

**Report to / Rapport au:**

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

**27 May 2019 / 27 mai 2019**

**Submitted by / Soumis par:**

**Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa**

**Contact Person / Personne ressource:**

**Jeff Letourneau, Acting Director General / directeur general par interim  
*Letourneauj@ottawapolice.ca***

**SUBJECT: MODERNIZATION ROADMAP PROGRAM UPDATE**

**OBJET: MISE À JOUR DE LA FEUILLE DE ROUTE DE LA MODERNISATION**

**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**

On April 29, 2019, the Ottawa Police Services Board (the Board) approved the Modernization Roadmap (MR) Bundle 3. At that time, the Board requested that program status updates be included as part of upcoming Board agendas. This report represents the first update.

**DISCUSSION**

The MR program continues to move forward on all work streams. Program staff and PWC are working to balance deliverables within schedules and originally identified timelines. The following are program status updates for the overall MR program and the seven streams.

1. Overall Program Status

Overall, the program remains in yellow status based on challenges to scheduling. Program staff are working to overcome these challenges. Prioritized projects remain a key focus for OPS; this includes the Cloud and IMFM data and analytical environments. These projects are monitored weekly where issues and risks are addressed in a timely fashion in order to continue with forward momentum. Progress has been made to stand up the cloud infrastructure to support future project implementations. A Benefits Management framework within OPS is currently being developed in order to manage, track and report on benefits from across the organization. Benefits derived from the MR Program will be tracked and reported on by the Program until such time OPS can manage this requirement. Currently, benefits are starting to be accrued from the roll out of Frontline Mobility solutions. The key risk driving the Program's yellow status is organizational change resistance, in particular resistance to transforming work practices from existing legacy approaches, to more modern, transformed ways of work - this will impact benefits realization and timelines if not resolved. Over the past month, the Program has reviewed its Change Management and Communications approach and developed a refreshed strategy that will be presented to MRESC in early June.

In addition to the ongoing work related to the project streams, the MR Program is working towards finalizing the sequencing of Bundle 3 projects. Bundle 3 will introduce key capabilities for OPS, most notably; an Enterprise Asset Management System, a Facial Recognition System, a Digital Evidence Management System and an enhanced Member Information System that partners OPS and the City of Ottawa in delivering streamlined services to OPS members.

## 2. Foundation and Security

Work on modernizing the overall IM/IT foundation continues. Security solutions being deployed in transitional state (on legacy infrastructure) will require migration as transformation to 'Cloud First' approach is undertaken. Significant effort and time expended re-planning, prioritization and benefits realization target realignment has delayed program timelines and progress.

## 3 Frontline Mobility

The roll out of smartphones to Frontline officers will be completed as planned and the deployment of vMobile (computer aided dispatch on the smartphones) and NotifyMe (voice mail forwarding) is underway. The police vehicle cabin ergonomic and mobile workstation replacement upgrades continues, however, with the required City Request For Proposals process to secure a fleet contractor, it is expected that the schedule for complete retrofits will be impacted. Mitigation strategies are

currently being developed and assessed in order to minimize this impact. Deployment of webRMS (remote in car Records Management System) is currently being tested to determine full implementation feasibility. Benefits are beginning to be realized as the new capabilities facilitate communication and reduce the need for officers to return to their station to perform routine tasks.

### 3. Information Management

As the first project to employ cloud computing the Information Management stream has faced significant challenges. The existing OPS IT and Security infrastructures, legacy systems and approach to modernization need further alignment to the MR. The MR Program, working with Executives, will mitigate these issues by focusing on the deployment of a modern reporting and analytics solution in the Cloud as a catalyst for overcoming challenges. The current enterprise data hub project lays the foundation for future Information Management stream benefits.

### 4. Innovation

The Innovation stream is completing the final two pilot projects: Guides (web based information sharing platform) and RFID (radio frequency identification tagging/tracking pilot). The Innovation stream is being integrated into the OPS Continuous Improvement initiative. The Facial Recognition innovation pilot project has been selected to proceed to production implementation. The benefits realized from this project will be included in the Information Management stream benefits.

### 5. Collaboration

MS Office 365 functional pilot (including MS Windows 10 upgrade) is progressing well. The project is on schedule for planned completion in September. The subsequent implementation project to roll out to all users is scheduled to begin immediately following the functional pilot. Specific benefits measures are being identified for each of the five representative pilot groups.

### 6. Member Information System

The initial planning and design phase has been completed. Implementation activities are deferred to align with City of Ottawa SAP Roadmap. As a result, benefits realization is deferred. It is essential to continue working with the City of Ottawa to ensure timely implementation of key functions supportive of OPS operations.

### 7. Enterprise Asset Management

The initial planning and design phase has been completed. The implementation goals have been adjusted to focus on the roll out of operational technology solutions

to improve asset and inventory management. Implementation is being planned; however, alignment to the City of Ottawa's SAP Roadmap is a dependency and will be engaged.

**CONSULTATION**

Not applicable

**FINANCIAL IMPLICATIONS**

Not applicable

**SUPPORTING DOCUMENTATION**

Not applicable

**CONCLUSION**

This report represents the May update on the MR program as requested by the Board. The OPS and PWC continue to make progress on the various streams of work and next update will be provided in the June agenda.