



Sarnia Police Service
**Presentation to
Sarnia City Council
June 28, 2010**



*Purpose of
Our Presentation*

To offer a critical analysis of the OPP Service Proposal to the City of Sarnia, with respect to current provisions by Sarnia Police Service



Our Presenters

Mike Mitchell, Principal, MPM Consultants
• *OPP contract service evaluation*

Chief Phil Nelson, Sarnia Police Service
• *Made-for-Sarnia community police services*

Don Cook, V-C, Sarnia Police Service Board
• *Function and Value of police service board*



Sarnia Police Service
**OPP Contract
Service Evaluation**



*Comparing
Sarnia Police Service & OPP*

- **Comparative analysis is difficult**
- **Organizations are structured differently**
- **Service delivery practices differ**
- **Local accountability mechanisms different**
- **Budgeting and expenditure procedures vary**



*Ontario
Provincial Police*

- **One of largest police services in Ontario**
- **Deployed throughout the province**
- **Centralized organization and administration**
- **Significant provincial policing responsibilities**
- **Reports through a provincial ministry**



Sarnia Police Service

- Mid-sized municipal police service
- Municipal responsibility and focus
- No policing obligations outside city boundaries
- Reports to local oversight board
- Most senior officer is Chief of Police
- Blends Ontario requirements and local needs



Comparative Analysis

Three main components:

1. Service delivery levels
2. Local civilian oversight and control
3. Costs and financial implications



Service Delivery Levels

- Uniform staffing levels of 112 (minus 5%)
- Minimum staffing per platoon
- Response times – Differential response
- Dedicated staff



Service Delivery Levels

- Specialized services:
 - Sarnia Police Service
 - Other municipal police
 - American agencies
 - OPP
 - Federal agencies
- “Results-driven Policing” Model
- “Direct Entry” Record Keeping System

Sarnia Police Service:	OPP:
•Implemented	•Ongoing pilot projects



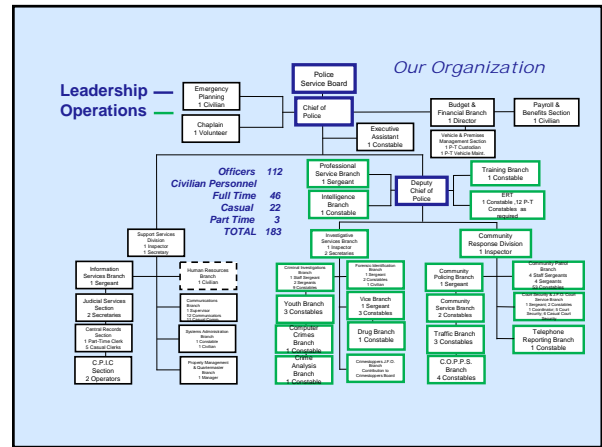
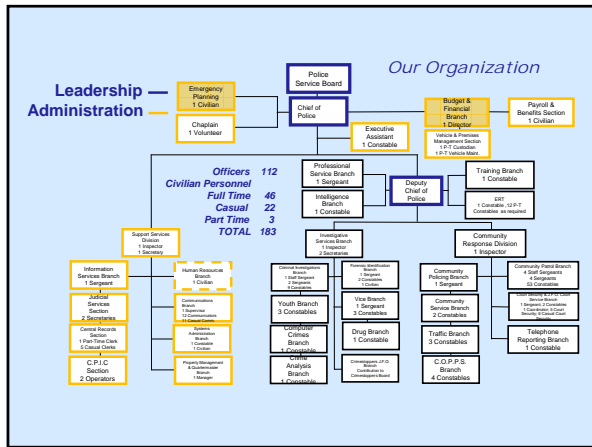
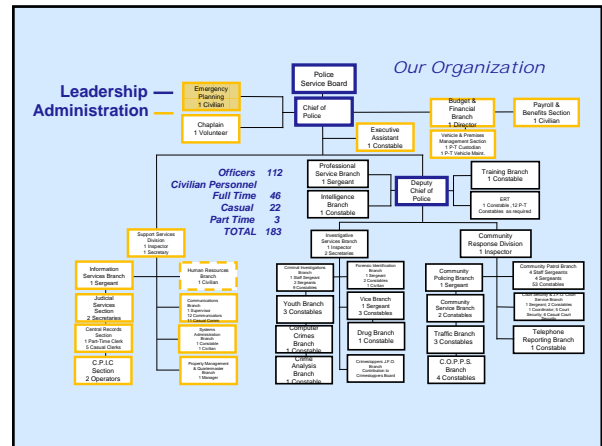
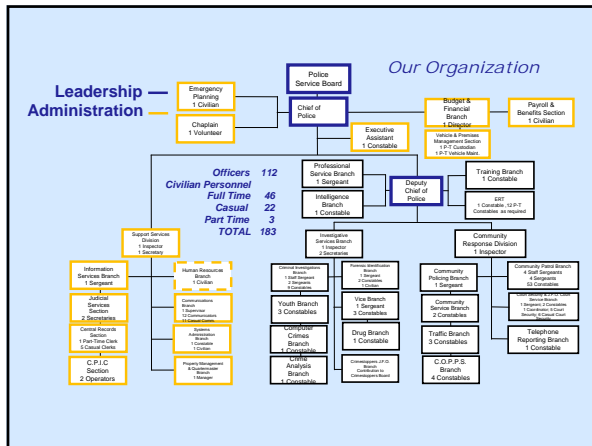

Service Delivery Levels Sarnia Communications

- Communications centre in Sarnia Police HQ
- Fully integrated:
 - 911
 - Fire dispatch
 - CVECO and emergency operations
 - Police dispatch
 - Public Works dispatch
- Encrypted technology
- Local knowledge
- Continual civilian and uniformed accountability





Service Delivery Levels OPP Communications

- Centralized approach
- Not integrated with Fire dispatch/others:
 - 911 from North Bay
 - Police from London
- Does not include encryption technology (implementation pending)


Strategic Use of Civilian Employees

- Primary role is to support officers on the road
- Full-time: 46 Casual: 22 Part-time: 3
- Duties vary with need, e.g., administration support, custodial, maintenance, Direct Entry clerical and communications centre

Strategic Use of Civilian Employees

- Direct Entry System implemented in late 1980s
- 40-50 reports prepared daily (excl. code briefs)
- Average report takes 27 min. to prepare
- Direct Entry limits officer's input to 5 min.
- Recovers **14-18 on-the-road hours/day**





Community Response Division

- The backbone of the Service
- First responders
- Extensive training and practical experience
- Court Branch
- Telephone Reporting Unit
- Community Policing Branch



Community Services Branch

- Two officers assigned full time
- Deliver all public education programs
- Schools, community groups/organizations, service clubs and businesses
- Crime Prevention Through Environmental Design Initiative



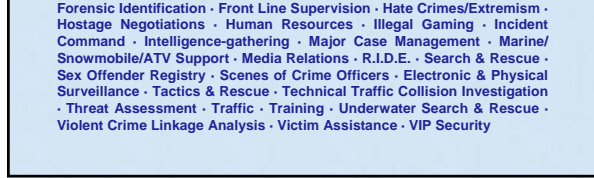
Investigative Services Branch

- Comprised of eight branches
- Investigates all serious crimes
- Officer training meets/exceeds provincial standards
- Solutions are down the hall
- Award-winning program



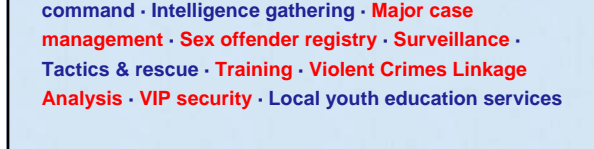
Community Police Services At a Glance

24-hour Proactive/Responsive Policing · Accommodations · Administrative Support · Auto Theft · Aviation Services · Behavioural Sciences · Breathalyzer/Intoxilyzer Technicians · Business Planning · By-law Enforcement · Canine · Child Pornography Investigations · Communications · Community Policing · Complaint Investigation · Court Case Management · Crime Prevention · Crime Stoppers Program · Criminal Investigation · Differential Response · Drug Enforcement · Emergency Response · Employee Counselling · Explosive Disposal · Forensic Identification · Front Line Supervision · Hate Crimes/Extremism · Hostage Negotiations · Human Resources · Illegal Gaming · Incident Command · Intelligence-gathering · Major Case Management · Marine/Snowmobile/ATV Support · Media Relations · R.I.D.E. · Search & Rescue · Sex Offender Registry · Scenes of Crime Officers · Electronic & Physical Surveillance · Tactics & Rescue · Technical Traffic Collision Investigation · Threat Assessment · Traffic · Training · Underwater Search & Rescue · Violent Crime Linkage Analysis · Victim Assistance · VIP Security



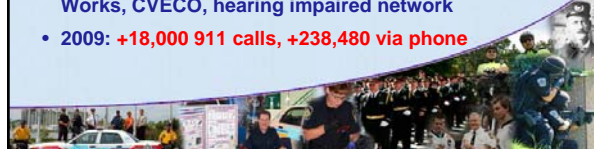
Other Made-for-Sarnia Police Services

Auto theft · By-law enforcement · **Child pornography investigations** · **Communications** · Locally-tailored crime prevention programs · **Forensic ID experts** · **Hate crimes/extremism investigations** · **Hostage negotiations** · **Emergency Response Team containment** · Incident command · Intelligence gathering · **Major case management** · **Sex offender registry** · **Surveillance** · **Tactics & rescue** · **Training** · **Violent Crimes Linkage Analysis** · **VIP security** · Local youth education services



Made-for-Sarnia 911-Communications-Dispatch

- Local risk potential warrants heightened response
- Specially trained, locally oriented team in Sarnia HQ
- 24/7 local service to Sarnia, Point Edward and persons outside 911, plus calls skipped from U.S. cell towers
- Tiered response dispatch for police, fire, EMS, City Works, CVECO, hearing impaired network
- 2009: **+18,000 911 calls, +238,480 via phone**





Police Service Training

- Localized, in-house training a practical option
- Strengthens skills effectively and efficiently
- Annual firearms/in-service training held locally
- Community partnerships offer many benefits



Forensic Identification Branch

- In-house, local services, available 24/7
- Certified to levels much higher than provincial standards require
- 3 full-time staff:
 - 1 sergeant
 - 1 constable
 - 1 civilian technician



Emergency Response Team

- Highly trained and skilled, based locally
- Offers higher level of community safety
- Team's function is multi-faceted
- Major incident command capabilities
- Hostage negotiation expertise



Policing with Aamjiwnaang First Nation



- Within City of Sarnia geographical boundaries
- Service by agreement
- Adjacent to industry
- Communications, trust, understanding are critical/priorities



Sarnia Police Service Function and Value of Sarnia Police Service Board



Sarnia Police Service Board Municipal Governance

- Authority granted under Police Services Act
- Three key responsibilities:
 1. Help set strategic direction, monitor progress
 2. Hire Chief, Deputy Chief, give direction, monitor performance on annual basis
 3. Ensure financial/operational integrity and be stewards of taxpayer monies



Sarnia Police Service Strategic Direction

- 3-year business plan developed, updated
- Formal public opinion survey
- Community forums, complaints, individual/group presentations at Board meetings
- Consultations with other police services throughout zone and province
- Conduct studies: 2009 Workload Analysis
- Question, vote on submissions to Board



Hiring Chief & Deputy Chief

- Authority to short list and select
- Chief and Deputy work cooperatively with Board and Police Association
- Chief and City staff investigate service efficiency and delivery improvements
- Chief maintains quality, proactive services that reflect citizen needs and expectations



Protecting the Long-term Integrity of Our Service

- Maintain close oversight of budget
- Line-by-line budget scrutiny
- Balance ability to pay with rising costs
- Evaluate comparable communities/services

Percent of City of Sarnia budget for policing has remained unchanged for 20 years

2009 Workload Analysis cited good staffing balance and good service performance



Police Board's Position

- Excellent Service that focuses on quality and continuous improvement for community
- Service staffed by capable professionals, who meet needs of Sarnians day after day
- Sarnia Police Service and OPP have productive, mutually supportive relationship
- Board has control to direct our local Service
- Without authority, Board is advisor only; local community control would be lost

