Service Initiative (SI) Program Update Ottawa Police Services Board

October 26, 2015

ottawapolice.ca



Vous avez

votre place ici





Agenda

- **Background**
- New Operating Model
- **Consultation**
- 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

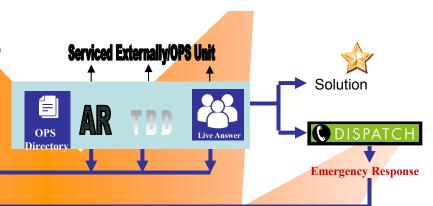
Access Service By Phone

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

Sent to choice

Select Choice (cannot override must listen to all choices)





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



Description

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



Fully Integrated Frontline Deployment Defines Functions Of Front Line Policing Mobile Response

Proactive Policing Specialized

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





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

FUNCTIONS

Special Operations

Major Crime Investigations

Investigative Support

DI Functions New Functions

Collision/Investigation

SI ESC Approved: Sept. 9, 2015



Consultation

Consultation Activities 2015

SI Directorate Briefings

May - June

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

Administrative Assistant Briefing July 7

> 20 members

Focus Groups

Weeks of June 15th & 22nd

8 Sessions S/Sgt's, Managers, Insps, 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

S 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
- Point of Service implementation (updated IVR system)
- 3. Investigative realignment
- 4. Districting Model (Boundaries/Zones)
- 5. Demand Analysis & Capacity Realization

