



Peterborough Police Services Board

Staffing Review

Final Report

October 8th, 2021



Disclaimer

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This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the Peterborough Police Services Board. KPMG has not and will not perform management functions or make management decisions for the Peterborough Police Services Board.

This Final Report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this Final Report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the Peterborough Police Services Board nor are we an insider or associate of the Peterborough Police Services Board. Accordingly, we believe we are independent of the Peterborough Police Services Board and are acting objectively.

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Executive Summary

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Key Takeaways

- KPMG compiled a list of 44 recommendations to enhance the efficiency and staffing of the PPS in collaboration with Senior Command
- The recommendations have been categorized and prioritized using KPMG's Target Operating Model (TOM)
- These recommendations will enable the PPS to adopt leading practices and drive organizational maturity across the TOM layers.

Project Objectives

KPMG was engaged by the Peterborough Police Services Board (PPSB or PSB) to conduct a Staffing Study to examine, assess, critique, and make specific recommendations on strengths/weaknesses of current and future service delivery requirements. Recommendations in the Final Report align with current legislation requirements and the 2020-23 Strategic Plan.

Deliverables

In keeping with Project Objectives and the scope of work, KPMG completed the following activities and key deliverables:

1. Stakeholder engagement and online survey with PPSB and PPS stakeholders
2. Benchmarking analysis with similar police services in Ontario
3. Workload analysis comparing front-line resources with CFS workload
4. Financial impact of modifying staffing levels
5. Recommendations to enhance the efficiency and staffing of the PPS

Recommendations

In collaboration with the PPS, KPMG compiled a list of 44 recommendations to enhance the efficiency and staffing of the PPS. All recommendations were organized into categories using KPMG's Target Operating Model (TOM). The TOM is comprised of the following categories

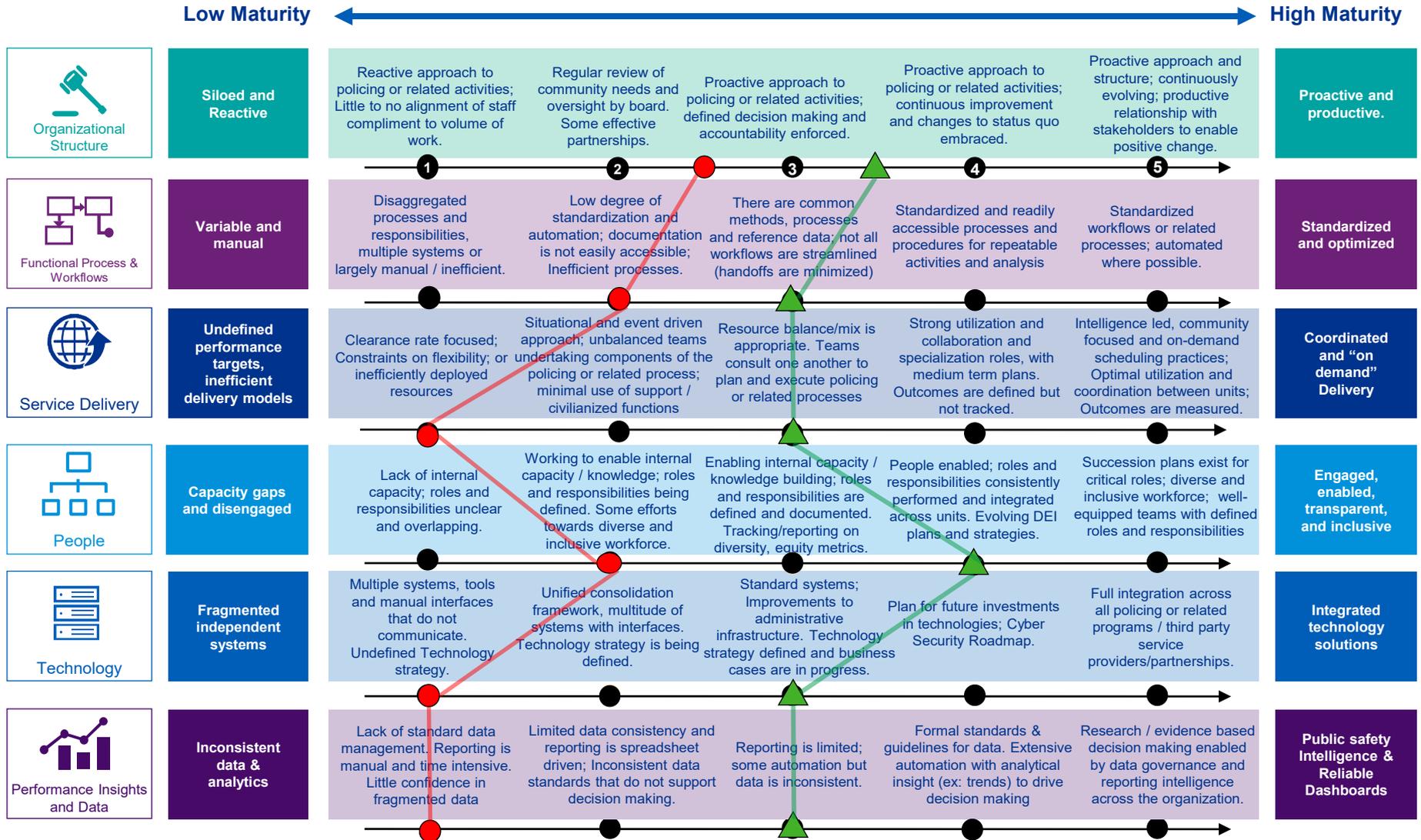
1. Organizational Structure
2. Functional Processes / Workflows
3. Service Delivery
4. People
5. Technology
6. Performance Insights & Data

KPMG recommends that service delivery modifications be considered prior to increasing staffing complement. Monitoring trends between workload demand and supply hours month over month or year over year should inform staffing levels going forward.

KPMG also assessed the PPS against the TOM maturity scale on the following slide.

Current State Assessment Model

Based on information gathered during the stakeholder consultations and workload analysis, KPMG assessed the PPS' current state (●) against the Target Operating Model (TOM) below. The TOM includes six dimensions which are rated on a 5-point scale (1-5). Based upon KPMG's recommendations in this report, the PPS can achieve a future state shown below (▲) within a timeline of five (5) years. These recommendations will enable the PPS to progress along the 5-point maturity scale thereby improving its target operating model.





Project Overview

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Project Objectives

Introduction

This Final Report was prepared to present observations and evidence to form a potential case for change arising from comparative research, operational analysis and interviews with members of the Peterborough Police Service Board (“PPSB”) and members of the Peterborough Police Service (“PPS”). This Final Report also includes opportunities to improve the overall effectiveness and efficiency of the PPS’ current service delivery model including the organizational structure and staffing needs.

Project Objectives

KPMG was engaged by the PPSB to conduct a Staffing Study to examine, assess, critique, and make specific recommendations on strengths/weaknesses of current and future service delivery requirements. Recommendations in the Final Report align with current legislation requirements and the 2020-23 Strategic Plan. Overall, the project:

- a) Assessed the current Organizational Structure relating to the division of labour, span of control, command chain, workflows, alignment and functions, authority, responsibility, delegations and accountabilities within the context of the service requirements.
- b) Consulted with the Board, Policy & Planning Committee, Chief of Police, members of the Peterborough Police Service’s leadership team and other identified public stakeholders.
- c) Benchmarked and measured all Peterborough Police Service resources and programs to comparable sized police services in the Province of Ontario in terms of population and crime rates.
- d) Reviewed department functions in terms of workflow, communications, and alignment.
- e) Incorporated fiscal responsibility and accountability.
- f) Conducted an analysis of business systems, processes and use of technology.
- g) Utilized existing reports to evaluate current environmental data, community needs and attitudes towards policing services.
- h) Recommended opportunities for efficiencies that build on current capacity, identify potential savings, propose revenue streams, consider alternative delivery models, examine service enhancements and efficiency opportunities, and determine the appropriate deployment and level of personnel relative to workload requirements.
- i) Assessed and recommended opportunities for increased effectiveness and efficiencies resulting from Bill 175, the Safer Ontario Act, which is expected to be enacted in 2022 as of the date of publication of this report

Project Principles

Project Principles

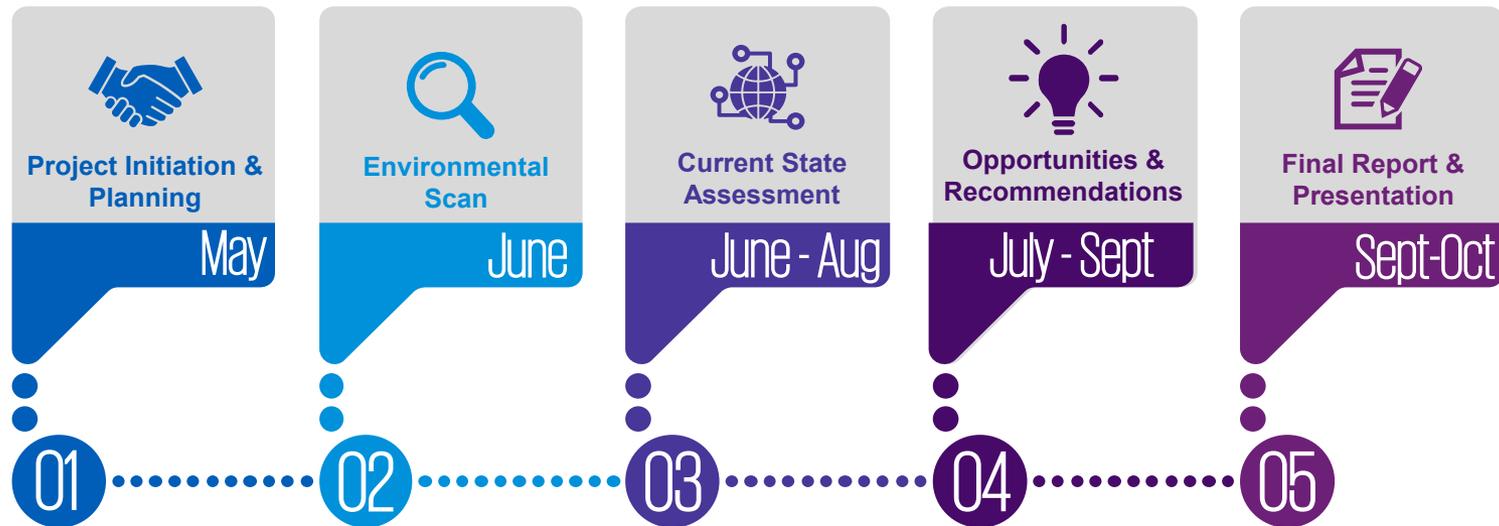
KPMG conducted all phases of the project with the following principles in mind:

- The knowledge and expertise of Service staff was fully engaged and built upon, to arrive at recommended actions through a transparent, participative and inclusive process facilitated by KPMG.
- The staffing review process was conducted in a way that engages Service employees.
- The aim was to, wherever possible, transfer knowledge and necessary “tools” to Service staff to enable them to better develop their own solutions to operational and process issues and challenges over time.
- The framework and approach were based on leading practices from other police services, municipalities, or other levels of government experience and/or private sector.
- Lastly, this was not an audit nor a deeper-dive operational review. This was a review to build on successes and identify opportunities to improve the efficiency and effectiveness of how the Service delivers services to the community and citizens of Peterborough.

Work Plan

Work Plan

This engagement commenced on May 12, 2021 with the Final Report submitted to the PPSB on September 22nd, 2021. The diagram below depicts the key phases of the project:



Project Initiation & Planning

Met with the Project Team to clarify expectations, refine lines of inquiry, and develop a subsequent work program for the engagement.

Environmental Scan

Collected relevant information on the Service and conducted stakeholder engagement exercises and a high level benchmarking review against four comparator police services.

Current State Assessment

Analyzed the Services' current and future service delivery model including organizational structure, service levels, capacity and other key areas. Presented an interim report to the Project Team.

Opportunities & Recommendations

Facilitated small group working sessions with the Project Team to identify, rank and confirm potential opportunities. Developed recommendations and a high-level implementation plan.

Final Report & Presentation

Developed a draft final report with recommendations and implementation for the Services' consideration. Incorporate feedback and present the final report to the Steering Committee.

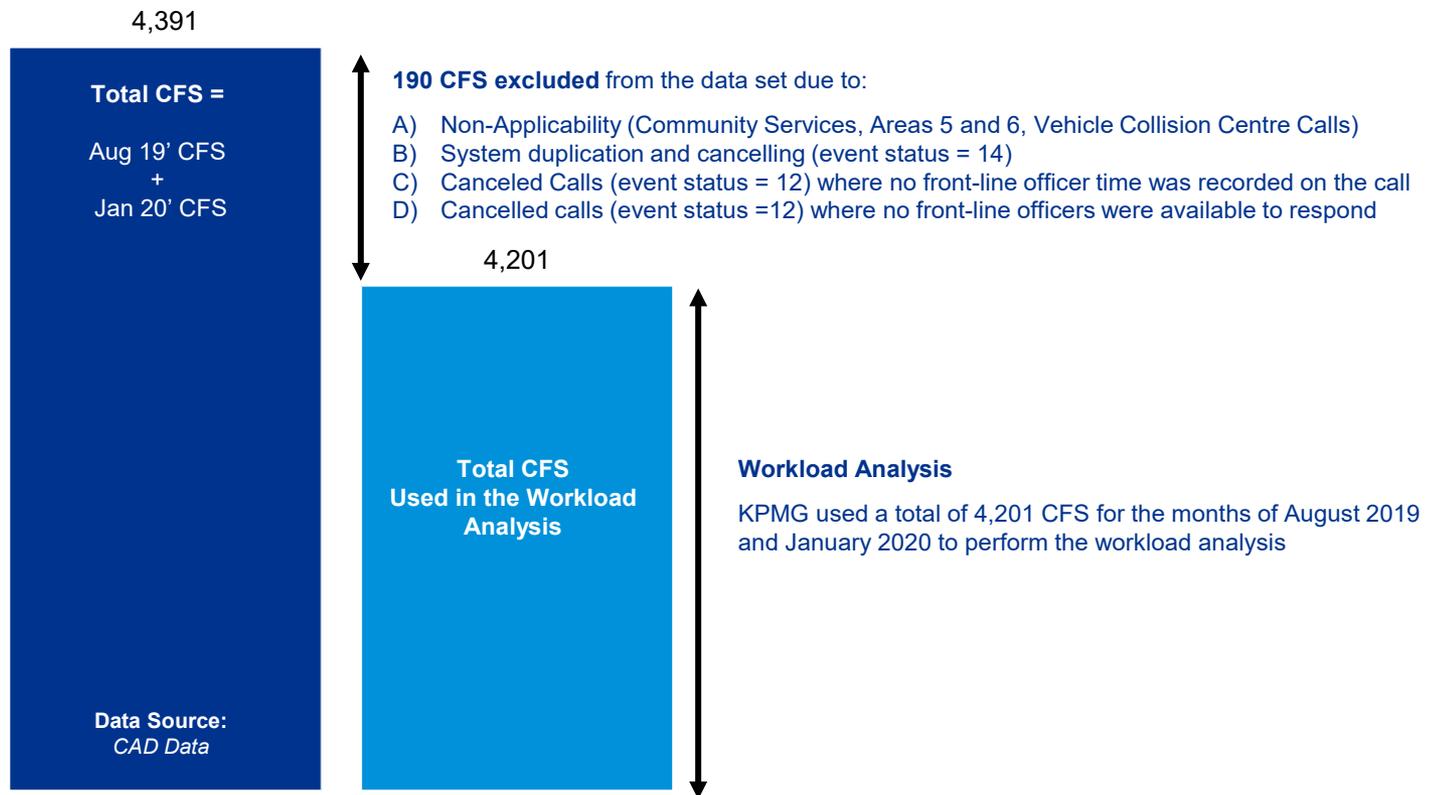


Workload Analysis

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Workload Analysis - Calls for Service (CFS)

KPMG used Calls for Service (CFS) data provided by the Peterborough Police to determine the demand for service (workload). Data was provided for the months of August, 2019 and January, 2020 for which KPMG observed a total workload of **4,201 calls for service**. These calls were ultimately converted into workload with a focus on calls requiring a response by sworn officers assigned to Community Patrol teams (areas). Note: these two (2) months were chosen to account for changes in the nature and volume of calls due to seasonality, and two (2) months were selected as a sample in order to calculate workload on an average basis which more accurately reflects yearly trends.



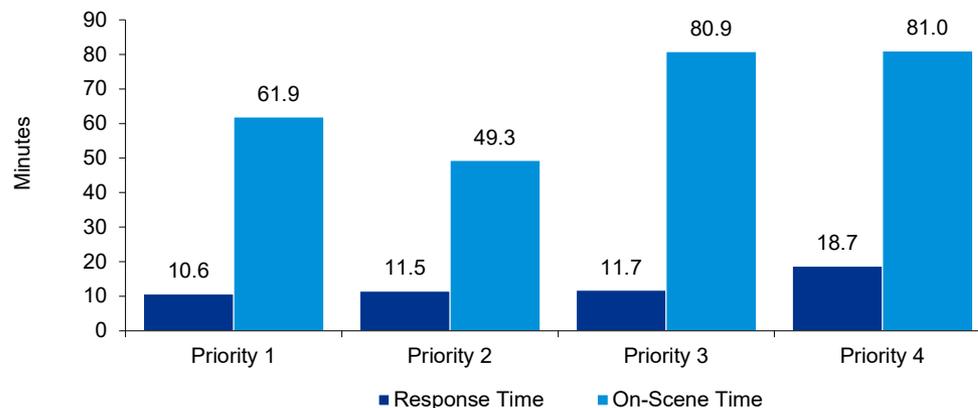
Workload Analysis Methodology

For the months of August, 2019 and January, 2020 KPMG calculated average workload (“A”) using CFS, response times and occurrence times as follows. KPMG calculated these average values using CFS data extracted from the Computer-Aided Dispatch (CAD) system. Likewise, KPMG calculated the average supply of front-line officer hours available for CFS using timesheet data and applying an impairment factor (“B”). The difference (“C”) between workload and supply is the shortage or surplus of hours required to manage 100% of CFS.

Table 1: Workload Analysis Assumptions

Priority	Median Response Time / Officer (mins)	Average On-Scene Time / Officer (mins)	Average # of Responding Officers per Call	Guide for # of Officers Dispatched
1	10.6	61.9	2.7	Minimum two officers (also supervisor on scene)
2	11.5	49.3	2.2	In most cases, one officer
3	11.7	80.9	1.8	One officer
4	18.7	81.0	1.7	No officers in most cases. Alternative response or Collision Centre

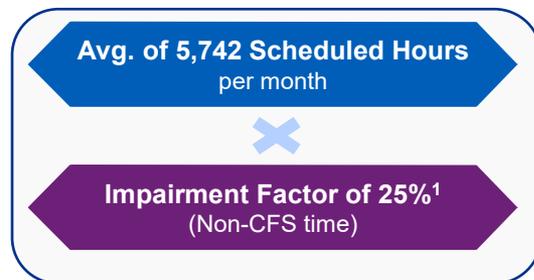
Average Response & On-Scene Times per Officer by Priority



(A)
Workload Analysis



(B)
Supply Hours Analysis



C = A-B



1- Impairment factor: a factor used to reduce scheduled hours available to respond to CFS after accounting for time spent on administrative duties, report writing, lunch breaks and other non-CFS duties.

Monthly Workload and Supply (Hours)

Based on a monthly average of 2,101 CFS or 68 CFS per day, KPMG observed a total monthly **workload of 5,739 hours** broken down as follows:

1 Monthly Workload

Average Monthly Workload Hours by Priority

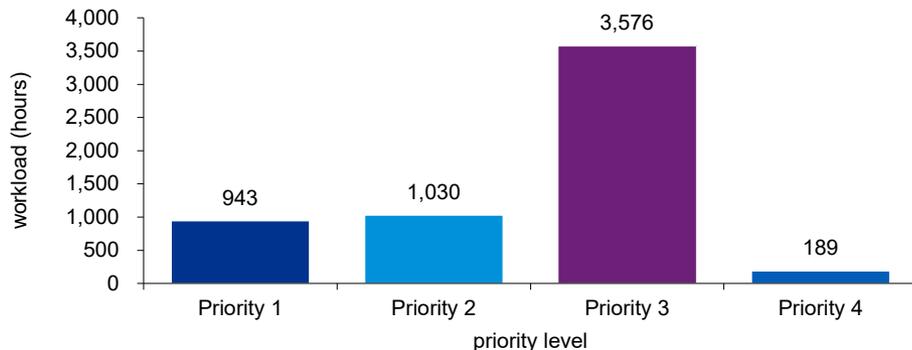


Table 2: Average Monthly Workload Hours

Priority	Total Response Time (Hours)	Total On-Scene Time (Hours)	Workload (Hours)
1	138	805	943
2	195	836	1,030
3	452	3,124	3,576
4	36	154	189
Total	820	4,686	5,739

KPMG extrapolated a monthly average of **4,306 productive supply hours** based upon a sample of 2,593 scheduled hours spanning two weeks.

2 Monthly Supply

Average Monthly Supply Hours Available for CFS

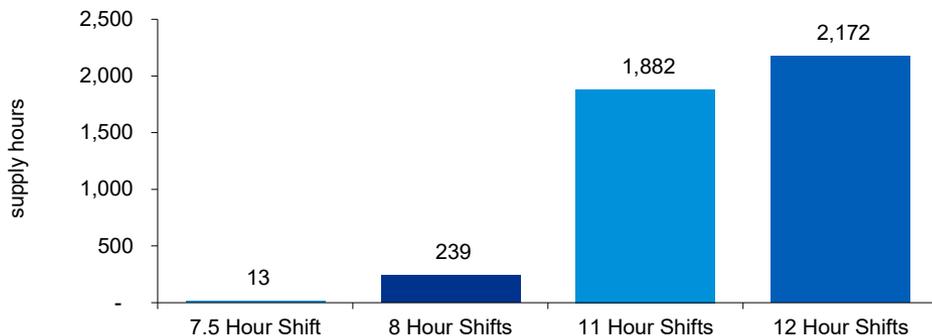


Table 3: Average Monthly Supply Hours

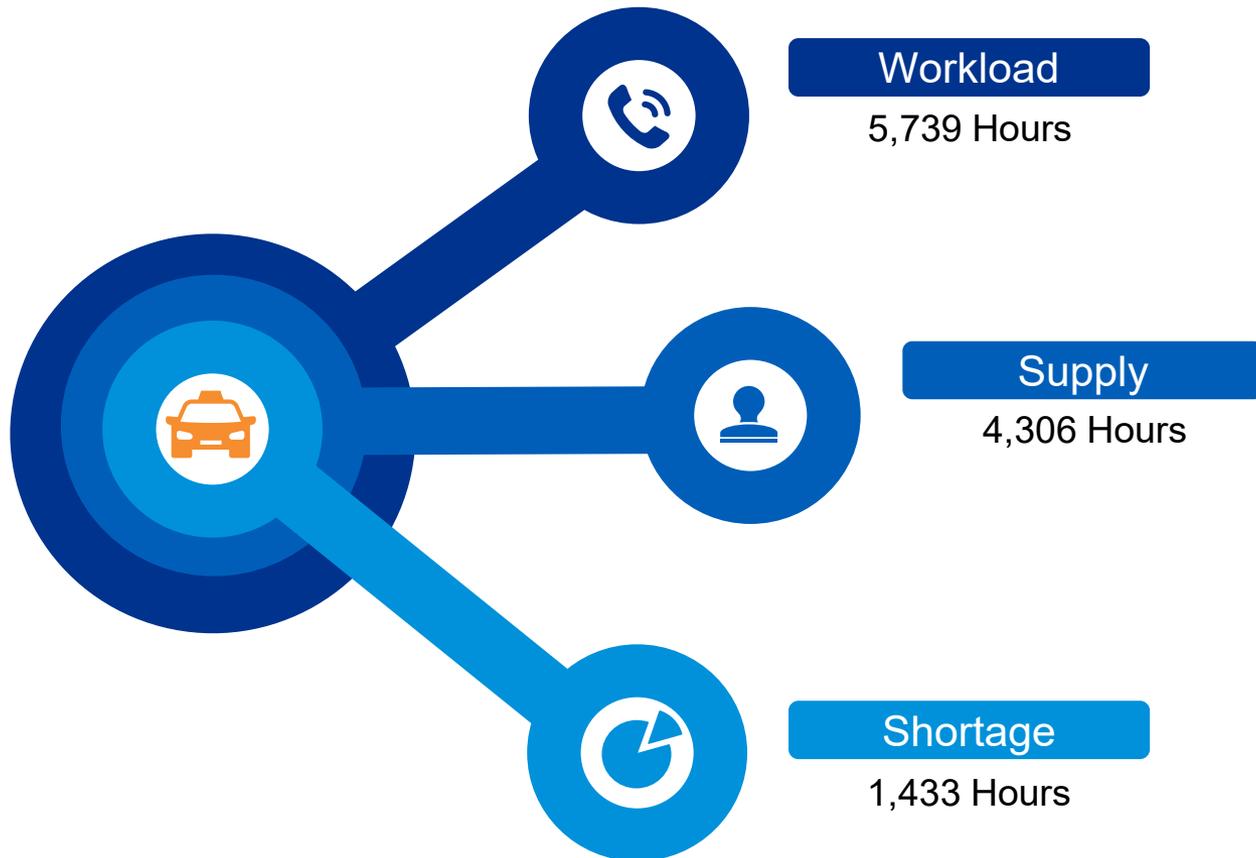
Shift Duration	Supply Hours	Productive Supply Hours
7.5 HR Shifts	18	13
8 HR Shifts	319	239
11 HR Shifts	2,509	1,882
12 HR Shifts	2,896	2,172
Total	5,742	4,306*

* Productive hours were obtained by accounting for an impairment factor of 25% for all scheduled time. **Staff Sergeant and Sergeant supply hours were not included in monthly supply hours available for CFS.**

PPSB Staffing Review - Workload Analysis

Monthly Supply vs. Workload

Using an average monthly workload of 5,739 hours and an average monthly supply of 4,306 hours, KPMG calculated an **average shortage of 1,433 hours per month for front-line officers**. This figure translates to an **average shortage of 7.3 FTEs per day (5.5 productive FTEs per day after accounting for the impairment factor)**. Given that Police Services is a 24-hour operation, this figure further translates to an **average shortage of 3.65 FTEs per 12-hour shift**. (Note: these shortages were calculated on average, and therefore, are not equally distributed across all days of the week and month).



Data Insights

The average supply of front-line officers was equal to 75% of workload during August, 2019 and January, 2020.

Every 8.4 in excess hours is equivalent to one (1) productive FTE available for CFS.

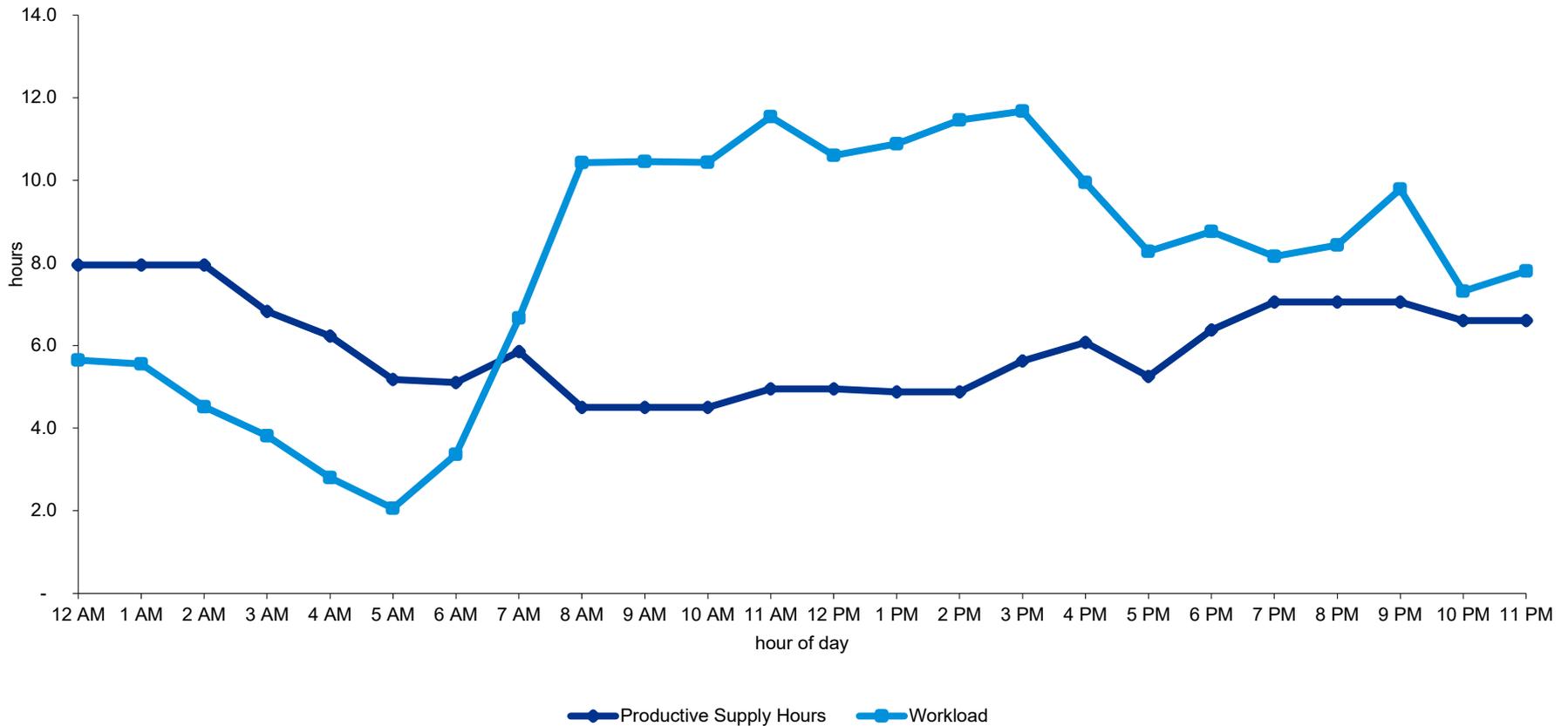
Workload and supply hours are further broken down in the following pages by:

- a) Time of day; and
- b) Day of week

Workload Analysis - Monday to Friday

KPMG observed a shortage of supply hours between 7am and 11pm; and a surplus between 12am and 7am. Productive supply hours vary from hour-to-hour since officer shifts vary in duration and are staggered throughout a 24-hour period.

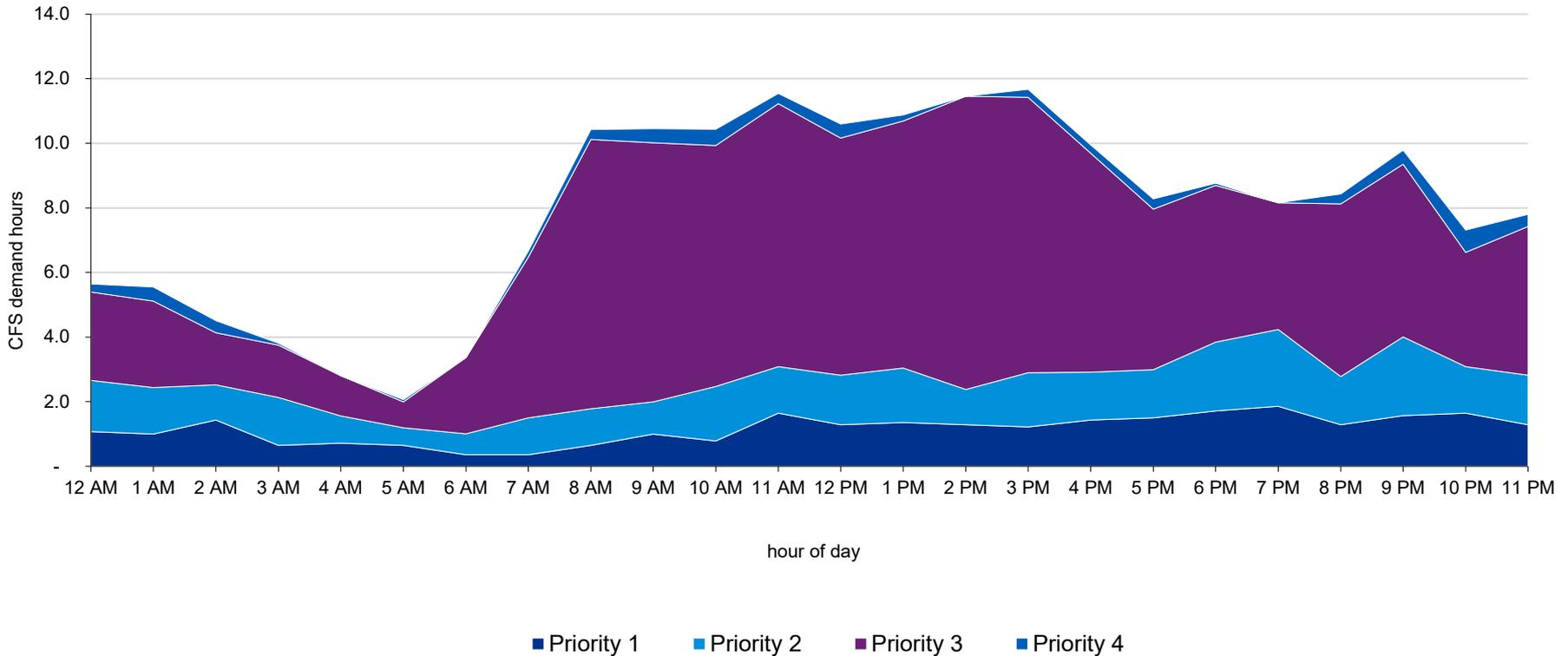
Average Workload vs. Front-Line Officer Supply Hours by Hour - Monday to Friday



Workload Analysis - Monday to Friday

Workload hours from Monday to Friday were primarily required for Priority 3 CFS. Moreover, CAD data revealed the most frequent CFS were Routine Traffic Stops (P3), Suspicious Persons (P2) and Community Services (P3) between Monday to Friday.

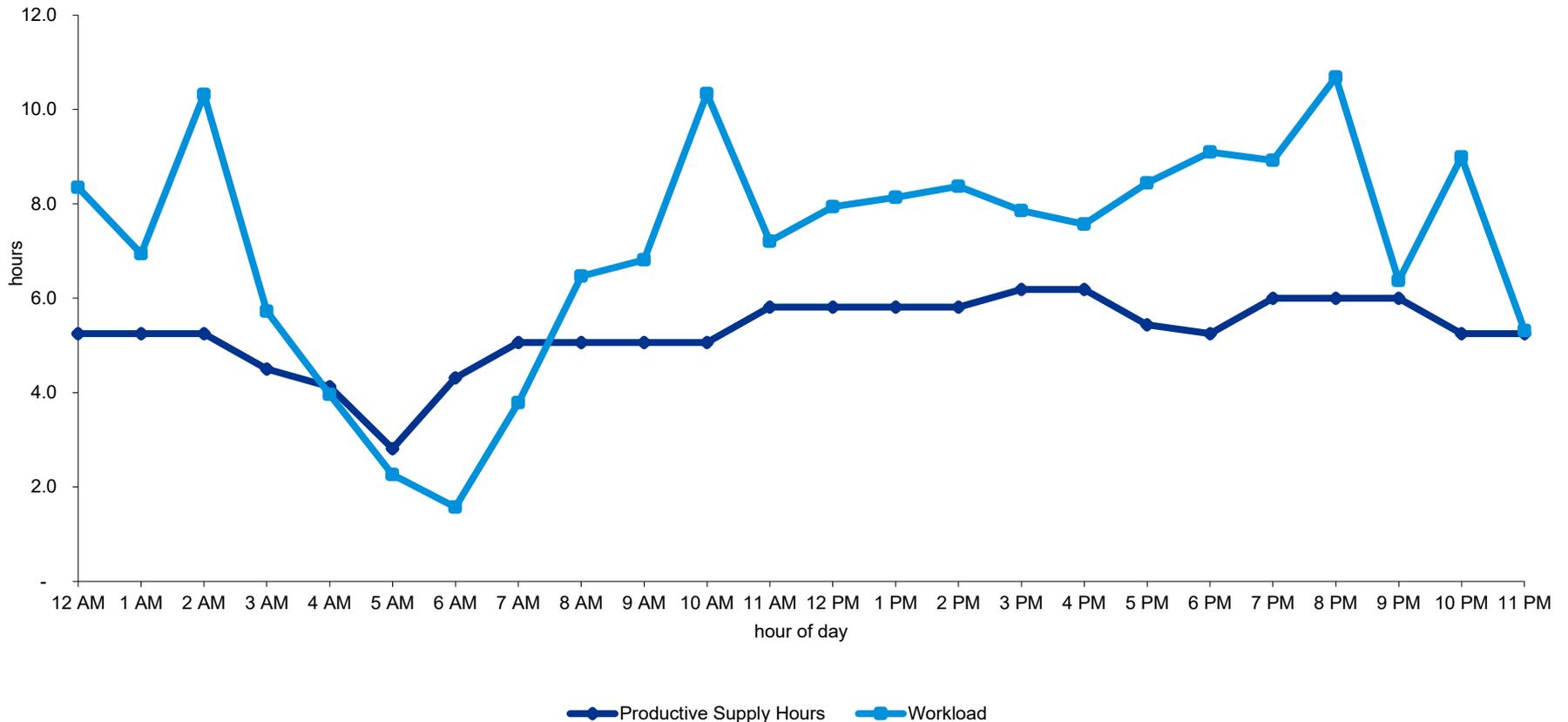
Average Workload by Hour of Day and Priority - Monday to Friday



Workload Analysis - Saturday and Sunday

KPMG observed a shortage of supply hours between 7am and 4am; and a surplus between 4am and 7am. Productive supply hours vary from hour-to-hour since officer shifts vary in duration and are staggered throughout a 24-hour period.

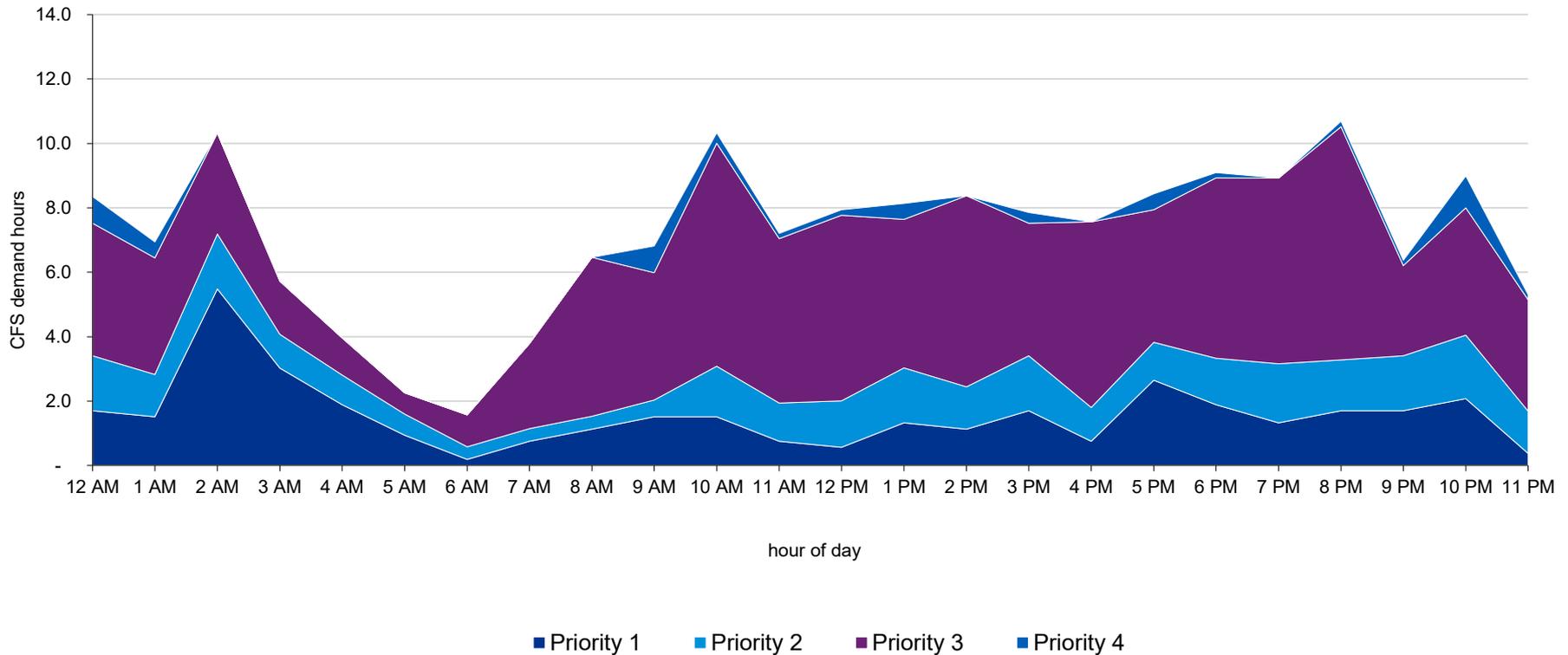
Average Workload vs. Front-Line Officer Supply Hours by Hour - Saturday and Sunday



Workload Analysis - Saturday and Sunday

Workload hours from Saturday to Sunday were primarily required for Priority 3 CFS. Moreover, CAD data revealed the most frequent CFS were Disturb the Peace (P1, P2), Community Services (P3) and Routine Traffic Stops (P3). (Note: the same y-axis scale has been applied as the previous page to improve comparability between weekdays and weekends).

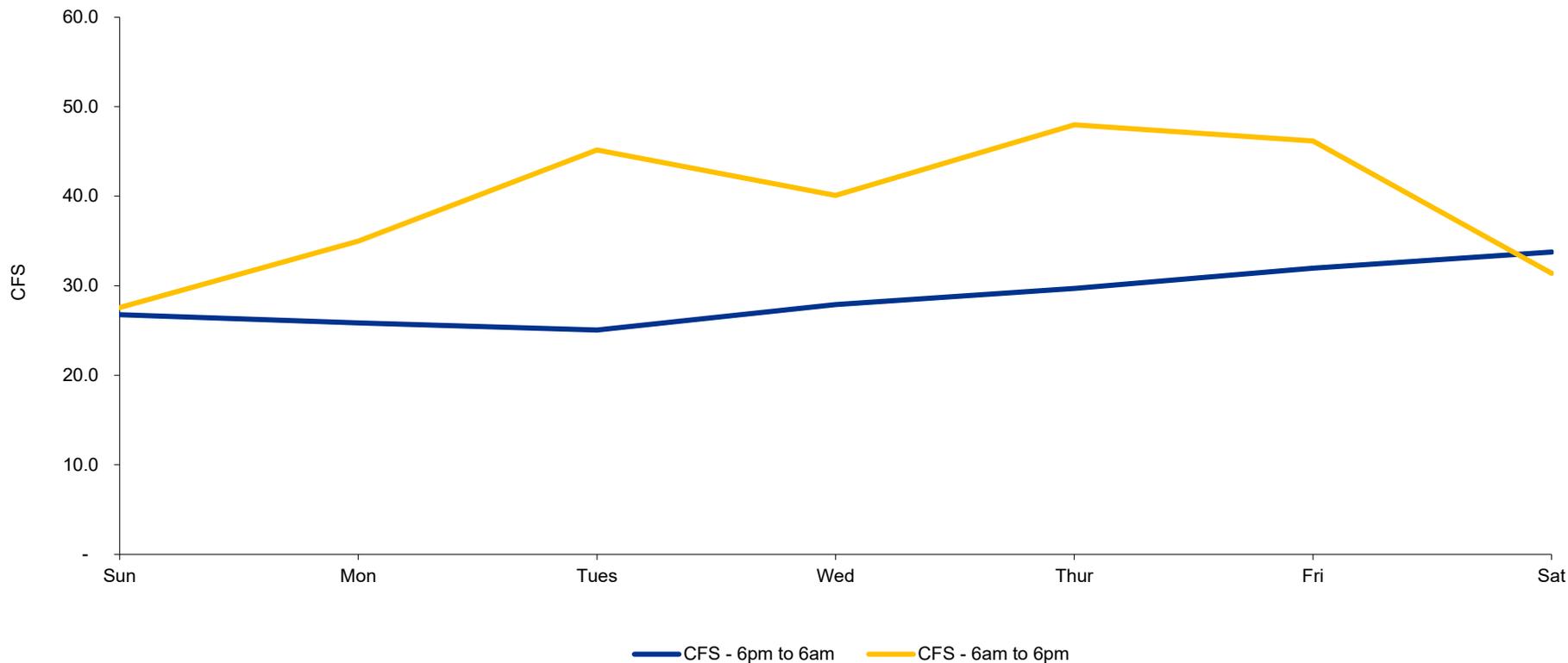
Average Workload by Hour of Day and Priority - Saturday and Sunday



CFS by Day

KPMG observed that CFS generated during day shifts are greatest on Tuesdays, Thursdays and Friday; conversely, CFS generated during night shifts are greatest on Thursdays, Fridays and Saturdays. Workload shortages identified in the preceding pages are therefore most felt during these days compared to other week days. Refer to Appendix C for a detailed analysis, by day-hour, of this chart.

Average Daily CFS (Sunday to Saturday)



Top 10 Calls by Priority

KPMG observed the top 10 CFS by Priority as follows during the combined months of August, 2019 and January, 2020. Total CFS during both months was 4,201. The Top 10 CFS (right) represented 57% of all CFS during both months. These calls are further broken down below between weekdays and weekends.

CFS – Weekdays and Weekends (Aug. 19', Jan 20')

Priority	CFS (Two Months Combined)
Priority 1	587
Priority 2	923
Priority 3	2,556
Priority 4	135
	4,201

#	Type of Call	Total	Priority 1	Priority 2	Priority 3	Priority 4
1	ROUTINE TRAFFIC STOP	407	-	-	407	-
2	SUSPICIOUS PERSON	358	1	347	10	-
3	COMMUNITY SERVICES	347	-	-	347	-
4	DISTURB THE PEACE	243	190	53	-	-
5	UNWANTED PERSON	196	8	188	-	-
6	THEFT	181	-	37	80	64
7	ESCORT	175	-	-	175	-
8	PROPERTY RELATED	173	-	-	173	-
9	POLICE ASSISTANCE	171	-	-	171	-
10	DOMESTIC DISPUTE	150	81	-	69	-
	TOTAL	2,401	280	625	1,432	64

*There was a total of 61 days spanning August, 2019 and January 2020.

CFS – All Weekdays (Aug. 19', Jan 20')

#	Type of Call	Total	Priority 1	Priority 2	Priority 3	Priority 4
1	ROUTINE TRAFFIC STOP	331	-	-	331	-
2	SUSPICIOUS PERSON	291	1	281	9	-
3	COMMUNITY SERVICES	255	-	-	255	-
4	ESCORT	163	-	-	163	-
5	UNWANTED PERSON	142	5	137	-	-
6	DISTURB THE PEACE	137	112	25	-	-
7	THEFT	136	-	33	56	47
8	POLICE ASSISTANCE	129	-	-	129	-
9	PROPERTY RELATED	128	-	-	128	-
10	DOMESTIC DISPUTE	104	54	-	50	-
	TOTAL	1,816	172	476	1,121	47

*There was a total of 45 weekdays spanning August, 2019 and January 2020.

CFS – All Weekends (Aug. 19', Jan 20')

#	Type of Call	Total	Priority 1	Priority 2	Priority 3	Priority 4
1	DISTURB THE PEACE	106	78	28	-	-
2	COMMUNITY SERVICES	92	-	-	92	-
3	ROUTINE TRAFFIC STOP	76	-	-	76	-
4	SUSPICIOUS PERSON	67	-	66	1	-
5	UNWANTED PERSON	54	3	51	-	-
6	DOMESTIC DISPUTE	46	27	-	19	-
7	THEFT	45	-	4	24	17
8	PROPERTY RELATED	45	-	-	45	-
9	NOISE COMPLAINT	45	-	-	45	-
10	POLICE ASSISTANCE	42	-	-	42	-
	TOTAL	618	108	149	344	17

*There was a total of 17 weekend days spanning August, 2019 and January 2020.

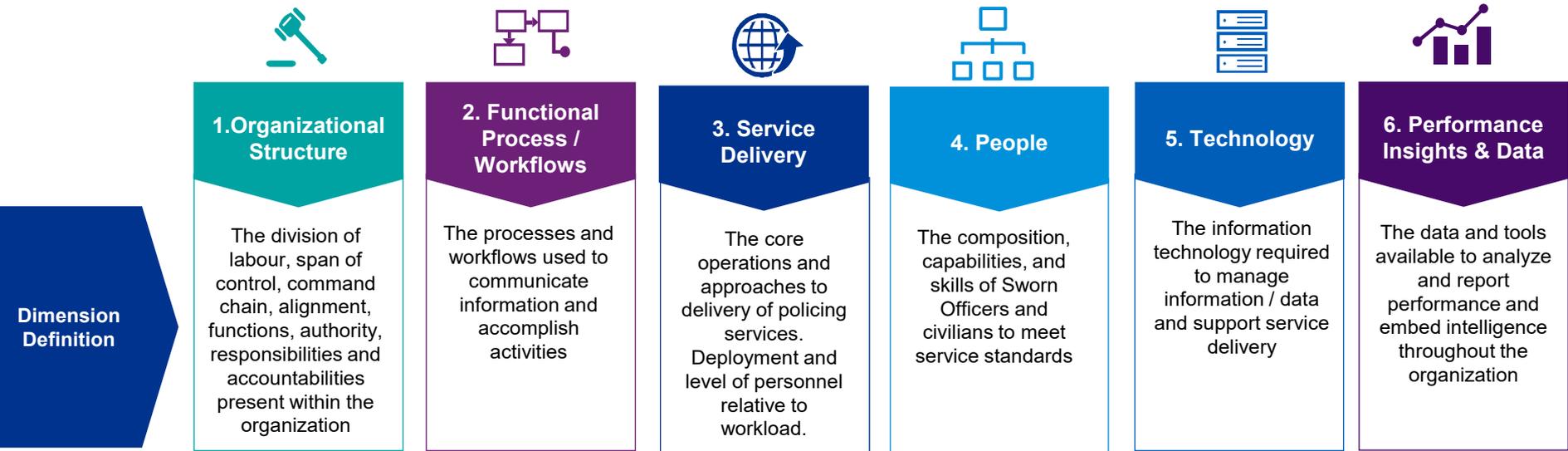


Future State Opportunities

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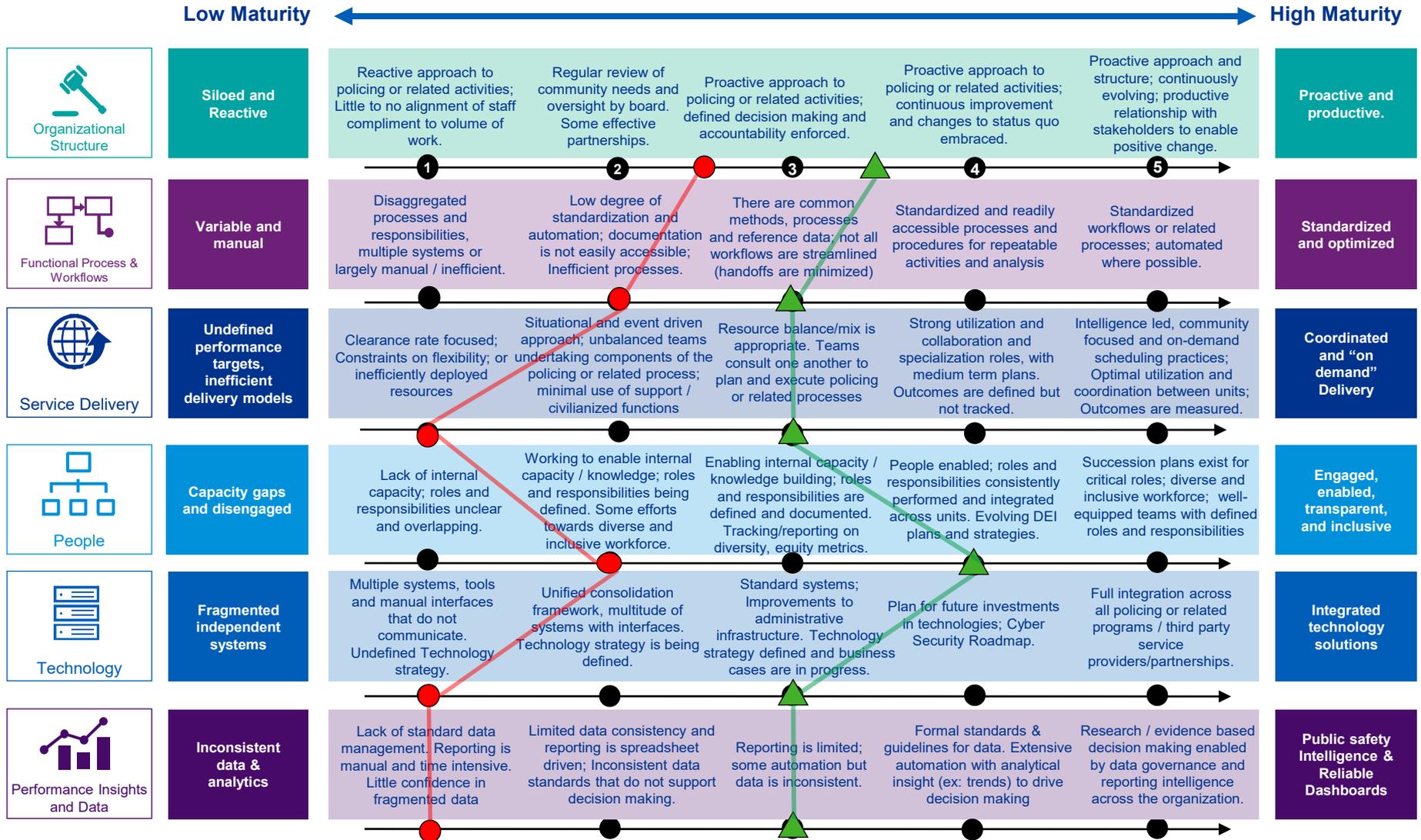
Target Operating Model (Recap)

Key themes from the interviews and focus group discussions and survey results were organized into six dimensions as a means of analyzing and understanding the current state of PPS service delivery. KPMG’s Target Operating Model (TOM) framework was used to structure the themes. The six TOM dimensions provide a consistent means and structure to evaluate existing policing or related processes, validate goals and objectives, identify key trends and patterns in staffing models and improvements that can be applied by Peterborough Police Services.



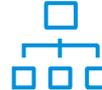
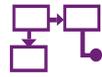
Current State Assessment

A clearly defined current state is key to understanding issues, challenges and pain points within an organizational process or function, and the first step in the identification of gaps and potential improvement initiatives. Based on information gathered during the stakeholder consultations and workload analysis, KPMG considered the current staffing allocation, capacity, information from operations and management of policing or related process. As a result, KPMG rated the current state for each dimension of the Target Operating Model (TOM) to produce an overall Current State Assessment (●) using the following 5-point scale for each dimension and target state across the next five (5) years. The future state (▲) can be realized by implementing the opportunities contained within this report.



Future State Opportunities

KPMG identified a total of forty-four (44) opportunities as part of the Staffing Review, of which thirteen (13) were identified to be ‘top opportunities’. Adoption of these top opportunities will drive greater organizational maturity and progress across the Target Operating Model over the next five (5) years. All opportunities are presented and categorized below. Note: the workload analysis and stakeholder consultations inform the top opportunities and staffing opportunities while the stakeholder consultations inform only the other opportunities.



	1. Organizational Structure	2. Functional Process / Workflows	3. Service Delivery	4. People	5. Technology	6. Performance Insights & Data
Top Opportunities	Problem-Oriented Policing Strategy Performance Management	Refer to Staffing Opportunities	Hybrid Response for Mental Health CFS Shift Patterns	Staff Forecasting Wellness Participation and Employee Engagement	IT Strategy & Risk Assessment	Productive Supply Hours and Community Policing OSL Data Reporting & Dashboards
Staffing Opportunities (page 27)	Corporate Services Unit	Workforce Management (ARU and Accommodated)	Increase Staffing Complement Special Constables			
Other Opportunities	8 Additional Opportunities (Pages 37-40)	6 Additional Opportunities (Pages 49-51)	7 Additional Opportunities (Pages 43-45)	6 Additional Opportunities (Pages 47-48)	3 Additional Opportunities (Pages 41-42)	1 Additional Opportunity (Page 46)



Staffing Level Opportunities

Future Costs for Staffing Levels

KPMG estimated the future costs to hire the following resources as recommended in the opportunities sections of this report (excluding internship roles). These costs can be spread across a five (5) year timeline which aligns with the Target Operating Model proposed earlier in this report. The estimated costs of \$1,341,500 are equal to 5% of the PPS' net 2021 budget of \$27.03 million.

Opportunity Reference	Type of Hire	Additional Resources Required (FTEs)	Estimated Cost	Assumptions ¹
Top Opportunities				
1.01	Director of Corporate Services	1.0	\$263,000	The salary for this position was assumed to be equivalent to the salary of the Deputy Chief + 29% for benefits.
1.01	IT Manager	1.0	\$132,000	The salary for this position was assumed to be equivalent to the salary of a Finance/HR Manager + 29% for benefits.
3.02	Front-Line Police Officers	7.3	\$592,000	The salary for this position was assumed to be equivalent to the salary of a Fourth Class Constable + 29% for benefits.
3.03	Special Constables	Minimum of 1.0	Minimum of \$84,000	The salary for this position was assumed to be equivalent to a Year 1 Special Constable + 29% for benefits.
6.00	Workforce Management	1.0	\$88,500	The salary for this position was assumed to be equivalent to an HR Coordinator + 29% for benefits.
Additional Observed Opportunities				
1.07	E-Crimes Analyst	1.0	\$91,000	The salary for this position was assumed to be equivalent to a Year 1 Crime Analyst + 29% for benefits
1.07	Social Media Analyst	1.0	\$91,000	The salary for this position was assumed to be equivalent to a Year 1 Electronic Forensic Analyst + 29% for benefits
Total		13.3	\$1,341,500	

Sources: 1- Civilian Salary Grids; New Salary Grids based on PPA Settlement; Collective Agreement (Uniform) 2021-2023; Deputy Contract



Top Opportunities



Top Opportunities

KPMG identified the top 13 opportunities in collaboration with the PPS. These opportunities are not rank-ordered by priority but ought to be considered holistically. Adoption of these opportunities will drive greater organizational maturity relative to the remainder of opportunities presented on pages 37 to 40.

Dimension	#	Opportunity Title	Description
 Organizational Structure	1.00	Problem Oriented Policing Strategy	<p>Recommendation: Reinforce the Problem Oriented Policing (POP) Strategy for PPS and provide ongoing communication of the commonly used problem-solving method known as the SARA model (Scanning, Analysis, Response and Assessment) and create a searchable database of previous POPs for access by members.</p> <p>Rationale: A system wide use of POP will provide a standard process for identifying and managing repetitive community problems. The creation of a searchable database of previous POPs will assist members in assessing what works and what does not in addressing the root cause of problems.</p>
	1.01	Corporate Services Unit	<p>Recommendation: Develop a long term plan to establish a civilian-led "Corporate Services" function with oversight of Finance, IT, HR, Records, Facilities, Procurement and Fleet. In addition, hire an IT Manager (2021 Board-approved position). Also refer to Opportunity 1.03 Enterprise Risk Management.</p> <p>Rationale: This function will provide strategic leadership for corporate and administrative services and enable Senior Command to focus on core policing operations. The creation of this functional lead will mitigate some of the risk connected to Corporate Services' area of responsibilities. The division of labour and expertise in these essential support areas are critical for PPS success.</p>
	1.02	Performance Management	<p>Recommendation: Members should be centrally evaluated based on available performance outcomes/metrics. Metrics (and applicable targets) should be communicated and aligned to strategic priorities.</p> <p>Rationale: Evaluation based on identified metrics will enable consistency across all of the evaluations and drive team outcomes. The consultative approach will signal to members their role in organizational success.</p>

Top Opportunities

KPMG identified the top 13 opportunities in collaboration with the PPS. These opportunities are not rank-ordered by priority but ought to be considered holistically. Adoption of these opportunities will drive greater organizational maturity relative to the remainder of opportunities presented on pages 41-42.

Dimension	#	Opportunity Title	Description
 <p>Technology</p>	2.00	IT Strategy & Risk Assessment	<p>Recommendation: Once a Corporate Services Unit has been established, in due course it is recommended to conduct a formal IT Risk Assessment surrounding the services core IT services, systems and infrastructure. There may be a need to build a dedicated IT team within PPS. Additionally, create and define an IT prioritization framework with criteria co-developed with Senior Command.</p> <p>Refer to 2.02 for a listing of possible investments in IT.</p> <p>Rationale: Regardless of an organization's size, complexity of operations or service delivery model, a common set of risks are generated by the use of information technology. The most critical elements such as security, compliance, agility and reliability should be assessed periodically. The identified risks can assist the PPS and the IT Staff in proactively mitigating impact to service delivery and build awareness of the necessary skills to do so.</p> <p>Without a dedicated IT unit, PPS must submit their IT priorities into the municipality's IT queue along with the priorities of the municipality's other departments. With a shared model, the PPS is less effective in prioritizing resources to meet the demand's of policing modernization, changing public safety needs, new officer safety and wellness strategies and the PSB's strategic plan.</p> <p>The ongoing IT prioritization framework can be used to evaluate and prioritize business cases for future new technology needs and ensure mission focused initiatives are undertaken.</p>

Top Opportunities

KPMG identified the top 13 opportunities in collaboration with the PPS. These opportunities are not rank-ordered by priority but ought to be considered holistically. Adoption of these opportunities will drive greater organizational maturity relative to the remainder of opportunities presented on pages 43-45.

Dimension	#	Title	Description
 Service Delivery	3.00	Hybrid Response for Mental Health CFS	<p>Recommendation: PPS should consider the utilization of Special Constables to maintain custody of persons at the Hospital, apprehended under the Mental Health Act.</p> <p>Rationale: When persons are apprehended by police under the Mental Health Act, they are required to remain in custody until the person is admitted or released by the hospital. These incidences can cause a 2-4 hour wait at the hospital. By utilizing part-time Special Constables, PPS can potentially alleviate the impact on supply hours available to front line resources.</p>
	3.01	Shift Patterns	<p>Recommendation: Research and review leading practices with respect to scheduling and shift patterns. Identify the effectiveness of various shift patterns for platoons. See page 20 for further analysis.</p> <p>Identify the effectiveness of various shift patterns for platoons such as:</p> <ul style="list-style-type: none"> i) Four ten hour per day shifts, for eight days per pay period ii) Five eight hour a day shifts, for ten days per pay period iii) 4 shifts per day (for most overlap) <p>As part of the review of the shift patterns consider exploring automation in managing call outs for shift change requests which are currently managed manually via email.</p> <p>Rationale: KPMG noted that workload needs must be balanced against officer preferences. Leading practices in scheduling and shift patterns will enable further optimization of the PPS's officer and civilian resources.</p>

Top Opportunities

KPMG identified the top 13 opportunities in collaboration with the PPS. These opportunities are not rank-ordered by priority but ought to be considered holistically. Adoption of these opportunities will drive greater organizational maturity relative to the remainder of opportunities presented on pages 43-45.

Dimension	#	Title	Description
 Service Delivery	3.02	Increase Staffing Complement	<p>Recommendation: KPMG’s analysis of workload suggests that on average 7.3 additional FTEs are required. Refer to pages 13-15 for analysis.</p> <p>Rationale: Analysis of workload suggests that, on average, there is a shortage of front-line officers available to respond to all CFS. The increase in complement should be iterative with consideration for the other top opportunities.</p>
	3.03	Special Constables	<p>Recommendation: Conduct a review of the roles and responsibilities of Special Constables. Consider whether Special Constables can be used to support front-line Officers in collecting evidence, responding to noise complaints and certain community service calls.</p> <p>Rationale: The increased use of Special Constables should improve the Services’ front-line response and management of CFS. The rigorous hiring and ongoing training needs of sworn members means they are an expensive resource for fulfilling the low priority CFS.</p> <p>There are alternative responses to priority 4 calls that special constables could be utilized.</p> <p>Special Constables can also become a pool for hiring sworn members and PPS will get a chance to monitor performance prior to hiring as a sworn member.</p>

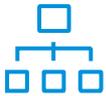
Top Opportunities

KPMG identified the top 13 opportunities in collaboration with the PPS. These opportunities are not rank-ordered by priority but ought to be considered holistically. Adoption of these opportunities will drive greater organizational maturity relative to the remainder of opportunities presented on page 46.

Dimension	#	Opportunity Title	Description
 <p>Performance, Data & Insights</p>	4.00	Productive Supply Hours and Community Policing	<p>Recommendation: Develop a reporting mechanism that provides data on workload and supply hours to the Police Services Board (PSB).</p> <p>Rationale: Analysis of the workload supply and call for service demand is key to developing mitigation plans. This regular reporting will ensure the PSB has data (evidence) to support the Chief of Police and support recommended solutions for efficient and effective service delivery. This recommendation is aligned with the Active Staffing Model opportunity (refer to 5.00).</p>
	4.01	OSL Data Reporting and Dashboards	<p>Recommendation: Enhance capabilities within the HR team to extract, cleanse, visualize and report attendance management (OSL) data on a continuous basis. The analysis of these reports should form part of the Senior Command’s monthly reporting and where possible be provided automatically.</p> <p>Rationale: OSL has search and analysis capabilities embedded in the software that can illustrate gaps or surplus of resources. This illustration should form the foundation for developing solutions to address gaps or identify further opportunities for improvements in service.</p>

Top Opportunities

KPMG identified the top 13 opportunities in collaboration with the PPS. These opportunities are not rank-ordered by priority but ought to be considered holistically. Adoption of these opportunities will drive greater organizational maturity relative to the remainder of opportunities presented on pages 47-48.

Dimension	#	Opportunity Title	Description
 People	5.00	Staff Forecasting Model	<p>Recommendation: Develop an Active Staffing Model that incorporates a factor/buffer for short and long-term accommodations; build a pool of sworn officer to fill the gaps.</p> <p>Rationale: An Active Staffing model is a ‘just in time’ approach to deploying the right resources at the right time based on absence trends and CFS trends. This ensures that the deployable human resources levels remain consistent. The reduction in overtime can also be used to partially fund the Active Staffing needs.</p> <p>Refer to Appendix D for an example of such model.</p>
	5.01	Wellness Participation and Employee Engagement	<p>Recommendation: Continue to track and anonymously report Employee and Family Assistance Program (EFAP) billing trends and peer group usage trends annually to the Board. Where appropriate, set targets in terms of participation / usage of programs.</p> <p>Incorporate wellness conversations into regular performance review meetings and encourage use of supports when participation is below targets set.</p> <p>Rationale: These recommendations will provide the PPS leadership team and the Board with another perspective on the health and wellness of the members. The data may provide insights into additional areas of support.</p>

Top Opportunities

KPMG identified the top 13 opportunities in collaboration with the PPS. These opportunities are not rank-ordered by priority but ought to be considered holistically. Adoption of these opportunities will drive greater organizational maturity relative to the remainder of opportunities presented on pages 41-42.

Dimension	#	Opportunity Title	Description
 <p>Functional Process/ Workflows</p>	6.00	Workforce Management (ARU and Accommodated)	<p>Recommendation: HR should continue to work with medical experts to develop individual accommodation and return to work plans. Consider a dedicated Workforce Management role (with expertise) to perform this activity going forward.</p> <p>Measure and monitor ARU member utilization and processing efficiencies.</p> <p>Rationale: These recommendations will enhance the wellness and utilization of accommodated officers leading to increased engagement and retention. It will be essential that the Workforce Manager maintains constant monitoring of accommodated members and strives to integrate the member back to their previous role. Policing is a profession with a high rate of injury.</p> <p>KPMG understands that members want to be engaged in fulfilling and impactful work even when they are accommodated.</p> <p>A fully utilized ARU gives them that opportunity and demonstrates commitment to the officers.</p>



Additional Observed Opportunities

Additional Observed Opportunities: Organizational Structure

KPMG also identified the following additional opportunities to enhance service delivery at the PPS.

Dimension	#	Opportunity Title	Description
 Organizational Structure	1.03	Enterprise Risk Management Program (ERM)	<p>Recommendation: Implement ERM program to identify and manage corporate-wide and operational risks.</p> <p>Rationale: The ERM program will enable pro-active identification of risks and drive risk responses across the organization. COVID-19 has demonstrated that there are events and unknown risks to continuing operations.</p>
	1.04	Performance Monitoring	<p>Recommendation: Develop a performance management framework that ties officer performance to qualitative and quantitative data, for example, satisfactory responses to crime incidents, risk intervention, prevention and championing community well-being and safety in priority neighborhoods.</p> <p>Rationale: This recommendation will enable effective measurement of officer performance, utilization and productivity in proactive and reactive work.</p>
	1.05	Campus Partnerships	<p>Recommendation: Perform a review of campus security programs to understand call types. Work collaboratively with Campus Security to understand call types and determine if there are CFS that could be downloaded or need a shared response. Consider a joint POP team that will identify what will work in the Peterborough / Campus community.</p> <p>Rationale: This type of partnership will enable front-line officers to focus on CFS with greater priority. There are post secondary institutions across the province that have taken a position on student conduct on and off campus. Campus security have a greater knowledge of university students and may be able to influence behaviour merely by their attendance or by being able to refer antisocial behaviour to the school's code of conduct. Typically, universities/colleges are concerned with their reputation and would want to be seen as an active partner in solutions.</p>

Additional Observed Opportunities: Organizational Structure

KPMG also identified the following additional opportunities to enhance service delivery at the PPS.

Dimension	#	Opportunity Title	Description
 Organizational Structure	1.06	Community Engagement	<p>Recommendation: Review the Community Development & Engagement Coordinator’s role and establish clear outcomes in line with the organization’s community policing model.</p> <p>As a secondary phase to this process, assess gaps in order to strengthen and manage partnerships. Prioritize community partners, formalize relationships and involvement of PPS staff by developing terms of reference which can be re-assessed periodically.</p> <p>Rationale: Community partnerships require ongoing time and resource commitments. These recommendations will help to identify and build upon those community partnerships which are driving quality outcomes. They will also formalize partnerships that presently are based on personal relationships.</p>
	1.07	E-Crimes Analyst	<p>Recommendation: Consider the business case for additional supports (E-Crimes and Social Media Analyst) to the investigations unit.</p> <p>Rationale: Many criminal investigations require technology expertise to review electronic evidence and monitor social media activity for criminal information/intelligence gathering.</p>

Additional Observed Opportunities: Organizational Structure

KPMG also identified the following additional opportunities to enhance service delivery at the PPS.

Dimension	#	Opportunity Title	Description
 <p data-bbox="127 743 301 801">Organizational Structure</p>	1.08	911 Communications Staff Planning	<p>Recommendation: Conduct a staffing needs assessment specifically focused on the Communications Section. The goal of which is to identify potential solutions to address critical shortages.</p> <p>Assess opportunities to outsource some functions within 911 Communications. Formalize standard staffing needs and complement for the 911 Communications unit based on CFS trends.</p> <p>Develop a succession plan for the critical roles in 911 Communications including budget forecasts.</p> <p>Rationale: Staff interviews indicated staffing shortages have become critical. This unit is similar to front line Patrol who have a significant learning curve before their full utilization can be achieved.</p>
	1.09	IT Internship Position	<p>Recommendation: Create two (2) internship positions throughout the year focused on data analysis, developing reports and creating scripts for extraction, utilization, accuracy and presentation of data from various information sources.</p> <p>Rationale: KPMG identified these business needs through consultations and interviews with sworn officers and civilians. Demand for the existing two (2) crime analysts is high.</p>

Additional Observed Opportunities: Organizational Structure

KPMG also identified the following additional opportunities to enhance service delivery at the PPS.

Dimension	#	Opportunity Title	Description
 <p>Organizational Structure</p>	1.10	Prisoner Management and Court Services	<p>Recommendation: Perform a "Lean Management" review of various support services including but not limited to court services and prisoner care.</p> <p>Rationale: These recommendations will address possible risks and division of labour requirements/needs. Lean processes have the ability to leverage the right people at the right time for the right task.</p>

Additional Observed Opportunities: Technology

KPMG also identified the following additional opportunities to enhance service delivery at the PPS.

Dimension	#	Opportunity Title	Description
 Technology	2.01	IT Business Plan	<p>Recommendation: Develop a five (5) year IT Business Plan complete with annualized operating and capital funding needs. Leverage dashboards that identify system performance, service availability and response times for help desk/service tickets to support the business case.</p> <p>Rationale: KPMG noted a maturity gap between the current state and future for IT Services. This recommendation will define strategic and operational priorities for IT leading to improved service delivery and technological innovation across the Service.</p>
	2.02	Strategic IT Investments	<p>Recommendation: Evaluate and recommend the following initiatives that have a direct impact on service delivery and front line officer efficiency.</p> <ul style="list-style-type: none"> a) Body and Dashboard Camera systems b) Health IM mobile platforms c) E-Ticketing d) Information Builders e) Telematics f) License Plate Reader g) Municipal Speed Cameras and h) Record check systems. <p>Rationale: These recommendations will improve service delivery, automation and technological innovation across the Service. It is expected that the use of these tools will contribute to a decrease in workload demand for front line officers. Bolded items in the aforementioned list are being utilized currently and there may be additional opportunities to expanding the application of the tools.</p>

Additional Observed Opportunities: Technology

KPMG also identified the following additional opportunities to enhance service delivery at the PPS.

Dimension	#	Opportunity Title	Description
 <p>Technology</p>	2.03	Cyber Security Strategy	<p>Recommendation: Formally document an internal cyber security strategy with milestones for implementing ways to prevent, detect or respond to cyber threats. Perform regular network vulnerability and penetration testing and commission independent third party reviews of security and access management controls.</p> <p>Adopt a Cyber Security Framework, e.g. NIST.</p> <p>Rationale: These recommendations will improve IT Risk Management across the PPS leading to security and confidentiality of intelligence, records and data.</p>

Additional Observed Opportunities: Service Delivery

KPMG also identified the following additional opportunities to enhance service delivery at the PPS.

Dimension	#	Opportunity Title	Description
 Service Delivery	3.04	Online Reporting	<p>Recommendation: Online reporting has been a successful initiative to date.</p> <p>Conduct a review of all call types to determine which additional calls can be reported online. Add extra call types for online reporting and create a new priority category or sub-category within priority 4 to track these in CFS in CAD.</p> <p>Rationale: This recommendation will improve data quality within CAD leading to better reporting and management of CFS. The removal of low priority CFS will allow officers to conduct more proactive work on evidence-based targets thereby increasing community safety and preventing crime.</p>
	3.05	CAD Data Quality	<p>Recommendation: On a regular basis, analyze CAD data quality and classification of call types non-citizen initiated or non-dispatched CFS. Develop a schedule for the analysis of CAD data quality based on time bound goals for improving data quality at the origin.</p> <p>Conduct a review of all call types, with a goal to clearly define each type. Then conduct quality control reviews on CFS data entered against final call type.</p> <p>Rationale: This recommendation will improve data quality within CAD leading to better reporting and management of CFS.</p>

Additional Observed Opportunities: Service Delivery

KPMG also identified the following additional opportunities to enhance service delivery at the PPS.

Dimension	#	Opportunity Title	Description
 Service Delivery	3.06	Cancelled CFS / Backlog	<p>Recommendation: Review incorrectly classified cancelled calls (citizen initiated dispatched calls) in CAD. Based on a sample of cancelled calls per period, investigate the root causes and impact on key metrics (such as productive supply hours and time spent priority 3 or 4 calls). Review process for cancelling calls.</p> <p>Rationale: Some calls coded as cancelled were dispatched and incurred workload supply hours while other cancelled calls were dispatched with no response (backlog).</p>
	3.07	Flex Time	<p>Recommendation: Encourage front-line Officers to draw down flex time balances by the end of the 2021 fiscal year. End the usage of flex time and encourage adherence to collective agreements.</p> <p>Rationale: KPMG's analysis indicates that a number of members have large amounts of lieu time.</p>

Additional Observed Opportunities: Service Delivery

KPMG also identified the following additional opportunities to enhance service delivery at the PPS.

Dimension	#	Opportunity Title	Description
 Service Delivery	3.08	Self-Initiated CFS	<p>Recommendation: Establish a flagging mechanism to identify “Self-Initiated” CFS for front-line officers engaging to CFS.</p> <p>Rationale: This recommendation will improve data quality within CAD leading to better reporting and management of CFS and response times by priority.</p>
	3.09	Response Times / Quality Assurance	<p>Recommendation: Formalize existing guidelines for response times and officers per call to enable monitoring by priority, dispatch code, UCR etc.</p> <p>Align UCR Crime and Justice Statistical codes to coding in NICHE. Also refer to 3.05 regarding Call Data Quality. Consider utilizing internship roles to perform mapping in the short term (as per recommendation 1.09). In the longer term continue working with the Ontario Police Technology Information Cooperative on identifying ways to better code CFS.</p> <p>Rationale: This recommendation will help optimize the deployment of front-line Officers. This results in greater precision when comparing to other jurisdictions and improves monitoring and analysis the priority of calls against the number of officers assigned.</p>
	3.10	Community Response Time (Service Level Agreements)	<p>Recommendation: Work with community partners to understand service level expectations and set policing standards accordingly. After assessment of call types, perform consultations with small but vocal community groups/members.</p> <p>Rationale: These consultations will enable the PPS to calibrate response times with community expectations and standards.</p>

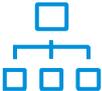
Additional Observed Opportunities: Performance Insights & Data

KPMG also identified the following additional opportunities to enhance service delivery at the PPS.

Dimension	#	Opportunity Title	Description
 <p>Performance Insights & Data</p>	4.02	Crime Analytics	Opportunity 1.09 – IT Internship Roles also relates to the “Performance, Insights and Data” dimension.

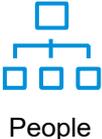
Additional Observed Opportunities: People

KPMG also identified the following additional opportunities to enhance service delivery at the PPS.

Dimension	#	Opportunity Title	Description
 <p>People</p>	5.02	Auxiliary Unit	<p>Recommendation: Update job descriptions to include crime prevention and community presentations. Consider an appropriate alternative to supervise auxiliary units and establish minimum supervisory to auxiliary ratio, considering risk factors associated with auxiliary deployment. Ascertain acceptable roles and duties to differentiate between Auxiliary & Sworn Officers.</p> <p>Rationale: Auxiliary unit is a valued unit of the organization. Defined roles and job descriptions for the Auxiliary Unit will identify objectives leading to improved outcomes. According to stakeholder interviews, the Auxiliary Unit seeks clear direction and is eager to support the Service.</p>
	5.03	Succession Planning (Civilian roles)	<p>Recommendation: Implement a Succession Planning framework for assessing critical Civilian roles.</p> <p>Rationale: This recommendation will improve long-term resource planning for critical civilian roles.</p>
	5.04	Diversity, Equity and Inclusion (EDI) Planning	<p>Recommendation: Include EDI goals and plans in the PPS business planning process.</p> <p>Rationale: This recommendation will provide direction regarding EDI goals and progress made through board reporting (accountability).</p>

Additional Observed Opportunities: People

KPMG also identified the following additional opportunities to enhance service delivery at the PPS.

Dimension	#	Opportunity Title	Description
 <p>People</p>	5.05	Traumatic Events	<p>Recommendations: Utilize RMS (Niche) data to automatically flag and notify supervisors when members and platoons are impacted by a traumatic event CFS. Produce anonymous reports to the Chief of Police, and if deemed necessary for the Board, to outline possible future wellness and absenteeism risks.</p> <p>Rationale: This recommendation will help to identify Officers dealing with traumatic events leading to improved wellbeing efforts thereafter.</p>
	5.06	Professional Development	<p>Recommendation: Develop a professional development strategy for the PPS to focus on alignment with overall community-centric policing strategy.</p> <p>Rationale: Provide clarity and ongoing feedback on what community policing means to members. Training can ensure members are operating from a common reference point. During interviews KPMG heard a variety of definitions on community policing, which led to tactics that negatively impacted resource capacity.</p>
	5.07	Online Learning	<p>Recommendation: Deploy online learning for staff. Continue to subscribe to the Canadian Police Knowledge Network (CPKN).</p> <p>Rationale: Online learning will lead to reduced travel time and improve flexibility for PPS members.</p>

Additional Observed Opportunities: Functional Processes/Workflows

KPMG also identified the following additional opportunities to enhance service delivery at the PPS.

Dimension	#	Opportunity Title	Description
 <p>Functional Processes / Workflows</p>	6.01	By-Law Enforcement	<p>Recommendation: Refresh the analysis of the By-Law Enforcement contract with the City of Peterborough on a regular basis based on the nature, frequency and duration of by-law related CFS. Assess the benefit of having City By-Law officers respond to CFS related to noise complaints, low level neighbour disputes, barking dogs on the loose, animals in the City etc.</p> <p>Research the modification of Alarm Registration and Response By-law #117-201 by making alarm companies responsible for a response. If a false alarm required PPS member to appear, then consider financial penalty to the alarm company.</p> <p>Rationale: These leading practices will enable further optimization of front-line officers responding to CFS with importance given to higher priority CFS as well. KPMG's analysis indicates that it is more efficient to have bylaw officers respond to low priority CFS.</p>
	6.02	Community Grants	<p>Recommendation: Advocate and support community organizations in accessing grants related to community safety.</p> <p>Rationale: This recommendation will enhance Peterborough's community safety and align with the City's requirement to lead the Community Safety and Wellbeing Plans.</p>

Additional Observed Opportunities: Functional Processes/Workflows

KPMG also identified the following additional opportunities to enhance service delivery at the PPS.

Dimension	#	Opportunity Title	Description
 <p data-bbox="146 691 285 779">Functional Processes / Workflows</p>	6.03	ARU Manual Processes	<p>Recommendation: Consider technology solutions to have Sworn Officers in the ARU digitally sign off on Accident Reporting center occurrence reports. Consider identifying and evaluating modernization opportunities for relevant ARU processes.</p> <p>Rationale: These modernization opportunities will create more automation and process efficiencies across the Service.</p>
	6.04	Call Path Charting (continued from 3.04 Online Reporting and 3.05 CAD Data Quality)	<p>Recommendation: Review the 911 call paths and explore different response models for priority 3 CFS and cancelled CFS. Chart out call paths for all calls for service (beginning with high volume CFS) for each priority level. Use UCR codes to develop a complete set of call path charts.</p> <p>Rationale: Based upon stakeholder interviews and analysis, there is room to improve the 911 call path leading to better assignment of priorities and Officer responses towards higher priority CFS. The analysis performed by KPMG required significant effort to read each CFS to determine true call type.</p>
	6.05	Police Report Writing Technology	<p>Recommendation: Improve the efficiency of police reporting through the adoption of technology such as, voice dictation, hand held mobile devices etc.</p> <p>Rationale: This technology opportunity will create more automation and process efficiencies across the Service and will reduce workload demand for front line officers.</p>

Additional Observed Opportunities: Functional Processes/Workflows

KPMG also identified the following additional opportunities to enhance service delivery at the PPS.

Dimension	#	Opportunity Title	Description
 <p data-bbox="137 536 272 622">Functional Processes / Workflows</p>	6.06	Facilities Management	<p data-bbox="799 439 1765 529">Recommendation: Perform evaluation of facility needs for all PPS functions and develop in collaboration or partnership with the City/County possible cost effective solutions to addressing space needs.</p> <p data-bbox="799 568 1818 622">Rationale: KPMG noted that the space is lacking according to interviews with Officers and Civilians.</p>



Summary of Stakeholder Consultations

PPSB
Staffing Review
Final Report

Summary of Themes from Consultations

As part of the PPSB Staffing Review, members of the Board, senior leadership, front-line officers and civilian managers were interviewed to obtain an understanding of the current challenges and to identify opportunities for to improve current and future service delivery requirements.

Below is a summary of the interviews (one-on-one) and focus group meetings that were held:

Interviews	Focus Group Meetings
<ul style="list-style-type: none"> • Board member: Councillor • Board member: Provincial Appointee • Board member: Chair (Appointee) • Board member: Vice-Chair (Provincial Appointee) • Board member: Mayor • Chief of Police • Deputy Chief 	<ul style="list-style-type: none"> • Senior Command / Inspectors • Peterborough Police Association • Patrol Teams – Areas 1 to 6 • Staff Sergeants • Support Services • Emergency Response Team • Investigative Services • 911 Communications • Human Resources • Finance, Fleet and Quartermaster • Auxiliary

Summary of Stakeholder Consultations

Organizational Structure

Key themes have emerged from the interviews and focus group discussions, which are summarized below. The information in this document is **preliminary** and should be treated accordingly. It may be refined in subsequent deliverables to reflect additional feedback and further analysis.

Summary of Stakeholder Consultations

<p>Survey Insights</p>	<ul style="list-style-type: none"> • Eighty-Five (85%) of respondents indicated disagreement that their units/departments have adequate staffing complements. Responses were more or less equal between Senior Command, Sworn Officers and Civilians. • Most respondents indicated the organizational design of the PPS is adequate to achieve its objectives and meet service demands.
<p>Interview Highlights</p>	<ul style="list-style-type: none"> ▪ Interviewees agreed that a second Community Engagement Coordinator would be useful to help strengthen and manage the PPS' 100+ community relationships (particularly to address mental health and addictions) ▪ Interviewees identified the need to grow the Mobile Crisis Intervention Team (MCIT) from 1 to 3 in order to better respond and manage mental health crises in the community (one team per shift) ▪ There is no in-house IT Manager leading to technical issues that persist or go unresolved ▪ Interviewees identified the need for additional staff in 911 Communications and to improve staff retention; KPMG understands from the interviews the PPS struggles to fill these positions with talented staff since they have additional duties compared to other departments across Ontario ▪ Senior Command and patrol Officers identified a need for a full-time Officer to write warrants and provide an advisory service to other Officers who also write warrants ▪ The demand for another E-Crimes Analyst position has increased with the proliferation of seized cell phones requiring unlocking and analysis ▪ There is no dedicated FTE to analyze social media to support investigations ▪ Police resources are lacking in the Court House, for example, one Officer will often watch over 2 courtrooms ▪ Based on interviews with Investigative Services, Operations and Support Services, the areas which have either piloted or adopted civilian roles include HR, IT, Finance, 911/Communications, Courts and Victim services. ▪ The Finance department has only 1 civilian staff to perform all finance functions

Summary of Stakeholder Consultations

Functional Processes / Workflows

Key themes have emerged from the interviews and focus group discussions, which are summarized below. The information in this document is **preliminary** and should be treated accordingly. It may be refined in subsequent deliverables to reflect additional feedback and further analysis.

Summary of Stakeholder Consultations	
Survey Insights	<ul style="list-style-type: none"> • Eighty-One percent (81%) of respondents indicated agreement that workflow and process inefficiencies prevent or slow down their units/departments from achieving objectives and meeting service demands. Responses were consistent across Senior Command, Sworn Officers and Civilians.
Interview Highlights	<ul style="list-style-type: none"> ▪ In the conduct of interviews with the different stakeholder groups of the PPS, the following unverified observations about functional workflows were noted: <ol style="list-style-type: none"> a. Staffing and scheduling is performed using spreadsheets (no integration with scheduling software) b. Agreements with Lakefield and Cavan Monaghan provide sources of alternative revenues to cover administrative costs c. There is no central control over purchasing of officer equipment leading to inconsistency in equipment amongst front-line officers, e.g. coats, boots, hats etc. d. There is no advance notice to have new recruits fitted for vests and body armor and they are delayed from joining the front ranks by 2-3 months as a result e. Police cars are taken to three different garages in Peterborough for service and maintenance f. There is no process to document difficult conversations and staff performance issues g. Redundancy exists during police interviews between a designated Scribe who takes notes and summarizes the interview and the video camera which records it; transcription technology is not used h. There is currently no community communication framework to help citizens distinguish between minor and major incidents i. The Performance Management system has improved in the past decade but is still a lengthy, slow process j. Officers are travelling by car throughout the city to retrieve USB sticks for investigations which consumes resources

Summary of Stakeholder Consultations

Service Delivery

Key themes have emerged from the interviews and focus group discussions, which are summarized below. The information in this document is **preliminary** and should be treated accordingly. It may be refined in subsequent deliverables to reflect additional feedback and further analysis.

Summary of Stakeholder Consultations	
Survey Insights	<ul style="list-style-type: none"> • 50% of respondents indicated agreement that the PPS can enhance service through more community partnerships or awareness of support services. Respondents indicated these partnerships can alleviate calls for service. • Survey respondents indicated that calls for service was the PPS' top priority followed by traffic regulation and promoting police-community partnerships.
Interview Highlights	<ul style="list-style-type: none"> • In the conduct of interviews with the different stakeholder groups of the PPS, the following unverified observations about the current service delivery models were noted: <ol style="list-style-type: none"> a. Mental health and addiction calls are significant and growing concerns for the PPS, and in fact, Peterborough has the highest opioid death rate in Ontario b. The PPS is short on front-line Officers leading to burnout and slow response times c. The PPS is a leader in community partnerships with 100+ partnerships, e.g. the PPS Drug Strategy d. Officer presence in the downtown core is minimal; and Officers are often drawn out from downtown to respond to calls elsewhere in Peterborough e. Respondents indicated the Police Headquarters has space limitations and more room is needed, e.g. there is no loading dock or warehouse to receive and store equipment (currently hauled up 3 flights of stairs and stored in an office) f. The PPS is increasingly a reactive, not proactive, police service g. Public complaints to Councillors have risen regarding slow response times h. One (1) Sergeant and four (4) Officers have incurred significant flex time in the Drug Unit i. Non-core policing calls continue to increase, e.g. bears, DBIA j. Fire and EMS Services expect Police to be present for every call

Summary of Stakeholder Consultations

Service Delivery (Continued)

Key themes have emerged from the interviews and focus group discussions, which are summarized below. The information in this document is **preliminary** and should be treated accordingly. It may be refined in subsequent deliverables to reflect additional feedback and further analysis.

Summary of Stakeholder Consultations

Interview Highlights (continued)

- h. Officers are often required to watch arrested persons in the hospital for hours at a time leading to consumption of valuable resources available to respond to service calls, i.e. before transfer of care to medical professionals
- i. The PPS has taken on more responsibilities related to mental health, addictions and homelessness which require significant staffing resources
- j. Some Priority 3 calls for services may go unaddressed for 2 days when volume is high
- k. Homicides will directly lead to service delivery decreases for the Sex, Street Crime, and Drug Units
- l. Platoons are competing for Officers and booking them 1.5 months in advance for overtime
- m. Many interviewees identified the need for community partners to operate during evenings and weekends in order to better manage incidents related to mental health, drug addictions, homelessness etc.

Key themes have emerged from the interviews and focus group discussions, which are summarized below. The information in this document is **preliminary** and should be treated accordingly. It may be refined in subsequent deliverables to reflect additional feedback and further analysis.

Summary of Stakeholder Consultations	
Survey Insights	<ul style="list-style-type: none"> ▪ Respondents indicated they would like to see the expansion or implementation of investigative skills training, followed by current law changes & effects and computer / software use
Interview highlights	<ul style="list-style-type: none"> ▪ Interviewed officers remarked that a concerted effort on organizational succession planning will help manage the impact of planned/unplanned leaves/absences. There is a belief that insufficient time and effort is dedicated to succession planning ▪ KPMG understands that 4-5 sworn officers have historically been involved in recruiting / interviewing candidates; recently the PPS has tried contracting retired Inspectors or Staff Sergeants to support with interviews; psychological assessments are currently contracted out ▪ Many Officers and civilians remarked that they are feeling burnt out and gravely concerned about their mental health and capacity to work at the same pace for the long-term, e.g. 10 Officers are on operational stress injury at the time of this report; these leaves of absence have significant impacts on overtime and calls outs (when necessary) ▪ Officers with work related injuries are accommodated by a posting to temporary positions. Examples of accommodations for sworn officers include assignments to Alternate Response Unit (front desk), purchasing, crime stoppers, modified duty etc. ▪ The PPS is currently building a business case for adding mental health resources inside the Service ▪ The City's HR group is responsible for WSIB and Return to Work processing ▪ A Peer Support Program (Volunteer) is available to assist staff; A family and employee assistance program is included in the benefits plan. ▪ KPMG understands that many Officers and civilians are working from home outside their shift to keep up with job demands

Technology

Key themes have emerged from the interviews and focus group discussions, which are summarized below. The information in this document is **preliminary** and should be treated accordingly. It may be refined in subsequent deliverables to reflect additional feedback and further analysis.

Summary of Stakeholder Consultations	
Survey Insights	<ul style="list-style-type: none"> ▪ Sixty percent (60%) of respondents indicated disagreement that their units/departments have adequate business systems and technology. Senior Command and Civilians were more likely to strongly disagree compared to the average Sworn Officer.
Interview Highlights	<ul style="list-style-type: none"> ▪ KPMG heard from the interviews that existing police technology lacks the necessary support; there is only one (1) IT resource to support the PPS – a 24/7 organization. ▪ Respondents also noted that the lac of IT resources is also delaying adoption of new technology, e.g. voice dictation, online reporting etc. ▪ KPMG was advised that the online reporting platform (an inhouse developed software) does not have any IT support for maintenance and updates; interviewees have noted issues with the software and have called for the adoption of CopLogic ▪ Respondents noted that Officers will often visit the Durham Police to access technology for unlocking iPhones as part of an investigation ▪ It was suggested by respondents that the Niche RMS, the records management system, is not tailored for managing physical property and inventory; as a result, the evidence control system is only partially electronic with workarounds in MS Excel ▪ KPMG understands from the interviews that there is support from City of Peterborough to implement video cameras and align the PPS with the Community Safety and Well-being Plan for the City of Peterborough

Performance Insights and Data

Key themes have emerged from the interviews and focus group discussions, which are summarized below. The information in this document is **preliminary** and should be treated accordingly. It may be refined in subsequent deliverables to reflect additional feedback and further analysis.

Summary of Stakeholder Consultations	
Survey Insights	<ul style="list-style-type: none"> ▪ The majority of survey respondents indicated that Peterborough had similar levels of safety compared to other communities in Ontario. Senior Command and Civilians were more likely to share this opinion while the majority of front-line officers said Peterborough was less safe compared to other municipalities.
Interview Highlights	<ul style="list-style-type: none"> ▪ Respondents noted that dedicated resources to support performance insights & data dashboards would improve the monitoring and evaluation of service levels and workforce demands (wellness, calls for service, individual and unit performance objectives, utilization of peer group network etc.). There are opportunities to improve and rely upon safety intelligence provided from the community ▪ KPMG was advised that there is a current Calls for Service (CFS) backlog ▪ Some interviewees noted that monitoring the impact and outcomes of programs could be improved ▪ KPMG understands the PPS has two Crime Analysts which are dedicated to the Drug and Sex Trafficking Units; they are generally not available to support other activities or requests within the PPS and do not have sufficient time to perform crime forecasting and create daily and weekly reports (historically performed) ▪ Respondents remarked that Officer Performance Reviews are significantly weighted towards traffic objectives/KPIs relative to other benchmarks



Appendix A: Benchmarking Review

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Comparative Analysis – Why Compare to Other Communities?

For the purposes of the project, four (4) similar Police Services in Ontario were selected as comparators based on population growth, urban/ rural characteristics and geography:

Police Service	Population ¹	# of Sworn Officers ¹	Budget (millions) ¹	Geography (sq. kms) ²
Peterborough	98,581	140	30	373
Brantford	104,978	187	37	72
Chatham	105,445	164	33	2,458
Kingston	132,943	205	45	451
Thunder Bay	118,253	242	54	328
Average	112,040	188	40	736

Sources – (1) 2020 Peterborough Police Annual Report; 2019/2020 Brantford Police Annual Reports; 2019 Thunder Bay Police Annual Report; Kingston 2019 Year End Budget Report; 2019 Thunder Bay Police Annual Report; Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services (2) Statistics Canada. 2016 Census (includes Village of Lakefield and Cavan Monaghan).

The primary purpose of the comparative analysis is to understand the performance of comparator Police Services and to identify opportunities to change how the PPS is aligned to deliver policing services.

- Communities with similar financial benchmarks/service levels – insight into operating efficiencies
- Communities with different financial benchmarks/service levels – opportunities to change existing organizational structure/processes to reflect common service levels

Comparing performance data and budgets has both benefits and risks:

- Provides insight into affordability issues; what a peer police service can achieve with the same resources
- Assumes that all variables are the same (crime rate, geography, demographics)
- Assumes that budgets and service levels in other communities are ‘right

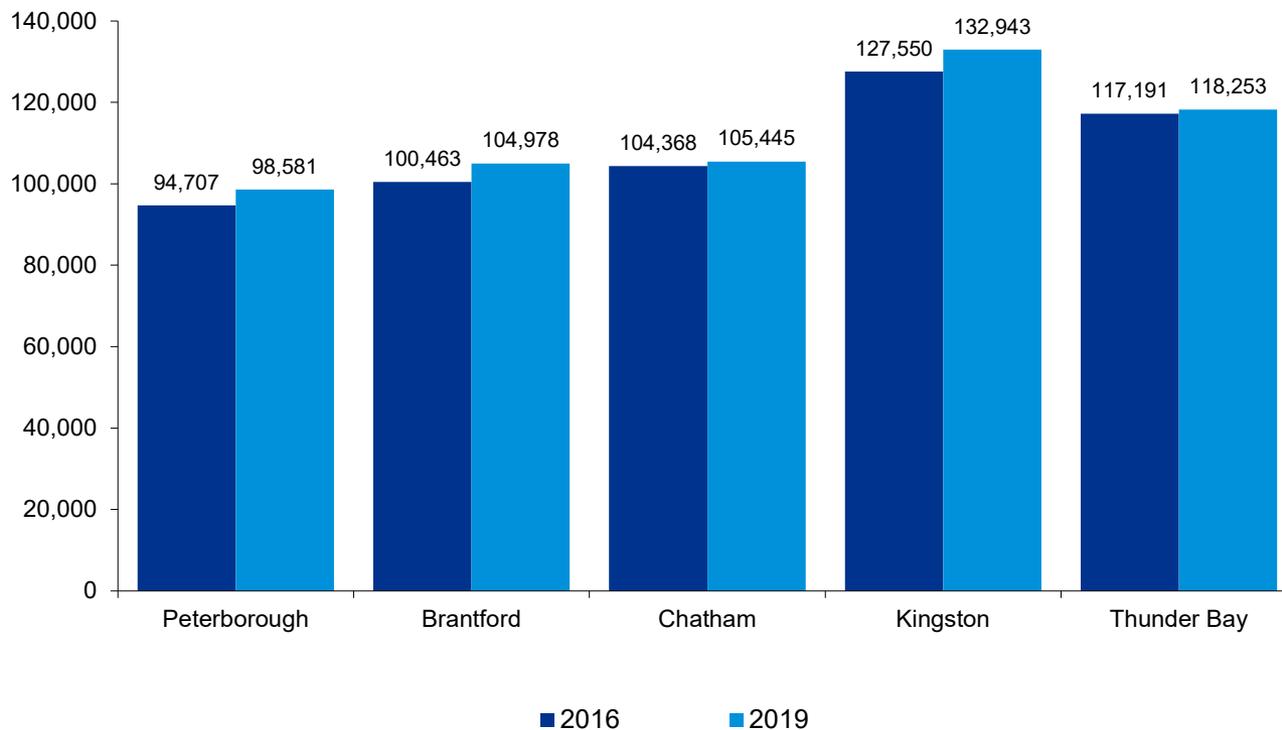
Note: KPMG obtained the information summarized in the following pages from annual reports for each Police Service and Statistics Canada.

Service Area

The PPS has the smallest service area within the comparator group.

However, the PPS saw the third largest service area growth from 2016 to 2019 within the comparator group. The service area increased by 3,874, or 4.1% during that time.

Population



Source – Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services

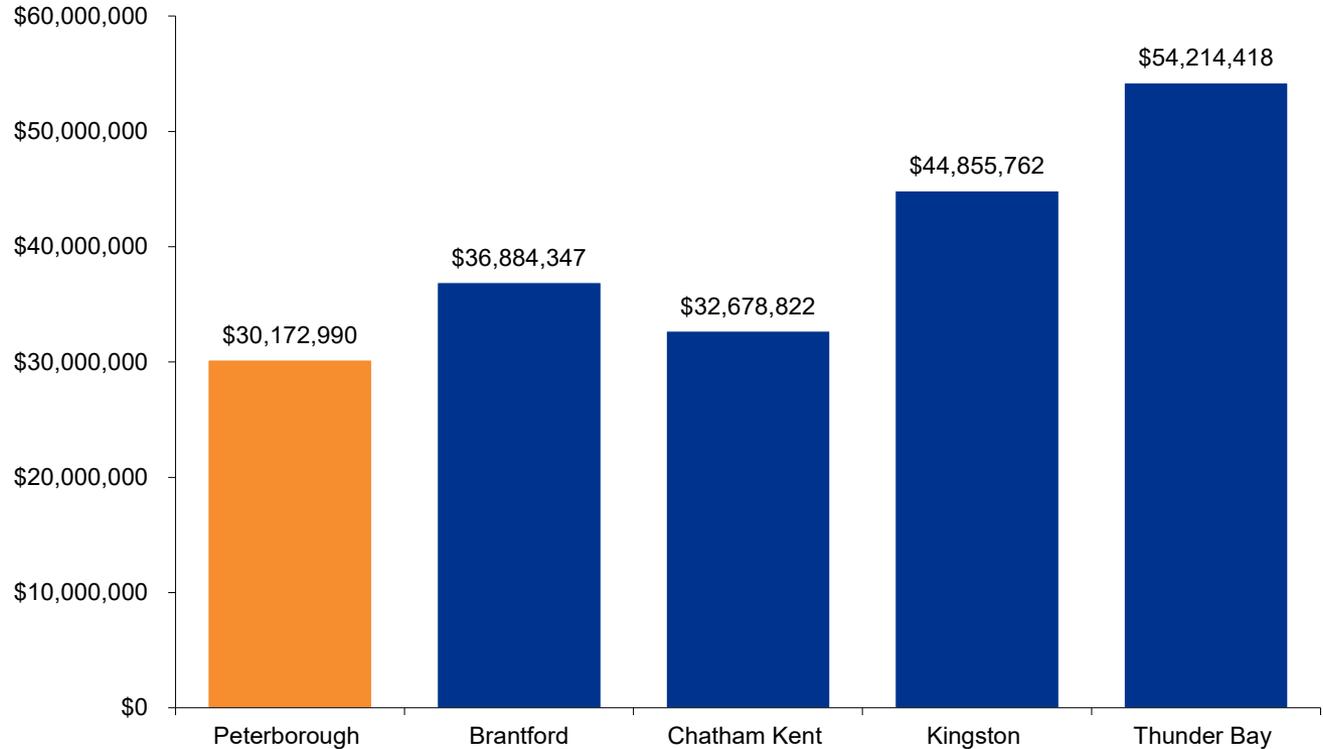
2019 Police Spending Operating Budget

In 2019, the Peterborough Police Service had the lowest Operating Budget within the comparator group. The total budget was \$30.2M which is comparable to the operating budget of Chatham-Kent of \$32.7M.

The 2019 Police Budget can be further broken down as follows:

- Salary and Benefits: \$26M
- Operations: \$3.1M
- Capital: \$0.9M
- Total Revenues: \$3.9M

2019 Police Spending Operating Budget



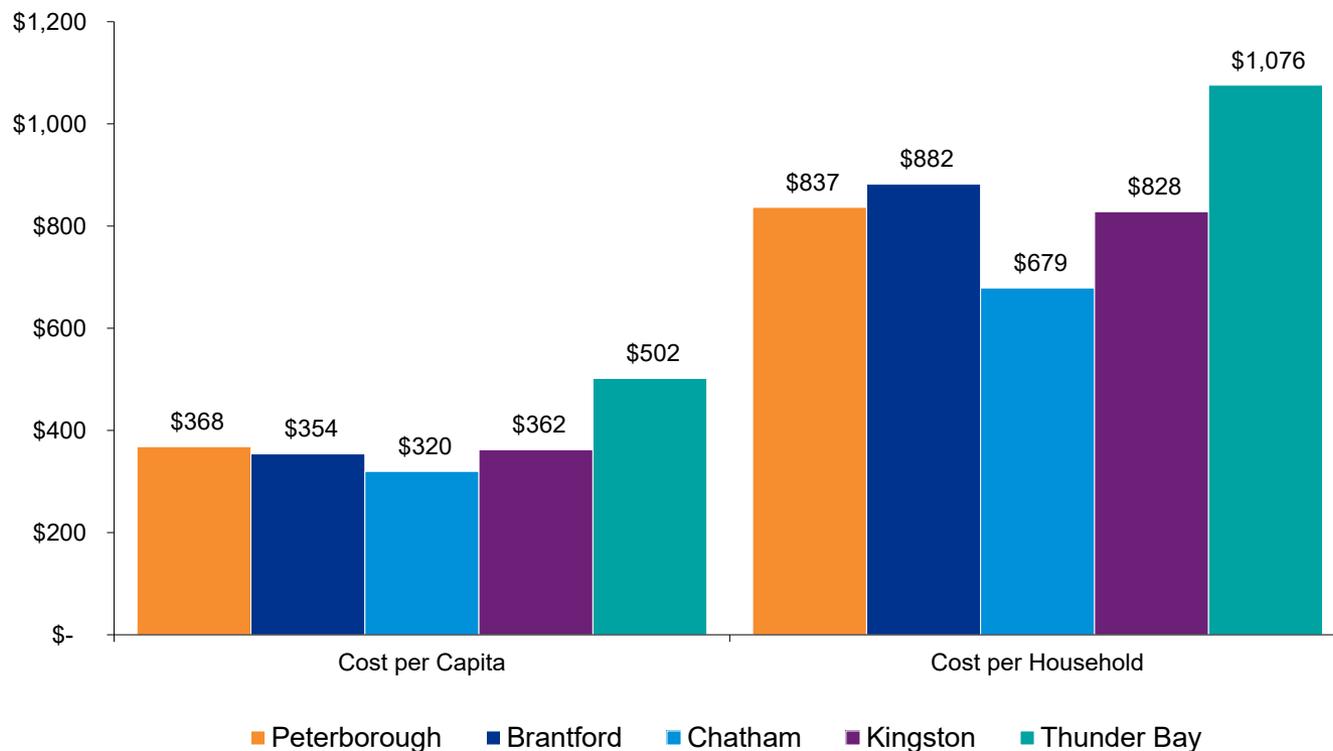
Sources – (1) 2020 Peterborough Police Annual Report, (2) 2019/2020 Brantford Police Annual Reports (3) 2019 Thunder Bay Police Annual Report, (4) Kingston 2019 Year End Budget Report, (5) 2019 Thunder Bay Police Annual Report

2019 Operating Cost per Capita and Household

The Peterborough Police Service cost per capita and cost per household in 2019 was consistent with the Brantford and Kingston Police Services within the comparator group.

Thunder Bay Police Service had the greatest cost per capita and cost per household with \$502 and \$1,076, respectively; while Chatham-Kent Police Service had the lowest cost per capita and cost per household with \$320 and \$679, respectively.

2019 Operating Cost per Capita and Household



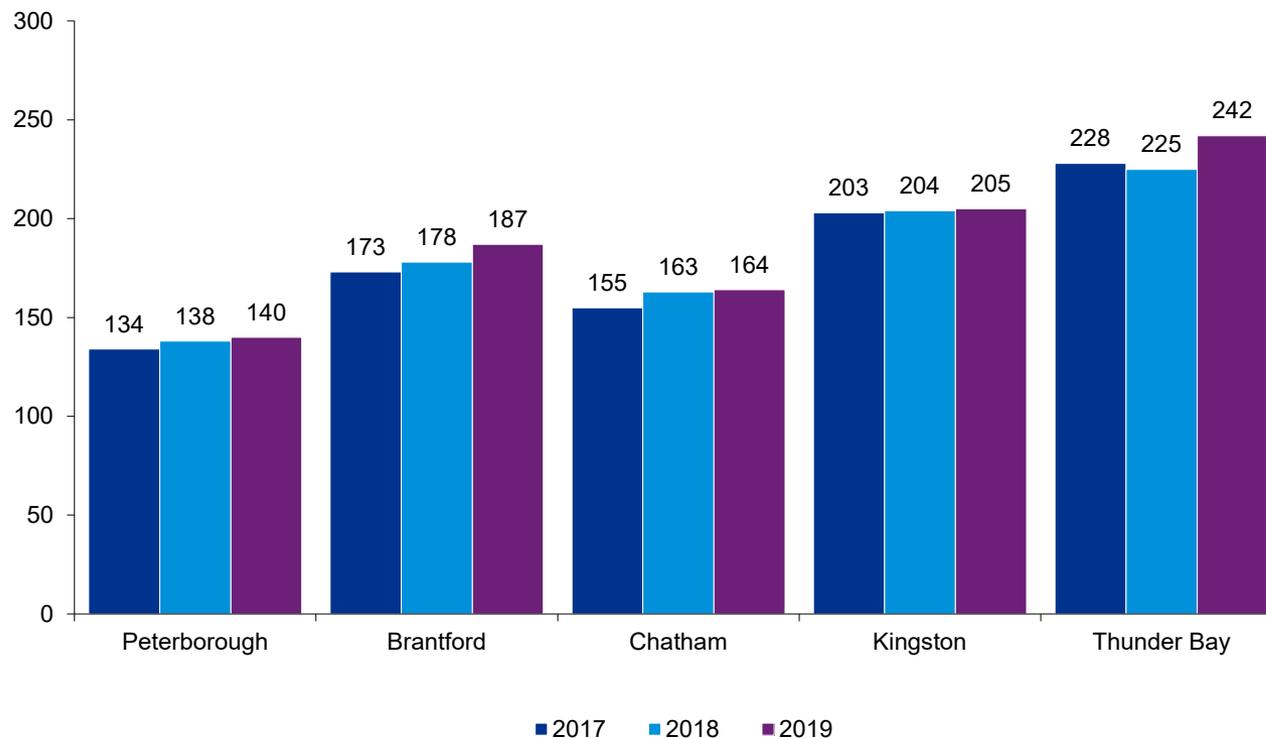
Sources – (1) 2020 Peterborough Police Annual Report, (2) 2019/2020 Brantford Police Annual Reports (3) 2019 Thunder Bay Police Annual Report, (4) Kingston 2019 Year End Budget Report, (5) 2019 Thunder Bay Police Annual Report; Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services

Number of Sworn Officers

When viewed over the past 3 years, sworn officer levels in the Peterborough Police Service have seen little variation, with an increase of six officers between 2017 and 2019.

Overall, the Peterborough Police Service has the lowest amount of sworn officers among the comparators, while Thunder Bay has the most.

Number of Sworn Officers

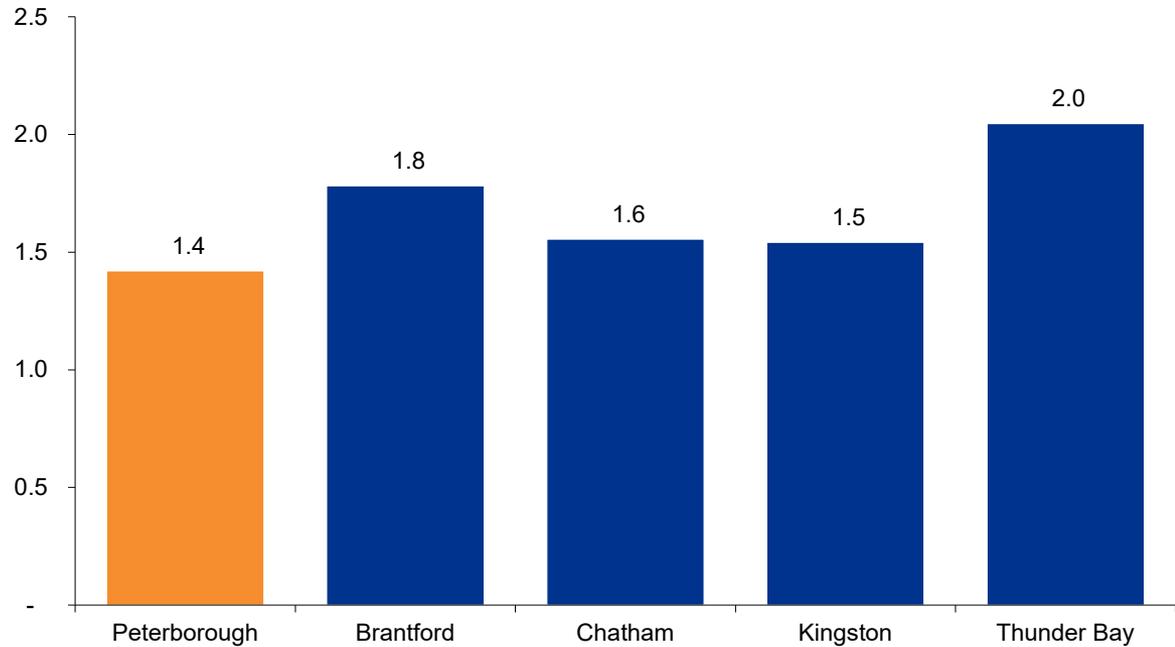


Source – Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services

Number of Sworn Officers / Population (2019)

In 2019, the Peterborough Police Service had 1.4 Sworn Officers for every one thousand (1,000) citizens. This figure was the lowest within the comparator group.

Sworn Officers / One Thousand Citizens (2019)



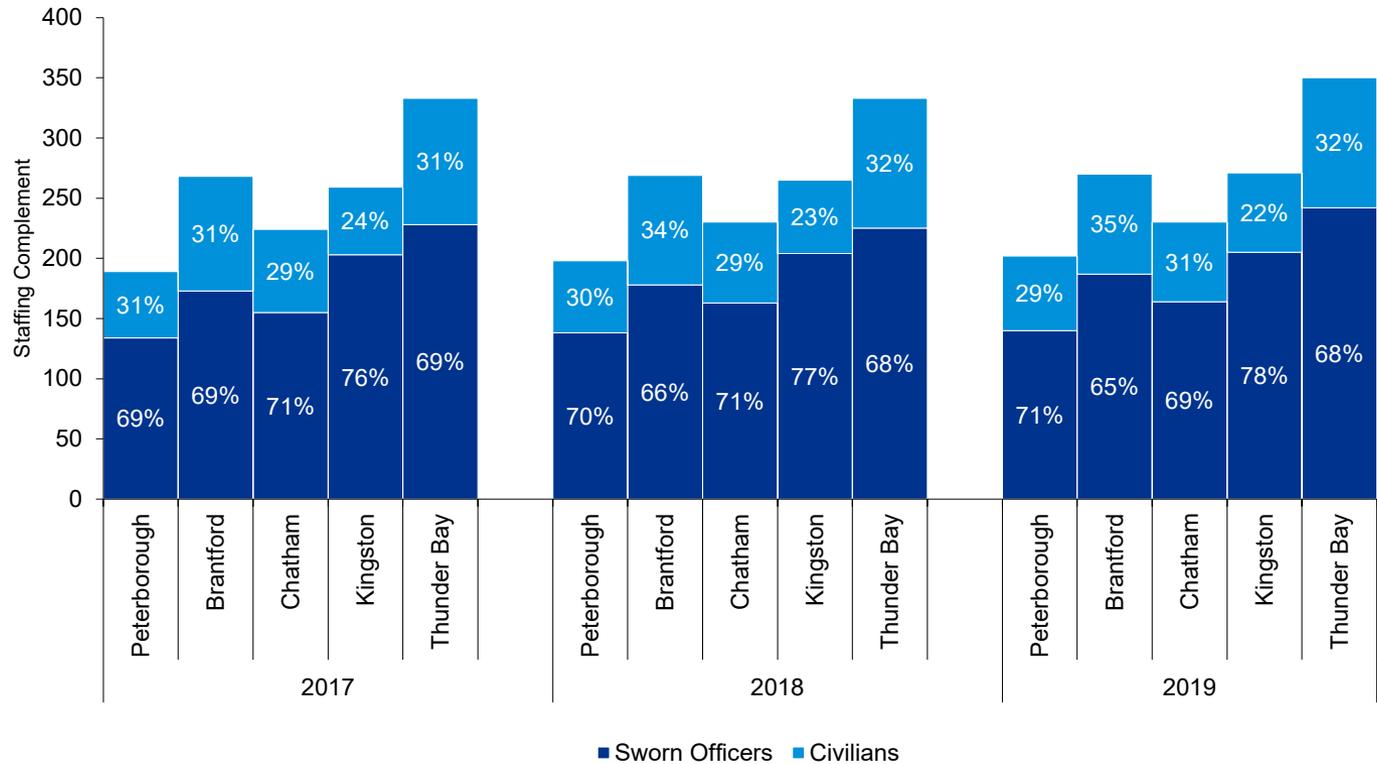
Source – Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services

Number of Sworn Officers Relative to Civilians

Peterborough Police Service saw a slight decrease in the ratio of Sworn Officers to Civilians from 2017 to 2019. In 2019, 69% of the staffing complement was Sworn Officers and 31% was Civilians.

In 2019, the mix of Sworn Officers to Civilians in the Peterborough Police Service was consistent with that of the Chatham-Kent Police Service although there was no significant variation between any of the comparators.

Number of Sworn Officers Relative to Civilian Mix



Source – Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services

Clearance Rates¹

Peterborough Police Service had the highest Clearance Rate¹ within the comparator group from 2017 to 2019.

There is, however, a declining trend in Peterborough's Clearance Rate from 2017 to 2019 which saw a drop by 7.9 basis points.

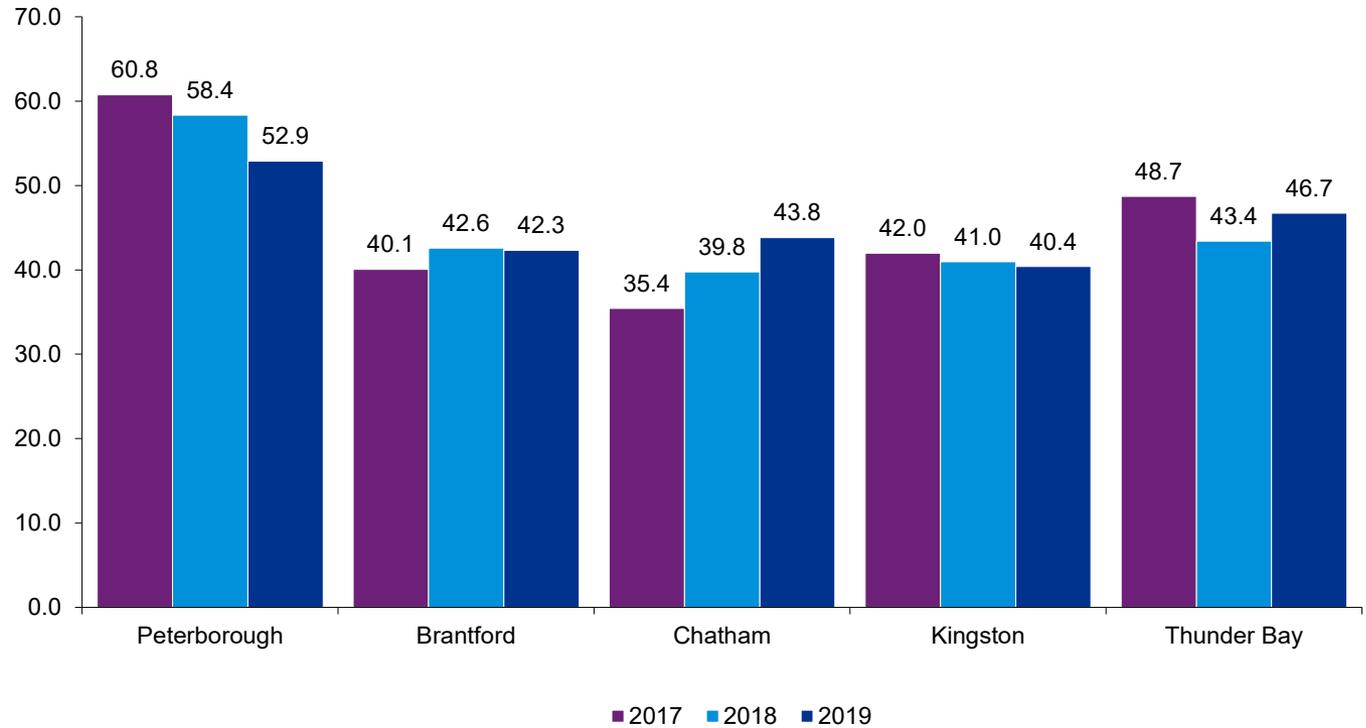
2019 Clearance Rate

Highlights:

- 83.6% for Assaults
- 52% for Robberies
- 30% for Break & Enters

1- Clearance Rate; the rate at which police investigate and solve crimes.

Clearance Rates



Source – Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services

Crime Severity Index

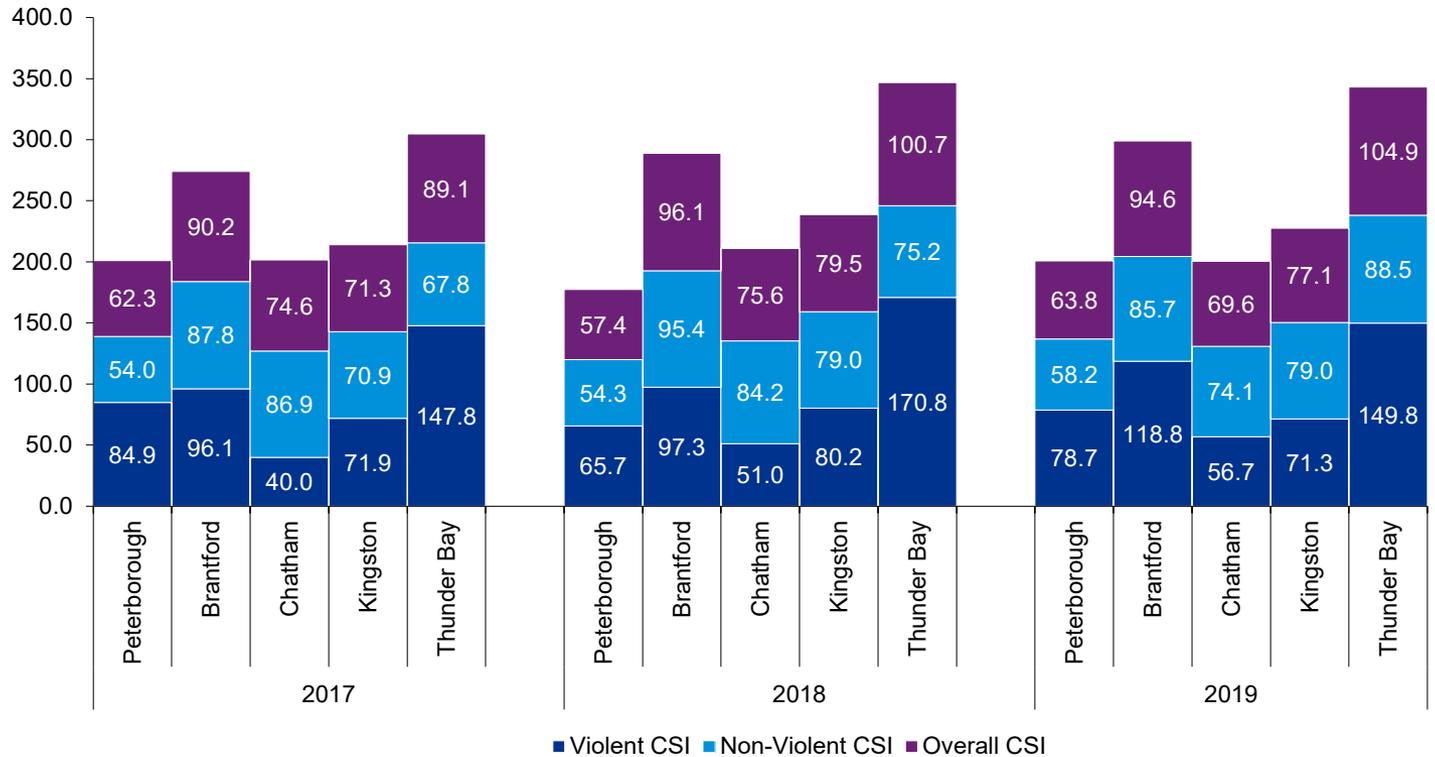
The Peterborough Police Service had the 3rd highest Violent CSI in 2019 and 2017, compared to the 4th highest in 2018.

Alternatively, the PPS has the lowest Non-Violent CSI for all 3 comparative years.

The Peterborough Police Service had the lowest Overall Crime Severity Index compared to the other 4 comparators from 2017-2019.

CSI takes into account the volume and seriousness of crime and includes all Criminal Code offences. More serious offences increase these figures. The CSI is a good indicator of crime levels among the comparators.

Crime Severity Index



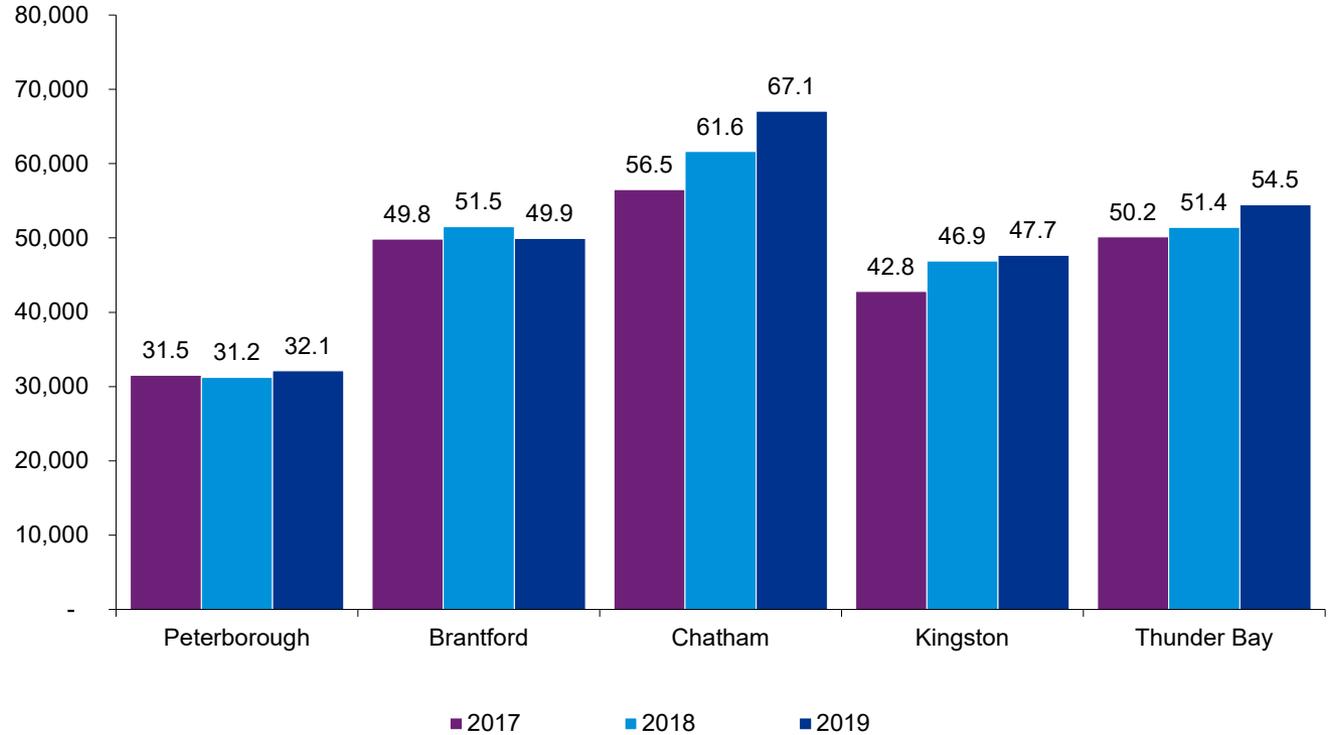
Source – Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services

Total Calls for Service (in '000s)

In 2019, calls for service for the Peterborough Police Service increased for the first time in three years. There were 32,128 calls in 2019, up 2.8% from 2018, which was 0.8% lower than 2017.

Overall, the Peterborough Police Service receives the fewest calls for service within the comparator group. This phenomenon is to be expected given Peterborough has the smallest population within the group.

Total Calls for Service (in '000s)

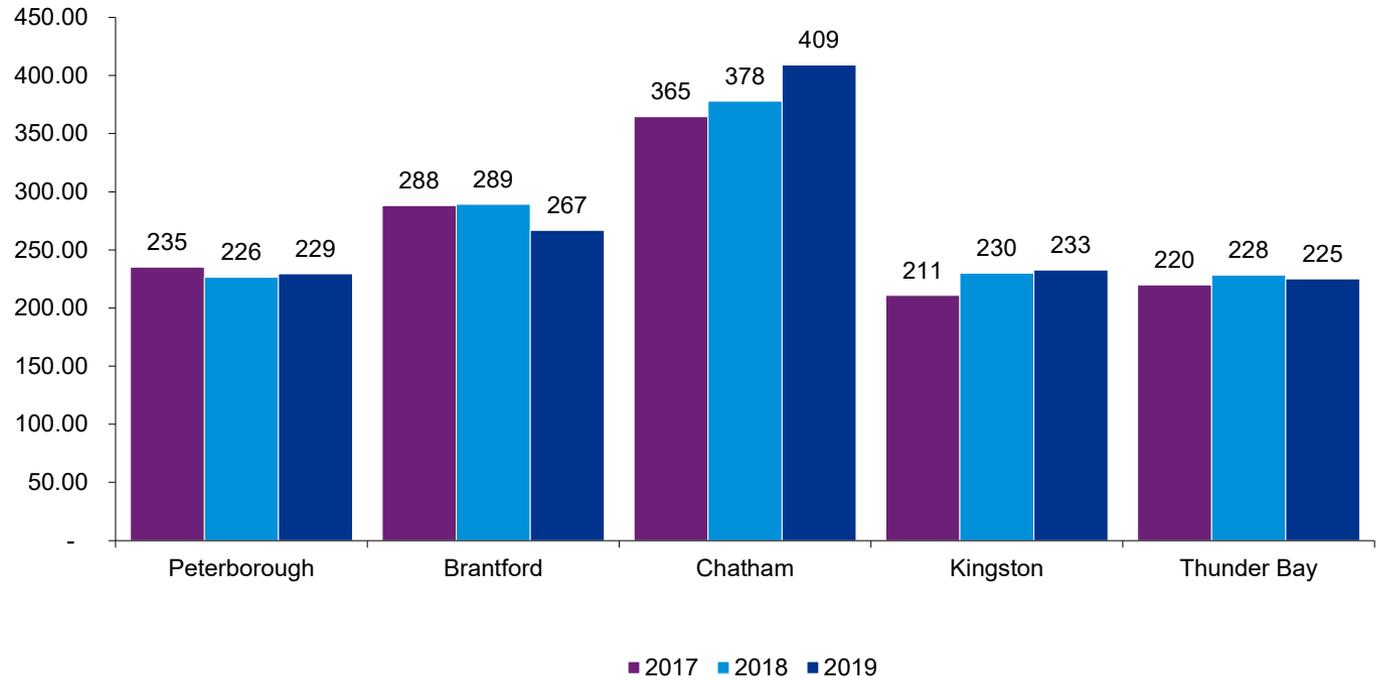


Sources – (1) Peterborough Police Annual Reports, (2) Brantford Police Monthly Statistics (3) Thunder Bay Police Annual Reports, (4) Kingston Report on Strategic Plan Results, (5) Thunder Bay Police Annual Reports

Total Calls for Service per Sworn Officer

In 2019, the Peterborough Police Service had the second lowest number of calls for service per Sworn Officer. Peterborough, Kingston and Thunder Bay have similar volumes per Sworn Officer; however, the nature of these calls is more violent on average in Thunder Bay and Kingston (see page 29 for comparator CSI analysis).

Total Calls for Service / Sworn Officer



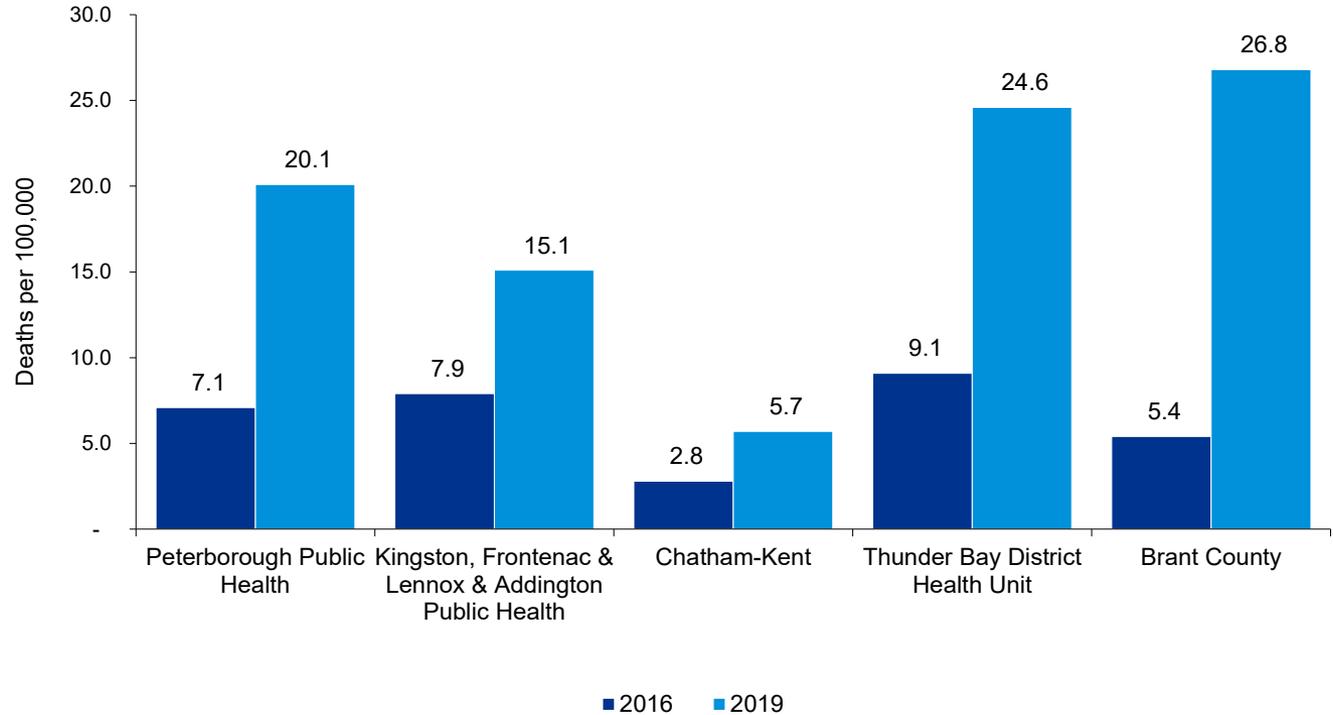
Sources – (1) Peterborough Police Annual Reports, (2) Brantford Police Monthly Statistics (3) Thunder Bay Police Annual Reports, (4) Kingston Report on Strategic Plan Results, (5) Thunder Bay Police Annual Reports, (6) Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services

Opioid-Related Morbidity and Mortality

The Peterborough Public Health unit had the third highest mortality rate among the comparators in 2019 with 20.1 deaths per 100,000 population.

Peterborough's mortality rate grew by 183% from 2016 to 2019, the second fastest growth within the group next to Brant County (Brantford and area).

Opioid-Related Morbidity and Mortality (deaths per 100,000)



Sources – Public Health Ontario. Cases of opioid-related morbidity and mortality, 2003 – 2019.



Appendix B: Survey Results

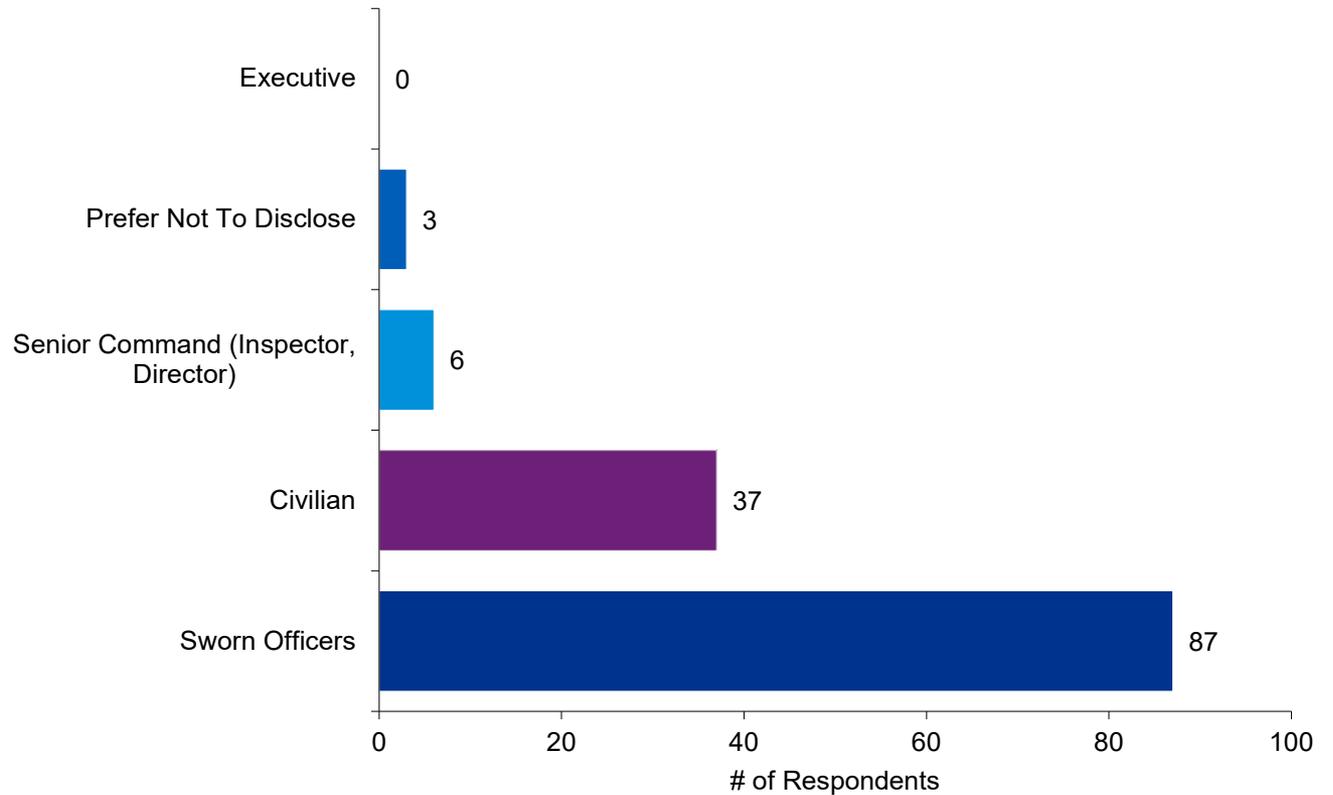
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Question 1

A total of one hundred and thirty-three (133) respondents completed the online survey.

Ninety-three (93) respondents were Sworn Officers.

1. Please identify your rank/position within the PPS.

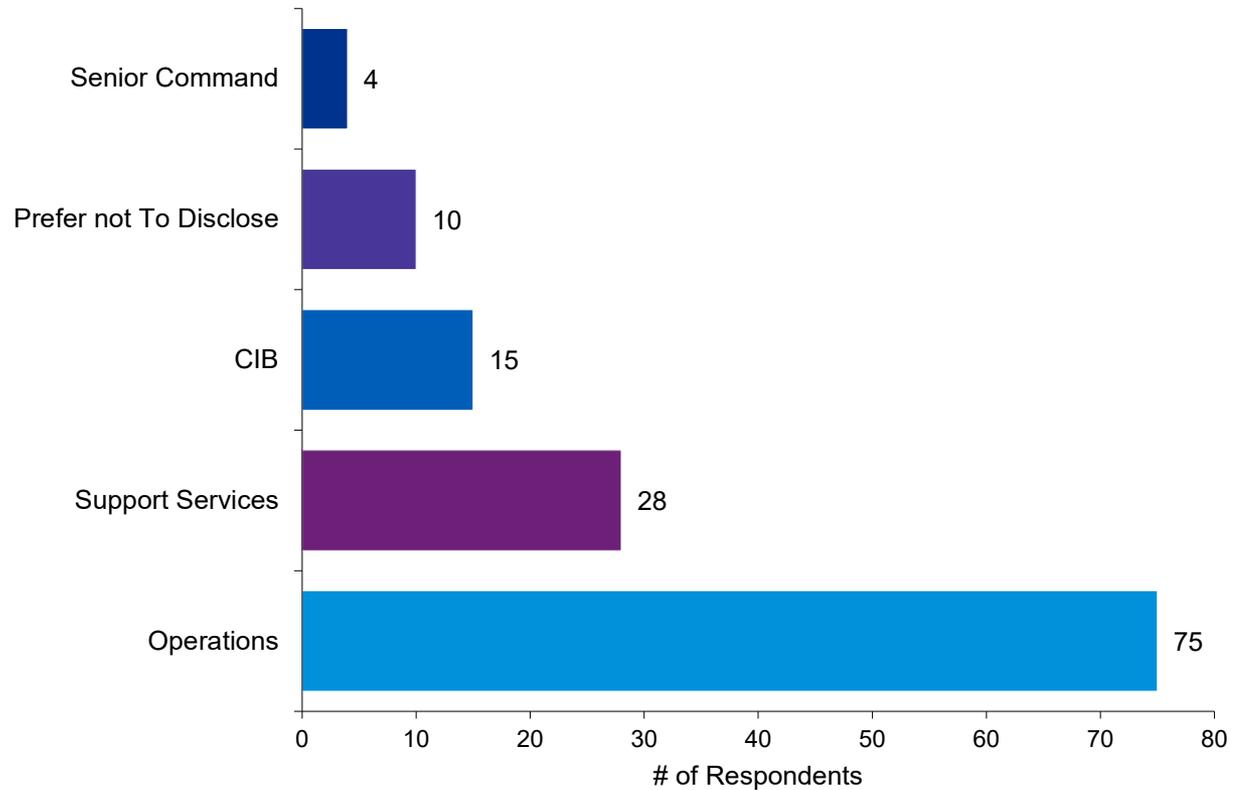


Source: 2021 Peterborough Police Staffing Review Survey

Question 2

Ninety-Three (93) respondents were Sworn Officers spanning Senior Command, Operations, and the Criminal Investigations Bureau (CIB).

2. Please identify your role within the PPS.



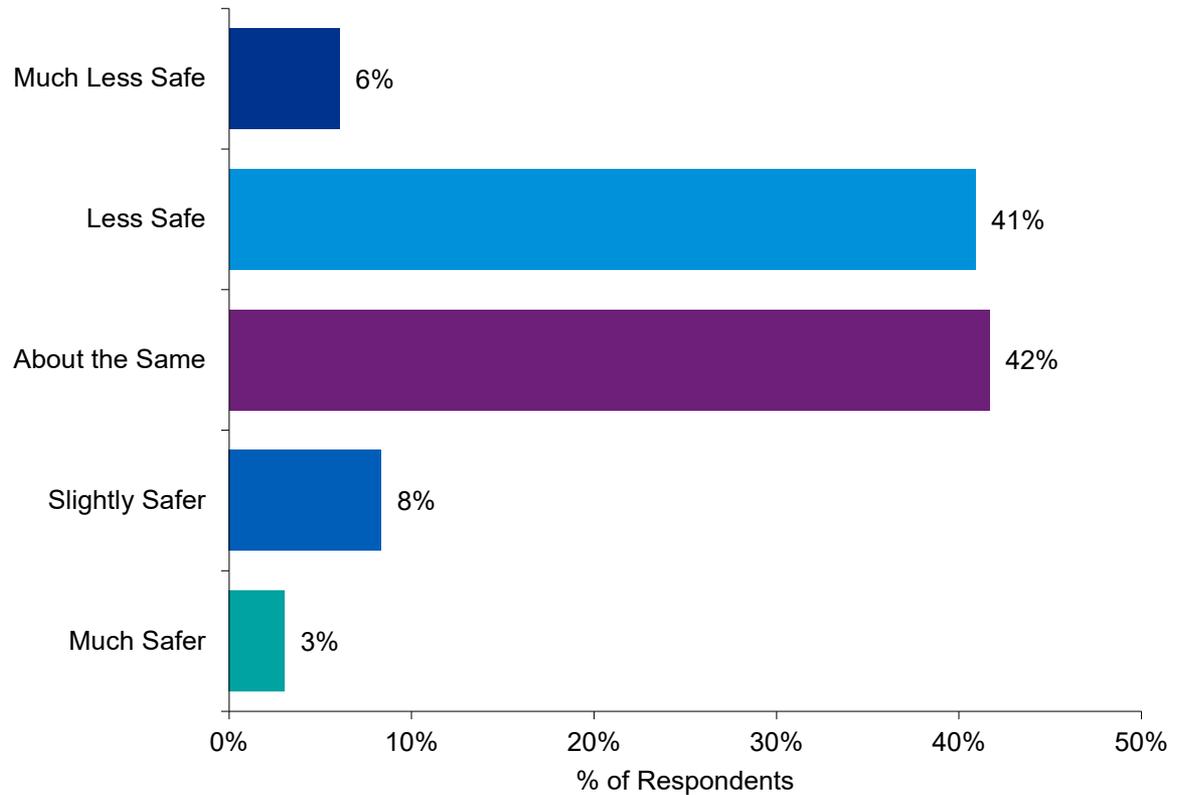
Source: 2021 Peterborough Police Staffing Review Survey

Question 3

The majority of survey respondents indicated that Peterborough had similar levels of safety compared to other communities in Ontario.

Senior Command and Civilians were more likely to share this opinion while the majority of front-line officers said Peterborough was less safe compared to other municipalities.

3. In your opinion, compared to other communities in Ontario, how safe is Peterborough overall?

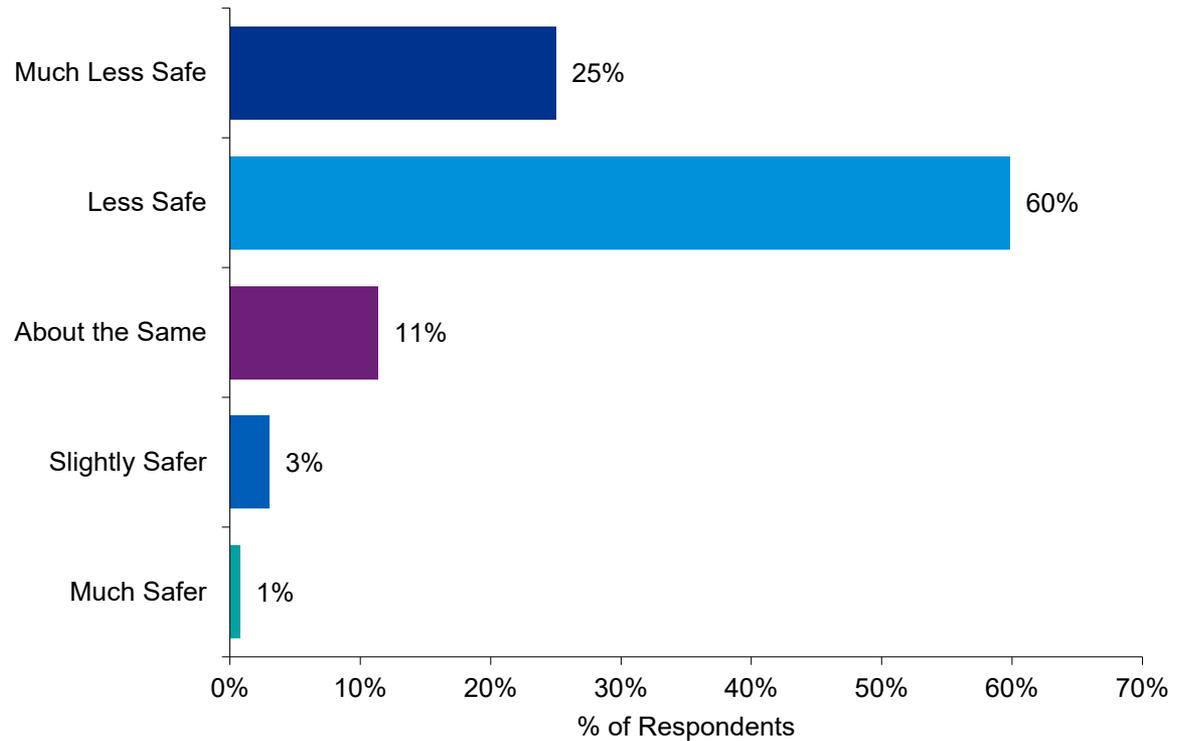


Source: 2021 Peterborough Police Staffing Review Survey

Question 4

Survey respondents indicated that Peterborough residents feel less safe in 2021 compared to 2016.

4. Compared to residents of other communities surrounding Peterborough, over the course of the past five (5) years, do you think that Peterborough residents feel:



Source: 2021 Peterborough Police Staffing Review Survey

Question 5

Eighty-Four (84%) percent of respondents indicated that Drug and Alcohol Addiction or Misuse has become a very serious issue in the past five (5) years, followed by homelessness, sexual assault, break & enter and assault.

5. Please rate the seriousness of the following crimes and quality of life issues in Peterborough for the last 5 years.

	VERY SERIOUS	MODERATELY SERIOUS	SLIGHTLY SERIOUS	NOT A PROBLEM	DON'T KNOW
Drug and Alcohol Addiction or Misuse	84%	13%	2%	0%	1%
Homelessness	71%	19%	7%	2%	1%
Sexual Assault	47%	28%	21%	2%	2%
Break & Enter	45%	45%	8%	1%	1%
Assault	42%	46%	12%	0%	1%
Other Theft	39%	33%	24%	2%	3%
Impaired Driving	35%	47%	15%	2%	2%
Homicide / Attempted Murder	33%	29%	25%	11%	2%
Identity Theft / Fraud	29%	36%	23%	6%	5%
Administration of Justice Violations	28%	32%	22%	6%	12%
Discharge Firearm with Intent	26%	18%	29%	19%	9%
Motor Vehicle Theft	25%	42%	27%	5%	2%
Disturbance of the Peace	24%	36%	32%	5%	4%
Uttering Threats	23%	38%	33%	2%	5%
Mischief	22%	38%	33%	3%	4%
Youth Crime	18%	44%	34%	2%	2%
Criminal Harassment	17%	41%	31%	7%	5%

Source: 2021 Peterborough Police Staffing Review Survey

Question 6

Eighty-Nine (89%) percent of respondents indicated that Drug and Alcohol Abuse played a large influence on crime rates in Peterborough over the past five (5) years, followed by Court Leniency and Lack of Respect.

6. In your opinion, how much have the following factors contributed to crime rates in Peterborough in the last 5 years?

	Large Influence	Moderate Influence	Slight Influence	No Influence	Don't Know
Drugs/ Alcohol Abuse	89%	10%	0%	0%	1%
Courts are too Lenient	88%	10%	1%	1%	1%
Lack of Respect	59%	21%	12%	4%	4%
Poverty / Low Income	42%	40%	16%	1%	2%
Poor Parenting	40%	40%	15%	1%	3%
Limited Police Presence	36%	34%	19%	9%	2%
Lack of Jobs / Unemployment	27%	37%	23%	11%	3%
Social Programs / Welfare	26%	31%	31%	10%	2%
Weapons Availability	17%	31%	31%	17%	5%
Lack of Education	16%	30%	42%	10%	2%
Lack of Alternative Activities for Youth	15%	29%	43%	9%	4%
Affluence	11%	22%	29%	24%	14%
Intolerance of Differences Based on Race/Religion/Sexual Orientation, etc.	5%	20%	39%	31%	5%
Over Population	5%	6%	38%	44%	8%

Source: 2021 Peterborough Police Staffing Review Survey

Question 7

Respondents indicated that front-line officers can be more effective by “looking beyond the call” to identify the root cause of problems and by assignment to a fixed area with discretion.

Respondents in Senior Command indicated a significantly higher appetite for initiation of activities by front-line officers when compared to the average response.

7. Please rate the following statements with regards to Peterborough:

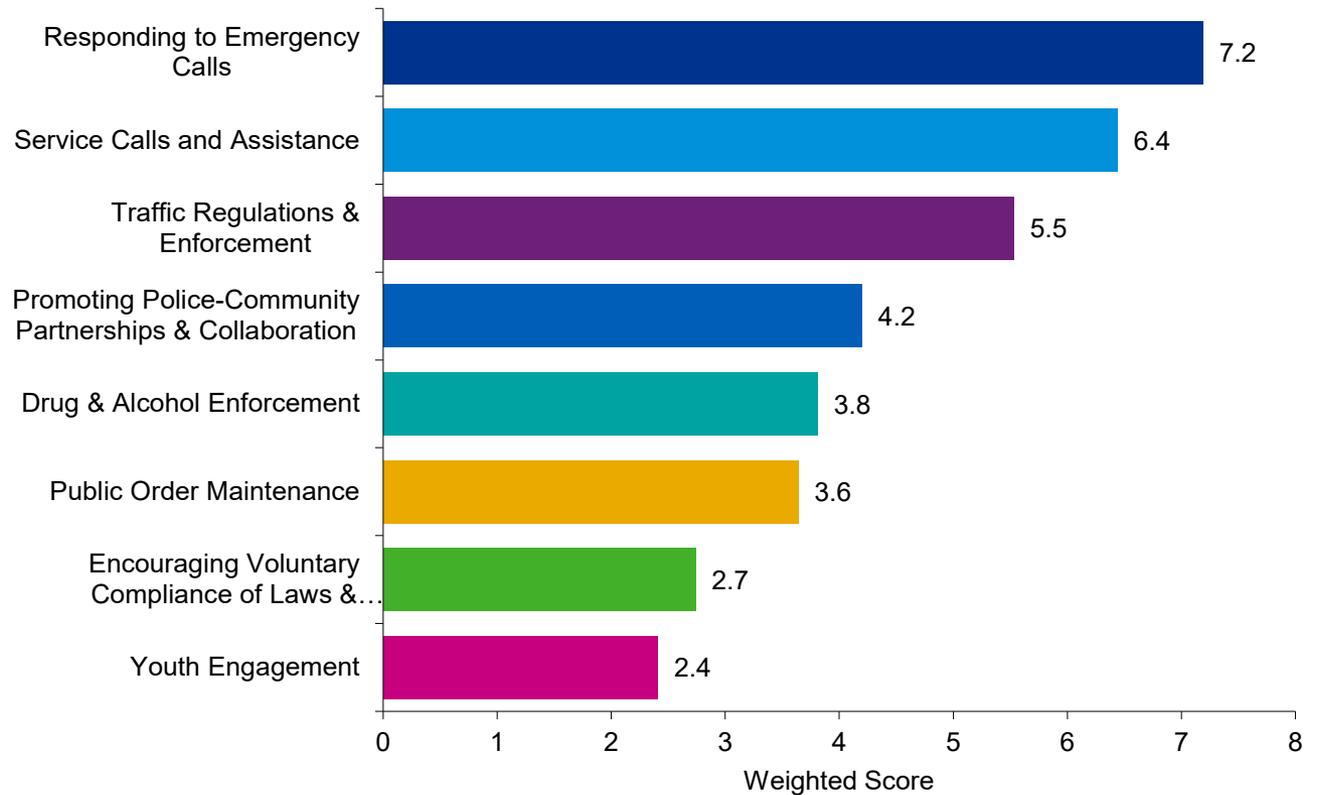
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Officers are more effective if they “look beyond the call” to get to the root of the problem.	33%	49%	12%	2%	3%
An Officer assigned to a fixed area with discretion and ability for crime prevention and problem solving is advantageous.	22%	50%	17%	8%	2%
Officers should be expected to initiate activity during shifts rather than await assignments and calls.	22%	35%	23%	12%	9%
If we are asked to address more “quality of life” issues it will detract from our ability to fight serious crime.	20%	37%	27%	15%	2%
The current level of accountability that everyone is held to within the department is acceptable.	12%	33%	14%	25%	16%
Communications between officers on different shifts and support services is adequate.	6%	34%	30%	24%	6%

Source: 2021 Peterborough Police Staffing Review Survey

Question 8

Survey respondents indicated that calls for service was the Service's top priority followed by traffic regulation and promoting police-community partnerships.

8. What do you think are the current policing priorities for Peterborough?

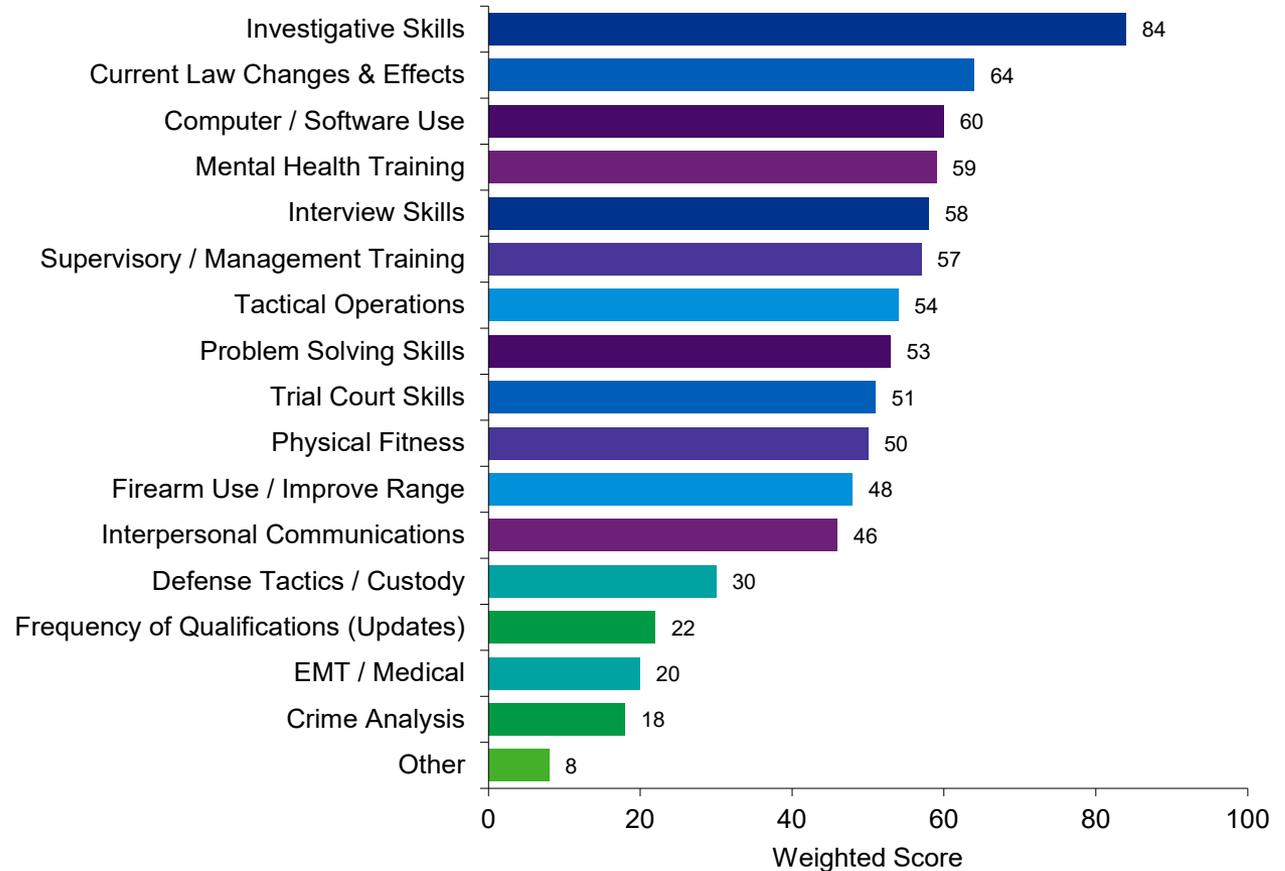


Source: 2021 Peterborough Police Staffing Review Survey

Question 9

Respondents indicated they would like to see the expansion or implementation of Investigative Skills training, followed by Current Law Changes & Effects and Computer / Software Use.

9. Which of the following trainings would you like to see implemented or expanded? Please select all that apply.



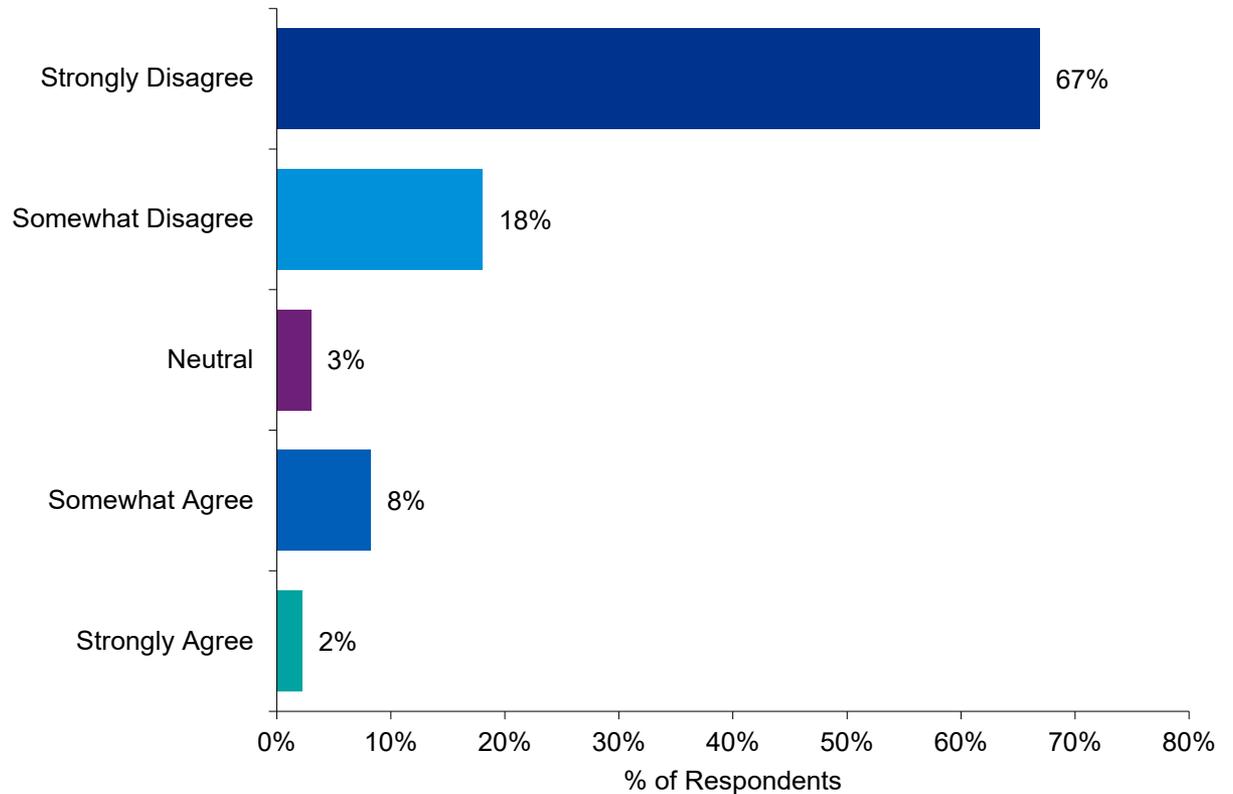
Source: 2021 Peterborough Police Staffing Review Survey

Question 10

Eighty-Five (85%) of respondents indicated disagreement that their units/departments have adequate staffing complements.

Responses were more or less equal between Senior Command, Sworn Officers and Civilians.

10. My unit/department has an adequate staffing complement to meet existing and future demands for service.



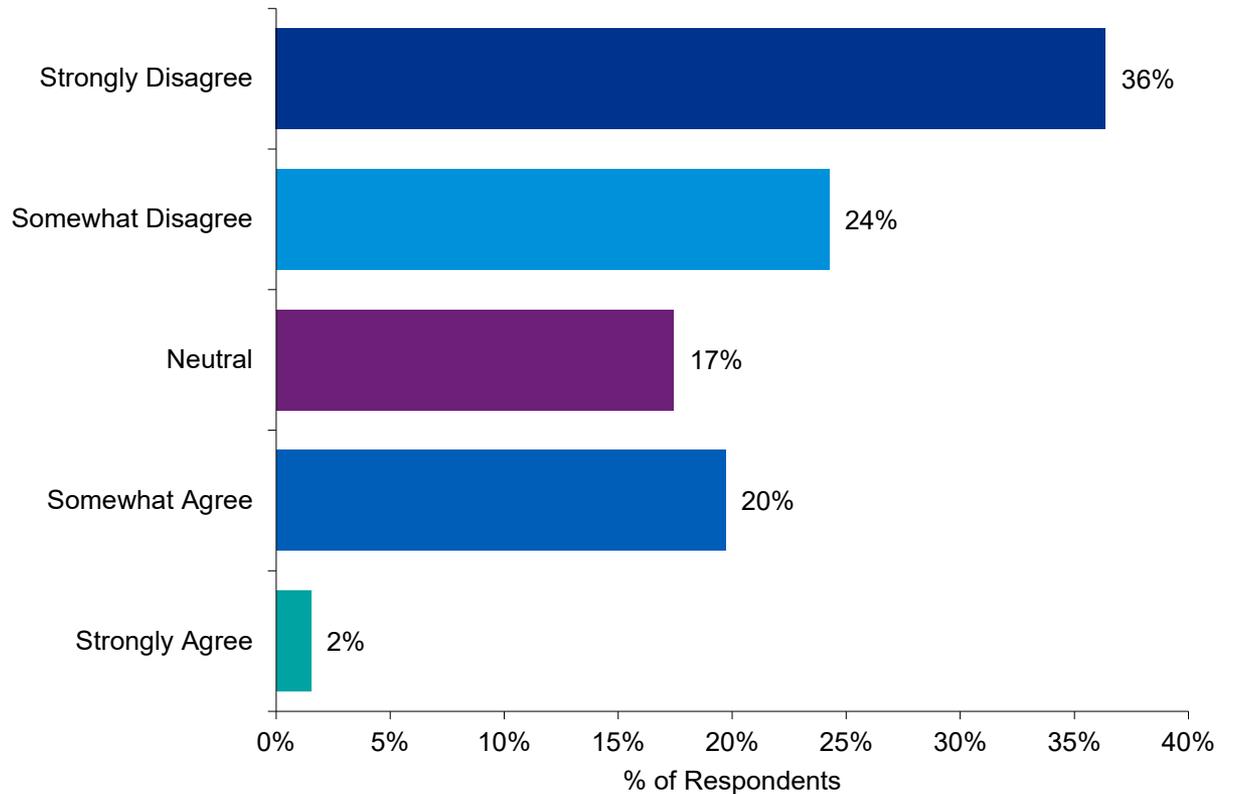
Source: 2021 Peterborough Police Staffing Review Survey

Question 11

Sixty percent (60%) of respondents indicated disagreement that their units/departments have adequate business systems and technology.

Senior Command and Civilians were more likely to strongly disagree compared to the average Sworn Officer.

11. My unit/department has adequate business systems and technology to meet existing and future demands for service.



Source: 2021 Peterborough Police Staffing Review Survey

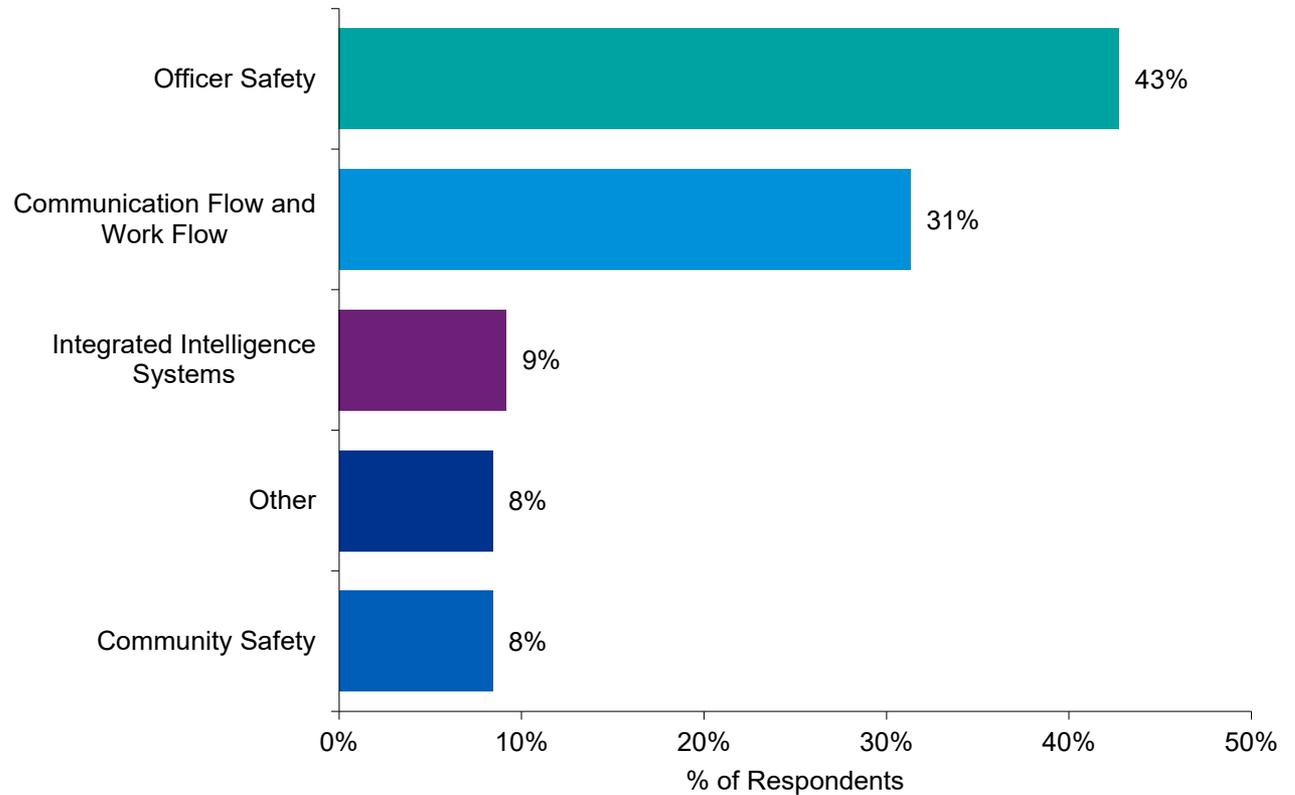
Question 12

Respondents indicated that Officer Safety was to top priority for technology and business systems, followed by communication flow / work flow and intelligence systems.

These results are consistent with Sworn Officer and Civilian responses. Senior Command identified Communication Flow and Work Flow as the top priority.

Source: 2021 Peterborough Police Staffing Review Survey

12. What is the priority for technology and business system investments?



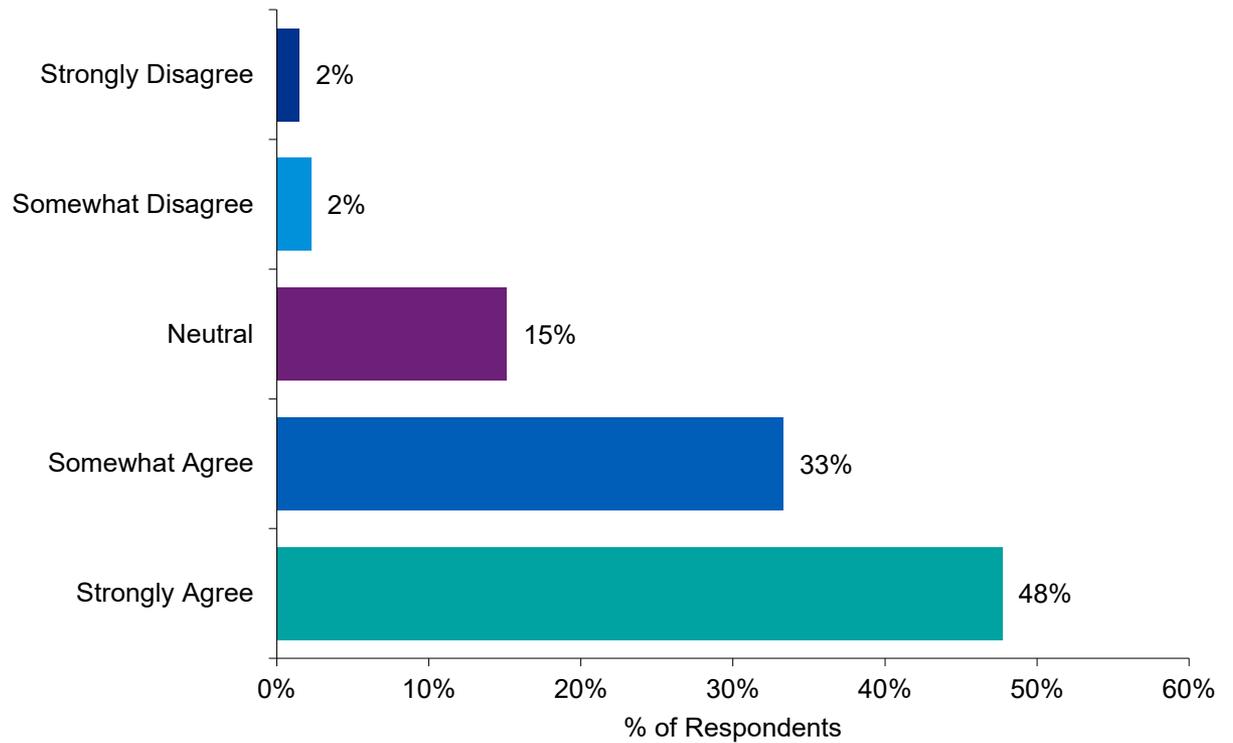
Question 13

Eighty-One percent (81%) of respondents indicated agreement that workflow and process inefficiencies prevent or slow down their units/departments from achieving objectives and meeting service demands.

Responses were consistent across Senior Command, Sworn Officers and Civilians.

Source: 2021 Peterborough Police Staffing Review Survey

13. There are workflow or process inefficiencies that prevent or slow down my unit/department from achieving its objectives and meeting service demands.

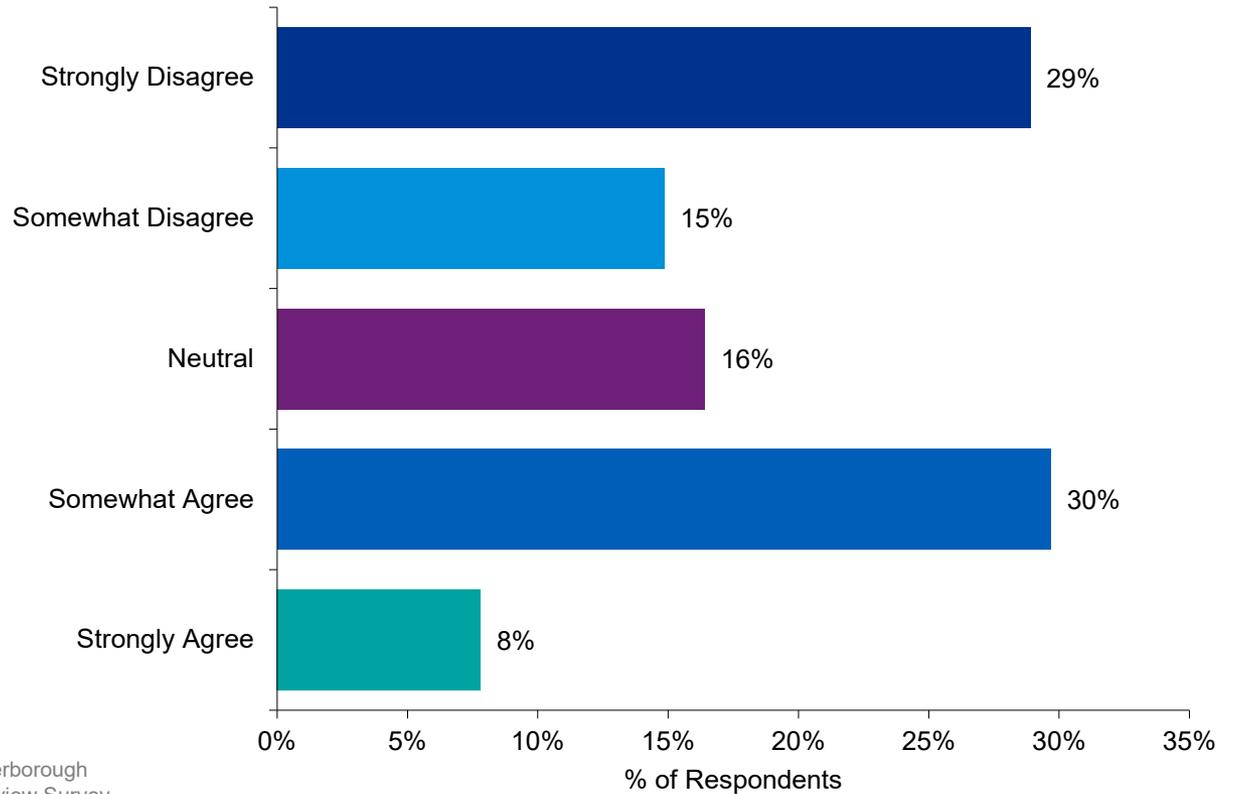


Question 14

Respondents mostly disagreed that organizational structure within their units/departments was adequate. Senior Command and Sworn Officers were significantly more likely to strongly disagree compared to Civilians whose responses were mixed.

(Note: disagreement was expressed with staffing shortages in the comments section, not with the organizational structure per se).

14. The organizational structure within my unit/department is adequate to achieve our objectives and meet service demands.



Source: 2021 Peterborough Police Staffing Review Survey

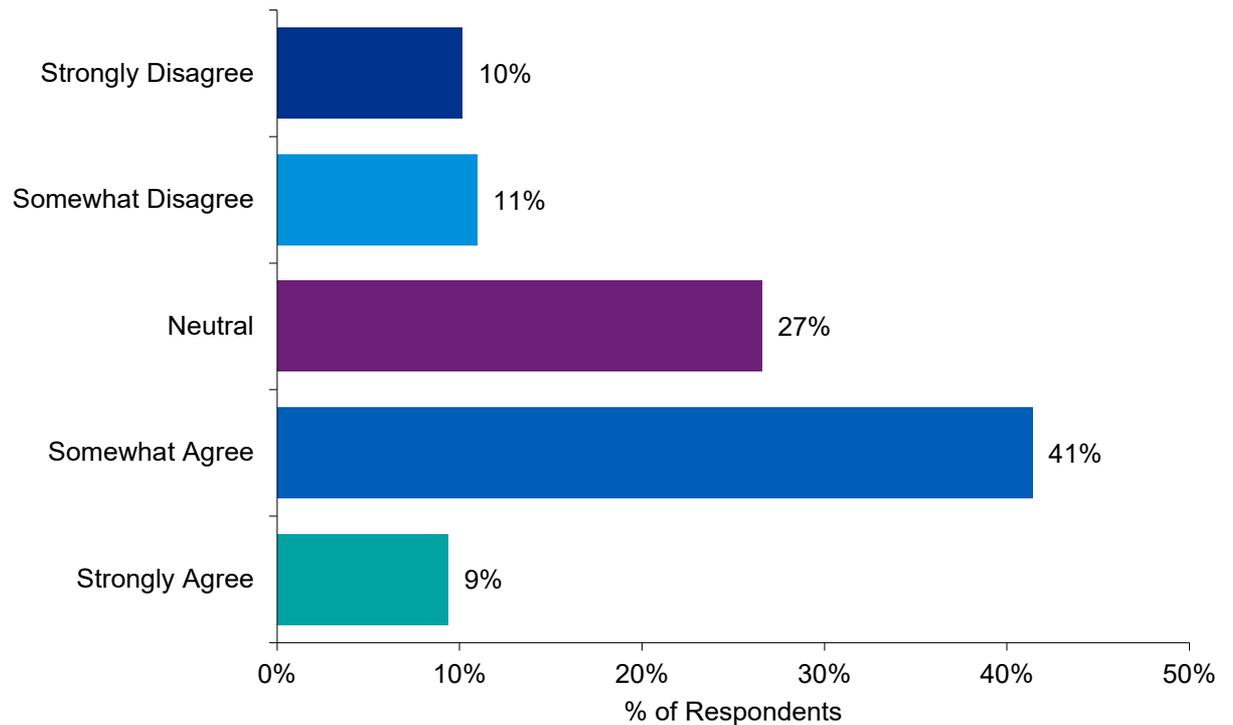
Question 15

50% of respondents indicated agreement that the PPS can enhance service through more community partnerships or awareness of support services.

Respondents indicated these partnerships can alleviate calls for service as the main benefit in the comments section of the survey.

Source: 2021 Peterborough Police Staffing Review Survey

15. The Peterborough Police can enhance service by pursuing more community partnerships and/or promoting awareness of community support services.



Question 16

Text responses were aggregated to identify trends with an aggregate word density = 3.

Respondents indicated that the Service requires more front-line officers, and is currently understaffed. Respondents also said this staffing shortage has led to an all-time low in morale among officers leading to mental health issues, burnout and stress leaves.

Source: 2021 Peterborough Police Staffing Review Survey

16. Are there any final thoughts or suggestions you would like to share with respect to the Peterborough Police Service's current service delivery, staffing complements, chain of command, organizational structure, finances or equipment/technology?



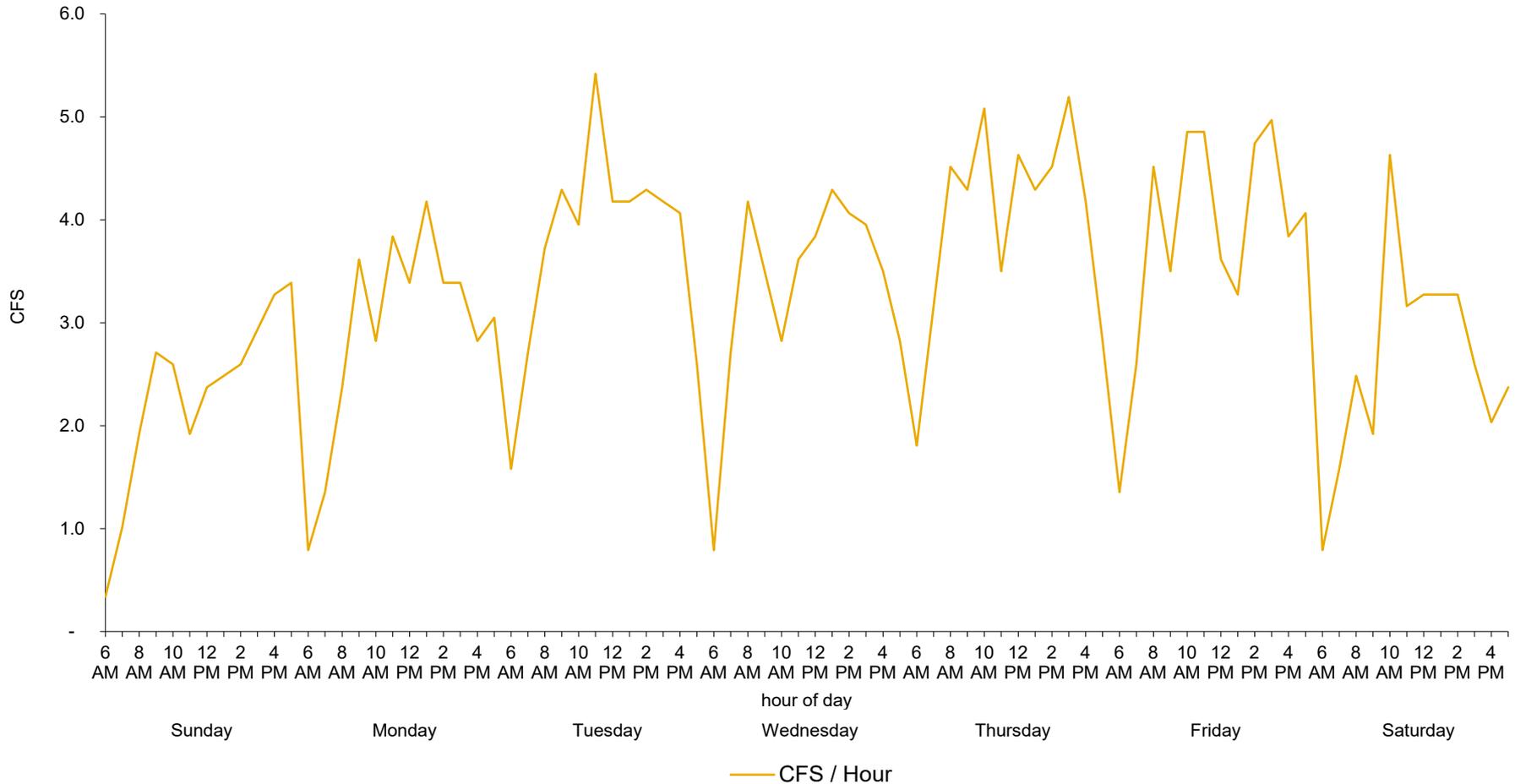


Appendix C: CFS Analysis: Days vs. Nights

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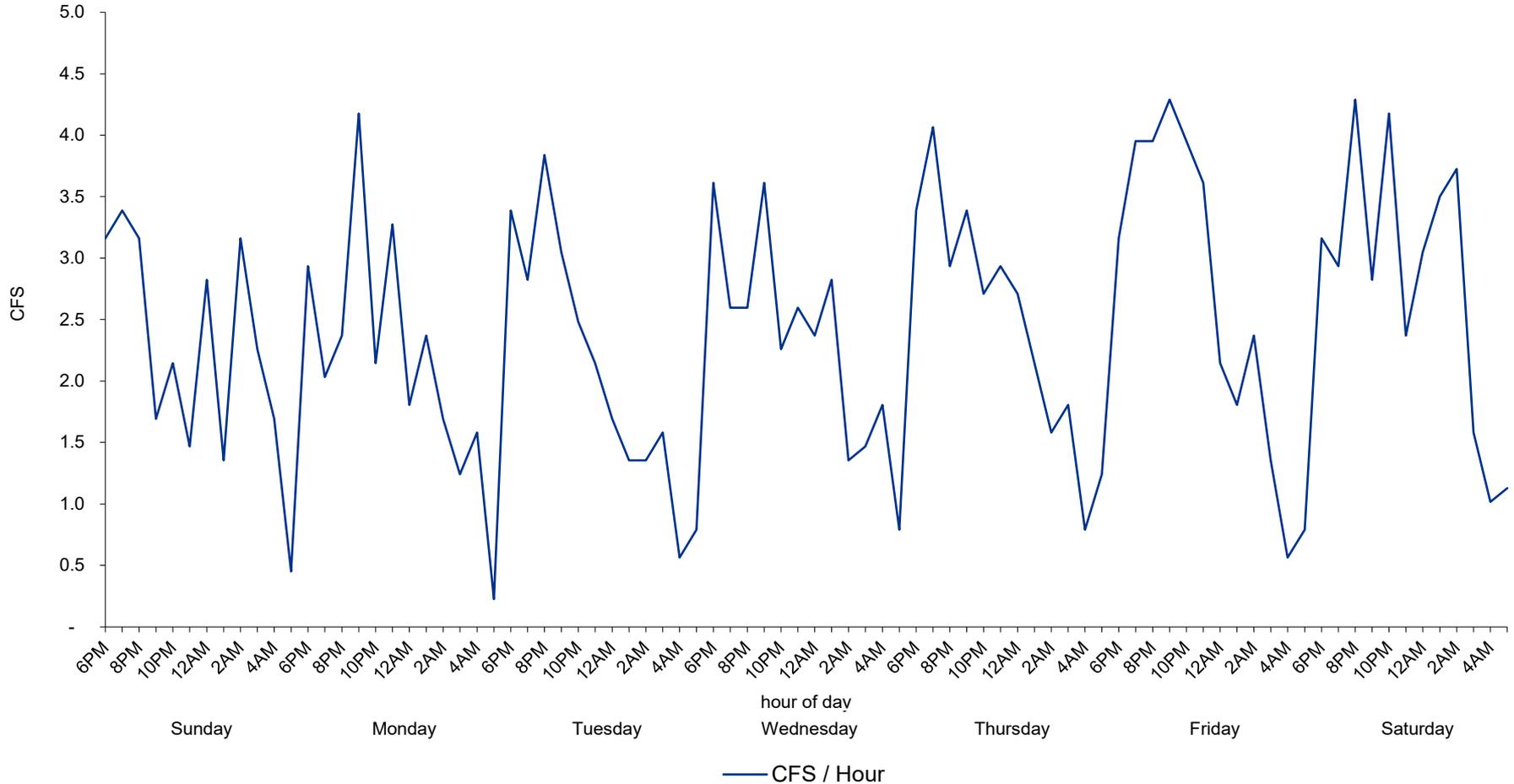
CFS by Day and Hour (6am to 6pm)

Average Hourly CFS by Day (Sunday to Saturday; 6am to 6pm Only)



CFS by Day and Hour (6pm to 6am)

Average Hourly CFS by Day (Sunday to Saturday; 6pm to 6am only)

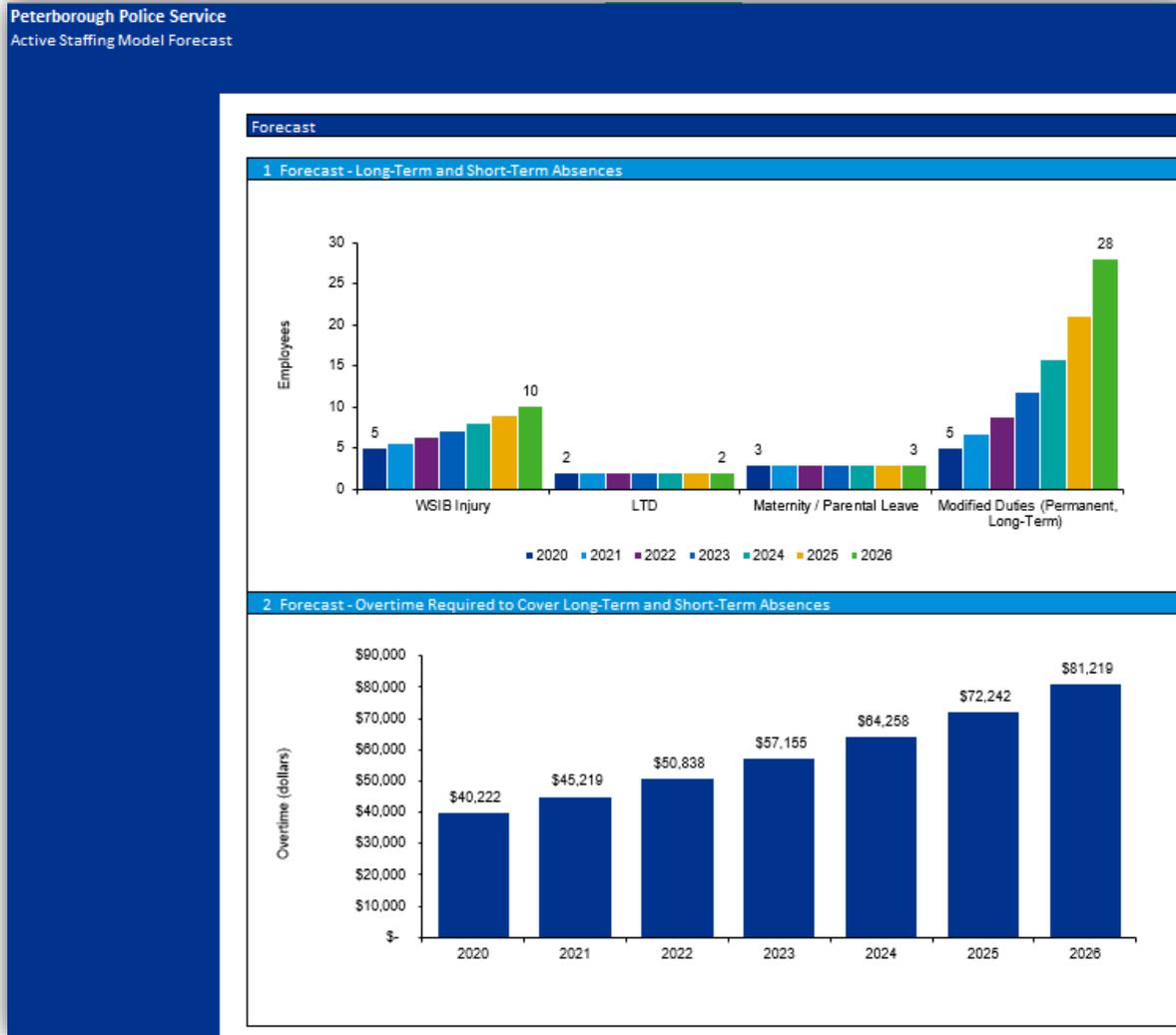




Appendix D: Active Staffing Forecast Model (Example)

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Example of an Active Staffing Forecast Model





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