OTTAWA POLICE SERVICES BOARD

FINANCE AND AUDIT COMMITTEE MEETING

MINUTES 2

1 April 2019, 10:00 a.m.
Honeywell Room, 2nd floor, Ottawa City Hall

Present: L.A. Smallwood (Chair), D. Deans, C. Meehan

Others: Board Member A. Blaustein; Chief C. Bordeleau; Deputy Chiefs S. Bell and U. Jaswal; Director General D. Frazer; J. Letourneau, Chief Financial Officer; Councillor R. Brockington; Yannick Bergeron, Robert Bell, Gartner Consulting; Chris War, Price Waterhouse Cooper; Michelle Gauthier, BPM Consulting; D. Steeves, Chief Information Officer; Jonathan Sweet, Financial Analyst; Heather Fisher, Executive Assistant; Councillor's Assistant, Bronwen Graham; Executive Director K. Ferraro; Committee and Council Assistant T. Anderson

CONFIRMATION OF AGENDA

That the Finance and Audit Committee confirm the Agenda of the 1 April 2019 meeting.

CARRIED

CONFIRMATION OF MINUTES

Minutes 1 of 20 February 2019

That the Finance and Audit Committee confirm the Minutes 1 from the 20 February 2019 meeting.

CARRIED

BUSINESS ARISING FROM MINUTES

There was no business arising from the Minutes.

 ITEMS OF BUSINESS

1.   MODERNIZATION ROADMAP – BUNDLE 3

Presentation

Director General D. Frazer with assistance from representatives of Gartner Consulting, provided an update on the Modernization Roadmap and presented Bundle 3. The following points of clarification were made during subsequent discussions. *(A copy of the presentation is kept on file with the Board's Executive Director.)*

- There needs to be alignment of benefits with each work package; currently only have high level benefits.

- If operating costs are lower, there should be more overall savings/less expenditure.

- The OPS Modernization Roadmap is unique in that it takes a holistic approach. Gartner has worked with other police services before on similar initiatives but not the same breadth. The OPS amassed a lot of "technical debt" that required an integrated vision to remedy. Other police services in province will look to Ottawa as an example. PwC will help evolve technology and manage the change.

- HR systems (e.g. MIS) and assets are areas where the OPS sees biggest opportunity for partnership with the City, as well as potentially recruiting. A report will be coming to the Board that identifies further opportunities.

- A concern was raised regarding the spending of funds on items that could be taken over by the City, causing a potential waste of funds. The Committee asked for assurance from Gartner that this would not occur, specifically when Bundle 3 is before the Board for approval.

- In the Detailed Risk Assessment, red and green are slowly becoming yellow. The teams are working on the right changes and the program should aim to stay in the middle as much as possible.

- OPS IT security is different than the City and is instead synergized with the Federal government. OPS runs separate networks.

- The Roadmap will result in reduced FTEs and the Associations are involved. The Associations recognize that there high paying jobs at the OPS that are mainly transactional in nature. The OPS can train people up into new roles and take advantage of retirements as jobs and skillsets required shift.

- A concern was expressed regarding dependency on smart phones in dead zones and when cell service is down. The OPS has looked at other jurisdictions who have experienced disasters, i.e. Houston, TX. Cell service has been found to be the most reliable means as you may have dead zones but not blackouts. The more cellular devices that are deployed, the more flexibility you have. The OPS has backup radio systems with officers having three ways to communicate: laptop, cell and radio.

- With the upcoming changeover of the Chief and Director General, it will be important to brief them on the value of the Roadmap as it would be highly detrimental to stop the program now as the OPS would lose its prior investments.

- It was acknowledged that there will be ongoing operating costs after the Roadmap is implemented and sustainability needs to be addressed. Ideally, the financial benefits would fund the added operational costs. An understanding of the benefits and potential annual costs post-implementation is important in order to approve Bundle 3.

- The Committee requested more detailed information on benefits realization prior to any Board approvals coming forward.

NEXT MEETING

Monday, 10 June 2019 at 10:00 a.m.

ADJOURNMENT

The meeting adjourned at 11:29 a.m.