
REPORT TITLE: Paid Duty Police Coordination Services for Construction

FROM: Kealy Dedman, Commissioner of Public Works

RECOMMENDATION

That the contract (Document 2017-633N), awarded to Mark Marple Enterprises Inc. for Paid Duty Police Coordination Services, be extended for a three year period, subject to an annual review of performance, in the estimated amount of \$300,000 for a total revised estimated total contract amount of \$693,298 (excluding applicable taxes), in accordance with Procurement By-law 30-2018, as amended;

And further, that the Paid Duty Police Coordination Services model be extended to include its utilization on applicable water, wastewater and Regional transportation construction and major operational projects within high volume traffic rights-of-way.

REPORT HIGHLIGHTS

- In 2016, through Council Resolution 2016-213, the Region of Peel awarded a contract (Document 2017-633N) to Mark Marple Enterprises to provide paid duty police coordination services on selected Region of Peel Capital Works construction projects
 - The coordination services model was created in 2013 to coordinate paid duty police services for the Hanlan Feedermain project, one of the largest and most extensive watermain initiatives ever designed and constructed by the Region of Peel
 - The use of these specialized paid duty coordination services has reduced unnecessary burden on the regular police paid duty program and has shown a significant cost avoidance of approximately \$1.7 million in capital expenditures over the past 3 years in comparison to the conventional model
 - This coordination services model has demonstrated its effectiveness in construction projects through reduced delays and construction traffic impacts, reduced impacts to local transit service, increased community safety concerns within construction areas, and has increased the overall supply of regular paid duty police services for alternate uses in the community
 - The coordination services model has been commended by Peel community members and increased engagement by paid duty participants
 - Public Works staff have engaged the Peel Police Services Board and Peel Regional Police (PRP) who were unaware of any other vendors who currently provide the same paid duty police coordination services. PRP has endorsed the extension of the paid duty police coordination services model and endorse the use of Mark Marple Enterprises Inc.
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DISCUSSION

1. Background

Peel Region Police (PRP) services provide paid duty police service to the Region of Peel for construction-related projects where support is required to protect the health and safety of residents. These services are not directly part of PRP's direct mandate but are support services to the community where construction, special event and/or other activity mandates the need for PRP support to maintain public safety. As such, supplementary fees are paid directly to PRP by end users as applicable services are rendered. Specific to Public Works, PRP supports construction activities across the Cities of Mississauga and Brampton where activities have specific traffic flow and/or safety implications. Pay Duty Services are also required for modifications to traffic patterns where prescribed by the Province's *Ontario Traffic Manual - Temporary Conditions*. To provide this service, PRP has dedicated a portion of its fleet to paid duty service to support the community.

The conventional practice of retaining paid duty officers and cruisers for work on Regional Capital construction projects has typically been managed directly by construction contractors who procure PRP officers for the required time periods and invoice applicable fees to the applicable capital project. An additional "administrative fee" is usually added to the Region's cost for the internal PRP administrative costs. This administrative fee is ultimately included in the contractor's invoice.

Paid Duty Coordination Service Model

In 2013 staff recognized that the proposed construction of the Hanlan Feedermain project, one of the largest and most extensive watermain initiatives ever designed and constructed by the Region of Peel, would require a significant volume of paid duty services over the lifetime of the project. Through the public outreach program established under Hanlan, staff also recognized that a new process would be required to achieve outcomes expected by the community such as maintaining expeditious traffic flow and protecting vehicular and pedestrian traffic.

To meet the community's expectations, a program was developed in consultation with PRP and the Regional Chair, with an external vendor to develop and provide support for the program.

Mark Marple Enterprises Inc. was retained by staff to support the program. The firm is made up of retired senior level police officers and was retained to provide the following services:

- Development of a single source for coordination and scheduling paid duties with Peel project managers, PRP, and construction contractors
- Development and implementation of paid duty police officer training on construction project specifics including requirements and expectations
- Provide advanced level and consistent traffic management support from off-duty police officers trained on construction projects to support specific project needs and community expectations
- Provide greater traffic and pedestrian safety around construction work zones
- Attend construction project planning and coordination meetings

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- Conduct on site auditing of paid duty police services for conformance to project needs
- Accountability to the project team, Councillors, local businesses and residents
- Coordinating auditing, and sorting paid duty police services invoices
- Provide improved coordination with local transit authorities, thus reducing construction related impacts on transit services

The paid duty initiative developed as part of the Hanlan project involved the leasing of dedicated cruisers that met the needs of paid duty support. The Region leased six retired cruisers and paid monthly fees of \$500/cruiser/month for their exclusive use for construction related paid duty support. The lease amount also included all maintenance, insurance and fuel costs for the cruisers. Dedicated cruisers for large and complex construction projects ensured that PRP's fleet of dedicated paid duty cruisers are not negatively impacted by construction projects.

The pay duty program developed for Hanlan was highly successful in maintaining traffic and pedestrian safety.

Peel Regional Police have not engaged other vendors to provide paid duty police coordination services (see Appendix I).

In 2016, through Resolution 2016-213, Regional council approved the award of a contract to Mark Marple Enterprises Inc. for the provision of paid duty police coordination services for a one-year contract plus three optional years through a direct negotiation (Document 2017-633N). PRP is not aware of any other vendor providing a similar level of service related to paid duty coordination and with the support of PRP Water Wastewater staff directly negotiated with Marple Enterprises.

After the completion of the Hanlan project, Region staff explored the possibility of the continued use of the program for other capital projects that met the following criteria:

- Has significant impact on the community, travelling public or pedestrian movements
- Has significant potential impacts on traffic safety due to high volumes or traffic speed
- Is of significant size and/or complexity to warrant frequent need for paid duty services

Region staff have engaged with Mobilinx, the contractor entity responsible for the construction of the Hurontario LRT (HuLRT) to also utilize Marple Enterprises to provide similar services for the HuLRT project as the project is long term and will have significant impacts on traffic, pedestrians and businesses along the Hurontario Street corridor.

The continued use of the paid duty model for major construction activities in Public Works is recommended given the past success and projection of future major capital projects across the Region.

2. Findings

The paid duty police coordination services achieved a cost avoidance of approximately \$1.7M over the past three years. The cost avoidance is mainly attributed to the Region's commitment to providing dedicated police cruisers to support construction projects. These

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dedicated police cruisers offset the need for front-line police vehicles and have a very high utilization rate, resulting in a decrease to average hourly operating costs. Paid duty officers engaged in the program are paid at the same rate as that of conventional paid duty services.

| Year | Approximate Paid Duty Hours | Approximate Cost Avoidance |
|------|-----------------------------|----------------------------|
| 2018 | 10610 hours | \$530,000 |
| 2019 | 15250 hours | \$785,000 |
| 2020 | 8590 hours | \$405,000 |
| | Total | \$1,720,000 |
| | Yearly Average | \$570,000 |

The charges for the dedicated police cruisers and paid duty police officer labour are invoiced directly to the Region by PRP and funded through the capital project budgets utilizing the paid duty police coordination services.

In addition to coordinating paid duty police services, Mark Marple Enterprises Inc. audits and sorts the invoices, thereby saving time for Peel project managers. Mark Marple Enterprises Inc. receives invoices directly from PRP, audits the submission against the original request and then allocates the invoices to the proper capital cost centre. Invoices managed by Mark Marple Enterprises Inc. do not include additional administrative costs or markups, thus reducing the burden on overall construction costs. Fees for Mark Marple Enterprises Inc. are also recovered from applicable capital projects.

Over the years, project survey results show a higher level of satisfaction from residents in the communities in which Mark Marple Enterprises Inc. specialized services have been utilized. The service model has been extended to other large capital projects in the community including the Burnhamthorpe Water Project, Cawthra Road Sanitary Project, the HuLRT project and other construction projects on high volume traffic rights-of-way.

3. Proposed Direction

Staff intend to apply the paid duty services model to upcoming major water and wastewater projects where there are significant impacts to traffic flows and/or community safety challenges, including projects that are to be carried out in vulnerable areas such as school zones. Some of these projects include:

- Burnhamthorpe Water Project,
- Burnhamthorpe Sanitary Sewer
- Cawthra Sanitary Sewer
- East Brampton Feedermain Project
- Dixie Road Watermain and Road Improvements
- Downtown Brampton water and wastewater replacement project
- Hurontario LRT

Extending the existing coordination contract will result in a consistent approach and level of service across all major water, wastewater and Regional transportation construction and maintenance/repair projects. Staff consulted with PRP to assess input on the continuation of the coordination model. The extended application of the alternative paid duty police services model is endorsed by PRP as per Appendix I.

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RISK CONSIDERATIONS

The associated risks related to using the traditional approach for acquiring paid duty police services for large water, wastewater and Regional transportation construction projects is high volume traffic rights-of-way are:

- Greater administrative effort for Region project manager and contractors
- Increased challenges in recovering costs from capital projects
- Project delays and associated delay costs
- Inconsistent delivery of paid duty police services given the complexity of construction projects
- Additional burdens on PRP, including the need to allocate additional police cruisers to paid duty services for construction projects thereby reducing capacity to supply service to the community
- Potential impacts to the health and safety of the community and traffic congestion when paid duty police are not provided the proper direction and training
- Increased cost for the use of Regional services by paying fees via construction projects as opposed to direct payment using internal processes

FINANCIAL IMPLICATIONS

There are sufficient funds available in the approved capital budgets to carry out the recommendation. The paid duty police coordination services model represents an average annual cost avoidance of \$570,000 for paid duty police services compared to standard rates. The program allows PRP to reduce the need to secure additional cruisers to meet variable construction needs. The program does not impact rates paid to officers.

All costs for the program, including fees for the Vendor are fully recovered from capital cost allocations.

APPENDICES

Appendix I – Peel Regional Police Letter

For further information regarding this report, please contact Anthony Parente, General Manager, Water & Wastewater, Ext. 7833, anthony.parente@peelregion.ca.

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Reviewed and/or approved in workflow by:

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