

Life Cycle of Police Uniforms, Equipment and Vehicles

PUBLIC PROCEEDING

||| MASS CASUALTY
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NOW SPEAKING

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Exhibits

Witness statements:

- **Steven Carroll: Manager, RCMP Uniform and Equipment Program**
(interviewed Jan. 10, 2022; COMM0053744)
- **Alan McCambridge: RCMP Core Sergeant Major**
(interviewed Jan. 10, 2022; COMM0053742)
- **Christine LaMarche: RCMP Director General of Procurement, Materiel and Assets Management**
(interviewed Jan. 7, 2022: COMM0050865)
- **Julia Cecchetto: Retired Chief, Kentville Police** (interviewed Aug. 31, 2021: COMM0015891)
- **Dave MacNeil: Chief, Truro Police** (interviewed August 3, 2021: COMM0003767)
- **Nicholas Trudel: Director General, Public Service and Procurement Canada**
(interviewed Dec. 13, 2021: COMM0040549)
- **Andrew Warner: Diesel and Auto Electric Limited**
(interviewed Feb. 8, 2022: COMM0053364)
- **Andres Casimiri: RCMP National Manager for Moveable Assets**
(interviewed Jan. 14, 2022: COMM0051948)

Focus of this Session

WHY WE ARE HERE

- Understand the life cycle of police uniforms, use of force options and vehicles, including changes to processes made since the mass casualty occurred
- Note presentation includes information synthesized from the various witness statements. Sources are indicated by Name (Date) on each slide.



Life Cycle of Uniforms and Use Of Force Options

Definitions and Acronyms

Materiel and Assets Management	RCMP team that manages all procurement requirements on a departmental level. Oversees: <ul style="list-style-type: none">• Uniform and Equipment Program• National Armoury Program• Material Program
Public Services and Procurement Canada (PSPC)	Central purchasing agent for federal departments and agencies; formerly Public Works
General Duty Uniform	Uniform an officer wears during the daily course of their duties
Dress or Review Order Uniform	Uniform worn for ceremonial occasions and special events
Shoulder Flashes	Round shoulder markings that identify which service an officer works for

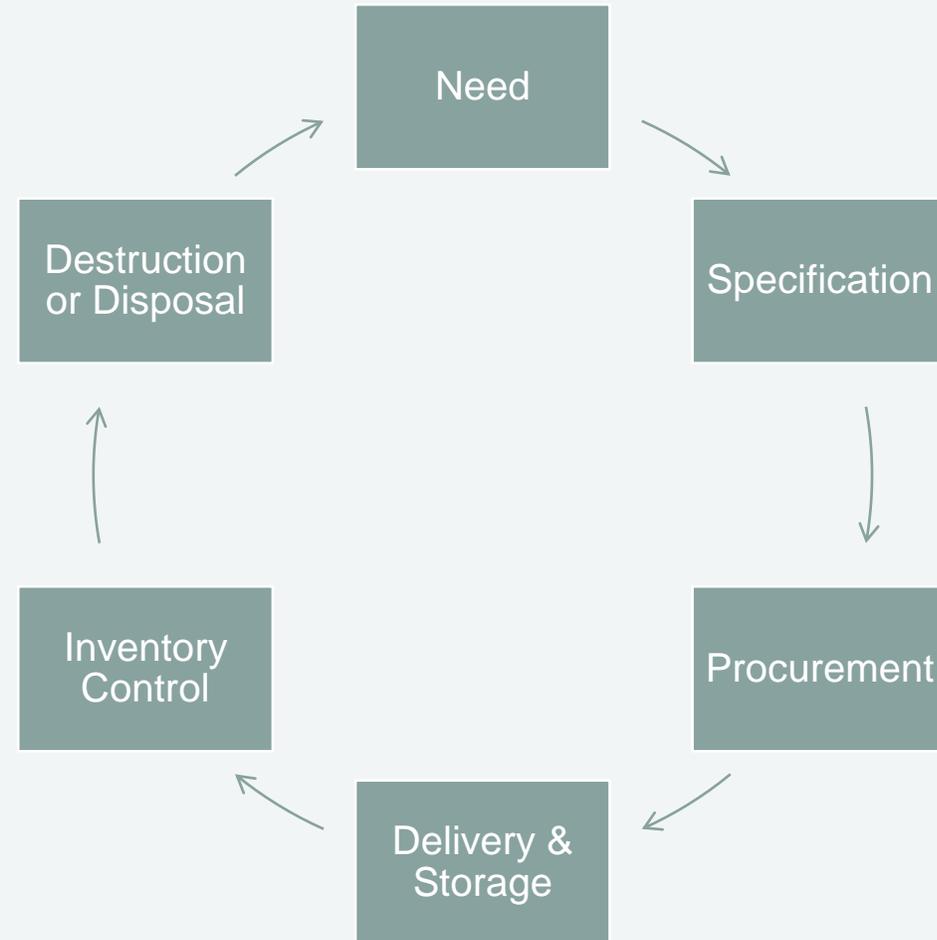
Lifespan of Uniform and Member Entitlements

RCMP

- Members are responsible to have Review Order and General Duty uniforms.
- The Uniform and Equipment Program Ordering Guide, which can be accessed by members using the online ordering system, includes information on the fair wear-and-tear life expectancy for each item of uniform.
- The lifespan of various pieces of uniform are set out in policies e.g. boots have a three-year lifespan.

Steven Carroll (Jan. 10, 2022)

Alan McCambridge (Jan. 10, 2022)



Need is Identified and Specification Developed

R C M P

- The need for a particular piece of uniform is identified by the detachment. Examples could include:
 - stronger wet weather or harsh environment equipment
 - extreme cold weather boots

Steven Carroll (Jan. 10, 2022) | Alan McCambridge (Jan. 10, 2022)

- Once a need has been identified, the program develops the detailed specification for the item based on the need.

Steven Carroll (Jan. 10, 2022)

Procurement

R C M P

- Materiel and Assets Management uses the specifications developed by the Uniform and Equipment Program to create a procurement, which must be **fair, open, transparent** and **compliant** with trade agreements and the rules of procurement. Bidders bid on the contract, cost, and turnaround time.

Steven Carroll (Jan. 10, 2022) | Christine LaMarche (Jan. 7, 2022)

- Depending on the items, the specification information may be publicly posted. There are security considerations about whether a piece of uniform could be used to impersonate officers.

Christine LaMarche (Jan. 7, 2022)

- The bids are submitted to the Uniform and Equipment Program for evaluation. The contract is awarded to the company or companies with the lowest compliant bid.

Steven Carroll (Jan. 10, 2022)

Online Ordering System

RCMP

- All commodities are available through the online secure portal.
- Members sign in securely and have access to view online the various types of uniform based on duty code. Members can select multiple items in one order under a specific duty code.
- Unit commander is responsible to view each member's history file and, in communication with member, determine approval against entitlement or requirement for the goods.

Steven Carroll (Jan. 10, 2022)

Delivery and Storage of Uniform Items

RCMP

- For bulk orders, as part of the contract, there is Freight-on-Board destination
- Vendor is responsible for arranging shipping and payment of shipping from supplier to RCMP.
- Once approved by the detachment commander, online orders by members go into a pending order area; these are then:
 - Grouped
 - Prepared
 - Picked
 - Shipped via Canada Post to the detachments each day

Steven Carroll (Jan. 10, 2022)

Monitoring Inventory and Orders

RCMP

- RCMP monitors inventory and orders by keeping track of inventory and monitoring officer orders. It is the unit commander manager's responsibility to review and approve requests.
- Discipline decisions would be at the unit level as a start point; it is up to the unit commander to question and discuss it. May also involve the warrant officer if it is a problem to determine what disciplinary action, if any, is required.
- Each division may see different reporting.
- Members would be refused items if they had already received quota within item's life expectancy.
- If you are ordering a new patrol jacket every year that is suspicious and will challenge to see why.

AI McCambridge (Jan. 10, 2022)

Steven Carroll (Jan. 10, 2022)

Inventory Control

RCMP

- When RCMP receives goods, it gets a detailed packing slip which is cross-referenced at the loading dock at their facility to make sure everything is received.
- If there is a discrepancy, this goes to the manager of accounting and planning for immediate action; will contact the carrier and find out what happened. Follow-up occurs immediately on account verification and if action is required it happens immediately.
- Volume of shirts comes with many pallets delivered by a large tractor trailer truck.
- Have a common vendor base that routinely wins contracts, so the vendors are familiar to the RCMP.
- Same process for flashes or patches.

Steven Carroll (Jan. 10, 2022)

Destruction or Disposal of Uniforms

RCMP

- Not a national scope. Responsibility for destruction of uniform items is at the detachment level (may see incinerators, shredders).
- Materiel and Assets Management working group collaborating with other government departments on reviewing potential for a recycling process for all public safety uniforms.
- RCMP will collaborate to assist other government departments who have their own uniform challenges. E.g. provide cold weather gear to Canada Border Services Agency (CBSA).
- Variety of applications in the field
- Items are turned into unit commander, who is responsible for ensuring they are disposed of and rendered unidentifiable in the process

Steven Carroll (Jan. 10, 2022)

Destruction or Disposal of Uniforms cont.

RCMP

- Responsibility to ensure items get destroyed is up to the detachment commander. Over 700 detachments across the country.
- Policy says items are to be destroyed locally or rendered unserviceable. Would never do this with blue pants, uniform shirt, or patrol jackets—those would be shredded or burnt.
- Any items with identifiable marks would be destroyed; others might be recycled e.g. given to prisoners after any identifying marks are removed.
- Members resigning or retiring require permission to maintain Review uniform – not automatically granted. Permission is documented.
- Forms and processes in place to ensure all equipment recovered or accounted for when members depart.

AI McCambridge (Jan. 10, 2022)

Dress Uniforms

RCMP

- Mechanism is the same for general duty (procurement, design, specification, ordering, etc.)
- Members are entitled on approval to keep the dress uniform upon retirement (certain items)
- Review order items have a longer life expectancy because they are not worn on a regular basis

Steven Carroll (Jan. 10, 2022)

Use Of Force Options

RCMP

- Procurement process is the same as for uniforms, except depending on what the item is it would go to a different team at PSPC.
- Armoury program is in charge of destroying or disposing of some use of force options (e.g. firearms, conductive energy weapons, possibly aerosol weapons).

Christine LaMarche (Jan. 7, 2022)

Other Police Forces

Similar use of force processes are in place for other police forces in Nova Scotia.

Kentville Police	Truro Police
<ul style="list-style-type: none">• Use of force options issued to uniform members are standard across Nova Scotia.• Officers are issued a gun belt, OC spray, a baton, handcuffs, a firearm, and everyone on the road has a shared conductive energy weapon.• At Kentville Police, uniforms and equipment requests and assignments are tracked.	<ul style="list-style-type: none">• Marked vehicles are equipped with GPS, in-car camera system with a rear facing camera to cover the prisoner as well, roadside breath testing equipment, radar, first aid kit, fire extinguisher and other basic police equipment.• Uniforms are covered by a collective agreement. These items are tracked and replaced as needed.• Truro Police now have a turn-in basis; if an officer needs two shirts, they have to turn in two shirts.• These items are then destroyed in an incinerator where they are burned. This process is documented.

Julia Cecchetto (Aug. 31, 2021), pages 10, 57-61

Dave MacNeil (Aug. 3, 2021), pages 42-45



Other Uniform Considerations

Trading Paraphernalia with other Police Forces

RCMP	Truro Police
<ul style="list-style-type: none">Possible you will have maybe head dress or shoulder flashes put into a plaque or folder presentation that would be exchanged; but you would not exchange your tunics and your patrol jackets.	<ul style="list-style-type: none">Legislation now prohibits them from trading these items

Al McCambridge (Jan. 10, 2022)

Dave MacNeil (Aug. 3, 2021)
page 47

Significance of Uniform to Veterans and Retired Members

RCMP

- Retired members have to be given permission to wear the ceremonial uniform.
- RCMP Veterans Association has own uniform with own rules and regulations about who can wear it, how and when.
- Since October 2014 members must ask permission to wear uniform while attending regimental funerals; most veterans wear blazers and do not march.
- Members have pride in the uniform; often hold on to reach the 20-year service mark so they can keep their ceremonial uniform.
- Members do not expect to keep any of their service uniform.

AI McCambridge (Jan. 10, 2022)

RCMP Uniform Items in Second-Hand Stores

- Intellectual property office has someone assigned as a subject matter expert; they have a cease and desist letter where companies are selling artifacts or there are trademark infringements.
- There have been occasions where there are costumes or actual uniforms that may be out in second-hand stores to be sold; this is a challenge because unless they can prove impersonation of a police officer under the Criminal Code they cannot seize the items. Will have discussion with owner of store and try to recover items voluntarily.
- Not aware RCMP has any direct seizure authority. RCMP have gone in and bought items to take it out of the public venue.
- Some countries have legislation that prohibits possession of government equipment by persons with no authority to possess it..
- Province of Nova Scotia just recently passed legislation prohibiting the possession of police uniforms but there is a clause that would allow certain items or certain individuals to possess.
- Recommendation: Give the RCMP the authority to retrieve items that are in the public domain.

AI McCambridge (Jan. 10, 2022)

Changes Since the Mass Casualty

- After the mass casualty, the RCMP struck a committee from the warrant officer program and engaged key subject matter experts.
- If items are found by family members, advise them to take them to the local detachment and have them examined; if there are old items from the 1940s for example they could keep them or the RCMP would take and dispose of them.
- NS in 2021; other detachments and divisions have done similar collections or streamlined and disposed of items they may have had.
- Commercial destruction: commercial entities identified who can assist with large volumes of uniforms.

AI McCambridge (Jan. 10, 2022)

Changes Since the Mass Casualty cont.

- Large incineration initiative in Nova Scotia to ensure uniform items were destroyed.
- Human Resources has improved forms and process for departure from the RCMP.
- Internally, the uniform manual has been updated.

Steven Carroll (Jan. 10, 2022)

- Changes to procurement to remove publishing of specifications in public: now a two-phased process where something would be published on the government electronic tendering system.
- Industry would respond to that and demonstrate they are within the capacity to do the work.
- MAM is considering having them sign a non-disclosure agreement to add another layer of protection. Once these things are done, Materiel and Assets Management (MAM) would directly send the tendering specifications of how to build a shirt, because they would need those details in order to bid.

Christine LaMarche (Jan. 7, 2022)



Life Cycle of Police Vehicles

Procurement of Vehicles

RCMP

- Vehicles are purchased through the standing offer and Public Services and Procurement Canada (PSPC) is the contracting authority.
- The bulk of RCMP vehicles would be considered “general duty” vehicles, which are marked and are the typical police vehicle you would see on the road.
- These vehicles are replaced based on a replacement cycle ... determined by mileage and age (about 130,000 kilometres **or** eight years).
- Policing requirements are owned by the RCMP. Part 5 of the “Government Motor Vehicle Ordering Guide” defines mandatory requirements for policing vehicles and orderable options.
- There are more than a dozen orderable options and the mandatory criteria are comprehensive. Some options are installed by the manufacturer The vehicle then goes to an upfitter identified by the manufacturer (subcontractor), who continues with the upfit based on the options identified when the RCMP ordered the vehicle (e.g. partitions, siren, light controller, lights). The vehicle then goes to the RCMP at a post garage, where they have technicians that complete the upfit (e.g., radio, more sensitive equipment).

Andres Casimiri (Jan. 14, 2022)

Upfitting Vehicles

RCMP

- The procurement process for the third-party upfitter (subcontractor of the vehicle manufacturer) would be included in the standing order and there is not a separate process directly between the upfitter and the federal government. This is done annually.
- Before a vehicle goes to the upfitter, it would be difficult to distinguish a retail vehicle from a policing package.

Andres Casimiri (Jan. 14, 2022)

- Diesel and Auto is the primary vehicle upfitter for the RCMP for the Nova Scotia region; as involved in the upfitting of vehicles prior to the mass casualty. If Diesel and Auto is not able to meet the RCMP's demand and turnaround time they will allocate the upfitting to the secondary suppliers.
- When a vehicle is ready to go, Diesel and Auto notifies the RCMP. The vehicle will probably already be allocated to a detachment. Once Diesel and Auto is told which detachments are getting vehicles, they arrange a pickup which is usually done by an authorized person (RCMP officer) who has to sign for the car and do a walk around inspection. That information is recorded and then sent back to RCMP headquarters.

Andrew Warner (Feb. 8, 2022)

Procurement of Decals

RCMP

- Ordering decals is an RCMP program and the responsibility for adding them varies across the country. MAM is responsible for procuring decals
- Inventory management for the decals would be handled in the regional offices within the RCMP.

Christine LaMarche (Jan. 7, 2022)

Decommissioning of Vehicles and Preparation of Surplus Assets

RCMP

- Decommissioning and disposal of vehicles is a shared responsibility. MAM relies on GC Surplus, another arm of PSPC, to assist with the decommissioning process.
- A vehicle is decommissioned when it is deemed to be at the end of its life for the RCMP in terms of its operational purpose. There is an internal process done by the RCMP, then the decommissioning process is started and MAM liaises with GC Surplus at PSPC.

Christine LaMarche (Jan. 7, 2022)

- There are several steps for the decommissioning process:
 - It starts at the detachment, where they need to remove garbage, evidence, or anything loose in the vehicle
 - The vehicle then goes to post garage or a contractor for the decommissioning and removal of the equipment
 - This process is done by contractors in the Atlantic region as there is no post garage
- Decals could be removed by the post garage but in some instances there are arrangements made to have GC Surplus remove the decals.

Andres Casimiri (Jan. 14, 2022)

Decommissioning of Vehicles and Preparation of Surplus Assets cont.

- The RCMP has their own policies for ensuring that assets are properly searched and prepared for sale.
- There have been incidents where RCMP assets had safety issues when they came to GC Surplus for sale; for example, a needle was left in the back seat of a vehicle and an employee pricked their finger. When this happens, an occurrence report is filled out.
- GC Surplus has Standard Operating Procedures that include preparing a car for sale (this may not be specific to RCMP vehicles, as they get other vehicles from other agencies as well).

Nicholas Trudel (Dec. 13, 2021)

- Diesel and Auto sees the vehicles again at the time they are decommissioned, when the RCMP asks Diesel and Auto to do a “strip” (entirely remove all police equipment before the vehicle leaves the compound to be decommissioned or crushed).
- No one is allowed into the upfitting area without a security clearance personnel.
- When a vehicle is decommissioned, Diesel and Auto logs all the parts that come off the vehicle on a list, which they send back to the RCMP employee who manages the parts inventories.

Andrew Warner (Feb. 8, 2022)

Changes Since the Mass Casualty

- There is a form-flow for these vehicles that starts at the detachment and ends up with GC Surplus. The vehicle cannot be decommissioned without the form being completed in its entirety. The form acknowledges that the vehicle was inspected and items and equipment were removed, including the decals. This form was put in place in July of 2021 driven in part by the mass casualty.
- Moveable Assets is currently doing an internal review of the decommissioning process and a third-party review on decommissioning.
- Another change is the addition of identifying the equipment that is being removed from the vehicle on the decommissioning form.
- A moratorium was put in place on selling decommissioned vehicles. RCMP vehicles are currently either stored or crushed.
- Millions of dollars were recovered through the sale of decommissioned RCMP vehicles every year

Andres Casimiri (Jan. 14, 2022)

Other Police Forces

Kentville Police	Truro Police
<ul style="list-style-type: none">• Vehicles are traded into dealers and are stripped before they go; most of the specialized equipment would go into the next car. One exception would be some of the silent partners (barricades) which fit into a different vehicle that is no longer used; these were sitting in the garage for a while and then were taken to Public Works where they were cut up and destroyed while the Deputy stood there and watched.	<ul style="list-style-type: none">• Truro Police have two streams of vehicles: marked and unmarked• Unmarked vehicles are repurposed to the town after the red lights and siren are taken out• Truro Police leased patrol cars for a while; at the end of the lease the vehicles were stripped of gear and went back to the dealership, which disposed of them• Now, all vehicles have the emergency equipment removed, much of which gets repurposed or, if not reusable, is destroyed.• Vehicle lettering is removed from the Truro Police graphic shop before it goes back to the dealership

Julia Cecchetto (Aug. 31, 2021), pages 60-61

Dave MacNeil (Aug. 3, 2021), pages 47-48

Summary of Key Points

- There are policies and procedures in place with respect to RCMP uniform and use of force items, from procurement to destruction. Retired members are allowed to keep and wear their dress uniforms with permission to certain events. Some changes have been made to the process since the mass casualty.
- At the time of the mass casualty, police vehicles were decommissioned and re-sold through GC Surplus. This has now changed and these vehicles are currently no longer being sold.
- At the time of this presentation, the Nova Scotia law on police impersonation is scheduled to come into effect on May 12, 2022.



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