



# The Customer Service Review Project

## A Strategic Plan to Balance Resources and Modernize the Customer Service Directorate

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**April 2020**

## Executive Summary: Continued Efforts to Modernize Customer Service

The OPS' 2019-20 Strategic Direction recognizes the success of recent business improvements, but acknowledges there is still work to be done. The Customer Service Review ("the Review") builds on the Customer Service Alignment Project (2018) and the AE Review Project (2019) to modernize the work environment in the Customer Service Directorate. By outsourcing collision reporting to a third party vendor and balancing staffing at Front Desk Services (FDS), the Telephone Reporting Unit (PRU), eMVC Quality Assurance (EMVCQA), the Alternative Response Unit (ARU/ARUS) and Court Brief Quality Assurance (CBQA), Customer Service can effectively support Frontline Operations using existing resources. This support is especially critical with the impact of the COVID-19 Pandemic.

The Review concludes that:

1. Between FDS, PRU and EMVCQA, the OPS spends over \$2M on overtime, casual staffing and unbudgeted positions to maintain a collision reporting framework that returns only \$350K in revenue, prevents our ability to meet service level objectives, and exposes members to burnout and associated health risks.
2. The workload in ARU and CBQA is more than three times the capacity of budgeted staff.

To remedy these issues, the Review makes a number of recommendations to achieve:

1. Superior customer service.
2. Balanced workload and staffing for FDS, PRU and EMVCQA, including:
  - A savings of \$1M in FDS and PRU overtime and casual staffing costs,
  - The elimination of seven temporary sworn positions (\$920K in unbudgeted staffing costs) for EMVCQA, and
  - The capacity to staff South Campus FDS in 2023.
3. Flexible FDS staffing and collision reporting that can adapt to the COVID-19 Pandemic.
4. A savings of five FTEs (\$630K) of Patrol time, by directing 70% of collision to a CRC.
5. A permanent workforce for ARU/ARUS to provide critical support to Patrol, CID and FDS, and collision enforcement at the CRCs.
6. A permanent workforce for CBQA to support Patrol, CID and Courts, and reduce court delays.

## **Summary of Recommendations: 12 Steps to Balance Resources and Modernize the Customer Service Directorate**

1. Enter into an agreement with Accident Support Services International Limited to operate CRCs at our three existing FDS locations. Implementation should commence by early Q3 2020.
2. Reduce FDS staffing from 26 to 20 agents, and adopt the proposed schedule.
3. Temporarily assign the six remaining FDS agents to PRU, until South Campus FDS opens in 2023.
4. Reduce FDS and PRU overtime and casual staffing budgets by \$400K as proposed.
5. PRU to assess its long-term staffing needs and develop a staffing plan for 2023.
6. Add the new functions of creating and managing CPIC flag records, assisting PRU with call-back reports, and accepting video evidence for investigators to FDS duties.
7. Eliminate all seven temporary positions in EMVCQA, and amend the Job Description for EMVCQA Sergeant to include the supervision of Impound Vehicles.
8. Adopt the recommendations of the AE Review to convert one ARU sergeant, two ARUS sergeants, and 12 ARUS constables from temporary to permanent, and continue nine temporary constable positions in ARU/ARUS. Also continue one temporary sergeant for ARU case management.
9. Adopt the recommendations of the AE Review to convert one CBQA sergeant and three CBQA constables from temporary to permanent, and continue two temporary CBQA constable positions.
10. Update CBQA metrics, and evaluate workload and staffing in 2021 with updated data.
11. Expand ARUS coverage to follow CRC hours and provide collision enforcement, with clear performance expectations and accountabilities.
12. Update the OPS administrative framework to reflect all changes implemented by this Review.

## **Background: A Brief History of Efforts to Modernize Customer Service**

The Review was tasked to:

1. Evaluate the changes made by the Customer Service Alignment Project in 2018.
2. Provide a business justification to outsource collision reporting to a third-party vendor.
3. Confirm the workload in ARU and CBQA.

The key changes implemented by the Customer Service Alignment Project were:

1. The civilianization of FDS, replacing sworn constables with 26 civilian agents. 20 new agent positions were created, and six were reallocated from PRU reducing them to 16 agents.
2. An increase in the types of reports taken by FDS, PRU and online reporting.
3. The creation of the ARU to deal with low priority calls, staffed with a mix of permanent and temporary sworn positions.
4. The creation of CBQA to review court briefs and reduce court delays, staffed with a mix of permanent and temporary sworn positions.

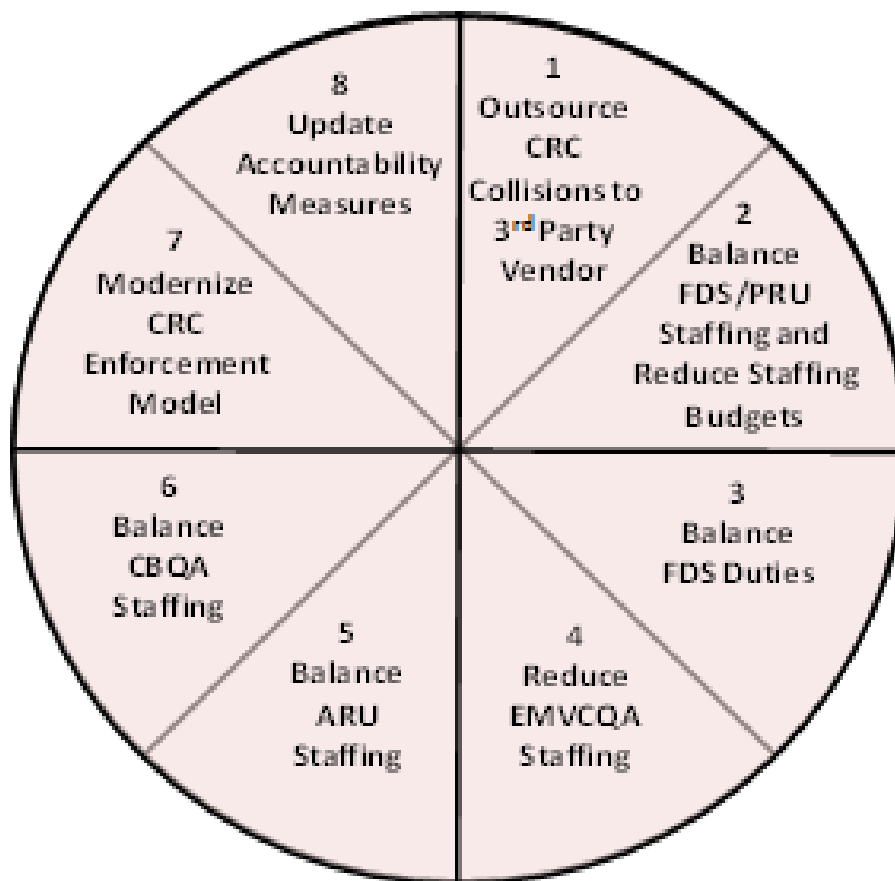
These changes created more diverse and meaningful work for civilian and sworn members, enhanced our ability to divert low priority calls away from Patrol and CID, and created a more stable and less expensive workforce at FDS. Despite this success, the Customer Service Directorate has struggled to meet workload demand because of the pressure created by collision reporting and insufficient staffing.

A one-year analysis revealed that between FDS, PRU and EMVCQA, the OPS spent over \$2M on overtime, casual staffing and unbudgeted positions to maintain a collision reporting framework that returned only \$350K in revenue, and the workload in ARU and CBQA is more than three times the capacity of budgeted staff.

## **The Strategic Plan: Finishing the Work to Modernize Customer Service**

The Strategic Plan to Balance Resources in the Customer Service Directorate aligns with the strategic priorities of the OPS to modernize the work environment and address traffic and road safety issues. It addresses eight specific areas for change, and makes 12 recommendations to support well-intended programs that have been under-resourced. Outsourcing self-reported collisions to a third party vendor (*Strategic Direction 1*) is the essential requirement to effect the remaining changes, but each strategy must be integrated and consistent with the overall approach.

Fig. 1: The Strategic Plan



## Strategic Direction 1: Outsource Self-Reported Collisions to a Third Party Vendor

Outsourcing collision reporting to a third party vendor will improve customer service, reduce demand on Patrol, and balance staffing and costs for FDS, PRU and EMVCQA. Outsourcing has been successfully adopted by 28 other police services in Ontario.

### Analysis

#### A Brief History of the CRCs and the True Cost of Collision Reporting

The OPS operates three CRCs at East FDS (3343 St. Joseph Blvd), Central FDS (474 Elgin St), and West FDS (211 Huntmar Ave). Drivers involved in minor collisions that do not require a patrol response must attend a CRC to self-report their collision. The number of self-reported collisions varies somewhat between the CRCs, but comprises about 65% of overall work at FDS.

Fig. 2: Collision Reporting Workload at FDS

#### Percentage Ratio of FDS Collision to Other workload by Directorate

	2019	
10th Line	9452	%
Other	3184	33.69%
Report a Collision	6268	66.31%
Elgin	19873	%
Other	11410	57.41%
Report a Collision	8463	42.59%
Huntmar	14766	%
Other	4037	27.34%
Report a Collision	10729	72.66%
Grand Total	44091	

\*\*10th Line data incomplete, collisions estimated to be 80% of workload.

In 2012, the OPS decided to maintain its own CRCs based on projections they would be cost neutral to operate, create \$1.6M in annual revenue from the sale of bulk collision reports to insurers, and maximize Patrol capacity by taking 70% of collision reports each year.

**Fig 3: Number of Collisions by Year**

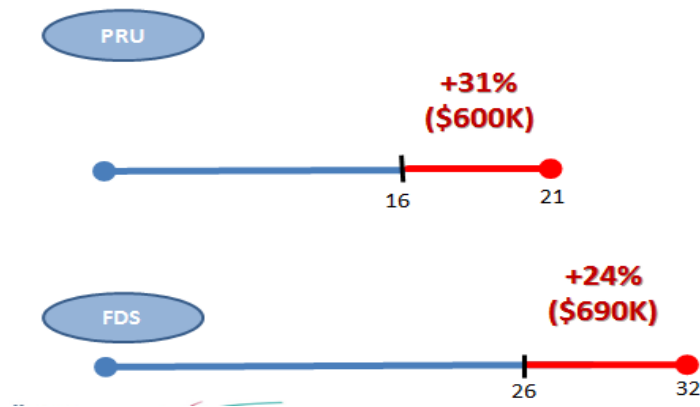
Number of Collisions by Severity, Year and Quarter	2015					2016					2017					2018					2019					Grand Total
	Qtr1	Qtr2	Qtr3	Qtr4	2015 Total	Qtr1	Qtr2	Qtr3	Qtr4	2016 Total	Qtr1	Qtr2	Qtr3	Qtr4	2017 Total	Qtr1	Qtr2	Qtr3	Qtr4	2018 Total	Qtr1	Qtr2	Qtr3	Qtr4	2019 Total	
FATAL INJURY		8	5	4	17	5	3	10	7	25	6	8	5	7	26	8	6	4	6	24	5	4	8	2	19	111
NON-FATAL INJURY	666	653	690	738	2755	584	646	685	754	2669	559	621	708	771	2659	574	606	604	715	2579	575	612	713	703	2603	13265
NON-REPORTABLE	1			2	3	5	10	6	8	29	10	3	7	5	25	16	14	11	15	56	25	18	22	9	74	187
PROPERTY DAMAGE ONLY	4764	3250	3167	3352	14533	3786	3098	2837	3594	13315	3675	2945	2816	3902	13338	3676	2943	2987	3925	13531	4679	3506	3592	4344	16121	70838
(blank)	2	1	1	1	5	1	5	3		9	2		1	22	25	11	97	3	2	113	1	3		6	10	162
Grand Total	5433	3912	3871	4097	17313	4381	3762	3541	4363	16047	4252	3577	3537	4707	16073	4285	3666	3689	4663	16303	5285	4143	4335	5064	18827	84563

In 2018, sworn constables at the CRCs were replaced with 26 civilian agents. 20 new agent positions were created, and six were reallocated from PRU reducing them to just 16 agents.

Analyzing data over a one year period, the Review concluded our collision reporting framework is inefficient and ineffective:

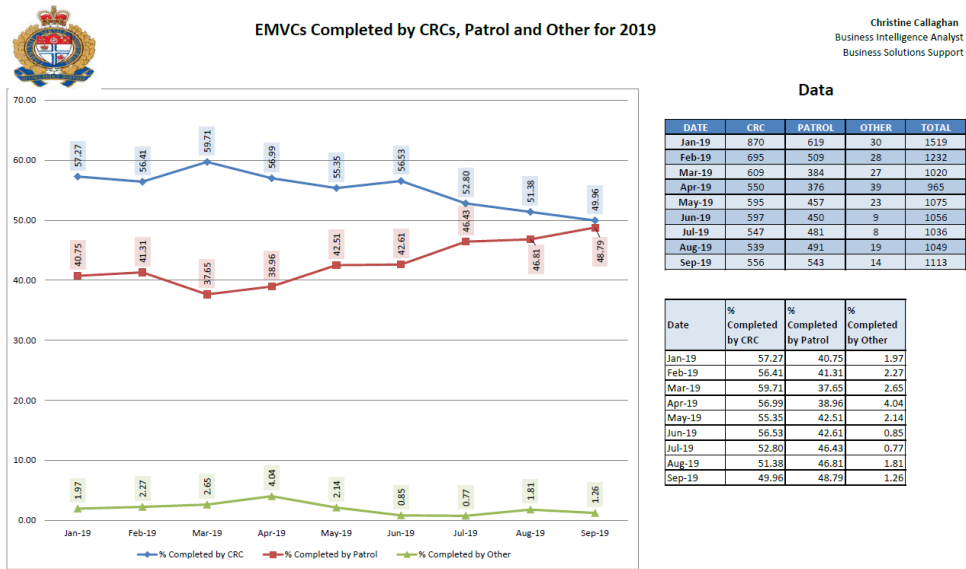
- Workload exceeds staffing by 24% at FDS and 31% in PRU. The result is \$1.3M in combined overtime and casual staffing costs to bridge these gaps, or a shortage of six agents at FDS and five agents in PRU. This excessive overtime is limited to a finite group of agents, exposing them to burnout and associated health risks and exposing the OPS to Health and Safety liabilities.

**Fig. 4: FDS and PRU Workload Compared to Staffing**



- Despite these costs, the CRCs only processed 55% of collisions. Inclement weather often forced CRCs to close due to high demand, and collision reporting to be re-routed to Patrol.

**Fig. 5: Ratio of Collision Reports Completed by CRCs and Patrol**



- With PRU reduced to just 16 agents to supplement collision reporting at FDS, their service level objective to answer 80% of calls within 60 seconds was not met. Just 71% of Priority 1 calls and 42% of Priority 2 calls were answered.
- The unbudgeted staffing costs for EMVCQA was about \$920K for two temporary sergeants and five temporary constables on modified duties to assist with the volume of reports, in addition to the permanent staff of 1 sergeant and 3 constables.
- The projected revenue of \$1.6M from collision report sales was never realized. After a peak of \$691K in 2015, this amount steadily declined to just \$345K in 2019. This trend was experienced by all police services that maintain their own CRC programs.

**Fig. 6: Yearly Comparison of Collision Report Sales Revenue**

Year	2019	2018	2017	2016	2015	2014
Total	\$ 345,146.05	\$ 319,774.26	\$ 402,807.49	\$ 587,317.24	\$691,646.61	\$ 674,637.67

**Outsourcing Collision Reporting Offers a Cost-Free Remedy**

Outsourcing the responsibility for collisions reported to a CRC presents a cost-free remedy to these problems. Accident Support Services International Limited (“ASSIL”) is a private company which



provides collision reporting services. They service 28 major police services in Ontario, and have been in business since 1994 with a proven record for operating CRCs and a dedication to customer service excellence. They provide customizable services, and their ongoing commitment to growth has resulted in extensive IT infrastructure development. ASSIL provides the tools, equipment, staff, training, support and communications to deliver an effective collision reporting model.

**Fig. 7: Police Services in Ontario Using ASSIL**

CRC Location	MTO Submission	Property Damage	FTR - No Suspect	FTR - Suspect	Minor Injury	Major Injury	Hazardous Goods	Gov't Vehicles**	PEDs	Cyclists	School Buses***	Public Property	Charges at Scene	Charges After
BARRIE	YES	YES	YES	YES*	YES	NO	NO	NO	NO	YES	YES	YES*	NO	NO
BELLEVILLE	YES	YES	YES	NO	NO	NO	YES	NO	NO	YES	YES	NO	NO	NO
BRANTFORD	YES	YES	YES	YES*	YES	NO	NO	YES	YES*	YES	YES	YES*	YES	NO
CHATHAM-KENT	YES	YES	YES	YES	NO	NO	NO	NO	NO	YES	YES	NO	NO	NO
CORNWALL	YES	YES	YES	NO	YES	NO	NO	NO	NO	YES	YES	NO	YES	NO
DURHAM	YES	YES	YES	NO	YES	NO	NO	NO	NO	NO	NO	YES	NO	YES
GUELPH	YES	YES	YES	YES*	NO	NO	NO	YES	NO	NO	YES	NO	NO	NO
HALTON	YES	YES	YES	NO	YES	NO	NO	NO	NO	YES	YES	NO	NO	NO
HAMILTON	YES	YES	YES	YES	YES	NO	NO	YES	NO	NO	YES	NO	YES	NO
KAWARTHA	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
KINGSTON	YES	YES	YES	YES	YES	NO	NO	NO	YES*	YES*	YES	NO	NO	YES
LONDON	YES	YES	YES	NO	YES	NO	NO	NO	NO	NO	YES	NO	NO	NO
NIAGARA	YES	YES	YES	NO	NO	NO	NO	YES	NO	YES	YES	NO	YES	NO
NORTH BAY	YES	YES	YES	NO	NO	NO	NO	NO	NO	YES	YES	NO	YES	NO
OWEN SOUND	YES	YES	YES	NO	NO	NO	NO	NO	NO	NO	YES	NO	NO	NO
PETERBOROUGH	YES	YES	YES	YES	YES	NO	NO	YES	YES	YES	YES	NO	YES	NO
S. STE. MARIE	YES	YES	YES	YES	NO	NO	NO	NO	NO	YES	NO	NO	NO	NO
SARNIA	YES	YES	YES	NO	YES	NO	NO	YES	NO	YES	YES	NO	NO	NO
SOUTH SIMCOE	YES	YES	YES	YES*	YES	NO	NO	YES	NO	NO	YES	YES*	NO	NO
SUDBURY	YES	YES	YES	YES	YES	NO	NO	YES	YES	YES	YES	YES	YES	NO
THUNDER BAY	YES	YES	YES	YES	YES	NO	NO	NO	YES*	YES*	YES	YES	YES	NO
TIMMINS	YES	YES	YES	YES	YES*	NO	NO	NO	NO	NO	YES	NO	YES	YES
TORONTO	YES	YES	YES	YES	YES	NO	NO	YES	YES	YES	YES	YES	NO	NO
WATERLOO	YES	YES	YES	YES	YES	NO	NO	YES	YES	YES	YES	YES	NO	NO
WOODSTOCK	YES	YES	YES	YES*	YES	NO	NO	NO	NO	YES	YES	NO	YES	YES
TORONTO OPP	NO	YES	YES	YES	YES	NO	NO	YES	YES	YES	YES	YES	NO	NO
KAWARTHA OPP	NO	YES	YES	NO	YES	NO	NO	YES	NO	NO	YES	NO	NO	NO
ORILLIA OPP	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO

\* Only when requested by Police

\*\*No Police Vehicles

\*\*\*Unloaded School Buses

Note: Charges after the fact for ALL Services are "YES" for Uninsured, Unlicensed or Suspended

There is no cost to the OPS or the public for ASSIL's services. The OPS owns the data for on-scene and CRC collision reports, but provides it to ASSIL for exclusive sale to licensed insurers who subscribe to their program, subject to applicable privacy laws. This exclusivity does not in any way restrict the

provision of collision data to any other government departments or law enforcement agencies, to the OPS' own insurer, or anyone else as required by law.

Unlike the OPS and other police services that maintain their own CRCs, ASSIL's success is predicated on partnering with the insurance industry to expedite the claims process. Their program delivers an electronic first notice of loss to insurers, who are then sent the complete collision package including photographs and verification of damages. Insurers have the opportunity to assign adjusters and initiate the claims process in near-real time, allowing them to reduce administrative costs and exercise control over repair, car rental and storage costs, make faster liability decisions, and detect fraudulent activity such as creative physical damage and bodily injury fraud. Fast tracking the claims process results in better customer service for the insured public and a higher satisfaction rating.

ASSIL presented to the OPS in 2019 and provided a draft proposal. If approved, ASSIL requires 16 weeks during non-winter months to implement. The Review believes ASSIL will be successful based on several distinctions from our existing CRCs:

- ASSIL can process reports much faster, using a simplified form that is Ministry approved.
- ASSIL would co-locate at our three existing CRCs, using just 35% of wickets to displace 65% of the work. This co-location model is successfully used at many other police services. ASSIL proposes to occupy 2/4 wickets at East and West where collision reporting comprises 75-80% of FDS work, and 1/6 at Central where it comprises 45% of FDS work.
- ASSIL is non-unionized and can more easily adapt to fluctuating seasonal demands for collision reporting. They have established relationships with insurers to facilitate claims and enhance customer service.
- ASSIL provides comprehensive collision data analytics to inform traffic safety initiatives.
- ASSIL is committed to customer service and meeting the needs of the OPS, with a thorough process to measure performance, customer satisfaction, and resolve complaints. All ASSIL employees receive an OPS background clearance, and an on-site supervisor is always present.

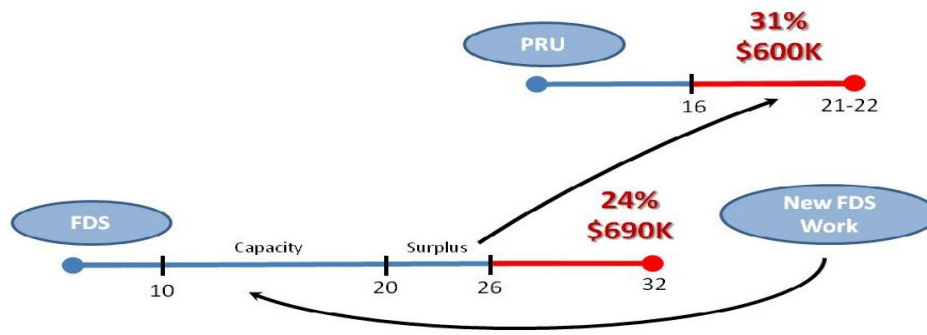
### **The Benefits of Outsourcing Collision Reporting**

The Review has determined that outsourcing collision reporting will:

- Provide faster and more innovative customer service and reduced wait times.
- Provide enhanced measures to prevent insurance fraud.
- Provide an effective triaging process to eliminate CRC closures due to high demand; and process 70% of all collisions at the CRCs.

- Balance workload and staffing at FDS, PRU and EMVCQA to appropriate levels with no layoffs, and create capacity for new work at FDS.

**Fig. 8: Proposed Rebalancing of FDS and PRU Staffing and Workload**



### The Financial Implications of Outsourcing Collision Reporting

The financial implications of outsourcing self-reported collisions to ASSIL are:

- No cost to OPS or the public. ASSIL is funded by licensed insurers who subscribe to the program.
- ASSIL must provide their own equipment, training and staff (see *Sudbury Police Association v. Sudbury Police Services Board, 2010*). Some OPS BIS technician time is required to integrate ASSIL software, but ASSIL is responsible for their own setup and maintenance costs.
- ASSIL is responsible for any up-fit costs or modifications required to co-locate at OPS facilities.
- Outsourcing will displace 65% of the work at FDS, allowing FDS agents to be reduced from 26 to 20. The extra 6 FDS agents can be temporarily reallocated to PRU until the opening of South Campus FDS in 2023. This will immediately stabilize the staffing-to-workload ratio at FDS and PRU, and eliminate 70-80% of \$1.3M in overtime and casual staffing costs.
- Outsourcing will eliminate \$400K in annual budgeted revenue from the sale of collision reports, but adjusting the staffing budgets for FDS and PRU by \$400K will offset this loss.
- Outsourcing will result in 70% of collisions processed at a CRC, and only 30% directed to Patrol. This represents a 15% decrease in Patrol demand, or about five sworn FTEs (\$630K) of work.
- Outsourcing will reduce EMVCQA workload, and eliminate seven temporary sworn positions (\$920K in unbudgeted staffing costs).

## **Consultations and Procurement**

In recommending outsourcing, the Review considered the practices of several police services in Ontario including York, Peel, Toronto, Kingston, Durham and Waterloo. Waterloo provided valuable insight as the most recent police service to outsource. The Edmonton Police Service was also consulted, as they are conducting a similar review. Internal consultations included BIS, Finance, Facilities, Human Resources, Labour Relations, Records Management, and the Ottawa Police Association. There was no public consultation as outsourcing is already widely established across Ontario, but Traffic Services for the City of Ottawa have been included in discussions around collision data management.

The recommendation to outsource collision reporting was presented to OPS Senior Leadership in December 2019. Approval was granted to submit a Request for Information (“RFI”) to determine what private sector companies could operate a CRC. The RFI closed in March 2020, with three respondents. Two local respondents (Ottawa Metro Towing and the Myers Automotive Group) indicated they would be interested in developing a business model if a formal bidding process was engaged. ASSIL responded with an established business model and are the only known source of supply.

## **ASSIL’s COVID-19 Pandemic Response**

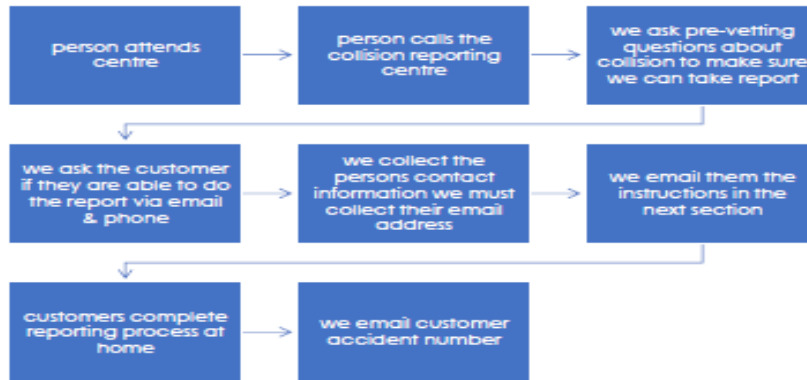
In response to the COVID-19 pandemic and the closure of OPS facilities to the public, the process for self-reported collisions has been modified. Customers must now email all necessary information and documents to FDS agents who remotely complete the report and take photographs. This is not an ideal long-term solution, as there are no safeguards against collision fraud, and our inability to manage workload volume will persist once travel restrictions are loosened and inclement weather returns.

ASSIL provided a modified proposal in response to the COVID-19 pandemic that limits the number of persons who may enter a CRC, and applies thorough screening, physical distancing, sanitizing, and appropriate use of PPE. ASSIL has also improved the technology for self-reporting kiosks as an alternative reporting method that may be used both during the pandemic and beyond, and can be implemented in as little as two to six weeks during these unprecedented times.

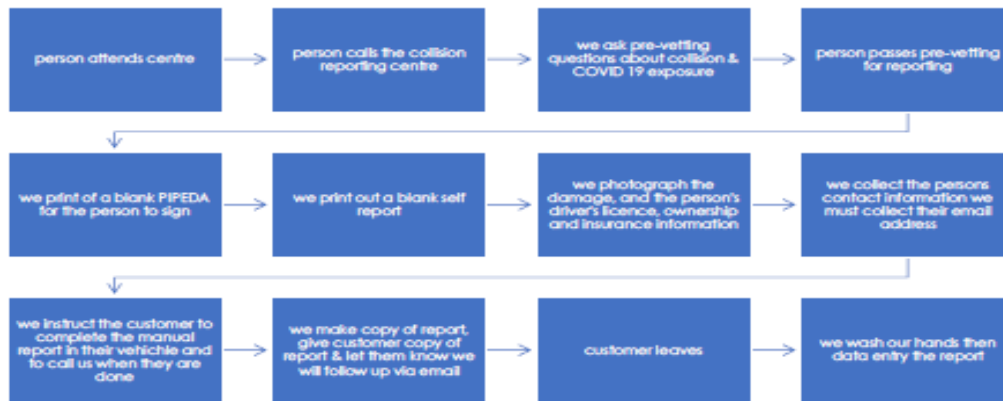
**Fig. 9: ASSIL's COVID-19 Response**

**WORKFLOW: NO PUBLIC ACCESS TO BUILDING – CRC STAFF CAN NOT COME IN CONTACT WITH THE PUBLIC**

Note: if customer does not have an email address: we can not take the report

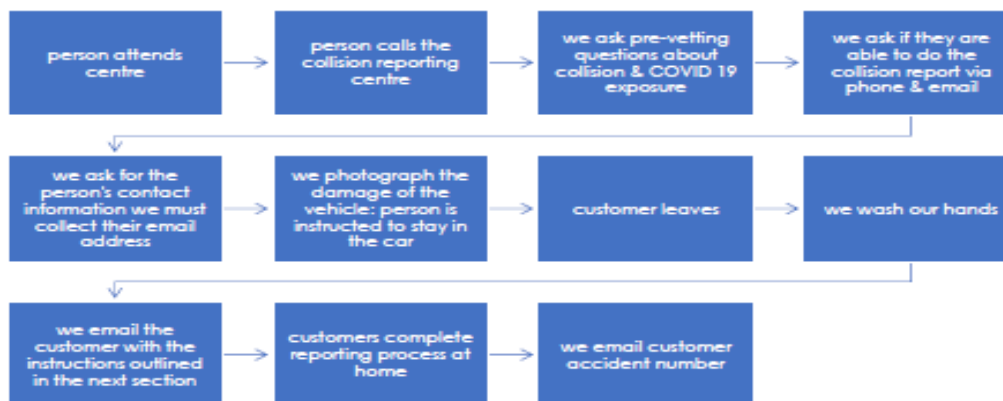


**WORKFLOW: NO PUBLIC ACCESS TO BUILDING – EMPLOYEE CAN ACCESS THE BUILDING (CAN ENTER AND EXIT)**



**CUSTOMER HAS A COVID-19 RISK**

Note: if customer does not have an email address: we can not take the report



## **Recommendations**

It is recommended that:

- 1.1 The OPS enters into an agreement with ASSIL to operate CRCs at our three existing locations. Implementation should begin no later than early Q3, 2020.

## **Strategic Direction 2: Balance FDS and PRU Staffing and Budgets**

By outsourcing collision reporting and decreasing FDS workload, FDS and PRU staffing and budgets can be appropriately balanced.

### **Analysis**

#### **Balancing FDS and PRU Staffing and Budgets**

Overtime and casual staffing costs demonstrate an acute shortage of six agents at FDS and five agents in PRU. Constant overtime exposes agents to burnout and threatens the stability of the sections. They are complaining of fatigue and it has become difficult to fill overtime shifts. PRU overtime costs for the review period included \$130K in shifts that could not be filled. Our Communications Centre provides cautionary insight, where similar conditions over a longer period have resulted in significant absenteeism and WSIB claims. There are ample studies to reflect the personal and organizational costs of burnout, and the Diversity Audit highlighted the importance of psychological well-being in the workplace.

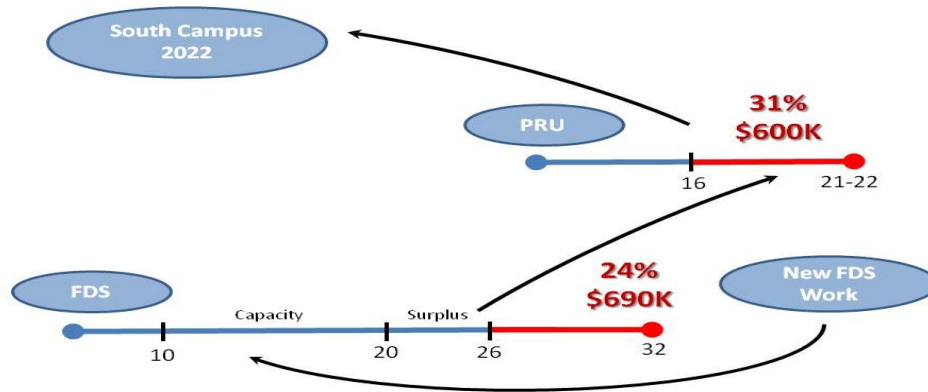
Outsourcing collisions will displace 65% of the work performed at FDS. The remaining work involves taking other types of police reports and requires 12 agents to complete, but 20 agents are needed to maintain FDS hours of operation (0645-2100). These hours are essential for public access to our services, and our ability to direct non-urgent calls away from the front line.

**Fig. 10: Revised FDS Schedule after Outsourcing Collisions**

Date	May	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Remarks
		F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	
<b>CENTRAL</b>																																	
Agent 19		F1			F1	F1	F1	F1	F1			F1	F1	F1	F1	F1			ST	F1	F1	F1	F1			F1	F1	F1	F1	F1			
Agent 20		F2			F2	F2	F2	F2	F2			F2	F2	F2	F2	F2			ST	F2	F2	F2	F2			F2	F2	F2	F2	F2			
<b>PLATOONS - AB</b>																																	
					DO	DO			DO	DO	DO			DO	DO				DO	DO				DO	DO	DO			DO	DO			Shift Rotation DO=Days Off
<b>CENTRAL</b>																																	
Agent 1		A	A	A			D	D			MD	MD			MD	MD	MD			A	A				D	D			D	D	D		
Agent 2		D	D	D			MD	MD			A	A			A	A	A			D	D				MD	MD			MD	MD	MD		
Agent 3		MD	MD	MD			A	A			D	D			D	D	D			MD	MD				A	A			A	A	A		
<b>EAST</b>																																	
Agent 4		A	A	A			D	D			MD	MD			MD	MD	MD			A	A				D	D			D	D	D		
Agent 5		D	D	D			MD	MD			A	A			A	A	A			D	D				MD	MD			MD	MD	MD		
Agent 6		MD	MD	MD			A	A			D	D			D	D	D			MD	MD				A	A			A	A	A		
<b>WEST</b>																																	
Agent 7		A	A	A			D	D			MD	MD			MD	MD	MD			A	A				D	D			D	D	D		
Agent 8		D	D	D			MD	MD			A	A			A	A	A			D	D				MD	MD			MD	MD	MD		
Agent 9		MD	MD	MD			A	A			D	D			D	D	D			MD	MD				A	A			A	A	A		
<b>PLATOONS - CE</b>																																	
					DO	DO	DO			DO	DO			DO	DO	DO				DO	DO				DO	DO	DO			DO	DO	DO	Shift Rotation DO=Days Off
<b>CENTRAL</b>																																	
Agent 10					D	D			D	D	D			MD	MD				A	A				A	A	A		D	D				
Agent 11					MD	MD			MD	MD	MD			A	A				D	D				D	D	D		MD	MD				
Agent 12					A	A			A	A	A			D	D				MD	MD				MD	MD	MD		A	A				
<b>EAST</b>																																	
Agent 13					D	D			D	D	D			MD	MD				A	A				A	A	A		D	D				
Agent 14					MD	MD			MD	MD	MD			A	A				D	D				D	D	D		MD	MD				
Agent 15					A	A			A	A	A			D	D				MD	MD				MD	MD	MD		A	A				
<b>WEST</b>																																	
Agent 16					D	D			D	D	D			MD	MD				A	A				A	A	A		D	D				
Agent 17					MD	MD			MD	MD	MD			A	A				D	D				D	D	D		MD	MD				
Agent 18					A	A			A	A	A			D	D				MD	MD				MD	MD	MD		A	A				

If the OPS outsource the responsibility for collision reporting to ASSIL but keep 20 agents at FDS, we can maintain the current hours and temporarily reallocate six FDS agents to PRU. This will balance the staffing-to-workload ratio in both sections, eliminate 70-80% of overtime and casual staffing costs, and create capacity to add new functions at FDS.

**Fig. 11: Proposed Rebalancing of FDS and PRU Staffing including South Campus FDS**



With staffing levels balanced, the overtime and casual staffing budgets for FDS and PRU can be adjusted to offset \$400K in budgeted collision report sales revenue that would now go to ASSIL. The adjustments below represent a 50% reduction in combined overtime and casual staffing budgets for FDS and PRU, and a 70% reduction in actual costs.

**Fig. 12: Proposed Budget for FDS and PRU Overtime and Casual Staffing**

BUDGET ITEM	BUDGET LINE	CURRENT BUDGET	ADJUSTED BUDGET	REVISED BUDGET
FDS Casuals	121648-501110	\$260K	(\$160K)	\$100K
FDS Overtime	121648-501150	\$133K	(\$84K)	\$49K
PRU Casuals	121376-501110	\$412K	(\$156K)	\$256K
PRU Overtime	121376-501150	\$3K	0	\$3K
CRC Revenue	122612-407078	(\$400K)	\$400K	\$0

**FDS Staffing is Sufficient to 2031**

A pool of casual employees is still needed to cover short-term absences, but no longer used to supplement acute shortages. The six FDS agents temporarily reallocated to PRU will be available to staff South Campus FDS in 2023, and PRU will have three years to plan their long-term staffing needs. The proposed staffing model for FDS will be adequate until 2031, based on a workload estimate that predicts a more even workload distribution due to outsourcing collision reporting and opening a fourth location.



From 2016-2019 FDS received 44,000 visitors each year, or a visitor-to-resident ratio of 1/21 based on 917,000 residents. Broken down by Division and Ward populations, the same ratio applies:

<b>FDS Division</b>	<b>Visitors per Year</b>	<b>Ward Population</b>	<b>Visitor-to-Resident Ratio</b>
East	10,000	205,000	1/21
Central	21,500	444,000	1/21
West	13,000	268,000	1/21

To estimate the impact of South Campus FDS on workload, it is assumed residents will attend the FDS closest to home. Ward populations were grouped according to the four Divisions, and the 1/21 ratio was applied. The result was a decrease in visitors by location, as demand is distributed more evenly:

<b>FDS Division</b>	<b>Visitors per Year</b>	<b>Ward Population</b>	<b>Visitor-to-Resident Ratio</b>
East	8,000	170,000	1/21
Central	15,000	309,000	1/21
West	12,000	251,000	1/21
South	9,000	187,035	1/21

The projected visitor rates were then adjusted to account for outsourcing collision reporting, which will reduce FDS workload by 65%.\* If ASSIL were in place today and South Campus FDS open, approximate visitors for non-collision related services would be:

<b>FDS Division</b>	<b>Estimated FDS Visitors per Year for Non-Collision Related Services</b>
East	2,800
Central	6,750
West	4,200
South	3,150

\* Collision reporting workload fluctuates by Division. For this estimate a 45% reduction is applied for Central and 65 % for East, West and South.

Accounting for 16% population growth by 2031, the estimated number of visitors is:

<b>FDS Division</b>	<b>Estimated Visitors per Year for Non-Collision Related Services in 2031</b>
East	3,250
Central	10,100
West	4,875
South	3,700

These numbers are similar to the visitor rates we can expect today if ASSIL is adopted, and supports the conclusion that the proposed staffing model is sufficient to 2031:

<b>FDS Division</b>	<b>Estimated Visitors per Year for Non-Collision Related Services in 2020</b>
East	3,500
Central	11,825
West	4,550

In developing the proposal to outsource collision reporting and temporarily reallocate six FDS agents to PRU, the Review consulted with Human Resources, Labour Relations and the Ottawa Police Association. All parties agreed this is a reasonable plan that balances management and employee rights, and they are committed to facilitating the moves in a fair and transparent manner. There are no compensation issues as both sections are at a group four pay rate.

### **A Flexible Approach to Adapt to COVID-19**

In response to the COVID-19 pandemic, OPS facilities are temporarily closed to the public and FDS service delivery has been modified. FDS agents are working from home and assisting PRU agents with taking reports online or over the telephone. If this response becomes long-term or permanent, the recommendations of this Review are still valid, but more FDS agents can be reallocated to PRU.

### **Recommendations**

Following the implementation of ASSIL, It is recommended that:

- 2.1 FDS staff is reduced to 20 agents, and the proposed schedule adopted.
- 2.2 The remaining six FDS agents are temporarily assigned to PRU until the opening of South Campus FDS in 2023.
- 2.3 FDS and PRU overtime and casual staffing budgets are reduced by \$400K as proposed.
- 2.4 PRU assesses its long-term staffing needs and develops a staffing plan for 2023.

## **Strategic Direction 3: Balance FDS Workload**

To replace some of the work lost by outsourcing collision reporting, new duties can be added to FDS. This will balance the workload-to-staffing ratio at FDS and support Records, PRU and CID.

### **Analysis**

#### **Outsourcing Collision Reporting Creates Capacity for New Work at FDS**

By outsourcing collision reporting, capacity is created to introduce new functions at FDS. Caution must be applied to ensure this new work does not exceed staffing capacity. If taking other types of police reports requires 12 agents and FDS requires 20 agents to maintain current hours, it is tempting to conclude we can add eight FTEs of work. A more accurate estimate should apply a 60% staffing model to better reflect agent productive time; and take into account holidays, training and sick leave. It should also consider that the other types of police reports taken at FDS was limited by long wait times, and a moderate increase is anticipated. Applying these considerations, a safer estimate is three or four FTE's of new work that can be introduced at FDS.

#### **Scope of Work Considered**

To determine the scope of this new work, the Review canvassed all sections performing Group Four civilian functions. Most reported being fully staffed or the work identified was not transferrable to FDS. However, seven potential options emerged for consideration in greater detail:

1. Assisting Records by verifying failed EIVs (electronic I.D. verifications) for online background check applications.
2. Assisting PRU with the transcription of online police reports.
3. Assisting PRU with call-back reports.
4. Managing CPIC flag records.
5. Accepting video evidence for Investigators.
6. Assisting PRU with completing telephone reports.
7. Adaptations to FDS service delivery during the COVID-19 Pandemic.

#### **Failed EIV Verifications**

All aspects of the background check process should remain with Records.

Full-service background checks were previously offered at FDS, until the Customer Service Alignment Project modernized the process and transferred the responsibility to Records. The initial transition was difficult, as Queensview was overwhelmed by the volume of work and there was public backlash about having to attend a single location for this service. Despite these issues, the Customer Service Alignment Project concluded that offering full-service background checks at FDS was cost prohibitive due to the facilities upgrades and staffing needed to provide the modernized service.

The idea that FDS could support background checks was then explored. With processing, fingerprinting and payment functions exclusive to the infrastructure at Queensview, the only option was verifying failed EIVs. There were 25,000 failed EIVs in 2019, or about 4 FTE's of work. Verifying failed EIVs at FDS would require a \$50K software upgrade. It would also create public confusion and inconvenience, as they must still attend Queensview to complete the process and receive their background check. Despite the challenges with moving background checks to Queensview, Records has adapted to the service change and public acceptance has improved.

### **Transcribing Online Police Reports**

Transcribing online police reports should remain with PRU.

Transcribing online police reports was considered. This would support PRU, yet allow FDS to control workload by assisting as time permits. Online reports made up 63% of PRU reports in 2019, a 7% increase from 2018. Upon discussion with PRU, it was determined that the current infrastructure presents a number of integration and accountability challenges. PRU also felt a dedicated agent should be assigned to this task, which would adversely impact other FDS functions.

### **Assisting PRU with Callback Reports**

Assisting PRU with callback reports is a suitable option for new FDS work.

Callbacks occur when the public leaves a message on a PRU line that must be followed up for a report. Callbacks are captured on a spreadsheet, and FDS agents can assist as time permits. The resulting reports would feed into the PRU handle for quality assurance and statistics, with fewer integration and accountability issues than transcribing online reports. There is a large backlog on callbacks, and this increases during the PRU peak period from May to October. With the temporary closure of FDS due to the COVID 19 Pandemic, FDS agents working from home are performing this function already.

### **Creating and Managing CPIC Flag Records**

Creating and managing CPIC flag records is a suitable option for new work at FDS.

Flag records are used to track the compliance of accused persons who report to FDS as a condition of their release. This function is performed by Records (CPIC), but is not part of their job description.

Electronic flag records (or sign-in logs) are created for FDS agents to update each time an accused signs in. Investigators are notified when an overdue flag record is identified, and flag records are concluded when they expire. FDS is the logical place to transfer this function, as accused persons already report there and FDS agents complete the follow-ups. The process is not time consuming, and estimated at 1-2 FTE's of work. Considered a low priority task, FDS agents can manage flag records as time permits.

### **Accepting Video Evidence for Investigators**

Accepting video evidence for investigators is a temporary suitable option for new work at FDS.

Accepting video evidence for investigators is a contentious issue at FDS that has never been resolved. With no practical alternative to facilitate this process, members of the public wanting to drop off video evidence must often wait in long lineups. The process was amended to require investigators to attend FDS and take possession of the evidence. FDS becomes involved only when an investigator is not available, but collisions and other police reports are given priority. The Digital Evidence Management Project ("DEMS") was tasked to review this process and make recommendations, but that project was halted earlier this year. With outsourcing collisions resulting in shorter wait times, FDS can facilitate this low frequency task until the DEMS project resumes.

### **Taking Telephone Reports**

Assisting PRU with telephone reports is a suitable option for new work at FDS, but should be deferred.

Assisting PRU with telephone reports was the last option to be considered. It would support PRU but also allow FDS agents to control workload by assisting as time permits. The cost of adding a recorded PRU line to each of our three FDS locations is about \$5K. With fewer integration issues than transcribing online reports, completed telephone reports would go into the PRU handle for quality assurance and statistics. With the temporary closure of FDS due to the COVID 19 Pandemic, FDS agents are also performing this function from home but without the benefit of a recorded telephone line. This is an attractive option, but the full impact of outsourcing collision reporting on FDS workload should be assessed before any significant equipment purchases are made.

### **Adaptations to FDS Service Delivery during the COVID-19 Pandemic**

With the COVID-19 Pandemic, a flexible approach can be applied for any new work at FDS.

If FDS returns to pre-COVID operations, the new functions of managing CPIC flag records, assisting PRU with call-back reports and accepting video evidence represent about 4 FTE's of work that can be introduced. During the Pandemic, FDS agents are working from home assisting PRU with online and telephone reporting. If this response becomes long-term, a greater number of FDS agents can be reallocated to PRU and less new work added to FDS. Alternatively, any innovations or new work

identified by FDS as a result of the Pandemic can replace or augment those recommended by this Review, but a workload evaluation is advised.

## **Recommendation**

Following the implementation of ASSIL, it is recommended that:

- 3.1 The responsibilities of creating and managing CPIC flag records, assisting PRU with call-back reports, and accepting video evidence for investigators are added to FDS operations.

## **Strategic Direction 4: Reduce EMVCQA Staffing**

Outsourcing collision reporting will significantly reduce EMVCQA workload. All seven temporary positions can be concluded, leaving the unit with 1 permanent sergeant and 3 permanent constables.

### **Analysis**

#### **The Purpose and Challenges of EMVCQA**

Over 18,000 collision reports are generated each year, with roughly 55% completed at the CRCs and 45% completed by Patrol. All collisions must be reviewed and approved by EMVCQA. EMVCQA constables make minor corrections and issue workflow assignments for major errors. Once the errors are corrected, the EMVCQA Sergeant approves and finalizes the reports and submits them to the Ministry of Transportation through a secure electronic portal. Created in 2015, EMVCQA was needed to manage the volume of collision reports and errors, and relieve Patrol supervisors of this nuanced and time consuming task. Sworn officers are required for this work because of the subject matter, but it also provides meaningful work for members requiring modified duties. The service level objective for EMVCQA is to submit 90% of collisions to the Ministry within ten days, as required by legislation.

Since EMVCQA began, it has faced a number of challenges. Apathy around collision reporting and a lack of training have resulted in a high incidence of reporting errors. Although EMVCQA has improved report quality and Ministry compliance, the overall submission rate is only 60-70%. There are also problems with the staffing model, as the unit consists of one substantive sergeant and three substantive constables. This is insufficient to manage a workload that seasonally fluctuates. Due to an oversight by the Strategic Initiative in 2016, the Impound Vehicles Section (including two constables) was added to the EMVCQA Sergeant's responsibilities without a proper workload assessment or job description.

As it became apparent that one sergeant was insufficient to manage EMVCQA and Impound Vehicles, and three constables insufficient to manage the volume of collision reports, a number of temporary positions were added. This model functioned well for awhile, but EMVCQA staffing has increased to

three sergeants and eight constables, and supervision and accountability issues have surfaced. Outsourcing collision reporting will significantly reduce EMVCQA workload, providing an opportunity to streamline the unit and clearly define the sergeant's responsibilities.

### **Outsourcing Collision Reporting Will Improve EMVCQA Efficiency and Reduce Staffing Costs**

With ASSIL taking responsibility for completing 70% of collision reports including quality assurance, EMVCQA will only review about 5,000 reports submitted by Patrol. The EMVCQA sergeant must still approve all reports including those completed by ASSIL, but this is a simple task once the quality assurance work is done. The FDS Sergeants can assist if required. Once approved, all collision reports are submitted to the Ministry by ASSIL. With this reduction in workload, the permanent budgeted complement of 1 sergeant and 3 constables will be sufficient for EMVCQA, and the seven temporary positions representing \$920K in unbudgeted costs can be eliminated.

### **Recommendation**

Following the implementation of ASSIL, it is recommended that:

- 4.1 All temporary positions in EMVCQA are concluded, and the job description for the EMVCQA Sergeant is amended to include the supervisory responsibilities for Impound Vehicles.

## **Strategic Direction 5: Balance Substantive Positions in ARU/ARUS**

The ARU/ARUS requires a permanent, consistent and capable workforce appropriate for its workload, as they provide critical support to Patrol, CID and FDS.

### **Analysis**

#### **The Purpose and Challenges of ARU/ARUS**

To further balance resources in the Customer Service Directorate, the Review was tasked to confirm workload in ARU. This data will justify recommendations made by the AE Review Project in 2019 to convert a number of temporary unbudgeted (AE) positions to permanently funded ones.

Created by the Strategic Initiative, ARU began operations in June 2018 to handle low priority/high volume calls with low solvency rates. ARU supports Patrol and CID by following up on these calls to facilitate resolution or identify crime trends and suspects who may be charged. They operate seven days a week from 0800-2200 hrs at Greenbank station. Because ARU began as a concept, workload could only be estimated at 4000 occurrences and 2000 telephone inquiries a year. To meet this demand, they were staffed with one temporary staff sergeant, one permanent sergeant and eight permanent constables.

It quickly became apparent that the workload estimate and staffing for ARU was insufficient. Contributing factors were an expanded mandate and an increase in online reporting. The ARU has evolved to support Patrol and CID by providing a mediation/advisory role to resolve shop theft protocols, landlord and tenant disputes, neighbor disputes, traffic complaints, and inquiries of a general nature, and conduct follow-ups for thefts, fraud, assaults, gas drive-offs, telephone harassment, unlawfully at large complaints, mischief, failing to report collisions, and suspicious incidents.

To meet the growing demands on ARU and also provide meaningful work for officers requiring modified duties, a number of temporary positions were created. As these officers' work restrictions became more diverse, the ARU Support Unit (ARUS) was created to provide more flexible work options and also support FDS with critical functions requiring a sworn response. Staffed entirely by temporary sergeants and constables, ARUS works Monday to Friday from 0800-1600 hrs at the three FDS locations. They perform the same work as ARU, but also take SACA and Partner Assault reports and conduct occasional enforcement for collisions reported to a CRC. In 18 months, ARU/ARUS expanded from one sergeant and eight constables to five sergeants and 35 constables, with about 75% being temporary positions.

There are four significant disadvantages to what is effectively a makeshift staffing model:

- 1) It doesn't reflect the actual staffing needs of the section, expressed as permanent budgeted positions.
- 2) Staffing levels fluctuate depending upon the number of officers requiring modified duties. This particularly impacts the ability of ARUS to support critical FDS functions.
- 3) There is no discretion to select members with appropriate KSAs for the section. Several ARU/ARUS officers have labour or performance issues that require close supervision, and not all sergeants have the leadership skills or the time to manage these complex issues effectively.
- 4) There is no discretion to select members with Use of Force qualifications. This impacts the ability of ARUS to take SACA and Partner Assault reports at FDS requiring direct public contact.

#### **The Review Confirms the Staffing Recommendations of the AE Review**

In 2019, the AE Review Project ("the AE Review") was tasked to evaluate all 105 temporary positions at OPS. Led by Acting Inspector Kevin Maloney, a committee representing Sworn Staffing and Career Management, Human Resources, and Health and Safety was assembled. In making its recommendations, the committee applied a broad range of considerations that included accommodation requirements, labour and professional standards issues, staffing complements, job descriptions, organizational risk, alternative work options, workload statistics, applicable business models and organizational plans.



The AE Review recommended the immediate conversion of the temporary staff sergeant and four temporary constable positions in the ARU, and both recommendations were adopted earlier this year. Further recommendations by the AE Review to convert one temporary sergeant in ARU, two temporary sergeants in ARUS, up to 12 temporary constable positions in ARUS, and the continuation of nine temporary constable positions between ARU/ARUS was deferred until this Review could provide an updated workload analysis. Approval of the AE Review's recommendations will staff ARU/ARUS with:

- One permanent staff sergeant,
- Four permanent sergeants (two ARU/two ARUS),
- 24 permanent constables (12 ARU/12 ARUS), and
- Nine temporary constable positions, to be filled according to operational and accommodation requirements.

### **ARU/ARUS Workload is 3.5 Times Greater than Initially Predicted**

Analyzing the Workflow Handle Statistics Report for 2019, the ARU/ARUS processed 18,847 occurrences resulting in 19,755 follow-ups, and responded to 753 telephone inquiries. This represents a workload approximately 3.5 times higher than predicted, and justifies a permanent staffing complement of four Sergeants and 28 Constables. While the recommendation of the AE Review for 24 permanent Constables falls short of this demonstrated need, the ability to retain nine temporary positions will close the gap and continue to provide meaningful work for officers requiring modified duties.

### **The Permanent Positions Must Come From 2020 Growth Positions**

The permanent positions recommended by the AE Review were intended to be drawn from 2017-2019 Growth Positions which are no longer available, and must now come from the 2020 Growth Positions reserved for Frontline Operations. While the ARU/ARUS is not considered frontline policing in the traditional sense, they perform a critical support role by deferring almost 20,000 calls a year away from Patrol, CID and FDS. Converting these temporary positions will require an increase to the ARU/ARUS staffing budget, but will closely match the current actual staffing costs for the section.

## **Recommendation**

It is recommended that:

- 5.1 The recommendations of the AE Review are adopted to convert the following temporary positions to permanent: one ARU sergeant, two ARUS sergeants, 12 ARUS constables; and the continuation of nine temporary constable positions between the ARU/ARUS. It is also recommended that one temporary sergeant position be continued for case management.

## Strategic Direction 6: Balance Substantive Positions in CBQA

CBQA requires a permanent, consistent and capable workforce appropriate for its workload, as they provide critical support to Patrol, CID and Courts.

### Analysis

#### The Purpose and Challenges of CBQA

Similar to the analysis of ARU/ARUS, the Review was also tasked to confirm the workload in CBQA to justify recommendations by the AE Review to convert a number of temporary positions to permanent.

CBQA was created in September 2018 to provide much needed quality assurance for criminal and provincial offences court briefs, and operates seven days a week out of Huntmar and 10<sup>th</sup> Line stations. It was necessitated by the presumptive timelines for criminal prosecutions established by the Supreme Court in *R. v. Jordan*, and an agreement between the OPS and the Ministry of the Attorney General to ensure complete disclosure by the first appearance in as many instances as possible. Sworn officers are required for this work because of the subject matter, but it also provides meaningful work for members requiring modified duties.

Proposed as a six month pilot, CBQA was made permanent with an unbalanced staffing model. The pilot phase was bypassed due to the necessity of the unit, but also a need to repurpose permanent constables displaced by the civilianization of FDS. Based on an estimate they would process 9,500 briefs a year, CBQA was staffed with one temporary sergeant, three permanent constables and four temporary constables.

There are three significant problems with this unbalanced staffing model:

- 1) It doesn't reflect the actual staffing needs of the section, expressed as permanent budgeted positions.
- 2) Staffing levels fluctuate depending upon the number of officers requiring modified duties.
- 3) There is no continuity of supervision. The temporary staffing rules make it difficult to retain a long-term supervisor for stable leadership and much needed strategic direction.

Notwithstanding these problems, CBQA has functioned reasonably well. They expanded their mandate to review CID briefs, developed metrics to track officer compliance, and assist Court Liaison with training. Despite this success, concerns have surfaced about CBQA's ability to meet aggressive disclosure timelines, and they are not able to review all provincial offences briefs as originally intended.

### **The Review Confirms the Staffing Recommendations of the AE Review**

The AE Review recommended the conversion of one temporary sergeant and three temporary constable positions in CBQA to permanent, and the continuation of two temporary constable positions. Approval of the recommendations of the AE Review will staff CBQA with:

- One permanent Sergeant
- Six permanent Constables, and
- Two temporary constable positions, to be filled according to operational and accommodation requirements

Unlike ARU/ARUS, it is difficult to determine CBQA workload with accuracy. The initial workload estimate that CBQA would review 9,500 briefs a year was based on the average number of Informations laid, as one Information generally results in one court brief. This methodology is overly simplistic, as some Informations may result in more than one brief, and some briefs are more complex than others. An indeterminate number of Informations are also generated beyond the scope of CBQA review, such as those required to join or split charges at the prosecution stage.

### **CBQA Workload Exceeds Budgeted Staffing**

In its current state, CBQA metrics cannot measure the number or complexity of court briefs reviewed. The metrics count the number of occurrences submitted to the CBQA handle for review, but a single occurrence may contain multiple Informations. The Workflow Handle Statistics Report for 2019 indicates 5845 occurrences were submitted to CBQA, but the number of briefs reviewed was likely closer to the 9,300 Informations laid. The number of provincial offences briefs between 2018 and 2019 also increased from 1758 to 2968, likely due to the introduction of Automated License Plate Readers.

Although CBQA workload cannot be conclusively determined because of limitations with the current metrics, there is enough data to justify the staffing recommendations of the AE Review. It is important to establish a permanent workforce for this critical support unit, and a permanent supervisor to lead the administrative improvements that are required.

### **The Permanent Positions Must Come From 2020 Growth Positions**

Like ARU/ARUS, the permanent positions for CBQA recommended by the AE Review were intended to be drawn from 2017-2019 Growth Positions which are no longer available, and must now come from the 2020 Growth Positions reserved for Frontline Operations. While CBQA is not considered frontline policing, it performs a critical support role to Patrol and CID by ensuring complete and timely disclosure

to reduce court delays. Converting these temporary positions will require an increase to the CBQA staffing budget, but will closely match the current actual staffing costs for the section.

## **Recommendation**

It is recommended that:

- 6.1 The recommendations of the AE Review are adopted to convert the following temporary positions to permanent: one CBQA sergeant and three CBQA constables; and the continuation of two temporary CBQA constable positions.
- 6.2 CBQA updates its metrics, and re-evaluates workload and staffing requirements in 2021 using updated data.

## **Strategic Direction 7: Modernize the CRC Enforcement Model**

An effective CRC enforcement model will maintain public confidence in the OPS response to traffic and road safety issues.

### **Analysis**

#### **A Brief History of the Challenges with CRC Enforcement**

Many police services in Ontario do not have an enforcement process for collisions reported to a CRC:

1. Most CRCs do not have a robust complement of sworn officers who can lay charges.
2. Without being at the scene of a collision, it can be difficult for police to verify evidence.
3. Limited staffing is further depleted by officers attending traffic court.
4. Many jurisdictions leave the issue of fault for property damage collisions as an insurance matter.

There are 28 police services in Ontario using ASSIL. All enforce administrative violations involving uninsured, unlicensed or suspended drivers. Only 12 enforce moving violations, and of them, ten require patrol to attend the scene and issue a charge before referring the collision to a CRC. Only four police services have a process to enforce moving violations after a collision is reported to a CRC, and their focus is on more serious or frequent violations.

**Fig. 13: Enforcement Model for Police Services Using ASSIL**

CRC Location	MTO Submission	Property Damage	FTR - No Suspect	FTR - Suspect	Minor Injury	Major Injury	Hazardous Goods	Gov't Vehicles**	PEDs	Cyclists	School Buses***	Public Property	Charges at Scene	Charges After
BARRIE	YES	YES	YES	YES*	YES	NO	NO	NO	NO	YES	YES	YES*	NO	NO
BELLEVILLE	YES	YES	YES	NO	NO	NO	YES	NO	NO	YES	YES	NO	NO	NO
BRANTFORD	YES	YES	YES	YES*	YES	NO	NO	YES	YES*	YES	YES	YES*	YES	NO
CHATHAM-KENT	YES	YES	YES	YES	NO	NO	NO	NO	NO	YES	YES	NO	NO	NO
CORNWALL	YES	YES	YES	NO	YES	NO	NO	NO	NO	YES	YES	NO	YES	NO
DURHAM	YES	YES	YES	NO	YES	NO	NO	NO	NO	NO	NO	YES	NO	YES
GUELPH	YES	YES	YES	YES*	NO	NO	NO	YES	NO	NO	YES	NO	NO	NO
HALTON	YES	YES	YES	NO	YES	NO	NO	NO	NO	YES	YES	NO	NO	NO
HAMILTON	YES	YES	YES	YES	YES	NO	NO	YES	NO	NO	YES	NO	YES	NO
KAWARTHA	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
KINGSTON	YES	YES	YES	YES	YES	NO	NO	NO	YES*	YES*	YES	NO	NO	YES
LONDON	YES	YES	YES	NO	YES	NO	NO	NO	NO	NO	YES	NO	NO	NO
NIAGARA	YES	YES	YES	NO	NO	NO	NO	YES	NO	YES	YES	NO	YES	NO
NORTH BAY	YES	YES	YES	NO	NO	NO	NO	NO	NO	YES	YES	NO	YES	NO
OWEN SOUND	YES	YES	YES	NO	NO	NO	NO	NO	NO	NO	YES	NO	NO	NO
PETERBOROUGH	YES	YES	YES	YES	YES	NO	NO	YES	YES	YES	YES	NO	YES	NO
S. STE. MARIE	YES	YES	YES	YES	NO	NO	NO	NO	NO	YES	NO	NO	NO	NO
SARNIA	YES	YES	YES	NO	YES	NO	NO	YES	NO	YES	YES	NO	NO	NO
SOUTH SIMCOE	YES	YES	YES	YES*	YES	NO	NO	YES	NO	NO	YES	YES*	NO	NO
SUDBURY	YES	YES	YES	YES	YES	NO	NO	YES	YES	YES	YES	YES	YES	NO
THUNDER BAY	YES	YES	YES	YES	YES	NO	NO	NO	YES*	YES*	YES	YES	YES	NO
TIMMINS	YES	YES	YES	YES	YES*	NO	NO	NO	NO	NO	YES	NO	YES	YES
TORONTO	YES	YES	YES	YES	YES	NO	NO	YES	YES	YES	YES	YES	NO	NO
WATERLOO	YES	YES	YES	YES	YES	NO	NO	YES	YES	YES	YES	YES	NO	NO
WOODSTOCK	YES	YES	YES	YES*	YES	NO	NO	NO	NO	YES	YES	NO	YES	YES
TORONTO OPP	NO	YES	YES	YES	YES	NO	NO	YES	YES	YES	YES	YES	NO	NO
KAWARTHA OPP	NO	YES	YES	NO	YES	NO	NO	YES	NO	NO	YES	NO	NO	NO
ORILLIA OPP	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO

\* Only when requested by Police

\*\*No Police Vehicles

\*\*\*Unloaded School Buses

Note: Charges after the fact for ALL Services are "YES" for Uninsured, Unlicensed or Suspended

Our current process has the Communications Centre directing eligible collisions to a CRC. With the volume of collisions at over 18,000 a year, it is not practical for Patrol to attend all collisions for enforcement. All police services that use this approach are smaller than the OPS and process significantly fewer collisions.

With the civilianization of FDS, expectations around CRC enforcement were ambiguous and without clear direction. With the creation of ARUS, a small complement of temporary constables were placed at the CRCs and tasked with providing enforcement on an as-needed basis, subject to their availability.

With the unpredictable staffing levels of temporary constables and the shift limitations of ARUS officers, this response leaves significant gaps where no enforcement is available.

To temporarily resolve this problem, a temporary officer in Collisions was tasked to follow up and process charges after the fact when ARUS is not available. This presented a number of challenges, including pressure on Courts to serve an increased number of offence notices, and the requirement for a Justice of the Peace to issue a Long Form summons and mandatory court appearances for offences older than 30 days, including those that only require a Part 1 offence notice.

Even with these efforts, enforcement for collisions reported to a CRC is well below 10%. Based on a sample of 2200 collisions between November 2019 and February 2020, about 1000 were identified as warranting a charge yet fewer than 100 charges were laid. With traffic enforcement intended to address problematic driving behaviors and better protect those using our roads, the absence of an accountable process to facilitate enforcement at our CRCs is concerning. This concern is shared by the City of Ottawa’s Traffic Safety Management Division, as enforcement statistics aid them in traffic safety planning and the identification of road engineering issues.

**A Permanent ARUS Can Provide Effective CRC Enforcement**

By adopting the recommendations of *Strategic Direction 5* to balance ARU/ARUS staffing, a permanent, consistent and capable workforce with clear performance expectations and accountabilities can provide enforcement at the CRCs. With an appropriate balance of permanent and temporary staff, ARUS can expand its coverage to follow CRC hours of operation and eliminate enforcement gaps. This model is similar to the one used by the Durham Regional Police Service, where CRCs are staffed with two officers Monday to Friday from 07:00-21:00 hrs, and weekends using a rotation of temporary officers.

**Fig. 14: Recommended Charges for CRC Enforcement**

<b>Administrative Charges</b>	<b>Moving Violations</b>
No Insurance/No Insurance Card	Careless Driving/Follow Too Closely
No Licence	Fail to Stop/Red Light Infraction
Suspend Drive	Unsafe Lane Change/Fail to Yield
Drive Disqualified	Improper Turn
Any Contravention of G1/G2 Restrictions	Start From Stopped Position Not In Safety
Expired Permit	Fail to Report

**Recommendation**

Pending the adoption of Recommendation 5.1 to balance ARUS staffing, it is recommended that:

- 7.1 ARUS expands its coverage to follow CRC hours and provides enforcement for collisions reported to a CRC, with clear performance expectations and accountabilities.

## **Strategic Direction 8: Update Accountability Measures**

Administrative mechanisms must reflect the operational changes implemented by the Review.

### **Analysis**

#### **Updating Administrative Mechanisms Will Ensure Clarity and Accountability**

The success of this strategy relies on a commitment by all affected sections. The administrative mechanisms to define performance expectations and accountabilities must be updated to ensure the commitment remains legitimate and ongoing. One critique of the Customer Service Alignment Project was that it did not update some of these mechanisms once changes were implemented, resulting in some ambiguity among those impacted. A number of policies, job descriptions, standardized procedures and service level objectives must be reviewed and updated to reflect the adoption of any changes recommended by this Review, particularly:

- 1) Policies, job descriptions, standardized procedures and service level objectives for collision reporting and FDS work.
- 2) Job descriptions, workflow processes and metrics for EMVCQA.
- 3) Job descriptions and standardized procedures for ARUS and metrics for CRC enforcement.
- 4) Job description and workload metrics for CBQA.

### **Recommendation**

If the recommendations of this Review are adopted, it is further recommended that:

- 8.1 The OPS administrative framework is updated to reflect changes implemented by the Review, including policies, job descriptions, standardized procedures and service level objectives.

## **Conclusion: Applying the 12 Recommendations to Balance Resources and Modernize the Customer Service Directorate**

Outsourcing collision reporting to ASSIL and applying the recommendations of the Review will achieve:

1. Superior customer service.
2. A balanced workload and staffing for FDS, PRU and EMVCQA, including:
  - a. A savings of \$1M in FDS and PRU overtime and casual staffing costs,
  - b. The elimination of seven temporary sworn positions (\$920K in unbudgeted staffing costs) for EMVCQA, and
  - c. The capacity to staff South Campus FDS in 2023.
3. Flexible FDS staffing and collision reporting that can adapt to the COVID-19 Pandemic.
4. A savings of five FTEs (\$630K) of Patrol time, by directing 70% of collision to a CRC.
5. A permanent workforce for ARU/ARUS to provide critical support to Patrol, CID and FDS, and collision enforcement at the CRCs.
6. A permanent workforce for CBQA to support Patrol, CID and Courts, and reduce court delays.
7. An updated administrative framework to reflect these changes.