Report to / Rapport au:

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

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Submitted by / Soumis par:

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SUBJECT: **ENTERPRISE ASSET MANAGEMENT (EAM) PROGRAM, PHASE 1**

OBJET: **PREMIÈRE PHASE DU PROGRAMME DE GESTION DES ACTIFS DE L'ENTREPRISE (GAE)**

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board delegate authority to the Chief for the expansion of existing enterprise systems including professional services, software, and hardware for the first phase of an Enterprise Asset Management (EAM) program up to a maximum cost of $996,424.54 (before taxes).

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa délègue au chef le pouvoir d'étendre les systèmes d'entreprise existants, y compris les services professionnels, les logiciels et le matériel, pour la première phase d'un programme de gestion des actifs de l'entreprise (GAE), jusqu'à un coût maximal de 996 424,54 $ (avant taxes).

BACKGROUND

Enterprise Asset Management (EAM) is an important program that will allow the Ottawa Police Service (OPS) to track assets (e.g., laptops, computers, software, radios, defibrillators, etc.)), and mitigate financial, regulatory, and reputational risks associated with current management of these assets to ensure cost optimization and compliance.

Current asset management practices rely heavily on manual effort, and results in effort being duplicated, and it thus inefficient and ineffective. The EAM program will produce several highly beneficial business outcomes, among them a higher degree of security controls, accountability, and lifecycle forecasting as well as the potential for controlling and reducing costs.

DISCUSSION

Phase 1 of the EAM program will include two workstreams: 1) IT Asset Management (ITAM); and 2) the expansion of the current Radio-Frequency Identification (RFID) equipment tracking system that was piloted at Huntmar Station's Frontline equipment room in 2019.

1) ITAM Worksteam

The ITAM workstream will involve the creation of an inventory of IT assets, which will be labelled with asset tags and then added to the asset database. This database is pre-existing and accessible through IT Service Management (ITSM) software currently used by the OPS. In addition, this workstream will include the creation of service-wide policies, procedures and practices that will encompass and account for the entire lifecycle of IT assets: from procurement to disposal. This will allow the OPS to have an accurate and updated inventory of IT assets and will allow for better lifecycle cost forecasting and procurement planning, problem-trending analysis, and elimination of a significant amount of manual data entry work.

2) RFID Workstream

The RFID workstream will include the rollout of RFID tracking equipment and RFID equipment tags to the Frontline equipment rooms not included as part of the 2019 RFID pilot project. This work will allow for the pairing of identification tags with equipment and will allow for asset tracking). Rollout will occur at Greenbank Station, Central Station, Leitrim Station, Tenth Line Station, and the Professional Development Centre (PDC). In addition, retrofitting of the Huntmar Station will occur with installation of updated software. The RFID system will be integrated with the ITSM software and will provide for a holistic and service-wide repository for asset tracking.

CONSULTATION

The OPS has consulted with organizations who have implemented similar systems. Consultation has occurred with the Government of Canada's (GoC) Shared Services Canada, the City of Ottawa's (CoO) IT Department, and the London Police Service (by way of the Ontario Association of Chiefs of Police (OACP)).

Findings of this outreach was as follows:

A historical GoC audit of ITAM processes determined that several existing controls and processes negatively impacted their ability to provide assurances that hardware and software assets were being adequately managed. It further identified a lack of an overall monitoring system, which meant wholesome management of asset lifecycles was impossible. By correcting these gaps in their ITAM (in a similar way to that being proposed by the OPS), the GoC was able to bring procurement processes in line with the Treasury Board of Canada's guidelines and those of Shared Services Canada pertaining to procurement and disposal of IT assets.

The City of Ottawa has implemented both proposed workstreams: ITAM within their IT directorate, and RFID asset tracking/management at the Ottawa Paramedic Service. These workstreams have resulted in identification and realization of time and financial efficiencies related to automation of manual tasks and better tracking and management of assets throughout their lifecycle. In the case of the Ottawa Paramedic Service, rollout of the RFID solution has led to better preventative maintenance procedures. The OPS project team will continue to consult with City partners to ensure lessons learned are properly integrated and applied at the OPS.

The London Police Service reported that having an integrated ITAM system that has allowed for better assessment of problems with specific hardware or software and allows for preventative maintenance and/or replacement of problem items before they negatively impact services and operations.

FINANCIAL IMPLICATIONS

Capital Expenses

The initial procurement costs for Phase 1 of the EAM programme will be funded from available funding, previously identified, and approved as part of MR- and in the 2019 budget, as follows:

Available funds (IO 909553):	$	8,000,000
Amount committed / spent to date:	$	-
Amount of this request:	$	(1,072,153)
Remainder:	**$**	**6,927,847**

Operating Costs

Beginning in 2024, the annual operating pressure for the ITAM and RFID workstreams will be up to $33,000.00 depending on the final number of stations and rooms the RFID equipment is deployed at.

CONCLUSION

The establishment of the EAM programme (Phase 1) at the OPS will mitigate reputational, financial, and most importantly, regulatory/compliance risks associated with assets and their management throughout their lifecycle. Additionally, this project will lay the foundation for future enhancement, expansion, and integration of asset management solutions currently in-use in other areas within the OPS, such as Fleet and Quartermaster. It is expected that this and future phases of this work will mitigate reputational, financial, and regulatory risks with regards to asset management.