

Town of Midland

Policing Services Analysis



About Asymmetric and Pomax

- **Asymmetric Consulting and Rudy Gheysen**
 - provides a very personal service based on 37 years law enforcement experience in municipal, provincial and federal issues
 - Formerly the Director of the Ontario Police College
 - 9 years as a municipal Police Chief.
 - Provides private and broader public sector organizations practical solutions that have led to improved performance.



About Asymmetric and Pomax

- Pomax Consulting
 - Emergency services consulting company
- Over 125 projects throughout North America including
 - organizational design
 - master plans
 - operational reviews
 - emergency response modelling
 - and communications systems



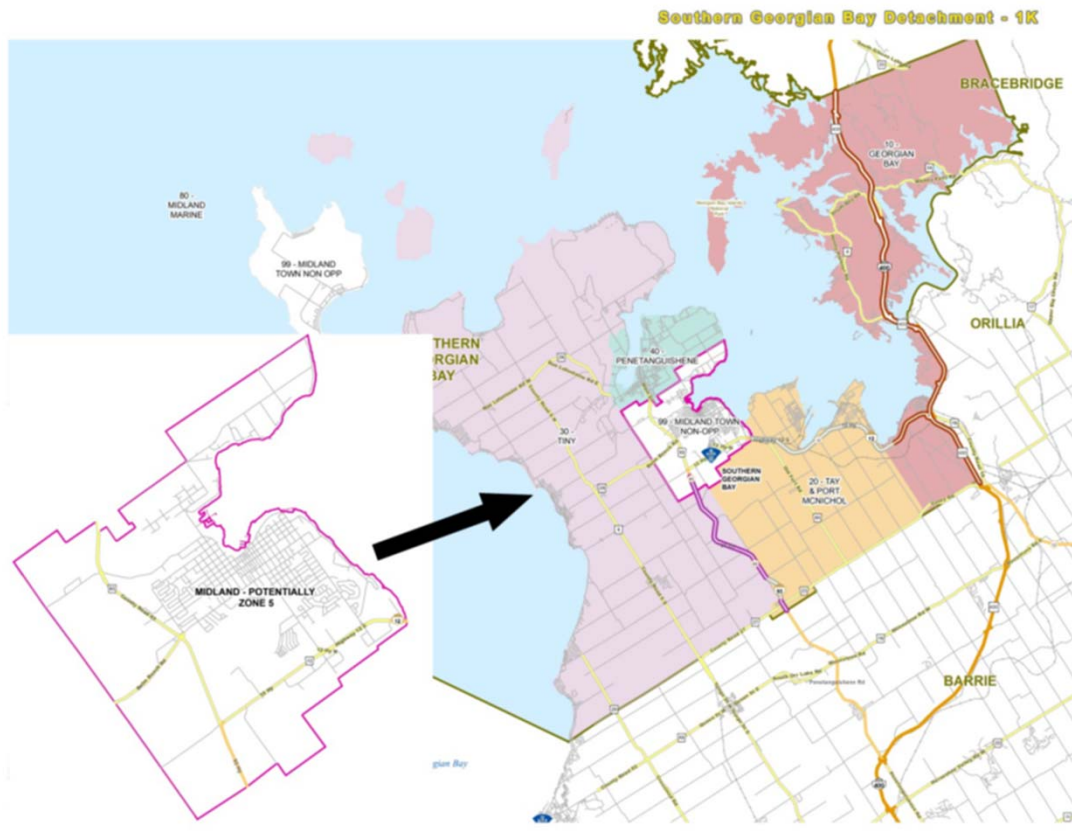
OPP Proposal is based on integrated policing

- Definition:
 - Incorporating a policing services contract for the Town of Midland, along with other municipal and provincial policing responsibilities, under one administration
 - Sharing common resources such as command and administration with other detachment municipalities
 - Providing a range of specialized services under one jurisdictional entity

Integrated policing

- The Southern Georgian Bay Detachment Commander would be responsible to oversee all aspects of service delivery
- The OPP contract complement (staff) identified in the OPP's proposal would be assigned to the policing needs of the Town of Midland
- Administrative and support resources would be shared throughout the detachment and costed accordingly

Southern Georgian Bay Detachment



Integrated policing examples – Waterloo Regional Police

- **Previously, 10 police departments**

- Kitchener
- Waterloo
- Galt
- Preston
- Hespeler
- Elmira
- New Hamburg
- Bridgeport
- Waterloo Township
- The Townships of Woolwich, Wellesley, Wilmot and North Dumfries were patrolled by the OPP

Integrated policing examples – Peel Regional Police

- Previously, 5 police departments
 - Port Credit
 - Brampton
 - Mississauga
 - Streetsville
 - Chinguacousy

Integrated policing examples

Durham Region

- Previously, 8 police departments
 - Pickering
 - Oshawa
 - Whitby
 - Ajax
 - Clarington
 - Scugog
 - Brock
 - Uxbridge

York Region

- Previously, 8 police departments
 - King Township
 - Vaughan Township
 - Whitchurch Township
 - Markham Township
 - North Gwillimbury Township
 - Georgina Township Police
 - East Gwillimbury Township
 - Town of Richmond

Integration Examples

- In Simcoe County the paramedic service has operated in an integrated model since the early 2000s
- Some municipalities are considering or assessing the feasibility of integrating fire services
 - Corner Brook, Newfoundland
 - Rothesay, Quispamsis, Kennebecasis Valley in the Saint John, New Brunswick area;
 - City of Niagara Falls and Niagara Region
 - Central York Fire Department serves the towns of Newmarket and Aurora

Integration

- Integration is based on the calculated expectation of the resources required in a region or zone (Midland) under normal circumstance including
 - Community characteristics
 - Core calls for service
 - Patrol standards
 - Availability factors
 - Officer safety
- OPP used data reported by Midland Police Service to determine resource (staffing) requirements for Midland
- Offers immediate flexibility in rare or unusual circumstances to support major incidents anywhere required



Integration Conclusion

- Emergency service and policing integration is a widely used, well established, model that has been shown to provide the same or better level of service at a more effective cost.

OPP Proposed Staffing Resource Model

- The OPP are proposing an integrated service model based on 3 officers and a sergeant 24 hours a day, plus a staff sergeant during business hours
- Three uniformed officers plus a sergeant requires 35,040 hours of on-duty time a year

	Hours in a Year	Staffed Hours	
	24 x 365		
Uniformed Officers	3	8,760	26,280
Sergeant	1	8,760	8,760
Total Staffed Hours Required			35,040

OPP Proposed Staffing Resource Model

OPP hours - hours per FTE		
8 hours times 365 days =	2,920	
LESS		
Rest days (hours off) 16 x 52 weeks	832	
Illness absence	86.1	
Statutory holidays	96	
Training time	120.7	
Vacation	146	
Parental/maternity leave	32.4	
Worker Insurance	12.3	
Court time	46	
Administration time	131.4	
Total non-patrol hours	1,503	
Patrol hours available per officer		1,417



OPP Proposed Staffing Resource Model

- Dividing 35,040 hours by 1,417 patrol hours per person results in a requirement for 24.7 FTE (officers) to provide 3 officers and 1 sergeant 24 hours a day

OPP FTE Proposal		
Position	FTE	
Detachment Commander	0.32	
Staff Sergeant	1	
Sergeant	4	
Constable	21	
Total Sergeant and Constable FTE		25

OPP Proposed Resource Model Conclusion

- OPP are proposing sufficient officers to staff 3 constables and one sergeant 24 hours a day

Midland Police Service Current Resource Model

- We've shown that the annual staffing requirement for 3 officers and 1 sergeant, 24 hours is 35,040 hours
- And, to staff to that level requires 24.72 FTE at 1,417 hours annual availability
- Midland Police Service Complement includes 22 FTE plus the Chief and Inspector

Midland Police Service	
Position	FTE
Chief Constable	1.00
Inspector of Operations	1.00
Staff Sergeant	1.00
Sergeants	4.00
Constables	16.00
Community Service Officer	1.00
Total Police Complement	22.00

Midland Police Service Current Resource Model

- The MPS model is currently 2.75 FTE short of the complement required to provide the same level of police presence, 24 hours, as the OPP are proposing
- The 22 FTE of the Midland Police Service would have to be on patrol $(35,040 \div 22) = 1,593$ hours a year each to provide 3 constables and 1 supervising officer 24 hours a day (OPP – 1,417)
- Considering that an officer is paid for 2,080 hours a year that leaves 487 hours for other absences
- The difference between 670.9 non-patrol hours proposed by the OPP and 487 hours of non-patrol time calculated so that the MPS can provide the same staff levels is 184 hours.

Midland Police Service Current Resource Model

- Assuming that the OPP's staffing requirement calculations are correct (the consultant's staffing calculations result in almost the same FTE requirements) then the MPS current complement cannot provide the same staffing level as the OPP unless:
 - The MPS can reduce non-patrol time such as administration, illness absence, vacation, and training by an average of 184 hours per officer
- Alternatives include:
 - Increase the number of MPS officers by 2 to 3 FTE
 - Accept that Midland does not require 3 officers and a sergeant 24 hours a day

Resource Availability Conclusion

- Staffing proposed by the OPP brings a greater level of police resources to Midland in an integrated staffing model