



Sarnia Police Services Board

Open Meeting
Thursday, June 22, 2023
9:00 a.m.

- | | | |
|--|-------------|---------------------------------------|
| 1. Welcome | | Chair |
| 2. Traditional Territory Acknowledgement | | Chair |
| 3. Declarations of Conflict of Interest | | Chair |
| 4. Approval of Agenda | Approval | Chair |
| 5. Minutes
5.1 May 25, 2023 | Approval | Chair |
| 6. Introduction of Promoted Members
6.1 Inspector Michael Van Sickle
6.2 Staff Sergeant Johann Lewis
6.3 Staff Sergeant James McCabe
6.4 Sergeant Reginald Musclow | Information | Chief |
| 7. Financial Update – Overtime | Information | Chief
Director, Financial Services |
| 8. Monthly Operation Update | Information | Deputy Chief |
| 9. Open Forum | | All |
| 10. Adjournment
10.1 Next Regular Public Meeting: Thursday, July 27, 2023 | Approval | Chair |



SARNIA POLICE SERVICES BOARD

OPEN MINUTES
9:00 a.m. - THURSDAY, MAY 25, 2023
COMMUNITY ROOM, SARNIA POLICE SERVICES

Board Members Present: Paul Wiersma, Kelly Ash, Councillor George Vandenberg, and Charlene Sebastian

Administration Present: Chief of Police D. Davis, Deputy Chief J. Craddock, J. Dale, Fleet & Facilities Manager, C. Dam, Director of Financial Services, Acting Inspector M. Van Sickle and Joan Knight as Board Secretary.

Additional Present: Ronald LeClair, Zone 6 Advisor

Absent:

1. Welcome

Chair Paul Wiersma opened the meeting.

Chair P. Wiersma acknowledged that Board Member Mike Bradley had stepped down as a member of the Sarnia Police Services Board as of May 15, 2023 and expressed the Board's appreciation for his work and thanked him for his years of service.

2. Traditional Territory Acknowledgement

We, the Sarnia Police Services Board acknowledge the traditional territory of the council of the three fires; Potawatomi, Chippewa, and Odawa people, that being Aamjiwnaang (Sarnia 1st Nation), Bkejwanong (Walpole Island 1st Nation), Kikonaang (Kettle Point 1st Nation), Aashoodenaa (Stoney Point 1st Nation).

3. Declarations of Conflict of Interest

There were no disclosures of pecuniary interest.

4. Approval of Agenda

Moved by Board Member C. Sebastian, seconded by Vice-Chair K. Ash, and **carried:**

That the Agenda as presented, be adopted.

5. Minutes

Moved by Vice-Chair K. Ash, seconded by Board Member C. Sebastian, and **carried**:

That the Minutes of April 27, 2023, be adopted.

6. Human Resources Service Agreement

A report from Chief D. Davis, dated May 25, 2023, with respect to formalizing a service level agreement for Human Resources with the City of Sarnia, was considered.

Chief D. Davis, spoke to the mutual agreement for shared services with the City of Sarnia.

David Stockdale, General Manager of Corporate Services was present and agreed that a year-by-year agreement is best for the City of Sarnia and Sarnia Police Services.

Moved by Vice-Chair K. Ash, seconded by Board Member G. Vandenberg, and **carried**:

That the Sarnia Police Services Board approve entering into a Human Resources shared services agreement with the City of Sarnia, at a cost of \$50,000 per annum, with 2023 prorated at a cost of \$25,000.

7. Financial Reserves – Update

A report from Chief D. Davis, dated May 25, 2023, as requested by the Board at their April 27, 2023, meeting, regarding financial reserve accounts, was provided for information.

C. Dam, Director of Financial Services gave an overview of the report, in response to a question from Board Member K. Ash on the Building Reserve Account, she advised this account is currently only used for upgrades and necessities.

During discussion the Board agreed that there is a need to focus on building up the Building Reserve Account with a goal of having reserves for a new building.

8. Renewal of Telecommunications Lease Government of Canada

A report from Chief D. Davis, dated May 25, 2023, regarding telecommunications agreement between the Corporation of the City of Sarnia and Public Services and Procurement Canada was considered.

Moved by Board Member C. Sebastian, seconded by Vice-Chair K. Ash, and **carried**:

That the Sarnia Police Services Board approve the renewal of a five-year telecommunications agreement with His Majesty the King in right of Canada as represented by the Minister of Public Services and Procurement Canada allowing for the Sarnia Police Service to operate, and maintain radio equipment on Government of Canada property as per terms and conditions set out in the agreement at a cost of \$10,080 plus taxes and utilities per year for three years, and escalating to \$10,382.40 plus taxes and utilities in year four and five, and \$560 plus taxes per year for equipment space.

9. SPS Facilities Recommendation Report

A report from Chief D. Davis, dated May 25, 2023, regarding Sarnia Police Service facilities recommendations, was considered.

Chief D. Davis spoke to regulations under the Police Services Act, advising the Board has obligations related to ensuring adequate and effective policing; along with ensuring the provision of police facilities.

Chief Davis reported that a third-party engineering firm was retained to provide an objective expert assessment of the physical building condition. It was found that \$4.4 million would be required to address building needs within the next five years. One the recommendations was for a comprehensive space needs study be completed to identify the functional requirements for Sarnia Police Headquarters.

Discussion took place with regard to the needs of the current facility and the associated costs with required repairs, and the need for a Facilities Master Plan giving the Board the required information needed to move forward.

Moved by Board Member G. Vandenberg, seconded by Vice-Chair K. Ash, and **carried**:

That in accordance with the identified 2023-2025 Strategic Plan objective of developing a facilities master plan, that the Sarnia Police Services Board authorize an immediate and independent building needs study at an estimated cost of \$38,000; and

That the Sarnia Police Services Board request the City of Sarnia Council form a project team with the Sarnia Police service to explore options for the sustainable provision of police facilities, pursuant to the Police Services Act.

10. Online Reporting

A report from Chief D. Davis, dated May 25, 2023, regarding online reporting was provided for information.

Chief Davis explained during the 2023-2025 Business Plan public meetings and survey, the community expressed an expectation for the Sarnia Police to provide online reporting options, the introduction of online reporting redirects non-emergency calls from front line officers and gives enhanced customer service to the Community.

Chief Davis advised that the online reporting system was now available on their website and that all reports received are viewed by an officer.

11. Monthly Operations Update

A report from Chief D. Davis, dated May 18, 2023, regarding monthly operations update was provided for information.

Deputy Chief J. Craddock spoke to this report and discussion took place with regard to crimes being committed by persons out on bail.

Jason Dale, Fleet & Facilities Manager gave a Power Point presentation with respect to Police Vehicles, he spoke to the special requirements needed for Police vehicles, costs, maintenance, pursuits leading to vehicle damage and the emergency equipment required to be transported by officers.

Mr. Dale advised that the Service was presently testing a 2022 Chevy Tahoe and offered a tour of the new vehicle following the meeting.

12. Innovations Award

Acting Inspector Mike Van Sickle advised the Board that he and his team had been presented with the NicheRMS 2023 Innovation Award which is the best use of NicheRMS in an administrative role.

Acting Inspector Van Sickle introduced his team working on the Property Room audit and gave a Power Point presentation explaining the technology used to modernize the way the Sarnia Police Services manages property, giving an update on the progress made to date.

The Board congratulated Acting Inspector Van Sickle and his team.

13. Open Forum

Youth in Policing Initiative

Board Member G. Vandenberg brought forward a program he recently read about “Youth in Policing Initiative”, where interested high school students can volunteer to work with the Police.

Chief Davis advised that he was aware of the program and that he would have Deputy Chief Craddock look into the program and report back to the Board.

14. Adjournment

Moved by Vice-Chair K. Ash, seconded by Board Member Board Member C. Sebastian, and **carried:**

That the Sarnia Police Services Board Adjourn to their next regular Open to be held Thursday, June 22, 2023.

Secretary

Chair



SARNIA POLICE SERVICE

Public Agenda Information Report

To: Chair and Police Services Board Members

From: Chief Derek W. Davis

Subject: Overtime Monitoring

Date: June 22, 2023

Report Number 23-06-007-0

SUMMARY:

Overtime expenditures are often perceived as a negative aspect of police budgeting. However, when used properly, overtime is a cost effective way to help meet unpredictable, short term operational demands. Examples may include extensive investigations (e.g. missing person searches), large community events, and ensuring adequate resources are available 24/7 to meet our community safety responsibilities. When used effectively, overtime is an important and effective tool in the provision of adequate and effective policing.

The Sarnia Police Service is committed to ensuring that the Police Services Board is provided with all necessary information to perform its governance and oversight role. This report provides an update on overtime expenditures incurred to date, and the systems by which the SPS both monitors and administers this resource.

A handwritten signature in cursive script that reads "Derek Davis".

Derek W. Davis
Chief of Police

:DD/CD

BACKGROUND:

Overtime may be defined as time worked beyond someone's normal working hours. The rate of pay and circumstance for which overtime is incurred, is defined within the Collective Agreements.

The following chart shows 2023 YTD overtime activity in dollars. Also included is a projection (based on current liner rates) to December 31, 2023 with comparator years of final overtime amounts for 2021 and 2022.

Division	2023 Budget	Actuals to May 31 2023	Projection to Dec 31 2023	2022 OT	2021 OT
Uniform	700,000	404,031	903,605	973,603	1,034,075
Court Security	10,000	15,217	30,456	24,593	10,548
Communications	40,000	26,939	94,139	34,265	51,211
Civilian Support	12,000	25,992	60,492	36,827	14,881
Maintenance	1,500	4,208	9,453	8,698	5,547
	763,500	476,387	1,098,145	1,077,986	1,116,261

There are several common circumstances where overtime is necessary. These include but are not limited to:

Meeting Minimum Staffing Levels - Police services operate 24 hours per day, 7 days per week. We have essential core services that must be staffed at all times, day or night, 365 days per year. These include front line patrol officers for emergency response, and Communications/Dispatch.

Ensuring Adequate Supervision – Adequacy standards prescribe that officers and communications must have supervisor(s) available 24/7. The SPS provides this primarily by ensuring the presence of a confirmed rank (Sergeant or higher) is available at all times.

Shift Extensions – Circumstances often arise that requires members to extend their work shift beyond their scheduled shift. This is especially prevalent for front line officers who may be required at an incident longer than their shift (e.g. at an incident scene waiting for relief) or who may have essential work to perform before they can leave (e.g. completing a bail package for an arrest).

Special Events – Large scale short term situations such as parades, community events, and other non-operational circumstances will often exceed the capacity of the normally scheduled working resources. In order to increase available resources, members may be called into work above their scheduled hours.

Court Time – All charges, criminal or provincial, are available to be disputed by an accused in court. This important process may compel officers to attend court and provide evidence within trials or other court proceedings. Court schedules rarely align with officer working schedules, necessitating officers to change shifts or attend court on a day off.

Incident Call Out – From time to time serious incidents require additional and immediate resources. This may include missing person searches, serious crimes (e.g. homicide), large crime scenes, fatal collisions, and more.

DISCUSSION / ANALYSIS

Overtime has traditionally been handled in a transactional manner. Overtime coverage has been routinely requested at the lowest supervisory level to meet the challenge of the moment, most frequently to meet minimum shift levels. A handwritten overtime sheet that details the hours worked and the reason for the overtime has been completed by the worker, signed by the supervisor, and then submitted for signature to the commander of each division, following which it is submitted to payroll for processing. A copy of this form is attached as Appendix A.

Although overtime will always be necessary from time to time, the cost and potential long-term impact to member wellness, fiscal accountability, and any available alternatives require it to be utilized judiciously and objectively. A new overtime policy is being developed that better administers overtime requests and expenditures while ensuring the needs of the Service are met.

The new policy states that: ***"It is ... the policy of the Sarnia Police Service to exercise prudence in managing financial and human resources. Overtime may be a necessary expense, but also one that needs to be judiciously and objectively utilized."***

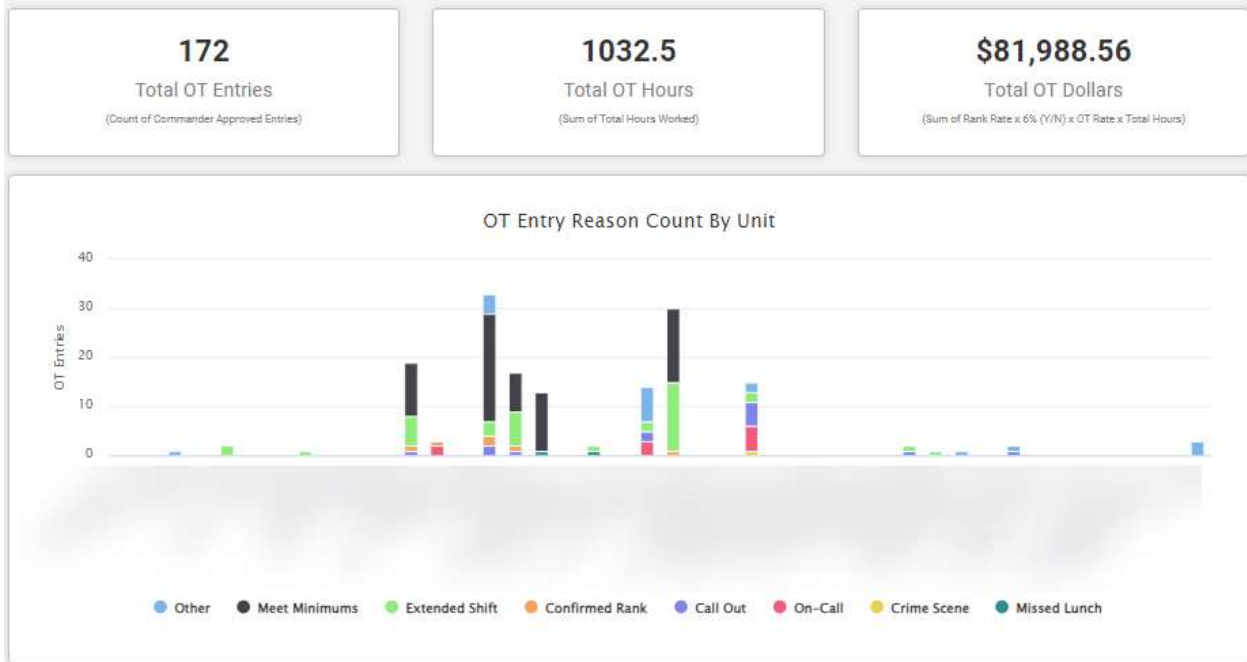
Concurrent with the development of the new Overtime Policy, has been the in-house development of an on-line Overtime Tracking Tool, an instrument that allows supervisors to carry out an informed assessment of the need for overtime and assess the alternatives prior to requesting overtime coverage. Before requesting overtime coverage, supervisors must consider the following factors:

- (a) Operational needs (including staffing level targets); and
- (b) Availability of contract or part-time support; and
- (c) Feasibility of cancellation or non-approval of discretionary time off; and
- (d) Prioritizing the minimum job level (i.e. pay grid) for overtime that would resolve the operational need;

- (e) Determining if the task/work can be deferred, reassigned, or otherwise addressed without necessitating an overtime expense.

This new analytics tool will permit on demand and detailed analysis of future overtime expenditures. This tool and policy are still in the process of being refined, and gathering sufficient data for analysis will require a longer time horizon.

Example of on demand data analysis



With more comprehensive data around overtime expenditures, the SPSB will be better provided with an evidence based approach to overtime budget allocations.

FUNDING SOURCES:

Within each annual budget, overtime is an allocated expense. Below is a chart of the overtime expenditures for 2023 (projected) along with the actual expenditures compared to the budget in 2022 and 2021.

Overtime	2023	2022	2021
Annual Budget	763,500	701,500	686,500
Actuals	\$476,387 (YTD)	\$1,077,986	\$1,116,261
Over Budget	-\$334,645 (Projected)	-\$376,486	-\$429,761
	-43.83%	-53.67%	-62.60%

CONSULTATION:

Derek Davis – Chief of Police
Julie Craddock – Deputy Chief of Police
Cathy Dam – Director of Financial Services

ATTACHMENTS/REFERENCES:

- Appendix A – SPS Overtime Form (legacy)

Appendix A – SPS Overtime Form



SARNIA POLICE SERVICE OVERTIME CLAIM

PLEASE PRINT ONLY OR TYPE

DATE: _____ 20____

NAME & NO.: _____ # _____

RANK: _____

BRANCH: (SPECIFY PLATOON AND DIVISION ASSIGNED TO): _____

ASSIGNING OFFICER: _____ DATE ASSIGNED: _____

PAYMENT: **CASH** **TIME OFF**

DAYS	AFTERNOONS	MIDNIGHT	R.D.O.	ANN. LEAVE	A.T.
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TYPE OF OVERTIME *MUST* BE INDICATED IN THE CORRECT BOX

- | | | |
|--|---|--|
| <input type="checkbox"/> INVESTIGATION | <input type="checkbox"/> REPORT WRITING | <input type="checkbox"/> PRISONER ESCORT |
| <input type="checkbox"/> BREATHALYZER | <input type="checkbox"/> PERSONNEL SHORTAGE | <input type="checkbox"/> MISCELLANEOUS |

DATE OF OVERTIME: _____ 20____

TIME: FROM _____ TO _____ NUMBER OF HOURS _____

PURPOSE AND DESCRIPTION OF OVERTIME CLAIMED: *(INCLUDE INCIDENT NUMBER & BRIEF DESCRIPTION)*

DIVISION WORKED OVERTIME FOR: _____

CHECKED BY:

SIGNATURE OF CLAIMANT

AUTHORIZED BY: (STAFF SGT. I/C)

APPROVED BY: (INSPECTOR I/C)

SUPERVISOR REMARKS:

LEAVE _____	SICK _____
STAT _____	W.C.B. _____
COURT _____	BIKE _____
A.T. _____	TRAINING _____
STATION DUTY _____	
MANAGEMENT/SUPERVISION _____	
SPECIAL ASSIGNMENTS _____	



SARNIA POLICE SERVICE

Open Agenda Information Report

To: Chair and Police Services Board Members

From: Deputy Chief Julie Craddock

Subject: Monthly Operational Update

Date: June 22, 2023

Report Number 23-06-008-O

SUMMARY:

The Sarnia Police Service is committed to continuously improving the level of service and safety we provide to our communities. While the police are traditionally responsible for incident response, by working with community partners in each of the prevention, risk intervention and social development pillars, a coordinated response can be implemented.

This report is a snapshot of operational and member accomplishments and is not an exhaustive account of the achievements of the Sarnia Police Service.

A handwritten signature in cursive script that reads "J Craddock".

Julie M. Craddock
Deputy Chief of Police

:jc

Vulnerable Populations:

From January 1st 2023-June 1st 2023, the SPS responded to:

Mental Health Act Calls: 224 (+ 33% ytd)

Person Welfare Check: 672 (-7% ytd)

Suicidal Persons: 187 (+115% ytd)

Vulnerable Person: 8 (0% change)

The following is an excerpt from a citizen:

On June 6th, 2023 Constable Jamie Moore#242 and Constable Calvin Hughson#246 attended 382 East Street North in regards to Mental Health Act complaint. A subject was apprehended on the strength of a form-2 and taken to Bluewater Health.

The father of the person in crisis wrote to the Sarnia Police Service to commend the officers:

"Cst. Hughson was the initial Officer I dealt with at Sarnia Police. Cst. Hughson was very professional, friendly, and set an example of how Police officers should deal with people. I later attended the hospital where I met both Cst. Hughson and Cst. Moore. They both acted compassionately and professionally. They both had excellent de-escalation skills in dealing with my family member. They both gave clear instruction in a non threatening way which calmed the situation. I sincerely thank both Officers and wish to make their supervisor Sgt. Dufton aware of the excellent work these officers have done."

Organizational Wellness:

The SPS is committed to promoting resiliency and overall well-being of members and their families. In addition we are striving to create a culture that is inclusive, equitable and collaborative.

In recent months SPS has reviewed, re-written and created policy in the following areas as part of our commitment to employee well-being by fostering a healthy, safe and productive work environment.

1. Organizational Wellness
2. Psychological Wellness Check
3. Critical Incident Stress

In addition, a Wellness Room (which is a quiet private space where employees can go to temporarily escape work-related stressors without leaving the workplace) has been created as well as a Memorial Garden, commemorating two SPS members who took their own lives.

Veteran's Park:

The SPS Street Crime Unit were tasked with a neighborhood complaint regarding Veteran's Park. One of the mandates of this unit is to address quality of life issues for local residents. Increased patrols on foot and on bicycle and taking the time to talk to citizens and connect them to services if required, resulted in positive feedback from homeowners in the area. One wrote:

"Hi Sergeant Peters -

Do we have you and your team to thank for the marked improvement in our neighborhood? Yup, it's very noticeable that Veterans Park is (at this very moment as a matter of fact) clear and clean and welcoming to regular folks. Thank you, thank you, thank you!!!

Again, you have made a meaningful difference!!! Hope you have a safe and happy holiday weekend."

CONSULTATION:

Mike Van Sickle – Inspector Support Services
Dwayne Whelpley – Inspector Community Response