

Use of Security Guards at Toronto Public Library

Date:	October 25, 2021
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide the Toronto Public Library Board with information on the use of uniformed security guards in Toronto Public Library (TPL) branches. Some historic information as well as the current and proposed contract for security guard services is included. This information provides context for the 2022 operating budget submission, which proposes additional funding for guard services in response to the continuing COVID-19 pandemic.

TPL is committed to providing welcoming and comfortable spaces and excellent library service across its 100-branch network. These services are delivered within an increasingly complex and diverse urban setting, with public spaces open to all, and within the context of the COVID-19 pandemic.

TPL takes a multifaceted approach to managing its security requirements, which includes policies, procedures, staff training, committees, space design and security services. Within this context, security guards are an important and integral part of TPL's customer service team, which provides customers and staff with a welcoming and supportive environment. Security guards at TPL work with branch staff to oversee branch activity and help to prevent and diffuse situations, allowing each member of the team to focus on serving customers and the community in their own ways.

FINANCIAL IMPACT

A summary of the budget for security guard services is shown in the following table.

SECURITY GUARD BUDGET					
Year	Annual		Total	Increase	
	Base contract	COVID-related		\$	%
2013	1,524,310		1,524,310		
2014	1,698,720		1,698,720	174,410	11.4%
2015	1,558,720		1,558,720	(140,000)	-8.2%
2016	1,638,720		1,638,720	80,000	5.1%
2017	1,539,513		1,539,513	(99,207)	-6.1%
2018	1,752,277		1,752,277	212,764	13.8%
2019	2,496,000		2,496,000	743,723	42.4%
2020	3,036,433		3,036,433	540,433	21.7%
2021	2,873,436	1,000,000	3,873,436	837,003	27.6%
2022 Proposed	2,947,440	2,000,000	4,947,440	1,074,004	37.4%
Increase 2013 to 2022:		93%	225%		

In 2021, the forecast spending on security guards is \$4,345,020, which is \$471,584 above budget and as a result, additional budget is being requested in 2022 to respond to the pandemic.

Despite small decreases in 2015 and 2017, the annual recurring base security guard budget has increased by 93% since 2013. The total budget increase, including proposed COVID-19 costs of \$2 million in 2022, is 225% since 2013.

It is expected that TPL branches will continue to operate in an increasingly complex and diverse public environment, especially in the context of the pandemic. Therefore, additional security guard service will continue to be required to support the provision of welcoming and supportive library service to Torontonians and staff.

The Director, Finance & Treasurer has reviewed this financial impact statement and agrees with it.

DECISION HISTORY

2014 - 2015

At its meeting on August 21, 2014, the TPL Budget Committee reviewed [Security Guard Services – Update](#) which was in response to an earlier request from the meeting on July 28, 2014 for information about security guard services at TPL. In particular, the report covered how the following would be implemented for 2015: (a) a security guard budget

of \$400,000 per year, or (b) a security guard budget of \$600,000 per year, and whether there are legal requirements for public buildings that would inhibit any changes to security guard services.

At its meeting on November 17, 2014, the Library Board considered [Budget Committee – 2015 Operating Budget Submission](#) and endorsed a 2015 operating budget submission to the City, which included a proposed budget saving of \$0.513 million, reducing the security guard budget by 34% for a revised budget of \$1.000 million. At its meeting on January 19, 2015, the Library Board considered [2015 Operating Budget – Security Guard Update](#) which was a response to an earlier request for information regarding security guard services, specifically: a list of branches affected by the reduction of security guards on site, plus mobile guards, as at present-day, with the \$150,000 reduction and the combined \$150,000 and \$513,000 reduction.

At its meeting on March 23, 2015, the Library Board considered [2015 Operating Budget Adoption](#) and adopted a City Council-approved TPL 2015 operating budget which rejected and reinstated the Library Board's proposed \$513,000 reduction to the security guard budget.

2018 – 2021

At its meeting on August 16, 2018, the Library Board considered [Security Guard Service – Award of Contract](#) and approved the award of contract to Garda World for a three-year contract with two optional one-year renewals. The estimated value of the contract was \$11.609 million comprised of a three-year period commencing September 1, 2018, for a total value of approximately \$6.772 million and two one-year renewals under the same terms and conditions, with a value of approximately \$4,836 million.

At its meeting on September 23, 2019, the Library Board considered [Security Guard Service – Increase to the Value of the Contract and Purchase Order](#) and approved an increase to the purchase order commitment for security guard services to Garda World for an amount of \$2.231 million over the five-year term for a total revised value of \$13.839 million. The increase was in response to several security events and activities that had resulted in the need for additional guards.

At its meeting on February 22, 2021, the Library Board considered [Security Guard Services - Increase to the value of the Contract and Purchase Order](#) and approved a \$1.000 million increase to the purchase order for the third year with Garda World for a revised total value of \$14.839 million over the five-year term. The increase was in response to the added security required for branches to respond to the COVID-19 pandemic.

At the meeting on June 22, 2021, the Board considered [Security Guard Service – Increase to the Value of the Contract and Purchase Order](#) and staff were directed to produce a report for the Board in the first quarter of 2022, with more information on the role of security guard services and the impact they have on Library services. This report responds to the Board direction.

EQUITY IMPACT STATEMENT

TPL's security guard services are part of a comprehensive approach to health and safety and incident management in its public spaces, which ensures equitable access to Library services for all members of the public, and especially for Toronto's vulnerable populations and equity-deserving groups.

Security guards provide support to ensure that library staff maintain a welcoming and supportive environment that is without discrimination or harassment for all users. Understanding that equity-deserving groups may experience significantly more interaction with enforcement services, TPL staff and guards are trained to mitigate these sensitivities.

STRATEGIC PLAN ALIGNMENT

By maintaining a welcoming and supportive environment, TPL can achieve its strategic priority of opening up our space so that all Torontonians, including those from equity-deserving populations, are able to access, use and benefit from TPL's services, programs and technology. Security guard services also provide TPL staff with the supports they need to deliver exceptional customer experiences in a complex and changing service environment.

BACKGROUND

Over the years, a number of reports on security guard services have been presented to the Library Board and TPL Budget Committee; of note are reports presented in 2014 and 2015 as outlined in the Decision History. During the 2015 operating budget process, the Board recommended reducing the security guard budget by \$0.513 million, or 34%; however, this was ultimately not approved by Council. Other than some minor decreases in 2015 and 2017, the annual recurring security guard budget has increased by 93% since 2013. The total budget increase, including proposed COVID-19 related costs of \$2 million in 2022, is 225% since 2013.

Consistently high customer satisfaction

Customer surveys consistently rank TPL customer satisfaction very high. A recent survey conducted by Strategic Council in 2019 as part of the Library's strategic plan consultations received customer satisfaction ratings of over 90%, with some of the highest overall satisfaction levels found among those living in Canada less than 10 years (98%), those under 25 years of age (95%), and persons with low income (93%).

Satisfaction with TPL was also strong across a range of services, with the highest satisfaction levels for: knowledge of library staff (92%), helpfulness of library staff (90%), and cleanliness of the library (88%).

A more recent survey conducted in 2020 by Social Planning Toronto on behalf of the City showed the value that library spaces and services provide to the residents of Toronto, especially for those who are most vulnerable. In the survey, 1,457 people from Indigenous populations, equity-seeking groups and vulnerable populations were asked what services, supports and programs they most used and most needed within the city, before the pandemic, and also as urgent priorities for the city's recovery. Library services were mentioned in a majority of responses, and as one of the most used and most needed services. In particular, access to libraries and library services, as well as spaces for people to meet safely or to deliver community programs, ranked third and fourth respectively in the question of what urgent supports are needed for recovery.

Disruptive incidents at TPL

TPL conducts ongoing monitoring of incidents resulting in violations of its Rules of Conduct to identify and mitigate trends. In 2019, the last full year the library was open, there were 17.4 million visits to library branches, which resulted in 3,419 incident reports, or 0.0002% of all visits. By category, disruptive behavior was the largest. Of these incidents, 248 were violent in nature, and there was an increase related to overdose and illness.

Between 2013 and 2019, TPL has seen an increase in the total number of incidents at its branches. While the number of violent incidents rose from 103 in 2013 to 248 in 2019, violent incidents as a percent of total incidents remained relatively constant in this period, representing 6 to 7% of total incidents, and approximately 1.4 violent incidents per 100,000 visits to TPL. This data provides context for the increase in violent incidents at TPL and is not intended to minimize the impact of disruptive and violent incidents on staff and the public. Any disruptive behaviour in the branches and elsewhere at the library is completely unacceptable and TPL takes its obligations seriously to safeguard the well-being of staff and the public.

In 2020, as the pandemic has increased inequities and TPL continues to serve many of Toronto's most vulnerable residents, incidents at TPL locations continue to reflect what the city as a whole is experiencing. Comprehensive Rules of Conduct training for staff has helped to flatten some of the overall increases in disruptive and violent incidents.

A full report on current and historical incidents in TPL locations will be brought forward to the board in the first half of 2022.

COMMENTS

TPL is committed to providing welcoming and supportive spaces for the public and staff across its 100-branch network. TPL's services are delivered within an increasingly complex and diverse urban setting, with public spaces open to all. The changing nature of the pandemic creates many uncertainties as TPL continues to reinstate and deliver services while addressing health and safety protocols.

TPL takes a multifaceted approach to managing its security requirements, which includes policies, procedures, training, space design and security services. These approaches are used to strategically address issues and incidents in three ways:

- The **proactive** approach focuses on staff training, community partnerships, onsite security and various policies and procedures to manage and address issues as they occur. Some examples of recent innovations that further safeguard the well-being of branch staff and the public include: the addition of an on-staff social worker, and headsets for staff and security guards so they can request assistance and/or alert each other when incidents or issues arise.
- The **preventative** measures include addressing environmental conditions and making facility improvements and design improvements to prevent and deter incidents;
- The **reactive** approach addresses incidents as they occur by applying security guard coverage on a planned and ad hoc basis to assist staff in dealing with incidents.

Within this context, security guards are an important part of TPL's customer service team. They help provide customers and staff with a welcoming and supportive environment, work with branch staff to oversee branch activity, and help to prevent and diffuse situations. In many instances, guards also develop important relationships with customers, getting to know them and establishing a rapport that assists in monitoring, managing and de-escalating situations if and when they arise. Having dedicated security guard staff to perform these functions allows library staff to better serve the Library's customers, providing excellent customer service and equitable access to resources and information.

Use of Security Guards at TPL

TPL has used contracted security guard services in branches since the 1970's, and they are an important component of the Board's responsibilities as an employer and as an operator of public spaces. Security guards are a visible, proactive, and preventative presence that increases safety for the public, staff and TPL property.

Prior to the COVID-19 pandemic, 32 of the 100 branches had regular security guards in place and an additional four mobile guards provided support as necessary. In March 2020, TPL closed branches due to COVID-19 and suspended in-branch security services. During the closures, mobile guards continued to monitor the security of TPL buildings.

In April 2020, when the Province of Ontario issued a province-wide stay-at-home order, guards returned to TPL branches to assist in the smooth delivery of modified library services including: curbside holds pickup, line management, and the monitoring of physical distancing and mask compliance. In May 2020, TPL opened several of its branches to provide access to washroom facilities, and guard service was added to those branches to help ensure health and safety measures were followed.

As library service and branch access resumed in various stages throughout 2020 and 2021, guards continued to support staff with the provision of library and community services including: curbside holds pickup; food bank operations; in-branch use of computers, printers and washrooms; line management; and compliance with health and safety protocols (physical distancing, masking, and branch capacity).

TPL uses a combination of in-branch and mobile guards that offer a range of service levels. The service level of guard used (e.g. low profile, high profile, etc.) is informed by the number and nature of incidents experienced and anticipated at each branch.

Security guards at TPL branches:

- respond to staff requests for assistance in managing Rules of Conduct incidents and infractions; assist with customer service enquiries, provide basic customer assistance (e.g. wayfinding);
- conduct visible patrols of library property (inside and outside);
- monitor the flow of traffic in and out of the library, keeping customers out of restricted/staff areas;
- monitor TPL property for potential vandalism to prevent damage;
- use verbal de-escalation techniques to neutralize volatile, threatening and disruptive behaviour and incidents;

- assist staff while conducting fire drills and other emergency procedures such as evacuation;
- help identify tripping and fall hazards, water spills, and other potential hazards that can result in injury by staff and/or customers; and
- ensure that the premises are locked and secure.

Mobile guards:

- provide support and coverage for locations that do not have in-branch guards or in situations that require an additional guard;
- provide site-specific orientation to new guards (in collaboration with TPL staff);
- supervise the onsite guards and ensure responsibilities are properly carried out;
- provide coverage at locations when a scheduled guard is absent; and
- respond and provide additional on-site support for active incidents at all 102 TPL locations across the city.

Having dedicated security guards to perform these functions allows library staff to focus on providing excellent customer service.

Unlike some public libraries and government agencies with public presence, TPL security guards do not screen at entrances, nor do they have any of the powers or obligations of Peace Officers or Police Officers for enforcing Acts (i.e. Arrests, Mental Health Act, Liquor License Act, Trespass to Property Act).

As per the [Ministry of the Solicitor General](#), unless guards are used for undercover theft/loss prevention, all guards must be uniformed and visible with specific identifiers on their clothing. As such all TPL guards are uniformed in compliance with this requirement.

Responding to incidents and incident prevention

The complexities in delivering equitable access to public library service while still maintaining a safe and welcoming environment for the public are reflected in the range of incidents reported by staff. Managers and staff work together to develop strategies for addressing situations, where possible, before incidents arise; to appropriately respond to incidents; and to effectively document them. Staff training focuses on strengthening staff's skills in addressing issues proactively, promptly and consistently.

Security guards are viewed by library staff as highly valued members of the team, providing much-needed support when incidents arise, as well as providing assistance in de-escalating tense situations. When potential problems arise and any intervention by security guards is required, it is done at the direction of in-charge branch staff and through non-violent means. All staff can request assistance or support from security guards.

Concise and visible “post orders” are displayed at all branches with security guards. Post orders describe the library’s expectations of the assigned guard, including how they are expected to work with and take direction from branch staff.

Training of branch staff and security guards

TPL staff are trained in the understanding and enforcement of Rules of Conduct through position-specific training available for in-charge positions, branch heads, and all staff. TPL staff also attend Rules of Conduct training that covers a number of topics including: dealing with difficult behaviours, developing resiliency, mental health-related training, and most recently, Rules of Conduct related to COVID-19 scenarios.

Additional training is available to TPL staff that supports situation de-escalation and management, and support for vulnerable populations including people who are experiencing mental health and addiction issues.

Staff also work with the library’s on-staff Social Worker to develop strategies to support vulnerable customers through complex situations that may intersect with use of library service. Staff develop relationships and work closely with community organizations, parents/caregivers, local schools and City staff to identify strategies to prevent and address incidents. Relationships with the City’s Crisis Response Unit, FOCUS Tables, Toronto Police Services and with partner agencies engaged in work in Neighbourhood Improvement Areas (NIAs) and other neighbourhoods all have a positive impact on staff’s awareness of community issues, and in particular, how they respond to issues facing those in equity-deserving populations.

As vital supports to library staff and the public, TPL guards are fully trained by the contracted security provider, and have various techniques and tactics to calmly and quickly de-escalate difficult situations. Before guards are placed at a TPL branch, they complete a number of health and safety, customer service and management training courses including:

- Ontario Basic Training for Security Guards; Emergency First Aid CPR & AED Level A training;
- Health and safety training; Workplace Hazardous Materials Information Systems training;

- Active shooter, bomb threat and terrorist awareness training; and
- TPL customer service training; AODA, cultural awareness and diversity training; mental health awareness training.

Higher profile in-branch and mobile guards receive training on non-violent crisis intervention, self-defence, and Level C First Aid CPR and AED training.

Along with direction provided through post orders, guards also receive orientation and training for local procedures at the branches to which they are assigned.

Supplemental training for guards on TPL's protocols and expectations is being developed for introduction in Q4 2021. This training is intended to harmonize staff and guards' approach to ensuring customers adhere to TPL's Rules of Conduct.

See Attachment 1 for a full list of training provided to TPL staff and security guards.

Monitoring and managing security guard performance

The Facilities Contract Management team and Public Service staff work closely together to ensure security guard performance is delivered according to contractual terms and TPL's customer service guidelines. Most commonly-raised issues are related to guard attendance, lateness, and cell phone use. On occasion, more serious issues arise, such as insubordination or failure to follow direction of in-charge branch staff. These situations are rare, but when they arise, the Facilities Contract Management team immediately contacts the contracted security provider to ensure that appropriate and swift action takes place. Guards who do not meet TPL's expectations for behavior and coverage are immediately removed, replaced and not assigned to TPL in the future.

The Facilities Contract Management team is responsible for ensuring TPL is receiving the service and performance outlined in the security contract. To that end, the team meets regularly with the contracted security provider to discuss current and anticipated schedule coverage, complaints, issues, incidents, and performance. Detailed records of guard assignments, schedules and shift changes are maintained and used to validate the accuracy of invoiced services. Electronic checkpoints have also been installed in branches to log and monitor guards' movement and patrols, giving the Contract Management team another source of guard performance data.

Staff's perspectives about the role of guards and guard performance is an important input to how TPL uses and manages the performance of contracted security guards. In most branches, staff view the guard as an integral part of their branch team. Staff often report how helpful it is to have the assistance of a guard in managing an incident. The presence of a guard also provides staff with a sense of confidence and

support when dealing with challenging situations and they work as a team to de-escalate difficult situations.

Security Guard Contract

At its meeting on August 16, 2018, the Library Board awarded a contract with Garda World for the provision of security guard service with an initial term of three years plus two potential one-year options. TPL is currently in the first option year with a term of September 1, 2021 to August 31, 2022, which was approved by the Board at its meeting on June 22, 2021. The second option year, which represents the fifth and final year of the contract, runs from September 1, 2022 to August 31, 2023. Approval for the second option year will be brought forward to the Board as part of its 2022 operating budget request.

Current projections anticipate security coverage and additional spending to continue throughout 2022, and will require continued monitoring of physical distancing, capacity limits, masking requirements and reinstatement of additional hours as well as re-introduction of Sunday service in the last quarter of 2021.

CONCLUSION

Security guards at TPL are a vital part of providing customers and staff with a safe, welcoming and supportive environment. The division of responsibilities between security guards and branch staff allows each to focus on serving customers and the community in their own way, most appropriate to their role. In-charge staff take the lead in addressing incidents and security guards provide back-up and support as requested and required by staff. This team approach allows for the most efficient and effective use of resources while ensuring that customers, including those from vulnerable communities, feel welcome using the library's spaces and services.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Training for TPL staff & security guards to support Rules of
Conduct enforcement

Training for TPL staff & security guards to support Rules of Conduct enforcement

Staff Training Approaches and Measures

TPL staff are trained in the understanding and enforcement of Rules of Conduct through position-specific training available for in charge staff, branch heads, and all staff. TPL staff also attended Rules of Conduct developed/sponsored training on:

- Rules of Conduct Q & A (COVID-19 Scenarios)
- Dealing with Difficult Behaviours (delivered by TPL staff certified by the Crisis Prevention Institute)
- Developing Resiliency
- Mental Health First Aid
- Face to Face: Serving Library Customers with Mental Health Challenges

In this training, staff learn strategies to respond to and mitigate the impact of potential incidents. In Rules of Conduct for All Staff, and Rules of Conduct for In-Charge Staff, staff learn how to apply the Rules of Conduct by first establishing a connection, wherever possible, with the customer, so staff may socialize the library's policy with the customer. Depending on the situation, staff will work with the customer to present options or provide referrals to other services. Issuing an exclusion is a last resort. Face to Face is a collaboration between the Canadian Mental Health Association (CMHA) and the Rules of Conduct Committee, providing staff with practical strategies in meeting the needs of customers with mental health challenges.

Additional training available to TPL staff that supports situation de-escalation and incident management include:

- Health and Safety Orientation
- COVID-19 Exposure Protocols Information Session
- The Librarian's Guide to Homelessness
- Q & A with Ryan Dowd (Homelessness Training)
- Traumatic Brain Injury: Invisible Cause of Homelessness (and Staff Frustration!)
- COVID: How to deal with problem behaviours related to COVID-19
- Opioid Crisis Intervention
- Harm Reduction Workshop
- Safe Needle Pick Up

- Developing An Organizational Overdose Response Plan
- Needle Stick Injury and Preventative Care
- Introduction to the Trauma-Informed Approach
- Supporting Domestic/Intimate Partner Violence
- Domestic/Intimate Partner Violence for Employees
- Access T.O.: Access to City Services for Undocumented Torontonians
- Serving Vulnerable Populations in Public Libraries: Supporting Customers and Our Staff
- Mental Health and Youth
- Mental Health Supports
- Managing Boundaries
- Rethinking "De-escalation"
- Critical Incident Response

Guard training measures

TPL security guards are fully trained by their employer on various techniques and tactics to quickly de-escalate situations with calm and ease.

Before guards are deployed to a TPL branch, they complete:

- Ontario Basic Training for Security Guards
- Emergency First Aid CPR & AED Level A training
- Ontario Security Guard License
- AODA training
- Health and Safety training
- Workplace Hazardous Materials Information Systems training
- Customer Service training
- Cultural Awareness and Diversity training
- Report writing and note-taking training
- Active Shooter, Bomb Threat and Terrorist Awareness training
- Mental Health Awareness Training

Mobile guards and higher level guards used at certain high incident locations receive additional training on non-violent crisis intervention, self-defence, and Level C First Aid CPR and AED.

Guards also receive orientation and training for local procedures at the branches to which they are assigned.



use of security guards at Toronto Public Library

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October 25, 2021



1 | opening up our public space

We will create and animate
accessible, inclusive spaces...

...that are **flexible and
sustainable**...

...to **inspire** Torontonians to be
and **grow together.**



background disruptive incidents

2019

3,419 incident reports
(0.0002% of total visits)

Disruptive behavior the
largest number

248 violent

2013 – 2019

↑ Total number of incidents

↑ Number of **violent** incidents

↔ **violent** incidents as % of
total incidents (6-7%)



security three-pronged approach

1. Proactive

focuses on staff training, community partnerships, onsite security and policies and procedures to manage and address issues

2. Preventative

addressing environmental conditions and making facility and design improvements to prevent and deter incidents

3. Reactive:

addressing incidents as they occur by applying security guard coverage on a planned and ad hoc basis to assist staff

Security guards allow for division of duties: library staff focus on providing excellent customer service and guards focus on branch activity and preventing / diffusing situations

In-branch guard responsibilities include:

- Respond to staff requests for assistance in managing rules of conduct incidents and infractions.
- Conduct visible patrols of library property.
- Monitor flow of traffic and keep customers out of restricted/staff areas.
- De-escalate and neutralize volatile, threatening, and disruptive behavior and incidents.

Security guards allow for division of duties: library staff focus on providing excellent customer service and guards focus on branch activity and preventing / diffusing situations

Mobile guard responsibilities include:

- provide support and coverage for locations without in-branch guards
- provide site-specific orientation to new guards (in collaboration with TPL staff)
- supervise the onsite guards and ensure responsibilities are properly carried out
- provide coverage at locations when a scheduled guard is absent
- respond and provide additional on-site support for active incidents at all 102 TPL locations across the city

Security guards allow for division of duties: library staff focus on providing excellent customer service and guards focus on branch activity and preventing / diffusing situations

- Guards take direction from in-charge branch staff and any staff can request assistance for support from guards.
- There is no screening at TPL entrances and guards do not have any powers of obligation of Peace or Police Officers.
- All guards must be uniformed and visible with specific identifiers on their clothing, in compliance with Ministry requirements.

Guards are fully trained, engaged, and have various techniques and tactics to quickly deescalate situations with calm and ease

- All guards complete a comprehensive set of training, including:
 - Ontario Basic Training for Security Guards
 - Emergency First Aid CPR and AED Level A training
 - Ontario Security Guard License
 - AODA, H&S, Workplace Hazardous Materials
 - Cultural awareness and diversity training
 - Mental health Awareness training
- Guards receive orientation and training on TPL customer service and branch procedures
- Post orders describe each branch's expectation of the stationed guard

Security guard performance must match terms of the contract

- Guards who do not follow TPL's expectations for behavior and coverage are immediately removed (not re-assigned) and replaced.
- Most commonly raised performance issues related to guard attendance, lateness, and cell phone use.
- Electronic check points in branches to log Mobile guards' movement and patrols.
- Managing performance with data: assignments, schedules, shifts, incidents, staff feedback.

Year Four of a five-year contract with Garda World started September 1, 2021

- 2022 operating budget includes additional \$2 million.
- Assumes continued monitoring of physical distancing, capacity limits, masking requirements and reinstating additional hours and Sunday service.
- Final year of security contract – Sep 1, 2022 – Aug 31, 2023.
- Security coverage required is continually monitored and adjusted.

Guards are a fundamental part of providing customers and staff with a welcoming and supportive environment

- Staff and customers rely on security guards to keep watch over branch activity and to prevent and diffuse situations.
- The division of duties between security guards and branch staff allow each to focus on serving customers and the community in their own ways.
- The complement of roles is useful and effective.



thank you.
questions?