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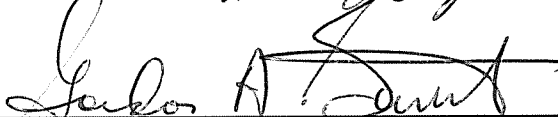
Halifax Regional Council
September 13, 2005

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY:



Chief Frank Beazely, Halifax Regional Police



Superintendent Officer in Charge, Gordon Barnett, RCMP

DATE: September 9, 2005

SUBJECT: HRP and RCMP Costing and Reporting

INFORMATION REPORT

ORIGIN

1. October 12, 2004 - Request for a report to assess the level of service by the RCMP in the HRM, including a breakdown of Districts serviced by the RCMP
2. March 1, 2005 - RCMP Report debated at In-Camera Session
3. March 1, 2005 - Regional Council requests cost comparison between HRP and RCMP

BACKGROUND

At the March 1, 2005 in-camera session of Regional Council, the RCMP presented a report entitled "Royal Canadian Mounted Police Halifax County District Councillor's Report". This report was prepared by the RCMP in response to Council's motion at the October 12, 2004 whereby staff were asked to assess the level of service by the RCMP in the HRM, including a breakdown of Districts serviced by the RCMP.

During the presentation several questions were raised surrounding the report content. The RCMP was asked whether or not assessing the service level of RCMP in the former county districts is appropriate any longer given the integrated approach to policing that now exists. Further, it was suggested that to do so only perpetuates the perception of two very different service providers, versus the reality of an increasingly unified policing system.

Moreover, although the report provided a comprehensive overview of the RCMP operations, there was some suggestion that the report lacked appropriate context, and therefore much of the analysis was misleading. Specifically, concerns with the analysis around the police to population ratios, and criminal case violations reporting were highlighted.

Another primary issue identified was the number of officers and the costs for services. Specifically, Council's debate focussed on the existing complement of RCMP and HRP officers, and how this complement has changed since amalgamation.

This report will address two issues that emerged from Council's debate on March 1, 2005:

- a) Police Costing; and
- b) Police Reporting

DISCUSSION

It has been almost ten years since HRM's created its joint policing structure. This relationship is clearly defined in a service agreement between HRM and the province. The agreement stipulates that the RCMP are a contracted partner with HRP to deliver police services in HRM. This contract will remain in place until 2012.

Over the course of these last ten years, the HRP and RCMP have invested considerable time and resources toward developing a police service that works collectively for HRM. For instance, the merger of the RCMP and HRP's general investigation service units demonstrates HRM's commitment to an integrated police service. Further, the CAD RMS project will facilitate a much more integrated and collaborative working relationship between the HRP and RCMP that would not have otherwise been possible.

Clearly these efforts to foster a more integrated police service is working well. In the most recent CRA survey, HRM residents indicated a high degree of confidence in HRM's police service.

Despite these successes, policing in HRM will continue to evolve. Further, changes will be required to reflect new or emerging needs in the community.

1. Police Costing - A Comparison between HRP and RCMP

Attachment A provides a detailed costing analysis of both the RCMP and HRP (Halifax Regional Police). Undertaking this analysis was difficult given that the HRP and RCMP report and collect costing information differently. It is important to note that for HRM, RCMP costs result from a billing versus HRP costs which are contained in their entirety in HRM's budget. The costing methodology has been created to respond to Council's request for comparative costs between the two police services, but is very limited in terms of its relevance for decision making. Specifically, this costing is not based on the operating and capital cost implications of incremental resources in either service. In order to ensure that the costs could be comparable, the following methodology was devised. It should be noted that the analysis reflects the conditions of the Provincial Servicing Agreement which stipulates the Province is responsible for paying the federal government 70% of the costs of the Provincial Police Service.

a) Methodology

First, the RCMP costs were identified using cost analysis based on existing Province-wide data. In order to generate comparable information, staff applied HRP's year-end actual expenditures (2004/05), then distributed these costs as accurately as possible to similar RCMP line items. Also, to ensure HRP costs would be comparable to RCMP, specific costing components that would not normally be included in the HRP budget were identified and added. These items include costs such as building maintenance, human resources and financial services, which are reflected in the budgets of other HRM business units (ie. Finance, Human Resources, RPAM). The RCMP identifies this type of cost as "divisional administration costs".

The specific costing elements analysed for the purpose of this report include the following:

1. Salary (ie. civilian and sworn officers)

2. Operating (ie. travel, vehicles, buildings, communications, telecommunications, equipment, uniforms, and professional services)

b) General Findings

Overall, the cost of an HRP officer was found to be approximately \$106,903 versus \$101,587 for an RCMP officer. It should be noted that 30% of the RCMP cost is provided by the federal government to compensate for the RCMP's role in federal duties.¹ If the federal contribution did not exist, the cost to HRM of an RCMP officer would increase to \$146,120.²

Finally, as indicated, the current Service Agreement with the RCMP is in effect until March 31, 2012. Consequently, these cost findings will not influence the financial obligation as specified under the current contract with the Province for RCMP services. This said, it is anticipated that by 2007, details of the proposed Service Agreement that will be in place beyond 2012, will be available. The implications of this are unknown.

2. Police Reporting

Accurate, comparable, and sound data is required to enable Regional Council and the Police Commission to assess and make informed decisions about policing in HRM. Unfortunately, at present, HRP and RCMP's approach to reporting has not been successful in this regard. To date, information collected by HRP and RCMP is inconsistent, obtained from different sources, and analysed and reported differently. Moreover, the information has been presented separately.

a) CAD RMS & Data Collection

The CAD RMS project will help tremendously in terms of addressing the issues of data collection and inconsistencies. The CAD RMS will provide a Single Integrated Computer Assisted Dispatch System for 911, Police and Fire Services, a replacement Records Management System for Police and an upgraded RMS for Fire and Emergency Services. The integrated system will create more efficient and effective systems and services supporting closest to location dispatching, data sharing, integrated case management and more streamline incident reporting for both HRP and RCMP. Consequently,

¹The 30% Federal share of the PPSA Contract is a recognition of the services RCMP Provincial Police provide to the Government of Canada, and is not a reflection of the allocation of resources to Federal duties.

This can be best explained by stating that without the presence of the RCMP Provincial Police Service in 8 Provinces and 3 Territories, it would be necessary for the Government of Canada to establish a more robust Federal Policing Presence at 100% cost, including physical infrastructure and vehicles. This is the case in Quebec and Ontario where the RCMP does not provide the Provincial Police Service.

The provinces and territories benefit from the agreement in that their share of the cost is 70%, and the Federal Government benefits by having a significant policing presence in these provinces and territories at 30% of the cost.

The greatest benefit the PPSA provides to the Federal Government is the ability to draw upon 10% of the PPSA resources in times of crisis/emergency. A good example of this is the response to the Swissair Disaster, as well as Fishery or other Labour Disputes.

²The \$146K is only valid under the PPSA. If services were provided to HRM under a Direct Municipal Contract the costs would differ somewhat due to the terms of that agreement.

data collection by the two forces will be much more consistent and comparable, and new opportunities for improved police reporting will exist.

b) Reporting Protocol

With respect to police reporting, both HRP and RCMP recognize the importance of providing Council and the Board of Commissioners with sound information. Unfortunately, the practice of providing separate reports is not considered productive for decision making. Therefore, a joint HRP and RCMP reporting protocol will be established on a go-forward basis. This protocol will define the type of information HRP and RCMP will provide, the regularity of reporting, as well as the relationship between the Police Commission and Regional Council with respect to reporting.

BUDGET IMPLICATIONS

None

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

ATTACHMENTS

Attachment A - Cost Comparison between HRP and RCMP (by officer)

Additional copies of this report, and information on its status, can be obtained by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

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Report Reviewed by: Dale MacLennan, Director of Financial Services

**Attachment A
Cost Comparison between HRP and RCMP (by officer)**

	HRP	HRP	Cost per Officer	(Province-wide basis)*	Cost per Officer
Total Salary (Compensation & Benefits)			89,516		92,474
Total Direct Cost (Salary & Operating)			98,737		116,996
Total Direct & Indirect (Overhead) @ 100%			106,903		146,120
RCMP Cost @ 70%					102,284
RCMP Cost @ 70% (after adjustments)**					101,923
Revised Total			106,903		101,923

* Based on Province-wide costing prepared by the RCMP.

** Adjustments represent the cost of PIRS. (Police Information Retrieval System)

The RCMP cost per officer, \$101,923, represents what can actually be determined through expenditures to January 31, 2005 and projections to March 31, 2005 as the actual cost of an RCMP officer.