

April 25, 2000

To: Budget Committee, City of Toronto

From: Norman Gardner, Chairman

Subject: Review of the Toronto Police Service Parking Enforcement Unit

Purpose:

To indicate that the Toronto Police Services Board has received the report prepared by the City Auditor on the review of the Toronto Police Service Parking Enforcement Unit completed in accordance with the City of Toronto Audit Services 1999 Work Plan and as requested by the City of Toronto Budget Committee.

Financial Implications and Impact Statement:

The City Auditor indicated in his report that, if certain recommendations are implemented, there may be adjustments to the operating budgets of the Parking Enforcement Unit and the Parking Tags Operation Unit (City of Toronto) in 2000 and subsequent years as well as the City's parking tag revenue.

Recommendation:

It is recommended that the Budget Committee receive this report.

Background:

At its meeting held on March 27, 2000, the Toronto Police Services Board was in receipt of a report JANUARY 4, 2000 from Jeffrey Griffiths, City Auditor, City of Toronto, with regard to a review of the Parking Enforcement Unit. The City Auditor had been asked to review the Parking Enforcement Unit in accordance with the Audit Services 1999 Work Plan, and as requested by the City of Toronto Budget Committee. A copy of the City Auditor's report is attached to this report for information.

The Board was also in receipt of three additional reports regarding parking enforcement issues.

The first report, dated February 21, 2000, from retired Chief of Police David J. Boothby containing a preliminary response to the City Auditor's report follows:

“Subject: PARKING ENFORCEMENT AUDIT

Recommendation:

It is recommended that: the Board receives the following report.

Background:

As a result of the audit conducted on the Parking Enforcement, by the City of Toronto Audit Department during 1999, an Audit Report was submitted on Monday February 21, 2000, to the Budget Sub-Committee of Toronto City Council. The Unit Commander of Parking Enforcement has conducted a preliminary review of the recommendations and generally concurs with them. A detailed response will be prepared for a future Board meeting.

The Audit made twenty-six (26) recommendations. Two issues identified in the audit report have generated considerable media coverage. These two issues relate to an increased operating budget for the Parking Enforcement Unit since 1993 and “non-processible” parking tags.

Parking Enforcement Unit Operating Budget:

Extract from the Audit Report (Page 6)

“Since the consolidation, the annual budget of the parking enforcement function has grown from \$15.5 million in 1993 to \$21.5 million in 1999, an increase of \$6 million. During the same period, tag increase by parking enforcement officers increased from 2 million to 2.3 million. However, this increase was offset by a corresponding decline in tag issuance by both the police and municipal law enforcement officers. Consequently, total tag issuance has remained relatively constant at about 2.5 million, as illustrated in the graph above... ”.

Response

Table 1 in the Appendix shows reported Parking Enforcement expenditures increased significantly from 1993 to 1994. The main reason for the increase was the centralization of Parking Enforcement and the hiring of additional Parking Enforcement Officers.

Prior to 1994 Parking Enforcement Officers were stationed at each division of the Toronto Police Service. During that time only direct costs associated with parking enforcement were tracked separately. Other resources that were used to enforce parking regulations (such as administrative

support, equipment and facilities) were allocated to the cost of running the division as a whole. When the parking enforcement function was centralized these other resources could no longer be shared and therefore they had to be tracked separately as they were wholly dedicated to Parking Enforcement. In addition to the separate tracking of costs, several more Parking Enforcement Officers were hired during 1993; however, the full annual cost for them was not incurred until 1994. See Table 2 in the Appendix for a summary of the material changes from 1993 to 1994.

The costs continued to rise in 1995 as that was the first full year that Parking Enforcement was fully centralized. In addition, there was \$800,000 of one time consulting costs incurred in 1995.

Increased expenditures in 1997 and 1998 include annualization of salary settlements as well as contributions to the new vehicle reserve. The 1999 expenditure increase is due to the fact that the unit does not budget for salary gapping and 1999 was the first year that the unit achieved success in maintaining full staffing levels throughout the year.

Non-Processible Tags:

Extract from the Audit Report (Page 12)

“Of the total tags issued by parking enforcement officers in 1998, approximately 5.5 percent or 123,000 parking tags, with an estimated value of \$2.3 million, were not processed due to reasons classified as officer controllable. This non-processible rate decreased from 7 percent in 1997 and has further declined to 4.6 percent in the first half of 1999”.

Response

The Parking Information System (PIN's) information shows the following non-processible rates: 1996 - 7.48%, 1997 - 6.30%, 1998 - 4.92%, and 1999 - 3.31%. The non-processible rate has been steadily declined between 1996 and 1999 as a direct result of quality initiatives. During that period there has been a decrease in non-processible tags of 4.17% of total issuance. Based on 2.3 million tags per year this equals almost 96,000 more processible tags per year which adds \$2.3 million per year in gross revenues. The Unit has and will continue efforts to further reduce the non-processible rate.

Superintendent Douglas Reynolds will be present at the Board meeting to answer any questions.” The second report, dated March 6, 2000, from Chief of Police Julian Fantino regarding the results of parking tag issuance for 1999 follows:

“Subject: ANNUAL PARKING TAG ISSUANCE REPORT 1999

Recommendation:

It is recommended that: The Board receive this report for information.

Background:

This report provides information on the parking tag issuance for 1999 by the Parking Enforcement Unit of the Toronto Police Service. In 1999 the Parking Enforcement Unit issued 2,289,651 parking tags versus a performance goal of 2,425,000 tags. The issuance patterns are identified by comparing 1999 issuance with 1998 levels.

The 1999 snowstorm had a significant impact on the parking tag issuance, which resulted in a loss of approximately 106,180 tags in the first two months. In April, the TTC strike was responsible for challenging times encountered by the Unit. During September and October the reduction in the parking tag issuance was observed due to training of new recruits, training of coach officers and a slight increase to illness rate. Even though the Unit was posed with several challenges throughout 1999 during the seven months in which there were no adverse affects the unit issued approximately 91,485 more tags over the 1998 level. Despite a significant loss in the beginning of the year the Unit was able to reduce its 1998 versus 1999 issuance variance to (38,604) tags.

Further, while the unit experienced a short fall in its 1999 performance goal by (135,349) tags it is reasonable to presume that given it's overall performance for 1999 it would have reached it's performance goal if not for the obstacles set out above.

The monthly breakdown of Parking Tag Issuance is as follows:

Parking Enforcement Tag Issuance
1998 - 1999

Table # 1

Month	Issuance 1998	Issuance 1999	Variance
Jan	183,467	88,616	-94,851
Feb	188,728	177,399	-11,329
Mar	198,894	201,824	2,930
Apr	189,653	188,927	-726
May	194,012	203,038	9,026
Jun	186,685	199,665	12,980
Jul	188,576	192,962	4,386
Aug	180,306	196,917	16,611
Sep	200,604	196,414	-4,190
Oct	228,789	209,796	-18,993
Nov	210,184	226,530	16,346
Dec	178,357	207,563	29,206
Total	2,328,255	2,289,651	-38,604

Source: Unit Commanders Morning Report, UCMR

It is recommended that this report be received for information. Superintendent Doug Reynolds will be present at the Board meeting to answer any questions.”

The third report, dated March 7, 2000, from Chief of Police Julian Fantino refers to information that was requested by the City of Toronto Budget Committee relating to absenteeism by staff members of the Parking Enforcement Unit, a copy of that report follows.

“Subject: Information requested by the City of Toronto Budget Committee relating to Parking Enforcement Unit absenteeism

Recommendation:

It is recommended that:

- (1) the Board receive the following report for information; and
- (2) that the Board forward a copy of this report to the City of Toronto Budget Committee for their information.

Background:

The City of Toronto Budget Committee has requested information on Parking Enforcement Unit absenteeism. The Police Services Board, at its meeting on February 25, 1999, recommended the submission of semi-annual reports (minute #105/1999). This report provides the requested information for the second half of 1999.

The Parking Enforcement Unit management has taken a number of steps to minimize absenteeism. The sickness record of individual officers is closely monitored by utilizing the following structured procedure:

- (a) 3rd day sick – phone call to the officer at residence
- (b) 4th day sick – home visit; and
- (c) 4 or more days sick – doctor’s note required.

The administration supervisors have been assigned the responsibility of ensuring that sick members comply with all Service requirements (e.g. home visit, and doctor’s letters). The individual cases are reassessed when specified by the Service’s Medical Advisory Service and the Unit takes whatever steps are required to return the employee to work as soon as possible, as their situation permits.

With the assistance of Human Resources, strategies have been developed to assist long term light duty staff enhance their job skills in order to qualify them for reclassification and placement in other units. The replacement Parking Enforcement Officers are then hired improving unit productivity. In 1999, four officers were temporarily reassigned to other units.

While this report is for July to December 1999 period, the absenteeism profile for the whole year is given in table #1. In order to highlight absenteeism patterns, the reporting is grouped into three categories: IOD, Long Term Sick and Other Sick. IOD represents staff members who were injured while performing their duties. Long term sickness represents staff who remained sick for approximately two or more months. Other sickness represents all other short-term sickness.

Parking Enforcement Unit Absenteeism
January – December 1999

Table # 1

Type	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.
IOD %	0.5	0.6	1.0	1.0	2.0	2.3	1.7	1.1	1.1	1.3	0.7	0.9
Long term Sick %	2.7	2.6	1.5	1.5	0.9	0.7	1.2	1.0	1.0	0.6	0.5	1.0
Other Sick %	10.2	7.3	4.7	3.9	2.9	3.5	3.3	2.5	3.3	4.3	4.4	5.0
Total %	13.4	10.5	7.2	6.4	5.9	6.5	6.2	4.6	5.4	6.3	5.6	6.9

Source: Parking Information System, PINS

Note: Calculations are based on full scheduled days only

Above statistics reveal that the Unit has been successful in reducing its absenteeism and short-term sickness accounts for approximately 4 percent of the scheduled shifts. In 1999, the Unit reduced its total absenteeism rate by 9.25% from 1998 levels. Further, in 1999 the Unit achieved the lowest absenteeism percentage in the last four years, which is as follows:

**Parking Enforcement Unit Absenteeism
1996-1999**

Table # 2

	1996	1997	1998	1999
Total	8.5%	8.3%	7.5%	6.7%

Source: Parking Information System, PINS

It is recommended that the Board receive this information and that this report be forwarded to the City of Toronto Budget Committee for their information.

Superintendent Douglas Reynolds will be present at the Board meeting to answer any questions.”

Comments:

The Board received the foregoing reports and approved the following Motions:

1. THAT the Board direct the Chief of Police to review each recommendation and provide a status report to the Board's Policy and Budget Sub-committee for its June 23, 2000 meeting;
2. THAT the Board's June 23, 2000 Policy and Budget Sub-committee meeting deal specifically with the City Auditor's report and recommendations; and

3. That the Board forward copies of this Minute to the City of Toronto Policy and Finance Committee and the Budget Committee for information.

Conclusions:

This report is provided to the members of the Budget Committee for information.

Contact:

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Norman Gardner
Chairman

List of Attachments:

January 4, 2000 - City Auditor's report regarding the review of the Parking Enforcement Unit

A: parkaudpol.doc

Board Reference: Min. No. 116/00