



Town of AMHERST POLICE SUSTAINABILITY REVIEW PHASE II TERMS OF REFERENCE

BACKGROUND

Council approved a Terms of Reference (TOR) for Phase I of the Police Sustainability Review in June 2018. As a result of the Phase I work, it has been determined that a Phase II would be required involving a more in-depth analysis of services with the goal of finding efficiencies internally to offset anticipated increases in costs.

A project team made up of staff members from Town Hall and the Amherst Police Department will complete the work over the next 12-36 months. Complete implementation of efficiencies could take two years or more. Identifying and implementing efficiencies would continue as part of ongoing operations into the future.

PROJECT COMMITTEE ROLES AND RESPONSIBILITIES

SCOPE OF AUTHORITY

The Project Committee is made up of staff from Town Hall and the APD and will be responsible for Phase II of the Terms of Reference.

REPORTING RESPONSIBILITY

The Project Committee will be responsible for:

1. Completing the work in Phase II;
2. Reviewing drafts of the report as it is completed;
3. Regular reporting to the CAO;
4. Regular reporting to and discussion with the Amherst Board of Police Commissioners (standing agenda item);
5. Periodic reporting to Council.

MEMBERSHIP

The Project Committee membership shall include the following:

1. Chief Administrative Officer (CAO)
2. Police Chief
3. Chief Financial Officer

Additional Optional Members

4. 1-2 Staff from relevant service area (will vary depending on service

area)

5. A Corporate Services staff during available times through the year
6. Administrative support as necessary

MEETINGS

The first three members of the Project Committee will meet at least once per month to review steps and information received to date. Additional meetings may be scheduled in order to ensure the project is completed in a timely manner.

TERM

It is intended the term of the Project Committee shall extend until such time as the mandate has been fulfilled at which point a final report will be presented to the CAO, Council and the Police Commission. Ongoing implementation may require meetings of the Project Committee from time to time.

CONFORMITY

The Project Committee, when fulfilling their scope of work, must conform to the requirements of various pieces of Provincial and Municipal legislation and agreements including but not limited to:

- The Municipal Government Act where applicable
- The Town's Procurement Policy
- The Town's Proceedings of Council Policy
- The Police Act (Nova Scotia)
- The APA Collective Agreement

MANDATE & SCOPE OF WORK - PROJECT COMMITTEE

The mandate of the Project Committee is to provide advice and recommendations to the CAO after examining options related to police service provision in the Amherst Police Department. The CAO will consider these recommendations in providing his advice to Council. The Committee will be expanding the existing review to address, educate and/or understand service provision costs and the level of services those costs provide to administrative services and to determine priority projects for implementation.

Items 1 and 2 below are targeted to be completed by May 31, 2019.

The following scope of work applies to Phase II:

1. Identification Phase

- a. Conduct an identification and designation of all systems

and services provided by the APD that have not yet been completed.

- i. Place all services (ones not yet mapped and those already completed) into three main categories: Essential, important and discretionary;
 - ii. These designations should be made with reference to service authorities/requirements and any applicable provincial legislation/municipal bylaw/policy.
- b. Perform and document an anecdotal WWW/AA (what works well/areas for attention) analysis for each service identified.

2. Ranking Phase

- a. Assess areas already identified in the review as well as any additional areas for further consideration.
- b. Rank services for further review after considering at least the following criteria:
 - i. Affordability;
 - ii. Legislative ease;
 - iii. Municipal bylaw/policy ease;
 - iv. Contractual ease;
 - v. Political ease;
 - vi. Organizational capacity;
 - vii. Potential savings to be realized;
 - viii. Potential time efficiency to be realized;
 - ix. Timeframe for results;
 - x. Likelihood of success;
 - xi. Other considerations.
- c. Based on the rankings, make recommendations with respect to whether services should be:
 - i. Continued without further review;
 - ii. Discontinued without further review;
 - iii. Continued but selected for further review and placed into the queue for a service adjustment report with a recommended timeline.
- d. Seek Council's direction on services to select for further review, progression to the service adjustment strategy phase, with timelines. Recommendations for selections should address:
 - i. Risks associated with existing service delivery as well as potential modifications to service delivery;
 - ii. Potential savings or service level improvements possible.
 - iii. External pressures/factors and risks that may impact service delivery over the next ten years;
 - iv. Internal pressures including succession planning.

3. Service Adjustment Strategy Phase

- a. Assess the information obtained in the identification and ranking

phases as well as the Phase I review.

- b. To ensure an in-depth, evidence-based understanding of each of the selected services is achieved:
 - i. Review, adjust as appropriate and confirm the anecdotal WWW/AA analysis for each service that was completed in the identification phase.
 - ii. Complete process narrative and mapping for each of the services not yet completed.
 - iii. Identify costs for each service not yet completed.
 - iv. Identify potential efficiencies and/or service delivery standards modifications.
 - v. Review each service from at least the following points of view:
 - 1. Stewardship – finance;
 - 2. Customer satisfaction;
 - 3. Internal processes;
 - 4. Organization capacity (human resources, It, capital assets, organizational culture).
- c. Review and confirm the information gathered in 3(b) with management and staff providing the service, requesting additional input and feedback from staff regarding potential service efficiency improvements.
- d. Determine and set an appropriate cost per officer target for the next five years and use the information from the study to date to determine steps for achieving the target.
- e. Determine the appropriate service adjustment strategy for each service by considering at least the following potential adjustments:
 - i. Additional revenue sources
 - 1. User fees
 - 2. Special purpose taxes/levies
 - 3. Donations
 - 4. Interagency cost sharing
 - 5. Sales of services
 - ii. Alternate Levels of service
 - 1. Frequency of service
 - 2. Standards of service
 - 3. Variable service levels
 - iii. Potential alternate service providers
 - 1. Joint ventures and partnerships
 - 2. Privatization
 - iv. Potential alternate service delivery strategies
 - 1. Volunteers
 - 2. Self help
 - 3. Delegation
 - 4. Vouchers & Subsidies

5. Contracting out
6. Leasing
7. Internal realignment
- v. Potential Efficiency Efforts
 1. Performance measurement/benchmarking
 - a. Conduct an analysis of how the Town of Amherst costs and staffing levels compare to other jurisdictions at the detailed level.
 - b. Verify information from other NS municipal organizations: Bridgewater, Truro, New Glasgow, etc. for proper comparisons.
 - c. Conduct an environmental scan of other municipal service organizations for relevant cost-effective options not already identified.
 2. Use of technology
 3. Process improvement
- f. Prepare a service adjustment strategy report with recommendations to the CAO for each selected service. The CAO will consider these recommendations in providing his advice to Council. The report should clearly:
 - i. Identify the issue/problem to be addressed;
 - ii. Desired outcomes – key result if the problem is addressed with timelines;
 - iii. Options considered;
 - iv. Recommended action required resources, supports and projected timelines.