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Ontario Provincial Police
Municipal Policing

Understanding Ontario Provincial Police (OPP) Municipal Policing Costs

Produced by the
OPP Municipal Policing Bureau
OPP Corporate Communications
OPP Business and Financial Services Bureau

*In consultation with the
Association of Municipalities of Ontario / Ministry of Community Safety and Correctional Services
OPP Costing Project Team*

August 7, 2012

Ontario Provincial Police



Police provinciale de l'Ontario

Chris D. Lewis

Commissioner Le Commissaire

File #: 614-00

August 7, 2012

To Municipal Leaders,

As Commissioner of the Ontario Provincial Police (OPP), it is my pleasure to announce the release of "Understanding OPP Municipal Policing Costs," which is a document that provides municipalities with a detailed and comprehensive summary of the cost-recovery process and the tools used to determine the charge to municipalities for OPP policing services. The document is accessible on the OPP Internet site at www.opp.ca, under *What We Do*, or by clicking on the following link: <http://www.opp.ca/ecms/index.php?id=13>.

"Understanding OPP Municipal Policing Costs" addresses the 2011 commitment by the Minister of Community Safety and Correctional Services to ensure open and transparent communications related to OPP municipal policing costs. I would like to recognize the project team members who worked tirelessly to review and complete the document. The team was comprised of representatives of the Association of Municipalities of Ontario, the Ontario Association of Police Services Boards, the Ministry of Community Safety and Correctional Services, selected municipalities and the OPP.

Ontario's communities require effective and professional policing services in order to remain safe, secure, healthy and prosperous. Whether delivered on a Section 10 *Police Services Act* (PSA) contract or Section 5.1 PSA non-contract basis, the OPP works diligently to ensure that adequate and effective policing services are provided to 322 municipalities in the Province of Ontario.

The OPP is also diligent in its efforts to ensure fiscal prudence and to make every dollar count. We know that municipalities are concerned about policing costs and ensuring public safety. I am pleased to present municipal leaders with a resource that will increase awareness and understanding of OPP policing services and costs. I ask that you share the content of this letter and the above noted link with your Police Services Board or Community Policing Advisory Committee, as applicable.

I look forward to ongoing discussion with our municipal partners and to addressing issues of mutual concern.

Yours truly,

Chris D. Lewis

/jt

777 Memorial Avenue
Orillia, Ontario
L3V 7V3
Telephone: (705) 329-6199
Facsimile: (705) 329-6195

777 avenue Memorial
Orillia, Ontario
L3V 7V3
Téléphone (705) 329-6199
Télécopieur (705) 329-6195

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Executive Summary

Understanding Ontario Provincial Police (OPP) Municipal Policing Costs is a living document. It is refreshed as formula updates come into effect and as circumstances change.

Background:

The OPP is unique among Ontario police services in that it is legislated by the *Police Services Act* (PSA) to carry out municipal as well as provincial policing responsibilities. Currently, the OPP delivers policing services to 322 municipalities, on a cost-recovery basis.

In late 2011, the Association of Municipalities of Ontario (AMO) and the Ministry of Community Safety and Correctional Services (MCSCS), including the Ontario Provincial Police (OPP), established the OPP Costing Project Team. The team was created to further an August 2011 commitment by the MCSCS Minister to ensure open and transparent communications related to OPP municipal policing costs.

Objective:

Municipalities have asked for detailed information about the cost of OPP policing services in order to fully understand the cost-recovery process, ensure accountability and identify any potential that might exist for cost efficiencies.

In response, the OPP has created a comprehensive report, *Understanding OPP Municipal Policing Costs*, in consultation with the OPP Costing Project Team. The document explains exactly how OPP municipal policing costs are calculated and recovered. *Understanding OPP Municipal Policing Costs* serves as a foundation for on-going discussion and dialogue with municipal partners and stakeholders.

Process:

Understanding OPP Municipal Policing Costs was prepared in consultation with the OPP Costing Project Team and reviewed, in detail, at every step. The team was composed of:

- AMO executive staff;
- Municipal representatives;
- Ontario Association of Police Services Board (OAPSB) representatives;
- OPP representatives (Commander, Municipal Policing Bureau (MPB); Commander, Business and Financial Services Bureau (BFSB); Manager, MPB; Corporate Communications Strategic Communications Officer, Corporate Communications and Executive Services (CCES); and

- MCSCS representatives (Director, Policy Development and Coordination; Director, Business and Financial Planning).

The report begins with an overview and then more detailed information is presented, topic by topic. Each section can be read in sequence or stand on its own. Because the financial information is detailed and sometimes complicated, brief explanations, questions and answers as well as charts and graphics are provided along with the financial schedules. To ensure clarity, explanations of terms that may be familiar to some, but not necessarily to all, have been included.

Conclusion (Summary of Findings):

1. The OPP is providing municipal policing services that meet legislated Adequacy and Effectiveness Standards.
2. The OPP cost-recovery process is mandated and geared to achieving fair cost recovery from municipalities.
3. The OPP continually monitors its budget and actively seeks cost efficiencies which are passed on to municipalities. Despite this, OPP and policing costs in general are continuing to climb. Nevertheless, taken overall, OPP costs continue to compare favourably with other Ontario police services.
4. Uniformed officers' salaries and benefits make up a large proportion of the OPP policing budget (averaging 85 per cent for salary and benefits to 15 per cent for direct operating expenses).
5. Under the OPP model of policing, municipalities may choose to establish or eliminate "enhanced" policing services within their communities. Cost efficiencies may be found through these decisions.
6. Under current legislation, ultimately it is a municipality's responsibility to decide how, and by whom, policing will be provided to their communities.

Recommendations:

- Ensure effective distribution of the report to all Section 10 "contract" municipalities and Section 5.1 "non-contract" municipalities, AMO, OAPSB and other partners and stakeholders.
- Actively pursue opportunities for dialogue and discussion with partners and stakeholders at conferences, workshops and meetings, etc.
- Build on this communication package format and approach for future Formula updates.
- Evaluate distribution and accessing of the report to ensure relevance.
- Explore opportunities for the OPP Costing Project Team to continue in its work.

For more information:

OPP Municipal Policing Bureau
 777 Memorial Ave, Orillia, ON LV3 7V3
 705-329-6200

OPP Municipal Policing - General

Explanation:

- The Ontario Provincial Police (OPP) delivers cost-effective and professional policing services to the province, including **322** municipalities; **172** on a Section 5.1 *Police Services Act* (PSA) “non-contract” basis and **150** on a Section 10 PSA “contract” basis.
- As defined in the PSA, municipalities are required to provide and fund adequate and effective police services in accordance with their needs.
- Under Section 5 of the PSA, a municipality may utilize one of the following policing options:
 - establish a police force;
 - enter into an agreement with one or more other municipal councils to constitute a joint board;
 - enter into an agreement with one or more councils to amalgamate their police forces;
 - or contract services from either a contiguous police force or from the OPP under Section 10 of the PSA; or
 - default to Section 5.1 of the PSA (non-contract policing option).
- The OPP operates out of **78** host detachments and **87** satellite offices, five regional headquarters, one divisional headquarters and a general headquarters.
- The OPP is not only responsible to provide police services to parts of Ontario that do not have municipal police services but, in addition, is responsible for traffic safety on provincial roadways, waterways and trails, policing over 969,000 square kilometres of land and over 94,000 square kilometres of water. It also maintains investigative services to assist municipal police services.
- The OPP works closely with the Ministry of Community Safety and Correctional Services and stakeholders in the policing community to improve efficiency and effectiveness and to help shape the future of policing in Ontario.

Questions and Answers:

Q: What additional support services does the OPP provide to municipalities?

A: The OPP provides many programs and services to municipalities including:

- Child Exploitation Investigations
- Tactics and Rescue Unit
- Aviation Services
- Drug Enforcement
- Emergency Response Team
- Major Case Management
- Technical Traffic Collision Investigation
- Snowmobile, ATV, Vessel Enforcement (SAVE)
- Underwater Search and Recovery
- e-Crime Investigations

Q: Why do some municipalities policed by the OPP with similar geographies and populations have different staffing complements and budgets?

A: Because municipalities are different in **other** important ways, for example:

Municipality A: with a population of 5,000; a retirement community with a lower number of calls for service; fewer violent incidents; likely fewer high schools and licensed establishments due to the mean age of the community.

Municipality B: with a population of 5,000; an industrial community with a high number of calls for service; larger number of schools; licensed establishments and a higher number of violent and property crime occurrences given the demographics of the community. Municipality B also has transient residents and an influx of people working in industry which increases response requirements for Calls for Service.

Conclusion: Municipality B will need more staffing and resources than Municipality A to address workload requirements. Another example would be a summer resort community where the population significantly increases on the weekends, requiring more capacity in the OPP response.

Police Adequacy and Effectiveness Standards Regulation under the *Police Services Act* (PSA)

Explanation:

- The Police Adequacy and Effectiveness Standards Regulation (Adequacy Standards) helps ensure the effective delivery of policing services. It was filed as O.Reg. 3/99 on January 8, 1999.
- The regulation was part of the government's overall strategy to provide Police Services Boards and police services the structure and tools they needed to ensure adequacy and effectiveness. All police services were to be in compliance by January 1, 2001.
- Additionally, the regulation required all Police Services Boards to develop a plan, setting out the steps needed to be taken by the board and the police service in order to meet the requirements of the regulation.
- The Adequacy Standards regulation content is high level and outcome oriented. It provides flexibility in implementation, including service delivery i.e., contracting with another police service or organization, or providing crime prevention initiatives on a regional or cooperative basis.
- The primary focus of the Adequacy Standards regulation is on what police services do, and not how they should do it. Overall, it is designed to address areas of provincial interest, improve the overall management, and ensures that all Ontarians receive core police services.

“Adequate and Effective Policing Services”

Explanation:

Section 4 PSA sets the responsibility for providing adequate and effective police services with the municipality. The PSA requires:

- Delivery of adequate and effective police services in accordance with local needs;
- Municipalities are to provide necessary administration and infrastructure to support adequate and effective police services;
- Five core police services are to be delivered:
 - Crime prevention;
 - Law enforcement;
 - Victim assistance;
 - Public order maintenance; and
 - Emergency response services.

OPP Municipal Policing Services: *Police Services Act (PSA) Section 10*



_____ Policing services to municipalities.

- - - - - Enhanced policing services options for municipalities.

Administration and Infrastructure

- In providing adequate and effective police services, a municipality, through a Section 10 contract or by default a Section 5 relationship with the OPP is responsible for providing all the infrastructure and administration necessary for providing such services including: vehicles, boats, equipment, communication devices, buildings and supplies.
- One of the objectives in developing the Adequacy Standards was to highlight the importance of police business planning and local accountability.
- As such, the regulation requires that every Police Services Board have policies and procedures in place regarding a number of functions/services.
- The regulation stipulates that every police service must prepare a business plan at least every three years to address:
 - The objectives, core business and functions of the police service;
 - Quantitative and qualitative performance objectives and indicators relating to the provision of: community-based crime prevention initiatives, community patrol and criminal investigative services, community satisfaction with police services, emergency calls for service, violent crime, property crime, youth crime and clearance rates, victim assistance and road safety;
 - Information and technology;
 - Resource planning; and
 - Police facilities.
- Annually, the OPP detachment commander is required to prepare a report for the board relating to the activities of the police service during the previous fiscal year.
- The OPP's business plan program ensures compliance with Adequacy Standards. Detachments seek input from their local Police Services Boards and communities to ensure local priorities are captured in detachment commitments.
- If a municipality contracts services under Section 10 of the PSA, the OPP becomes the service provider and ultimately overall authority is delegated to the OPP Commissioner.
- The regulation also requires every Police Services Board to enter into a protocol with its municipal council, have a skills development and learning plan; develop procedures for the investigation of complaints; and implement a quality assurance process relating to the delivery of adequate and effective police services, as well as compliance with the PSA and its regulations.

Crime Prevention

- The regulation requires that every police service provide community-based crime prevention initiatives in accordance with local needs.
- The regulation also requires that every police service have procedures and processes on community-based crime prevention initiatives. Furthermore the regulation requires that every police service have procedures and processes on problem-oriented policing.

Law Enforcement

- The regulation requires that every police service have in place processes to address:
 - Twenty-four hour policing;
 - Community patrol;
 - Communications and dispatch;
 - Supervision;
 - Traffic management, enforcement and road safety;
 - Criminal investigators;
 - Criminal investigation management plan;
 - Procedures on criminal investigation;
 - Criminal intelligence;
 - Crime, call and public order analysis;
 - Waterways policing for municipalities designated under subsection 19(1) clause (2) PSA;
 - Court security for municipalities designated under section 137 (1) PSA;
 - Other law enforcement related procedures; and
 - Investigative supports.

Victim Assistance

- The regulation requires that every police service have procedures on providing assistance to victims that:
 - Reflect the principles of the Victims' Bill of Rights, 1995; and
 - Set out the roles and responsibilities of members for providing victim assistance.

Public Order Maintenance

- Every police service is required to have access to the services of a public order unit within a reasonable response time.
- A public order unit must consist of a unit supervisor, and, at minimum, four squads of seven officers including the squad leader.

- In addition, every police service must have procedures addressing the circumstances in which a public order unit may be deployed.
- The regulation further requires that every police service have procedures on police action at labour disputes.

Emergency Response Services

- The regulation requires that every police service have access within a reasonable response time to the following emergency response services:
 - Tactical unit;
 - Hostage rescue team;
 - Major incident commander;
 - Crisis negotiator;
 - Police explosive forced entry technician; and
 - Explosive disposal technician.
- A minimum of 12 full-time tactical officers, including the tactical supervisor, have to be in a tactical unit or hostage rescue team.
- With regard to explosive disposal, a police service may also enter into an agreement with the Canadian Armed Forces or another organization to have these services delivered.

Summary

- Section 5 PSA outlines the options by which a municipality can meet its obligation to provide police services – one of these is by entering into an agreement under Section 10 to have police services provided by the OPP.
- If a municipality fails to provide police services, then the OPP is obligated under the PSA to provide services to the municipality to ensure the Adequacy Standards are met.
- The OPP provides an array of assurance services to all levels within the organization, corporately, regionally and at detachment level to ensure compliance with Adequacy Standards and OPP/Ministry policies, and to establish a culture of continuous improvement within the OPP.

OPP Municipal Policing Bureau

Explanation:

- Effective March 19, 2012, the Contract Policing Section under the Business and Financial Services Bureau was renamed and restructured as the Municipal Policing Bureau and Superintendent Rick Philbin was appointed Commander.
- The change from Section to Bureau is a strong indication of the importance the OPP places on providing efficient municipal police services and the growing demands in this area.
- This decision was based on a number of factors including:
 - Municipalities across Ontario continue to vote in favour of OPP policing contracts and significant resources are dedicated to this area.
 - Cost-effectiveness and accountability continue to be priorities for the OPP. Municipal policing costs, invoiced back to municipalities, account for approximately one-third of the OPP's overall budget.
 - The OPP, along with the Ministry of Community Safety and Correctional Services, has made a commitment to improve communications and information sharing about municipal policing costs. This can be done effectively through a bureau structure with a Superintendent at the leadership level.

Questions and Answers:

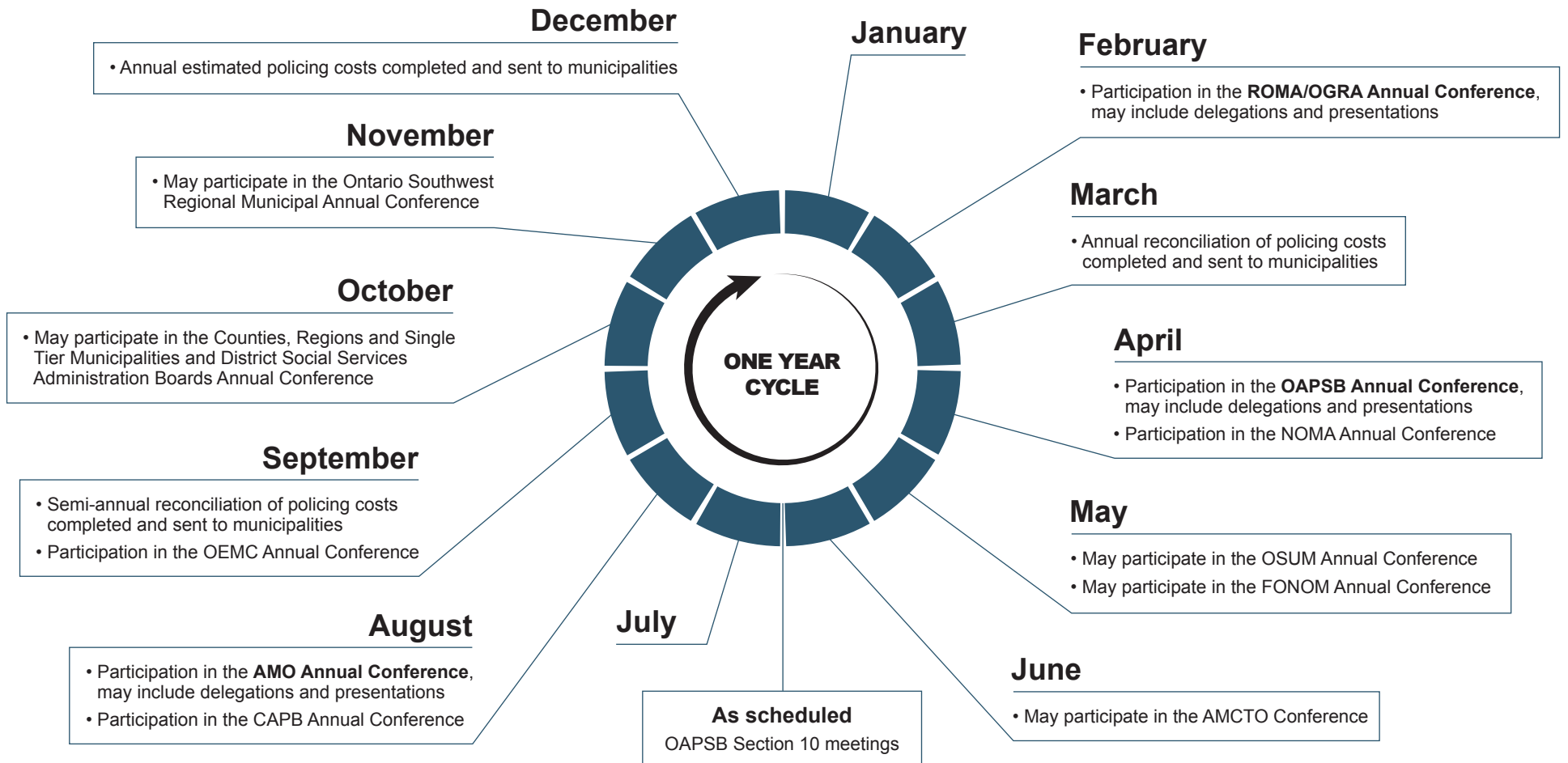
Q: Will these changes result in higher costs to the municipalities that are policed by the OPP?

A: There will be the cost for the additional position of the Superintendent but these costs will be divided up, as are costs for the Municipal Policing Bureau in its entirety, between all the client municipalities and the province; any increases will be negligible, and minimal.

Q: Why does Schedule 6D refer to “Contract Policing” when it’s now the Municipal Policing Bureau?

A: Schedule 6D refers to Contract Policing rather than Municipal Policing because the costs were captured as of 2009, when the Contract Policing Section was the administrative structure.

OPP Municipal Policing Bureau: Outreach Schedule



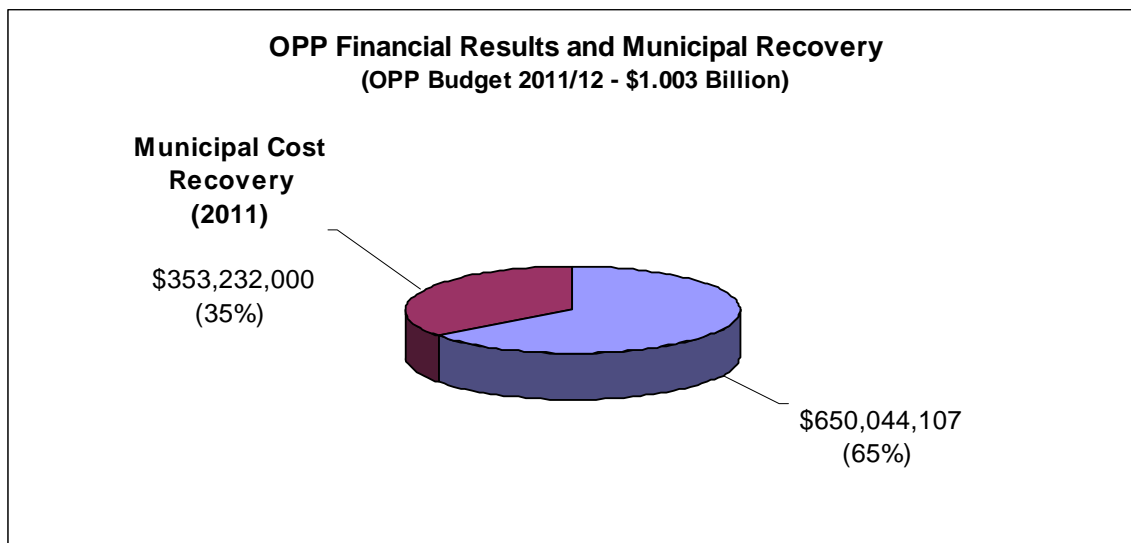
AMCTO	Association of Municipal Clerks and Treasurers of Ontario	OAPSB	Ontario Association of Police Services Boards
AMO	Association of Municipalities of Ontario	OEMC	Ontario East Municipal Conference
CAPB	Canadian Association of Police Boards	OGRA	Ontario Good Roads Association
DSSAB	District Social Services Administration Board	OSUM	Ontario Small Urban Municipalities
FONOM	Federation of Northern Ontario Municipalities	ROMA	Rural Ontario Municipal Association
NOMA	Northwestern Ontario Municipal Association		

OPP Municipal Policing – Integrated Service Delivery

Explanation:

- The Ontario Provincial Police (OPP) provides policing services to both contract and non-contract municipalities while also meeting provincial commitments in all 444 municipalities.
- In order to meet municipal and provincial obligations, the OPP operates detachments on an integrated service delivery model.
- The integrated service delivery model provides enhanced flexibility and efficiency for communities, but requires using several tools to track workload and define staffing needs.
- Within the integrated service delivery model, an officer in a detachment is not identified as a municipal or provincial officer; instead the OPP utilizes the Daily Activity Reporting (DAR) system to record the time and location where an officer works.
- This DAR information is both used to apportion costs to non-contract municipalities and is one of a number of factors used in the determination of contract staffing levels.
- Under the integrated service delivery model, many OPP detachments provide policing to more than one municipality; in fact, there are some OPP detachments that police **more than 10** municipalities (e.g. Amalguin Highlands, East Algoma, Temiskaming).

Chart 1



Cost Recovery for Salaries and Benefits

Explanation:

- Salaries and benefits account for the majority of the costs charged to municipalities.
- Contract municipalities enter into an agreement for a specific number of Full-Time Equivalent officers (FTEs) for the term of the agreement, which is normally five years.
- The OPP, as part of the Ontario Public Service, defines its workforce size or staff strength in terms of FTEs. The FTE measure accounts for the number of hours worked by an employee relative to the normal full-time hours of a position's classification. Full-time employees are each 1.0 FTE. Employees that typically work less than full-time hours such as regular or fixed term part-time employee would equate to less than 1.0 FTE (e.g., 0.5 FTE, 0.65 FTE).
- Non-contract municipalities are charged for policing services based on their portion of the detachment workload, which is re-calculated each year using data from the previous four years.
- Municipalities are charged for the actual salaries and benefits of the detachment staff in their contract or they are apportioned to them under a non-contract arrangement.
- In addition to the salaries and benefits for detachment staff providing the policing services to municipalities, the OPP uses the Municipal Cost-Recovery Formula to recover the cost of select support salary and benefit expenditures; support services; and Other Direct Operating Expenses (ODOE) such as vehicles, uniforms and equipment.

Estimates and Reconciliation in the Cost-Recovery Process

Explanation:

- Municipalities are charged for OPP policing services through an annual estimates and reconciliation process.
- Estimated costs are provided to municipalities prior to the new calendar year and used to calculate monthly billings.
- A mid-year reconciliation is completed in the fall to assist municipalities in budgeting for policing costs in the next calendar year.
- Actual costs are determined via the annual reconciliation process.
- Municipalities receive a credit or invoice based on the difference between estimated and reconciled costs.

Questions and Answers:

Q: How are costs broken out between municipalities and the province?

A: In 2011/12 the OPP recovered approximately 35 per cent of its budget for policing services provided to Section 10 (contract) and Section 5.1 (non-contract) municipalities.

Q: Do municipalities pay for policing in First Nations communities?

A: OPP policing services provided to First Nations communities are tracked in the Daily Activity Reporting system to ensure these costs are not passed onto municipalities.

Q: Municipalities are concerned about controlling costs. What can you tell us about cost components, cost drivers and cost savings?

A: **Regarding cost components:**

Uniformed officer salaries and benefits are the primary policing cost components. Not every municipality is the same, but typically OPP costs break down to approximately 85 per cent for salary/benefits to 15 per cent for direct operating expenses. Salaries are dictated by rates contained in agreements negotiated by the Ministry of Government Services and the Ontario Provincial Police Association.

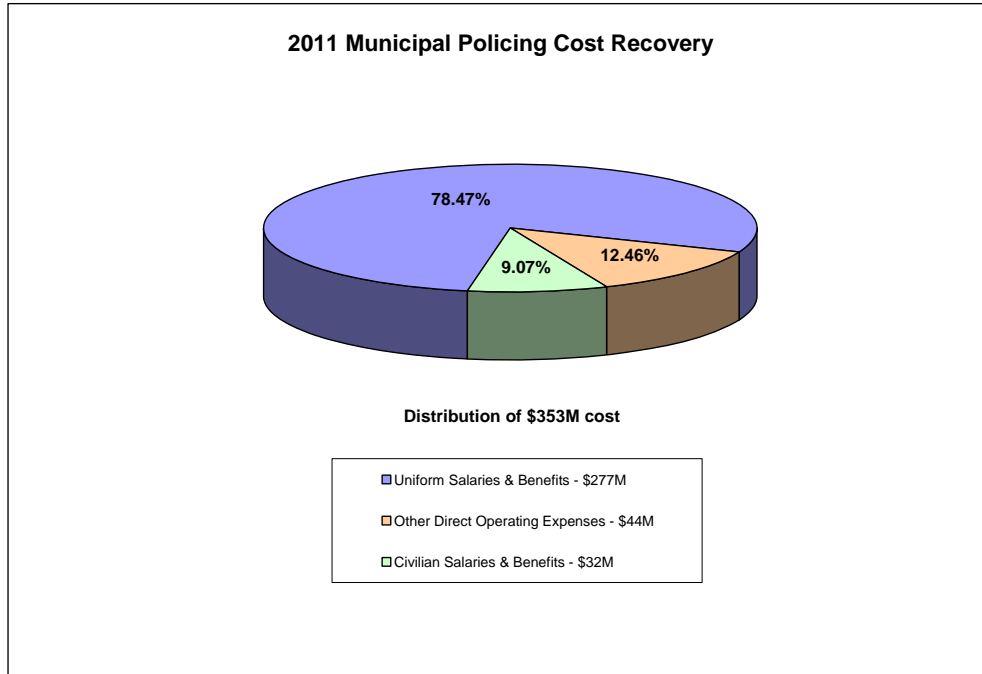
Regarding cost drivers:

Cost drivers include Calls for Service, population, demographics, municipality characteristics, requirements set by court and inquest decisions, overtime and keeping up-to-date with technology.

Regarding cost savings:

OPP policing provides savings that are passed on to municipalities such as centralized recruitment; training and staffing management; centralized distribution systems, economies of scale in relation to bulk purchases of uniforms, equipment, vehicles; centralized dispatch; and access to technology and research.

Chart 2



2011 OPP Municipal Policing Cost-Recovery Allocation

Basic Costs	\$ Millions	%
Uniform Salaries & Benefits	277	78.5%
Other Direct Operating Expenses	44	12.5%
Civilian Salaries & Benefits	32	9.0%
Total	353	100.0%

Detailed Costs	\$ Millions	%
Civilian Salaries & Benefits	32	9.0%
Regular Salaries	205	58.1%
Overtime	13	3.7%
Shift Prem & Payouts	8	2.3%
Benefits	51	14.4%
Vehicle	22	6.3%
Office Automation	6	1.7%
RHQ Support	4	1.1%
Telephones & Radios	3	0.8%
Operational Support	3	0.8%
Uniform & Equipment	2	0.6%
Office Supplies	1	0.3%
Other ODOE	3	0.9%
Total	353	100.0%

OPP Cost-effectiveness and Efficiency

Explanation:

- Ontario's communities need effective and professionally-delivered policing services in order to remain safe, secure, healthy and prosperous.
- The Ontario Provincial Police (OPP) continually monitors its budget and actively seeks cost efficiencies which are passed on to municipalities. Despite this, OPP and policing costs in general are continuing to climb.
- Nevertheless, taken overall, OPP costs continue to compare favourably with other Ontario police services.
- Efficiencies are demonstrated by shared services such as recruitment, training and staffing; economies of scale in relation to purchasing; centralized dispatch; specialization; and access to technology and research.

OPP / Municipal Police Services comparison of average per population costs

2011 Statistics Canada (excluding First Nations Police)	Population 100,000+	Population 50,000 to 99,999	Population 15,000 to 49,999	Population 5,000 to 14,999	Population <,5000	Provincial Averages
Municipal	\$282.00	\$264.00	\$284.00	\$329.00	\$371.00	\$282.00
OPP (Section 10)	N/A	\$153.00	\$150.00	\$156.00	\$238.00 <i>Incl. Hwy 407</i>	\$160.00

Source: STATS Canada

Examples of Efficiencies:

State of Emergency and Disaster Response

- Access to OPP's general and specialized workforce, equipment and knowledge base.
- As a result of an overall efficiency review, the OPP implemented a Ready to Roll (RTR) pool of fully-equipped marked police vehicles. The purpose of the RTR pool is to be capable of deploying additional vehicles, anywhere in the province, in the event of an emergency. The RTR system was implemented prior the Town of Goderich Tornado emergency. A total of 17 additional vehicles were dispatched to the scene of the incident within hours.

OPP Academy

- A renewed focus on video conferencing has expanded the number of officer training days while reducing overtime, meals and travel costs.

OPP Fleet replacement

- The OPP works directly with manufacturers to develop more cost-effective and efficient police vehicles.
- Our project over the past three years has been to develop a purpose-built police vehicle to replace the Ford Crown Victoria that went out of

production in September 2011. Three new vehicle models were introduced to the field in June 2012. All three promise to improve overall performance and gas mileage by between 20 to 25 per cent. This has the potential to translate into several million dollars in savings.

Specialized in-house services

- The OPP has developed many specialized in-house units that belong to trade specific Communities of Practice to promote information sharing, partnerships and support with law enforcement partners.
- The OPP employs specialized civilians for non-policing functions, keeping officers available for frontline policing (i.e. civilian data entry, crime analysts, specialized mechanics, trainers etc.).

Detachment Staff Salary and Benefits Recovery

Explanation:

- The Ontario Provincial Police (OPP) is a police service deployed across the province; OPP members are paid the same salaries and benefits consistently across Ontario.
- OPP members are transferred or re-located from one location to another to meet provincial and municipal needs.
- Salary rates established in the collective agreements are set on a calendar year basis and are adjusted yearly as part of the cost-recovery process.
- Salaries and benefits are determined through the collective bargaining process and are negotiated by the Ontario Provincial Police Association and the Ministry of Government Services.
- Although salary rates are set on a calendar year basis, the rates in effect for the calendar year are not always finalized by January 1 each year. This is usually the result of the timing of labour negotiations and the final ratification of the agreements.
- Delays in the finalization of salary rates have an impact on estimates provided by the OPP to municipalities.
- Municipalities are notified in writing when the collective bargaining process is completed and salary rates are finalized so that municipalities can adjust their budgets.
- The final year-end reconciliation of costs is based on actual salary rates in effect for the year.

Questions and Answers:

Q: Do municipalities get charged the relocation costs for officers when they get transferred from one location to another?

A: No. The OPP doesn't charge for the relocation of its officers since this is identified as being more related to the OPP's provincial mandate.

Q: Are salaries for per officer costs actually part of the formula or not?

A: Salaries and benefits for detachment uniform and civilian staff are not costs specifically set in the formula.

Q: Why are salaries for support staff such as communication operators, prisoner guards, office automation support and telephone support staff calculated through a formula?

A: The formula is a methodology established to determine specific support and operational costs that are to be recovered on a per officer basis and, as such, it contains some support salary components that are set in the per officer rates. This methodology is stipulated in Section 2 of Regulation 420/97.

Q: Does any delay in the ratification to an agreement made between the Ontario Provincial Police Association (OPPA) and the province have an impact on the costs charged to municipalities?

A: Ratification of an agreement has to be in place before the OPP can release rates and this can sometimes lead to delays that may have an impact on forecasting costs; however, the OPP cannot release rates before Ministry approval is in place.

Q: How are detachment staff benefit rates determined?

A: The benefit rates applied to the detachment staff are the latest rates issued by Ministry of Government Services at the time annual estimates are provided to municipalities.

Q: What is the rate for Constables?

A:

First Class Constable Salary Rate

Year of experience	Salary Rate
2 to 7	\$83,483
8 to 16	\$85,988
17 to 22	\$88,492
23 +	\$90,997
TOTAL	<u>\$348,960</u>

Number of rates 4

Average rate \$87,240

Q: Is there reconciliation at the end of the year for detachment civilians?

A: No, the detachment civilian salaries are fixed at the rate set in the estimate provided each year.

Q: Are revisions annual?

A: Yes, there are annual salary and benefit revisions.

Q: What is the salary increase for 2012?

A: The 2011-14 Collective Framework Agreement does not contain a general salary rate increase for 2012 or 2013.

Q: What about salary increases in 2014?

A: We don't know exactly what the salary increase will be in 2014 as it will be dependent upon other police services and their salary settlements. The Ministry of Government Services and the OPPA did reach an agreement that in 2014 -- following no general salary increase for two years -- the OPP's rate would become equivalent to the highest paid police service in Ontario, at that time.

Q: Is the constable salary rate approximately 60 per cent of the FTE costs?

A: Yes. The cost of one constable based on the 2010 Cost-Recovery Formula and the 2012 salary rate is approximately \$149k. The 2012 constable regular salary (excluding benefits and other salary components) is \$87k or 58 per cent of that cost. See Appendix A for a detailed breakdown.

Q: Are general trends in demographics and years of service for officers available?

A: Statistics on age demographics of detachment officers are not readily available.

The uniform salaries charged to a municipality upon reconciliation are based on calculations of the weighted actual salary rates for the detachment officers that service the municipality. Across the province, the average actual salary rate charged for a constable in the 2011 year end reconciliation (\$83,160) was a rate slightly less than the rate applicable to a constable with three years experience.

The rates for detachment officers with less than three years experience is substantially less (15 per cent to 33 per cent) than the average rate of a first class officer with three or more years of experience. The salary rates for these less experienced officers significantly reduce the overall weighted average across the province.

OPP Staff Strength: Understanding the Full-Time Equivalent Measure

Explanation:

- The Ontario Provincial Police (OPP), as part of the Ontario Public Service, defines its workforce size (i.e., staff strength) in terms of Full-Time Equivalents (FTE).
- In any given month, the staff strength FTE calculation captures:
 - all regular full-time, regular part-time and all fixed term (i.e., contract) employees; and
 - employees on leave of absence, with or without pay, but exclude employees on Long Term Income Protection.
- For the purposes of comparing OPP's staff strength FTE with the OPP FTE Cap, the following are also excluded from the measure:
 - students, interns and seasonal employees; and
 - employees on all other leaves of absence (e.g., maternity, parental, discretionary).
- FTEs can fluctuate monthly and are influenced by a variety of factors such as staff retirements, terminations, resignations and new hires including recruits, experienced police officers and civilians, just to name a few.
- The FTE measure accounts for the number of hours worked by an employee relative to the normal full-time hours of a position's classification. Full-time employees are each 1.0 FTE. Employees that typically work less than full-time hours such as regular or fixed term part-time employee would equate to less than 1.0 FTE (e.g., 0.5 FTE, 0.65 FTE).
- Two employees who work half time each would account for one FTE in the count. All part-time employees are apportioned in this way so the work force can be expressed in terms of FTEs.
- In contrast to the FTE measure, a headcount is a simple count of the total number of employees regardless of the number of hours worked by each employee. Therefore, the headcount is always more or equal to the FTE value.
- The staff strength FTE measure (versus headcount) provides a more accurate reflection of the work being performed by the workforce.¹

¹ Information on OPP Staff Strength and FTEs has been developed in consultation with OPP Career Development Bureau.

OPP Staffing Process

Explanation:

- Determining the appropriate level of staffing for any police service or detachment is a dynamic and complex process influenced by many factors.
- The Ontario Provincial Police (OPP) uses a number of tools to ensure that frontline constables are available to respond to Calls for Service (CFS) in municipalities.
- The contract staffing process used by the OPP includes:
 - a comprehensive statistical analysis of workload in the detachment and municipality;
 - a review of supervisory, support and administrative requirements;
 - consultation by the OPP Municipal Policing Bureau with regional / detachment personnel and the municipality to discuss particular community needs; and
 - OPP analysts providing qualitative and quantitative analyses of each specific contract.
- The OPP's review of the ability of the current staffing level at a detachment to provide "adequate and effective policing" to meet the community's policing expectations is a critical part of the OPP staffing process.

OPP Deployment Model

Explanation:

- The OPP has used the Deployment Model to assist in the staffing of detachments since the late 1980s. This tool aids in the determination of the number of frontline constables required to address Calls for Service (CFS).
- The Deployment Model takes into account a number of parameters, these being:
 - Detachment Characteristics;
 - Availability Factor;
 - Calls for Service/Response Standard;
 - Policing Standards (Officer Safety); and
 - Patrol Standards.
- The Deployment Model does not assess supervisor, support and administrative requirements so these needs are measured in other ways. Supervision and administrative support are determined by both OPP policy and operational requirements for each location.
- The Deployment Model methodology has been approved for use by the OPP by Management Board of Cabinet.
- The staffing process (which includes the Deployment Model) and the cost-recovery process (which includes the Municipal Policing Cost-Recovery Formula) are all used to establish OPP costs to municipalities.

Questions and Answers:

Q: Where did the Deployment Model come from?

A: It was originally developed by the Illinois State Police, but the computerized model has been significantly refined by the OPP and is used as a tool in the determination of the number of frontline constables required to address Calls for Service.

Q: What exactly is a Call for Service (CFS)?

A: A Call for Service is any request that must be responded to by an officer. Most are either Criminal Code violations or Motor Vehicle Collisions although the OPP also responds to: death and injury investigations, domestic investigations, the delivery of compassionate messages or reports of missing or lost persons and rescues. Even false alarms count as a CFS since an officer will attend the scene of the occurrence.

Q: How do you track Calls for Service at any given detachment for any particular year?

A: OPP officers fill out a Daily Activity Report which is submitted to our Activity Reporting System. Using this data, we can determine historical levels of CFS at our detachments. We can then use this information to assist in

determining the number of frontline constables needed to meet expected standards at any detachment.

Q: Does the OPP track Calls for Service using any other application?

A: The Niche Record Management System (RMS) application also tracks CFS.

Q: Could Niche RMS data be used in the Deployment Model?

A: The OPP is currently assessing the viability of using Niche RMS data as an input in the Deployment Model

Q: How do you determine the number of supervisory, management and civilian support positions at a detachment?

A: Supervision and administrative support are determined by both OPP policy and operational requirements for each location.

Q: How did the OPP establish the 92 per cent Response Standard?

A: The Response Standard was set to 92 per cent during the development of the Equitable Financing Costing Methodology in 1999. At that time, the authorized frontline constable authorized staffing numbers matched the Deployment Model results when the 92 per cent Response Standard was applied. The standard allows the OPP to balance our response to reactive and proactive CFS in order to provide adequate and effective policing services to municipalities.

Q: How do you deal with proactive calls?

A: The Response Standard is an indicator of the OPP's ability to manage peaks in Call for Service (CFS) workload. The model ensures that, **on average**, the OPP has enough frontline officers at a detachment to meet the reactive CFS demand 92 per cent of the time. Of course, service needs cannot be predicted exactly and there are many factors involved so there needs to be buffers and flexibility within the model. The set Response Standard also provides the OPP with (i) the resources needed for officer "Assist" activity, as well as (ii) the ability to manage additional reactive/proactive CFS not included in the 92 per cent Response Standard calculation.

Q: Can you explain the impact of training and other administrative duties?

A: Training and other administrative duties are included in the Availability Factor as detractors to the availability of an officer. To ensure this does not result in increased staffing to municipalities, these training and administrative duties are also excluded in the workload calculated for the municipality.

The activities included in the training and other administrative availability calculations follow:

Training

- Training Preparation
- Training Presentation
- Training Attendance
- Probation Support Training

Other Administrative Activity

- Shift Preparation
- Shift Conclusion
- Administrative Report Writing
- Operations Planning
- Detachment Planning
- Regional Planning
- Regular Statistics Request

“Admin Activity” doesn't include "report writing" for criminal, Provincial Offences Act (POA) and other incidents.

Q: Does the Deployment Model include vacation time?

A: Yes. Vacation time is included in the Deployment Model based on the average number of entitled vacation days, 19.6 days, for detachment constables.

Q: Does the Deployment Model include sick time?

A: Yes. Sick time is included in the Deployment Model based on an average of 53 hours per detachment constable.

Q: The staffing process described above applies to contract municipalities, how does the OPP determine the policing services provided to non-contract municipalities?

A: Non-contract municipalities are charged based on their portion of the detachment workload, which is recalculated each year using data from the previous four years. Their percentage of the detachment workload is applied to the actual number of officers who worked in the detachment throughout the year to determine the number of officers non-contract municipalities are charged for. Actual detachment staffing is recorded throughout the year with reductions for maternity leaves, Workplace Safety and Insurance Board (WSIB), Long Term Income Protection (LTIP) and seconded officers.

Q: How did the OPP analyze staffing/workload needs prior to the development of the Deployment Model?

A: Prior to the Deployment Model, the OPP utilized the Hours Approach, which grouped incidents into categories and multiplied the total by the average hours of service required per incident.

OPP Municipal Policing: Services tailored to communities

Detachment A: Northern Ontario, rural and agricultural areas with smaller urban hub, influx of summer population

Four Municipalities Served (PSA = Police Services Act)	1	2	3	4
	PSA Section 10/Contract	PSA Section 10/Contract	PSA Section 5.1/Non-Contract	PSA Provincial Responsibilities
Municipality Characteristics	Residential areas Two elementary schools Bedroom community Increase in summer population/cottages	Smaller urban hub Two high schools Four elementary schools Hospital Increase in summer population/cottages	Rural areas One elementary school Farming Increase in summer population/cottages	Trans Canada Highway Major secondary highway Other secondary highways Five provincial parks Numerous waterways First Nation Territory Assist other police services
Full-Time Equivalent (FTE) Officers	2.00	7.10	0.62	35.63
Calls for Service	199	536	60	4,748
Population	4,249	3,717	1,557	–
Households	1,853	1,908	1,162	–
No. of FTE Officers per 100 Households	0.11	0.37	0.05	–

Detachment B: Central Ontario, larger urban hub and residential areas, influx of summer population

Four Municipalities Served (PSA = Police Services Act)	1	2	3	4
	PSA Section 10/Contract	PSA Section 5.1/Non-Contract	PSA Section 5.1/Non-Contract	PSA Provincial Responsibilities
Municipality Characteristics	Larger urban hub Two high schools Five elementary schools Palliative care hospital Provincial jail Provincial mental health facility Harbour	Five elementary schools Increase in summer population/cottages	Five elementary schools Many beaches Increase in summer population/cottages	400 series highway Secondary highways Two provincial parks National park Large waterway First Nation Territory Assist one other police service
Full-Time Equivalent (FTE) Officers	17.38	11.08	11.69	19.95
Calls for Service	1,200	773	853	1,618
Population	8,748	9,232	10,784	–
Households	3,708	4,798	9,072	–
No. of FTE Officers per 100 Households	0.47	0.23	0.13	–

Higher population figures have an impact on the number of Calls for Service (CFS) and Full-Time Equivalent (FTE) officers. In addition, a municipality's characteristics also have a significant impact on the number of CFS and FTE officers (e.g. being a "hub" community).

Municipalities that require more policing resources per household or population will have higher costs than municipalities of similar size that require less policing resources per household or population.

OPP Municipal Policing Cost-Recovery Formula

Explanation:

- The Ontario Provincial Police (OPP) provides policing services to 322 Ontario municipalities throughout Ontario. These services are provided on a cost-recovery basis.
- The OPP Municipal Policing Cost-Recovery Formula is used in the calculation of the costs charged to a municipality when the OPP delivers its policing services.
- The formula is based on a rate of “per officer costs” comprised of: selected support salary and benefit expenditures; support services; and other costs such as uniforms, equipment, and vehicles etc., that are captured in Other Direct Operating Expenses (ODOE).
- The salaries and benefits of detachment uniform and civilian staff are not part of the Cost-Recovery Formula. Municipalities are charged for actual salaries and benefits of the detachment staff.
- The formula is one of several components, another of which is the OPP’s Deployment Model, that are used in the overall cost-recovery process.

Questions and Answers:

Q: When was the formula developed?

A: The first draft of the formula was developed in 1982. It then underwent major review and revisions in the mid-1990s and an updated framework was approved by Management Board of Cabinet (MBC) on October 1, 1996.

Q: How often has the formula been reviewed and then updated since 1996?

A: Formula updates have been implemented a number of times since 1996 (1998, 2001, 2003, 2008 and 2010). The OPP has continued to review the formula on a regular basis as directed by MBC but the approval needed to implement these updates has sometimes been delayed for more than two years, creating a greater gap between the OPP’s actual costs and what is being recovered from municipalities.

Q: Who decides how often the formula is updated?

A: The 1996 decision by Management Board of Cabinet (MBC) required the Ministry to review the Cost-Recovery Formula every two years and to seek MBC approval for these amendments. In an effort to ensure the cost recovery for services provided to municipalities more closely aligned with the actual expenditures associated to OPP policing delivery, and to minimize increases to the municipalities, the OPP requested approval to annually update the formula.

Q: What about upcoming updates?

A: In accordance with the 2011 Treasury Board/Management Board of Cabinet (TB/MBC) direction, the OPP plans to update the formula annually. By 2015, all OPP-policed municipalities, including municipalities policed under contracts exempt from formula updates, will be receiving invoices based on annual formula updates.

Q: Has the OPP communicated its views on formula updates to municipalities?

A: In 2008, the OPP Commissioner informed municipal mayors and reeves that the OPP would seek to update the formula on a yearly basis. In 2011, TB/MBC directed the Ministry of Community Safety & Correctional Services to update the formula on an annual basis to recover full costs of the included components.

Q: What does an update achieve?

A: Fair cost recovery. The OPP has its own budgetary pressures and *must* ensure fiscal prudence so it can meet its provincial mandate and deliver adequate and effective services to municipalities, as specified in legislation. Applying an annual formula update will ensure that costs for OPP policing are accurately recovered and more predictable in the future, for the province and municipalities.

Q: How is the decision made about what is in the formula and what isn't?

A: Ontario Regulation 420/97 stipulates how we recover costs; the OPP must follow this regulation. The charges are based on per officer costs for the officers servicing the municipality. Formula updates are designed to reflect more current costs. MBC has approved the components that are currently captured within the formula and must approve any new components.

Q: Is the allocation of overhead costs fully complete?

A. No, the current formula utilized by the OPP currently only captures a large percentage of the costs associated with municipal policing of the OPP's total budget. The current cost-recovery process adheres to the legislation in the *Police Services Act* for the recovery of policing costs.

Q. What overhead costs are being absorbed or not charged in the formula?

A: Examples of overhead that benefit municipalities but are not included in the formula consist of, but are not limited to: CPIC Operators; Fleet Supply and Weapons Services Bureau staff; Professional Standards Bureau; Corporate Communications; parts of Communications and Technology Services Bureau - including Communications Centres supervisory staff; Business and Financial Services Bureau; Career Development Bureau; and Operational Policy and Strategic Planning Bureau staff.

2010 Update of the OPP Municipal Policing Cost-Recovery Formula

Explanation:

- The 2010 OPP Municipal Policing Cost-Recovery Formula (2010 Formula) was applied to all non-contract OPP locations and applicable OPP contract locations, starting on January 1, 2012. Locations still under a fixed contract, using an earlier formula, have not been affected.
- The 2010 Formula is based on actual 2008/09 ODOE costs and 2010 support salary costs. This means that elements in the formula lag behind the current or actual cost of delivering OPP services in 2012 (e.g. fuel costs).
- The 2008 Cost-Recovery Formula is based on costs that are even further out-of-date (2006-07 costs); not reflecting the actual costs of providing police services to municipalities in 2012.
- The OPP is striving to achieve fair cost recovery from municipalities so formula updates not only include adjustments upwards but also adjustments downwards, where cost savings have been realized.

Questions and Answers:

Q: Why do some municipalities have costs calculated under a different formula from other municipalities?

A: Some municipalities have had contracts that were set for all five years of the contract under the same formula, so when the contract was ultimately renewed, municipality costs increased very significantly. This has sometimes given the misleading appearance of extreme cost increases when; in fact, cost recovery for the OPP has been lagging behind for years.

Q: Does this mean that some municipalities are being charged more and some municipalities less for essentially the same level of service?

A: Yes, there are some differences but the OPP is taking the steps necessary to bring greater equitability to cost-recovery for OPP municipal policing. The most recently approved formula (2010) was implemented for all contracts renewing after September 2008. Amalgamations that were under negotiation prior to September 2008 were allowed to sign with a fixed formula for the term of their five (5) year contract. As municipalities renew their contracts, they will move to contract arrangements in line with all other municipalities and use the latest approved formula.

Q: Timing of communication to municipalities is important for good fiscal planning and management. What will the communication cycle be for formula updates in the future?

A: Members of the OPP Costing Project Team have identified that the critical time for municipalities to receive their estimates is through the summer of the calendar year, for the year following. This information has been shared with and noted by the Ministry and the OPP and efforts will be made to communicate consistently and effectively.

Q: What kinds of increases to policing costs have resulted from formula updates?

A: Municipalities using the 2008 Formula experienced an estimated increase in overall policing costs of two per cent in transitioning to the 2010 Formula. Those whose contracts are based on the 2003 Formula have faced an increase between 8 to 10 per cent. Regular formula updates are intended to more accurately recover current costs.

Appendix A - 2012 Cost Estimate for a Constable Ontario Provincial Police

2012 Cost Estimate For One Constable using the 2010 Cost-Recovery Formula

Schedules	Expenditure Category	2010 Formula
	Uniform Salaries and Benefits	
	Constables	\$87,240
1	Overtime	\$7,590
2	Contractual Payout (Vacation & Statutory Holidays)	\$3,053
3	Shift Premiums	\$600
	Benefits (25% salary and 2% overtime)	\$21,962
	Total Uniform Salaries and Benefits	\$120,445
	Support Staff Costs (Salaries and Benefits)	
4	Communication Operators	\$5,003
5	Prisoner Guards	\$1,223
7	Office Automation Support	\$666
8	Telephone Support	\$118
6a-f	Operational Support	\$3,679
	Sub-total Support Staff Costs	\$10,689
	Other Direct Operating Expenses (ODOE)	
4	Communication Centre	\$245
7	Operational Support	\$943
15	RHQ Municipal Support	\$1,776
9	Vehicle Usage	\$8,750
8	Telephone	\$1,206
11	Detachment Supplies and Equipment	\$464
13	Accommodation	\$481
10	Uniform & Equipment	\$1,211
14	Cleaning Contract	\$195
12	Mobile Radio Equipment Maintenance	\$625
7	Office Automation	\$1,707
16	Ontario Shared Services (OSS) Financial Services Fee	\$202
	Sub-total ODOE Support Costs	\$17,805
	Total Support Costs	\$28,494
	Total Estimated Policing Costs	\$148,939

Appendix A - Full-time Equivalent (FTE) Summary for the 2010 Cost-Recovery Formula

Explanation:

- The Ontario Provincial Police (OPP), as part of the Ontario Public Service, defines its workforce size or staff strength in terms of Full-Time Equivalents (FTE).
- FTE staffing numbers are used to determine the “per officer” costs in the 2010 Cost-Recovery Formula; the figures used were captured as of March 31, 2009.
- One of the cost-recovery methodologies used to determine the “per officer” costs in the 2010 Formula is to calculate the overall costs for a particular component and then to divide that cost by the appropriate number of uniform officers.
- This methodology results in a fair and equitable determination of the cost of a particular component per OPP officer. For example, there are five provincial communications centres. The “per officer” cost for this component in the formula was achieved by pooling specific, applicable costs of **all** the centres -- largely the salaries and benefits of communication operators and specific ODOE for all the PCCs -- and dividing those costs by the total number of OPP officers across the province.

Questions and Answers:

Q: Why are there so many different categories of total FTEs calculated and used as denominators?

A: The costs eligible to be recovered through the Cost-Recovery Formula are determined using various approaches depending on the type of the cost and the depth of the financial records or detail available.

OPP costs can be centralized or decentralized and the level at which costs can be calculated dictates the appropriate number of officers to divide the specific OPP cost by, in order to determine the per officer cost.

Examples:

- Schedule 4 for Communications Centres uses the provincial number of officers of 6,020 for communications centre costs because all officers across the province use and benefit from these operations in order to maintain services 24/7/365.
- Schedule 11 for Office Supplies and Equipment uses the detachment number of 4,223 for uniform officers since these supplies and equipment are directly linked to detachment operations for municipalities.
- Schedule 5 for Prisoner Guards which uses the figure for detachment uniform officers has been adjusted for 72 uniform officers serving locations excluded from the calculations.

Denominators used in formula calculations:

Provincial Uniform Officers: 6,020

Schedules 4, 6a, 6b, 6c, 6f

Detachment Uniform Officers: 4,223

Schedules 2, 6d, 6e, 7, 11

Adjusted Detachment Uniform Officers: 4,151

Schedule 5

Adjusted Detachment Uniform Officers (using cleaning services):

1,963

Schedule 14

Detachment and Regional Headquarters (RHQ) Officers: 4,071

Schedule 15

RHQ, HSDHQ and Detachment Officers: 4,673

Schedule 8

Cost-Recovery Formula Support Salaries and Benefits Summary

Explanation:

- The Cost-Recovery Formula includes salaries and benefits for staff working in roles that support municipal policing.
- Support salary and benefit rates are set within the formula at the rates that are in effect at the time that the formula is being reviewed.

Questions and Answers:

Q: How are the Support Services salary rates determined?

A: The Support Services salary rates for uniform officers are set at the average of the salary rates detailed in the OPPA Uniform Collective Agreement. For example, in the 2010 Cost-Recovery Formula the annual salary of a Sergeant working in a support services role is set as follows:

Sergeant - Level 1 (2010)	
Year of experience	Salary Rate
2 to 7	\$ 89,780
8 to 16	\$ 92,957
17 to 22	\$ 95,341
23 +	\$ 97,724
TOTAL	\$ 375,802
Number of rates	4
Average rate	\$ 93,951

The civilian salary rates are set at the top level for the classification.

Q: How are the Support Services benefit rates determined?

A: The Ministry of Government Services (MGS) determines fiscal benefit rates for all government program areas. MGS determines rates for both uniform and civilian OPP staff.

**ONTARIO PROVINCIAL POLICE
REVISION OF COST-RECOVERY FORMULA - 2010
Support Services Salary And Benefits**

Support Services Salary Schedule (Note 1)

Position	2010 Salary Rate
Uniform Officers	
Superintendent	\$ 141,005
Inspector	\$ 124,056
Staff Sergeant Detachment Commander	\$ 113,802
Staff Sergeant	\$ 105,869
Sergeant	\$ 93,951
Constable	\$ 83,622
Civilian Staff	
Administrative Assistant	\$ 50,578
Chief Instructor	\$ 104,081
Communications Operators -Lvl 2	\$ 64,534
Communications Operators -Lvl 3	\$ 68,521
Financial Analyst	\$ 73,009
Financial Officer	\$ 66,024
Human Resources Analyst	\$ 80,429
Manager Administrative System	\$ 96,000
Office Administrator	\$ 50,578
Personnel Administrator	\$ 50,578
Program Analyst	\$ 81,262
Purchasing Officer	\$ 58,679
Quality Assurance Analyst	\$ 70,130
Receptionist / Administrative Assistant	\$ 50,578
Senior Policy Officer	\$ 75,484
Systems Officer - Lvl 2	\$ 67,020
Systems Officer - Lvl 5	\$ 89,000
Telephone Technologist	\$ 73,200

Support Services Benefits Rate Schedule (Note 2)

Uniform Benefits Rate	22.70%
Civilian Benefits Rate	25.30%

Notes:

- 1) 2010 annual rates per the 2009 -2011 Uniform and Civilian Collective Agreements.
Rates stated are average rates for top level of uniform rank and top level rate for civilian positions.
- 2) 2009-10 fiscal period OPP benefit rates provided by Ministry of Government Services.

2010 Cost-Recovery Formula Schedules

Schedule 1 - Overtime

Explanation:

- The Ontario Provincial Police (OPP) Daily Activity Reporting (DAR) system provides current data on OPP overtime so costs can be managed as effectively as possible.
- There is oversight and checks and balances built into decisions regarding overtime involving the shift supervisor, the detachment commander and the OPP Business and Financial Services Bureau which continuously monitors overtime.

Questions and Answers:

Q: How is overtime calculated?

A: The OPP provides a reasonable estimate of the projected overtime to municipalities based on historical rates as a percentage of salary dollars. The estimate is ultimately reconciled to the actual costs.

Q: Can you cut overtime to reduce costs to municipalities?

A: The OPP works continuously with detachment commanders to reduce overtime as part of our cost management strategy and balance public safety needs with fiscal management aims.

Q: Typically why would a detachment experience overtime?

A: Overtime at a detachment is driven by operational needs. Police work includes an array of activities which can include unpredictable situations that require immediate and non-discretionary police response; for example, a serious motor vehicle collision that requires an immediate response. An officer may need to work beyond their normal shift in order to complete tasks that ensure the safety and security of those involved in an incident.

Q: What are the recent rates?

A: In 2011, the overall rate of overtime paid by municipalities was 6.3 per cent. Across the province, rates varied from 0.8 per cent to 15.7 per cent.

Municipal Overtime Rates	2010	2011
Year-end Final Reconciled	7.1%	6.3%

Q: Is overtime a cost driver for municipalities?

A: A certain amount of overtime is incurred by **all** police services in the delivery of policing. The majority of OPP overtime is non-discretionary and results from operational demands. In order to manage these costs, the OPP monitors overtime and continuously reviews strategies to mitigate this expenditure.

Q: Is there any overhead in the overtime rate?

A: No. Municipalities only pay for overtime associated with officers in the detachment that provides policing service to the municipality. Overtime from non-detachment positions is not charged to contract or non-contract municipalities.

Q: What are your cost management strategies for managing overtime?

A: The majority of overtime is non-discretionary and results from operational demands. Reducing overtime is an organizational priority and the OPP continuously reviews overtime and strategies to minimize this expenditure. In 2010/11, a \$2.7 million overtime constraint was placed on the OPP **overall**, not just within the municipal context.

The OPP monitors overtime expenditures through the IFIS and the Daily Activity Reporting (DAR) systems to measure its success in meeting reduction targets. Restrictions and approval authorities have been communicated and a compliance measuring program has been implemented using the DAR system.

Q: Is there a benchmark set for overtime for the OPP?

A: As of 2012/13, the OPP has had an overall and ongoing \$2.5 million constraint applied that must be achieved.

Q: Will the projected number of upcoming retirements be a factor in creating a need for overtime?

A: The OPP is well positioned to replace members upon retirement and retirements won't have a direct impact on the numbers in our staff strength.

Schedule 1: Overtime

ONTARIO PROVINCIAL POLICE
 REVISION OF Cost-Recovery Formula - 2010
 Costs based on fiscal years 2005-2009

Description		Fiscal 2005	Fiscal 2006	Fiscal 2007	Fiscal 2008	Fiscal 2009
Detachment Regions						
Total Detachment Overtime	(Note 1)	\$ 20,025,835	\$ 19,972,030	\$ 27,877,970	\$ 33,326,287	\$ 30,688,804
Detachment Uniform Officers						
Average \$/ Uniform Officer	(Note 2)	\$ 5,370	\$ 5,356	\$ 6,750	\$ 8,069	\$ 7,328
Average Detachment Uniform Salary						
Average Detachment Uniform Salary	(Note 3)	\$ 71,733	\$ 71,733	\$ 76,751	\$ 76,751	\$ 81,487
Average Uniform Overtime as % of Salary						
Overtime as % of Uniform Salary (2005 to 2009 Average Rate)		7.5%	7.5%	8.8%	10.5%	9.0%

Notes:

- Actual Expenses represent the total overtime in each detachment. The Fiscal 2007 hours associated with the Caledonia Land Claim have been excluded representing \$14,639,055 in overtime.
- Detachment uniform officers represent actual detachment staffing.
- The average salary for detachment uniform officers is a weighted average calculation using the staffing numbers as per Appendix A. A prorated fiscal avg. salary per rank was applied to be consistent with the fiscal overtime amounts collected. The average salary per rank was calculated prorating the average PRI salary for each position in the year. The calculation for the 2008 and 2010 Formulas are as follows:

Rank	Salary		
	2008/09	#	Total
Staff Sergeant - Detachment Commander	\$ 108,963	41	\$ 4,467,463
Staff Sergeant	\$ 101,337	37	\$ 3,749,478
Sergeant	\$ 89,881	448	\$ 40,266,464
Constable	\$ 79,952	3,662	\$ 292,799,415
Total		4,188	341,282,820
Detachment Uniform Officers Excluding Inspectors			4,188
Average Detachment Uniform Salary			\$ 81,487 *For use in the 2010 Formula

Rank	Salary		
	2006/07	#	Total
Staff Sergeant - Detachment Commander	\$ 102,739	43	\$ 4,417,777
Staff Sergeant	\$ 95,539	32	\$ 3,057,248
Sergeant	\$ 84,723	423	\$ 35,837,829
Constable	\$ 75,349	3,632	\$ 273,667,568
Total		4,130	316,980,422
Detachment Uniform Officers Excluding Inspectors			4,130
Average Detachment Uniform Salary			\$ 76,751 *For use in the 2008 Formula

Schedule 2 - Contractual Payouts

Explanation:

- The terms for contractual payouts of vacation and statutory holidays are determined by collective agreements between the employer -- the province -- and Ontario Provincial Police Association, which acts on behalf of most OPP members (not including Commissioned Officers and excluded civilian positions).
- The current agreement permits officers to request a payout of up to one week of banked vacation days a year.
- Each officer may bank the equivalent of one previous year's total vacation entitlement in addition to the allotment for the current year's entitlement. When an officer leaves the OPP, each officer is entitled to pay in lieu of leave for the vacation days earned and remaining in their bank.
- Each officer is entitled to 12 statutory holidays per year (increased by one day in the OPPA Uniform Collective Agreement 2009-2011 for Family Day). The agreement stipulates that days not taken in any given year are to be paid out to the officer in the following year.
- Contractual payouts do not include payouts for un-used sick leave allocations; there is no such entitlement within the OPPA Uniform Collective Agreement.

Questions and Answers:

Q: Why should municipalities pay for this if they weren't at the bargaining table?

A: The control over salaries is tied to the collective bargaining process. In the OPP's case, salaries and benefits are negotiated by the Crown in the Right of Ontario, represented by the Ministry of Government Services, and the Ontario Provincial Police Association. For some municipalities, avoiding labour, contract and human resource issues and litigation costs is an attractive feature of OPP policing. If municipalities want to directly negotiate wages, they can under the *Police Services Act* by either establishing or maintaining their own police service.

Q: How are these charges established?

A: Municipalities' estimates are set at 3.5 per cent of the salaries and reconciled to actuals at year end. The estimate process has been refined and improved with the estimate being based on a percentage of salaries rather than a set dollar amount per officer. The estimate will, therefore, be closer to what a municipality will ultimately be charged.

Q: If a municipality is paying for an officer's vacation time, aren't municipalities paying them again to work during their vacation?

A: Yes, OPP officers **do** receive paid vacation time and under the current collective agreement, officers may choose **not** to take up to one week of vacation each year and work instead. They receive a vacation payout equal to the time they would have been on leave. This option, if exercised, meets the needs for level of service and hours of policing within the detachment. Collective agreements are binding both for the employer and the employee.

Q: Contract payouts for vacation and statutory holidays have gone from \$2,512 to \$3,053 per uniform officer (21.6 per cent increase). What accounts for this increase?

A: The \$2512 from the 2008 Formula was based on 2006 salary rates which are 16.6 per cent less than the 2012 rate. The \$3053 cost per officer rate on the 2012 estimate rate schedule represents 3.5 per cent of the 2012 estimated constable salary rate. At year-end reconciliation, actual payouts will be determined by detachment for the year and allocated to municipalities on a per officer basis.

Q: What is the actual number of officers taking the contractual payout?

A: In 2011, a total of 1,189 officers had vacation day payouts of \$1,000 or more. The majority of detachment officers received some statutory holiday payout in 2011. In total, 3,372 officers received the equivalent of at least one day of statutory holiday pay in 2011. This is a discretionary option for members so it is difficult to predict from year to year what option members will choose. The actual numbers vary from year to year.

Q: Is there any area in the formula where cost is duplicated or ultimately ending up being double billed?

A: The formula has been reviewed numerous times to ensure costs are not duplicated. Municipalities are not paying twice for service received.

Q: Do civilians get a vacation payout as well?

A: Yes, effective in the OPPA Civilian Collective Agreement 2006-2008, civilians became eligible to receive one week's pay in lieu of vacation leave.

Q: What are the vacation entitlements for uniform and civilian members?

A: Vacation entitlement for uniform and civilian members is as follows:

Effective January 1, 2009, employees who have completed six (6) months of service are entitled to annual vacation as follows:

- (i) One and one-quarter (1-1/4) days per month or three (3) weeks during the first eight (8) years of continuous service.
- (ii) One and two-thirds (1-2/3) days per month or four (4) weeks upon completion of eight (8) years of continuous service.
- (iii) Two and one-twelfth (2-1/12) days per month or five (5) weeks upon completion of fifteen (15) years of continuous service.
- (iv) Two and one-half (2-1/2) days per month or six (6) weeks upon completion of twenty-four (24) years of continuous service.
- (v) Two and eleven-twelfths (2-11/12) days per month or seven (7) upon completion of thirty (30) years of service.

Schedule 2: Contractual Payouts

**ONTARIO PROVINCIAL POLICE
REVISION OF COST-RECOVERY FORMULA - 2010
Actual Costs for the year 1 April 2008 to 31 March 2009**

Description		Fiscal 2009	Cost per Uniform
Vacation Payout Option		\$3,515,963	
Statutory Holidays Pay for OPP Uniform Officers		\$8,679,568	
Total	(Note 1)		\$12,195,531
Detachment Uniform Officers	(Note 2)		4,223
Average \$/ Uniform Officer			\$2,888
Average Detachment Uniform Salary	(Note 3)		\$81,487
Average Uniform Contractual Payouts as % of Salary	(Note 4)		3.5%

Notes:

- 1) Vacation and Statutory Holidays payouts are the actual expenses for detachments for the 2008-09 fiscal year.
- 2) Detachment uniform officers as per the staffing schedule in Appendix A.
- 3) The average salary for detachment uniform officers is a weighted average calculation using the staffing numbers as per Appendix A. The average salary per rank was calculated prorating the average top rates for 2008 and 2009. The calendar year rates were prorated to obtain fiscal rates. The 2008 salary rates were obtained from the 2006-2008 Collective Agreements.

Rank	Fiscal	#	Calculated
	Salary		Total Fiscal
	2008/09		Salary
Staff Sergeant - Detachment Commander	\$ 108,963	41	\$ 4,467,463
Staff Sergeant	\$ 101,337	37	\$ 3,749,478
Sergeant	\$ 89,881	448	\$ 40,266,464
Constable	\$ 79,952	3,662	\$ 292,799,415
Total		4,188	341,282,820
Detachment Uniform Officers Excluding Inspectors			4,188
Average Detachment Uniform Salary			\$ 81,487

- 4) The Contractual Payouts calculated as a % of current salary rates will be used as the formula rate for the annual estimates.

Schedule 3 - Shift Premium

Explanation:

- Shift premium is paid to uniform members for all hours worked between 4:00 p.m. and 5:00 a.m. for officers on a rotating shift or fixed off-shift basis. Regular day workers do not qualify for the premium.
- The shift premium is in the formula because it is part of the OPPA Uniform Collective Agreement as negotiated by the Ministry of Government Services and the Ontario Provincial Police Association.
- The employer (the province) is bound to honour this negotiated agreement.

Questions and Answers:

Q: Why have shift premiums gone from \$458 in the 2008 Formula to \$600 per uniform officer in the 2010 Formula (31 per cent increase)?

A: The rate of the shift premium pay has doubled from 44¢ per hour in 2005 to 88¢ per hour in 2009. The per officer rate applied in the 2010 Formula is based on the provincial average from the fiscal year 2008/2009.

Q: Does this rate get reconciled to actuals?

A: No. This premium is not reconciled but charged based on a set rate per officer. The rate reflected in the formula is based on actual 2008/09 rates which were set at a maximum of 88¢ per hour. The current rate is 98¢ per hour based on the rate that came into effect on January 1, 2011 in the OPPA Uniform Collective Agreement 2009-2011.

Q: Does the two uniform members in a single patrol car policy affect costs for municipalities?

A: This policy doesn't, on its own, affect the overall staffing numbers as these requirements are based upon an analysis of historical Calls for Service.

Q: What is the reasoning behind the policy that calls for two uniform members in a single patrol car to respond to certain situations?

A: For health and safety reasons, it is OPP policy that two uniform members, in a single patrol car, are required for specific duties such as isolated security patrols, areas known to lack proper radio communications, and Friday and Saturday night patrols under the municipal policing function where members respond to incidents such as:

- a disturbance at a public gathering or licensed premise;
- an occurrence involving the use of an offensive weapon;
- a domestic confrontation; or
- a crime in progress.

Q: Why should municipalities pay for this?

A: The shift premium is included in the OPPA Uniform Collective Agreement (Article 5); policing is a 24/7/365 year round service which requires adequate and effective staffing coverage; and the OPP is obligated to recover these costs from municipalities.

Schedule 3: Shift Premiums

**ONTARIO PROVINCIAL POLICE
REVISION OF COST-RECOVERY FORMULA - 2010
Actual Costs for the year 1 April 2008 to 31 March 2009**

Description		Uniforms	Cost per Uniform
Detachment Shift Premiums	(Note 1)		\$2,465,993
Uniform Officers Receiving Shift Premium :	(Note 2)		
Detachments : Sergeants		448	
Constables		3,662	
			4,110
Average \$/ Uniform Officer			\$600

Notes:

- 1) Shift premium is the actual expense for the fiscal year ended March 31, 2009.
- 2) Uniform members as per the staffing schedule in Appendix A. Uniform administrative positions do not usually work night shifts and therefore do not receive shift premiums. Only sergeants and constables in detachments were used for the calculation of the "per officer" cost.

Schedule 4 - Communications Centres

Explanation:

- The Ontario Provincial Police (OPP) operates five Provincial Communications Centres (PCCs) that provide telecommunications services including dispatch, 9-1-1 and administrative call taking to municipalities throughout Ontario.
- The PCCs are located in London, North Bay, Orillia, Smiths Falls and Thunder Bay. The centres operate on a 24/7/365 basis and are staffed by uniform and civilian members who provide professional, bilingual services.
- Communications Operators play a vital role in ensuring that the right response is dispatched to whatever emergency situation arises. These operators provide on-going support to frontline personnel as a situation unfolds.
- Access to OPP communications technology, staffing, expertise and protection from liability all represent significant advantages for municipalities due to economies of scale.

Questions and Answers:

Q: How are municipalities charged for communications?

A: Schedule 4 in the Municipal Policing Cost-Recovery Formula provides a detailed breakdown of annualized costs for communications. Municipalities are not charged for the minimum staffing required to meet the OPP's provincial demands (14 operators per centre).

Q: Do municipalities pay for equipment?

A: A portion of the cost for communications consoles is charged to municipalities – this includes annual maintenance and a portion of the replacement cost of equipment.

Q: Why is the figure for total OPP uniform members included in the cost breakdown?

A: The total of 6,020 OPP uniform members is used to determine the per officer cost because all officers across the province benefit from the Communications Centres.

Q: Does economy of scale affect the cost-effectiveness of these communications centres charges?

A: Absolutely, technology supports and equipment are purchased through bulk orders which helps ensure cost-effectiveness.

Q: How does OPP communications technology compare?

A: The OPP's investment in technology and communications technology is considerable since we already have to ensure provincial coverage. The OPP is at the forefront of developing and maintaining provincial communications.

Q: Does call-taking and dispatch for policing services cost a lot to run?

A: Yes. In terms of staffing, a bare bones communications operation requires at least seven (7) operators per one (1) console, plus supervisory staff. Many municipalities see very modest costs being charged for OPP communications – the OPP delivers a highly professional, bilingual service, operated on a 24/7/365 basis.

Q: Communications operation requires at least seven (7) operators per one (1) console, plus supervisory staff. Is this the OPP standard or an industry standard?

A: It takes seven (7) Communications Operators to operate one console 24/7/365. This ratio is taken directly from the Communications Centre Staffing Model and based on net agent availability.

Q: Are some Communications Centres working for other organizations? Are municipalities credited for this work?

A: Work associated with the Ministry of Transportation (MTO), Ministry of Natural Resources (MNR) and Offender Transportation Program (OTP) is not charged to municipalities. The revenue for MTO and MNR are shown as an offset to Communications Centres costs and the costs associated with the OTP are excluded in the base calculation of the costs.

Q: Are municipalities charged by Calls for Service?

A: No. The OPP doesn't split out these calls since the service must be available 24/7/365.

Q: How many hours per week do Communications Operators work?

A: Full-time Communication Operators in the PCCs typically work 12-hour shifts and are paid for 40 hours per week.

Q: Some jurisdictions find a higher sick leave rate for Communications Operators. Is this what the OPP experiences?

A: The OPP doesn't have absenteeism rate statistics comparing the OPP to other jurisdictions.

Schedule 4: Communication Centres

**ONTARIO PROVINCIAL POLICE
REVISION OF COST-RECOVERY FORMULA - 2010**

Description		2010 Salaries	2010 Benefits	Total
Communication Operators	(Note 1)	\$23,970,039	\$6,150,730	\$30,120,769
Total OPP Uniform Officers	(Note 2)	6,020	6,020	6,020
Salaries and Benefits Cost per Uniform Officer		\$3,982	\$1,022	\$5,003
Other Direct Operating Expenses:				
Equipment Costs	(Note 3)			\$1,272,245
Other Direct Operating Expenses	(Note 4)			\$200,473
Total ODOE				\$1,472,718
Total OPP Uniform Officers				6,020
ODOE Cost per Uniform Officer				\$245
Average \$/ Uniform Officer	(Note 5)			\$5,248

Notes :

- 1) Cost of communication operators adjusted for minimum provincial complement and salary costs recovered. In accordance with the Police Services Act (PSA), five centres are open 24 hours a day, a minimum of 14 operators (7 call takers and 7 dispatchers) per centre must be accounted for, 70 in total (5 x 14 staff).

	FTE	\$
Total Communication Operators	451	\$ 36,668,185
Provincial-mandated Staffing and Recoveries		\$ (6,547,416)
		<u>\$ 30,120,769</u>

- 2) Total OPP uniform officers per the staffing schedule in Appendix A.

- 3) Equipment costs

	#of Units	Average Cost	Life Expectancy	Annual Cost
Call Taker	58	45,000	10	\$ 261,000
Dispatcher	70	90,000	10	\$ 630,000
Computer Aided Dispatch Interface (CAD)	8	15,000	10	\$ 12,000
				<u>\$ 903,000</u>
Annual Maintenance Costs				\$ 650,246
				<u>\$ 1,553,246</u>
Adjustment re provincial mandate and recoveries				\$ (281,001)
				<u>\$ 1,272,245</u>

- 4) Other ODOE for Fiscal 2008/09 excludes irregular travel costs associated with start-up of the Thunder Bay Communications Centre, inter-ministry transfers and recoveries.
- 5) A total of \$6.7M has been removed from costs used in the calculations to reflect provincially-mandated communication centre staffing, inter-ministry transfers and recoveries received by the OPP.

Schedule 5 - Prisoner Guards

Explanation:

- The total cost, by detachment, for Prisoner Guards represents the actual salaries for the fiscal year 2008/2009.
- The details were obtained from the payroll administration system and represent the actual amounts paid out by OPP regions.
- Several locations that fall under a largely provincial mandate where rates for prisoner guards are atypical were excluded from the calculations.

Questions and Answers:

Q: What locations were excluded?

A: Sioux Lookout, Pickle Lake, Red Lake and First Nations locations.

Q: Why are benefits for Prisoner Guards lower?

A: They work on contract and are called in on an as-needed basis and, as such, do not qualify for full benefits.

Q: What do Prisoner Guards do?

A: Prisoner Guards are trained Ontario Provincial Police (OPP) civilian employees. The care of prisoners is both the responsibility of uniform members and guards within a detachment. The guard assists in the supervision of prisoners to ensure safety and security. The guard carries out such duties as:

- monitoring cells and prisoners on constant basis;
- informing the officer in charge of any problems with prisoners in case of emergency, e.g., illness, injury;
- preparing mandatory prisoner reports including data such as sequence of events, times at which cells are checked, the state of the occupant etc.;
- communicating essential information to prisoners such as rules and regulations;
- ordering and serving meals to prisoners.

Q: Why do you have additional staffing to guard prisoners?

A: A uniform member has numerous duties and legislative responsibilities that must be carried out upon arresting and lodging a prisoner in an OPP cell such as arranging legal counsel, preparing court documents, or the handling of exhibits. It is necessary for a guard to assume the care/control of the prisoner so the uniform member can carry out these requirements.

Q: Is it more cost effective to have Prisoner Guards carry out these duties?

A: Yes. A uniform member has to be available to respond to Calls for Service and emergencies so it is not a cost efficient or effective use of a uniform member's time to perform guard duties when an alternative is available.

Q: Is this cost separate from court security costs?

A: For the most part. There are minor costs incurred for the occasional use of detachment prisoner guards to guard prisoners at provincial court houses. The costs associated with those guard hours are deemed to be court security costs and captured in the court security costs determined by the OPP.

Q: What about the status of the uploading of court security costs?

A: As per the commitment in the 2008 Budget, the province is uploading court security costs to a maximum of \$125M annually (at maturity). For 2012, this process began with an uploading of a total of \$17.9M from municipalities across Ontario. Funding was based on each municipality's relative share of the total court security and prisoner transportation costs, as confirmed in the 2010 Court Security Information Survey.

Schedule 5: Prisoner Guards

ONTARIO PROVINCIAL POLICE

REVISION OF COST-RECOVERY FORMULA - 2010

Actual Expenditures for the fiscal year 1 April 2008 to 31 March 2009

Description		2010 Salaries	2010 Benefits	Cost per Uniform
Total Detachment Prisoner Guards	(Note 1)	\$ 4,535,443	\$ 539,718	\$ 5,075,161
Adjusted Detachment Uniform Officers	(Note 2)	4,151	4,151	4,151
Average \$/ Uniform Officer		\$1,093	\$130	\$1,223

Notes:

- 1) The total detachment costs represents the actual salaries for the fiscal year 2008/09. Prisoner Guard benefits rates include only Employment Insurance, Canada Pension and Health Insurance costs totalling 11.9%. Prisoner guards are not full-time classified staff and as such have lower benefit rates.

The following locations were not included in the above schedule:

- Sioux Lookout (largely provincial mandate)
- Pickle Lake (largely provincial mandate)
- Red Lake (largely provincial mandate)
- First Nations locations (provincial in nature)

- 2) Detachment uniform officers adjusted for 72 uniform officers serving locations excluded from calculations as noted above.

Schedule 6 - Operational Support

Explanation:

- Operational support costs are calculated to reflect services being provided to municipalities. These include Ontario Provincial Police (OPP) Academy training, Uniform Recruitment, Contract Policing Support Services, Forensic Identification Services, In-Service Training and Quality Assurance.
- These services are being supplied and charged at a fair and reasonable rate to municipalities.
- Some costs, like Forensics Identification Services, had not previously been recovered through the Cost-Recovery Formula. The inclusion of these costs in the 2010 Formula is intended to more accurately recover the OPP's current costs.
- The OPP will continue to work towards bringing costs recovered from municipalities through the formula towards more accurate and current figures.

Questions & Answers:

Q: Why did the OPP change how it reports on support staff salaries and benefits in the 2010 Formula?

A: These costs were grouped together in the 2008 Formula under the category of Operational Support, Other Direct Operating Expenses but identifying salaries and benefits separately (as in the 2010 Formula) is a more accurate and transparent way to report. Having this specific information will be useful for municipalities now, and in the future.

Schedule 6: Summary - Operational Support

ONTARIO PROVINCIAL POLICE REVISION OF COST-RECOVERY FORMULA - 2010

Description	Support Salaries and Benefits	ODOE Costs	Total Cost per Uniform
Provincial Police Academy (excluding IST)	\$433	\$432	\$865
In-service Training (IST) Unit	\$1,054	\$165	\$1,219
Total Provincial Police Academy	\$1,487	\$597	\$2,084
Uniform Recruitment	\$316	\$56	\$372
Contract Policing Support Services	\$507	\$53	\$560
Forensic Identification Unit	\$1,265	\$227	\$1,492
Quality Assurance	\$104	\$10	\$114
Average \$/ Uniform Officer	\$3,679	\$943	\$4,622

See individual schedules for detailed calculations.

Schedule 6A - Ontario Provincial Police (OPP) Academy

Explanation:

- The 2010 Formula's operational support costs include the recovery of municipal costs incurred by the Provincial Police Academy in its role of training police officers to equip them for a wide-range of frontline duties.
- The Academy provides leading-edge and cost-effective training and education through a variety of innovative delivery concepts such as:
 - Practical, traditional, problem based and solution based concepts.
 - An extensive catalogue of online and blended learning opportunities including virtual classroom environments.
 - Opportunities to network and share leading practices and ideas.
- The Academy provides a number of courses including the 15-day Amalgamation course for officers who are joining the OPP from other police services.

Questions and Answers:

Q: What Academy training is required by legislation and needed to meet Adequacy standards?

- A: The Academy is mandated by legislation to provide training in:
- General Patrol: Domestic Violence & Sexual Assault
 - Leadership: Supervisor & 2 Incident Command
 - Intoxilyzer 8000c Breath Technician
 - Traffic: At Scene, Technical Traffic Collision Investigations, Map Scenes
 - Recruit, Experienced Officers & Amalgamation Programs

Q: Is all of the training that municipalities are being charged for necessary?

- A: Yes. The OPP takes its role of training officers and equipping them to deliver professional, adequate and effective police services to Ontario municipalities very seriously. The Provincial Police Academy provides leading-edge and cost-effective training and education through a variety of innovative delivery methods in order to meet legislative requirements and to equip officers with the tools needed to meet a wide-range of law enforcement challenges.

Q: Is training for civilians included in the 2010 Formula?

- A: The majority of training reflected in the formula is for uniform positions; however, the Academy provides and supports training to civilians in the OPP.

Q: Is there any training that the Academy is doing for outside services that is generating revenue?

A: No, not at this time. The Academy provides general investigative training to members of the OPP and other outside agencies or police services only when spaces are available and the course is running anyhow for OPP members. Any costs related to accommodation or meals are either recovered from or the responsibility of the outside agency. The OPP does not offer courses for outside agencies or other police services.

Schedule 6 a): Academy

ONTARIO PROVINCIAL POLICE
REVISION OF COST-RECOVERY FORMULA - 2010

Description		FTE	2010 Salaries	2010 Benefits	Total
Academy Salaries and Benefits	(Note 1)	27	\$ 2,101,603	505,334	\$ 2,606,937
Total Uniform Strength - OPP	(Note 2)		6,020	6,020	6,020
Salaries and Benefits per Uniform Officer			\$ 349	84	\$ 433
Other Direct Operating Expenses	(Note 3)				\$ 2,600,749
Total OPP Uniform Officers					6,020
ODOE Per Uniform Officer					\$ 432
Average \$/ Uniform Officer					\$ 865

Notes:

1) Academy salaries excluding IST training unit, including uniform officers and civilians directly working in Academy.

Position	FTE	2010 Annual Salary Rate	2010 Salaries	2010 Benefits	Total
Superintendent	1	\$ 138,622	\$ 138,622	31,467	\$ 170,089
Inspector	1	\$ 124,056	\$ 124,056	28,161	\$ 152,217
Sergeant	8	\$ 93,951	\$ 751,608	170,615	\$ 922,223
Financial Officer	1	\$ 66,024	\$ 66,024	16,704	\$ 82,728
Office Administrator	8	\$ 50,578	\$ 404,624	102,370	\$ 506,994
Purchasing Officer	1	\$ 58,679	\$ 58,679	14,846	\$ 73,525
Chief Instructor	2	\$ 104,081	\$ 208,162	52,665	\$ 260,827
Personnel Administrator	1	\$ 50,578	\$ 50,578	12,796	\$ 63,374
Program Analyst	1	\$ 81,262	\$ 81,262	20,559	\$ 101,821
Senior Policy Officer	2	\$ 75,484	\$ 150,968	38,195	\$ 189,163
Systems Officer - Level 2	1	\$ 67,020	\$ 67,020	16,956	\$ 83,976
Total	27		\$ 2,101,603	505,334	\$ 2,606,937

2) The total OPP uniform officers according to the staffing schedule in Appendix A

3) Actual ODOE costs for the fiscal year ended 31 March 2009.

Schedule 6B - In-Service Training Unit

Explanation:

- The most significant Academy cost increases in the 2010 Formula relate to the inclusion of the municipal portion of the salary and benefits for 61 Full-Time Equivalents identified to provide In-Service Training at a \$1,054 per officer cost. All Ontario Provincial Police (OPP) officers are mandated by provisions in the *Police Services Act* to take this training each year.
- Other Academy support salaries and benefits increased by \$331 per officer and related support expenses increased by \$309 per officer.
- Including these costs in the 2010 Formula is part of the OPP's goal to move closer to fair cost recovery for policing provided to municipalities.

Questions and Answers:

Q: The OPP's In-Service Training Units offer what kind of training, mandated by what authority?

A: Training is required under:

- The *Police Services Act* for: Use of Force, Firearm Instructor, Judgment Training
- The Workplace Safety and Insurance Board (WSIB) for: First Aid Training
- Legislated updates per the Ontario Police College for: Advanced Patrol Training

Block Training is designed to meet the requirements under the Policing Standard Manual 2000.

Q: Why is In-Service Training now broken out from the Academy's other costs?

A: It was a policy change. The centralization of In-Service Training (IST) from the regions to the Provincial Police Academy began in 2008 and continued in 2009. Since IST was a new unit within the Academy, the decision was made to have a separate schedule for this charge.

Schedule 6 b): In-Service Training (IST) Unit

**ONTARIO PROVINCIAL POLICE
REVISION OF COST-RECOVERY FORMULA - 2010**

Description		FTE	2010 Salaries	2010 Benefits	Total
Total IST Salaries and Benefits	(Note 1)	61	\$ 5,168,754	\$ 1,177,252	\$ 6,346,006
Total OPP Uniform Officers	(Note 2)	6,020	6,020	6,020	\$ 6,020
Salaries and Benefits per Uniform Officer			\$ 859	\$ 196	\$ 1,054
Other Direct Operating Expenses	(Note 3)				\$ 996,053
Total OPP Uniform Officers					6,020
ODOE Per Uniform Officer					\$ 165
Average \$/ Uniform Officer					\$ 1,219

Notes:

1) Total IST salaries and benefits for uniform officers and civilians directly working in unit.

Position	FTE	2010 Salaries	2010 Benefits	Total
Sergeant	16	1,503,216	341,230	1,844,446
Constable	42	3,513,804	797,634	4,311,438
Office Administrator	3	151,734	38,389	190,123
Total	61	5,168,754	1,177,252	6,346,006

2) The total OPP uniform officers according to the staffing schedule in Appendix A.

3) Actual ODOE costs for the fiscal year ended 31 March 2009.

Schedule 6C - Uniform Recruitment and Human Resources

Explanation:

- Recruitment is a provincially-based program which has a direct impact on the Ontario Provincial Police's ability to staff municipalities with qualified officers.
- In order to replenish the rank of provincial constable on an on-going basis, the OPP operates a recruitment program through Uniform Recruiting, Career Development Bureau.
- The OPP uses the Constable Selection System (CSS), a standardized and streamlined selection process. It consists of a Pre-screen, Local Focused Interview/Background and Final Review. CSS is currently being used by over 40 different police agencies in the Province of Ontario. Approximately 80 per cent of police applicants in the province are assessed using these criteria.
- The OPP actively hires qualified candidates for the position of Provincial Constable for three intakes per year, January, April and August. Upon successful completion of the Recruitment Process, each Provincial Constable recruit is required to successfully complete the required training programs at both the Provincial Police Academy and the Ontario Police College.

Questions and Answers:

Q: Why do you use a provincial per officer figure as the denominator for uniform recruitment?

A: Uniform recruitment is a provincially-based program. It is not undertaken specific to any one area of the OPP so the formula uses the provincial per officer figure in the formula calculations. While almost all new recruits go to detachments, it would be unfair to use detachment officers as the denominator (increasing the cost charged to municipalities) as recruitment is driven by, and benefits, the organization as a whole.

Q: Why do you charge for uniform recruitment and not civilian recruitment?

A: Career Development Bureau (CDB) provides guidance and assistance with the civilian hiring/recruitment process; however, the individual Detachments, Bureaus and Sections who are filling a vacant position perform the majority of the work. The portion of the CDB utilized in the civilian recruitment process could feasibly be identified and included in the formula but there is not plan to do so at this time.

- Q: Isn't this something that the OPP is doing anyhow; why should municipalities pay for this?**
- A: Recruitment is a provincially-based program which has a direct impact on the OPP's ability to staff municipalities with qualified officers. Municipalities only pay a portion of the costs for uniform recruitment overall.
- Q: Why are eight uniform officers, as included in the 2010 Formula, being paid to recruit? Couldn't civilians do this job just as effectively and at less cost?**
- A: Recruitment within the OPP is supported and carried out both by civilian and uniform staff. Uniform officers play a key role by working with potential candidates through all the stages of the selection process. They bring in-depth experience to bear on the critical task of making selection decisions. These are based on practical, flexible, bias-free and valid approaches which reflect equal opportunity principles; ensuring transparent, defensible selection decisions on the basis of merit. Uniform officers are also visible, corporate representatives at various recruitment initiatives who can speak from experience, and with authority, about the job of policing.
- Q: How often do recruiters travel or focus their efforts across the province, including the north?**
- A: Recruiters travel extensively as the OPP makes every effort to recruit from all areas of the province. Recruiters are deployed across the province in every region, including the north. The OPP also uses its website to support recruiting initiatives.
- Q: Does the charge for municipalities include recruitment for senior commissioned officers?**
- A: Filling vacancies is part of the necessary and regular OPP staffing process. The majority of costs involved in this process are absorbed by the bureau and/or command with the vacancy.
- Q: Municipalities pay a portion of the cost for the OPP's Uniform Recruiting Section and OPP Police Academy training but do they pay for the salaries and benefits for recruits during their training stint at the Ontario Police College?**
- A: No, municipalities are not charged for the salaries and benefits of recruits until the officers start working at assigned locations.

Schedule 6 c): Uniform Recruitment

ONTARIO PROVINCIAL POLICE
REVISION OF COST-RECOVERY FORMULA - 2010

Description		FTE	2010 Salaries	2010 Benefits	Total
Total Uniform Recruitment Salaries & Benefits	(Note 1)	19	\$ 1,543,631	\$ 356,979	\$ 1,900,610
Total OPP Uniform Officers	(Note 2)		6,020	6,020	6,020
Salaries & Wages per Uniform			\$ 256	\$ 59	\$ 316
Other Direct Operating Expenses	(Note 3)				\$354,324
Total OPP Uniform Officers					6,020
ODOE Per Uniform Cost Before Recoveries					\$59
Amounts Recovered from Applicants	(Note 4)				-\$15,364
Total OPP Uniform Officers					6,020
Recoveries per Uniform					-\$3
ODOE Per Uniform Cost					\$56
Average \$/ Uniform Officer					\$372

Notes:

1) Salaries and benefits for 19 FTEs identified for Uniform Recruitment.

Position	FTE	2010 Salaries	2010 Benefits	Total
Inspector	1	\$ 124,056	\$ 28,161	\$ 152,217
Sergeant	8	\$ 751,608	\$ 170,615	\$ 922,223
Constable	4	\$ 334,648	\$ 75,965	\$ 410,613
Human Resources Analyst	1	\$ 80,429	\$ 18,257	\$ 98,686
Receptionist	1	\$ 50,578	\$ 12,796	\$ 63,374
Recruitment Administrative Assistant	4	\$ 202,312	\$ 51,185	\$ 253,497
Total	19	\$ 1,543,631	\$ 356,979	\$ 1,900,610

2) The total OPP uniform officers according to the staffing schedule in Appendix A.

3) Actual costs for the fiscal year ended 31 March 2009.

4) Applicants to the OPP have to pay a fee of \$296.80, of which \$190 goes to the Consolidated Revenue Fund for the behavioural interview.

Schedule 6D - Contract Policing Support Services

Explanation:

- The Ontario Provincial Police (OPP) delivers cost-effective and professional policing services to the province, including **322** municipalities, **172** on a Section 5.1 PSA “non-contract” basis and **150** on a Section 10 PSA “contract” basis. These services to municipalities are provided on a cost-recovery basis.
- The positions that support OPP municipal policing identified in Schedule 6D represent the positions involved in municipal policing in 2009.
- For municipal costing purposes, the OPP recovers salaries, benefits and Other Direct Operating Expenses (ODOE).

Questions and Answers:

Q: So what are municipalities actually paying to administer and support Section 10 contract policing?

A: The positions identified in this schedule are involved in the administration of municipal policing alone, including the Uniform Analyst and Civilian Financial Analyst positions.

Q: What is the rationale for using the denominator of 4,223 detachment uniform officers rather than the provincial denominator?

A: The contract costs are divided by an officer number that represents the section’s workload, which is primarily related to servicing municipalities.

Schedule 6 d): Contract Policing Support Services

**ONTARIO PROVINCIAL POLICE
REVISION OF COST-RECOVERY FORMULA - 2010**

Description		FTE	2010 Salaries	2010 Benefits	Total
Total Contract Policing Salaries and Benefits	(Note 1)	16	\$1,492,842	\$342,088	\$1,834,930
Detachment Uniform Officers	(Note 2)				4,223
Salaries and Benefits per Uniform Officer					\$434
Dedicated Enhanced Municipal Service					
Financial Analyst (C0008)		2	\$146,018	\$36,505	\$182,523
Detachment Municipal Contract & Non-Contract Uniform Officers	(Note 3)				2,498
Salaries and Benefits per Uniform Officer					\$73
Other Direct Operating Expenses	(Note 4)				\$217,734
Detachment Uniform Officers					4,223
ODOE per Uniform Officer					\$53
Average \$/ Uniform Officer					\$560

Notes:

The positions represent the Contract Policing section involved in municipal policing in 2009.

Position	FTE	2010 Salaries	2010 Benefits	Total
Inspector	1	\$124,056	\$28,161	\$152,217
Staff Sergeant	2	\$211,738	\$48,065	\$259,803
Sergeant	11	\$1,033,461	\$234,596	\$1,268,057
Administrative Assistant (C0184)	1	\$50,578	\$12,796	\$63,374
Financial Analyst (C0008)	1	\$73,009	\$18,471	\$91,480
Total	16	\$1,492,842	\$342,088	\$1,834,930

Detachment uniform officers as per the staffing schedule in Appendix A.

Only municipal contract and non-contract officers are used for the enhanced financial officer costs as these positions will be totally dedicated to municipal work.

ODOE is based on actual costs as well as calculated Uniform and Vehicle expenses

Schedule 6E - Quality Assurance

Explanation:

- Ontario Regulation 3/99 Section 35 requires all police services to have quality assurance processes in place relating to the delivery of adequate and effective policing services.
- The Quality Assurance Unit (QA) provides assurance services to all levels within the Ontario Provincial Police (OPP), corporately, regionally and at detachment level.
- Audits are conducted on a regular basis to ensure compliance with Provincial Adequacy Standards and OPP / Ministry policies, and to establish a culture of continuous improvement within the OPP.

Questions and Answers:

Q: What is the quality assurance cost for?

A: We are legislated and obligated to undergo regular audits, particularly in high risk areas such as: holding cells (where applicable), property vaults (where applicable), financial processes and OPP armament. Regular inspections and audits ensure accountability and effectiveness in our service delivery.

Q: What approaches are used by the OPP for quality assurance?

A: The Ministry and OPP QA Units have different approaches to measuring compliance. For the OPP, we have two processes - the Management Inspection Process (MIP), a self-audit process that covers off most of the Policing Standards Manual - and the inspection process, focusing on areas of high-risk and verification of the MIP responses.

The QA processes continue to be refined and have, themselves, been the subject of audits by both the Office of the Auditor General of Ontario, in 2005, 2007, and the Ontario Treasury Board Audit Division, in 2009 and 2011.

Q: How frequently are they done?

A: The OPP requires detachment inspections every 2 years. MIP processes occur three times per year (May/Sept/Jan). In addition, an audit is conducted when there is a new detachment commander assigned or when an amalgamation of a police service occurs.

Q: Are audit reports available to the municipality in which they are done?

A: Yes. Detachment Commanders work with their Police Services Boards and can provide this information as part of on-going communications.

Q: Is there a sample audit I can see?

A: Yes. A sample from 2012 is presented here in Appendix B. Please be aware that inspection templates change over time, according to need.

Schedule 6 e): Quality Assurance

ONTARIO PROVINCIAL POLICE
REVISION OF COST-RECOVERY FORMULA - 2010

Description		FTE	2010 Salaries	2010 Benefits	Total
Total Quality Assurance Salaries & Benefits	(Note 1)		\$508,877	\$116,173	\$625,050
Total OPP Uniform Officers	(Note 2)		6,020	6,020	6,020
Salaries and Benefits per Uniform Officer			\$85	\$19	\$104
Other Direct Operating Expenses	(Note 3)				\$61,304
Total OPP Uniform Officers					6,020
ODOE per Uniform Officer					\$10
Average \$/ Uniform Officer					\$114

Notes:

1) Total uniform officer and civilian salaries and benefits allocated from the unit.

Position	FTE	2010 Salaries	2010 Benefits	Total
Superintendent	0.3	\$35,251	\$8,002	\$43,253
Inspector	0.4	\$43,420	\$9,856	\$53,276
Staff Sgt	0.5	\$52,935	\$12,016	\$64,951
Sergeant	3.0	\$281,853	\$63,981	\$345,834
Quality Assurance Analyst	1.0	\$70,130	\$15,920	\$86,050
Administrative Assistant	0.5	\$25,289	\$6,398	\$31,687
Total		\$508,877	\$116,173	\$625,050

2) Total OPP uniform officers as per the staffing schedule in Appendix A.

3) ODOE expenses were calculated based on operational requirements.

Schedule 6F - Forensic Identification Field Unit

Explanation:

- The Ontario Provincial Police (OPP) Forensic Identification and Photographic Services Section provides investigative support to frontline officers and other police agencies through 13 deployed field locations and General Headquarters (GHQ) support units.
- Forensic services include the examination and analysis of crime scene exhibits and other evidence for the purpose of establishing identification, developing physical evidence and the eventual presentation of these findings in a court of law.
- These Forensic Identification Services encompass but are not limited to; DNA, fingerprint, footwear, and tire impressions, bloodstain patterns, tool marks, physical matches, and trace evidence.

Questions and Answers:

Q: Why has a Forensics Identification Services (FIS) cost been included in the 2010 Formula when it wasn't included in the 2008 Formula?

A: The OPP is trying to ensure that fair and equitable costs are being identified across the board for all services not deemed a provincial responsibility that are provided to all OPP-policed municipalities.

Q: One municipality may use forensic services and another may not. Why isn't the formula customized by location or municipality?

A: In one year, there may be minimal forensic identification costs and, in the next year, substantial costs. It's about maintaining stability and continuity of services. For example, in a municipal police service, you wouldn't end up terminating forensics services one year because that year there was a lower use of these services than previous years.

Q: How were these calculations made?

A: The costs include all Forensic Identification (FI) field uniform positions and the annual maintenance and replacement costs of specific, but not all, equipment.

Q: What exactly is excluded from a municipality's charges for forensics?

A: The Cost-Recovery Formula only captures those salaries and benefits and ODOE costs associated to uniformed members for the 13 Field Units. Not included in the formula charge for Forensic Identification are the 13 civilian members deployed in the Field Units and GHQ FIU staff of four (4) uniform and 17 civilian members. Also not included is any overtime incurred by the field members in the fulfillment of their duties. The 30 civilian members in the FIU fill a variety of roles and include analysts and technicians

Q: Could more forensics work be done by civilians to save money?

A: The OPP already uses a blend of both uniform and civilian positions to meet the needs of this legislated area of responsibility. Forensics Identification work is highly specialized and is an area requiring extensive training and a high level of accountability.

Q: Is the OPP doing forensics work for municipal forces at no charge? How can municipalities be assured that there is equity and that some locations aren't paying while others are?

A: The OPP receives requests for emergency services, including forensics, from municipal police services. Assistance may be provided to large police services with Forensics Identification resources at no charge through cooperative policing agreements or on an ad hoc/emergency basis to smaller police services.

Q: What authority dictates what forensic services a municipality must provide?

A: Sections of the *Police Services Act (PSA)* and *Ontario Regulation 3/99 Adequacy and Effectiveness of Police Services* provide guidance as to the services that police services are required to provide. *Adequacy and Effectiveness* states that all municipal police services are required to have their own Forensic Identification (FI) resources or enter into an agreement under Section 7 of the PSA for these services (see O. Reg. 3/99, S. 5 below). It is incumbent on all municipal police services to have their FI resources in one manner or another for which they must pay.

ONTARIO REGULATION 3/99
ADEQUACY AND EFFECTIVENESS OF POLICE SERVICES

5. (1) Police forces shall have,

(a) a communications centre;
(b) a criminal intelligence capacity;
(c) a crime analysis, call analysis and public disorder analysis capacity; and
(d) investigative supports, including supports in the areas of scenes of crime analysis, **forensic identification**, canine tracking, technical collision investigation and reconstruction, breath analysis, physical surveillance, electronic interception, video and photographic surveillance, polygraph and behavioural science. O. Reg. 3/99, s. 5 (1).

(5) Despite clause (1) (d), instead of a police force having its own investigative supports, a board may,
(a) enter into an agreement under section 7 of the Act to provide those investigative supports through another police force or on a combined or regional or co-operative basis; or
(b) enter into an agreement with one or more persons or organizations other than police forces to provide those supports

by means of a person or organization that is not a police force.
O. Reg. 3/99, s. 5 (5).

Q: On the schedule there is an average cost listed of \$1,200 for the cellular telephone. This seems a bit high; what is it for?

A: This cost covers the monthly average billing for cell phone and other Personal Digital Assistant (PDA) devices used within Forensics. The average and approximate cost is as high as \$100 per month.

Q: How should a municipality measure risks in terms of the potential financial impact of a major homicide in their municipality? Where does provincial responsibility begin and municipal responsibility end?

A: Section 4 of the *Police Services Act* provides direction on the responsibility of the municipality for policing, including major events:

Police services in municipalities

4. (1) Every municipality to which this subsection applies shall provide adequate and effective police services in accordance with its needs. 1997, c. 8, s. 3.

If a homicide or other major investigation/incident occurs in an OPP-policed municipality, the financial impact in terms of risk is primarily limited to the overtime attributable to the members of the host detachment that service the municipality. Costs attributable to non-detachment officers are not passed onto the municipality.

How a municipality should measure risks in terms of the potential impact of a major homicide in their municipality is difficult to provide. The task of addressing risk management and operational preparedness in the policing environment is continuous, with legislative updates, governmental and OPP changes in directives. The OPP works through planning processes continually in an effort to prepare for a myriad of police responses. Incorporating risk management plans and practices, emergency measures training, and developing strategic plans as part of the business planning within a municipality is the best way to be prepared for unfortunate events.

Q: What guarantees are there that a municipality won't have to pay for extraordinary costs?

A: At present, many extraordinary costs associated with a major investigation/incident are not passed onto municipalities.

OPP contract municipalities only pay for the level of service in their contract as represented by the FTEs in their contract regardless of the amount of extra service they receive from non-detachment officers, which is significant in many locations.

The salaries, overtime and ODOE costs for resources such as the Emergency Response Team, public order, non-detachment investigative

resources, officers from other OPP detachments, etc., are not charged to OPP-policed municipalities but there are some costs associated with a major incident, such as detachment officer overtime, that are charged to the municipality.

Schedule 6 f): Forensic Identification Field Unit

ONTARIO PROVINCIAL POLICE
REVISION OF COST-RECOVERY FORMULA - 2010

Description		FTE	2010 Salaries	2010 Benefits	Total
Inspector		1	\$124,056	\$28,161	\$152,217
Sergeants		14	\$1,315,314	\$298,576	\$1,613,890
Constables		57	\$4,768,734	\$1,082,503	\$5,851,237
Total Salaries and Benefits	(Note 1)	72	\$6,208,104	\$1,409,240	\$7,617,344
Total OPP Uniform Officers	(Note 2)		6,020	6,020	6,020
Salaries and Benefits Cost per Uniform Officer			\$1,031	\$234	\$1,265
Other Direct Operating Expenses:					
Equipment Costs	(Note 3)				\$914,232
ODOE	(Note 4)				\$453,896
Total Other Direct Operating Expenses					\$1,368,128
Total OPP Uniform Officers					6,020
ODOE Cost per Uniform Officer					\$227
Average \$/ Uniform Officer					\$1,492

Notes :

- 1) Salary and benefits for forensic identification unit 72 FTEs included.
- 2) Total OPP uniform officers per the staffing schedule in Appendix A. All OPP officers are used due to the fact that they all benefit from the Identification Unit.
- 3) Equipment costs

	#of Units	Average Cost	Useful Life	Annual Cost
Vans and Operating Cost*	36	106,972	6	\$ 641,832
Equipment Kit for Van	36	5,000	6	\$ 30,000
Cellular Telephone	72	1,200		\$ 86,400
Laptop Computers	72	2,500	3	\$ 60,000
Camera Kit	72	4,000	3	\$ 96,000
				<u>\$ 914,232</u>

* Vans cost \$59,452 and operating costs consist of \$.24/km at 33,000 km/year for useful life of the vehicle

- 4) Actual expenditures for fiscal 2009.

Schedule 7 - Office Automation

Explanation:

- The charges to municipalities for office automation are for much more than the purchase of a desktop computer.
- The office automation category includes computers; printers; servers; network infrastructure; licences; information technology security and support delivered through deployed technologists and some specialized software.
- Procurement of office equipment and operating procedures for information systems is set and controlled by the provincial government which is reflected in the “per uniform” charge.

Questions & Answers:

Q: Do all Ontario Provincial Police (OPP) uniform members each have their own computer workstation at detachment?

A: No. OPP members share computer workstations at detachments to maximize their use throughout the 24/7/365 work schedule. As only a portion of the Constables and Sergeants in a detachment are working at any given time, depending on the shift scheduling of the detachment, these positions can share computers. This is one of the strategies used by the OPP to maximize resources and control costs.

Q: What kinds of specialized police networks and software are we talking about?

A: Networks and software programs include everything from the links to the Canadian Police Information Centre (CPIC) to the Violent Crime Linkage Analysis System (VICLAS) Database to the Ontario Sex Offenders' Registry (OSOR) databases to the software that is used to take digital mug shots.

Schedule 7: Office Automation

**ONTARIO PROVINCIAL POLICE
REVISION OF COST-RECOVERY FORMULA - 2010**

Description		2010 Salaries	2010 Benefits	Total	Cost per Uniform
Support System Salaries and Wages	(Note 1)	\$ 2,245,156	\$ 568,024	\$ 2,813,180	
Uniform Officers - Detachments		4,223	4,223	4,223	
System Support Cost / Detachment Uniform Officer		532	135	666	\$666
Other Direct Operating Expenses:		Computer Ratio	Detachment Staffing	Computers	
Inspectors & Staff Sergeants		1:1	113	113	
Sergeants		3:1	448	149	
Constables		5:1	3,662	732	
Total Workstation Computers	(Note 2)			995	
Annual Hardware and Software Costs per Computer	(Note 3)			\$1,693	
Total Annual Computer Workstation Costs				\$1,684,148	
Total Annual Printer and Server Costs	(Note 3)			\$650,658	
Total Detachment Network Infrastructure	(Note 4)			\$3,640,800	
Total Detachment Hardware, Software and Network Costs				\$5,975,606	
Detachment Uniform Officers	(Note 5)			4,223	
Cost / Uniform Officer					\$1,415
MGS Credit for System Support	(Note 6)				-\$117
Other Annual User Costs	(Note 7)				\$409
Total Hardware, Software, Network/ Uniform Officer					\$1,707
Average \$/ Uniform Officer	(Note 8)				\$2,373

Notes :

- 1) The salaries and benefits for system officers required to provide software and hardware support to the detachments. Salaries have been prorated based on the number of detachment computers vs the total number of OPP computers.
- 2) Detachment computers were determined using FTE staffing number from Appendix A and ratios currently applied for computer distribution.
- 3) Actual computer cost is a weighted average of the annual costs for desktops and laptops issued to detachments plus annual per seat charge.
- 4) A network cost of \$23,976 for each the 81 detachments and 83 satellites (164 Total), for a total of \$3,640,800.
- 5) Detachment uniform officers as per the staffing schedule in Appendix A.
- 6) Ministry of Government Services allocates a per seat charge for computer support to all government agencies. OPP receives a cost reduction for existing specialized in-house support
- 7) Annual fees related to internet security, encryption, digital services and e-mail accounts.
- 8) Cost per uniform officer does not include office automation costs for civilians or costs for workstations (above formula ratios).
Civilian Computer Workstation cost (1per Detachment Administrative Clerk):

Annual Hardware and Software Costs per Computer	\$ 1,693
Other Annual User Costs	\$ 409
MGS Credit for System Support	\$ (117)
	<u>\$ 1,985</u>

Schedule 8 - Telephone (Land lines and Cellular)

Explanation:

- The Ontario Provincial Police (OPP) operates a Voice over Internet Protocol (VoIP) telephone service that uses the Internet to connect callers with other phones.
- This service is provided in 160 plus locations throughout the province of Ontario and includes the provision of cell, satellite and Internet-based phones.
- The OPP's Communication and Technology Services Bureau continuously monitors and evaluates our services and expenditures in this area to develop and apply cost management strategies.

Questions & Answers:

Q: What does the system fee in the schedule represent?

A: It represents an amortized portion of the capital cost of a detachment telephone system based on a 10-year life expectancy.

Q: What about the cost of equipment revisions?

A: These are the costs of the equipment maintenance and moving or adding equipment OPP-wide. They are based on costs incurred in Fiscal 2009.

Q: There are telephone charges in Schedule 6F for Forensics – can you confirm they haven't already been covered in the general telephone costs?

A: Yes, that can be confirmed. The telephone charges in *Schedule 6E* are for mobile communication devices **not** included in the general telephone costs in *Schedule 8: Telephone*.

Q: Note 3 in the schedule mentions line and long distance telephone charges for "most of the organization." What has been included and excluded?

A: These are the telephone service charges for line, long distance and fax charges for almost all of the organization. This does not include the cost of the phone system or the maintenance. There are some specific areas of the organization that pay for these costs separately and they are not included in the formula.

Q: Why are there fax charges and long distance charges?

A: These services benefit all areas of the organization and are an expense incurred in the delivery of policing services to municipalities.

Schedule 8: Telephone

**ONTARIO PROVINCIAL POLICE
REVISION OF COST-RECOVERY FORMULA - 2010**

Description		FTE	2010 Salaries	2010 Benefits	Total	Cost Per Uniform
Support Salaries:						
System Support Salaries and Benefits	(Note 1)	9.5	\$722,600	\$182,818	\$905,418	
Uniform Officers and Civilian FTEs	(Note 2)		7,700	7,700	7,700	
System Support Salaries and Benefits per Uniform			\$94	\$24	\$118	\$118
Other Direct Operating Expenses:						
OPP Wide Costs Allocated:						
Telephone Charges	(Note 3)				\$3,504,660	
Equipment Revisions (moves/adds/changes)	(Note 4)				\$805,376	
					\$4,310,036	
Uniform Officers and Civilian FTEs	(Note 2)				7,700	\$560
Region Specific Costs Allocated:						
Telephone Local & Fax Charges	(Note 5)				\$479,430	
Personal Mobile Communication Device (Cellular)	(Note 5)				\$786,198	
					\$1,265,628	
Uniform Officers - RHQ, HSDHQ & Detachments	(Note 2)				4,673	\$271
Equipment Costs:						
System Fee	(Note 6)					\$177
System Maintenance	(Note 7)					\$198
Total ODOE per Uniform						\$1,206
Average \$/ Uniform Officer						\$1,324

Notes:

1) Telephone Technologists, System Officers and Manager.

2) Uniform officer and civilian FTEs per staffing schedule in Appendix A.

The total number of uniform and civilian members excluding Court Officers, Provincial Bailiffs and AGCO Uniform Officers.

Total Uniform Officers and Civilians	8275
Less: AGCO Uniform Officers	-151
Court Officers and Provincial Bailiffs	-424
	<u>7700</u>

3) Actual telephone expense for the provincial communications support centres for the fiscal year ended March 31, 2009. This represents line and long distance telephone charges for most of the organization.

4) The cost of equipment revisions includes the cost of the equipment maintenance and moving/adding equipment OPP-wide and is based on costs incurred in Fiscal 2009.

5) Actual expenses are for the fiscal year ended March 31, 2009. All regions including detachments and RHQ. These costs include telephone, cellular, virtual network, northern satellite phones and pager expenses.

6) The system fee represents an amortized portion of the capital cost of a detachment telephone system based on a 10 year life expectancy.

7) The system maintenance represents the annual service charge for detachment phone systems' maintenance and system software upgrades.

Schedule 9 - Vehicle Usage

Explanation:

- Vehicle usage costs are a prime example of significant efficiencies built into the Ontario Provincial Police (OPP) Municipal Policing Cost-Recovery Formula. These savings are achieved through purchases affected by economies of scale through bulk purchases, regular audits and careful management of fleet resources.
- The OPP is committed to providing cost-effective and efficient policing services to municipalities on a fair cost-recovery basis.
- The OPP is well aware of the need for fiscal prudence and strives to make every dollar count.

Questions & Answers:

Q: Why have fuel costs been calculated at the rate of \$0.875 per litre in the 2010 Formula?

A: This cost reflects fair representation of the cost to the OPP at the time that the 2010 Formula was developed.

Q: Do you re-use specialized equipment installed on cruisers when retired from the fleet?

A: Yes. All the police lighting and emergency equipment is removed and recycled. For example, the light bars and lighting controllers are all tested, cleaned and rebuilt and then used on the next vehicle being equipped. Most of the equipment kept in the cruiser's trunk -- items such as traffic cones, an axe, a shovel etc -- is moved from the old cruiser to the new one.

Q: Do these costs include all expenses associated with the fleet services provided to municipalities by the OPP?

A: The Vehicle Usage cost in Schedule 9 includes the cost of the vehicle (less residual value), equipment (amortized over its life expectancy), and operating costs (fuel, oil, repair, maintenance and tires). Not included is the cost of the OPP garage where the vehicles are equipped and decommissioned, including the cost of the building, mechanical equipment and approximately 45 staff. Additionally, Fleet support staff costs are not recovered.

Schedule 9: Vehicle Usage

ONTARIO PROVINCIAL POLICE COST-RECOVERY FORMULA - 2010

Description (Patrol Vehicles only):		Cost Per Uniform
Vehicle Depreciation	(Note 1)	\$8,895
Equipment Depreciation	(Note 2)	\$525
Operating Costs	(Note 3)	\$14,775
Insurance Costs	(Note 4)	\$2,054
Total Annual Costs per Patrol Vehicle		\$26,250
Ratio of Officers to Vehicles		3.0
Average \$/ Uniform Officer		\$8,750

Notes:

1) The vehicle depreciation is calculated as follows:

	Split	Cost	
Vehicle Cost - 2010 Ford Crown Victoria	80%	\$25,791	\$20,633
- 2010 Chevrolet Tahoe	20%	\$35,870	\$7,174
Less Resale Value of Vehicle **			<u>-\$5,568</u>
Net Average Cost			\$22,239
Average Life Expectancy in Months			30
Monthly Depreciation Cost			\$741
Annual Average Depreciation Cost			<u><u>\$8,895</u></u>

** Average resale value is based on 150,000km life and disposal of recent models. The provincial government recovers additional revenue from a source other than municipalities upon disposing of vehicles. This additional revenue is taken into consideration in the cost to be charged to municipalities.

2) The equipment depreciation is calculated as follows:

	Ratio	
Cost of equipment - Full Roof	90%	\$5,324
Cost of equipment - Clean Roof	10%	<u>\$4,580</u>
Average Equipment Cost		\$5,250
Average Life Expectancy in Years		10
Annual Average Depreciation Cost		<u><u>\$525</u></u>

3) Operating costs are calculated as follows:

Cost per km	
Fuel (\$0.875 per litre)	\$0.15
Maintenance	\$0.07
Tires	<u>\$0.02</u>
Total Cost per Km	\$0.24
Average Monthly Km	<u>5,177</u>
Monthly Average Operating Cost	<u>\$1,231</u>
Annual Average Operating Cost	<u><u>\$14,775</u></u>

4) Insurance cost is the per vehicle cost as provided by the Fleet and Supply Services Section, and represents the actual cost for Third Party coverage only - this includes no collision costs.

Schedule 10 - Uniform & Equipment Cost

Explanation:

- The Ontario Provincial Police (OPP) Quartermaster Stores (QM) outfits thousands of officers every year with the uniform and personal equipment items needed to perform their day-to-day operational work.
- Uniform and personal equipment costs are prime examples of significant efficiencies built into the OPP Municipal Policing Cost-Recovery Formula. These savings are achieved through economies of scale by bulk purchases; centralized distribution across the province; regular audits; and careful management of these resources.
- The OPP is committed to providing cost-effective and efficient policing services to municipalities on a fair cost-recovery basis so the uniform and equipment cost is included in the formula.
- The OPP is well aware of the need for fiscal prudence and strives to make every dollar count.

Questions and Answers:

Q: How does the OPP establish and manage the life expectancy provisions related to uniform and personal equipment allocations?

A: The OPP assesses quality and projected life expectancy as part of the procurement process. QM also tracks the life span of issued items and conducts regular audits.

Q: What controls are in place to ensure that officers receive essential equipment promptly and efficiently while ensuring that there can be no abuse of the system?

A: The Quartermaster Stores Intranet Ordering System is a web-based interface for the on-line ordering process. Orders are reviewed several times daily and any orders received by 14:00 hours are processed on the same day. Each item has an assigned “service life.” Orders are reviewed on a line-by-line basis. If the service life of the item has not been attained and there are no comments made, the request is automatically rejected. If any potential abuse may be a concern, the officer is asked to have their Detachment Commander contact QM directly.

Q: What is the difference between what is allocated per year, per officer and what is actually issued?

A: Officers do not have an annual allotment. Each item is based on the “service life” of the item. Officers are not automatically shipped equipment when the service life expires; they have to initiate the request on line for each item.

Q: How are decisions made about the quality and variety of uniform and personal equipment an officer is equipped with?

A: The OPP establishes the current issue based upon the requirements of the job, equipping officers with the equipment necessary to ensure the health and safety of officers and the performance of their duties. The OPP values and supports the professional appearance of its members as public servants and law enforcement officers.

The OPP's Clothing and Equipment Committee plays an important role in ensuring that uniform and equipment items meet standards of: practicality, affordability, comfort, function, and professionalism. Government of Ontario procurement practices are followed to ensure financial accountability. Substantial research, development and field testing is performed before specifications for clothing and equipment are developed. The specifications incorporate the latest technology and requirements from the field members.

Schedule 10: Uniform & Equipment Cost

**ONTARIO PROVINCIAL POLICE
REVISION OF COST-RECOVERY FORMULA - 2010**

Description	Total U&E Cost per Uniform Officer	Formula Cost per Uniform
Items with One Year Service Life Total	\$ 612	\$ 612
Items with Two Year Service Life Total	\$ 312	\$ 156
Items with Three Year Service Life Total	\$ 299	\$ 100
Items with Five Year Service Life Total	\$ 1,165	\$ 233
Items with Ten Year Service Life Total	\$ 1,108	\$ 110
Average \$/ Uniform Officer	\$3,496	\$1,211

See next page for detailed breakdown

Schedule 10: Uniform & Equipment Cost

**ONTARIO PROVINCIAL POLICE
REVISION OF COST-RECOVERY FORMULA - 2010**

Description	Quantity per Uniform Officer	Unit Price	Total U&E Cost per Uniform Officer	Annual Formula Cost
One Year Service Life:				
Hat Cover	1	\$6.00	\$6.00	6.00
Slash Gloves	1	\$21.73	\$21.73	21.73
Ties	2	\$2.57	\$5.14	5.14
Dickey	2	\$5.67	\$11.34	11.34
Epaulets - 2 per set	2	\$1.45	\$2.90	2.90
Batteries - Lithium	2	\$1.75	\$3.50	3.50
CCH Statute Yearly Update Insert	1	\$21.60	\$21.60	21.60
Ammunition for Yearly Prequalification	1	\$101.15	\$101.15	101.15
Tie Tac	1	\$0.83	\$0.83	0.83
Name Tag	2	\$2.52	\$5.04	5.04
White Gloves	1	\$3.22	\$3.22	3.22
Long Sleeve Shirts	4	\$38.60	\$154.40	154.40
Short Sleeve Shirts	4	\$36.75	\$147.00	147.00
Cargo Pants	2	\$54.00	\$108.00	108.00
Winter Gloves	1	\$20.25	\$20.25	20.25
Items with One Year Service Life Total			\$ 612	\$ 612
Two Years Service Life :				
Winter Boots	1	\$189.00	\$189.00	94.50
Summer Boots	1	\$123.00	\$123.00	61.50
Items with Two Year Service Life Total			\$ 312	\$ 156
Three Years Service Life :				
Baton Carrier	1	\$20.31	\$20.31	6.77
Windstopper Sweater	1	\$135.54	\$135.54	45.18
OC Spray	1	\$9.00	\$9.00	3.00
External Carrier SBA	1	\$79.98	\$79.98	26.66
Internal Carrier SBA	1	\$54.37	\$54.37	18.12
Items with Three Year Service Life Total			\$ 299	\$ 100
Five Years Service Life:				
Journal Cover	1	\$6.19	\$6.19	1.24
Radio Holder	1	\$9.72	\$9.72	1.94
Traffic Vest	1	\$47.70	\$47.70	9.54
Wallet	1	\$18.09	\$18.09	3.62
Belt Keepers (set of 4)	1	\$7.22	\$7.22	1.44

Schedule 10: Uniform & Equipment Cost cont'd

**ONTARIO PROVINCIAL POLICE
REVISION OF COST-RECOVERY FORMULA - 2010**

Description	Quantity per Uniform Officer	Unit Price	Total U&E Cost per Uniform Officer	Annual Formula Cost
Five Years Service Life cont'd:				
Inner duty belt	1	\$21.69	\$21.69	4.34
Outer duty belt	1	\$25.07	\$25.07	5.01
Biohazard pouch	1	\$13.55	\$13.55	2.71
Capsium carrier	1	\$11.69	\$11.69	2.34
Flashlight	1	\$38.96	\$38.96	7.79
Flashlight Conical	1	\$3.76	\$3.76	0.75
Flashlight Holder	1	\$11.21	\$11.21	2.24
Fur Hat	1	\$31.25	\$31.25	6.25
Handcuff case	1	\$14.47	\$14.47	2.89
Magazine Pouch	2	\$16.08	\$32.16	6.43
Patrol Jacket	1	\$346.16	\$346.16	69.23
Memorial pin	1	\$1.10	\$1.10	0.22
Outerwear pant	1	\$221.40	\$221.40	44.28
Raincoat	1	\$259	\$258.81	51.76
Peak Cap	1	\$39.50	\$39.50	7.90
Cap Badge	1	\$3.31	\$3.31	0.66
Microphone holder	1	\$1.95	\$1.95	0.39
Items with Five Year Service Life Total			\$ 1,165	\$ 233
Ten Year Service Life:				
Tunic	1	\$208.55	\$208.55	20.86
White shirt	1	\$15.45	\$15.45	1.55
Black Tie	1	\$2.60	\$2.60	0.26
Dress pant	1	\$65.46	\$65.46	6.55
Holster	1	\$134.34	\$134.34	13.43
Oxford Shoes	1	\$66.20	\$66.20	6.62
Pewter Buckle	1	\$3.65	\$3.65	0.37
Dress belt	1	\$9.61	\$9.61	0.96
SBA - (Soft Body Armour)	1	\$457.58	\$457.58	45.76
Identification badge	1	\$10.95	\$10.95	1.10
Gun Box	1	\$107.75	\$107.75	10.78
Cable	1	\$4.86	\$4.86	0.49
Padlock	1	\$16.44	\$16.44	1.64
Combo Lock	1	\$4.50	\$4.50	0.90
Items with Ten Year Service Life Total			\$ 1,108	\$ 110
Average \$/ Uniform Officer (Note 1)			\$3,496	\$1,211

Notes:

- 1) Uniform & equipment costs determined as of January 2010 based on items issued to uniform officers. A typical life span is has been determined for each item issued and the cost of the item is divided by the expected life span to determine an annual cost.

Schedule 11 - Office Supplies and Equipment

Explanation:

- The costs specified are based on actual costs for various Ontario Provincial Police (OPP) detachment supplies and equipment.
- These costs are incurred by detachments for administrative and operational needs.
- These costs include such items as stationery, digital media supplies, subsistence items, parts, tools, books, maps, periodicals, personal goods, information technology supplies, incidental purchases of furniture, fixtures, medical supplies, office equipment and other supplies.
- Basic office supplies must be purchased through the Vendor of Record (VOR) process. This is a procurement arrangement that authorizes one or more qualified vendors to provide goods/services for a defined period.
- The OPP's procurement and controllership activities meet the financial standards of openness, fairness and fiscal accountability set by the province and the VOR process helps ensure that the government maximizes its purchasing power.

Questions and Answers:

Q: What kind of controls and inventory are in place to ensure cost-effectiveness?

A: Purchasing and procurement guidelines help ensure cost-effectiveness. The OPP is committed to accountability in its business practices at the corporate, regional and detachment level.

Q: Why is the denominator being used for detachment officers and not the provincial number?

A: These costs are summarized at the detachment level and therefore detachment officers are used as the denominator to determine the per officer cost.

Schedule 11: Office Supplies and Equipment

ONTARIO PROVINCIAL POLICE

REVISION OF COST-RECOVERY FORMULA - 2010

Actual Expenditures for the fiscal year 1 April 2008 to 31 March 2009

Description		Cost per Uniform
Total Office Supplies and Equipment	(Note 1)	\$1,960,434
Detachment Uniform Officers	(Note 2)	4,223
Average \$/ Uniform Officer		\$464

Notes:

- 1) Actual Expenses are for the year ended 31 March 2009 for all detachments.
- 2) Detachment uniform officers as per the staffing schedule in Appendix A.

Schedule 12 - Mobile and Portable Radios - Repairs & Maintenance

Explanation:

- Frontline officers are issued portable radios in order to maintain emergency communications coverage and ensure officer safety.
- These radios are individually issued which means that each officer is responsible for their own equipment. This helps ensure cost-effectiveness and accountability.

Questions & Answers:

Q: Is it a health and safety requirement to equip officers with a portable radio?

A: It is a legislated requirement to equip officers with a portable radio.

Section 5(1) (a) of the Adequacy Standards Regulation requires a police service to have a Communications Centre. Section 5(6) requires a communications centre to operate 24 hours a day with one or more communications operators/dispatchers to answer emergency calls for service, and maintain constant two-way voice communication capability with police officers who are on patrol or responding to emergency calls.

In addition, section 6(1) of the Adequacy Standards Regulation requires a police service to ensure that: 24 hours a day a member of a police service is available to supervise police communications and dispatch services; and police officers on patrol have a portable two-way voice communication capability that allows the police officers to be in contact with the Communications Centre when away from their vehicle or on foot patrol.

Q: How many radios are in the system?

A: At the time the 2010 Formula was updated there were approximately 5,825 radios in the Ontario Provincial Police (OPP).

Schedule 12: Mobile and Portable Radios - Repairs & Maintenance

ONTARIO PROVINCIAL POLICE REVISION OF COST-RECOVERY FORMULA - 2010

Description	Cost per Uniform
Support and Training (Note 1)	\$ 125
Repairs and Replacements (Note 2)	\$ 194
Maintenance Fees (Note 3)	\$ 306
Average \$/ Uniform Officer	\$ 625

Notes:

- 1) Support and training costs determined based on the costs of the trainers, technologists and system officers. Per officer cost determined based on allocation of cost to all OPP uniform members.
- 2) Cost per officer personal radio. Total cost of repairs and replacements allocated on a per radio basis. Total radios in service in 2009, 5825.
- 3) Fees per personal officer radio \$87. Fees and change up costs per car radio \$219 (3 officer per car ratio)

Schedule 13 - Accommodations

Explanation:

- Costs charged to municipalities for detachment accommodations are based on historical figures and estimates of the amount of square footage required per uniform member.
- The charge per uniform member is \$481. This is based on a cost per square foot determined by identifying the total annual rent that the Ministry pays for all detachment space occupied across the province.
- The per officer cost in the 2010 Cost-Recovery Formula amounts to a nominal, very reasonable fee for municipalities.

Questions and Answers:

Q: Does the “per officer rate” include the upkeep of the buildings and all the furniture?

A: No. The Ontario Provincial Police (OPP) absorbs most of these costs. The “per officer rate” includes rent, payment in lieu of taxes, utilities and only capital repairs. The rationale was that we already had provincial infrastructure, including detachments, which we have to keep up regardless of municipal contracts.

Q: Are municipalities charged this rate if the municipality provides the building?

A: If Section 10 contract locations provide detachment space for officers servicing the municipality, the locations are not charged this per officer accommodation cost.

Q: Why are municipalities charged this cost?

A: Under the *Police Services Act*, a municipality is required to provide the infrastructure for its police service (PSA, Subsection 4(3)). The PSA outlines a number of options available to a municipality to meet this obligation. One of those options is to enter into a Section 10 contract with the OPP.

Q: If the municipality provides its own buildings, do they pay rent?

A: No, a municipality won't pay rent.

Q: We own our police station and provide it to the OPP. Other municipalities are policed out of our building. Do they pay rent to our municipality?

A: The province (via Ministry of Infrastructure) pays the municipality the rent for the percentage of the officers that are assigned to service the other municipalities.

- Q:** What is being used as the denominator in these calculations?
- A:** The summarized costs are divided by the applicable, occupied square footage.

Schedule 13: Accommodations

**ONTARIO PROVINCIAL POLICE
REVISION OF COST-RECOVERY FORMULA - 2010**

Description		Detachments Costs	Cost per Uniform
Total Cost of Detachment Accommodations	(Note 1)	\$23,274,310	
Less: Cleaning Contract Costs	(Note 2)	-\$383,207	
Total		\$22,891,103	
Total Detachment Square Footage		1,151,830	
Average \$/ Uniform Officer			\$481

Notes :

Fiscal 2008/09 cost and square footage

The data includes garages but excludes any annual costs associated with repairs and alterations, small buildings associated with detachments (such as boat houses, sheds, etc.), and GPEA's (Government Provided Employee Accommodations).

This amount reflects the estimated cost of cleaning that is removed from the cost of all regions and allocated to applicable regions on Schedule 14 - Cleaning Contract.

Schedule 14 - Cleaning Contract Costs

Explanation:

- Some detachments have Full-Time Equivalent (FTE) staff that deliver cleaning services while other detachments have cleaning services provided through Infrastructure Ontario's (formerly Ontario Realty Corporation) service providers.
- Some of these arrangements are in place for historic reasons where, during an amalgamation, the Ontario Provincial Police (OPP) occupied the building and the service the municipality originally had in place was continued, either by a municipal employee or service provider.

Questions and Answers:

Q: Why don't you just bill everyone the same amount?

A: Back in 1996, Management Board of Cabinet approved the outsourcing of portions of government services including: Infrastructure Ontario Facility Management, OPP Cleaners, Caretakers and Garage Attendants. In 2000, the outsourcing was re-assessed based on affordability and the services in the south western, central, and GTA regions began to be outsourced; however, the northern and the eastern parts of the province have been maintained as status quo.

Q: How did you arrive at the figure of 1,963 officers?

A: This figure is the number of officers that were in place at detachments in West Region, Highway Safety Division in the GTA and a portion of Central Region at the time of the last formula update.

Q: How can I calculate my cleaning costs?

A: If your detachment is located in one of the designated areas (refer to question above), multiply the number of FTE officers you have times \$195 for your yearly costs. If there are FTE staff members providing the cleaning in the detachment, you will pay the support salaries and benefits of these employees (similar to uniform members).

Schedule 14: Cleaning Contract Cost

ONTARIO PROVINCIAL POLICE REVISION OF COST-RECOVERY FORMULA - 2010

Description	Cost per Uniform
Cleaning Contract Estimate (Note 1)	\$383,207
# of Uniform Officers at Detachments using Cleaning Services:	1,963
Average \$/ Uniform Officer	\$195

1) The cost of cleaning contract services as consolidated. Estimate determined based on historical actuals.

Schedule 15 - Regional Headquarters Support Services

Explanation:

- Regional Headquarters (RHQ) Support Services includes support salaries, benefits and other expenses.
- Support salaries and benefits represent 86 per cent of the identified RHQ costs.

Questions and Answers:

Q: Why is there another denominator?

A: Please refer to Note 2 on the schedule. The officer total is matched to the applicable officers related to the summarized costs. The costs do not include General Headquarters or Highway Safety Division costs. As such, these officers are not included in the denominator.

Q: Where are the Regional Headquarters that we are talking about?

A: The Ontario Provincial Police (OPP) has divided the province into five regions, each of which having a regional office that provides support to their designated areas: Central (Orillia), East (Smiths Falls), West (London), North West (Thunder Bay) and North East (North Bay).

Q: What is the other 14 per cent of identified RHQ costs for?

A: Other expenses include miscellaneous items such as lodgings, seminars, conferences, catering, stationery, courier services and office supplies.

Schedule 15: Regional Headquarters Support Services

ONTARIO PROVINCIAL POLICE

REVISION OF COST-RECOVERY FORMULA - 2010

Actual Costs for the year 1 April 2008 to 31 March 2009

Description		Fiscal 2009	Cost per Uniform
Administrative Support		\$ 5,371,539	
Operational Support		\$ 698,486	
Human Resources - Staff development and training		\$ 1,161,977	
Total	(Note 1)		\$7,232,002
Total Uniform Officers - RHQ & Detachments	(Note 2)		4,071
Average \$/ Uniform Officer			\$1,776

Notes:

- 1) Only those cost centres listed within RHQ which do not specifically hold provincial mandates, as outlined above, were included in the Cost Recovery Formula .
- 2) Uniform members as per the staffing schedule in Appendix A. Only detachment and RHQ officers were used, as RHQ supports only these areas (does not support GHQ or HSD initiatives)

Schedule 16 - Ontario Shared Services

Explanation:

- Ontario Shared Services (OSS) provides government-wide employee and business support services to the Ontario Public Service.
- Core transactional services include financial processing and collections, supply chain management (including procurement policy and advisory services), payroll management and processing and benefits administration.
- OSS also provides a variety of government-wide business support solutions such as IFIS (integrated financial information system), mail and print services, forms management and insurance and risk management services.
- OSS is also responsible for the design and management of MyOPS, the internal OPS employee and corporate services Web portal. All government employees have access to this portal, including Ontario Provincial Police (OPP) staff. It is used for attendance management, training and development, salary and benefits information, performance management and a range of other core human resources tools used by employees and their managers.
- Costs for these services are billed by the Ministry of Government Services (MGS)/OSS back to ministries and then allocated to programs such as the OPP. Municipalities are then charged the share needed to support policing in their community.

Questions and Answers:

Q: What are these costs actually for?

A: They represent a portion of the costs incurred to administer the payroll of staff and the purchasing of goods and services.

Q: Is there any other instance where OSS charges are billed back to municipalities?

A: No.

Q: What other costs are covered by the province?

A: Other administrative costs are incurred, for example, payment processes and procurement.

Schedule 16: Ontario Shared Services Charges

**ONTARIO PROVINCIAL POLICE
REVISION OF COST-RECOVERY FORMULA - 2010**

Description		
OSS Pay and Benefit charge/New Hire		
# of pays per annum	26.1	
Ministry Payroll Profile Cost per Pay Run	\$15.11	
OSS Pay and Benefit Charge/New Hire	(Note 1)	\$394
<i>Financial Services Cost:</i>		
For every \$100,000 of new ODOE, OSS cost is \$1150		
OSS Financial Services Charge on total ODOE	(Note 1)	1.15%

Note:

- 1) The Ontario Shared Services charges per the Ministry of Community Safety and Correctional Services (MCSCS) Corporate Services Division January 2010.

2012

Detachment Inspection Process (Property, Handguns, Financial)

Detachment:
Location Code:

Member of Region Command:
Region:

Inspection Team Members:

Report Received by:
Date:

Inspections are jointly conducted by members of Region Command and Quality Assurance personnel. The inspection process re-enforces accountability at detachment, and provides a forum for contact with Region Command.

Random checks of selected high-risk areas of detachment operations are completed to establish the areas of detachment compliance and identify required corrective action where applicable.

Upon completion of the Inspection, a detachment response that includes the corrective action taken will be required for submission to Quality Assurance Unit on a date agreed upon by both the Detachment Commander and the Inspection Team Leader.


A return visit by Region Command and/or the QA Inspection Team may be scheduled if required.





Solution Focused





This is a solution focused process designed to assist detachment employees in meeting the requirements of Adequacy Standards and Police Orders Policy. The Inspection Team will be noting the Good Practices in place at detachment that meet/exceed compliance requirements and will be also be sharing these Good Practices with other detachments.





Follow-up visit required:





Detachment Response is required by:





Inspection Areas Audit Criteria	DETACHMENT RESPONSE / ACTION ITEMS	
	 = Yes, Compliance  Corrective Action or Other Detachment Response Required	To Be Completed By Detachment for all  items.  Indicates Regional Response Required
PROPERTY STORAGE VAULTS (SEIZED EXHIBITS AND FOUND PROPERTY) LE020 Collection, Preservation and Control of Evidence and Property, Property Storage Facilities – This Inspection Process focuses on High Risk Property Areas: Drugs, Firearms and Cash. The principles of these findings should be applied to General Property and Liquor.		
1. Over View of Property Storage <ul style="list-style-type: none"> • Provide a detailed review of the process in place at the cluster regarding Property Management. • Discuss the process from seizure to disposal. • Discuss where the property is stored, i.e. all cash is maintained at the host detachment in a “name” safe with access limited to the Operations Manager and the administration Sergeant. 		

Inspection Areas Audit Criteria	DETACHMENT RESPONSE / ACTION ITEMS	
	 = Yes, Compliance  Corrective Action or Other Detachment Response Required	To Be Completed By Detachment for all  items.  Indicates Regional Response Required
Controlled Substances / Narcotics		
2. Drug Vault <ul style="list-style-type: none"> • Request a Niche List of the drug exhibits maintained by the Detachment. • Randomly select a sample amount, and follow those exhibits from seizure to maintenance. • Review the Niche entry, the required paperwork, the exhibit packaging and tracking to ensure the process in place is functioning. • Review the previous three disposals of drug exhibits. Ensure all disposed of exhibits have authorization. Have a helper match up the HC3515's with the authorization for destruction. • Discuss where destructions are occurring, by whom and how often. 		

Inspection Areas Audit Criteria	DETACHMENT RESPONSE / ACTION ITEMS	
	 = Yes, Compliance  Corrective Action or Other Detachment Response Required	To Be Completed By Detachment for all  items.  Indicates Regional Response Required
Firearms – Seized / Found		
3. Firearm Storage Facilities <ul style="list-style-type: none"> • Request a Niche list of all firearms exhibits held by the detachment. • Does the physical count of the firearms match the Niche print out? • Select a sample of firearms and follow the exhibit from seizure. • Check the Niche entry, the LE136 entry, and Property Report and tracking sheets. • Review the “closed firearms” file to ensure required authorizations are being sought and received prior to destruction or return. 	Physical count of firearm exhibits: <ul style="list-style-type: none"> ▶ Long guns: ▶ Handguns: Total Niche RMS Firearms count: <ul style="list-style-type: none"> ▶ Long guns: ▶ Handguns: Total A comprehensive inspection was completed of all firearm exhibits. The following observations were made:	

Inspection Areas Audit Criteria	DETACHMENT RESPONSE / ACTION ITEMS	
	 = Yes, Compliance  Corrective Action or Other Detachment Response Required	To Be Completed By Detachment for all  items.  Indicates Regional Response Required
Cash Exhibits		
4. Cash Exhibits <ul style="list-style-type: none"> • Request the Niche list of all cash exhibits held by the detachment. • Complete a comprehensive inspection of each cash exhibit including the Niche Entry, packaging, Property Report and tracking form. 		

Inspection Areas Audit Criteria	DETACHMENT RESPONSE / ACTION ITEMS	
	 = Yes, Compliance  Corrective Action or Other Detachment Response Required	To Be Completed By Detachment for all  items.  Indicates Regional Response Required
Cash Exhibits		
<p>5. Handgun storage</p> <ul style="list-style-type: none"> • Request a list of employee assigned lockers • Complete a comprehensive inspection for the required storage – locked, unloaded, action open, secured with a force issued cable and lock. • For empty lockers assigned to members, determine if they are currently on duty. • If member is approved to secure firearms away from work location, request to see the written approval and ensure conforming to new policy of storage away from work location. 		

Inspection Areas Audit Criteria	DETACHMENT RESPONSE / ACTION ITEMS	
	 = Yes, Compliance  Corrective Action or Other Detachment Response Required	To Be Completed By Detachment for all  items.  Indicates Regional Response Required
FINANCIAL POLICIES & PROCEDURES		
6. Detachment bank accounts <ul style="list-style-type: none"> • Does detachment maintain any bank accounts for Government funds? • Does the detachment have a safety deposit box? How is it managed? I.e. who can access it, how is it paid for? 		
7. Petty Cash <ul style="list-style-type: none"> • Review the Petty Cash Procedure – who is the custodian, where is cash secured. • Audit the Petty Cash fund. • Review the Petty Cash ledger for good detail, running balance, weekly and monthly audits. • Site any examples of inappropriate use of petty cash. • Proper accounting balances) 		

Inspection Areas Audit Criteria	DETACHMENT RESPONSE / ACTION ITEMS	
	<p style="text-align: center;">✓ = Yes, Compliance</p> <p>⚠ Corrective Action or Other Detachment Response Required</p>	<p>To Be Completed By Detachment for all ⚠ items.</p> <p>⛔ Indicates Regional Response Required</p>
<p>8. I Expenses</p> <ul style="list-style-type: none"> • Inspect a sampling of I expense claims. • Comment on- itemized receipts, receipts attached, use of personal vehicles, tipping, meal claim being reasonable, alcohol, use of explanations, reviewed by approver and signed. 		
<p>9. P card Program</p> <ul style="list-style-type: none"> • Discuss who has a P card in the Cluster – i.e. custodian, Admin. Assistant, Detachment Commander • Review the statements for; good detail of expenditures, proper use of Vendors of Record, appropriate purchases. • Note any inappropriate use of the P card. 		

Inspection Areas Audit Criteria	DETACHMENT RESPONSE / ACTION ITEMS	
	<p style="text-align: center;">✓ = Yes, Compliance</p> <p>⚠ Corrective Action or Other Detachment Response Required</p>	<p>To Be Completed By Detachment for all ⚠ items.</p> <p>⛔ Indicates Regional Response Required</p>
<p>10. Incoming Revenue</p> <ul style="list-style-type: none"> • Discuss sources of revenue, i.e. Criminal Record Checks, Traffic Reports, firearms storage fees, • Review the records of the revenue to ensure accurate process. • What is done with the money? Deposited to Minister of Finance, turned over to the municipality. • Is the current schedule of fees being used and posted for public view? 		