

# REPORT TO COUNCIL



**Date:** January 25, 2012  
**File:** 1920-73  
**To:** City Manager  
**From:** General Manager, Corporate Sustainability  
**Subject:** Police Resourcing and Protective Services Review

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## **Recommendation:**

THAT Council receives, for information, the report titled 'Police Resource Requirements' prepared by Robert Prosser & Associates dated January, 2012 and attached to the Report of the General Manager, Corporate Sustainability dated January 25, 2012;

AND THAT Council directs staff to work with the RCMP in initiating Phase 3 of the Police Resourcing and Protective Services Review which is the development of a Strategic Plan to address police resourcing needs and other issues raised in the Prosser report;

AND THAT staff report back to Council with recommendations for consideration by April 30, 2012.

## **Purpose:**

The purpose of this report is to provide Council with information relative to the July 15, 2011 report from the General Manager, Corporate Sustainability wherein a 3-phase process to independently review police resourcing and protective services in Kelowna was approved by Council and to seek direction to move forward.

## **Background:**

In 2009 the Government Liaison & Client Services Unit of the RCMP undertook a 'Police Human Resource Study' (PHRS) of the Kelowna detachment to determine the number of General Duty Members. General Duty Members include core policing personnel (i.e. Constables) in Patrol and the Downtown Enforcement Unit.

The study included an in-depth statistical analysis of current workload/demand. The Report suggested that an additional 21 Police Officers would be required to provide a reasonable level of service to the community. This was based on Officers having unallocated time of 26%. Unallocated time corresponds to all time remaining in the daily work period, or shift, which is not committed to any of the following work activities: initial and follow-up investigation, court, case disposition, and administrative duties.

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The Report noted that additional personnel (i.e. supervisory and support personnel) would be required to support any increase in core policing personnel. However, the Report did not include estimates for additional supervisory and Municipal support personnel. Nor did it include resource requirements in other areas -i.e. Drug & Property Crime Section, Serious Crimes Section, General Investigation Section, Target Team, Traffic Enforcement, Police Dog Section, and Forensic Identification Section.

Considering the identified needs and financial impact of the PHRS report, staff felt it important to initiate an independent review by a consultant with experience in both policing reviews and research and model development. It was hoped that the model could be continually updated recognizing changes in resourcing, crime statistics and patrol availability time. Superintendent McKinnon was very supportive of the recommended process and has made his members available as needed to assist Mr. Prosser in the review process.

Mr. Prosser's detailed report and presentation outline are attached.

**Internal Circulation:**

A staff project review group consisted of the Police Services Manager, Director of Financial Services, Director of Corporate Services, City Clerk and General Manager of Corporate Sustainability.

**Financial/Budgetary Considerations:**

Financial implications will be dealt with as part of Phase 3 - Strategic Plan Development.

**Personnel Implications:**

The report identifies the need for a number of additional RCMP members under the newly negotiated contract.

**Considerations not applicable to this report:**

Legal/Statutory Authority:

Legal/Statutory Procedural Requirements:

Existing Policy:

External Agency/Public Comments:

Communications Comments:

Alternate Recommendation:

Submitted by:



P. Macklem, General Manager, Corporate Sustainability

cc: Director of Financial Services, Director of Corporate Services, Police Services Manager, City Clerk

# **POLICE RESOURCE REQUIREMENTS**

## *CITY OF KELOWNA*

The City requires an additional 10.7 Patrol Officer FTE's and 4 Patrol Supervisors. This conclusion is based on the current call volume, a Patrol Availability Factor of 25%, and a maximum Span of Control Ratio of 1:7.

The City requires an additional 20.5 Police Officer FTE's to effectively execute a crime reduction strategy that would have a material impact on the crime rate in terms of Criminal Code & Drug Offences per 1,000 population.

A substantial decrease in call volume would free up positions in Patrol for redeployment to crime reduction and crime prevention strategies or reduce the total number of additional positions required.

The Detachment has a substantial unfunded liability of approximately \$3 million associated with accrued vacation and overtime. The City should consult with the RCMP "E" Division on an appropriate policy for addressing this issue.

Most of the current formulas used to cross-charge Municipal Employee support costs to West Kelowna and Lake Country are appropriate. However, there are some inequities that should be addressed and additional cross-charge formulas introduced to improve transparency and accountability.

January 2012



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## Report Highlights

### **Overall Conclusion**

The Kelowna RCMP Detachment is understaffed. The number of Criminal Code & Drug Offences per 1,000 population increased from 127.6 in 2000 to 128.1 in 2009. One of the detachments/departments that responded to our survey achieved a 31.6% reduction in the number of Offences per 1,000 population over the same time period (i.e. from 103.2 in 2000 to 70.6 in 2009). They achieved this result by investing substantial resources in crime reduction strategies.

Because of factors outside the Detachment's control, such as the large tourist population during the Summer months, it may not be possible to achieve an outcome target as low as 70.6 Criminal Code & Drug Offences per 1,000 population. However, a target of somewhere between 90 and 100 Offences per 1,000 population should be achievable if additional resources are invested in crime reduction strategies.

### **Conclusions**

- Kelowna's Criminal Code & Drug Offence rate per 1,000 population was approximately the same in 2009 as it was in 2000 (i.e. 128.1 vs. 127.6). During the same 10 year period, Detachment/Department A invested significant resources in pro-active crime reduction strategies resulting in a 31.6% decrease in the number of Criminal Code & Drug Offences per 1,000 population (i.e. 103.2 in 2000 to 70.6 in 2009).
- An additional 20.5 Police Officer FTE's are required to effectively execute a crime reduction strategy that would have a material impact on the crime rate in terms of Criminal Code & Drug Offences per 1,000 population.
- Based on the current call volume, a Patrol Availability Factor of 25%, and a maximum Span of Control of 1:7, the City of Kelowna requires an additional 10.7 Patrol Officer FTE's and 4 Patrol Supervisors.
- A substantial decrease in call volume would free up positions in Patrol for redeployment to crime reduction and crime prevention strategies. For every 5% reduction in dispatched calls for service the Patrol Section could be reduced by 4 positions.
- An additional 4.8 Police Officer FTE's are required for other Sections (i.e. Traffic Section, Police Dog Section, Forensic Identification, and Community Operational Support Unit). This is based on our analysis of benchmark data from other Police Detachments/Departments and on historical increases in traffic volume, the number of Criminal Code & Drug Offences, and population.

- Future staff increases in funded positions should be conditional upon achieving specific measurable outcome targets for crime reduction and reduction in calls for service.
- The Kelowna Detachment has a significant unfunded liability of approximately \$3 Million attributable to accrued vacation and accrued overtime. The City should consult with the RCMP “E” Division on development of an appropriate policy to address this issue.
- Most of the current formulas used to cross-charge Municipal Employee support costs to West Kelowna and Lake Country are appropriate. However, there are some inequities that should be addressed and additional cross-charge formulas introduced to improve transparency and accountability.

## **Recommendations**

1. Develop a Police Services Strategic Plan and Local Crime Reduction Strategy that include short-, medium-, and long-term outcome performance targets for the Detachment (e.g. % reduction in the number of Criminal Code & Drug Offences; % reduction in dispatched calls-for-service).
2. Consult with survey respondents on best practices that have contributed to significant reductions in calls for service and crime rates. Build best practices into the Strategic Plan and Crime Reduction Strategy.
3. Establish a multi-year resourcing plan that is explicitly tied to the outcome performance targets.
4. Require annual reports from the Detachment demonstrating the extent to which the outcome performance targets have been achieved with the additional resources.
5. Use the Patrol Staffing Model on at least an annual basis, to calculate the annual PAF (Patrol Availability Factor) percentage and ongoing Patrol resource requirements.
6. As call volume reduction targets are realized reduce staff levels in Patrol, while continuing to maintain a PAF target of 25%.
7. Consult with the RCMP “E” Division on an appropriate policy for addressing the unfunded liability associated with accrued vacation and accrued overtime.
8. Address the inequities in cost-sharing associated with some of the Municipal Support Services and introduce additional cross-charge formulas to improve transparency and accountability.

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## Chapter 1 - Introduction

Police Services in Kelowna are provided under contract by the Kelowna RCMP Detachment. The Detachment also provides Police Services for West Kelowna, Lake Country, and the Rural area.

Kelowna City Council, at its meeting held on July 25, 2011, approved the engagement of Robert Prosser & Associates to review the City's police resource requirements.

### ***Project Objectives***

The objectives of this project included:

- Developing a methodology, criteria, and Sensitivity Model for determining current and future RCMP member staff level requirements and related municipal support staff levels;
- Making recommendations regarding the number of RCMP members and related municipal support staff currently required to service Kelowna, based on application of the proposed methodology; and
- Providing an opinion on the fairness and equity of the methodology and criteria used by the Kelowna RCMP Detachment to apportion integrated detachment costs between Kelowna, Lake Country, West Kelowna, and the Rural area and, where necessary, make appropriate recommendations to improve the fairness and equity.

### ***Project Scope***

This study encompassed 'police services' provided for the City of Kelowna by the Kelowna RCMP Detachment pursuant to the Municipal Police Unit Agreement (including all RCMP members and municipal support staff directly employed under the police department budget), and other City of Kelowna 'protective services' (i.e. Bylaw Enforcement and other security related services) to the extent that they may relieve the RCMP members from ongoing tasks. The study also included consideration of alternative resourcing strategies e.g. reservists, auxiliaries, municipal employees, and special constables.

### ***Approach***

The engagement included, among other things:

- Research into industry methodologies for analyzing Policing Services staffing levels ;

- Interviews with management and staff;
- Ride-alongs;
- Review of relevant documentation;
- Development of Program Profiles on all significant Operational, Operational Support, and Administrative Support areas;
- Surveys of other municipal police detachments/departments in Western Canada;
- Download and detail analysis of calls-for-service and General Occurrences data from PRIME;
- Development of a computer-based sensitivity model for analyzing the impact of various staffing scenarios on Patrol Officer availability for proactive policing and crime prevention.

### **Data Sources**

The following data and data sources were used to complete the analysis of Regular Member and Municipal Employee staff level requirements:

- Population trends: Police Services, B.C. Ministry of Public Safety & Solicitor General website (2000-2009 population figures).
- Trend Statistics on Criminal Code & Drug Offences (2000-2009): Police Services, B.C. Ministry of Public Safety & Solicitor General website.
- Regular Member and Municipal Employee staff levels in total and by Section/Unit (2011): survey responses from RCMP detachments and Municipal Police Departments and internal data from the Kelowna Detachment.
- Dispatched call volumes (2010): survey responses from RCMP detachments and Municipal Police Departments and internal Dispatch Analysis Reports generated from PRIME for the Kelowna Detachment.
- Dispatched call data and general occurrence data download (2010): Government Liaison & Client Services Unit, Strategic Services Section, RCMP "E" Division.

## **Acknowledgements**

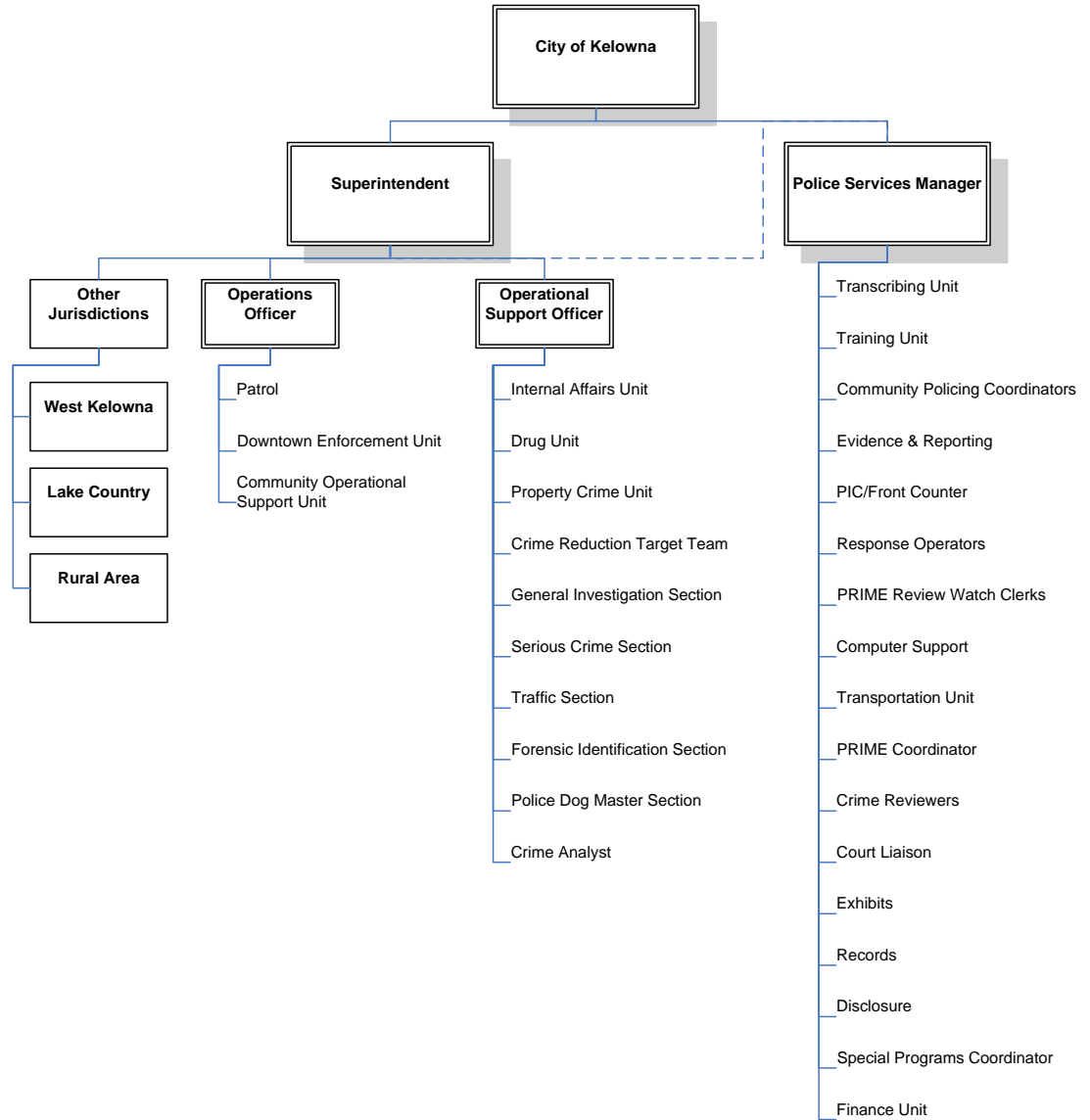
We received extensive co-operation and support from the Kelowna Detachment management and staff and from the RCMP "E" Division Headquarters. In particular, we extend special thanks to the following:

- Superintendent McKinnon, Kelowna RCMP Detachment
- Kerry Solinsky, Police Services Manager, Kelowna RCMP Detachment,
- Rikk Gunn, Prime Coordinator, Kelowna RCMP Detachment
- Inspector Tracy Rook, A/OIC Strategic Services, Government Liaison and Client Services Unit, Operations Strategy Branch, RCMP "E" Division HQ,
- Tara Haarhoff, Senior Data Analyst, Government Liaison and Client Services Unit, Strategic Services Section, RCMP "E" Division HQ.

We also acknowledge the co-operation of officials from other RCMP Detachments and Municipal Police Departments across Western Canada who took the time to respond to our survey.

## Chapter 2 – Background

### *RCMP Kelowna Detachment Organization Structure*



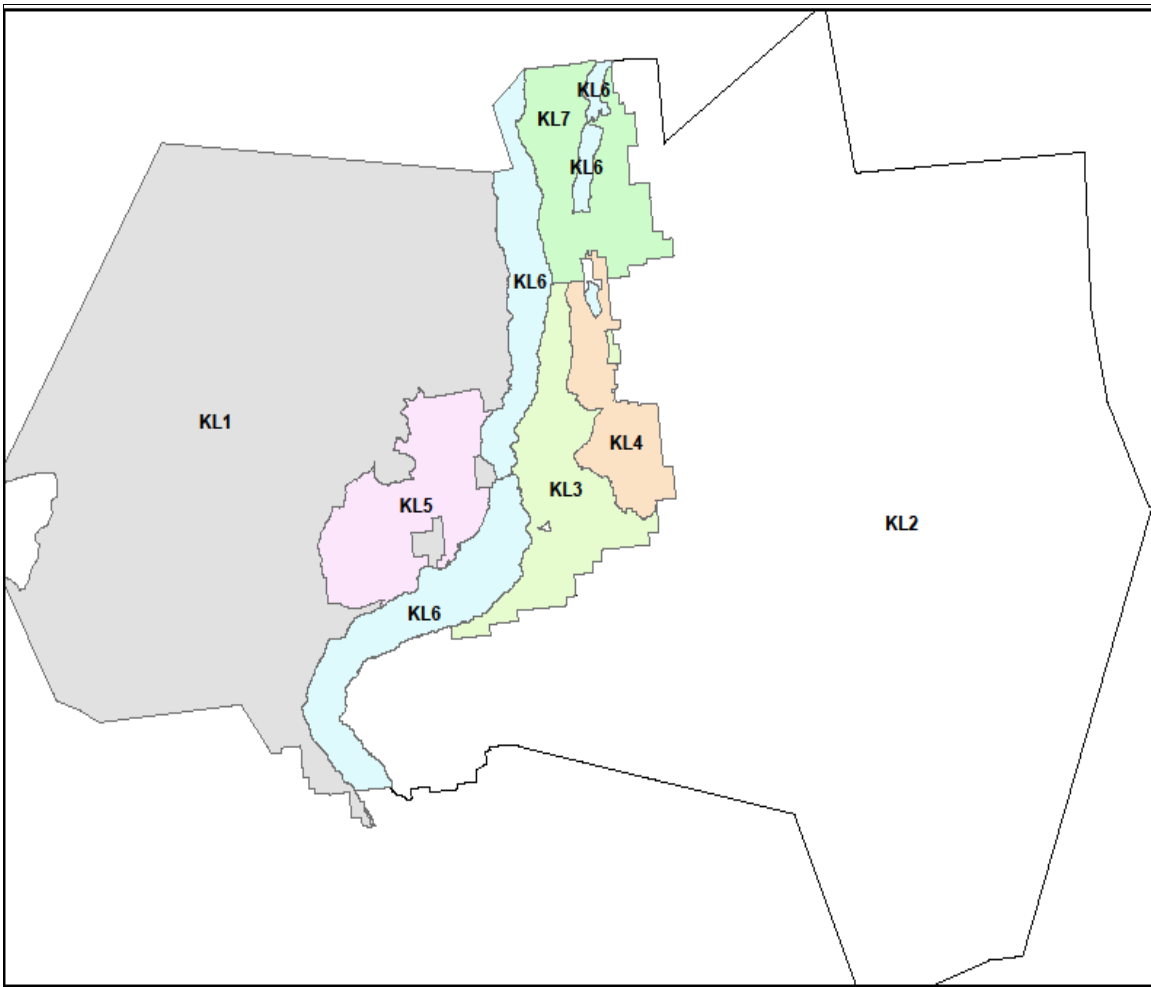
**Current Staff Levels**

The City of Kelowna taxpayers fund 148 of the Detachments 212 Police Officers. Kelowna’s authorized strength is 158 Regular Member positions.

The Detachment also has 68 full-time Municipal Employees funded by the City of Kelowna. Many of these employees also provide police support services to Lake Country, West Kelowna, and the Rural area. West Kelowna and Lake Country are billed for their portion of the Municipal Employee costs. The Province is not cross-charged for the Rural area share of the Municipal Employee costs.

**Detachment Service Area**

The Kelowna Detachment provides Police Services to the residents of the City of Kelowna, West Kelowna, Lake Country, and the Rural area. There are seven Zones: Kelowna (KL3, KL4); West Kelowna (KL5); Lake Country (KL7); Provincial/Rural (KL1, KL2, KL6).



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## Chapter 3 – Current State

### ***Crime Rate Comparison***

Kelowna's number of Criminal Code & Drug Offences increased 22.2% between 2000 and 2009 while Detachment/Department A's decreased 26.7%.

**Table 1: Number of Criminal Code & Drug Offences<sup>1</sup>**

<b>DETACHMENT/DEPARTMENT</b>	<b>2000</b>	<b>2009</b>	<b>Change 2000 - 2009</b>
Kelowna	12663	15478	22.2%
Detachment/Department A	17301	12680	-26.7%
Detachment/Department B	12396	12010	-3.1%
Detachment/Department C	15420	13410	-13.0%
Detachment/Department D	7060	6034	-14.5%
Detachment/Department E	5434	5119	-5.8%

Kelowna's number of Criminal Code & Drug Offences per 1,000 population increased 0.4% between 2000 and 2009 while Detachment/Department A's decreased 31.6%.

**Table 2: Criminal Code & Drug Offences per 1,000 Population**

<b>DETACHMENT/DEPARTMENT</b>	<b>2000</b>	<b>2009</b>	<b>Change 2000-2009</b>
Kelowna	127.6	128.1	0.4%
Detachment/Department A	103.2	70.6	-31.6%
Detachment/Department B	107.8	92.8	-13.9%
Detachment/Department C	91.6	69.4	-24.2%
Detachment/Department D	65.7	53.2	-19.0%
Detachment/Department E	156.8	131.4	-16.2%

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<sup>1</sup> Excludes Traffic Offences

Kelowna’s number of Violent Offences increased 34.9% between 2000 and 2009 while Detachment/Department A’s decreased 31.5%.

**Table 3: Violent Offences<sup>2</sup>**

DETACHMENT/DEPARTMENT	2000	2009	Change 2000-2009
Kelowna	1913	2580	34.9%
Detachment/Department A	2518	1724	-31.5%
Detachment/Department B	1887	1440	-23.7%
Detachment/Department C	1668	1881	12.8%
Detachment/Department D	1236	932	-24.6%
Detachment/Department E	840	1011	20.4%

Kelowna’s number of Violent Offences per 1,000 population increased 10.9% between 2000 and 2009 while Detachment/Department A’s decreased 35.2%.

**Table 4: Violent Offences per 1,000 Population**

DETACHMENT/DEPARTMENT	2000	2009	2000-2009 Change
Kelowna	19.3	21.4	10.9%
Detachment/Department A	14.2	9.2	-35.2%
Detachment/Department B	16.4	11.1	-32.3%
Detachment/Department C	9.9	9.7	-2.0%
Detachment/Department D	11.5	8.2	-28.7%
Detachment/Department E	24.2	25.9	7.0%

Kelowna’s number of Property Offences increased 2.5% between 2000 and 2009 while Detachment/Department A’s decreased 41.9%.

**Table 5: Property Offences<sup>3</sup>**

DETACHMENT/DEPARTMENT	2000	2009	Change 2000-2009
Kelowna	8736	8957	2.5%
Detachment/Department A	11672	6777	-41.9%
Detachment/Department B	8757	8076	-7.8%
Detachment/Department C	11154	8141	-27.0%
Detachment/Department D	5160	4312	-16.4%
Detachment/Department E	4048	2978	-26.4%

<sup>2</sup> Violent Offences include the offences of homicide, attempted murder, sexual and non-sexual assault, sexual offences against children, abduction, forcible confinement or kidnapping, robbery, criminal harassment, extortion, uttering threats, and threatening or harassing phone calls.

<sup>3</sup> Property Offences include the offences of breaking and entering, theft, motor vehicle theft, possession of stolen property, fraud, mischief, and arson.



Kelowna’s number of Property Offences per 1,000 population decreased 15.8% between 2000 and 2009 while Detachment/Department A’s decreased 45.8%.

**Table 6: Property Offences per 1,000 Population**

DETACHMENT/DEPARTMENT	2000	2009	2000-2009 Change
Kelowna	88	74.1	-15.8%
Detachment/Department A	69.6	37.7	-45.8%
Detachment/Department B	76.2	62.4	-18.1%
Detachment/Department C	66.3	42.1	-36.5%
Detachment/Department D	48	38	-20.8%
Detachment/Department E	116.8	76.4	-34.6%

Kelowna’s number of Drug Offences increased 26.7% between 2000 and 2009 while Detachment/Department A’s increased 3.0%.

**Table 7: Drug Offences<sup>4</sup>**

DETACHMENT/DEPARTMENT	2000	2009	Change 2000-2009
Kelowna	531	673	26.7%
Detachment/Department A	634	653	3.0%
Detachment/Department B	507	729	43.8%
Detachment/Department C	1326	1204	-9.2%
Detachment/Department D	265	209	-21.1%
Detachment/Department E	122	251	105.7%

Kelowna’s number of Drug Offences per 1,000 population increased 5.7% between 2000 and 2009 while Detachment/Department A’s decreased 5.3%.

**Table 8: Drug Offences per 1,000 Population**

DETACHMENT/DEPARTMENT	2000	2009	2000-2009 Change
Kelowna	5.3	5.6	5.7%
Detachment/Department A	3.8	3.6	-5.3%
Detachment/Department B	4.4	5.6	27.3%
Detachment/Department C	7.9	6.2	-21.5%
Detachment/Department D	2.5	1.8	-28.0%
Detachment/Department E	3.5	6.4	82.9%

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<sup>4</sup> Drug Offences include crimes committed under the Controlled Drugs and Substances Act – i.e. possession, trafficking, production, and distribution of cannabis, cocaine, and other drug offences.

***Call Volume Comparison***

The Kelowna Detachment’s 2010 Dispatched Call Volume per 1,000 population is substantially higher than most of the detachments/departments that responded to the survey.

**Table 9: Dispatched Call Volume per 1,000 Population**

DETACHMENT/DEPARTMENT	CALLS PER 1,000 POPULATION
Kelowna (Detachment)	279
Detachment/Department A	150
Detachment/Department B	239
Detachment/Department C	228
Detachment/Department D	214
Detachment/Department E	270

***Regular Member Staff Level Comparison***

Kelowna has a higher population to Regular Member Ratio than the detachments/departments that responded to the survey.

**Table 10: Population per Regular Member**

DETACHMENT/DEPARTMENT	Population per Regular Member
Kelowna	841
Detachment/Department A	786
Detachment/Department B	673
Detachment/Department C	798
Detachment/Department D	759
Detachment/Department E	788
Detachment/Department F	507
Detachment/Department G	533

**Municipal Employee Staff Level Comparison**

The Kelowna Detachment has approximately the same number of Regular Members per Municipal Employee as most of the detachments/departments that responded to the survey.

**Table 11: Regular Members per Municipal Employee**

DETACHMENT/DEPARTMENT		Regular Members per ME
Kelowna (Detachment)		3.12
Detachment/Department A		3.21
Detachment/Department B		2.84
Detachment/Department C		3.55
Detachment/Department D		3.02
Detachment/Department E		2.71

## Chapter 4 – Operations & Operational Support Sections

Kelowna's number of Criminal Code & Drug Offences increased 22.2% between 2000 and 2009 while Detachment/Department A's decreased 26.7%.

**Table 12: Change in Number of Criminal Code & Drug Offences 2000-2009**

OFFENCE TYPE	KELOWN A	DETACH/ DEP'T A	DETACH/ DEP'T B	DETACH/ DEP'T C	DETACH/ DEP'T D	DETACH/ DEP'T E
Criminal Code & Drug Offences	<b>+22.2%</b>	<b>-26.7%</b>	-3.1%	-13.0%	-14.5%	-5.8%
Criminal Code & Drug Offences per 1,000 Population	<b>+0.4%</b>	<b>-31.6%</b>	-13.9%	-24.2%	-19.0%	-16.2%
Violent Offences	<b>+34.9%</b>	<b>-31.5%</b>	-23.7%	+12.8%	-24.6%	+20.4%
Violent Offences per 1,000 Population	<b>+10.9%</b>	<b>-35.2%</b>	-32.3%	-2.0%	-28.7%	+7.0%

The City of Kelowna funds 148 of the Detachment's 212 Regular Member positions.

The City requires an additional 10.7 Patrol Officer FTE's and 4 Patrol Supervisors. This conclusion is based on the current call volume, a Patrol Availability Factor of 25%, and a maximum Span of Control Ratio of 1:7.

The City requires an additional 20.5 Police Officer FTE's to effectively execute a crime reduction strategy that would have a material impact on the crime rate in terms of Criminal Code & Drug Offences per 1,000 population.

The City requires an additional 4.8 Police Officer FTE's for other Sections (i.e. Traffic Section, Police Dog Section, Forensic Identification, and Community Operational Support Unit). This is based on our analysis of benchmark data from other Police Detachments/Departments and on historical increases in traffic volume, the number of Criminal Code & Drug Offences, and population.

A substantial decrease in call volume would free up positions in Patrol for redeployment to crime reduction and crime prevention strategies. For every 5% reduction in dispatched calls for service the Patrol Section could be reduced by 4 Patrol Officer FTE's.

Appendix A summarizes the additional Regular Member staffing requirements based on a 25% PAF, a 25% decrease in call volume, and a crime rate target of 70.6 Criminal Code & Drug Offences per 1,000 population.

The Detachment also requires an additional 2.0 Crime Analyst FTE's

## ***Chapter 4 – Operations & Operational Support Sections cont'd***

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### ***Patrol***

The Patrol Section provides first response to all calls-for-service dispatched from the OCC. In addition to responding to calls-for-service, Patrol Officers conduct related investigations, make arrests, prepare Reports to Crown Counsel to lay charges, and attend Court proceedings. Additional activities include, but are not limited to:

- Conducting preventative patrols in problem areas (e.g. bars/nightclubs);
- Making 'on view' traffic violation stops;
- Conducting street checks and curfew checks;
- Attending traffic accidents;
- Assisting in enforcing Municipal Bylaws (e.g. noise bylaw);
- Providing security at the Kelowna International Airport;
- Policing large-scale events (e.g. July 1<sup>st</sup> celebrations, rock concerts);
- Assisting Mental Health Organizations with locating, apprehending, and securing clients.

### **Conclusion**

An additional 10.7 Patrol Constable FTE's would provide a Patrol Availability Factor of 25%, based on current dispatched call volume.

An additional 4.0 Corporal positions would bring span of control in line with industry norms.

If the crime rate in Kelowna could be reduced to the point where the number of calls dispatched to Patrol Officers drops by 13.7%, no additional Patrol Constables would be required. A 25% reduction in dispatched call volume would translate into a requirement for approximately 9 fewer Constable FTE's in Patrol (i.e. 58.7 Constable FTE's vs. current staff level is 67.57 FTE's).

### **Analysis**

The number of funded Regular Member FTE's assigned to patrol increased 49.2% from 2000 to 2011 (i.e. 56 FTE's in 2000; 83.6 FTE's in 2011). This includes S/Sergeants, Sergeants, Corporals, and Constables.

From 2000 to 2010, Kelowna's population increased 25.4%.

From 2000 to 2009, the number of Criminal Code & Drug Offences in Kelowna increased 22.2%.

## ***Chapter 4 – Operations & Operational Support Sections cont'd***

According to the International Association of Chiefs of Police (IACP), “Ready-made, universally applicable patrol staffing standards do not exist. Ratios such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions”.

The IACP notes that it is common practice for Patrol Officers in organizations that embrace the concept of community policing, to spend one-third of their time engaged in crime prevention, community relations, and other proactive policing services. This would equate to 25% of an officer’s time after adjusting for meal and coffee break time.

We developed a computer-based Sensitivity Model to determine the percentage of time that Patrol Officers assigned to the City of Kelowna, have available to engage in proactive policing and crime prevention. We refer to this percentage as the Patrol Availability Factor<sup>5</sup>. We used 2010 call data to perform our analysis.

We also used the Sensitivity Model to calculate the impact of alternative PAF percentages on staff level requirements, as noted in the following table.

**Table 13: PAF % and Staff Level Impact**

<b>PAF %</b>	<b>Additional FTE’s required</b>
13%	Current staff level
15%	+1.52 FTE’s
20%	+5.84 FTE’s
25%	+10.74 FTE’s
30%	+16.33 FTE’s

Additional supervisory personnel would be required to support any increase in Patrol Constables.

Per industry literature, the supervisor/subordinate ratio is typically between 1-to-3 and 1-to-7, with the ideal being 1-to-5. The current ratio of Corporals to Constables in Patrol is 1-to-8.5. Four additional Corporal positions would result in a ratio of 1-to-5.6. The addition of 10.74 Constable FTE’s (assuming a 25% PAF) would result in a ratio of 1-to-6.5.

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<sup>5</sup> Patrol Availability Factor (PAF) is the percent of on-duty time that an officer is available to engage in pro-active problem solving and crime prevention activities vs. responding to calls or performing administrative duties.

## ***Chapter 4 – Operations & Operational Support Sections cont'd***

### ***Traffic***

The primary focus of the Traffic Section is on impaired drivers (alcohol and drugs), unbelted drivers and passengers, aggressive drivers, and distracted drivers. Key activities of the Traffic Section include, but are not limited to:

- Conducting routine patrols to enforce Federal and Provincial Legislation and Municipal Bylaws;
- Setting up roadside Check Stops to detect and ticket speeders and impaired drivers;
- Responding to, and investigating motor vehicle collisions;
- Controlling traffic at special community events;
- Inspecting commercial vehicles for compliance with the Motor Vehicle Act/Regulations, Commercial Transport Act, Dangerous Goods Act, and Municipal Bylaws;
- Preparing Reports to Crown Counsel to lay traffic related charges under the Criminal Code, B.C. Motor Vehicle Act/Regulations; and Municipal Bylaws.

### **Conclusion**

An additional 2.11 Regular Member FTE's would bring Kelowna in line with the estimated increase in traffic volume from 2000 to 2009.

### **Analysis**

The number of funded Regular Member FTE's assigned to Traffic declined 7.0% from 2000 to 2011 (i.e. 10.0 FTE's in 2000; 9.3 FTE's in 2011).

Kelowna's number of Traffic Officers per 100,000 population is less than the detachments/departments that responded to the survey.

**Table 14: Traffic Officers per 100,000 Population**

<b>DETACHMENT/DEPARTMENT</b>	<b>Traffic Officers per 100,000</b>
Kelowna	7.5
Detachment/Department A	10.5
Detachment/Department B	12.6
Detachment/Department C	8.5
Detachment/Department D	14.5
Detachment/Department E	10.2
Detachment/Department F	9.1
Detachment/Department G	12.2

## ***Chapter 4 – Operations & Operational Support Sections cont'd***

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Traffic volume on Hwy 97 at the South end of the Okanagan Lake bridge increased 10.24% from 2004 to 2010 (i.e. 17.0 million in 2004; 18.7 million in 2010). Kelowna's population increased 18.3% during the same period.

Fatal collisions decreased 16.7% from 2000 to 2010. Injury collisions decreased 8.6% from 2000 to 2010.

Kelowna's population increased 25.4% from 2000 to 2010.

### ***Investigative Services***

Investigative Services includes the following Sections/Units: Drug Unit, Property Crime, Crime Reduction Target Team, General Investigation Section, and Serious Crimes Section. Key activities include, but are not limited to, the following:

- Conducting investigations;
- Surveillance;
- Gathering, analyzing, and disseminating intelligence on criminal activity;
- Conducting street level undercover drug operations and surveillance on drug trafficking targets;
- Identifying, investigating, and dismantling marijuana grow operations and drug manufacturing labs;
- Executing search warrants and seizing evidence;
- Providing Reports to Crown Counsel to lay charges;
- Making arrests;
- Providing testimony in Court;
- Conducting curfew checks on release subjects;
- Identifying, developing profiles on, and tracking Prolific Offenders.

### **Conclusion**

An additional 20.5 Police Officers are required to effectively execute a crime reduction strategy that would have a material impact on the crime rate in terms of Criminal Code & Drug Offences per 1,000 population.

Kelowna's Criminal Code & Drug Offence rate per 1,000 population was approximately the same in 2009 as it was in 2000 (i.e. 128.1 vs. 127.6). During the same 10 year period, Detachment/Department A invested significant resources in pro-active crime reduction strategies resulting in a



## ***Chapter 4 – Operations & Operational Support Sections cont'd***

31.6% decrease in the number of Criminal Code & Drug Offences per 1,000 population (i.e. 103.2 in 2000 to 70.6 in 2009).

Because of factors outside the Detachment's control, such as the large tourist population during the summer months, it may not be possible to achieve an outcome target as low as Detachment/Department A. However, a target of somewhere between 90 and 100 Offences per 1,000 population should be achievable.

### **Analysis**

The number of funded Regular Member FTE's assigned to Investigative Services in 2011 was 18.9% higher than in 2000 (i.e. 27.0 FTE's in 2000; 32.1 FTE's in 2011).

Kelowna has one of the lowest numbers of Members per 100,000 population, involved in Investigation and Proactive Crime Reduction.

**Table 15: Investigation Regular Members per 100,000 Population**

<b>DETACHMENT/DEPARTMENT</b>	<b>Investigation RM's per 100,000</b>
Kelowna	25.8
Detachment/Department A	42.3
Detachment/Department B	52.4
Detachment/Department C	32.5
Detachment/Department D	26.5
Detachment/Department E	25.4
Detachment/Department F	48.9
Detachment/Department G	50.1

Kelowna invests 4.0 Regular Members per 100,000 population in proactive crime reduction (i.e. Crime Reduction Target Team) compared to Detachment/Department A at 13.9, Detachment/Department B at 18.3, and Detachment/Department C at 10.7.

## ***Chapter 4 – Operations & Operational Support Sections cont'd***

Kelowna's number of Criminal Code & Drug Offences per Regular Member in Investigative Services is substantially higher than all but one of the detachments/departments that responded to the survey.

**Table 16: Criminal Code & Drug Offences per Investigation Regular Member**

<b>DETACHMENT/DEPARTMENT</b>	<b>CC &amp; Drug Offences per RM</b>
Kelowna	482
Detachment/Department A	167
Detachment/Department B	174
Detachment/Department C	211
Detachment/Department D	195
Detachment/Department E	512

Kelowna's number of Criminal Code & Drug Offences increased 22.2% between 2000 and 2009 while Detachment/Department A's decreased by 26.7%. Refer to Table 1 in Chapter 3.

Kelowna's Criminal Code & Drug Offences per 1,000 population increased 0.4% while Detachment/Department A's decreased by 31.6%. Refer to Table 2 in Chapter 3.

Kelowna's number of Violent Offences increased 34.9% between 2000 and 2009, while Detachment/Department A's decreased 31.5%. Refer to Table 3 in Chapter 3.

Kelowna's Violent Offences per 1,000 population increased 10.9% while Detachment/Department A's decreased 35.2%. Refer to Table 4 in Chapter 3.

### ***Police Dog Section***

The Police Dog Services Section responds to the following: break & enters, auto thefts, robberies, homicides, grow-ops, drug manufacturing, drug trafficking, missing persons, abductions, and attempted suicides. Key activities include the following:

- Targeting and apprehending criminal suspects;
- Tracking missing persons;
- Locating physical evidence;
- Guarding crime scenes;
- Searching for drugs, explosives, weapons, and lost property;

## ***Chapter 4 – Operations & Operational Support Sections cont'd***

- Participating on Emergency Response Team (SWAT) and Tactical Team (Crowd Control).

### **Conclusion**

An additional 1.0 Regular Member FTE would bring the staff level in line with the 22.2% increase in Criminal Code & Drug Offences between 2000 and 2009.

### **Analysis**

The number of funded Regular Member FTE's decreased 5.8% since 2000 (i.e. 3.0 FTE's in 2000; 2.83 FTE's in 2011).

The number of Criminal Code & Drug Offences in Kelowna increased 22.2% between 2000 and 2009 (i.e. 12,663 in 2000; 15,478 in 2009). Refer to Table 1 in Chapter 3.

Kelowna's number of Criminal Code & Drug Offences per Police Dog Master is substantially higher than the detachments/departments that responded to the survey.

**Table 17: Criminal Code & Drug Offences per Police Dog Master**

<b>DETACHMENT/DEPARTMENT</b>	<b>CC &amp; Drug Offences per K9 RM</b>
Kelowna	5477
Detachment/Department A	3633
Detachment/Department B	4156
Detachment/Department C	4064
Detachment/Department D	1509
Detachment/Department E	2560

## ***Chapter 4 – Operations & Operational Support Sections cont'd***

Kelowna's number of Police Dog Master FTE's per 100,000 population is higher than Detachment/Department A. However, as noted above, Kelowna has a substantially higher number of Criminal Code & Drug Offences per Police Dog Master.

**Table 18: Police Dog Master FTE's per 100,000 Population**

<b>DETACHMENT/DEPARTMENT</b>	<b>K9 FTE's per 100,000</b>
Kelowna	2.27
Detachment/Department A	1.94
Detachment/Department B	2.20
Detachment/Department C	1.69
Detachment/Department D	3.42
Detachment/Department E	5.08
Detachment/Department F	3.03
Detachment/Department G	3.92

### ***Forensic Identification Section***

The Forensic Identification Section supports Patrol and all investigative units on the majority of criminal investigations. Key activities include the following:

- Attending, recording, and analyzing crime scenes for evidence;
- Securing crime scene to prevent contamination;
- Searching for, recovering, and preserving evidence;
- Identifying individuals, suspects, and tools/vehicles;
- Providing scientific examination, comparison, and analysis of evidence;
- Providing expert testimony in Court;
- Providing training to other Members in the Detachment on techniques and procedures for identifying and safeguarding evidence.

### **Conclusion**

An additional 0.67 Regular Member FTE would bring the staff level in line with the increase in Criminal Code & Drug Offences between 2000 and 2009.

## Chapter 4 – Operations & Operational Support Sections cont'd

### Analysis

The number of funded Regular Member FTE's has remained at 3.0 since 2000.

The number of Criminal Code & Drug Offences in Kelowna increased 22.2% between 2000 and 2009 (i.e. 12,663 in 2000; 15,478 in 2009).

The number of files handled by Forensic Identification staff increased 8.3% between 2000 and 2010 (i.e. 641 in 2000; 694 in 2010).

Kelowna's number of Criminal Code & Drug Offences per Regular Member FTE is substantially higher than the detachments/departments that responded to the survey.

**Table 19: Criminal Code & Drug Offences per FIS Regular Member FTE**

DETACHMENT/DEPARTMENT	CC & Drug Offences per FIS RM
Kelowna	5159
Detachment/Department A	2536
Detachment/Department B	2901
Detachment/Department C	2841
Detachment/Department D	1509
Detachment/Department E	2560

Kelowna's number of Forensic Identification Regular Member FTE's per 100,000 population is less than most of the detachments/departments that responded to the survey.

**Table 20: FIS Regular Member FTE's per 100,000 Population**

DETACHMENT/DEPARTMENT	FIS RM's per 100,000
Kelowna	2.41
Detachment/Department A	2.78
Detachment/Department B	3.15
Detachment/Department C	2.41
Detachment/Department D	3.42
Detachment/Department E	5.08
Detachment/Department F	5.55
Detachment/Department G	5.23

**Community Operational Support Unit**

The Community Operational Support Unit (COSU) focuses on crime prevention in neighbourhoods, victims of crime, and community-based problem solving on police related issues. Key activities include the following:

- Building, administering, coordinating, promoting, and supporting community crime prevention programs and partnerships (e.g. Block Watch Program Crime Stoppers, etc.);
- Recruiting, training, and supervising community volunteers to participate in community policing and crime prevention programs;
- Receiving and responding to a variety of police and crime related enquiries from the general public;
- Recruiting, training, and assigning Auxiliary Constables to participate in community policing activities under police supervision;
- Receiving and reviewing domestic violence complaints/files and submitting reports to Crown Counsel to lay charges.

Conclusion

An additional 1.0 FTE would bring Kelowna’s staff level in line with Detachment/Department A in terms of Regular Member FTE’s per 100,000 population.

Analysis

The number of funded Regular Member FTE’s decreased 23.4% since 2000 (i.e. 5.0 in 2000; 3.83 in 2011).

Kelowna’s number of Regular Member FTE’s in COSU per 100,000 population, is lower than most of the detachments/departments that responded to the survey.

**Table 21: COSU Regular Member FTE's per 100,000 Population**

<b>DETACHMENT/DEPARTMENT</b>	<b>COSU RM's per 100,000</b>
Kelowna	3.07
Detachment/Department A	3.90
Detachment/Department B	6.09
Detachment/Department C	7.66
Detachment/Department D	5.99
Detachment/Department E	2.54
Detachment/Department F	7.56
Detachment/Department G	6.98

## ***Chapter 4 – Operations & Operational Support Sections cont'd***

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The number of Criminal Code & Drug Offences in Kelowna increased 22.2% between 2000 and 2009 (i.e. 12,663 in 2000; 15,478 in 2009). Refer to 1 in Chapter 3.

Kelowna's population increased 25.4% between 2000 and 2010.

### ***Crime Analyst***

The Crime Analyst focuses on the analysis of data/information for identifying and forecasting crime patterns/trends and supporting criminal investigations. Key activities include:

- Collecting, organizing, and analyzing investigative and intelligence data in order to provide assistance to an investigation;
- Collecting, organizing, and analyzing data on criminal activity and known offenders to locate crime hot spots; identify crime series, patterns and trends, and potential suspects; predict future crimes; and determine the underlying causes of crime;
- Evaluating and validating data and intelligence information gathered from various sources to maintain the integrity of crime analysis services.

### **Conclusion**

Two additional Crime Analyst FTE's would bring the Kelowna Detachment in line with Detachment/Department A in terms of Crime Analysts per 100,000 population. The Crime Analyst position supports all jurisdictions in the Kelowna Detachment.

### **Analysis**

The Kelowna Detachment has 1.0 Crime Analyst position. This position did not exist back in 2000.

## ***Chapter 4 – Operations & Operational Support Sections cont'd***

The Kelowna Detachment has less Crime Analyst FTE's per 100,000 population than the detachments/departments that responded to the survey.

**Table 22: Crime Analyst FTE's per 100,000 Population**

DETACHMENT/DEPARTMENT	Crime Analysts per 100,000
Kelowna Detachment	0.53
Detachment/Department A	1.67
Detachment/Department B	1.52
Detachment/Department C	1.02
Detachment/Department D	0.86
Detachment/Department E	1.15
Detachment/Department F	1.01

The Kelowna Detachment has substantially more Criminal Code & Drug Offences per Crime Analyst FTE than the detachments/departments that responded to the survey.

**Table 23: Criminal Code & Drug Offences per Crime Analyst**

DETACHMENT/DEPARTMENT	CC & Drug Offences per Crime Analyst FTE
Kelowna (Detachment)	19601
Detachment/Department A	4227
Detachment/Department B	6005
Detachment/Department C	6705
Detachment/Department D	6034
Detachment/Department E	7645

The number of Criminal Code & Drug Offences in Kelowna increased 22.2% between 2000 and 2009 while in Detachment/Department A the number of Offences declined 26.7%. Refer to Table 1 in Chapter 3.

The number of Criminal Code & Drug Offences in Kelowna in 2009 per 1,000 population was approximately the same as in 2000 (i.e. 128.1 in 2009 vs. 127.6 in 2000). In Detachment/Department A, the number of Criminal Code & Drug Offences per 1,000 population decreased 31.6%. Refer to Table 2 in Chapter 3



## ***Chapter 4 – Operations & Operational Support Sections cont'd***

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The number of Violent Offences in Kelowna increased 34.9% while in Detachment/Department A, the number of Violent Offences declined 31.5%. Refer to Table 3 in Chapter 3.

The number of Violent Offences per 1,000 population increased 10.9% while Detachment/Department A's decreased 35.2%. Refer to Table 4 in Chapter 3.

The following table shows the % increase in Offences in Kelowna between 2000 and 2009, by category.

**Table 24: Kelowna Criminal Code & Drug Offence Trend 2000-09**

<b>CRIME TYPE</b>	<b>2000</b>	<b>2009</b>	<b>Change 2000-2009</b>
Criminal Code Offences	12132	14805	+22.0%
Drug Offences	531	673	+26.7%
Property Offences	8736	8957	+2.5%
Violent Offences	1913	2580	+34.9%
Motor Vehicle Theft Offences	630	909	+44.3%

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## **Chapter 5 – Municipal Support Sections**

The Kelowna Detachment has 68 full-time Municipal Employee positions. Lake Country and West Kelowna share in the cost of many of these positions.

Based on our analysis of historical staffing trends, historical increases in Criminal Code & Drug Offences, and the current ratio of Regular Members to Municipal Employees, the Detachment requires an additional 0.38 FTE in the Computer Support Section. All other sections are adequately staffed.

If the Detachment increases the number of Regular Member positions, this will impact the workload for Municipal Employees. For every 3.12 Regular Member FTE's added to the current staff complement the Detachment will require an estimated 1.0 FTE of Municipal Support staff. This is based on the Detachment's current 1 to 3.12 ratio of Municipal Employees to Regular Members. This ratio is comparable to Detachment/Department A's ratio of 1 to 3.21.

### ***PIC/Front Counter***

Key activities of this Section include:

- Receiving, recording, and responding to in-person and phone enquiries and complaints;
- Processing Criminal Record Checks;
- Screening and tracking all visitors to the Detachment;
- Handling the receipt and return of found property;
- Setting up General Occurrence files on non-emergency calls re-directed from Response Operators.

The PIC/Front Counter staff support only the City of Kelowna.

### **Conclusion**

No additional positions required.

This conclusion is based primarily on the historical staff level increase of 50% relative to the 22.2% increase in Criminal Code and Drug Offences, the 25.4% increase in population, and Kelowna's number of Municipal Employees per 100,000 population relative to Detachment/Department A.

### Analysis

The number of Municipal Employee FTE's in the PIC/Front Counter section increased 50% since 2000 (i.e. 2.0 ME's in 2000; 3.0 ME's in 2011).

Kelowna's number of Municipal Employee FTE's per 100,000 population is consistent with most of the detachments/departments that responded to the survey.

**Table 25: PIC/Front Counter FTE's per 100,000 Population**

<b>DETACHMENT/DEPARTMENT</b>	<b>PIC/FRONT COUNTER ME's per 100,000</b>
Kelowna	2.41
Detachment/Department A	2.23
Detachment/Department B	1.14
Detachment/Department C	3.57
Detachment/Department E	2.54

The number of Criminal Code & Drug Offences in Kelowna increased 22.2% since 2000 (i.e. 12,663 in 2000; 15,478 in 2009). Refer to Table 1 in Chapter 3.

Kelowna's population increased 25.4% between 2000 and 2010.

Criminal Record Checks increased 30.9% between 2000 and 2010 (i.e. 5,620 in 2000; 7,357 in 2010).

### **Response Operators**

Response Operators handle non-emergency calls (i.e. priority 3<sup>6</sup> and priority 4<sup>7</sup> calls) received through the 762-3300 line. The general public are encouraged to use the non-emergency number when reporting a crime after it has occurred, when reporting stolen, lost or found property, and when reporting suspicious or illegal activities in a neighbourhood after the fact. Key activities performed by Response Operators include:

- Receiving and redirecting non-emergency calls to Watch, Investigations Sections, and PIC/Front Counter;

<sup>6</sup> Priority 3 calls: low priority, attendance may or may not be required, contact with caller is required.

<sup>7</sup> Priority 4 calls: very low priority, attendance not required, contact may or may not be required, mostly information calls only.

## *Chapter 5 – Municipal Support Sections cont'd*

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- Redirecting emergency calls to the Operations Communications Centre (OCC);
- Receiving and transferring general calls to the appropriate Section/Unit and Member;
- Monitoring the Front Counter.

The Response Operators support only the City of Kelowna.

### Conclusion

No additional positions required.

This conclusion is based primarily on Kelowna having a lower number of dispatched calls per FTE than Detachment/Department A.

### Analysis

There has been no change in the number of Response Operator FTE's since 2000 (i.e. 3.3 in 2000; 3.3 in 2011).

Kelowna has more Response Operator FTE's per 100,000 population than the detachments/departments that responded to the survey.

**Table 26: Response Operator FTE's per 100,000 Population**

<b>DETACHMENT/DEPARTMENT</b>	<b>RESPONSE OPERATOR ME's per 100,000</b>
Kelowna	2.7
Detachment/Department A	1.1
Detachment/Department C	0.5
Detachment/Department E	1.7

## Chapter 5 – Municipal Support Sections cont'd

Kelowna has fewer Criminal Code & Drug Offences per Response Operator FTE, than the detachments/departments that responded to the survey.

**Table 27: Criminal Code & Drug Offences per Response Operator FTE**

DETACHMENT/DEPARTMENT	CC & Drug Offences per Response Operator
Kelowna	4690
Detachment/Department A	6340
Detachment/Department C	13410
Detachment/Department E	5097

Kelowna's calls for service per Response Operator FTE are less than the detachments/departments that responded to the survey.

**Table 28: Calls-for-Service per Response Operator<sup>8</sup>**

DETACHMENT/DEPARTMENT	Dispatched Calls per Service per Response Operator
Kelowna	11,265
Detachment/Department A	13,516
Detachment/Department C	44,605
Detachment/Department E	15,605

Kelowna's population increased 25.4% between 2000 and 2010.

### **Crime Review**

The Crime Reviewers provide quality assurance with regard to investigation files. Key activities performed by Crime Reviewers include:

- Reviewing/auditing all investigative files to ensure compliance with legal obligations and policy requirements, identifying issues that have the potential to become problematic, and suggesting appropriate remedies;

<sup>8</sup> Includes all calls handled at OCC and by Response Operators.

## *Chapter 5 – Municipal Support Sections cont'd*

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- Identifying the proper classification (i.e. UCR file scoring) of files for reporting to Statistics Canada;
- Concluding investigative files upon satisfying all reporting requirements;
- Reviewing all requests from Court Liaison for changes in non-disclosure requirements pertaining to specific files;
- Handling requests from the public for removal of restrictions on Police files (e.g. probation requirements);
- Reviewing all Court Briefs received from Court Liaison;
- Coaching RCMP Cadets on quality assurance issues and identifying training requirements;
- Providing guidance on a daily basis to all employees of the Detachment.

Crime Reviewers support all jurisdictions within the Kelowna Detachment.

### Conclusion

No additional positions required.

This conclusion is based primarily on the historical staff level increase of 66.7% relative to the 21.2% increase in the number of Criminal Code and Drug Offences and the 18.5% increase in annual files reviewed since 2000.

### Analysis

The number of Crime Reviewer FTE's increased 66.7% since 2000 (i.e. 3.0 ME's in 2000; 5.0 ME's in 2011).

The Kelowna Detachment's staff level is higher than Detachment/Department A but lower than Detachment/Department E in terms of Crime Reviewer FTE's per 100,000 population.

**Table 29: Crime Review FTE's per 100,000 Population**

<b>DETACHMENT/DEPARTMENT</b>	<b>CRIME REVIEWERS per 100,000</b>
Kelowna (Detachment)	2.66
Detachment/Department A	2.23
Detachment/Department E	3.46

## *Chapter 5 – Municipal Support Sections cont'd*

The number of Criminal Code & Drug Offences for the Kelowna Detachment increased 21.2% since 2000 (i.e. 16,167 in 2000; 19,601 in 2009).

Kelowna has more Criminal Code & Drug Offences per Crime Reviewer FTE, than the detachments/departments that responded to the survey.

**Table 30: Criminal Code & Drug Offences per Crime Reviewer FTE**

<b>DETACHMENT/DEPARTMENT</b>	<b>Criminal Code &amp; Drug Offences per Crime Reviewer FTE</b>
Kelowna (Detachment)	3,920
Detachment/Department A	3,203
Detachment/Department E	2,548

The number of files reviewed by Crime Reviewers increased 18.5% from 2000 to 2010 (i.e. 55,055 in 2000; 65,260 in 2010).

### ***Watch Clerks***

Watch Clerks provide clerical support for Watch Commanders and Patrol Officers. Key activities include:

- Routing files to Members for action and tracking file status;
- Reviewing reports prepared on Mobile Display Terminals by Patrol Officers and transcribing reports into the Records Management System (PRIME);
- Retrieving information on Police databases (e.g. PRIME, CPIC) and communicating it to Patrol Officers;
- Updating Member schedules;
- Assisting in the preparation of Court-related documents (e.g. search warrants);
- Screening calls for the Watch Commander.

Watch Clerks support all jurisdictions within the Kelowna Detachment.

### **Conclusion**

No additional positions required.

This conclusion is based primarily on the historical staff level increase of 100% relative to the 51.4% increase in Patrol Officers.

Analysis

The number of Watch Clerk FTE's increased 100.0% since 2000 (i.e. 4.0 ME's in 2000; 8.0 ME's in 2011).

The Kelowna Detachment's ratio of Patrol Officers to Watch Clerks is higher than 2 of the 4 detachments/departments that responded to the survey.

**Table 31: Patrol Officers per Watch Clerk**

DETACHMENT/DEPARTMENT	Patrol Officers per Watch Clerk FTE
Kelowna (Detachment)	14.57
Detachment/Department A	12.42
Detachment/Department C	10.24
Detachment/Department E	15.75

The number of Regular Members in Patrol (Detachment total) increased 51.4% between 2000 and 2011 (i.e. 77.0 RM's in 2000; 116.6 RM's in 2011).

The number of Criminal Code & Drug Offences in Kelowna Detachment area increased 21.2% between 2000 and 2009 (i.e. 16,167 in 2000; 19,601 in 2009).

The Kelowna Detachment's calls for service per Watch Clerk are higher than the detachments/departments that responded to the survey.

**Table 32: Calls for Service per Watch Clerk FTE**

DETACHMENT/DEPARTMENT	Calls-for-Service per Watch Clerk FTE
Kelowna (Detachment)	6,562
Detachment/Department A	3,379
Detachment/Department C	4,956
Detachment/Department E	5,852

**Transcribing**

Transcribers transcribe audio recordings from interviews with suspects, witnesses, and victims and from 911 calls, into text. Key activities include:

- Receiving audio and video recordings from Members, RCMP holding cells, and OCC and transferring them onto CDs/DVDs;
- Producing verbatim transcripts from the CDs/DVDs;



## *Chapter 5 – Municipal Support Sections cont'd*

- Providing the CDs/DVDs and transcriptions to the applicable Members for investigation files;
- Educating new recruits on the Transcribing Unit and the requirements for making successful recordings of interviews.

Transcribing staff support only the City of Kelowna.

### Conclusion

No additional positions required.

This conclusion is based primarily on the historical staff level increase of 33.3% relative to the 25.4% increase in Regular Members and 22.2% increase in number of Criminal Code and Drug Offences.

### Analysis

The number of Transcriber FTE's increased 33.3% since 2000 (i.e. 3.0 ME's in 2000; 4.0 ME's in 2011).

Kelowna's ratio of Patrol Officers to Transcribers is lower than the detachments/departments that responded to the survey.

**Table 33: Regular Members per Transcriber FTE**

DETACHMENT/DEPARTMENT	Regular Members per Transcriber FTE
Kelowna	37.0
Detachment/Department A	53.0
Detachment/Department B	89.5
Detachment/Department C	75.7
Detachment/Department E	63.3

The number of Regular Members increased 25.4% between 2000 and 2009 (i.e. 118.0 RM's in 2000; 148.0 RM's in 2011).

The number of Criminal Code & Drug Offences in Kelowna increased 22.2% between 2000 and 2009 (i.e. 12,663 in 2000; 15,478 in 2009). Refer to Table 1 in Chapter 3.

### ***Evidence & Reporting (E&R III)***

Evidence and Reporting staff manage the electronic files for Members in the Serious Crimes Section, and the conversion of documents for Crown Counsel and other purposes. Key activities include:

## *Chapter 5 – Municipal Support Sections cont'd*

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- Maintaining and managing access to the relational database E&R III;
- Entering, correlating, analyzing, and retrieving crime data and evidence in E&R III and PRIME, and coordinating informational needs of Members;
- Scanning documents and entering updates into E&R III;
- Linking documents, reports, and audio/video recordings in E&R III;
- Converting documents and multimedia into appropriate formats;
- Creating various reports and 'disclosure packages' for Defense and Crown Counsel;
- Give evidence in Court.

Evidence & Reporting staff support only the City of Kelowna.

### Conclusion

No additional positions are required.

This conclusion is based primarily on the historical staff level increase of 100% relative to the 34.9% increase in Violent Offences.

### Analysis

The number of E&R FTE's increased 100.0% since 2000 (i.e. 1.0 ME in 2000; 2.0 ME's in 2011).

The number of Criminal Code & Drug Offences in Kelowna increased 22.2% since 2000 (i.e. 12,663 in 2000; 15,478 in 2009). Refer to Table 1 in Chapter 3.

The number of Violent Offences in Kelowna increased 34.9% since 2000 (i.e. 1,913 in 2000; 2,580 in 2009). Refer to Table 3 in Chapter 3.

### **Exhibits**

Exhibits staff control all exhibits and lost and found items turned into the Detachment. Key activities include:

- Recording and transferring all exhibits and lost and found items into storage and monitoring all movement of exhibits (e.g. to labs, to Court);
- Ensuring the proper handling, safekeeping, and storage of all seized property, preserving continuity of evidence (e.g. preventing contamination);
- Testifying in Court on the continuity of evidence, when required;

## *Chapter 5 – Municipal Support Sections cont'd*

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- Ensuring the safe handling and disposal of explosives, bio hazard, corrosive and flammable material;
- Conducting routine audits of exhibit inventory and storage facilities;
- Obtaining approval from Health & Welfare Canada for the disposal of illegal drugs, and disposing of the drugs;
- Ensuring lawful retention and disposal of seized property, including conveyance of forfeited cash and property to applicable federal, provincial, or municipal government agency based on Court Orders;
- Releasing seized property back to owners after the case has been cleared through Court;
- Researching databases to identify lawful owners/insurance companies for return of seized and/or found property.

Exhibits staff support only the City of Kelowna.

### Conclusion

Additional resources may be required from time-to-time on an 'as needed' basis. No additional permanent positions are required at this time.

Kelowna has two separate locations for storing Exhibits. According to Kelowna Detachment management, each of the detachments/departments that responded to our survey has only one storage location. Per management, having two locations increases the workload of Exhibits staff. Unfortunately, there is no historical workload data available to determine the impact on staff level requirements attributable to having two storage locations.

### Analysis

The number of Exhibit FTE's increased 100.0% since 2000 (i.e. 1.0 ME in 2000; 2.0 ME's in 2011).

West Kelowna and Lake Country now store their own exhibits, effective October 2011.

## *Chapter 5 – Municipal Support Sections cont'd*

Kelowna has fewer Criminal Code & Drug Offences per Exhibit FTE than most of the detachments/departments that responded to the survey.

**Table 34: Criminal Code & Drug Offences per Exhibit FTE**

<b>DETACHMENT/DEPARTMENT</b>	<b>Criminal Code &amp; Drug Offences per Exhibit FTE</b>
Kelowna	7,739
Detachment/Department A	8,008
Detachment/Department B	8,007
Detachment/Department C	13,410
Detachment/Department D	6,034
Detachment/Department E	7,645

The number of Criminal Code & Drug Offences in the Kelowna Detachment area increased 22.2% since 2000 (i.e. 12,663 in 2000; 15,478 in 2009). Refer to Table 1 in Chapter 3.

Kelowna has two separate storage locations for exhibits. According to Management, each of the police detachments/departments that responded to the survey has only one location.

### ***Court Liaison***

Court Liaison staff handle all submissions to Crown Counsel for charge approval, the transporting of prisoners to Court, and the transfer of dispositions and fingerprints to Ottawa for registration of criminal convictions. Key activities include, but are by no means limited to, the following:

- Receiving and reviewing all Reports/documents prepared by Members for Crown Counsel, delivering the Reports/documents to Crown Counsel, maintaining a diary to ensure all reports are reviewed by Crown Counsel, and entering the Reports/documents into the provincial JUSTIN system (Justice Integrated Network);
- Following up with Crown Counsel on the charge approval process and swearing of the charges before the Justice of the Peace;
- Liaising with City cells, Sherriff's and Crown to ensure prisoners are transported to Court in a timely manner;
- Updating fingerprint records upon conviction;
- Transferring court dispositions along with corresponding fingerprint cards to the Ottawa database;
- Recording dispositions in JUSTIN and PRIME;

## *Chapter 5 – Municipal Support Sections cont'd*

- Ensuring accurate documentation and submission of criminal convictions to Ottawa for registration;
- Creating and updating known offender files;
- Recording pre-schedule leaves in JUSTIN and notifying Members and staff when they are to appear in Court;
- Coordinating the serving of Summonses and Subpoenas.

Court Liaison staff support all jurisdictions within the Kelowna Detachment.

### Conclusion

No additional positions are required.

This conclusion is based primarily on the historical staff level increase of 100% relative to the 21.2% increase in number of Criminal Code and Drug Offences.

### Analysis

The number of Court Liaison FTE's increased 100.0% since 2000 (i.e. 2.0 ME's in 2000; 4.0 ME's in 2011).

The number of Criminal Code & Drug Offences per Court Liaison FTE in the Kelowna Detachment area is in the mid-range of detachments/departments that responded to the survey.

**Table 35: Criminal Code & Drug Offences per Court Liaison FTE**

<b>DETACHMENT/DEPARTMENT</b>	<b>Criminal Code &amp; Drug Offences per Court Liaison FTE</b>
Kelowna Detachment	4,900
Detachment/Department A	3,203
Detachment/Department B	4,003
Detachment/Department C	6,705
Detachment/Department E	7,645

The number of Criminal Code & Drug Offences in the Kelowna Detachment area increased 21.2% since 2000 (i.e. 16,167 in 2000; 19,601 in 2009).

The number of Court Liaison Reports to Crown Counsel increased 20.3% between 2006 and 2010 (i.e. 2,097 in 2006; 2,522 in 2010).

## ***Disclosure***

Civil Disclosure staff respond to requests from ICBC, private insurance companies, lawyers, Government Agencies (e.g. Ministry of Social Services), individuals, etc. for information and copies of records contained in RCMP files. The Privacy Act provides individuals with the right to seek access to their personal information that is held by the RCMP. The Access to Information Act provides both individuals and corporations in Canada the right to seek access to information and records held by the RCMP. Key activities of the Disclosure Unit include:

- Receiving and responding to requests from outside agencies and individuals for information and records;
- Receiving and responding to Court Orders for information and records;
- Ensuring compliance with Federal and Provincial freedom of information and protection of privacy legislation governing the disclosure of information and records.

Disclosure staff support all jurisdictions within the Kelowna Detachment.

### **Conclusion**

No additional positions are required.

This conclusion is based primarily on the historical staff level increase of 200% relative to the 21.2% increase in Criminal Code & Drug Offences.

### **Analysis**

The number of Disclosure FTE's increased 200.0% since 2000 (i.e. 1.0 ME in 2000; 3.0 ME's in 2011).

## Chapter 5 – Municipal Support Sections cont'd

The number of Criminal Code & Drug Offences per Disclosure FTE in Kelowna is significantly lower than Detachment/Department A but in line with the other detachments/departments that responded to the survey.

**Table 36: Criminal Code & Drug Offences per Disclosure FTE**

DETACHMENT/DEPARTMENT	Criminal Code & Drug Offences per Disclosure FTE
Kelowna Detachment	6,534
Detachment/Department A	12,813
Detachment/Department C	6,705
Detachment/Department E	7,645

The number of Criminal Code & Drug Offences in the Kelowna Detachment area increased 21.2% since 2000 (i.e. 16,167 in 2000; 19,601 in 2009).

### **Records**

The Records Section maintains all records and files of the Detachment. Key activities include:

- Receiving and filing all records (both electronic and paper);
- Interpreting, coding and entering data into computerized databases (e.g. PRIME, CPIC) from incoming reports and records;
- Pulling files/documents and providing them to Members for Court cases;
- Responding to requests from Members for information from databases (e.g. PRIME, PIRS, CPIC);
- Maintaining quality control over the Master Name Index, identifying and correcting any conflicts and/or duplications;
- Receiving Pardon Applications from the National Parole Board, removing applicable criminal records, and sealing files;
- Purging and destroying police records according to Detachment policy.

Records staff support all jurisdictions within the Kelowna Detachment.

### **Conclusion**

No additional positions are required.

## ***Chapter 5 – Municipal Support Sections cont'd***

This conclusion is based primarily on the historical staff level increase of 50% relative to a 21.2% increase in Criminal Code and Drug Offences and an 18.5% increase in files handled.

### **Analysis**

The number of Records FTE's increased 50.0% since 2000 (i.e. 6.0 ME's in 2000; 9.0 ME's in 2011).

The number of Criminal Code & Drug Offences per Records FTE in Kelowna is substantially higher than the detachments/departments that responded to the survey.

**Table 37: Criminal Code & Drug Offences per Records FTE**

<b>DETACHMENT/DEPARTMENT</b>	<b>Criminal Code &amp; Drug Offences per Records FTE</b>
Kelowna Detachment	2,178
Detachment/Department A	1,281
Detachment/Department B	1,334
Detachment/Department C	745
Detachment/Department E	1,092

The number of Criminal Code & Drug Offences in the Kelowna Detachment area increased 21.2% since 2000 (i.e. 16,167 in 2000; 19,601 in 2009).

The number of files dealt with by Records staff increased 18.5% since 2000 (i.e. 55,055 in 2000; 65,260 in 2010)

### ***Computer Support***

The Computer Support Section deploys new technology and software, including upgrades, and operates a help desk. Key activities include:

- Responding to Help Desk calls;
- Purchasing, installing, and configuring new computers and peripherals (both temporary and permanent);
- Purchasing, installing, configuring, and testing software and operating system upgrades and conversions;
- Preparing hardware and network solutions for special task forces, projects and training purposes;
- Developing training materials and facilitating training;
- Maintaining inventory of all equipment, computers and software licenses, and conducting periodic inventory audits;



## *Chapter 5 – Municipal Support Sections cont'd*

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- Adding/removing user accounts and managing/maintaining security rights;
- Attending crime scenes to assist with data retrieval from surveillance systems.

Computer Support staff provide services for the City of Kelowna and Lake Country.

### Conclusion

An additional 0.35 Computer Support FTE is required.

This conclusion is based on the number of Employees per Computer Support FTE (i.e. 114) relative to Detachment/Department A (i.e. 97).

The additional resources should be acquired on an 'as needed' basis.

### Analysis

There has been no increase in the number of Computer Support FTE's since 2000 (i.e. 2.0 ME's in 2000; 2.0 ME's in 2011).

The number of computers supported has increased 387% since 2000 (i.e. 60 in 2000; 292 in 2011).

The number of users has increased 68% since 2004 (i.e. 300 in 2004; 505 in 2011).

The number of Kelowna and Lake Country Regular Members and Municipal Employees per Computer Support FTE is higher than all but one of the detachments/departments that responded to the survey.

**Table 38: Employees Supported per Computer Support FTE**

DETACHMENT/DEPARTMENT	Number of Employees per Computer Support FTE
Kelowna & Lake Country	114
Detachment/Department A	97
Detachment/Department B	81
Detachment/Department C	96
Detachment/Department D	68
Detachment/Department E	130

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## Chapter 6 – Analysis of Cost Apportionment Formulas

The City of Kelowna cross-charges West Kelowna and Lake Country for their share of costs associated with Municipal Employees who support police services in these jurisdictions.

### ***Conclusions***

Based on our analysis of cost-apportionment formulas, we conclude the following:

- Most of the criteria used in the cost allocation formulas are appropriate;
- For increased transparency and accountability, cross-charges should be set up between Kelowna and West Kelowna for the Crime Analyst services provided to West Kelowna and for the backup support that West Kelowna provides to Kelowna for the Training Coordinator position;
- The Federal RCMP Units (e.g. Drugs) utilize the Firearms Instructor for their annual qualifications training and should be, but are currently not, paying for this service.
- Revisions should be made to the formulas used to cross-charge West Kelowna and Lake Country for their share of costs associated with the Computer Support Section, the Traffic Secretary position, and the Administrative Assistant position;
- Cross-charges should be set up for the Records Supervisor position, Records Assistant position, Administrative Supervisor position, and Client Services Supervisor position;
- The equivalent lease rates used to cross-charge office space costs do not include recovery of the opportunity cost of capital tied up in the applicable facilities;
- The Superintendent position, Operational Support Officer position, Administrative NCO position, and the Sergeant of the Internal Affairs Unit all benefit the entire Detachment; however, West Kelowna and Lake Country do not share the related cost with the City of Kelowna;
- West Kelowna and Lake Country both benefit from the Police Dog Services and Forensic Identification Services; however, only Kelowna and the Province share in the cost of these services;
- The Restorative Justice Grant amount should be re-visited to ensure it accurately reflects the percentage of youth admitted to the Program, who are from Kelowna;
- The City should approach the Province to have the rates for keeping of prisoners updated to reflect actual costs, including employee benefits, capital costs, and opportunity cost of capital tied up in cells. Provision

## ***Chapter 6 – Analysis of Cost Apportionment Formulas cont'd***

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should be made to ensure the rates are also updated when the new Detachment building/cells opens.

- The hourly cross-charge rate for keeping of prisoners arrested in Lake Country and West Kelowna should be updated to include recovery of capital costs and opportunity cost of capital tied up in cells.

### ***Background & Analysis***

In 2011 the following Positions/Sections/Units were cross-charged:

- Exhibit Section;
- Records Section;
- Court Liaison
- PRIME Review by Kelowna Detachment Watch Clerks;
- PRIME Coordinator;
- Administrative Assistant;
- Disclosure Clerks.

In 2010 the following Positions/Sections/Units were also cross-charged:

- Special Programs Coordinator;
- Traffic Secretary;
- Training Coordinator;
- Computer Support Unit;
- Crime Analyst.

In 2012 the Exhibit Section will only store exhibits for Kelowna. Both West Kelowna and Lake Country now store their own exhibits and, therefore, will no longer be cross-charged for Exhibit storage. Rural exhibits are stored at West Kelowna.

Office space, salary, and employee benefits costs associated with the following Municipal Employee Positions/Sections/Units are cross-charged based on the percentage of PRIME General Occurrence Files that were created for each jurisdiction. The percentage of PRIME General Occurrence Files is an appropriate criterion for allocating these costs.

- PRIME Coordinator;
- Crime Reviewers;
- Court Liaison;
- Records Section;
- Civil Disclosure Section;
- PRIME Review (Watch Clerks);
- Crime Analyst.

Kelowna does not cross-charge for Crime Analyst services provided to West Kelowna (approximately 10%). West Kelowna, in turn, does not cross-charge Kelowna for backup

## *Chapter 6 – Analysis of Cost Apportionment Formulas cont'd*

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support provided for the Training Coordinator position.). For increased transparency and accountability, cross-charges should be set up for both services.

Office space, salary, and employee benefits costs associated with the following Municipal Employee Positions/Sections/Units are cross-charged based on the number of Regular Members that each jurisdiction funds. The number of Regular Members is an appropriate criterion for allocating these costs.

- Special Programs Coordinator;
- Traffic Secretary;
- Training Coordinator.

As noted above, in exchange for back up support for the Training Coordinator position, Kelowna does not cross-charge West Kelowna for Crime Analyst services.

The Federal RCMP Units (e.g. Drugs) utilize the Firearms Instructor (i.e. Special Programs Coordinator) for their annual qualifications training. They do not currently pay for these services.

A more appropriate criterion for allocating costs associated with the Traffic Secretary position would be the number of Regular Members and Reserve Constables involved in Traffic Enforcement.

The Computer Support Unit supports Kelowna and Lake Country only. Office space, salary and benefit costs are cross-charged based on the number of hours of computer support work required. The number of hours required is an appropriate criterion for cross-charging. However, the hourly rate is based on 1820 hours – i.e. the number of hours that an employee is paid for during the year. In fact, after deducting vacation, etc. Computer Support staff probably work approximately 1550 hours per year. The hourly rate should be based on net hours rather than paid hours.

Office space, salary, and employee benefits costs associated with the Administrative Assistant position are cross-charged based on the number of public complaints received. The Administrative Assistant spends 50% of her time on Internal Affairs and 50% of her time supporting the Officer in Charge (OIC) and management team. The number of Regular Members would be a more relevant criterion for apportioning costs associated with the Administrative Assistant's time spent supporting the OIC and management team.

The cross-charges to West Kelowna and Lake Country also include a 10% Administrative Fee. This Fee covers operating and capital costs associated with furnishings and equipment, Police Services Manager time, Accounting Technician time, facility maintenance, administration support staff, miscellaneous materials, supplies, and telephone costs. Per Management, the 10% Administrative Fee was last reviewed in 2010 and the current percentage is sufficient to recover related costs. However, documentation on the analysis could not be located.

The RDCO is cross-charged for 25% of the COSU Secretary's salary plus benefits. Per Management, 25% of the Secretary's time is spent supporting RDCO's Crime Stoppers,

## ***Chapter 6 – Analysis of Cost Apportionment Formulas cont'd***

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Victim Services, and Crime Prevention staff. A comparable portion of the cost associated with office space occupied by the COSU Secretary is also cross-charged to RDCO.

Special Event Organizers are cross-charged for Constables, Reserve Constables, and Auxiliary Constables who provide police services during the events. The cross-charges are based on hourly rates. Per Management, the rates are sufficient to recover all associated costs, including salary, benefits, and overtime.

The following Municipal Employee Positions/Sections/Units provide services to the other jurisdictions. However, the costs are not currently cross-charged:

- Records Supervisor;
- Records Assistant;
- Administration Supervisor;
- Client Services Supervisor.

The following Regular Member positions funded by the City of Kelowna support the entire Detachment, but are not cross-charged to the other jurisdictions:

- Superintendent;
- Sergeant, Internal Affairs Unit;
- Administrative NCO;
- Operations Support Officer.

The City of Kelowna and the Province fund Regular Member positions for Police Dog Services and Forensic Identification Services. West Kelowna and Lake Country use the services of both Sections, but do not provide funding for these positions. Both West Kelowna and Lake Country should share in the costs associated with Police Dog Services and Forensic Identification Services.

The City of Kelowna, through the Police Services budget, contributes \$67,450 to the Restorative Justice Program administered by the Boys and Girls Clubs. The current grant amount was set back in 2005 and was based on the percentage of youth admitted to the Program who were from Kelowna. The grant amount should be reviewed to ensure that it continues to reflect the percentage of youth admitted to the Program who are from Kelowna.

The City of Kelowna Police Services budget includes cross-charge revenues pertaining to the keeping of prisoners.

- The cross-charge to the Province is based on hourly rates established by the Province. It is our understanding that the hourly rates do not include recovery of employee benefits, capital costs (e.g. depreciation, capital replacement reserve contributions), and opportunity cost on capital invested in cell facilities. The gap between the current rates and actual costs will become even greater with the new police facility. The City should approach the Province to have the rates for keeping of prisoners updated to reflect actual costs, including employee benefits, capital costs, and opportunity cost of capital tied

## ***Chapter 6 – Analysis of Cost Apportionment Formulas cont'd***

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up in cells. Provision should be made to ensure the rates are also updated when the new Detachment building/cells opens.

- The cross-charge to West Kelowna and Lake Country is based on an hourly rate that includes recovery of salaries, employee benefits, meal costs, and a 10% administrative fee. The hourly rate does not include recovery of capital costs and opportunity cost on capital invested in cell facilities. The hourly rate should be revised to include these costs.

Office space costs associated with Positions/Sections/Units that are cross-charged to the other jurisdictions, are based on equivalent lease rates. These lease rates should, but do not, include provision for recovering opportunity cost of capital tied up in the applicable facilities.

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## **Chapter 7 – Accrued Vacation & Overtime**

As of March 31, 2011, the Kelowna Detachment had an unfunded liability of 52,625 hours in accrued vacation and 3,649 hours in accrued overtime. This represents a significant unfunded liability. Kelowna's share of this liability is not accounted for in the City's financial plan and financial statements. Considering that the on-duty time for an Officer is estimated to be 1,765 hours (including lunch and coffee breaks), the accrued vacation alone represents an unfunded liability equivalent to 36+ staff years or \$3 Million.

Per the Superintendent, this issue is not unique to the Kelowna Detachment – i.e. other RCMP Detachments across the Country are also faced with the same concern.

## Appendix A – Net Staff Level Requirements by Outcome

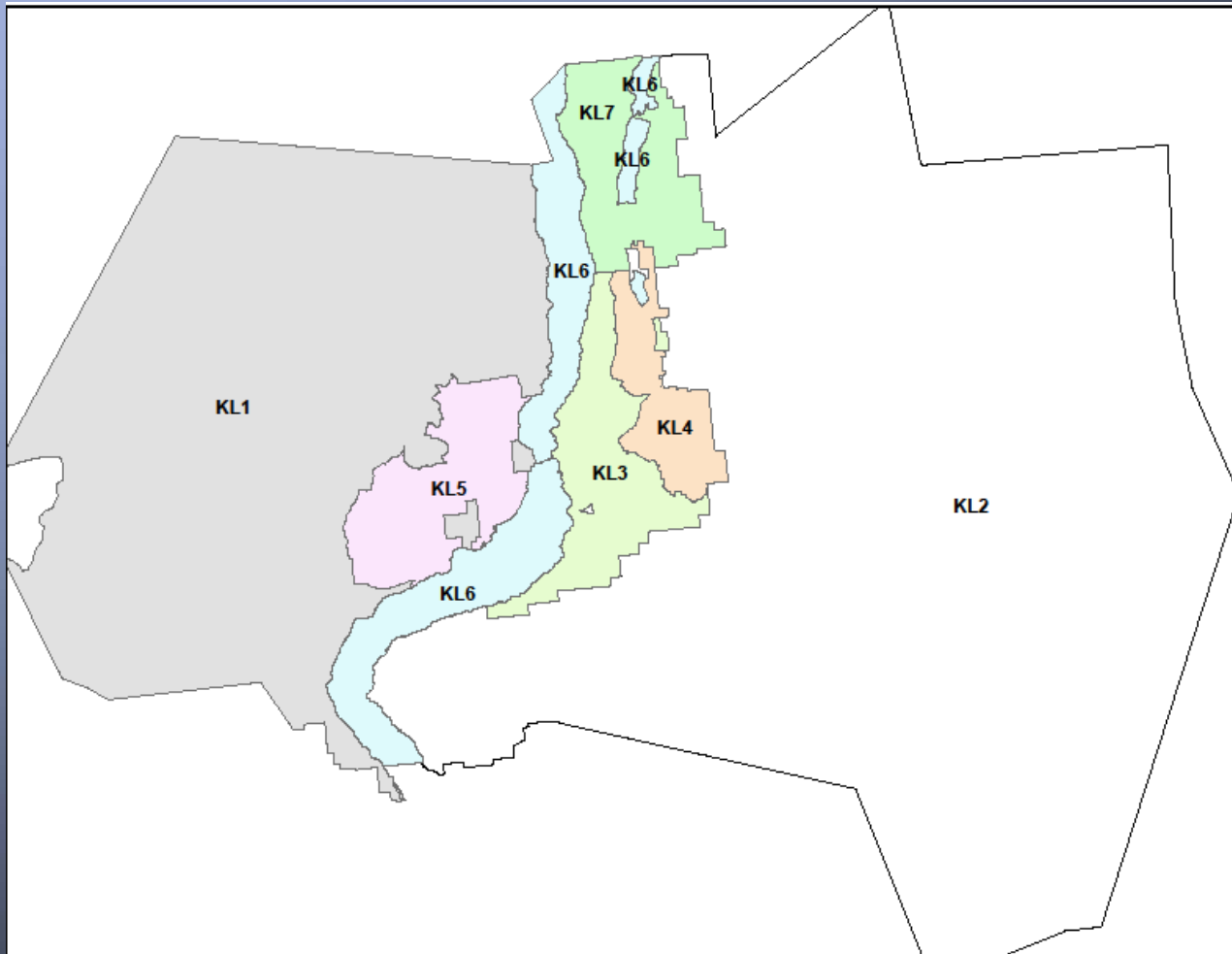
SUMMARY OF ADDITIONAL RESOURCE REQUIREMENTS (REGULAR MEMBERS)	Additional FTE's @ 70.56 Offences per 1,000 population
Patrol Constables: based on 25% Patrol Availability Factor	10.74
Patrol Constables: adjustment for target of 25% reduction in dispatched calls for service (approximately 4 positions for every 5% reduction in dispatched calls)	-19.57
Patrol Corporals: based on 1 to 7 span of control (maximum)	4.00
Patrol Corporals: adjustment for target of 25% reduction in dispatched calls for service	-4.00
Traffic: based on traffic volume trend estimates	2.11
Investigative Services: based on 70.56 Criminal Code & Drug Offences per 1,000 population.	20.50
Police Dog Services: based on 22.2% increase in Criminal Code & Drug Offences from 2000-2009.	1.00
Police Dog Services: adjustment for reduction in Criminal Code & Drug Offences per 1,000 population.	-1.00
Forensic Identification (FIS): based on 22.2% increase in Criminal Code & Drug Offences from 2000-2009.	0.67
Forensic Identification (FIS): adjustment for reduction in Criminal Code & Drug Offences per 1,000 population.	-0.20
Community Operational Support Unit (COSU):	1.00
Net Increase in RM's for City of Kelowna based on 25% reduction in calls-for-service, a Patrol Availability Factor of 25%, and a target of 70.56 Criminal Code & Drug Offences per 1,000 population.	15.25



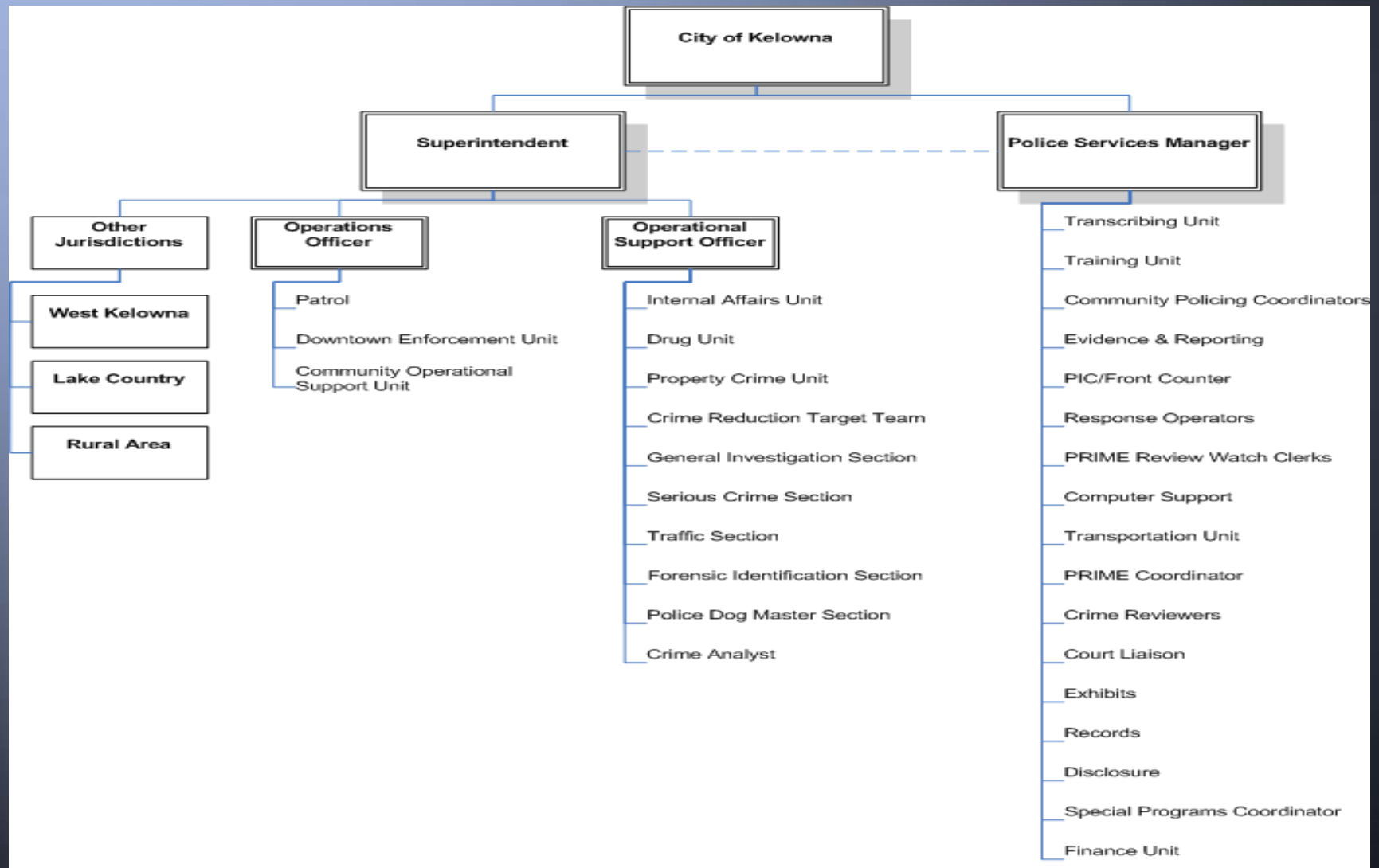
# POLICE RESOURCING STUDY

City of Kelowna

# Detachment Service Area

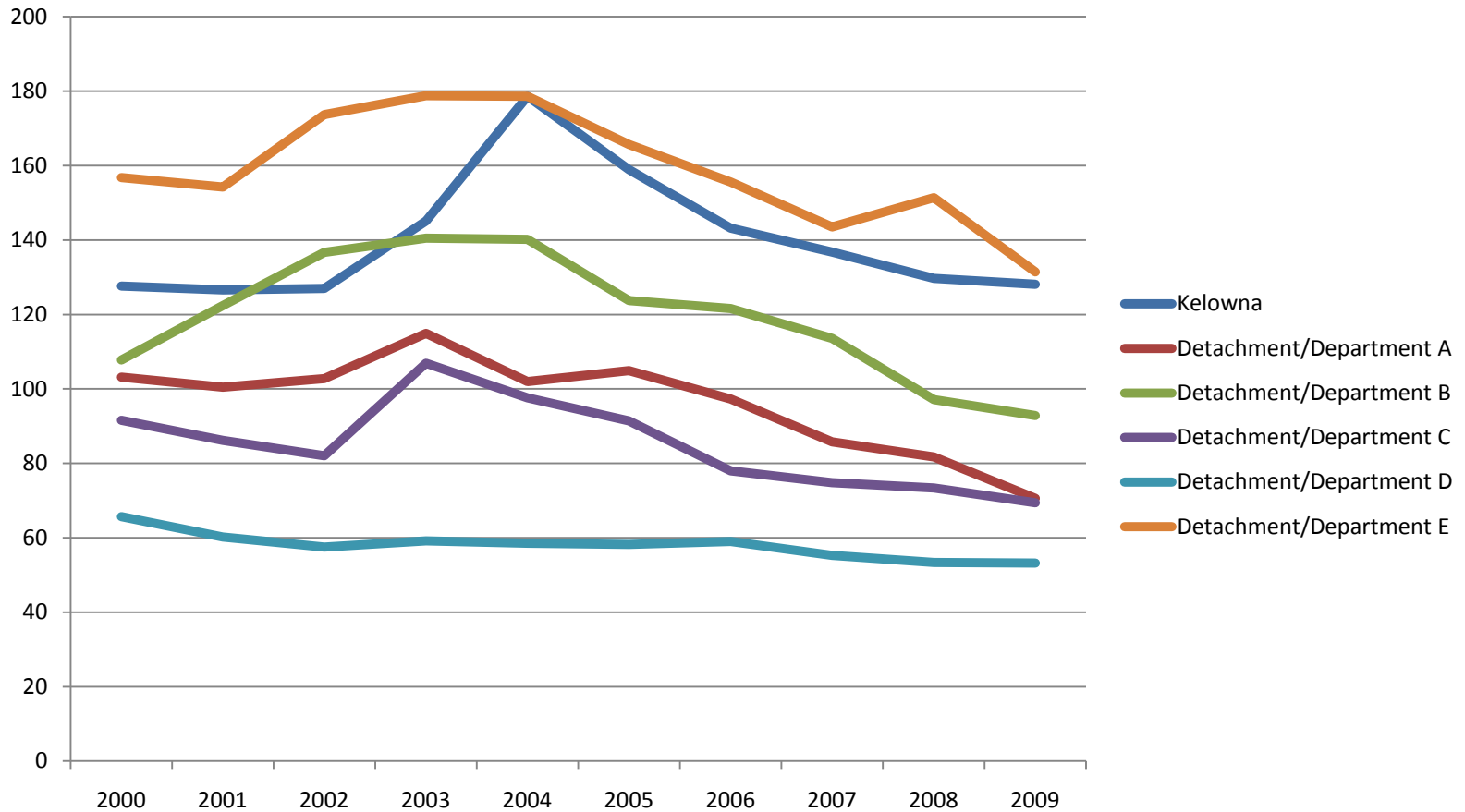


# Organization Structure



# Crime Rate

## Crime Rate per 1,000 population



# Crime Rate cont'd

- ▣ % Change in Crime Rate per 1,000 population

DETACHMENT/DEPARTMENT	2000	2009	Change 2000-2009
Kelowna	127.6	128.1	0.4%
Detachment/Department A	103.2	70.6	-31.6%
Detachment/Department B	107.8	92.8	-13.9%
Detachment/Department C	91.6	69.4	-24.2%
Detachment/Department D	65.7	53.2	-19.0%
Detachment/Department E	156.8	131.4	-16.2%

# Crime Rate cont'd

## ▣ Comparison to Detachment/Department A

OFFENCE TYPE		KELOWNA	DETACH./DEP'T A
Criminal Code & Drug Offences		<b>+22.2%</b>	<b>-26.7%</b>
Criminal Code & Drug Offences per 1,000 Population		<b>+0.4%</b>	<b>-31.6%</b>
Violent Offences		<b>+34.9%</b>	<b>-31.5%</b>
Violent Offences per 1,000 Population		<b>+10.9%</b>	<b>-35.2%</b>

# Calls for Service

## ▣ Dispatched Call Volume

<b>DETACHMENT/DEPARTMENT</b>	<b>CALLS PER 1,000 POPULATION</b>
<b>Kelowna Detachment</b>	<b>279</b>
<b>Detachment/Department A</b>	<b>150</b>
<b>Detachment/Department B</b>	<b>239</b>
<b>Detachment/Department C</b>	<b>228</b>
<b>Detachment/Department D</b>	<b>214</b>
<b>Detachment/Department E</b>	<b>270</b>

# Operations

- ▣ Regular Members:
  - Detachment: 212 Regular Members
  - Kelowna: 148 Regular Members
  - Kelowna: 158 Authorized Strength



# Patrol

- ▣ 2009 Police Human Resource Study
  - “E” Division, Government Liaison & Client Services Unit Strategic Services Section, Operations Strategy Branch
- ▣ Patrol Section only
- ▣ Did not include analysis of:
  - Patrol supervision staff levels
  - Specialized units (e.g. Investigative Services, PDS, etc.)
  - Administrative support staff

# Patrol cont'd

- ▣ Current Staff level
  - Patrol Officers: 67.6 funded Regular Member FTE's (Constables)
  - Immediate Supervisors: 8.0 funded Regular Member FTE's (Corporals)

# Patrol cont'd

- ▣ International Association of Chiefs of Police (IACP):
  - ▣ Ready-made, universally applicable patrol staffing standards do not exist.
  - ▣ Ratios such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions.

# Patrol cont'd

- ▣ Common Practice (per IACP)
  - 1/3 of Officer's time responding to calls
  - 1/3 of Officer's time on administrative duties (e.g. writing reports, attending meetings)
  - 1/3 of Officer's time on pro-active problem solving and crime prevention

# Patrol cont'd

- ▣ Patrol Availability Factor (PAF)
- ▣ Industry Practice: 25% - 33% PAF

# Patrol cont'd

## ▣ Approach

- Downloaded 65,250 transactions from the CAD system into a database
- Entered actual time that Patrol Officers spent responding to calls into the data base
- Entered crime statistics from the Ministry of Public Safety and Solicitor General's website
- Ran queries to extract City of Kelowna transactions
- Developed a computer-based Sensitivity Model for calculating PAF
- Imported the query results into the Sensitivity Model

# Patrol cont'd

## ▣ Sensitivity Model

- Used to calculate staff level requirements based on different PAF percentages
- Used for resource leveling
- Used to calculate impact of decreases in calls for service

# Patrol cont'd

## ▣ PAF Options

PAF %	Additional FTE's required
13%	Current staff level
15%	+1.52 FTE's
20%	+5.84 FTE's
25%	+10.74 FTE's
30%	+16.33 FTE's



# Patrol cont'd

## ▣ Conclusion

- Additional 10.7 Constable FTE's required
  - ▣ Based on current call volume
  - ▣ Based on 25% Patrol Availability Factor
- Additional 4 Corporals required for supervision
  - ▣ Based on 1 to 7 maximum Span of Control

# Investigative Services

- ▣ Current Staff level
  - 32.1 funded Regular Member FTE's
- ▣ Sections
  - Drug Unit
  - Property Crime Unit
  - Crime Reduction Target Team
  - General Investigation Section
  - Serious Crime Section

# Investigative Services cont'd

- ▣ No industry standards
- ▣ Approach
  - Compared staffing trends to crime rate trends and population trends
  - Compared staffing ratios to other Detachments/ Departments
    - ▣ Investigators per 100,000 population
    - ▣ Criminal Code & Drug Offences per Investigator

# Investigative Services cont'd

## ▣ Conclusion

- Additional 20.5 FTE's required
- Based on benchmark data from Detachment/Department 'A'
  - ▣ 70.6 Criminal Code & Drug Offences per 1,000 population
  - ▣ 167 Criminal Code & Drug Offences per Investigator

# Summary of Regular Member Requirements

<b>NET FTE's</b>	<b>+15.2</b>

SECTION/UNIT	FTE's
Patrol Officers	10.7
Patrol Supervisors	4.0
Investigative Services	20.5
Traffic	2.1
PDS	1.0
FIS	.7
COSU	1.0
<b>TOTAL</b>	<b>+40.0</b>

# Summary of Regular Member Requirements cont'd

<b>NET FTE's</b>	<b>+15.2</b>
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<b>Section</b>	<b>FTE's</b>
Patrol Constables: adjustment for 25% decrease in calls for service	-19.6
Patrol Corporals: adjustment for 25% decrease in calls for service	-4.0
PDS: adjustment for reduction in Criminal Code & Drug Offences	-1.0
FIS: adjustment for reduction in Criminal Code & Drug Offences	-.2
<b>TOTAL FTE credits</b>	<b>-24.8</b>

# Other Positions

- ▣ Crime Analyst
  - 2 additional Detachment positions required
  - Based on Detachments/Department A's number of Crime Analysts per 100,000 population

# Other Positions cont'd

- ▣ Municipal Support Sections/Units
  - 1 additional position required for every 3 new Regular Member positions
  - Based on benchmark data from other Police Detachments/Departments
  - Details in Chapter 5



# Recommendations

1. Develop:
  - Police Services Strategic Plan
  - Local Crime Reduction Strategy
  - Outcome targets for reduction in crime rate and calls-for-service
2. Consult with survey respondents on best practices that contributed to lower crime rates and calls-for-service

# Recommendations cont'd

3. Develop a multi-year resourcing plan that ties resource levels to outcome performance targets
4. Require annual reports from the Detachment on actual outcomes relative to targets
5. Use Patrol Staffing Model annually to calculate PAF and ongoing Patrol staff level requirements

# Recommendations cont'd

6. As call volume reduction targets are realized, reduce staff levels in Patrol

# \$3 million Unfunded Liability

- ▣ Accrued Vacation: 52,625 hours
- ▣ Accrued Overtime: 3,649 hours
- ▣ Estimated liability: \$3 million

# Recommendation

7. That the City consult with the RCMP “E” Division on an appropriate policy for dealing with accrued vacation and overtime

# Cost Apportionment Analysis

- ▣ Most of the Municipal Support Sections service the entire Detachment
- ▣ Cross-charge formulas have been set up to ensure West Kelowna and Lake Country pay their share

# Cost Apportionment Analysis cont'd

- ▣ Conclusions re. Municipal Support Sections
  - Most of the formulas are appropriate
  - Cross-charges are not in place for some positions that benefit West Kelowna and Lake Country
  - Office space lease rates used in formulas do not include recovery of opportunity cost associated with capital tied up in the facilities
  - The cross-charges to the Province, West Kelowna, and Lake Country for the keeping of prisoners are not sufficient to cover related costs

# Recommendation

8. That steps be taken to address inequities in the cost-sharing arrangements and introduce additional cross-charge formulas to improve transparency and accountability.



# Acknowledgements

- ▣ Superintendent McKinnon
- ▣ Insp. Tracy Rook, A/OIC Strategic Services, "E" Division HQ
- ▣ Tara Haarhoff, Sr. Data Analyst, Strategic Services, "E" Division HQ
- ▣ Rikk Gunn, PRIME Coordinator
- ▣ Kerry Solinsky, Police Services Manager

# Questions