for each Platoon to enable Constables to ask questions and receive support when responding to more complex calls.

All Units

Increase in general administrative support for each branch will provide more resources to carry out duties that do not need a sworn officer and increase capacity to focus on primary roles. Senior officers will have more time to spend on their supervisory and management responsibilities.

Additional Considerations for the Future (1/2)

CKPS requires additional resources to support the current service delivery and bridge the gap between demand and capacity which has risen in recent years.

There are a number of factors that contribute to both the level of demand CKPS faces and how it changes over time. Projecting the future trends for these factors is difficult. However, Deloitte would recommend CKPS consider regular review and analysis of the relevant data, to understand the changes and any emerging trends, and develop scenarios to assess the impact they could have on resources.

Projected population increase

There is a direct link between the level of population increases and the number of Calls for Service made to CKPS. As population in CK grows, it is important to monitor the level of increase, the impact it has on Calls for Service, and therefore police resources required to respond.

Statistics Canada has developed models that project population increases at provincial level but not municipality level. These projections are built on a variety of scenarios and assumptions. If the ratio of CK population to overall Ontario population remains the same, CK population could increase by 3-6% in 2026[1].

Demographic Changes

Change to demographics of the population can impact the types of Calls for Service police receive as well as the crime trends. These are difficult to predict and quantify.

Recent examples provided by CKPS employees already point to some of these impacts of the demographic changes are having on types of Calls for Service. As people live longer and experience age-related illnesses such as dementia, the proportion of vulnerable people in the community who need help and require police resources also grows. CKPS has already seen an increase in search and rescue incidents involving vulnerable people who have been reported missing and were found to be experiencing memory loss due to dementia.

Future Crime Trends

This is another area where predictions for the future are difficult to make. It is recommended that part of the role of the proposed analytics capability should be to review the Calls for Service and crimes in CKPS and identify increasing trends or emerging crimes and the impact that they will have on CKPS resources.

For example, law enforcement organizations have recently seen a rise in identity thefts and other computer-based crimes. As use of technology increases, and vulnerability in population increases, these types of crimes could also increase. Feedback from interviews in CKPS and experience from other agencies, suggest that investigating these files requires tools and skills that are different to those needed for more 'traditional' crimes such as theft. They also take more time and effort as the perpetrator could be in a different jurisdiction, including a different country, and using sophisticated methods.

A change in the proportion of different types of crimes CKPS responds to and investigates could have a significant impact on its resources and its ability to keep the community safe.

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(1) Analysis of Chatham Kent population projections can be found in Appendix G.

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Additional Considerations for the Future (2/2)

CKPS requires additional resources to support the current service delivery and bridge the gap between demand and capacity which has risen in recent years.

Technology Changes

We have all seen in recent years the impact of the rapid increase in technology and smart devices. These changes impact law enforcement agencies in two ways; first, new types of crimes are introduced, such as cybercrimes. Second, law enforcement agencies themselves must use technology not only to investigate crimes, but also to become more efficient and effective. This often increases costs, complexity in service delivery, and requires more resources to support and maintain the relevant systems.

One such project is the nationwide initiative, Next Generation 9-1-1. CKPS is currently implementing Phase 1, which requires updates to the technology infrastructure and architecture in the Emergency Communication Centre (ECC). Phase 2, planned for the near future, will provide benefits to the way citizens can contact 911, and will have an impact on CKPS' resources. It is difficult to currently estimate these impacts. However, it is expected that CKPS will require additional resources to review and manage incoming videos and pictures in a timely manner. An increase in resources in IT will be required to store and manage the increase in data and Resources in Records and Vetting teams we also be needed to remove any personal information from files, develop policies and operating procedures, etc. The mental health of ECC employees is also a consideration as they be more visually exposed to crimes.

Other technology projects in the pipeline for CKPS are Digital Evidence Management Systems (DEMS) and Body Worn Cameras. Both will bring efficiencies to how CKPS operates, however they will demand resources to both implement and manage.

Economic Trends

Links between macro-economic trends and crime are long suspected and some studies make the case of economic trends, and variability in some types of crimes.

For example, studies in UK have shown a link between rise in technology devices used at home and rise in property crime, especially during an economic recession. These trends and links are difficult to demonstrate as being true across multiple jurisdictions, however it is a factor that needs to be monitored and considered to see if it is relevant to CKPS and the local community.

New Police Act

The Ontario Ministry of the Solicitor General (SOLGEN) is seeking to amend the Community Safety and Policing Act, 2019 (CSPA) and make consequential amendments to other statutes. Once in force, the CSPA will replace the current Police Services Act (PSA). The proposal is to make amendments to four key areas:

1. Police Oversight and Governance;

2. Police Labour Arbitration;

3. Officer Recognition and Education; and

4. Improve Alignment with Other Government Statutes

The amendments have not yet been agreed (expected to come into force in 2024), and therefore their full impact on CKPS is not known. It is recommended that the CKPS Leadership team review the new Act, once in force, and determine the impact that it will have on the organization.

Chatham-Kent Polices Services
Organizational Chart
2024

Chatham-Kent Police Services Board

Chief of Police
Deputy Chief of Police

Executive Human Resource Coordinator

Finance/Budget

Administrative Assistant

Investigative Support Branch

Inspector

Investigative Services Staff Sergeant

Investigative Support Sergeant
- Forensic Identification
- Computer Forensics
- Internet Child Exploitation
- Child Abuse
- Analytical Support
- Crime Stoppers
- Victim Services

Major Crime Sergeant
- Major Case Management
- Major Crime Investigations
- Criminal Investigations

Intelligence Sergeant
- Drugs
- Organized Crime
- Street Crimes
- Asset Forfeiture
- Human Trafficking

Community Patrol Branch

Inspector

Community Mobilization Sergeant
- Crime Prevention Public Infromation
  - Youth Coordinator
  - Help Team
  - District Mobilization
  - Mobile Crisis Team

Community Patrol Staff Sergeants
- A Platoon
- B Platoon
- C Platoon
- D Platoon
- Alternative Response Officers

Patrol Support Sergeant
- Traffic
- Marine
- Auxiliary

Administrative Support Branch

Inspector

Corporate Services Staff Sergeant
- Emergency Communication Centre
- Records Management
- Court Services
- Project Management
- Research and Development

Infrastructure Management
- I.T. Services
- Fleet
- Buildings

Property Management
- Quartermaster
- Firearms
- Seized Property
- Drug Exhibits

Operational Support Branch

Inspector

Professional Standards Staff Sergeant

EDI Sergeant
- Corporate Communications
- Chaplains

CIRT Supervisor
- Negotiators
- Search and Rescue
- Canine

PSB Support Sergeant
- Public Complaints
- Internal Complaints
- Risk Management
- Operational Planning Policy and Procedures

Training Sergeant
- Recruiting
- Professional Development