

Costs of Police Services

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Change the conversation from quantity to quality of policing – focus on what's possible

Normative dimensions of lib-dem: shouldn't have security services decide quantity (CSSR)

Work collaboratively with all stakeholders: police, associations, mayors, councils, PSBs, neighbourhoods, taxpayers

Chiefs needs PSBs, Councils and Mayors who will back them – they need to take responsibility: for funding, for complement, and for outcomes (eg. Hamilton)

What these stakeholders can do now:

1. Cap **force strength** (but don't impose a hiring freeze) – many urban forces can “grow” their way out of the salary raises that are driving their property tax increase; have a medium-term strategy for getting complement and budget under control – (1) want police to work proactively, not focus on layoffs when crime is down, (2) problem of lack of data to establish optimal complement
2. Introduce **new employment models**: recruits vs. full member
3. Trade long-term **budget** stability for predictable escalation – OPP-policed municipalities will need to

coordinate and negotiate collectively to achieve this:
negotiate collectively by region; asymmetry in
contracting reflects realities of regional disparities in
demand for police service

4. Must **divide SWE & O&M** allocations into watertight compartments so as not to cannibalize O&M to pay for SWE (some municipalities already do)
5. Improve fiscal accountability and transparency by dividing responsibilities and the **reporting structure**: civilian CEO vs. Chief – professionalize & avoid conflicts of interest
6. Have Council and the PSB set clear **community safety priorities** for which the chief must then develop a plan to respond, in cooperation with other agencies, and against which the Chief's performance will be evaluated. Want better interagency cooperation? Hold the Chief responsible. (Eventually, we want to move towards a LIHN for Local Integrated Community Safety Network)
7. Conduct a thorough **strategic review**: turn over every stone, then have the PSB, Chief and CEO together decide: what's essential, what's nice to have (but discretionary), and what's low return on investment. Then establish investment priorities and reallocate resources. High policing vs. low policing.
8. **Scheduling & incentives**: innovate – smart, educated people -- reward performance – we already do it: pay a detective constable a sergeant's wage, improve shift outcomes through diversity -- Peel, Kitchener/Waterloo

9. Ultimate objective: **improve quality** of service and community safety outcomes – that’s precisely what these suggestions do. Ergo, let’s shift the discussion from “quantity” of policing to quality of service and outcomes, and we’ll find that actually happens to be an effective way to generate savings.