

Service Initiative (SI) Program Update

Ottawa Police Services Board

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Agenda

- 1 **Background**
- 1 **New Operating Model**
- 1 **Consultation**
- 1 **Next Steps**



Background - *SI Outcomes*





New Operating Model – *How we got here*

- Leading practice research (industry & academic) by Project Teams
- EC & SMC developed Organizational Design Principles (ODPs) to guide decision making
- Working Groups (over 100 members) developed conceptual options, scored them against ODPs & put forth a recommendation
 - **Demand Management**
 - **Organizational Design**
 - Frontline Deployment
 - Investigative
 - **Control Centre**
- SI Executive Steering Committee endorsed recommended options - May 25
- Recommended options integrated to form new Operating Model- June 1
- SI Executive Steering Committee endorsed Operating Model - June 12
- Consultation with members – June to September
- Operating Model approved September 9
- Working Groups developing models for implementation– Kick-off September 28

Other Access Channels



Access OPS

Access Service By Phone

Assumptions:

- Demand for service has decreased 25-40%
- Single phone number for non-emergency calls (**911 exists as is**)
- IVR answers call on 1st ring, available 24x7
- IVR configured to meet frequent service demands = "TBD"
- Ability to broadcast messages up front

Select Choice

(cannot override must listen to all choices)

Sent to choice

Served Externally/OPS Unit



Solution

DISPATCH

Emergency Response

Functions

Operational Functions

Enterprise Data/Intelligence Coordination, Analysis & Sharing
Resource Deployment & Oversight
Business Continuity Recovery
Video Management System (VMS)
Major Event Support & Management

Strategic Functions

Intelligence Coordination
City-Wide Operational Perspective
Predictive Analytics
Strategic Media Management
Workforce Planning & Management



Control Centre

Description

- § Delivery member-defined, actionable intelligence to frontline operations in **real time**
- § **Enterprise** perspective... integrate, aggregate, consolidate
- § **Single** data source – replace current data sources
- § Physical site (not a virtual site)
- § **24 x 7**
- § Permission based data/information access and sharing
- § Command structure in place to ensure success
- § **Co-ordinate with** current multiple control centres

Investigative



FUNCTIONS

Special Operations

Major Crime Investigations

Investigative Support

DI Functions

New Functions

Collision/Investigation

Centralized Command Current Decentralized Deployment

- § Investigators are not moved to a centralized location
- § Any investigator can contribute to a case
- § 24x7 Case Management
- § Frontline assumes "minor" investigations

Fully Integrated Frontline Deployment Defines Functions Of Front Line Policing

Mobile Response

Proactive Policing

Specialized Support

Proactive Community Policing

Investigative Functions

Administration

- Responding to emergency calls is the responsibility of any officer in uniform, based on proximity to the call
- Not all functions are done by uniform
- Changes the mindset of the workforce from clearing a call to managing a call

SI ESC Approved: Sept. 9, 2015



Consultation

Consultation Activities 2015

SI Directorate Briefings May - June

S/Sgt's, Managers, Inps,
Dirs, Supts
>90 members

Administrative Assistant Briefing July 7

> 20 members

Focus Groups Weeks of June 15th & 22nd

8 Sessions
S/Sgt's, Managers, Inps, Dirs,
Supts
>100 members

Comms Centre Briefings May – ongoing

>100 members

Patrol Briefings August 5 - October 4th

6 Platoon sessions (A-F)
2 Fixed Days/Afternoons sessions
>350 members

Open Houses August 21st- September 18th

7 sessions
>280 members

Courts August 13

>25 members

Tactical Briefing September 15

>20 members

Call Centre September 15 & 22

>40 members



Next Steps

- Working Group sessions in progress – 75 members
 - Cross-section of different rank/experience
- **September-November: Option Design - How**
 - Frontline Deployment, Investigations and Control Centre enter into a Design Phase; Demand and Point of Service continue with further analysis and assessment
- **December 2015-January 2016: Structural Design – Who**
- Further consultation and awareness included throughout



Achievable Outcomes for 2016 Q1

§ Adopt a realistic approach

- balance what can be achieved within the current realities
- provide realistic expectations

§ Following dependencies will impact what can be achieved in Q1 of 2016:

- Internal staffing & availability
- Access to professional services
- Budget
- IT Roadmap
- Organizational readiness
- Timeliness of Org sequence changes
(organizational changes that impact the start of other org changes)
- Operational impact of resource movements (based on Fixed Shift, Tenure movements and Annual Leave Draws)

Achievable 2016 Q1 Outcomes

1. Control Centre Concept of Operations
2. Point of Service implementation (updated IVR system)
3. Investigative realignment
4. Districting Model (Boundaries/Zones)
5. Demand Analysis & Capacity Realization



