



DATE: 26 October 2015

TO: Executive Director, Ottawa Police Services Board

FROM: Chief of Police, Ottawa Police Service

SUBJECT: **OTTAWA POLICE SERVICE INITIATIVE UPDATE:  
INTEGRATED OPERATING MODEL**

## **RECOMMENDATION**

**That the Ottawa Police Services Board receive this report for information.**

## **BACKGROUND**

At the direction of the Board, the Ottawa Police Service (OPS) launched the Service Initiative (SI) Program to address current challenges and pressures facing policing, namely budget expectations, growth, changing demographics, growing demands for service, and the increasing complexity of crime. These challenges are not unique to Ottawa and in fact, are being faced by police services across the country and throughout the world.

The SI Project Team, in consultation with the membership, has since been working to enhance the OPS' policing model to ensure it is sustainable, focused on policing responsibilities, and geared towards continuous improvement of service delivery. This is in line with the program's overall vision to enhance community safety and value through service.

The four specific outcomes the OPS is seeking to achieve through the SI are:

- 1) Improved service;
- 2) Money and/or person hour efficiencies;
- 3) Enhanced partnerships, and;
- 4) Cost recovery or revenue opportunities.

To carry out the vision of the SI Program, the following five strategies have been designed to form the basis of all activities carried out:

- 1) Ensuring the **right people, in the right place, at the right time, with the right skills**, are in place to make our community safer.

- 2) **Maximizing partnerships**, whether community-based or professional.
- 3) Ensuring OPS activities provide **value for money** to our community that can be measured through performance.
- 4) Using **organizational and operational problem solving** to deliver the best service possible to the community.
- 5) Employing evidence based decision-making to make certain the OPS is providing the best service to our community.

The SI program continues to work in conjunction with other planning processes underway at the OPS, including the Facilities Strategic Plan, the IT Roadmap, Operational Planning, Annual Budgets, and the Long-term Financial Plan, with all plans being fully integrated in the 2016-2018 Business Plan.

## DISCUSSION

At the time of the last update to the Board in June of 2015, the SI Program, with the help of over 100 members who took part in internal working groups, developed a new integrated operating model for the OPS.

The operating model was the result of the integration of three organizational projects, namely Demand Management, Organizational Design (which is made up of two sub-projects - Frontline Deployment and Investigations), and the Control Centre.

Each of the projects had previously developed a series of conceptual options that differed in scope, scale, complexity, and investment. The options focused on the greatest areas of opportunity to improve service, effectiveness, and efficiency both within the OPS and when serving the community.

A key piece of work involved in the option development was the identification of the key functions the OPS performs.

The options for each of the projects were evaluated against Organizational Design Principles that were developed jointly by the Executive Command and Senior Management Committee, and those that scored highest became part of the new operating model.

The operating model was subsequently endorsed by the SI Executive Steering Committee in May, with final approval pending consultation with the broader membership. This was one of the focuses of the SI Program over the summer.

## **New Operating Model**

As mentioned, the new operating model is the result of the integration of the Demand Management, Organizational Design (which includes Frontline Deployment and Investigations), and Control Centre options.

Due to the interdependencies between each of the options, they had to be considered collectively in order to understand the areas of overlap and impact.

To help illustrate how they fit together in an operational context, a storyboard of the Integrated Operating Model was created (Annex A).

The storyboard highlights the key components of the model:

- the Point of Service Strategy;
- Alternative Response Modes;
- Fully Integrated Frontline Deployment;
- Centralized Command of Investigative Functions; and
- the Control Centre.

### Point of Service Strategy

The Point of Service Strategy will streamline the intake process for requests for service by providing a single point of contact for non-emergency calls (versus the multiple channels that currently exist). This will make it easier for citizens to know where to call, and to avoid being unnecessarily transferred between different intake points such as Switchboard, the Call Centre, and the Communications Centre.

The strategy is also looking at upgrading to a full Interactive Voice Response system (IVR) to assist in triaging non-emergency calls to the most appropriate response, combined with the option of a live call taker. This option will not affect the response process for emergency calls (typically received through 9-1-1) as this will remain status quo.

The benefits associated with the IVR and live call taker option include more efficient responses to calls for service by reducing the points of contact for non-emergency calls and allowing citizens to self-select based on their request for service, while ultimately still providing the option of a live person. This option also places citizens at the centre of how OPS delivers service by putting measures in place that ensure callers do not have to repeat their story, are effectively triaged, and receive the most appropriate response. In addition, the IVR system has the capability to provide public broadcasting messages to the public when needed. The OPS' current telecom system is capable of supporting the IVR system.

### Alternative Response Modes

A series of alternative response modes have been developed to respond to non-emergency calls. The mode used will depend on the type of non-emergency call.

The different modes that are part of the integrated operating model are:

- Call Backs – using a set of criteria, some calls for service will be resolved by way of a call back by an OPS member.
- Appointments – appointments will be scheduled with the caller to meet with an OPS member at a specific time and date, either on or off site, to report an incident.
- Enhanced Online Services – increasing the types of reports that can be made by the public using the Ottawa Police website.
- Delayed Mobile Response – non-emergency calls requiring a sworn officer will be routed to a queue for a mobile response by an officer when appropriate to attend.
- Telephone Reporting – report made over the phone with an OPS member.

- Walk-ins – citizen files a report at an OPS Information Desk.

### Fully Integrated Frontline Deployment

Under the new operating model, OPS uniformed members whose primary duties include mobile response, proactive policing, and/or community engagement will be fully integrated. These functions include:

- **Emergency response** – involves life threatening and serious injury calls, crimes in progress
- **Mobile response** – involves non-life threatening injury calls and serious crimes on property/persons
- **Investigative functions** – such as (but not limited to) crime scene protection, witness identification, securing of evidence
- **Proactive policing** – such as (but not limited to) compliance checks, traffic enforcement, general police visibility, joint proactive initiatives with community safety partners.
- **Proactive community policing** – functions carried out traditionally by resources such as (but not limited to) School Resource Officers, Neighbourhood Officers, and Community Police Officers
- **Specialized support** – functions carried out traditionally by resources such as (but not limited to) Canine, Tactical, and Traffic
- **Administrative** – such as (but not limited to) hospital or prisoner escorts, and warrant executions.

The benefits of integrating frontline functions include better use of resources to respond to calls for service, increased fluidity and flexibility in deployment allowing for more effective management of competing priorities, and reduced duplication of efforts resulting in cost efficiencies.

### Centralized Command of Investigative Functions

The new operating model will see all investigative functions at the OPS (e.g. Major Crime, Robbery, Break and Enter, etc.) centralized under one command to improve decision making, information sharing, and priority setting. It will also enable easier access to investigative resources to address emerging crime trends and/or changing priorities, consequently reducing backlogs and improving cooperation.

While the command structure will be centralized, some investigative resources will continue to be deployed out of different divisions to minimize any facility impacts, ensure continued frontline access to investigative resources, and allow investigators community level access by remaining in proximity, where possible, to the incidents they are investigating.

### Control Centre

The Control Centre will become the hub of day-to-day, front-line operations for the OPS and will provide city-wide situational and operational awareness of incidents, events, road blockages, etc. With access to integrated information sources, the Centre will enhance the near real-time flow and timeliness of intelligence to officers as they are en route to a priority call, on scene, or in the early stages of an investigation. Based on a threshold for particular

incidents, Centre personnel will be able to direct front line resources and specialized or support units where they are needed across the City. Data analysis to support proactive and problem-solving activities will also be directed through the Control Centre.

## CONSULTATION

Over the summer, a number of key consultation activities were carried out with the membership to provide opportunities for further input into the operating model.

During the month of June, all Staff Sergeants, Managers, Inspectors, Directors, and Superintendents, were invited to attend focus groups to provide their input on the new operating model. Over 100 members were in attendance. Their feedback was subsequently collected and amalgamated into a final report that was presented to the Executive Command and Senior Management Committee. It was also used to plan next steps.

Following the Focus Groups, seven Open Houses were held at locations across the city to provide the remainder of the membership with an opportunity to learn about the operating model, ask questions, and provide their comments. The format of the Open Houses consisted of a presentation, followed by a question period and the opportunity to circulate information booths related to the different components of the operating model. The leads for each of the options were present to answer questions related to their respective areas.

Members of Patrol, Tactical, the Communications Centre, and the Call Centre were provided with separate briefings due to their inability to attend the Open House dates due to shift work and scheduling.

A key feature of the Open Houses and the briefings was the delivery of the presentations by the Executive Sponsor, Deputy Chief Jill Skinner. Feedback was collected following the consultations and members appreciated the opportunity to hear directly from a member of the Executive.

Since June, close to 1000 members (over half of our entire membership) have attended a face to face briefing on the operating model.

In the coming months, consultation and communications plans directed at external stakeholders and the public will be further developed.

## NEXT STEPS

The operating model was approved jointly by the Executive Command and Senior Management Committee on September 9. Following the approval, new internal working groups were put together to further refine the different areas of the operating model.

The working groups have since begun their working sessions and over the next few months will be determining how the different functional pieces of the operating model will be implemented, the staffing requirements, and the timelines.

A Core Advisory Group was also created to ensure continued alignment of the work on the operating model with Human Resources, Business Information Solutions (IT), Labour Relations, and Facilities.

As a target, the SI Program is looking to achieve the following in the first quarter of 2016:

- Concept of Operations for the Control Centre;
- Implementation of the Point of Service Strategy in terms of an updated IVR system;
- Realignment of investigative functions;
- Development of a new districting model to assist with frontline deployment; and
- Completion of the analysis of demand on the OPS and capacity realization.

A number of dependencies will impact what can be realistically achieved by end of the first quarter, namely: internal staffing and availability, access to professional services, budget, IT requirements, organizational readiness, sequencing of organizational changes, and operational impacts of resource movements.

### FINANCIAL STATEMENT

The budget for the SI Program as identified in the 2015 Budget process is attributed to account 126111. All activities undertaken within the SI program in 2015 are within the allocated budget. The successful implementation of the operating model will be dependent upon approval of the 2016 SI Program budget and the funding to support the IT requirements.

### CONCLUSION

The SI Program has highlighted opportunities for enhanced service delivery and developed a new operating model that will help achieve the key outcomes sought by the SI Program: improved service, money and/or person hour efficiencies, enhanced partnerships, and cost recovery or revenue opportunities.

The operating model is also intended to provide the OPS with a more sustainable way of serving the City of Ottawa.

The changes being led through the SI Program are large, complex, involve both internal and external stakeholders, and tackle difficult issues. However, they are necessary in order to address the challenges facing policing and to achieve the desired outcomes.

The OPS is recognized as a trusted leader in policing and will continue to strive for ongoing improvement.

*(Original signed by)*

Charles Bordeleau  
Chief of Police

Responsible for report: Deputy Chief Jill Skinner

