

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

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Submitted by / Soumis par:

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SUBJECT: SERVICE INITIATIVE QUARTERLY UPDATE

**OBJET: MISE À JOUR TRIMESTRIELLE SUR L'INITIATIVE D'AMÉLIORATION
DES SERVICES**

REPORT RECOMMENDATIONS

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

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

BACKGROUND

At the direction of the Board, the Ottawa Police Service (OPS) launched the Service Initiative (SI) Program to enhance the sustainability of the OPS' policing model. The program is focused on policing responsibilities and continuous improvement in the delivery of services that the public expects and needs.

At its root, the program is designed to address the challenges and pressures facing policing, namely budget expectations, growth, changing demographics, growing demands for service, and the increasing complexity of crime, as well as identify efficiencies for reinvestment.

Notwithstanding the OPS three-year hiring plan to add 75 sworn officers to its overall complement beginning in 2016, there continues to be a requirement and responsibility to review and modernize police operations so they meet the current and future needs of the community.

OPS is in the process of implementing changes to its service delivery model which relies on collaboration with emergency partners to provide cost-effective and efficient services to residents while ensuring that OPS can carry out its core policing activities as defined in the Police Services Act: emergency response, assisting victims of crime, enforcing the law, crime prevention, and maintaining public order.

The Board requested quarterly updates on the SI Program. The last report in December of 2016 provided an update on the implementation of the new organization structure for the Criminal Investigations Directorate; realignment to a new Frontline Deployment Model; launch of the Ottawa Police Strategic Operations Centre (OPSOC), and continued opportunities to reduce the demands for service.

These structural enhancements contribute significantly to the OPS goal of providing cost effective and efficient services that are sustainable, adaptable, focused on core policing, and evidence-based.

DISCUSSION

Since the last update to the Board in December, OPS has reached several significant milestones set out in its Service Initiative Program and has begun to realize the benefits resulting from new processes and practices put in place.

DEMAND MANAGEMENT

As reported in the December update to the board, hours of operation at the Elgin, Huntmar and 10th Line Front Desks have been altered to mirror service times with peak public demands, and administrative functions previously assigned to sworn officers have been realigned to Queensview. Later this year, residents will be able to apply online for Background Clearance Checks. In person applications will continue to be accepted in person at Queensview.

Internal processes continued to be streamlined to minimize the requirement for frontline dispatch. The online reporting tool was expanded to include additional crime types and reporting of incidents identified by businesses. In addition, a secure server has been put in place to provide restricted access to OPS external emergency partners, such as the Ottawa Carleton Detention Centre and area group homes to begin online reporting of assaults and unlawfully-at-large incidents, as well as Missing Persons.

Beginning in April, a new Communications Decision Assist Tool (COMDAT) will be launched in the Communications Centre to assist call takers in determining whether a call for service requires dispatch of sworn resources or if it can be addressed by alternate means (either by telephone or online).

At the same time, a new protocol is being put in place for Break and Enter (B&E) calls not in progress, where the report will be taken in the Call Centre and a Scenes of Crime Officer (SOCO) will be dispatched to process and check the scene for evidence. This new protocol is expected to increase the solvency of B&Es and eliminate the current practice of having multiple sworn officers attend the scene.

Demand Management continues to look for additional opportunities to reduce demand and create capacity for the OPS. The current practice for responding to traffic complaints issued by the public is being evaluated, as is the approach for completing the documentation requirements for motor vehicle collisions.

From a community contact perspective, the OPS telephone system will be updated in April. The non-emergency phone line (236-1222) will become the primary means for the public to reach OPS for non life-threatening matters. Updates to menu selections and the auto attendant will be implemented and a voice recognition feature will be introduced to allow users to verbally direct their calls without need to access the Switchboard. The other-emergency phone line (230-6211) will be phased out to the public and made available for use by emergency partners only.

A rebranding of the "Make the Right Call" campaign will be launched this month and reinforced during Police Week to alert the public of impending changes to critical numbers and to place greater emphasis on using the Online Reporting system.

FRONTLINE DEPLOYMENT

The new Frontline Deployment Model was implemented on January 23rd, bringing frontline resources together under one directorate with one chain of command. As with any new organization-wide endeavour, some issues were identified early on. The majority of the issues were logistical and related to vehicles and radio deployment and officers adapting to the new call signs. These issues were dealt with in an expedient manner, a credit to the Front Line Inspectors, Staff Sergeants and Sergeants who worked together and provided strong leadership in this time of change.

Since January 23rd a period of stabilization has transpired with the Frontline Project team focusing on refining and developing key processes and procedures to further reinforce the new way of doing business. The implementation of the new Demand for Service System (DFSS) has allowed for the managing and tracking of activities

associated with proactive and reactive demands for frontline services. The DFSS also acts as a database for situational awareness that is monitored by the Ottawa Police Strategic Operations Centre (OPSOC) and OPS as a whole. Several recommendations to improve the effectiveness of the Demand for Service System from a technical aspect have already been implemented and more are forthcoming. Work is ongoing to refine roles and procedures in an effort to improve the efficiency of the system.

COMMUNITY SAFETY SERVICES

The Community Safety Services Project is working on enhancing existing partnerships through the development of Formalized Community Networks (FCNs) in two high priority neighbourhoods. The FCNs will be launched in Lowertown and Overbrook in Q2 2017 and will leverage and formalize existing police-community relationships in order to increase collaborative, community-oriented problem solving.

The development of a Community Policing Integration Strategy remains a high-level priority. The focus is to develop a Community Policing Framework for the Service that will integrate and align the various community-centric strategies, processes and tools to achieve organizational focus, efficiencies, effectiveness and desired targeted outcomes.

COURTS

The Courts Project has commenced an evaluation of the changes that were implemented in 2016. The evaluation is expected to report on the effectiveness of the new service delivery model and if the changes realized the expected benefits in business processes and court file quality.

CONSULTATION

A series of public consultation meetings was held in January to provide residents, partners and stakeholders with information about the new Frontline Deployment Model implemented in January.

The SI Implementation Community Advisory Group (SIICAG) was involved in the development of the public consultation presentation and their members participated in the consultation meetings. The group has also been engaged to provide feedback on the Transition Plan for Community Safety Services (CSS) and the 2017 CSS Work Plan to ensure that diverse needs, interests and perspectives are taken into account.

The OPS continues to engage with its internal members and provide regular updates on the SI Program.

FINANCIAL IMPLICATIONS

The budget for the SI Program as identified in the 2017 Budget process is attributed to account 126111. Activities to be undertaken by the SI program in 2017 are within the allocated budget. Full implementation of the integrated operating model will be dependent on funding to support the IT, training, fleet, and facility requirements. It is expected that capacity savings realized from implementation of various revised processes will be reinvested in priority policing functions and will aid in the staffing requirements of the new OPSOC and other Frontline support units.

CONCLUSION

The OPS, through the SI Program, continues to develop and implement strategies that will ensure the organization is prepared to meet the challenges facing policing, while continuing to deliver and improve the service residents expect.

By modernizing the way policing services are delivered in Ottawa, the OPS will enhance community safety through a more sustainable policing model that is adaptable to future pressures.

The OPS will continue to keep the Board, members, and the community engaged throughout this process.