

Kirsten - please find responses to the questions attached. Given the short turnaround, these answers reflect our best efforts to provide meaningful responses to the questions posed by the members. I would like to express my gratitude to all the Senior Command staff who made it a priority in order to get the responses compiled in a timely manner.

Thank you,
Deputy Chief Ryan Diodati

1. February 4, 2024 email from Member Kroetsch sent about “authorized strength” to Chief Bergen and staff (from previous correspondence on this)

**Can you split out the numbers in Column M so it makes more sense?
Can you add numbers since 2020?
Can you split out Detective Constables and Sergeants?
If there are any other errors, can you please fix them?**

Column M is now the total for columns I (subtotal sworn) and L (subtotal civilian). The numbers from 2020 have been completed and added to the table. We cannot split Detective Constables and Sergeants as requested. We have adjusted the Authorized Strength table based on current data up to an including year-end 2023. The worksheet is attached.

2. Our understanding is the column entitled “2024 Maint. Budget” is used to define amounts that were approved during the year leading up to the budget? Is this accurate? If not, can you clarify its exact meaning as compared to the final “2024 Budget” column?

The 2024 Maintenance Budget column represents the 2023 Approved Budget in all expenditures and revenue categories, with the exception of Employee Related Costs. For Employee Related Costs, the 2024 Maintenance Budget column represents the 2023 Approved Budget, plus the following:

1. Estimated 2024 Collective Agreement increases
2. The annualized cost of new positions approved in the 2023 budget
3. The new 2024 FTE request

3. Is there a budget that shows actual amounts spent in the previous year? The amounts we have access to appear only to be budgeted amounts. How are we meant to be using the “Working Budget” documents? Are those meant to be actual amounts?

Budget versus actual spending is reported to the Board through the quarterly Budget Variance Reporting. The last quarterly update was provided at the December 14, 2023, Board meeting, through [PSB 23-107](#). The reported results were as of September 30, 2023 with a full-year projection to December 31, 2023. December 31, 2023, actual year-end results will follow once the year-end activities are completed and results are audited by the City’s external auditors, KPMG.

The Working Budget captures operating (OP) and capital expenditures (CAP), with the exception of employee-related costs. This document is a line by line, by account and by Department ID (DeptID) which feeds into Appendix C of [PSB 23-109](#). The balances under

2024 OP of each account and DeptID can directly be tied to Appendix C (through out the entire document). Balances under 2024 CAP are summarized and tie to page 2, 54 and 61 of Appendix C of PSB 23-109.

The public is not privy to the Working Budget as it contains **confidential** operating information of the Service. This document is **only** provided and shared with the Budget Committee.

4. When it comes to the PSA 4(3) legislative requirements, it seems, though we're not sure, there are some that are agreed upon by both the City and HPS and others that HPS has to ask the City for permission to include? Is this correct? Can you clarify this in more detail?

Every year, the City requires HPS to identify capital projects for the next 10 years. This identification process occurs through annual board reports, with the latest being PBS 23-083, presented at the Board meeting on September 28, 2023. The report categorizes capital projects into three main sections:

1. Proposals submitted to the City for funding consideration on behalf of HPS, Section 4(3) items.
2. Projects that HPS plans to include in its 2024 annual budget proposal
3. Projected capital projects for potential inclusion in the City's 2024-2033 Capital Budget Plan

After the Board receives and approves the report, it is forwarded to the City for review, prioritization, and funding authorization as part of the City's annual budgeting cycle. The only project that has received mutual approval from both the City and HPS is the Personal Issued Portable Radios (PIPRs), which the City directly funds as part of a pre-established five-year deployment plan initiated in 2020.

5. According to PSA 39(1)(b) -

"39 (1) The board shall submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required,

(a) to maintain the police force and provide it with equipment and facilities; and

(b) to pay the expenses of the board's operation other than the remuneration of board members."

If the PSA requires these amounts to be split out "separately", why are they all included in the same budgetary documents?

HPS is in compliance with PSA 39(1) as the Board’s operation is shown separately on pages 1 and 3 of the 61 page Detailed Budget, [Appendix C of PSB 23-109](#).

The PSA does not speak to the need of showing operating and capital budget separately; however, we do show them separately in both the Working Budget file as well as PSB 23-109 (Appendix C). PSB 23-109 describes drivers for both operating and capital increases, including *PSA Section 4(3)* items.

6. What are all of the reporting ratios for the Hamilton Police Service, including cadets and auxiliary officers? When Member Kroetsch had asked this question before, the Chief had responded in a Hamilton Spectator article written in 2022 that it was “10.7 to 1” for constables to sergeants. Has this changed? What data is being relied upon to come up with these numbers? (see question 1 for more about this)

Similar to other organizations, HPS does not have set reporting ratios. There are 144 designated sergeants within Hamilton Police Service as outlined in the Collective Agreement and 84 of those individuals are in specialized investigative roles. This leaves 61 sergeants in supervisory positions. Using these numbers, the ratio of constables to sergeants is approximately 10.7 to 1.

However, it is important to note that the simple division of sergeants to constables does not capture risk, breadth, and nature of work nor does it capture civilian members who may report to a Sergeant.

Cadets are not captured in these reporting ratios as they report through to Training and Auxiliary Officers are volunteers to the organization.

7. How many people, sworn and civilian, separate, are due to retire in 2024? How many retired in 2021, 2022, and 2023? Were they all replaced 1:1?

Year	Retired		Terminations ¹	
2024	S 3	C 1	S 10	C 3
2023	S 12	C 12	S 53	C 12
2022	S 18	C 14		
2021	S 26	C 8		

¹Includes terminations, resignations or death

There are 22 sworn and 9 civilian members who are eligible to retire in 2024 with an unreduced pension. As per the collective agreement, members must provide the organization with 90 days notice.

These members are replaced as they leave the organization.

8. What are the cost implications of retirements in 2024 and the next 3 years, of more senior officers (i.e. those in the same job classification but paid at a higher amount due to seniority)? What are the impacts on salary costs given different levels of income? How could attrition be combined with increased reporting ratios to save money?

The Collective Agreement outlines the number of Sergeants (144) and the number of Staff Sergeants (34) deployed across the organization. The agreement also stipulates the number of officers required to meet minimum street strength.

Division	Number
Div 1	16
Div 2	17
Div 3	18

The Board Authorized Strength is Sworn – 881 and Civilian – 349.

In order to achieve attrition at the Constable level, the Board would have to reduce its Authorized Strength.

9. At the December 14, 2023 meeting of the Hamilton Police Services Board the Chief stated that there were examples, he may have even said “studies”, demonstrating that cities in North America that “defunded the police” became less safe. Member Menezes asked for that information and it has not yet been provided. Please provide these studies or other data.

Please see the following links to the studies:

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10231296/>

<https://utpjournals.press/doi/10.3138/cpp.2022-050>

10. Please provide a financial accounting of all reserve monies held by the Hamilton Police Services including their current (as of today) balances, projected draw downs as outlined in the 2024 budget, and a net summary of their position if the current budget ask is approved. We want to know what we have in reserves and what potential there is to draw them down to offset our costs.

A 2023 Reserve Continuity schedule is attached and reflects balances as at December 31, 2023, along with projected drawdowns as outlined in the 2024 budget (\$0.88M). The drawdowns also reflect items per the Board Approved year-end surplus allocation plan(s).

The Tax Stabilization and Police Capital Expenses reserves are classified as discretionary funds. These reserves serve the purpose of gathering financial resources over time to

facilitate the replacement of capital assets and offer a buffer against budget deficits or unforeseen events. For instance, a shortfall of \$2.02M in 2021 was covered using these reserves, as detailed in [PSB 22-023](#).

Currently, the levels of these discretionary reserves are low, rendering them insufficient to cover unexpected future financial commitments or service demands. Contributions to these reserves occur solely through any annual surplus funds generated by the Service. There is a specific policy in place for handling operating budget surplus or deficit, which was presented as [Appendix A in PSB 23-056a](#) during the Board meeting on July 27, 2023.

It's important to recognize that relying on HPS reserves to alleviate budgetary pressures is not advisable as a long-term solution. This approach is unsustainable and will likely lead to adverse effects on future budget allocations and the health of the reserve funds.

11. What is the annual marketing and advertising budgets of the HPS (social media, video production, mainstream media, recruitment booths, attending civic events as participants versus security, mainstream media), including staff complement to support this? Is this all itemized through the Chief's office expense of \$551,129?

The advertising and promotion budgets are not itemized through the Chief's Office, they are budgeted throughout several areas of the Service. This budget is captured in account 55401. A line-by-line breakdown, by DeptID, of account 55401 are contained within the 2024 Working Budget document.

Majority of the advertising and promotion falls under Recruitment (DeptID 376530, page 9 in Appendix C of PSB 23-109). The recruitment department consists of 1 Civilian Coordinator, 2 Civilian Recruiters, 1 Sgt, 2 Sworn Constable Recruiters, 1 Civilian Talent & HR Systems Manager.

Social Media, Video Production, Mainstream Media – this is all handled through the Corporate Communications and Public Affairs department (DeptID 376120, page 6 in Appendix C of PSB 23-109). The staff complement includes 1 Civilian – Manager of Corp. Communications and Public Affairs and 2 Police Constables.

12. What is the total cost for officers and civilian staff who are on LTD? What are the main categories of the causes for absenteeism? What are the stats and the trend analysis for reasons, length, likelihood of return for absenteeism, etc.? When it comes to WSIB - are there category breakdowns - are they the same as for LTD? How many employees, sworn and civilian, separated, are off at the moment under these programs?

There is no cost to HPS as LTD is covered by the insurance provider. When a civilian member is off for two years, with no anticipated return within 90 days, the position is posted and backfilled.

LTD is managed through the Hamilton Police Association as they are the policyholder. There are currently **4 Sworn** and **9 Civilian** members on LTD. In terms of the stats and trends analysis, please reach out to the HPA for further information.

For WSIB, please refer to the charts below (absences as of Jan 30, 2024)

Active WSIB Approved and Pending Claims

	SWORN	CIVILIAN/ SO/PT
WSIB TOTAL	79	16
WSIB <3 Months	2	1
WSIB >3 Months <6 Months	7	2
WSIB >6 Months <=9 Months	2	0
WSIB >9 Months <=12 Months	2	0
WSIB >12 Months <=18 Months	11	2
WSIB >18 Months <=24 Months	6	2
WSIB > 2 YEARS	49	9
WSIB PENDING	6	0

WSIB Categories

	SWORN	CIVILIAN/ SO/PT	TOTAL
WSIB Approved & Pending	85	16	101
Mental Health	76	15	91

At this time, there are 7 in return to work planning with WSIB. HPS continues to work closely with WSIB to actively manage the claims and absences.

As a reminder, if a first responder or other designated worker is diagnosed with posttraumatic stress disorder (PTSD) and meets specific employment and diagnostic criteria, the first responder or other designated worker's PTSD is presumed to have arisen out of and in the course of their employment, unless the contrary is shown. [Posttraumatic Stress Disorder in First Responders and Other Designated Workers | WSIB](#)

13. Can we sell our armoured vehicle to recover costs? How much could we sell it for? How often was it used, annually, since it was purchased? What exactly was it used for?

No, the armored vehicle is essential for tactical operations and hostage rescue situations.

The Armored Rescue Vehicle (ARV) plays a crucial role in ensuring the safety of our citizens and safeguarding our officers. In a recent example, it provided protection for our members when a suspect fired multiple rounds at officers after killing two members of the public.

It is part of our fleet of vehicles and is used for critical incidents, including armed or barricaded individuals, hostage situations and high-risk warrant executions.

The ARV is regularly deployed in the incidents noted above. Last year, the ARV was deployed 30 times.

The information on how often it has been used since it was purchased is not readily available and would take considerable time to compile.

14. How is this budget addressing the requirements that will come forward on April 1, 2024 from the Comprehensive Police Services Act?

This was addressed in both [PBS 23-083: HPS Projected Capital expenditures: 2024-2033](#) (page 4 & 5) and [PBS 23-109 - 2024 Operating and Capital Budget](#) (page 8 & 16).

The regulation states that every police officer who performs patrol function, and who may be required to respond to an incident involving an active attacker, shall have ready access to the following:

- Hard body armour
- A semi-automatic rifle (Carbine), and
- Breaching tool packs

The current HPS issued body armour is designed to stop handgun ammunition of limited calibers. It does not provide any protection from most rifle caliber ammunition used in many popular combat style rifles. The above items equate to a capital ask of \$1.88M and are captured as *PSA Section 4(3)* items in the 2024 proposed budget.

The proposed Community Safety and Policing Act, 2019 (CSPA) also outlines regulatory requirements including mandatory additional training for both Sworn and Civilian members of police services. As a result, additional specialized training resources are required in the 2024 proposed operating budget to support the new CSPA requirements and the new Ontario Police College Basic Constable Training program. The cost associated is approximately \$0.27M or a 0.14% increase to the 2024 proposed budget.

15. Please define, in more detail, what “C.A. - DIR Insurance Recovery” refers to. Please spell out the short forms and provide more detail about these costs.

The short forms are consistent throughout the City as HPS follows the same Trial Balance/General Ledger (GL) tree.

Acronym	Description
C.A	Cost Allocation
DIR	Direct
IND	Indirect

CA – DIR Insurance Recovery denotes the annual allocation of insurance costs from the City to HPS. This figure reflects the insurance premium assigned for the projected claim exposure of HPS for the given year. The City of Hamilton operates a self-insurance model up to a certain financial threshold and levies an annual premium on HPS, subject to yearly adjustments. This allocation encompasses a range of costs related to HPS's fleet, property, and professional liability concerning its operations and assets.

The allocation is based on a methodology developed by the City:

- Liability - 50% allocated to DeptIDs (Department IDs aka Cost Centres) that contain employees based on its operating expenses; and 50% based on 5-year claims history (provided by Risk Management)

The calculations for insurance allocations are conducted at the City level and then relayed to the HPS. The City's provided allocation does not specify the breakdown by insurance types.

16. There is \$721,500 allocated to “Computer Software” - can you please be more specific about exactly what is required legislatively, and otherwise, in this category?

Computer Software cost is captured in account 53251 in both the Working Budget (not made available to the public) and Appendix C of PSB 23-109.

- Working Budget page(s): 1, 7, 9, 14, 30 and 31
- Appendix C of PSB 23-109 page(s): 3, 22, 24, 29, 41, 42

The amount quoted in the question above, \$721,500 pertains to an incremental increase for Technology requirements rather than legislative requirement. On page 42 in Appendix C of PSB 23-109, you can see that out of \$721,500, the \$720,000 increase pertains to Information Technology DeptID 376659. A detailed explanation is provided on page 9 of PSB 23-109 report.

17. There is \$582,931 allocated to “Equipment” - can you please be more specific about exactly what this is?

Equipment cost is captured in account 53415 in both the Working Budget and Appendix C of PSB 23-109. The amount referred in the question above represents an incremental increase throughout the Service.

- Working Budget page(s): 4-16, 18-24, and 29
- Appendix C of PSB 23-109 page(s): 9, 15, 16, 18, 20, 22, 23, 24, 25, 29, 30, 32, 33, 35, 36, 38, 39, 40, 43, 44, 46, and 48

The increase is driven due to combination of the following:

Base budget transfer from other HPS departments, 2nd instalment for the purchase of a new Tech Crime Unit Server (first annual payment approved through the 2022 surplus allocation PSB 23-055), unbudgeted large scale events referred in answer of Q46, one time purchase of Commercial Motor Vehicle (CMV) weight scales to effectively conduct inspections on CMV and one-time costs associated with new elevator doors/interlocks required, custody panic strips and ongoing equipment repairs/replacements surrounding Division 1.

18. Throughout the budget there are “Miscellaneous Supplies” totalling \$215,650. What are these supplies?

Miscellaneous Supplies are captured in account 53039 in in both Working Budget and Appendix C of PSB 23-109. The amount referred in the question above represents a total balance of Misc. Supplies throughout the Service. A year-over-year change accounts for an increase of \$27,000.

For ease of reference, Miscellaneous Supplies items can be found by Dept ID on the following pages of these two documents:

- 2024 Working Budget by DeptID (32 pages): 1, 2, 5, 12, 17 and 26-28
- Detailed Budget - Appendix C (61 pages): 5, 6, 28, 32, 34, 42, 50 and 51
- The following are an example of the items budgeted under the Misc. Supplies account: supplies relating to Awards night, retirees events, Ottawa Memorial, promotional materials, youth resource materials, pocket calendars, batons, handcuffs, pepper sprays etc.

19. Throughout the budget there are “Consulting Services” totalling \$88,500. These are for “EDI” and the Board. What are these services?

Consulting services are captured in account 55801, they all indeed relate to the Equity, Diversity and Inclusion Department (DeptID 376540 on page 11 in Appendix C of PSB 23-109) and Board Department (DeptID 376005 on page 3 of Appendix C of PSB 23-109).

Board’s Department – reflects outside consulting services, such as mediation arbitration services, consulting services for the Board’s external website. This is also a place where costs associated with Board’s Strategic Plan get budgeted (zero for 2024 budget). For the 2024 budget, there was a reduction in Consulting Services of \$17,600, down to \$30,000.

EDI Department – relates to outside agencies/communities with respect to EDI concerns ie. Rebeca Banky Consulting. For the 2024 budget, there was an increase of \$25,000 which relates to the community consultations connected to Race and Identity-Based Strategy (RIBD) in order to eliminate system racism and advance racial equity.

20. There is \$408,535 allocated to “Office Supplies”. Can you be more specific about what these supplies are? It appears differently from postage, furniture, fixtures, printing, computers, and reproduction.

Office Supplies are captured in account 53050 in both the Working Budget and Appendix C of PSB 23-109.

- Working Budget page(s): 1-11, 13, 14, 16-20, 26, and 28-30
- Appendix C of PSB 23-109: 3, 5, 7-9, 14, 15, 17, 19, 21-25, 29, 33, 36, 38-43, 45, 46, 50, and 51

The amount referred in the question above is not an incremental increase of year-over-year, but rather the total amount of all Office Supplies throughout the entire Service. When you compare 2023 budget to the 2024 budget, there is a very slight increase of \$3,400. Office Supplies reflects anything from pens, pencils, papers, sticky notes, binders, folders, note pads, staplers, hole punchers anything that is required for members to carry out their job duties and responsibilities.

Office supplies are acquired through a city contract.

21. There is \$25,000 allocated to “Ammunition” - can you please explain this increase? Have officers expended \$25,000 worth of ammunition in the last year? Are our stores of ammunition at a risky level?

In 2023, we implemented a cost-saving measure by reducing the Training Ammunition budget by \$25,000, anticipating the need to reinstate these funds in 2024 to ensure a sufficient stock of training ammunition.

The transition to 9mm pistols in the 2022-23 Block year enabled HPS to exchange its surplus .40cal ammunition for 9mm training rounds, effectively reducing our need to purchase additional ammunition for that year. This exchange resulted in a \$25,000 budget savings. However, moving into 2024, we must replenish our training ammunition supply in full, necessitating the return of these funds to our budget. The cost of ammunition has risen due to increased prices for brass and lead, coupled with significantly longer delivery times.

Traditionally, HPS maintains at least a two-year supply of training ammunition to mitigate any risks associated with ordering and delivery delays. Currently, our stockpile will last approximately 18 months, but with delivery times extending between 9 to 12 months, failing to order this year could lead to a shortfall in our ammunition supply by mid-2025. An

order placed at the start of 2025 would not arrive until at least the third quarter, by which time we would have depleted our current supply. Consequently, not only would we need to replenish our ammunition in 2024, but we would also have to double our order in 2025 at an estimated cost of \$50,000 to cover the deficit.

This ammunition is crucial for annual training and re-qualification sessions. According to the Police Services Act, each officer is required to undergo Use of Force Training and re-qualify in service firearm usage yearly. During these sessions, officers use approximately 150 to 200 rounds of ammunition each. Officers who fail to requalify or do not attend training sessions within a year from their last qualification are not allowed to carry a firearm until they meet the necessary standards.

22. Please define the role of “Horticultural Services”? Where exactly are these services being provided? Are they interior or exterior services? Please define them in the “Working Budget”.

This is for snow removal and landscaping at HPS facilities.

Snow Removal Services – Contract # C11-62-23

The scope consists of comprehensive winter maintenance including snow plowing, sanding, de-icing, and snow removal as required.

Grounds Maintenance (Request for Quotation) involves maintaining the grounds, grass, planting beds and foliage.

These items are captured in account 54810, throughout both the Working Budget and Appendix C of [PSB 23-109](#).

23. Please provide the expenses for the Choir and Pipe Bands - where do these show up outside the “Working Budget”. We do not see them listed in the detailed budget under those names. Are “Ceremonial Units” a different expense? What are they composed of? We think what’s happening is that these have been renamed as “Ceremonial Units”. Is that correct?

For simplicity, all of the following individual lines appear under account 58201, DeptID 376131 (unallocated):

- Police Chorus
- Police Choir
- Honour Guard
- Police Pipe Band

These are consolidated into one budget line and are now being shown as Ceremonial Units. Under the Working Budget these are shown on page 3 out of 32. Under Appendix C of PSB 23-109, are shown on page 12 out of 61.

24. The Chief has said that expenses related to the Mounted Unit are “only a few hundred thousand dollars”. Despite this, the budget indicates that expenses for the Mounted Unit total \$914,068. Please explain this discrepancy. If the Mounted Unit were to be closed, would the officers associated with it, take up other duties unrelated to the Mounted Unit? Are all of their current duties associated with the Mounted Unit? If not, why are there salaries listed as part of the Mounted Unit?

The budget related to the Mounted Unit is on page 30 in Appendix C of PSB 23-109. The employee related costs account for \$747,936, and operational expenses account for \$166,132, for a combined total of \$914,068. If the Chief made the operational decision to disband the Mounted Unit, the officers would be redeployed throughout the Police Service (resulting in no cost savings) and some operational expenses, such as training and insurance recovery, may persist as well. The potential savings would be \$147,240, which relates purely to operating expenditures for the Mounted Unit (ie. Contract labour, Vet/Farrier, Shavings/Hay etc).

25. We have the same questions about the Canine Patrol unit. Please provide the same detail as for the Mounted Unit.

The K9 Unit is a legislated unit and falls under Adequate and Effective Policing, Ontario Regulation 393/23 Emergency Response Section 10.

The budget related to the K9 Unit is on page 31 in Appendix C of PSB 23-109. The employee related costs account for \$595,732, while operational expenses account for \$46,406.

26. Could we have more information about the police’s vehicle purchases - based on rough estimates and other budgets, police vehicle purchases were \$4.6m in the account at year end 2022 (up from \$2.1m in account at year end 2021). About \$2.27m was added in 2023. Why is there a request for another \$2.7 m in 2024?

Each year, a budget request for the purchase of vehicles is submitted based on the lifecycle replacement needs of the HPS fleet. Police Vehicle purchases are funded through a provision in the annual operating budget. Once the annual budget is approved, the balance gets transferred to the Police Vehicle Reserve. Vehicle Purchases are tracked separately through yearly capital projects. The vehicle capital projects get funded as the expenses are incurred.

A number of reports regarding police vehicle purchases were presented to the Board in 2022=2023. These reports are outlined below:

[PSB 23-061 Capital Project Status Report](#)

As of March 31, 2023, the 2022 Police Vehicle Project had a remaining budget of \$1,510,902, with the project status described as ongoing, noting that vehicle upfitting was still pending with an anticipated completion by the second quarter of 2023. Challenges such as parts and labor shortages, exacerbated by the pandemic, extended the completion timeline for some vehicles up to a year. The vehicles were sent for upfitting between February-June 2022 and were fully equipped and delivered to the Hamilton Police Service (HPS) between February-June 2023.

[PSB 23-085 Capital Project Status Report](#)

By June 30, 2023, the 2022 Police Vehicle Project reported a remaining budget of \$434,359, with the project nearing completion. The only pending items were the deliveries of non-frontline vehicles, which are anticipated to be received by the end of the third quarter of 2023. Annually, a budget is proposed for vehicle acquisitions to ensure the Hamilton Police Service (HPS) fleet is updated according to its lifecycle replacement schedule.

[PSB 22-088 2023 Vehicles – Pre-Budget Approval](#)

RECOMMENDATION(S)

- a) That the Board pre-approve the expenditure of \$1,881,000 for the purchase of new and used police vehicles in the 2023 Police Capital Budget.
 - b) That the Board pre-approve the expenditure of \$553,000 for the up-fitting of the 2023 vehicles in the 2023 Police Capital Budget.
 - c) That the Board pre-approve the expenditure of \$200,000 for the engine replacement on the 2019 Metalcraft Interceptor Marine Vessel.
 - d) That the Board approve the new 2023 vehicles to be purchased through the Ministry of Government and Consumer Services – Vehicle Acquisition Vendor of Record (VOR).
 - e) That the Board approve the single source procurement for the 2023 Vehicle Up-fitting Services to one or more Tier 1 Vehicle Manufacturers Up-fitters as identified in the VOR 2023 pricing.
 - f) That the Board approve the purchase of the used plain door vehicles, as outlined in PSB 02-052 – Used Vehicle Purchases.
 - g) That the Board approve the single source procurement for the 2019 Metalcraft Interceptor Marine Vessel engine replacement to Metalcraft Marine Inc., pursuant to Policy #11 Non-Competitive Procurements.
- The total budget request of \$2,634,000 is anticipated to be spent on the purchase and up-fitting of thirty-eight (38) vehicles; fifteen (15) front line cruisers, one (1) K9 pick up,

one (1) MCCRT vehicle, two (2) Traffic vehicles, one (1) Court Security vehicle, eighteen (18) used plain door vehicles and replacement of Metalcraft Interceptor Vessel engines.

- Number of vehicle purchases, make and model will be finalized and dependent on 2023 VOR pricing.

PSB 23-063 2024 Front Line Vehicles - Pre-Budget Approval

RECOMMENDATION(S)

- a) That the Board pre-approve the expenditure of \$1,204,349.00 for the purchase of twenty-seven (27) new frontline vehicles in the 2024 Police Capital Budget;
- b) That the Board pre- approve the expenditure of \$507,439.00 for the up-fitting of the above referenced frontline police vehicles in the 2024 Police Capital Budget; “

PSB 23-063 a 2024 Front Line Vehicles - Pre-Budget Approval

- a) That the Board pre-approve the expenditure of \$892,000 for the purchase of new and used police vehicles in the 2024 Police Capital Budget.
- b) That the Board pre-approve the expenditure of \$2,695,000 for the upfitting of the 2024 vehicles in the 2024 Police Capital Budget.

27. There are lines in the budget with respect to advertising and promotion. In total, they add up to \$236,200 in expenses. What are these specifically related to? Please provide more detail.

The advertising and promotion budget does not add up to \$236,200. On page 58 in Appendix C of PSB 23-109, Ad & Promo, account 55401 (under Contractual Category), adds up to \$118,100 with no increase from the prior year. The vast majority of the Ad & Promo budget belongs to the Recruitment department and Corporate Communications & Public Affairs areas. Please refer back to the answer provided in question #11.

28. There is \$19,600 allocated to “Cable TV”. What does this refer to specifically? We saw some of this in the “Working Budget” - Forensics, Division 1, Division 2, and Division 3. Is this a “lunch room” television service?

Cable TV is available in communal areas such as lunchrooms and weight rooms. Additionally, cable service extends to various units within the Service, offering members access to current and updated news on local, national, and global events and developments.

29. There is \$1,001,863 allocated to “Contractual Services”. Please provide a breakdown of these services.

Contractual services are captured in account 55916 throughout several areas of the Service. The vast majority relates to janitorial cleaning services. Included in the same account are costs associated with uniform shredding, ammunition disposal, offsite storage rentals, firing range cleaning and toxic disposals. Out of \$1.01M, \$0.50M relates to the Community Safety and Policing (CSP) grant. The grant allows HPS to partner with six outside community partners. The funding provided has **no impact** to front-line staffing nor the budget, as the increase in contractual services is offset by the increase in the CSP funding in the revenue section.

A line by line for account 55916 can be found throughout the Working Budget on pages 16, 22-26, and 28-30. In Appendix C of PSB 23-109, they are pages 33, 41, 43, 45-49 and 51. Community Safety & Policing grant is captured on page(s) 1, 55 & 60 in Appendix C of PSB 23-109.

30. There is \$10,000 allocated to “Auxiliary Expenses”. Please provide a breakdown of these expenses.

Auxiliary Expenses are captured through account 54362. Auxiliary expenses are for our volunteers and cover expenses such as office/cleaning supplies, training etc. For ease of reference, Auxiliary Expenses are displayed on page 17 of the Working Budget and page 31 in Appendix C of PSB 23-109.

31. There is \$19,400 allocated to “Computer Software” for the Board itself. What is this for?

Computer Software is captured in account 53251. The \$19,400 relates to the eScribe subscription plus maintenance for Board’s website. Line by line details of account 53251 for DeptID 376005 (Police Services Board), can be found on page 1 of the 2024 Working Budget (this document was included in your Budget Committee Binders and distributed PDF copies – note: this is not a public document). The Board’s DeptID is captured on page 3 in Appendix C of PSB 23-109.

32. Has the Hamilton Police Service investigated combining some of its services like Legislative Support and Coordination, Accounting, IT, Legal, and Human Resources with the City of Hamilton? If so, what cost savings did it identify? If not, why not?

There are several combined services with the City of Hamilton in order to realize cost savings. The COH administers payroll, benefits and pensions on behalf of the Service. There is also an FTE at COH who allocates equal time between Fire and HPS to manage WSIB claims. The .5 salary and benefits are charged back to HPS. In addition to these, the City provides services on the following:

- Insurance recovery
- Legal
- Budget
- Purchasing
- Accounting
- It Support
- Accounts payable/receivable
- Procurement
- Couriers
- Facilities
- Hardware

HPS is then charged back for the services rendered. There is also shared subscriptions on HR and Finance programs such as PeopleSoft and Parklane.

33. What food, exactly (kind of food - we have heard it's "wonderbread and spam", please confirm this), is currently given to prisoners in the "Food for Prisoners" line? We notice this is going up. Is this because of increased food costs or a projected increase in prisoners?

Hamilton Police tendered a new contract for food services in 2022 (C9-03-22). Prisoners receive one of the following meals:

- Ham and cheese sandwich
- Baloney sandwich
- Cheese sandwich

HPS estimates approximately 21,000 meals annually. Last year, the actual cost was \$51,768.77.

Please note, prisoners with special dietary requirements or religious accommodations are provided special meals such as gluten free or Halal.

34. What is meant by "2023 Program Changes Annualized"? Please provide any information related to this (it's in a report, we think, but we don't have it handy).

The 2023 Program Changes Annualized – refers to the annualization of the 2023 FTEs for both Sworn and Civilian. The 2023 budget reflected a portion of the salary & benefits associated with these FTEs, which is based on the deployment strategy. The total annual impact of these FTEs is realized in the 2024 proposed operating budget. This is explained on page 6 of PSB 23-109.

35. What is meant by “2023 Approved Backfills”? Please provide any information related to this (it’s in a report, we think, but we don’t have it handy).

Page 6 of PSB 23-109 refers that the Board approved, through

- PSB 23-037 (presented on April 27, 2023 In-Camera) – approved 2 Civilian backfills, and
- PSB 23-070 (presented on July 27, 2023 Board meeting) approved 16 Sworn backfills

Thus, a total of 18 backfills were approved during the 2023 year, which then are reflected and accounted as an increase for 2024 budget.

The backfills provide much needed staffing support for any Sworn or Civilian members who have been on a WSIB leave of five-years or greater for which there is no current prognosis for a return to work. This model not only ensures those on leave receive the required support, it also addresses the service delivery gaps resulting from lost capacity, provides critical member wellbeing support for those who remain in the workplace and ensures the Service is maintaining adequate staffing levels to meet demands for service and PSA requirements.

36. Can costs related to the “10-Year Human Capital Deployment” be deferred by the Board?

As part of the 2022 budget (see PSB 21-133), the Board approved the 10-year Human Capital Plan grows the Service in line with the expected population growth.

Given the year over year increase in calls for service, complexity in policing, and an increase in employee-related costs. The 10-Year Human Capital Plan meets the future growth in Hamilton over the next 10, 20 and 30 years to maintain the Cop to Population ratio to ensure HPS continues to deliver adequate and effective community safety.

The plan adds **13** officers per year for **9** years in order to maintain the Cop to Pop ratio of **146** in **2031**.

Deferring these costs must be directed to the Board.

37. With respect to the new “2024 New Sworn & Civilian Request - 16 FTEs” - is it right to suggest that only 4 of these positions are mandated by legislation? Can you be clearer about the specific legislation?

A study done by Federal Engineering (an external consultant commissioned by the City) indicated that staffing levels in the Communications Branch were not sufficient to meet increasing calls for service, future demands of the NG 911 or Ministry requirements.

It's crucial to understand that emergency services and 911 call centers are managed by local municipal governments. Therefore, it is the responsibility of the municipality to prepare emergency call centres for the introduction of new services.

The four positions referred in this question pertain to Communications Operators, in HPS Communications Branch. A detailed explanation is provided on page 8 of PSB 23-109. The CRTC mandate has an impact on our Communications Branch given the fact that it is the primary Public Safety Answering Point (PSAP) for all emergency 911 calls across the City.

The 2024 New Civilian & Sworn FTE budget request also reflects three new FTEs (1 Civilian 2 Sworn Detective Constables) for the establishment of a dedicated Missing Person Unit. This stems from Jury recommendations with the respect to the Devon Freeman Inquest and Gloria Epstein Inquiry. A detailed explanation can be found on page 11 & 12 of the PBS 23-109.

38. There is a section entitled “WSIB - From City of Hamilton (City)” - can you explain why this is coming from the City of Hamilton? We presume, regardless of where it’s coming from, this is related to HPS employees.

The City has one WSIB firm number for all WSIB claims across all City departments, including HPS.

The “WSIB – From City of Hamilton” refers to recovery costs from HPS by the City for the WSIB payments that flow through the Corporate Cost Centre. The shortfall between cost recovery and actual payments are drawn from the City’s WSIB reserve to which HPS has contributed to over the years.

It is worth noting that ever since the introduction of [presumptive post-traumatic stress disorder \(PTSD\) legislation](#) for first responders in 2016, the HPS has experienced significantly higher WSIB costs.

As communicated by the City’s Finance department and under the new accounting methodology, for 2024 and onwards (refer to page 7 of PSB 23-109) - WSIB will no longer be an allocation per FTE but a direct chargeback based on actual WSIB expenses incurred for the given year. This creates significant budgetary pressures, however, the City and HPS Finance departments have worked together on a phased-in approach over the next three years to lessen the budgetary impact.

It is estimated that for the next three years (starting in 2024), there will be an annual increase of approximately \$1,057,300 for each budget year.

39. It appears that we are financing some of our capital expenses, totalling \$1,513,431. Can you provide information about why we're doing this and if these capital expenses should be absorbed by the City and therefore not part of the HPS budget at all? Could the City pay the capital expenses outright so they don't have to be financed? Does this amount, 1,513,431, apply to interest only, or does it involve principal payments?

This concerns the Investigative Service Division (ISD) facility, with the stated amount reflecting the annual debt repayment, covering both principal and interest. Although all properties used by HPS are city-owned, HPS is responsible for budgeting for the mortgage repayments on the ISD building, following the city's directive.

Beginning in 2020, HPS initiated budgeting for these annual debt repayment obligations. However, as of now, no actual debt issuance has taken place. This situation was reported to the Board in PSB 23-057 (Capital Financing – Investigative Service Division (ISD) Debt Report) during the June 22, 2023, meeting.

In 2022, reflecting on the 2021 fiscal year-end, the HPS, despite ending the year with a \$2M deficit, sought the City's Corporate Finance Department to transfer any capital financing surplus to a designated HPS reserve, earmarked specifically for future debt repayments. No debt was issued in 2022 either, leading to another year of capital financing surplus. The HPS made a similar request for the 2022 surplus to be treated the same way. It was then HPS was informed by the City that the transfer for the 2021 surplus had not been executed, and the request for the 2022 surplus would also not be fulfilled. This policy continued into 2023, effectively resulting in a loss of three years' worth of potential ISD annual debt repayments for HPS.

If the debt had been issued in 2020, when HPS began budgeting for it, by the end of 2023, the HPS would have covered 3.5 years of its ISD debt obligations. HPS believes that under *PSA Section 4(3)*, it is the municipality's legal responsibility to bear these costs.

40. Are there any projects that can be moved from this budget year to a future budget year to reduce costs?

Please define what is meant by projects. Without knowing what projects being referred to, it is difficult to answer the question.

41. Can you explain all of the "Recovery" expenses on page 7 of 61 of the detailed budget?

Please refer to the answers provided under question 32. These are costs charged back by the City of Hamilton for services rendered.

42. Please define the following things under “Unallocated Expense”

- a. **Service Pay - \$190,000**
- b. **Meal Allowance - \$30,000**

These represent contractual obligations under both the Civilian and Sworn Collective Agreements. Members required to work for two hours past their regularly scheduled shift are entitled to a meal allowance.

43. How many officers are being paid on leave due to disciplinary or court proceedings? Please categorize the issues related to their paid leave.

There are six members suspended with pay, pursuant to PSA Section 89. As reminder, the PSA does not allow for suspension without pay except when an officer is sentenced to a term of imprisonment (please see Section 89(6)).

Suspension without pay

(6) If a chief of police, deputy chief of police or other police officer is convicted of an offence and sentenced to a term of imprisonment, the chief of police or board, as the case may be, may suspend him or her without pay, even if the conviction or sentence is under appeal. [2007, c. 5, s. 10](#).

44. Can you break out Court and Overtime costs from one another, throughout, totalling \$4,377,817. If they are broken out in the “Working Budget” we can look them up there, let us know. Are Court wages a different rate than Overtime wages? If so, what are those rates?

Please refer to the answer provided in question 3 regarding the Working Budget document. For the budget purpose, Court (CT) and Overtime (OT) costs are not separated. These are budgeted on a combined basis. To separate the budget for OT/CT would be a time-consuming exercise. The OT/CT actual costs are tracked and captured through separate General Ledger (GL) accounts.

Court wages and Overtime wages are generally paid at the same rate and follow the Collective Agreement:

- Court Time – Article 7 of Sworn Agreement
- Over Time – Article 3 (specifically 3.5) of Sworn Agreement

45. Why are there costs related to “Secondments” totalling \$1,442,012? How do secondments create expenses (is it for backfilling these roles?) and could we get more detail about these secondments?

Secondments are captured under DeptID 376520 (page 52 in Appendix C of PSB 23-109). This DeptID captures Sworn members that are seconded to assignments outside of Service for which HPS receives funding for, thus, a budget neutral impact. The funding is budgeted under “Operating Revenues - Gross” section on page 1 in Appendix C of PSB 23-109, specifically the Police Fees from Province line item. The Police Fees from Province also appears on pages 55 & 60 in Appendix C of PSB 23-109.

HPS provides regular updates to the Board and seeks an approval before it enters into a Secondment agreement with the Ministry or outside services/agencies. Some of secondment revenue includes the following programs:

- Repeat Offender Parole Enforcement (ROPE)
- Ontario Police College (OPC) Instructors
- Regional Intelligence Coordinator
- Provincial Weapons Enforcement Unit (PWEU)
- Golden Horseshoe Combined Forces Enforcement Unit (RCMP)
- Area Firearms Officers

46. In “Stand Alone Major Events” there are expenses of \$300,000 (53415)? What are these for, specifically? For McMaster, there are costs of \$5,000 (53131). Why is McMaster not paying for these costs?

These pertain to unbudgeted large-scale events that require police involvement, resources and additional specialized gear. This includes, but is not limited to, planned and unplanned demonstrations, McMaster Homecoming, Grey Cup, NHL Heritage Classic, St. Patrick’s Day, government caucuses’, for which there is little or no cost recovery.

McMaster was approached by the Mayor and a formal request was made to provide funding to offset the cost of these unsanctioned events. A meeting was held between the City Manager, McMaster President, McMaster Security Director and HPS. The request was eventually denied by McMaster.

47. What is the material difference between staff in “Court Documents” versus “Court Services – Administrator”

Court Services encompasses court security, the court documents branch as well as the administrative command team.

These categories capture the salaries related to each area. For example, Court Documents includes the salaries for Staff Sergeant, Sergeant, Detective Constable and six documents clerks, while the Court Services – Administration line includes a Superintendent, Inspector and Administrative Assistant.

48. Are all of the “Court Security” costs related to legislative requirements?

Yes. Under [Part X of the PSA \(Court Security\)](#), the Board is responsible for providing Court Security. In particular, Section 137 sets out those responsibilities as outlined below:

Court security
Municipalities with police forces

137 (1) A board that is responsible for providing police services for one or more municipalities has the following responsibilities, with respect to premises where court proceedings are conducted:

1. Ensuring the security of judges and of persons taking part in or attending proceedings.
2. During the hours when judges and members of the public are normally present, ensuring the security of the premises.
3. Ensuring the secure custody of persons in custody who are on or about the premises including persons taken into custody at proceedings.
4. Determining appropriate levels of security for the purposes of paragraphs 1, 2 and 3.

City of Hamilton receive funding from the province to offset the cost of Court Security. This funding is passed along to HPS to administer Court Security and Prisoner transportation services.

What is reflected in the 2024 proposed budget is \$4,958,267 (**2023** actual funding level). The **2024** actual funding came in slightly lower than budgeted, \$4,882,667, which creates an unfavourable difference in the 2024 proposed budget of \$75,600.

49. What is the material difference between staff in “Quality Assurance” versus “Quality Control”?

Under the direction of the Records Supervisor, the Quality Control Clerks read, classify, verify and perform corrective action and maintenance functions for a variety of occurrence reports within the Records Management System (RMS) and statistical reporting program.

Quality Assurance is responsible for developing and complying with measurable standards of performance. This includes compliance auditing (degree of compliance with internal or

external policies, controls, laws, regulations and directives) and comprehensive auditing (objective and independent review by external auditors).

50. What is the material difference between “Records Administration”, “Records Documents”, and “Access to Information”?

These labels distinguish the different roles within Records. Records Administration comprises all Records Quality Control Clerks, whereas Records Documents encompasses the remainder of the Unit, which includes the following positions:

- Records Supervisors
- Records Clerks
- Records Support Clerks
- Charged Persons Clerks
- Customer Service Representatives
- Scanning Clerks
- CPIC Control

Access to Information is the Freedom of Information (FOI)/Information Management Team (IM)

- IM Supervisor/FOI Coordinator
- Freedom of Information Analyst
- Digital Evidence Management System Clerks