

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.

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.

The Board requested quarterly updates on the SI Program, the last of which was tendered in December 2017. With the SI Program set to conclude on April 30, 2018, this report will serve as the final quarterly update to the board. A close-out report on the SI Program accomplishments and benefits will follow in May 2018.

DISCUSSION

Since the last update to the Board in December, the OPS has continued to establish and implement new protocols and practices set out in its SI Program.

DEMAND MANAGEMENT

As was reported in the last board report, the OPS is focused on improving customer service access points by further streamlining processes and optimizing the use of essential resources. It is anticipated that changes to the Call Centre and Front Desk Services later this year will generate increased service efficiencies. In addition to exploring options to utilize civilians at the Front Desk, OPS is assessing the feasibility of re-integrating the offering of background clearance services at police stations. A third-party consultant has been engaged to conduct an independent review of Front Desk Services to determine how services can be re-integrated and what changes, if any, should be made to service standards, hours of operation, priority workflow management, staffing models, and facility space and utilization. This exercise is crucial to the development of the end state Customer Service Model which was previously planned for implementation by Q1 2018, and now anticipated by Q3 2018. Due to the significant nature of this initiative, concrete plans have been developed to ensure a smooth transition to operations after the shut-down of the SI Program.

Meanwhile, readiness and implementation planning is underway for the establishment of the Alternate Response Unit. This unit will follow up on less serious incidents, allowing cases that have lower solvability factors or will likely not result in charges to be

closed without the need for an officer dispatch. The unit will provide consultative and remediation services and streamline case management of investigative processes. The ARU will be resourced with staff reallocated from other operational areas and implementation is planned for June 2018.

As a separate initiative within Demand Management, the *Guarding Mental Health Patients Project* was launched to improve Police-Hospital transitions for persons with mental health issues who are in crisis. OPS is collaborating with area hospitals to standardize the transfer of care procedures, decrease apprehension rates, reduce officer wait times at hospitals and provide individuals not requiring hospital intervention with de-escalation support, crisis planning and/or referrals to community resources relevant to their situation.

As part of this initiative, the Ottawa Police Service, The Ottawa Hospital, the Queensway-Carleton Hospital, the Montfort Hospital, and the Children's Hospital of Eastern Ontario are in the process of implementing *HealthIM*, a comprehensive technical solution adopted by a number of Canadian police services to improve crisis response. The system includes a clinical screening tool, secure connection to local hospitals, case management functionality, monitoring and oversight for analysis. Implementation of *HealthIM* and related processes is planned for June 30, 2018.

The above named initiatives are in progress and will be completed after the close-out of the SI Program however OPS has taken steps to ensure that appropriate project resources are in place to fulfill all implementation requirements.

FRONTLINE DEPLOYMENT

Project activities related to any remaining pieces to support Frontline Deployment have been concluded, with the exception of the review and approval process associated with the required Standard Operating Procedures (SOPs) to support daily activities. FLD Operations will assume responsibility of this ongoing work with the support of the Policy Development Office.

A post implementation review was undertaken and the resulting recommended actions to fine-tune the new Service Delivery Model have been reported upon and left with FLD's senior management to address.

INVESTIGATIONS

As was reported in December, a temporary resourcing solution was implemented in the General Assignment Section (GAS) to assist with backlog of follow-up activities until such time as the ARU is put in place, which is now scheduled for June 30, 2018.

In recent months, OPS has been working with the Provincial Crown Attorney office, Federal Prosecutions Office, and the Salvation Army to revitalize the Adult Pre-charge Diversion Program and expand the eligibility criteria which would increase diversions and reduce the burden on the justice system. Officer training will occur in April-May and implementation of the expanded model will take place by Q2 2018.

INTEGRATED COMMUNITY POLICING

Since last reported to the Board, the OPS focused its efforts on defining the Operational Performance Strategies and Tactics (OPSAT) process — an integrated practice that directly supports and aligns to OPS' *Integrated Community Policing Strategy* that was approved by the Service Initiative–Executive Steering Committee (SI-ESC) on November 24, 2017. An OPSAT governance committee was formed and comprised of Deputy Chiefs, Superintendents, the Director Community Interface, the Chief Strategic Planning Officer, and representation from the Directed Proactive Policing (DPP) group and Crime Intelligence Analysis Unit (CIAU).

The establishment of foundational program elements, including required processes to support OPSAT Committee's decision-making, have enabled the creation of a Secretariat role for the DPP function within OPSOC (essentially evolving the DPP role towards its intended vision within FLD's service delivery model). When fully operational and stabilized, this integrated approach will provide significant value as to how proactive activities are identified, prioritized and tracked within the Service.

CONSULTATION

As reported in December's report to the Board, the Service Initiative Implementation Community Advisory Group (SIICAG), was formed to encourage and enhance stakeholder collaboration and ensure that the many and varied voices within the community were represented and heard, and continued to meet in the first quarter of 2018.

SIICAG held meetings in January, February, and March, and its final meeting took place on the 10th of April.

SIICAG members were surveyed about their experiences and an evaluation of accomplishments was undertaken. The results will be analyzed and reported in the SI Program Close-out report that will be submitted to the Board in the coming months.

SUMMARY

The SI Program is set to conclude on April 30, 2018. Project activities still in progress will be turned over to applicable operational sections for continuity of implementation,

monitoring, evaluation, and benefits realization. It is anticipated that all projects will be completed (or substantially complete) by end of Q3 2018.

FINANCIAL IMPLICATIONS

The budget for the SI Program as identified in the 2018 Budget process is attributed to account 126111. Close-out activities to be undertaken by the SI program in 2018 are within the allocated budget.

As identified in the last report, the SI Program requested funding for 2018 in order to meet its financial obligations and commitments pertaining to the successful close-out of the remaining pieces of work identified as crucial.

It should also be underscored that full implementation of the Integrated Target Operating Model will be dependent on future funding to support continuing requirements related to IT, training, and facility requirements.

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.

While this report serves as the final quarterly report, a full close-out report containing the SI Program accomplishments and benefits will be issued to the Board in May 2018.