

**Report to / Rapport au:**

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

**26 April 2021 / 26 avril 2021**

**Submitted by / Soumis par:**

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**SUBJECT: ENTERPRISE MOBILITY REPORT**

**OBJET: RAPPORT SUR ENTERPRISE MOBILITY**

**REPORT RECOMMENDATIONS**

**That the Ottawa Police Services Board delegate authority to the Chief for the procurement of licenses and professional services to deliver Enterprise Mobility through the Mobile Workforce Enablement project.**

**RECOMMANDATIONS DU RAPPORT**

**Que la Commission de services policiers d'Ottawa délègue, au chef, le pouvoir permettant d'acheter des permis et de faire appel à des services professionnels pour assurer les services d'Enterprise Mobility dans le cadre du projet d'autonomisation de l'effectif mobile.**

**BACKGROUND**

The purpose of this report is to seek delegated authority from the Ottawa Police Services Board (Board) for the procurement of licenses and professional services to deliver Enterprise Mobility through the Ottawa Police Service's (OPS) Mobile Workforce Enablement (MWE) project. These costs were previously approved in the 2021 Budget.

As police services nationwide embark on a modernization process to keep up with changing technologies, the OPS is undergoing its own transformation, with a focus on mobility. Technology is a key support to policing operations; it impacts everything from

intake to customer service to investigations and resolution. It has become an increasingly important tool for officers to complete their duty of care to the residents of Ottawa. The OPS' computing environment includes a range of devices which reflect the unique nature of a police operation: desktop computers, laptop computers, in-car mobile laptops, motorcycle mobile laptops, and other mobile wireless devices such as smart phones.

The software environment is also quite specialized and is dominated by police-specific applications.

The OPS has been transforming its infrastructure and foundational tools over the past several years and this year will be proceeding to the next step of our plan by implementing an enhanced Enterprise Mobility environment.

## **DISCUSSION**

Over the past several years, the OPS' Information Technology Services (ITS) Directorate has been working on several foundational projects, including addressing issues identified in the 2017 Modernization Roadmap for operational effectiveness to:

- increase our overall network performance and scalability;
- increase our security posture; and
- migrate our end users and devices to Windows 10 and Office 365.

Currently OPS members use multiple devices including desktop(s), laptop(s), tablet(s) and smartphones to complete their day-to-day work. They cannot use these devices to seamlessly connect directly to the OPS network; regardless of their location, the process is cumbersome and complex. The member may encounter errors and experience latency in performance of the mobile device while trying to connect to a terminal server or their primary desktop or mobile device to access their work tools. The MWE project will enable members to connect seamlessly regardless of their location, in a secure manner and will not require them to connect to an in-office device. Upon successful completion of this initiative, OPS members will be able to work securely from any location using the latest OPS approved technologies.

Our planned next phase is to proceed with Enterprise Mobility.

Enterprise Mobility provides the OPS with broader options for remote work on the road or in the office, including the use of laptops and mobile devices, while leveraging cloud technology to provide a seamless work experience. This project is expected to be launched in May 2021 and be fully deployed by the end of the year, at a cost of **\$903,000**.

To enable this transformation, it is necessary to address the need to modernize the technology infrastructure that will support a mobile workforce.

The MWE project will address the following key areas in order to provide the OPS with modern, secure, supportable and fit-for-OPS digital operating environment. It will include the following:

**Mobile Device Baseline Requirements:** The project will conduct an analysis of mobile device management requirements to ensure that the mobile devices we deploy are robust enough to meet any new solutions or updates implemented as part of this project.

**Qualification Criteria for Mobile Device:** The project will conduct an analysis through a series of interviews to identify the criteria to be used to determine who will receive mobile devices and subsequently who (sections/people) will be impacted by this project.

**Mobile Device Imaging Process:** The project will conduct a review of the current device imaging process. The goal is to capture all steps required to implement image mobile devices with the new OPS standards, which will be replicated on all devices. This process will enable devices to operate on the same system with the same functionality and security privileges.

**IT Assets Lifecycle Policies:** The project will provide recommendations on managing information technology assets through the lifecycle stage.

**Microsoft Intune Mobile Endpoint Management:** The project will implement Microsoft Intune to provide Mobile Endpoint Management for OPS Mobile Devices as well as conditional access. The industry standard for providing device-based conditional access to Microsoft cloud services is through Microsoft Intune. The OPS currently has a license agreement for Microsoft Intune as part of the OPS Microsoft 365 subscription.

As part of the Technology Renewal Project, the OPS conducted a feasibility study and proof of concept (POC) to evaluate whether replacing its current mobile device solution VMWare Workspace ONE with Microsoft Intune is a viable solution. The technical feasibility study concluded that Microsoft Intune is a viable alternative to VMWare Workspace ONE. Additionally, as the Microsoft Intune licensing fee is already built into the OPS Microsoft 365 subscription costs, once migration to Microsoft Intune is complete, the OPS could potentially save an additional \$75,000 annually in licensing costs associated with VMWare Workspace One.

**Secure VPN Connection:** The project will implement NetMotion Mobility as the mobile VPN software to maximize mobile user productivity by maintaining and securing data

connections as OPS members move in and out of wireless coverage areas and roam between different remote locations.

**Disc Encryption and Data Protection:** The project will implement a disc encryption solution to protect OPS data on mobile devices and prevent the loss of sensitive data; especially from lost or stolen equipment. The project will conduct a feasibility assessment of McAfee Full Disk Encryption versus Microsoft BitLocker full volume encryption which is a feature included with Microsoft Windows 10.

The OPS currently utilizes WinMagic/SecureDoc with the intent to move to Microsoft Bitlocker as part of the OPS Microsoft Enterprise Agreement, and is also the solution that is currently being used by the City. Replacing WinMagic/SecureDoc with Microsoft Bitlocker will yield savings of \$30,000 per year in licensing fees.

**Failover Server for Exchange Hybrid:** The project will deploy a second Exchange Server to provide failover capability for the OPS on-premise Exchange infrastructure which is part of the Microsoft 365 hybrid solution that was implemented as part of the Technology Renewal Project.

## **BENEFITS**

Key mobility benefits include:

- Improved Security – The OPS' existing mobility architecture is outdated and cumbersome to use. Enterprise mobility will provide remote access via the internet, over a secure VPN connection, and data protection to protect data on mobile devices by providing full volume encryption.
- Reduce Costs – OPS members have multiple devices (desktop, laptop, tablet, smartphones). This project will reduce the cost of ownership by reducing the number of devices per member to one primary device. This will, in turn, reduce our lifecycle budgets and operational maintenance budgets. The primary device will be a mobile device and only by exception will a desktop be issued. (ie. a member who works exclusively in the office such as 911 Comms Centre agent or frontline members using shared workstations when not on the road).
- Business Continuity – All office work is done from within OPS facilities or in OPS vehicles. Natural disasters and pandemics such as Covid-19 present risks to any business. Enterprise mobility will ensure that our organization will continue to operate uninterrupted as most member's primary device will be a laptop/tablet or smartphone and will enable them to work anywhere.
- Improved User Experience - A robust, client-centric mobility solution will address the frustrations identified by our members. With less stress, members can focus

on tasks and improve their productivity. Mobile computing devices can also result in a better work-life balance. This can lead to an increase in employee satisfaction and retention.

## CONSULTATION

In order to fully develop this project, and as part of an ongoing process, we will continue to consult the City of Ottawa IT department to assist in development of the OPS Enterprise Mobility strategy. The mobility project will give the OPS very similar functionality and features as the City of Ottawa.

## FINANCIAL IMPLICATIONS

Funding sources:

A budget of **\$903,000** has been identified to deliver the Mobile Workforce Enablement project and approved in 2021 Budget; this includes NetMotion licensing. The current funding is in the ITS Capital Budget contained within the ITS Infrastructure.

Capital Project Name	IT Modernization Roadmap 2018	Infrastructure Support 2019	Infrastructure Support 2020
Capital Project Number	909144	909551	909881
Budget	9,485,000	1,733,000	3,031,000
Amount Spent & Committed	7,365,207	1,133,043	1,516,793
This Request	302,000	287,000	314,000
Remainder	1,817,793	312,957	1,200,207

Annual software maintenance for newly purchased NetMotion licenses is included in the IT Operating Budget account (124211-502445).

## CONCLUSION

Moving to a more mobile workforce is essential for the Service to maintain its ability to respond to a changing technological landscape. The OPS will significantly improve its

member user experience, enhance our security posture and decrease the computing device life cycle costs and maintenance by implementing this project.

By providing a secure and seamless work environment we are enhancing the quality of life for members and our ability to respond in a timely manner to any issue that arises in the dynamic and changing world of policing. As more and more industries move towards a more mobile enterprise approach as standard practice, it is essential that the OPS remains competitive and responsive in order to ensure our duty of care and alignment with the City's Community Safety and Well-Being (CSWB) plan.