Report to / Rapport au:

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

30 May 2022 / 30 mai 2022

Submitted by / Soumis par:

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

Contact Person / Personne ressource:

Anna Beatty, Chief Information Officer / Directeur de l'information

BeattyA@ottawapolice.ca

Blair Dunker, Chief Administrative Officer / Chef de l'administration
Dunkerb@ottawapolice.ca

SUBJECT: IDENTITY AND ACCESS MANAGEMENT REPORT

OBJET: RAPPORT DE GESTION DES IDENTITÉS ET DE L'ACCÈS

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board delegate authority to the Chief for the expansion of an existing enterprise system to add the Identity and Access Management (IAM) software module and associated professional services up to the amount of $207,087.00 (before applicable taxes).

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa délègue au chef le pouvoir d'étendre un système d'entreprise existant afin d'y ajouter le module logiciel de gestion des identités et des accès (GIA) et les services professionnels connexes, jusqu'à concurrence de 207 087,00 $ (avant les taxes applicables).

BACKGROUND

Identity and Access Management (IAM), otherwise known as tools and processes needed to ensure that the right users/employees have the appropriate access to OPS technology resources, was identified as a critical area requiring improvement, modernization, and updating.

IAM is divided into three main categories: joiners (new employees), leavers (retiring/resigning) and movers (transfers within the organization). Specifically, IAM automates the administration of IT accounts and access permissions to systems, files, and software, and is a critical function of any organization's IT unit.

Unfortunately, the existing IAM solution being used by the OPS requires manual intervention and subject matter expertise that OPS IT does not currently have.

The current OPS' IT Service Management (ITSM) vendor has developed an 'add-on' module that performs the IAM. OPS IT members have extensive subject matter expertise and experience in configuring and maintaining the ITSM system. This 'add-on' module would be fully integrated with the employee database and job function information.

DISCUSSION

The evaluation of the state of IAM at the OPS identified three ways forward:

(1) Maintain the status quo (manual and labour-intensive process); or

(2) Procure a new stand-alone solution (which would require significant time and financial investment to learn and integrate a new system within the OPS' IT environment); or

(3) Enhance the existing ITSM software (which would reduce the IT footprint, utilize existing in-house expertise, and permit future automation development opportunities).

By leveraging the existing enterprise application at the OPS, a fully automated and integrated IAM solution can be implemented to on-board, off-board and manage staff movements during their career. This can be accommodated at lower cost than procuring a new stand-alone application or maintaining the status quo. In addition, the integrated IAM solution will further enhance the OPS' ability of managing IT assets, both hardware and software, which is expected to lead to future cost savings. The ongoing maintenance costs for IAM is estimated to cost a third less than the current solution.

CONSULTATION

The OPS IT subject matter experts (SMEs) consulted the ITSM solution vendor, the City of Ottawa IT Department, and the current IAM solution vendor. The objective being to identify the most effective solution to meet OPS' operational requirements while maximizing future labour and cost efficiency potentials.

FINANCIAL IMPLICATIONS

This request includes the purchase of the IAM 'add-on' module at a cost of up to $82,407.80, before taxes and professional services to complete the implementation and migration in a timely fashion prior to the annual renewal date of the current IAM solution, at a maximal cost of $124,679.20 before taxes, to be paid from available capital funds. The annual maintenance costs will be less than the current solution, and this implementation will allow for ongoing operating budget efficiencies based on economies of scale.

The one-time procurement costs will be paid from available capital funds as outlined below, and the annual maintenance costs will be borne by the ITS Infrastructure Support operating budget.

Capital Expenses

This project will be funded from available ITS capital funds per the table below and include the operating costs for the remainder of 2022.

Available funds (IO 909884 + IO 910519):	$ 5,649,000
Amount committed / spent to-date:	$ (717,035)
Amount of this request:	$ (207,087)
Remainder:	**$ 4,724,878**

Operating costs

- 124211-506185: The annual maintenance costs associated with IAM at the OPS will benefit from a roughly 33% reduction (from the current amount of $42,000 to approximately $28,500.00 before taxes). The projected implementation timeline will also coincide with the renewal date of the current solution (September 2022), which will prevent duplicate licencing/maintenance costs.

Our understanding is that the City will be initiating a competitive process to replace their ITSM application in the future, and the OPS will work with the City to determine if the OPS should migrate to this as-yet-to-be-determined new solution to further leverage economies of scale. Until this process is initiated, the solution identified in this report will reduce the OPS' operating costs and streamline IT processes.

CONCLUSION

The procurement and implementation of the IAM 'add-on' module from the OPS' current ITSM vendor will allow for both human resource and financial efficiencies, while also providing the OPS with future development options to leverage automation and integration of information and reduction of the IT footprint. The proposed approach will also make use of existing know-how to maintain and develop the solution in future.