



Policing Review

Cumberland District RCMP

Presented by: “H” Division RCMP

Date: March 18, 2019

- General Duty Police Resource Model (GDPRM)
- Overview of Cumberland District
- Results of Analysis
- General Conclusions
- Options / Considerations Moving Forward



General Duty Police Resource Model (GDPRM)

- RCMP computerized simulation model
- Business intelligence tool
- Designed to estimate the number of General Duty members required to provide frontline policing services
- Utilizes RCMP operational records management systems
- Simulates the calls for service within a Detachment by hour, day and month

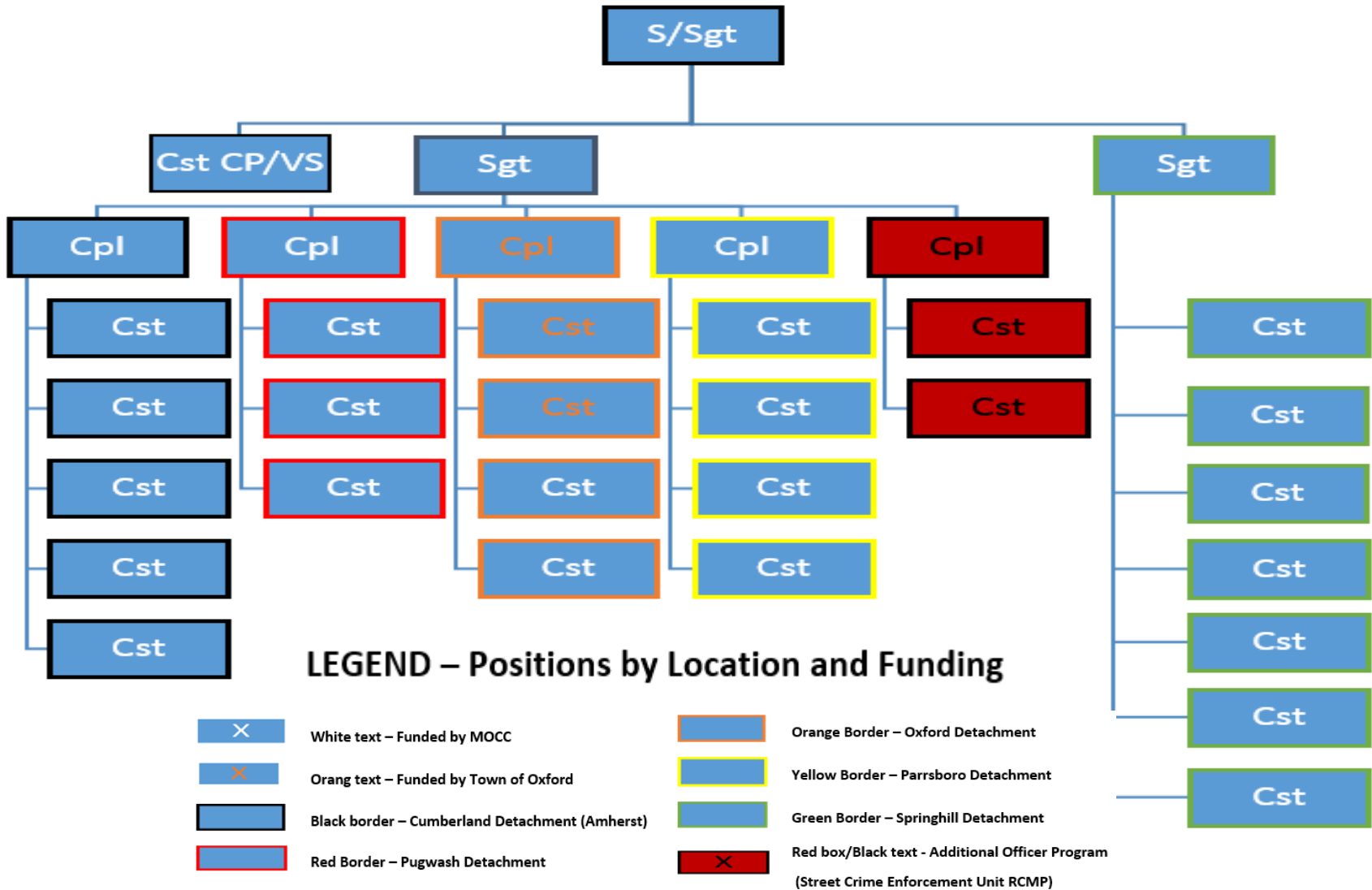


For this review, the GDPRM was used to:

- Complete an overall District Workload Analysis that includes all five Detachments
- Complete a GDPRM simulation for Amherst Detachment with 6 First Responders
- Complete a GDPRM simulation for Springhill Detachment with 6 and 7 First Responders
- Complete an analysis of costs compared to workload and calls for service



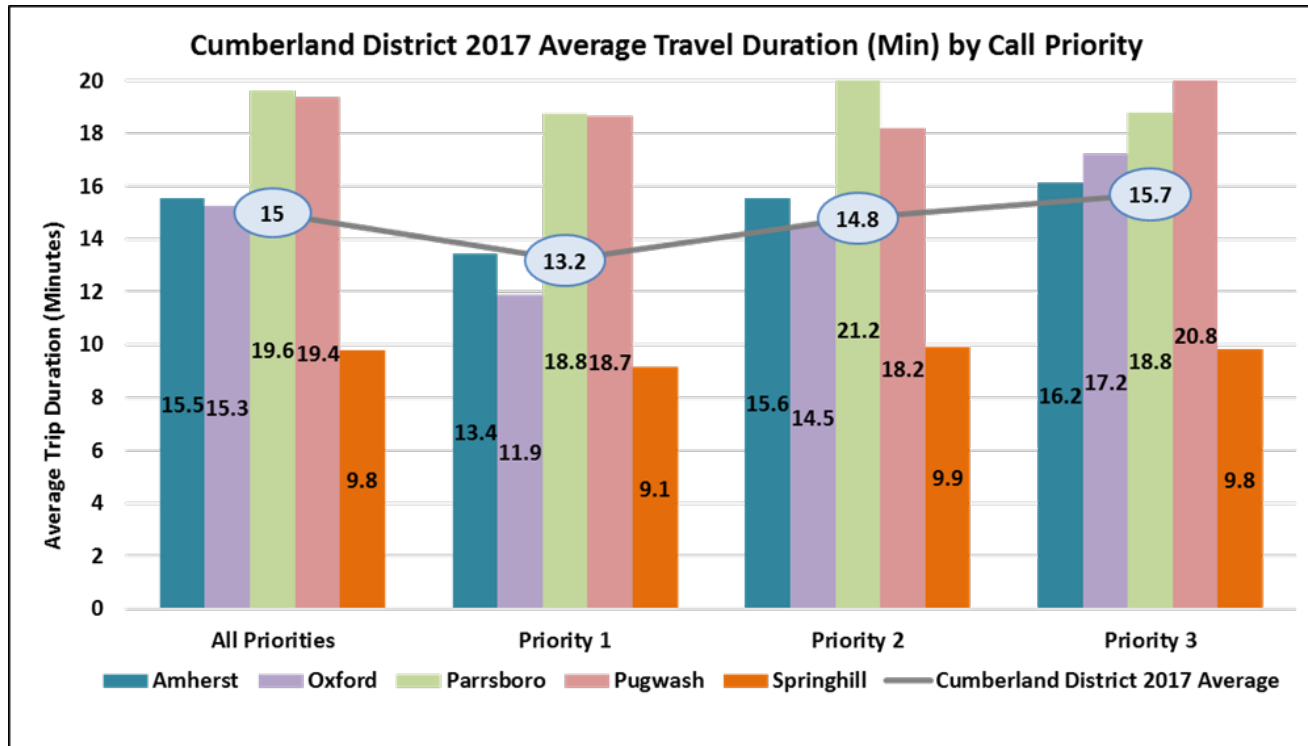
Cumberland District Overview



Cumberland District Overview



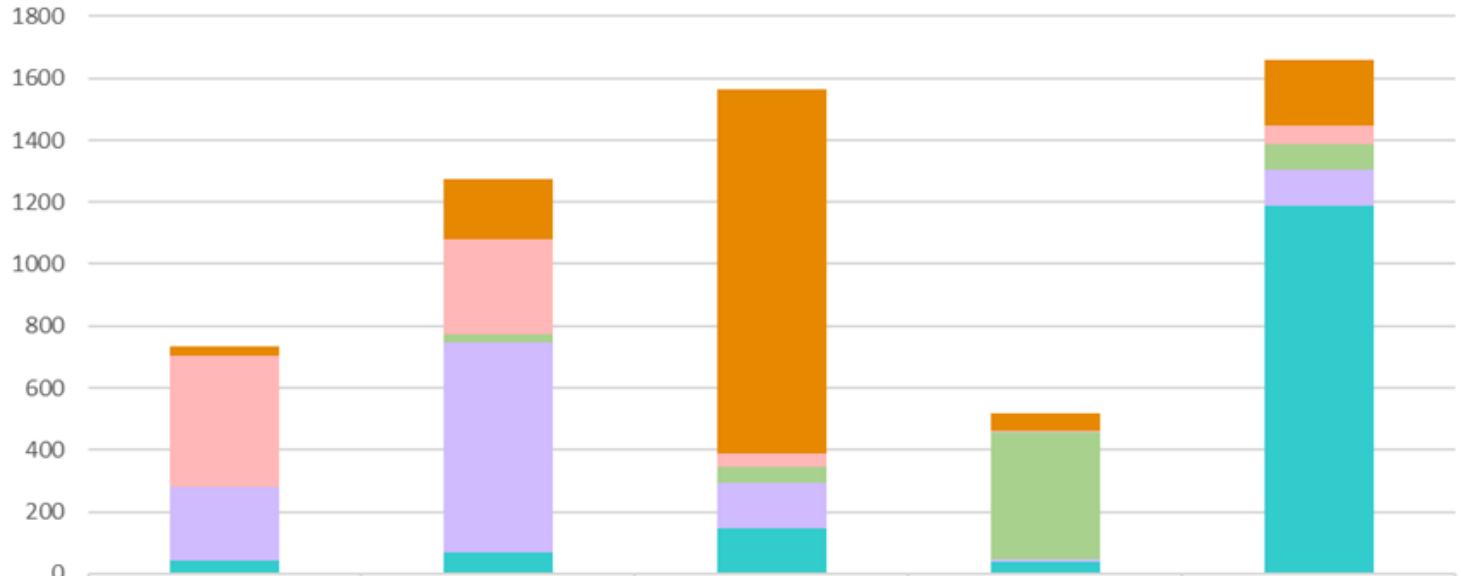
Cumberland District Overview



Cumberland District Driving Distances between Communities (minutes)					
From - To	Amherst	Oxford	Parrsboro	Pugwash	Springhill
Amherst		23	45	40	22
Oxford	23		52	21	16
Parrsboro	45	52		73	45
Pugwash	40	21	73		37
Springhill	22	16	45	37	

Cumberland District Overview

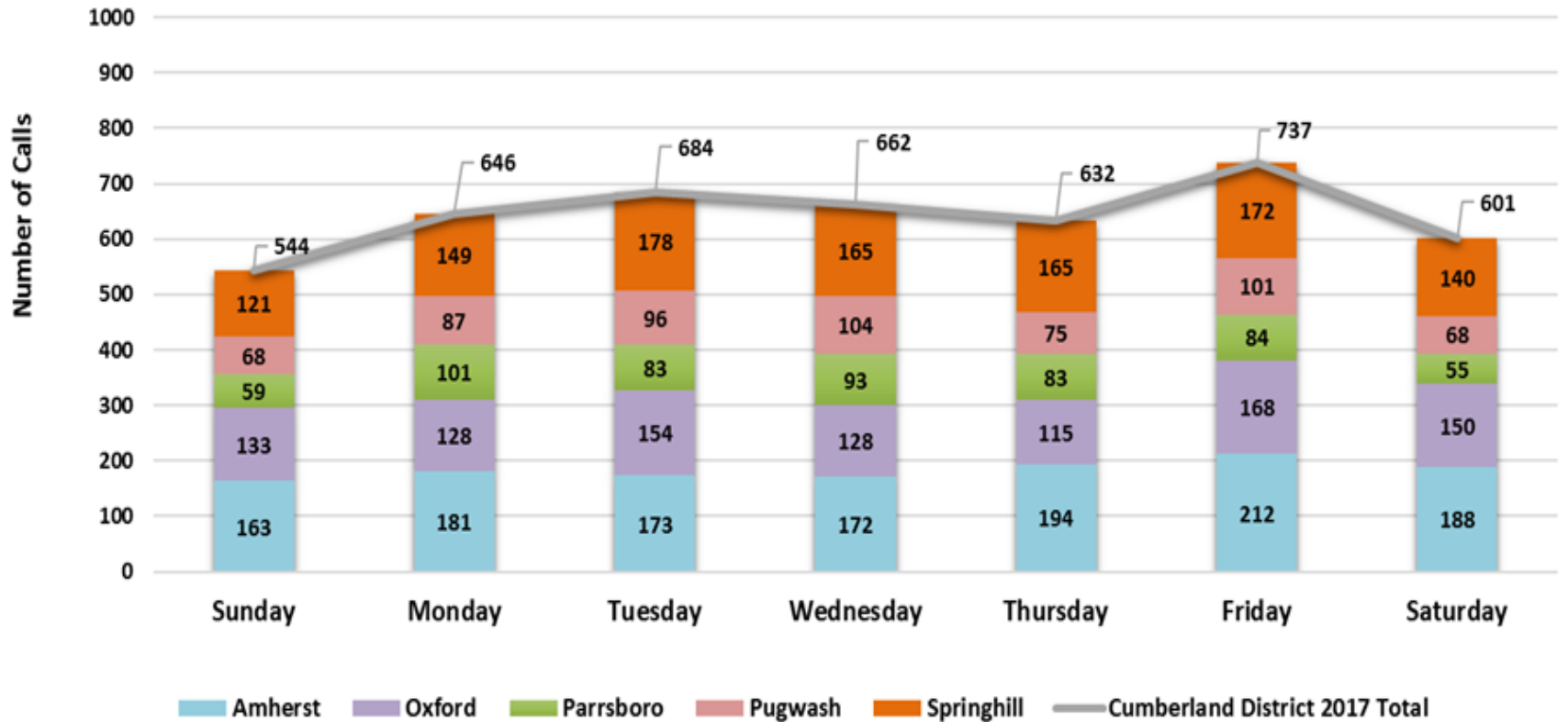
**Cumberland District
Dispatched Calls 2016-17 by Zone and Responding Detachment**



	Pugwash	Oxford	Springhill	Parrsboro	Amherst
Responding Unit Springhill	30	194	1174	56	211
Responding Unit Pugwash	421	307	43	4	63
Responding Unit Parrsboro	4	27	53	408	81
Responding Unit Oxford	236	679	146	9	119
Responding Unit Amherst	42	67	147	39	1186

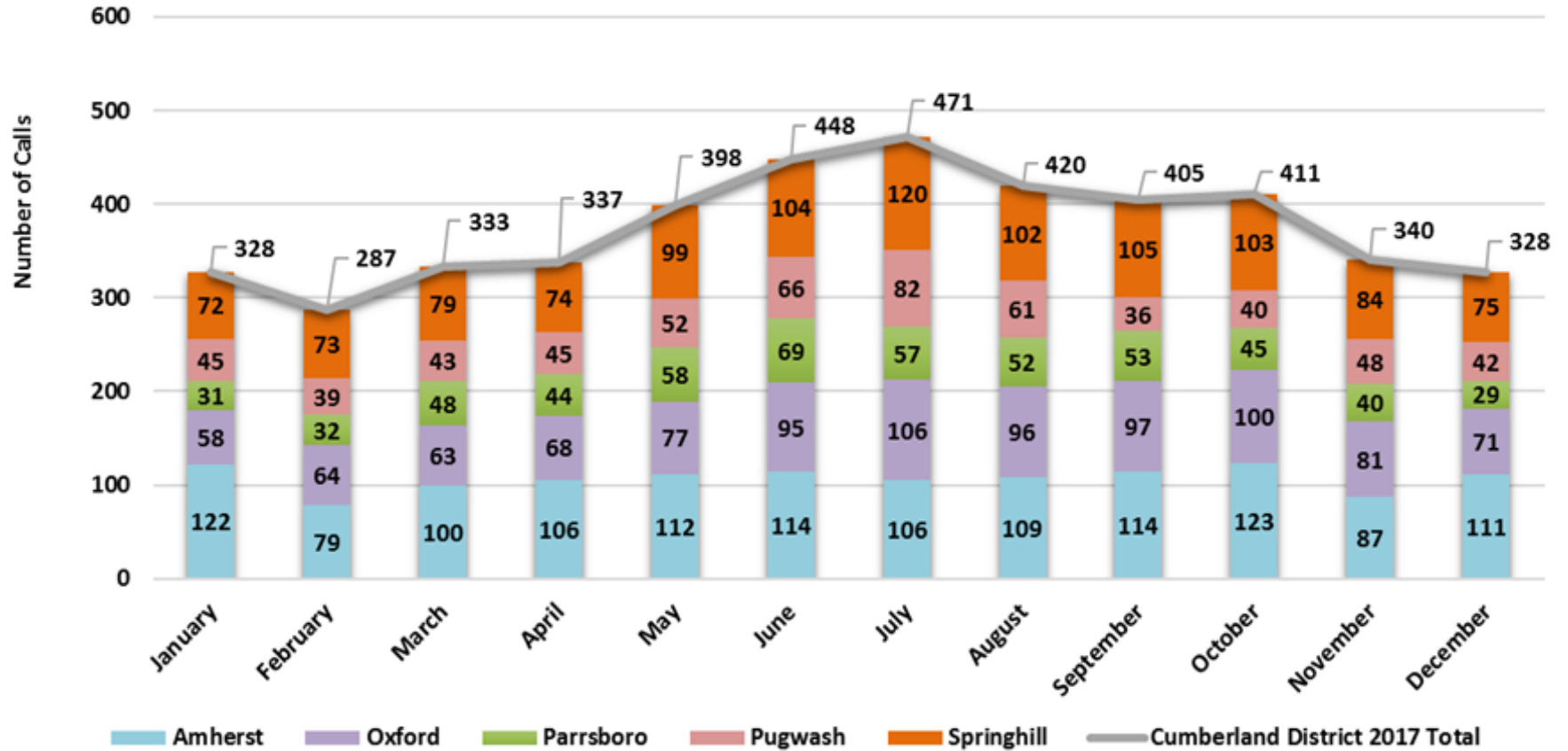
GDPRM Results

Cumberland District 2017 Calls for Service by Day of Week



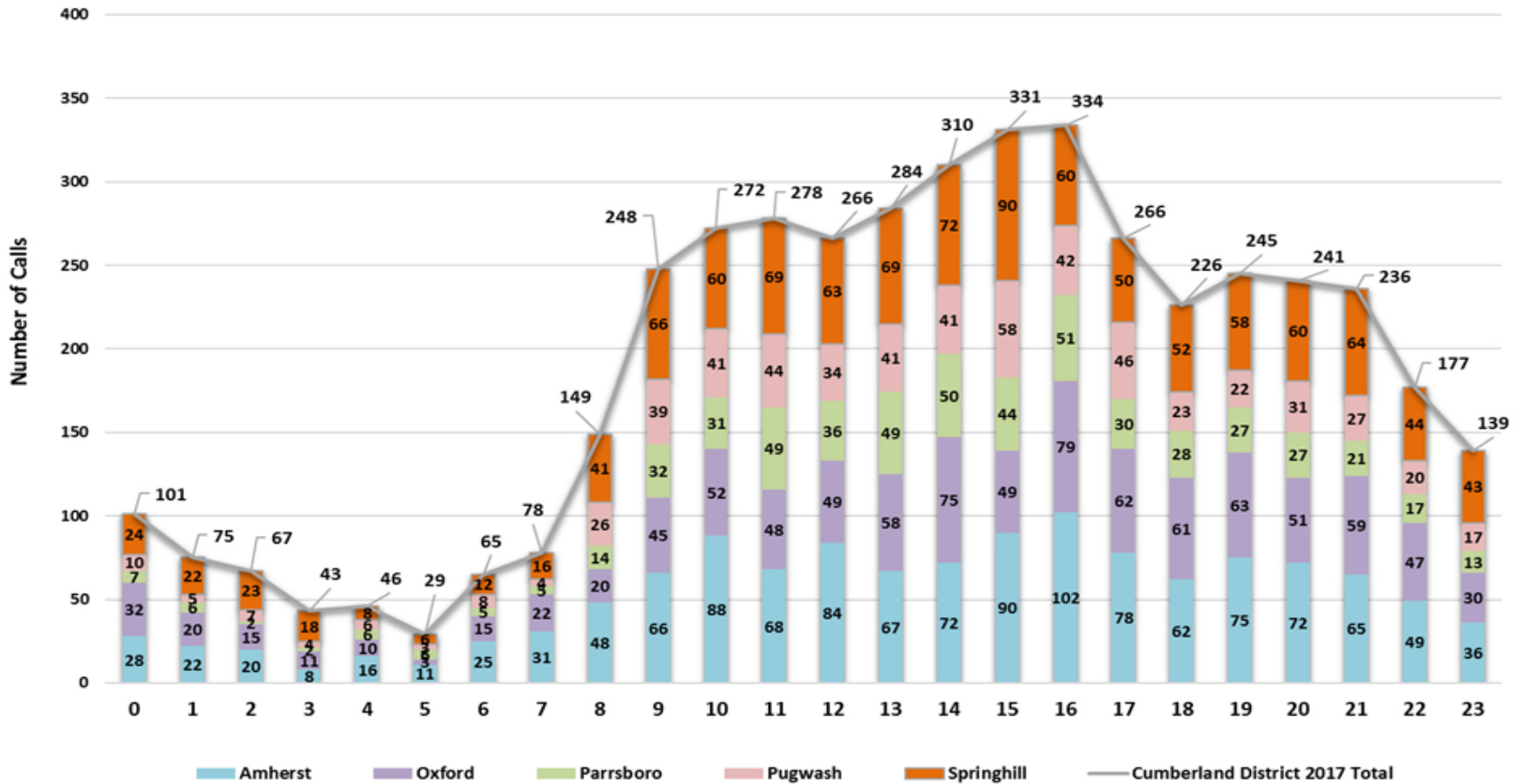
GDPRM Results

Cumberland District 2017 Calls for Service by Month



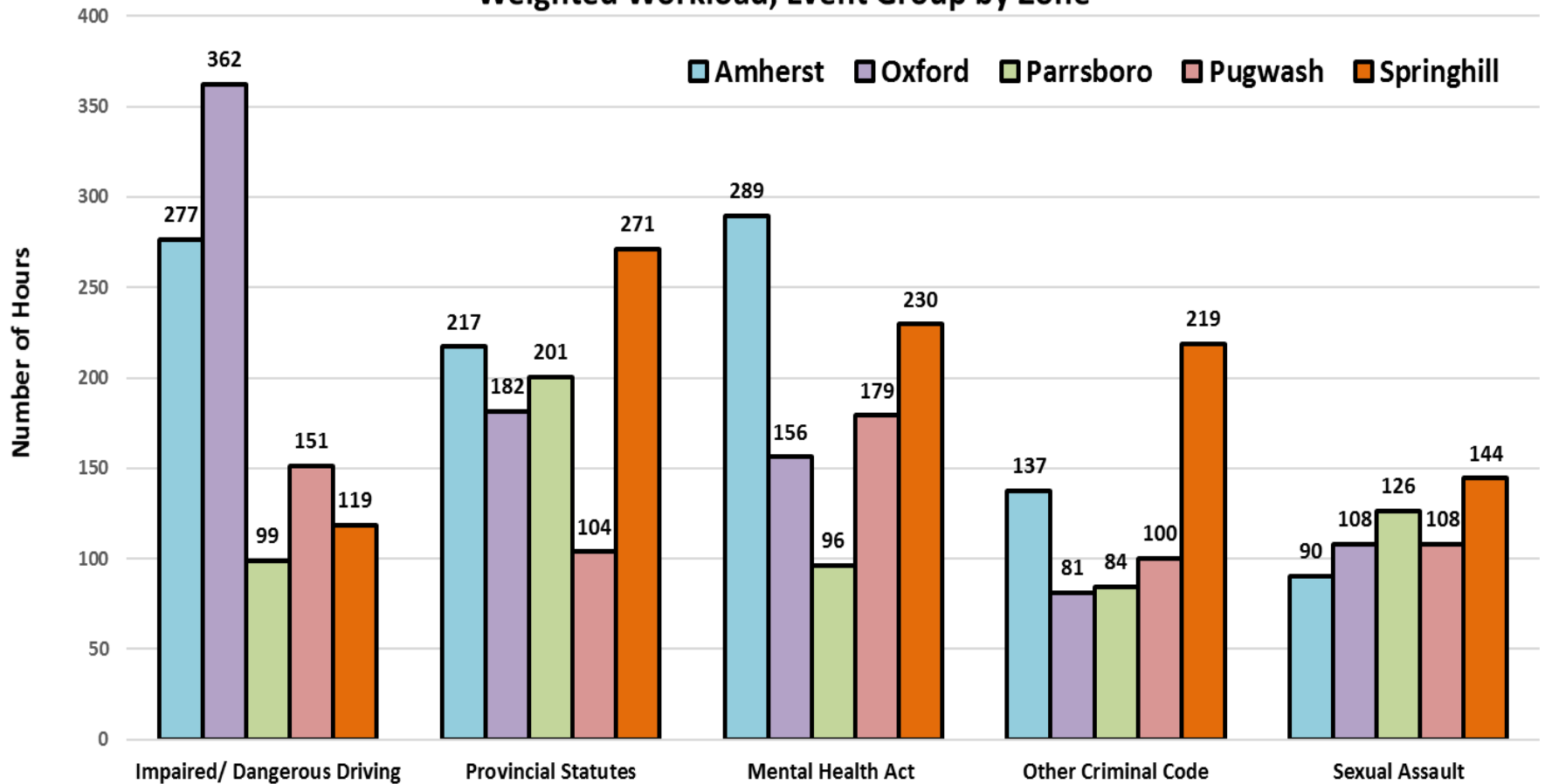
GDPRM Results

Cumberland District 2017 Calls for Service by Hour of Day



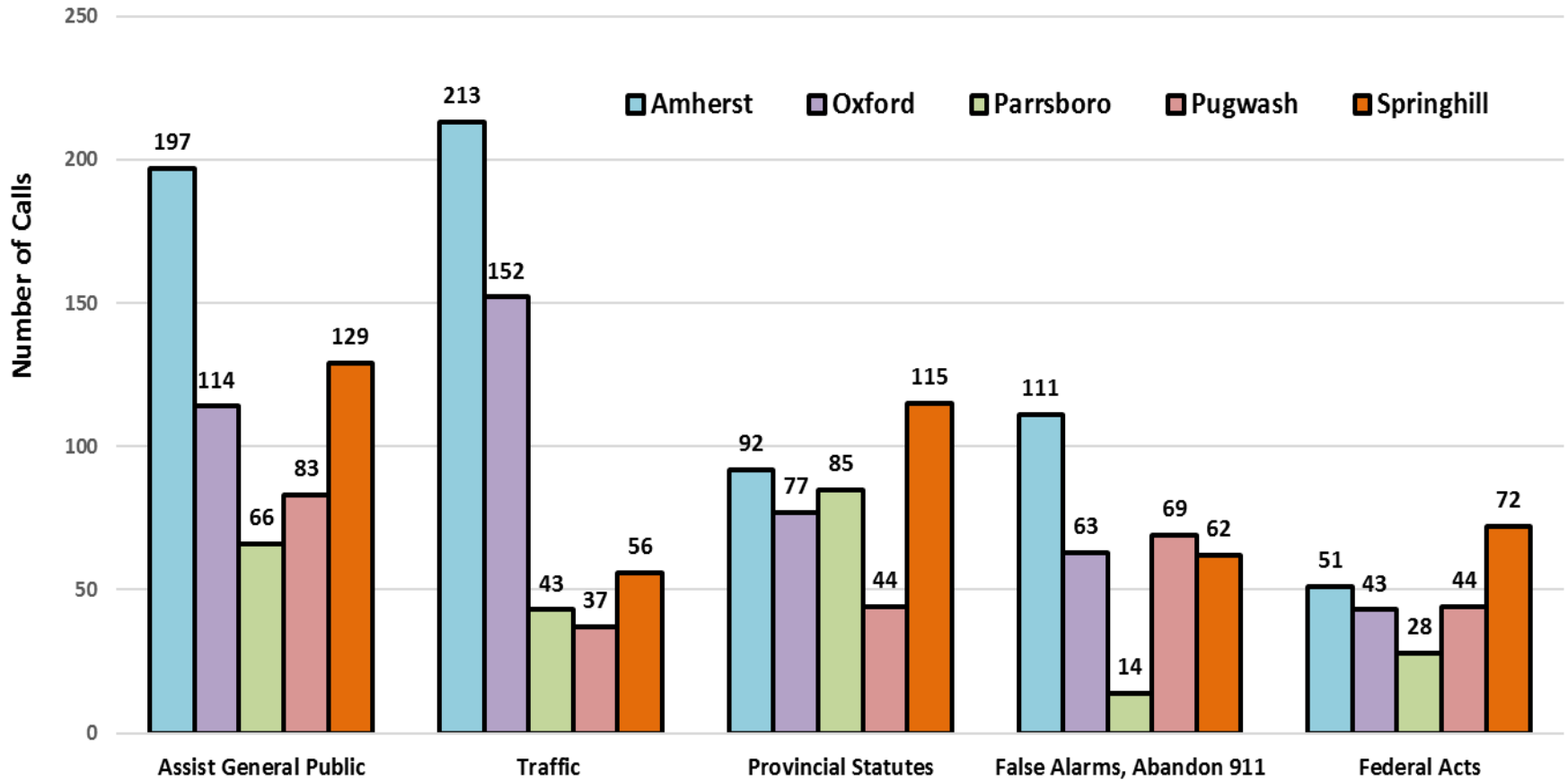
GDPRM Results

Cumberland District 2017 Top 5 Calls For Service by Weighted Workload, Event Group by Zone



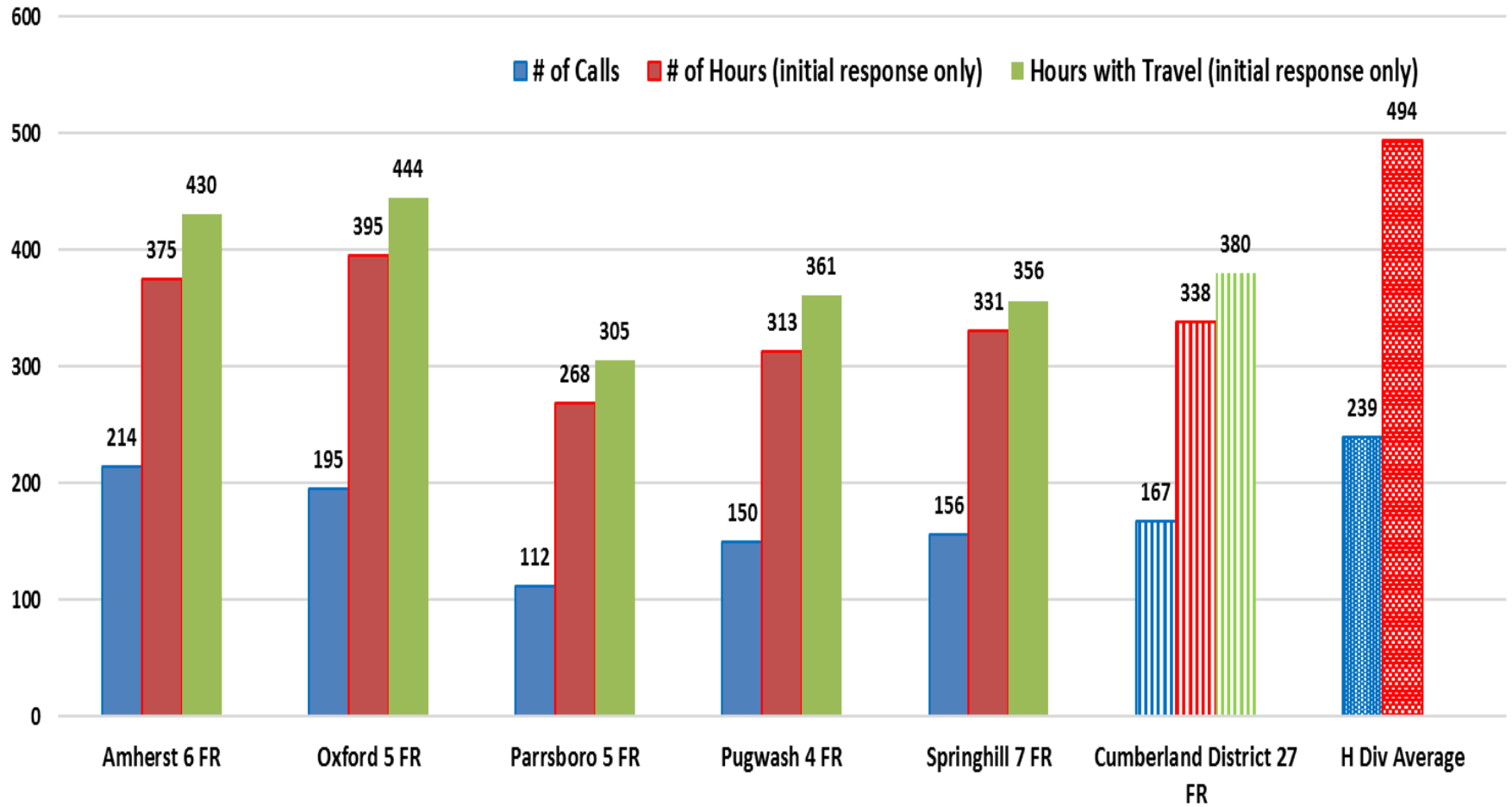
GDPRM Results

Cumberland District 2017 Top 5 Calls For Service by Event Group and by Zone



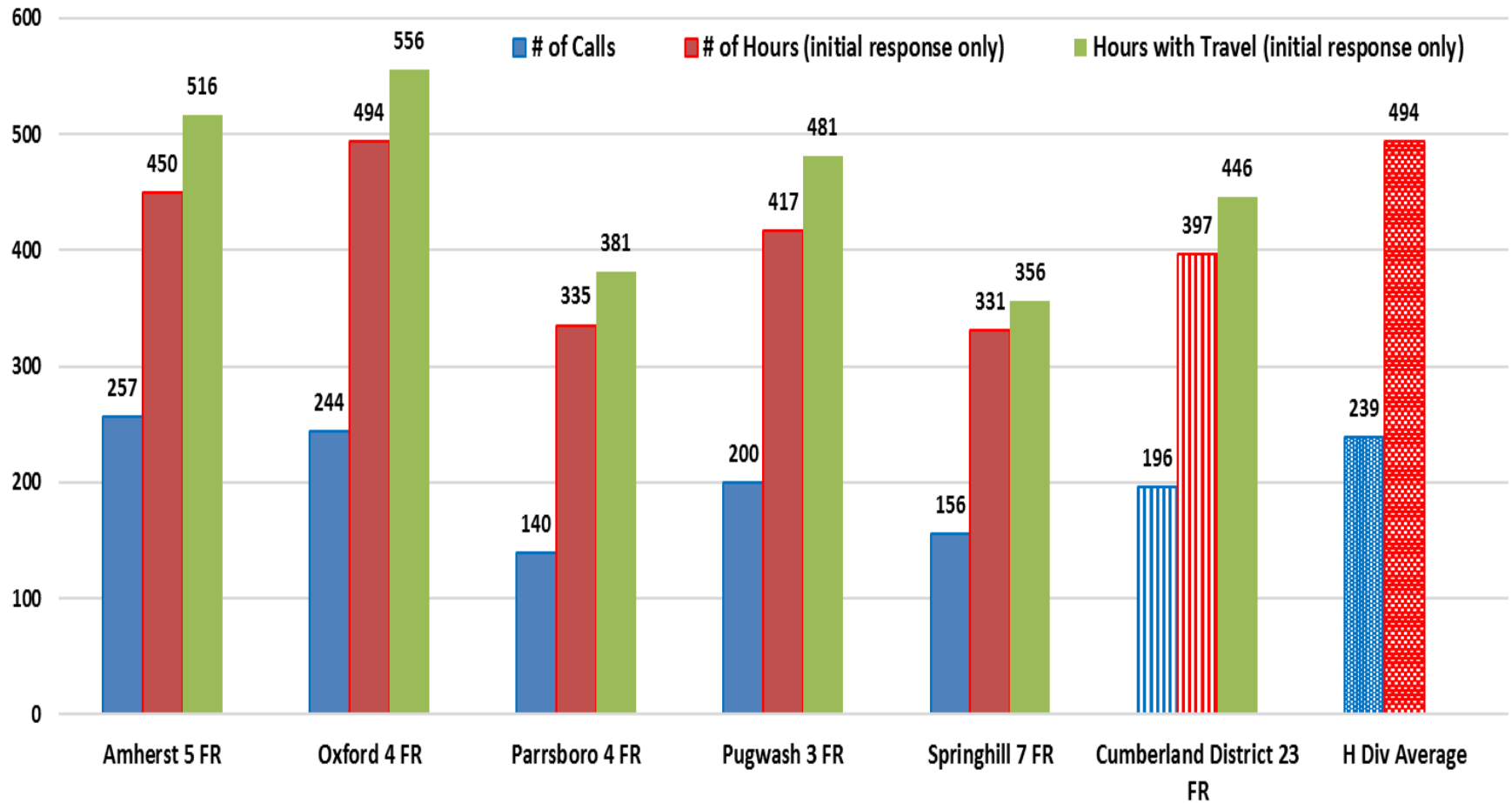
GDPRM Results

Cumberland District 2017 Workload per First Responder (FR)



GDPRM Results

Cumberland District 2017 Workload per First Responder (FR)



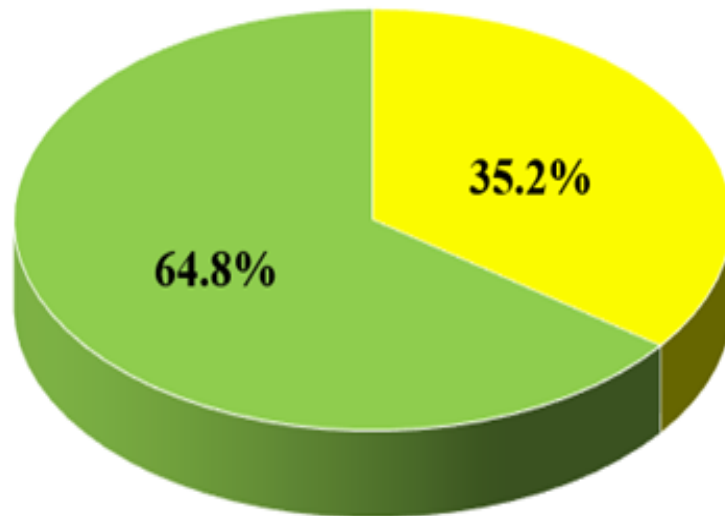
GDPRM Results

Springhill Detachment 2017 7 Uniformed First Responders (Including Proactive Traffic and Offender Management)

CORE Hours (0800 hrs- 2200 hrs)

% Core Time Spent on Calls for Service	35.2%
% Core Time Available for Proactive Activities	64.8%

Distribution of CORE Hours

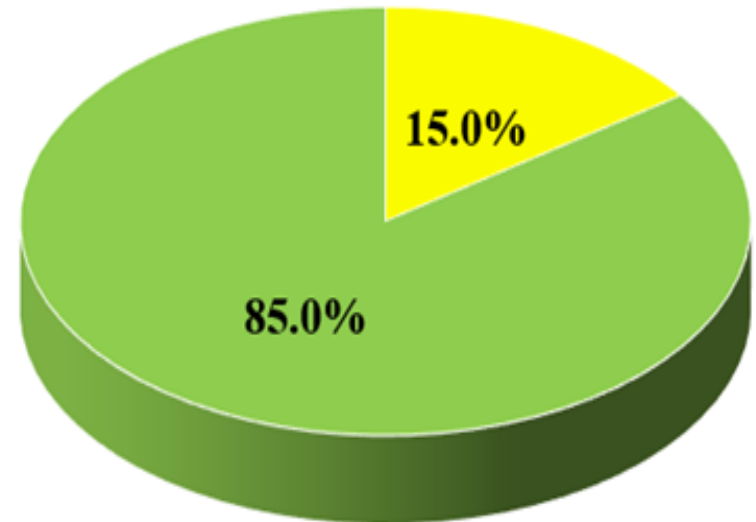


- % Core Time Spent on Calls for Service
- % Core Time Available for Proactive Activities

NON-CORE Hours (2200 hrs - 0800 hrs)

% Non-Core Time Spent on Calls for Service	15.0%
% Non-Core Time Available for Proactive Activities	85.0%

Distribution of NON-CORE Hours



- % Non-Core Time Spent on Calls for Service
- % Non-Core Time Available for Proactive Activities

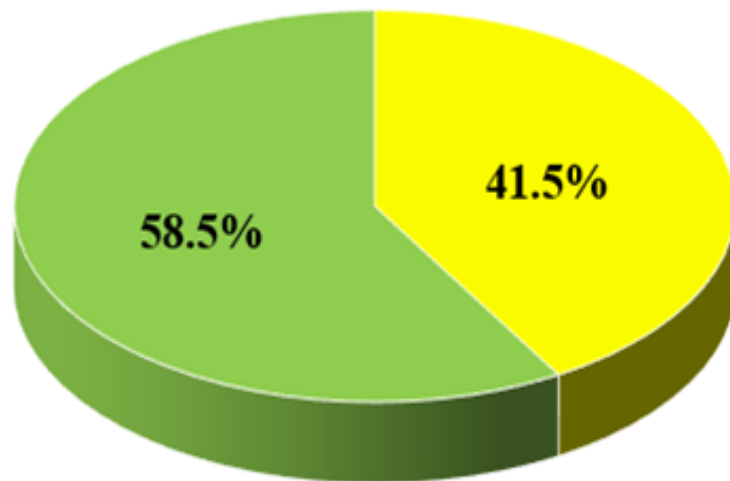
GDPRM Results

Springhill Detachment 2017 6 Uniformed First Responders (Including Proactive Traffic and Offender Management)

CORE Hours (0800 hrs- 2200 hrs)

% Core Time Spent on Calls for Service	41.5%
% Core Time Available for Proactive Activities	58.5%

Distribution of CORE Hours

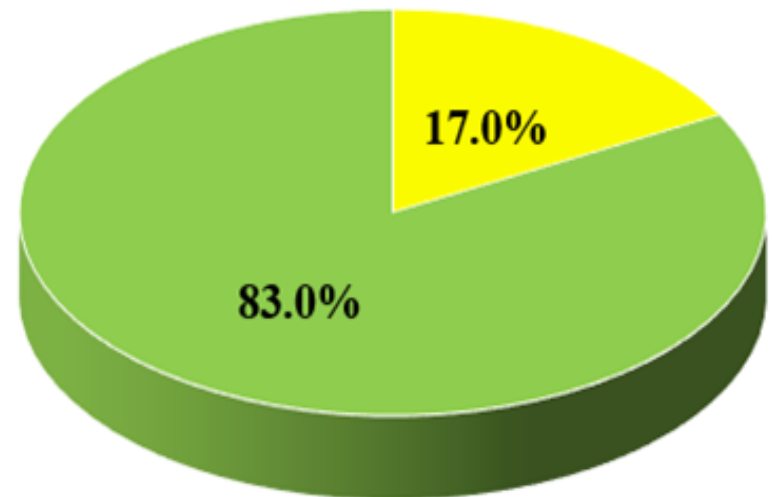


- % Core Time Spent on Calls for Service
- % Core Time Available for Proactive Activities

NON-CORE Hours (2200 hrs - 0800 hrs)

% Non-Core Time Spent on Calls for Service	17.0%
% Non-Core Time Available for Proactive Activities	83.0%

Distribution of NON-CORE Hours



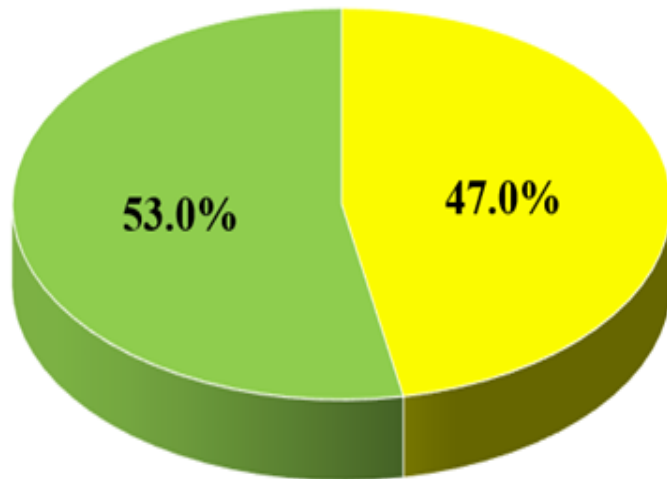
- % Non-Core Time Spent on Calls for Service
- % Non-Core Time Available for Proactive Activities

GDPRM Results

Amherst Detachment 2017 6 Uniformed First Responders (Including Proactive Traffic and Offender Management)

CORE Hours (0800 hrs- 2200 hrs)	
% Core Time Spent on Calls for Service	47.0%
% Core Time Available for Proactive Activities	53.0%

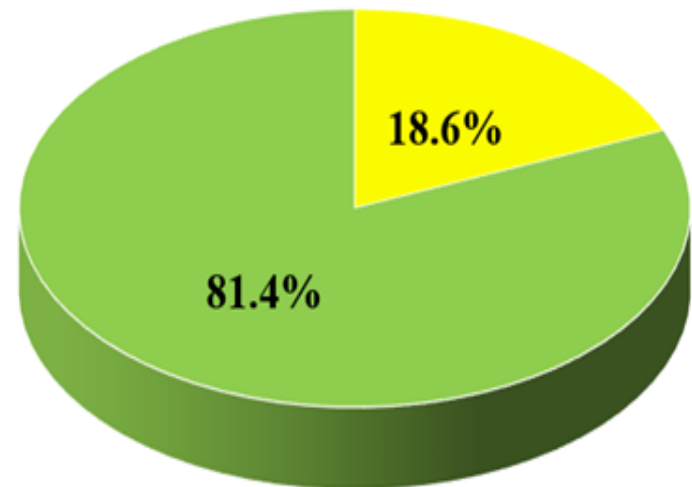
Distribution of CORE Hours



- % Core Time Spent on Calls for Service
- % Core Time Available for Proactive Activities

NON-CORE Hours (2200 hrs - 0800 hrs)	
% Non-Core Time Spent on Calls for Service	18.6%
% Non-Core Time Available for Proactive Activities	81.4%

Distribution of NON-CORE Hours



- % Non-Core Time Spent on Calls for Service
- % Non-Core Time Available for Proactive Activities

Funding Analysis

Cumberland County Comparisons 2017 (Excluding Proactive Traffic Enforcement and Offender Management)											
Detachment	Funding	Calls for Service	% of Calls	Weighted Workload* in hours	% of weighted workload	First Responders (FR)	% of FRs	Funded Positions (FTE) <i>Incl District Resources</i>	% of FTEs	Census Population 2016	% of population
Amherst	MOCC	3,530	78.3%	7,156	78.4%	22	80.7%	26	83.2%	18,197	93.8%
Springhill											
Parrsboro											
Pugwash											
Oxford	** MOCC	592	13.1%	1,204	13.2%	2.25	8.3%	2.25	7%		
MOCC Total ¹		4,122	91%	8,360	92%	24	89%	28.25	90.4%	18,197	93.8%
Oxford	** Town of Oxford	384	8.5%	770	8.4%	2.75	10.1%	2.75	8.8%	1,205	6.2%
Town of Oxford Total ¹		384	8.5%	770	8.4%	3	11.1%	3	9.7%	1,205	6.2%
DISTRICT TOTAL ¹		4,506	100%	9,130	100%	27	100%	31	100%	19,402	100%

*Weighted Workload represents the time required to complete investigations and/or process calls for service (initial response, follow-up, court and disposition). Travel time and proactive policing duties are not included.

** Weighted workload is estimated based on the % of calls

Funding Analysis



	Current Structure			Proposed Cost-Share Ratio (Split .25 of a RM)			Increase/Decrease	
	Combined	Cumberland	Oxford	Combined	Cumberland	Oxford	Cumberland	Oxford
Number of Members	31	28	3	31	28.25	2.75		
Cost per member	\$ 147,344 *	\$ 147,344	\$ 147,344	\$ 147,344	\$ 147,344	\$ 147,344	Increase costs	Savings
Subtotal	\$ 4,567,664	\$4,125,632	\$ 442,032	\$4,567,664	\$ 4,162,468	\$ 405,196		
Add: Shared Services	\$ 373,943	\$ 312,371	\$ 61,570	\$ 373,943	\$ 324,672	\$ 28,768		
Total Cost (est)	\$ 4,941,607	\$4,438,003	\$ 503,602	\$4,941,607	\$ 4,487,140	\$ 433,964	-\$ 49,137	\$ 69,638

*Cost per member is based on the 2018/19 rate

Cumberland District

- As a whole, Cumberland District has an average workload per First Responders that is 30% lower than the “H” Division average when proactive traffic and offender management are not included, and 25% lower when proactive duties are included.



Amherst Detachment

- Has the highest call volume in the District (with and without proactive work), provides adequate shift coverage and response to calls.
- The workload per First Responder is on par with the average for “H” Division.



Springhill Detachment

- Has the second highest call volume in the District (with and without proactive work), however only slightly higher than Oxford Detachment.
- With a reduction of 1 RM the workload is on par with “H” Division average, and the PRM shows that an adequate level of shift coverage, response to call, and ability to perform proactive policing duties can be maintained.
- Due to the smaller, compact geographic area, the response times in Springhill are unlikely to be significantly affected by a reduction.



Oxford Detachment

- Has the third highest call volume in the District (with and without proactive work), provides adequate shift coverage and response to calls.
- The workload per First Responder is on par with the average for “H” Division.



Parrsboro Detachment

- Has a low call volume. The workload per First Responder is approximately 50% lower than average for “H” Division.
- Future consideration may be given to converting the detachment in Parrsboro to a Community Office. The District workload would support a reduction in Parrsboro and the reallocation of the remaining establishment to other detachments. The remaining detachments would require resources to cover the calls for service, workload, and additional travel time to provide service to Parrsboro from outside the town.



Pugwash Detachment

- Has a low call volume. The workload per First Responder is approximately 40% lower than average for “H” Division.
- With only 4 First Responders, Pugwash is able to provide adequate shift coverage and response to calls based on its common shift schedule (Pugwash and Oxford share the same schedule) and proximity to Oxford Detachment.





Option for Consideration

1. **Overall reduction of 3 Regular Member positions and re-profile one of these positions to be a Court Liaison Officer (Public Service Employee).**
 - a) Close the Pugwash Detachment, combine Oxford and Pugwash resources at the Oxford Detachment and reduce establishment by 2 Regular Members (1 Corporal in Pugwash and 1 Constable in MOCC in Pugwash).
 - b) Reduce 1 Regular Member in Springhill.
 - c) Re-profile one of the reduced Constable resources to a Public Service Employee to a District resource (Court Liaison Officer) to prepare court documents/packages and ensure delivery to the court.





Funding Analysis

	Current Structure			Reduce 1 RM in Springhill			Savings	
	Combined	Cumberland	Oxford	Combined	Cumberland	Oxford	Cumberland	Oxford
Number of Members	31	28	3	30	27.25	2.75		
Cost per member	\$ 147,344 *	\$ 147,344	\$ 147,344	\$ 147,344	\$ 147,344	\$ 147,344		
Subtotal	\$ 4,567,664	\$ 4,125,632	\$ 442,032	\$ 4,420,320	\$ 4,015,124	\$ 405,196		
Add: Shared Services	\$ 373,943	\$ 312,371	\$ 61,570	\$ 353,626	\$ 305,149	\$ 28,768		
Total Cost (est)	\$ 4,941,607	\$ 4,438,003	\$ 503,602	\$ 4,773,946	\$ 4,320,273	\$ 433,964	\$ 117,730	\$ 69,638

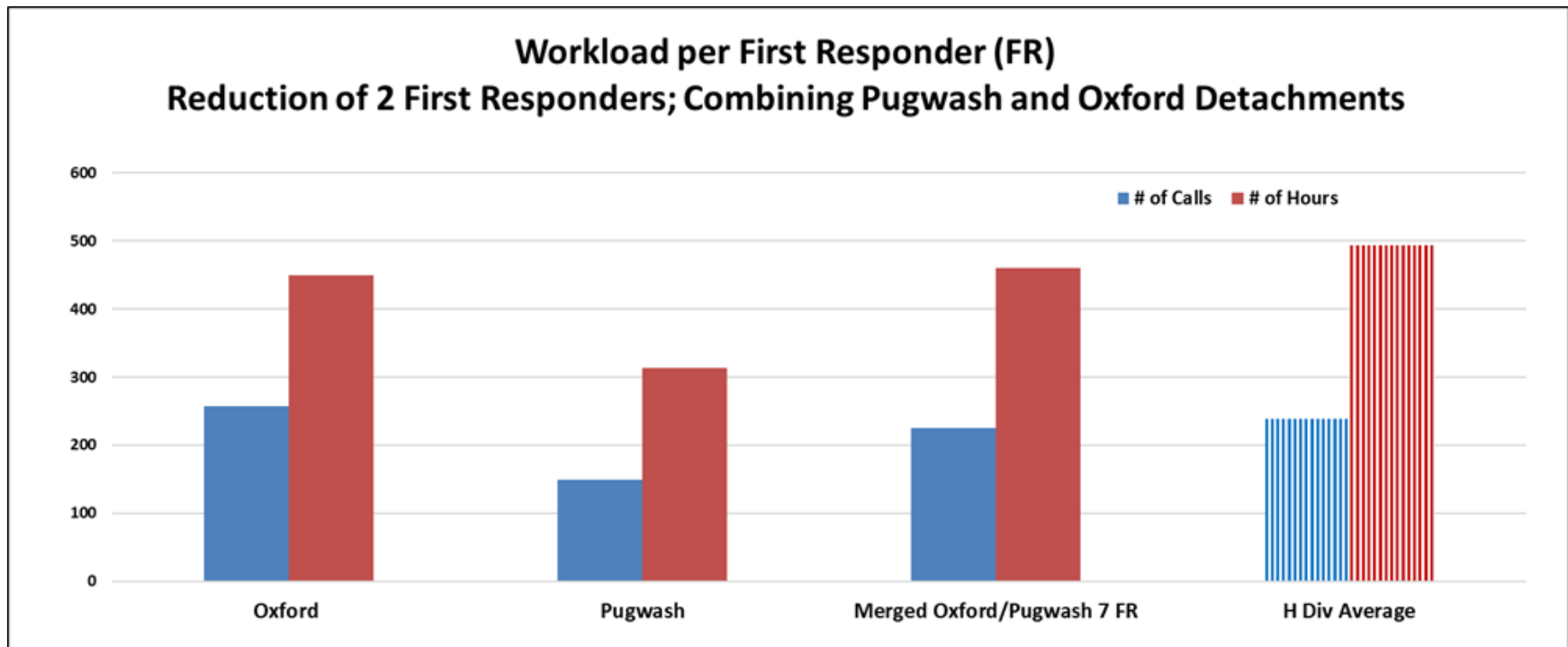
* Cost per member is based on the 2018/19 rate

	Current Structure			Reduce 3 RMs in District			Savings	
	Combined	Cumberland	Oxford	Combined	Cumberland	Oxford	Cumberland	Oxford
Number of Members	31	28	3	28	25.5	2.5		
Cost per member	\$ 147,344 *	\$ 147,344	\$ 147,344	\$ 147,344	\$ 147,344	\$ 147,344		
Subtotal	\$ 4,567,664	\$ 4,125,632	\$ 442,032	\$ 4,125,632	\$ 3,757,272	\$ 368,360		
Add: Shared Services	\$ 373,943	\$ 312,371	\$ 61,570	\$ 330,051	\$ 285,552	\$ 26,153		
Total Cost (est)	\$ 4,941,607	\$ 4,438,003	\$ 503,602	\$ 4,455,683	\$ 4,042,824	\$ 394,513	\$ 395,179	\$ 109,089

* Cost per member is based on the 2018/19 rate

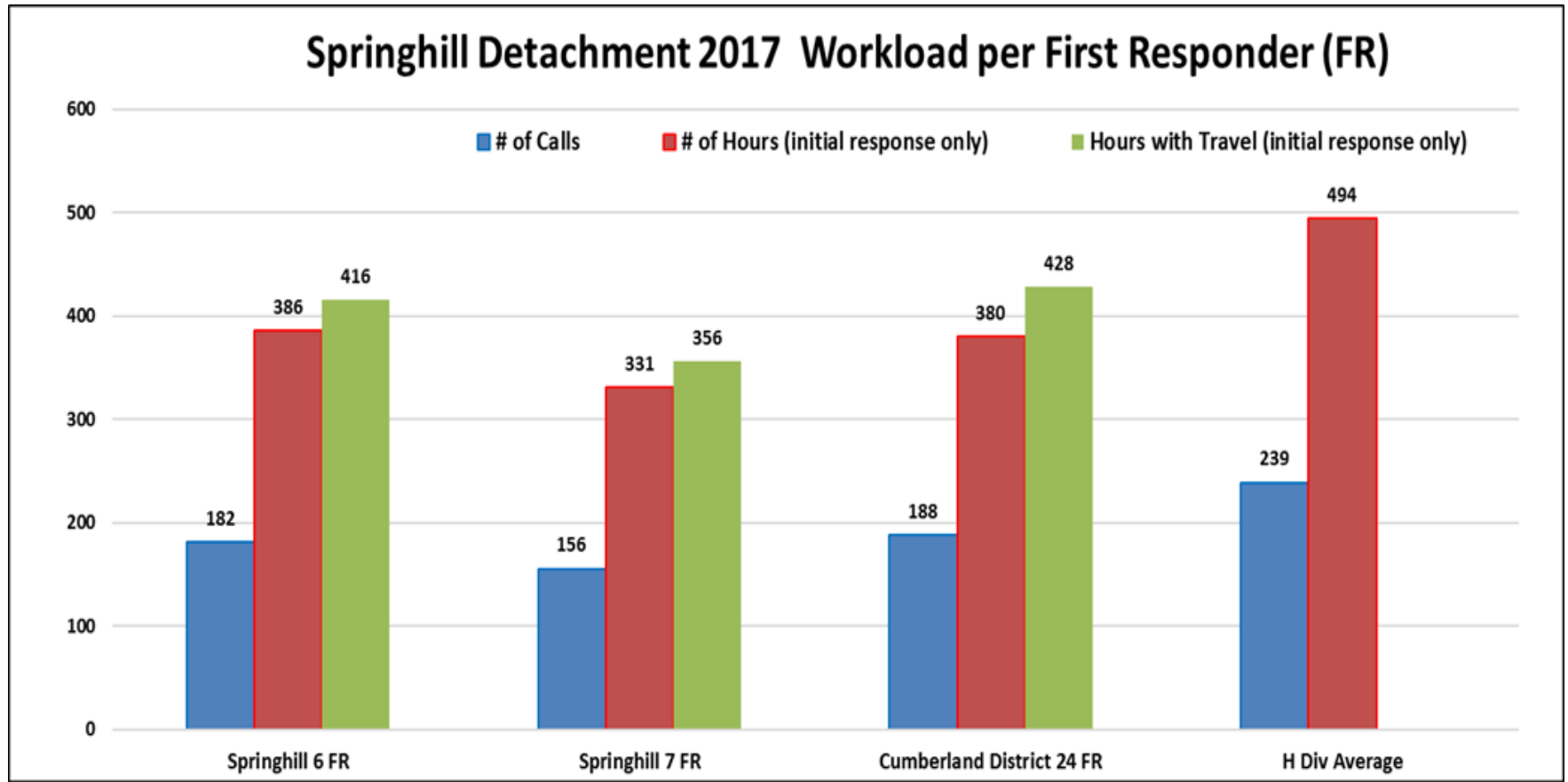
Rationale

- a) Close the Pugwash Detachment - combine Oxford and Pugwash resources at the Oxford Detachment and reduce establishment by 2 Regular Members (1 Corporal and 1 Constable, the cost shared position would become funded 50/50 between the MOCC and the Town of Oxford)



Rationale

b) Reduce 1 Regular Member in Springhill



- c) Re-profile one of the reduced Constable resources to a Public Service Employee to a District Resource (Court Liaison Officer) to prepare court documents/packages and ensure delivery to the court.
- To lessen the impact of the reduction in First Responder resources by removing some administrative duties therefore making more time available to the remaining First Responders to perform both reactive and proactive policing.
 - With less administrative duties for First Responders it will likely lessen the potential for reduced presence and visibility.



- To correct the cost-share ratio based on calls for service, the Municipality of Cumberland is required to pay an additional .25 of a Regular Member that results in savings for the Town of Oxford paying .25 less of a Regular Member.
- If both councils agree to reduce by 1 Regular Member in Springhill it would result in savings for Cumberland of approx. \$117k and \$69k for Oxford. If there is agreement to reduce by 3 Regular Members in the District, it would result in a savings of approx. \$395k for Cumberland and \$109k for Oxford.
- The re-profiled Regular Member position would be a Supernumerary Special Constable of the RCMP and a Peace Officer within Nova Scotia. A pilot position has proven to significantly reduce administrative and court process requirements for front line members and fosters the goal of providing an enhanced, proactive and modernized policing model.



Disadvantages

- There may be an increase in response times due to the increase in size of the Oxford Detachment boundaries.
- The Sergeant position in Springhill would be reclassified to a Corporal.
- Removing Corporals as First Responders increases the workload per First Responder to above “H” Division average in Amherst and the merged Oxford/Pugwash Detachment. The workload per member increases by 17% in Amherst, 14% in Oxford/Pugwash, 20% in Parrsboro, and 13% as an overall District.
- Overall police presence, visibility, and the ability of First Responders to complete proactive initiatives such as traffic checks and cottage checks could be impacted.
- There may be resistance from the community regarding closure of the Pugwash Detachment as there will be reduced RCMP presence in the community.



Implications/Considerations

- The Detachment closure will result in a review of the requirement for RCMP Force housing in Pugwash/Wallace area.
- If the Municipality of Cumberland would like to keep the Detachment Services Assistant in the community of Pugwash, it will be the financial responsibility of Cumberland to provide a space and ensure it meets RCMP requirements.
- It is important to remember that this study is based on 2017 data and does not take into consideration any future changes.





Next Steps

- The implementation of the option presented, in whole or in part, must be jointly approved by the Council for the Municipality of the County of Cumberland and the Council for the Town of Oxford.
- A formal request for a change in policing service must be submitted in writing by joint council to the Nova Scotia Minister of Justice. After provincial approval, the Minister of Justice requests final approval from the Federal Minister of Public Safety.



QUESTIONS?

NOVA SCOTIA DEPARTMENT OF JUSTICE CONTACT INFORMATION

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