Auditor General’s Office

TORONTO POLICE SERVICE

REVIEW OF THE INTEGRATED RECORDS AND INFORMATION SYSTEM (IRIS)

Transmittal Report
Audit Report
Management’s Response

Jeffrey Griffiths, C.A., C.F.E
Auditor General, City of Toronto
Toronto Police Service – Review of the Integrated Records and Information System (IRIS)

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<td>Toronto Police Services Board</td>
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**SUMMARY**

In response to the April 7, 2011 Toronto Police Services Board request, the Auditor General conducted a review of certain actions taken to date regarding the development and implementation of the Police Integrated Records and Information System (IRIS).

The purpose of the review was to assess whether recommendations from the Auditor General’s 2005 audit of the Enterprise Case and Occurrence Processing System (eCOPS) were considered in creating a control environment to manage risks associated with developing and implementing a major technology project such as the IRIS project. The audit results are presented in the attached report entitled “Toronto Police Service – Review of the Integrated Records and Information System.”

**RECOMMENDATIONS**

The Auditor General recommends that:

1. The Chief of Police give consideration to the engagement of a Fairness Consultant in major procurements. The criteria outlined by the City of Toronto be considered by the Chief of Police in determining when Fairness Consultants should be engaged.

2. The Chief of Police review the composition of all Information Technology Steering Committees with a view to including qualified City staff. The Chief develop specific criteria to determine when such a process should occur.
3. The Chief of Police ensure that Privacy Impact Assessments are incorporated into all future information technology projects at the initial stages of project development. A Privacy Impact Assessment be completed at the earliest possible time in regard to the Integrated Records and Information System project.

4. The Chief of Police conduct a financial analysis to identify, quantify and document anticipated financial and operational benefits from the implementation of the Integrated Records and Information System. Related assumptions used in the analysis should be documented.

5. Upon project completion, the Chief of Police report to the Toronto Police Services Board on the actual benefits achieved and where applicable, a description of anticipated benefits not realized.

6. The Chief of Police develop a process to define, articulate and measure anticipated project objectives and outcomes.

7. Upon project completion, the Chief of Police report to the Toronto Police Services Board the objectives achieved and where applicable, a description of anticipated objectives not realized.

8. This report be forwarded to the City Audit Committee for information.

**Financial Impact**

The recommendations in this report have no financial impact. However, implementation of the recommendation relating to the realization of benefits and the need to quantify, track and report expected benefits will provide management and the Board the opportunity to measure the success of the project in financial terms.

**DECISION HISTORY**

The Toronto Police Services Board on April 7, 2011 in considering the report entitled “Integrated Records and Information Systems (IRIS) – Award of Contract for Product and Services,” adopted the following motion:

“that this matter be referred to the Auditor General and the Chief Information Officer, City of Toronto, for their review of and comments regarding the proposed records management system.”

This report is in response to the Toronto Police Services Board request of April 7, 2011. The Chief Information Officer has reported separately.
ISSUE BACKGROUND

In 2003, the Toronto Police Service implemented a records management system called the Enterprise Case and Occurrence Processing System also known as eCOPS. The development and implementation of the eCOPS records management system resulted in a number of issues and concerns. As a result, the Board requested the Auditor General to review the implementation of the eCOPS system.

In 2005, the Auditor General identified a number of deficiencies in how the project was managed. In general terms the issues identified were:

- Inadequate project management
- Incomplete and inadequate business case
- Significant cost overruns
- Inadequate management of consultants
- Failure to address previous audit recommendations
- Incomplete and inaccurate reporting to the Board

In 2006, the Toronto Police Service commissioned a number of internal reviews to assess organizational information needs. As a result of these reviews the Service concluded that Toronto Police Service information management systems were no longer adequate to support police operational requirements. In this context, the Service decided to pursue a commercial-off-the-shelf system known as Versadex rather than enhance the in-house eCOPS system.

At the April 7, 2011 meeting of the Toronto Police Services Board, the Chief submitted a report requesting Board approval of a contract for the acquisition and implementation of a new records management system. The Board referred the matter to the Auditor General and the City Chief Information Officer for review and comment.

COMMENTS

The Auditor General’s report which is attached contains 7 recommendations as a result of the review. Specific information relating to the recommendations are outlined in the attached report.

The eCOPS audit report was prepared at the conclusion of the project and certain of the recommendations such as final reporting to the Board related to issues which required addressing at that point. However, where relevant, the management of the IRIS project has focussed on lessons learned from eCOPS and as a result the initial planning steps for the IRIS project have been complete and thorough. The addition of City experience and expertise in an advisory capacity in the management of the project to complement current resources will be beneficial and should be addressed immediately.
CONTACT

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SIGNATURE

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Jeff Griffiths, Auditor General

ATTACHMENTS

Appendix 1: Toronto Police Service – Review of Integrated Records and Information System (IRIS)
APPENDIX 1

TORONTO POLICE SERVICE

REVIEW OF THE INTEGRATED RECORDS AND INFORMATION SYSTEM (IRIS)

August 5, 2011

Jeffrey Griffiths, C.A., C.F.E.
Auditor General
City of Toronto
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Introduction

At the April 7, 2011 meeting of the Toronto Police Services Board the Toronto Police Chief tabled a report dated March 24, 2011 entitled “Integrated Records and Information System (IRIS) – Award of Contract for Product and Services” to the Toronto Police Services Board for approval.

As a result of the Toronto Police Services Board’s review of this report, the Board approved the following motion:

“that this matter be referred to the Auditor General and the Chief Information Officer, City of Toronto, for their review of and comments regarding the proposed records management system.”

This report is in response to the Board’s request.

The City’s Chief Information Officer will submit a separate report to the Toronto Police Services Board.

In 2008, the Toronto Police Services Board approved a capital project for a new records management system known as the “Integrated Records and Information System (IRIS).” In the report of March 24, 2011, the Chief of Police indicated that the proposed new system “will integrate the functionality available through numerous silo applications beyond the Enterprise Case and Occurrence Processing System (eCOPS), including the Criminal Information Processing System (CIPS), Field Information Reports (FIR), the Repository for Integrated Criminalistic Imaging (RICI), Unified Search, and the Property and Evidence Management System (PEMS).”

By way of background, the Auditor General in 2005 reported to the Police Services Board on the management of the internally developed information technology project known as eCOPS. The review of eCOPS was requested by the Board due to a number of expressed concerns in how the project was being managed.
The Auditor General’s 2005 review identified a number of fundamental deficiencies in the management of the project. In general terms the issues identified were:

- Inadequate project management
- Incomplete and inadequate business case
- Significant cost overruns
- Inadequate management of consultants
- Failure to address previous audit recommendations
- Incomplete and inaccurate reporting to the Board

**eCOPS report contained 11 recommendations**

The Auditor General’s 2005 review was conducted during the latter stages of the development of the eCOPS project. The report prepared as a result of this review included 11 recommendations. The report also referenced two other IT related reports which contained a further 21 recommendations. The first report completed in 2002 was entitled “Information Technology Services Unit Review – Toronto Police Service”. The second report dated 2001 was a report which was directed to the City of Toronto entitled “Selection and Hiring of Professional and Consulting Services.” The recommendations were all agreed to by the then Chief of Police and approved by the Board.

In the Chief’s report to the Board on April 7, 2011, specific reference is made to the Auditor General’s eCOPS report as follows:

“Alignment With City of Toronto Auditor Findings

In order to ensure the greatest transparency and accountability for this transformational project, the Service is fully committed to the City’s IT governance practices and the recommendations of the Auditor General in terms of project structure and accountability in order to contain costs and mitigate risks. The Auditor’s report of April 2005 entitled, “Review of the Enterprise Case and occurrence processing System (eCOPS) Project – Toronto Police Service” is incorporated into the project controls throughout the project as evident in the project Management Framework.”
The development and implementation of large information technology projects such as IRIS is complex and requires significant technical resources and expertise. In actual fact, the Auditor General of Canada in connection with a review conducted on a number of large information technology projects at the Federal Government indicated that:

**Auditor General of Canada urges any corporation that invests in IT to be “cautious”**

“compared with other disciplines, the management of IT projects is relatively new and organizations are still finding their way with it. Therefore, any organization that invests in IT support must be cautious. Large IT projects are inherently complex, expensive and risky and they usually involve long planning and development times.”

In its oversight role and particularly in terms of the deficiencies identified during the development of eCOPS, the Board appropriately in our view, deferred a decision on awarding a contract for the IRIS project until a further independent review of the project was conducted. The comments of the Auditor General of Canada wherein she states that “any organization that invests in IT support must be cautious” is good advice.

The focus of our review and comments relating to the IRIS project pertain to whether or not the recommendations contained in the eCOPS report have been considered and, where appropriate, implemented.

**The procurement process was outside the scope of this review**

We have not specifically addressed issues pertaining to the procurement and evaluation process of IRIS although we have made specific inquiries in terms of the process. Further, we have not reviewed in detail, the business justification for the new system as the report provided by the City’s Chief Information Officer has provided information on this matter in his report. Information relating to the scope of our review is included in Exhibit 1.

**Background – Estimated Costs of the Integrated Records and Information System**

The IRIS project was included as part of the Police Service’s 2009-2013 Capital Program.
The estimated cost to implement the IRIS project was $35.6 million and includes the following cost breakdown:

- $10.5 million for the purchase and implementation of software and related services
- $14 million for the purchase of hardware, external project management services, server and other third party licensing fees, contract staff, and backfilling costs for internal staff assigned to the project
- $11.1 million for internal staff resources.

As of mid-June 2011, capital costs expended or committed to system implementation are $2.6 million and approximately $2.8 million in internal staff costs.

**Action Taken to Mitigate a Recurrence of the Issues Relating to the eCOPS Project**

*Positive action undertaken*

Specific action taken to reduce the risks associated with implementing the new records management systems include:

- Acquiring a commercial off the shelf records management system
- Implementing an effective governance model which includes key roles fulfilled by the Project Management Office and Project Steering Committee
- Contracting out project management services and ensuring the Project Management Office evaluate consulting services on a regular basis
- Assigning accountability for project expenditures to the Project Sponsor and requiring regular cost tracking and reporting to the Project Steering Committee
- Instituting a formal consulting services invoice review and approval process prior to payment
- Providing for independent review of project budget and financial information.
IRIS is an “off the shelf” system

In our view, the major reasons for the difficulties encountered in the eCOPS projects centered around the fact that the project was developed internally by staff who did not have an adequate level of experience and information technology expertise. In addition, as articulated in the eCOPS report, the level of project management oversight of the project was inadequate.

The system acquired by the Toronto Police Service known as Versadex, is a well established, off the shelf system currently in use by a number of police services throughout Canada and the U.S. One of the challenges faced by the Service is to minimize changes to the “off the shelf” product as to do so would compromise the reasons for acquiring such a system. This is an important issue to consider as the project develops and one which the Service is committed to.

Finally, in addition, the project management of the system has been contracted out to third party resources with significant information technology implementation expertise.

While we recognize that steps have been taken in order not to replicate the deficiencies in the eCOPS project there are a number of issues which we have identified which require consideration.

The Procurement Process – The Use of a Fairness Consultant

City Council approved the use of Fairness Consultants

In June 2004, in response to a recommendation of the Auditor General, City Council approved a report entitled “Feasibility of Using Fairness Consultants for Certain Procurements”. The report outlines in general terms the purpose of Fairness Consultants. The report indicates that “their role is to provide oversight on procurement processes for the purpose of ensuring adherence to high standards, objectivity of evaluation, and transparency.”

Fairness Consultants provide a level of independence

Fairness Consultants are perceived as providing more neutrality and independence than that provided by staff. Assurance from an arms-length party that the procurement was consistent with best practices may reduce controversy, complaints and liability. This objectivity, in turn, enhances the defensibility of procurement decisions.
Further, City Council endorsed “the approach of using external fairness consultants in certain limited circumstances defined by call complexity and the likelihood of intense scrutiny such as high profile projects.” In terms of criteria, council endorsed the following characteristics of “complex procurement initiatives”:

- rapidly evolving products, especially software
- high-risk endeavors
- new technologies such as information technology systems
- anticipated high-profile and controversy that can lead to few responses or pressure to take low bid/price regardless of other areas evaluated as best.

The City of Toronto has subsequently used Fairness Consultants in a number of cases, the most high profile of which has been the 311 project.

It is our understanding the City Chief Information Officer looked at the procurement process as part of his review and concluded that it was fair. Nonetheless, it is our view that the use of a Fairness Consultant throughout the procurement process would have provided greater assurance with respect to the fairness of the process.

In the context of a $35.6 million project the cost of a Fairness Consultant would likely have been a good investment.

Criteria should be developed for circumstances when the engagement of a Fairness Consultant would be appropriate.

Recommendation:

1. The Chief of Police give consideration to the engagement of a Fairness Consultant in major procurements. The criteria outlined by the City of Toronto be considered by the Chief of Police in determining when Fairness Consultants should be engaged.
Improved Coordination with the City

A significant number of audit reports prepared by the Auditor General have recommended closer coordination between the City and its Agencies, Boards, Commissions and Corporations. The need for closer coordination has been identified in a wide range of areas including facilities and real estate, human resources, procurement and other administrative functions. However, the area most closely identified as requiring closer cooperation and coordination is in the area of information technology.

In this context, the eCOPS report specifically recommended that:

“The Chief of Police and the City’s Deputy City Manager and Chief Financial Officer develop an ongoing protocol and working relationship in order to ensure that:

- technology developments do not occur in isolation from each other;
- technology developments are in accordance with the long term objectives of both organizations; and
- the purchase of any computer hardware and software is co-ordinated.”

Consistent with the above recommendation, we understand the Service’s Director, Information Technology Services, City’s Chief Information Officer and Toronto Transit Commission’s Information Technology Director meet on an informal but regular basis to discuss common areas of concerns. IRIS does however provide an opportunity to co-ordinate resources on a large, complex project.

The IRIS Steering Committee established by the Service to establish “objective oversight, leadership, consultation and direction with respect to the organization and implementation of the Service’s next generation records management system” consists entirely of Toronto Police Service staff. The City of Toronto has significant experience in implementing large and complex information technology projects such as SAP. The inclusion of City staff at least in an advisory capacity would augment the current composition of the Steering Committee if only from a “lessons learned” perspective.
The Toronto Police Service, much like other City Boards, Agencies, Commissions and Corporations operates independently and up to now City staff have had limited involvement in the development of information technology projects. In our view, the current process should be changed.

**Recommendation:**

2. **The Chief of Police review the composition of all Information Technology Steering Committees with a view to including qualified City staff. The Chief develop specific criteria to determine when such a process should occur.**

**Privacy Impact Assessment is Required**

2005 eCOPS audit report recommended mandatory Privacy Impact Assessments

The Auditor General’s report on eCOPS included the following recommendation:

“The Chief of Police ensure that the implementation of new information systems are not initiated until Privacy Impact Assessment evaluations are completed. The requirement for a Privacy Impact Assessment be mandatory in all business cases supporting systems development where personal information is involved and the costs relating thereto be an integral part of the project implementation costs.”

Privacy Impact Assessment not conducted for IRIS

At the time of our review a Privacy Impact Assessment had not been conducted. A privacy impact assessment analysis should be completed prior to any significant development. Any privacy or access concerns identified once a system is in development could result in system revisions. System revisions required once a project is in process could result in significant costs.

**Recommendation:**

3. **The Chief of Police ensure that Privacy Impact Assessments are incorporated into all future information technology projects at the initial stages of project development. A Privacy Impact Assessment be completed at the earliest possible time in regard to the Integrated Records and Information System project.**
Costs and Benefits Not Defined

The Auditor General’s 2005 report relating to eCOPS includes the following recommendations:

“1.(d) develop an investment decision making process for information technology solutions or projects that requires the Steering Committee to consider short and long term impacts, cross unit impacts, business justification, benefits to be realized, strategic contribution, and compliance with the Service’s technology architecture and direction.”.

“2. To establish accountability for IT projects and enhancements, mechanisms be developed to enable the measurement of benefits realized and deliverables to be achieved, and the business user be required to report to the Steering committee on the actual benefits achieved and explain, when applicable, shortcomings in realizing previously defined benefits.”

The preparation of a detailed business case when evaluating the purchase of a complex, large scale computer system is a basic requirement. A business case informs management and documents the analysis done to support or reject a project. A financial analysis quantifying project benefits is an important part of a business case.

A well prepared business case should answer three primary questions:

- Why are we doing this?
- What will it cost?
- What business value do we expect to achieve?

A business case was prepared for the Integrated Records and Information System. In reviewing the “Comprehensive Business Case (2009-2013)” for the acquisition and implementation of the Integrated Records and Information System the decision to approve this project was made without the quantification of any financial benefits although various efficiencies and benefits were identified.
The following statement extracted from the business case indicates that management expects substantial savings:

“There are no fixed hard dollar savings associated with this proposal; however, it is anticipated that due to the streamlining of information flow and the reassignment of job functions, there will be substantial savings in terms of efficiency.”

The “substantial savings in anticipated efficiency” gains referred to and the premise on which such calculations may have been based, are not included in the business case. In fact the business case “project benefits” and "financial summary" sections specifically indicate “0” benefits.

Although other factors are considered in the decision-making process, quantifying the anticipated financial benefits of a complex, large scale computer system is an essential business case component. Financial analysis is a key requirement in justifying any business decision.

The use of terminology referencing “substantial savings in terms of efficiency” are qualitative and difficult to interpret from an accountability and measurement perspective.

We appreciate that benefits in terms of cost savings may be difficult to quantify however, a best estimate or a range of cost savings would be useful and important information in an evaluation of a business case.

For management to include the achievement of savings as one of the project success criteria, measurable, quantifiable financial benefits should be documented along with assumptions used in the financial analysis.

**Recommendations:**

4. **The Chief of Police conduct a financial analysis to identify, quantify and document anticipated financial and operational benefits from the implementation of the Integrated Records and Information System. Related assumptions used in the analysis should be documented.**
5. Upon project completion, the Chief of Police report to the Toronto Police Services Board on the actual benefits achieved and where applicable, a description of anticipated benefits not realized.

Criteria and Methodology for Measuring Benefits Not Articulated

**TPS project business case objectives not quantified or measurable**

The business case for IRIS highlights a number of specific objectives. The objectives include:

- “reduce time spent by officers on data entry and increase the time spent with members of the community
- improve data integrity
- make data more accessible, useable, interoperable
- reducing opportunity for data entry errors
- improving data quality for investigators and analysts
- reducing overhead associated with silo maintenance”.

**TPS business case deliverable outcomes not quantified or measurable**

The business case also includes the following deliverable outcomes:

- “Reduction of existing silos of information and associated inefficiencies
- Re-engineered workflow for the collection, coding, classification, and structuring of information
- Enhanced, efficient search and investigative capabilities
- Improved operability and interoperability
- Measurably improved data quality to reduce organizational risk and liability and support strategic deployment and crime analysis.
- Improved access and communication with community and justice partners through roles based access and information sharing portals”.

**Quantifiable project performance indicators needed to measure project success**

The criteria and methodology to determine whether these objectives and outcomes are achieved is not clearly identified and documented.

Without quantifiable project performance indicators, there is no way to measure project success.
Recommendations:

6. The Chief of Police develop a process to define, articulate and measure anticipated project objectives and outcomes.

7. Upon project completion, the Chief of Police report to the Toronto Police Services Board the objectives achieved and where applicable, a description of anticipated objectives not realized.

Conclusion

The Toronto Police Services Board at its meeting of April 7, 2011 requested the Auditor General and the City’s Chief Information Officer to review and comment “regarding the proposed records management system.” This report represents the Auditor General’s comments only. A separate report has been prepared by the City’s Chief Information Officer.

The scope of this review has for the most part been limited to a determination as to whether the Service during its procurement and initial planning process has addressed the recommendations made by the Auditor General during a 2005 review of an information technology project known as eCOPS.

We have identified specific action which the Service has undertaken to prevent and mitigate the possibility that issues identified during the eCOPS review are not repeated.

As indicated previously, an extremely important difference between the current system and eCOPS is the fact that the current system is an “off the shelf system” which has been successfully implemented in a number of Services throughout Canada and the U.S. Further, there appears to be a well defined governance process which includes key roles for internal accountability as well as external project management expertise.

Finally a number of the recommendations in the eCOPS report relate to actions required throughout the development and conclusion of the project particularly in relation to ongoing reporting to the Board. It is important that all such recommendations continue to be addressed.
Exhibit 1

Audit Objectives, Scope and Methodology

Why we did the review
At the April 7, 2011 meeting of the Toronto Police Services Board the Toronto Police Chief tabled a report entitled “Integrated Records and Information Systems (IRIS) – Award of Contract for Product and Services,” to the Toronto Police Services Board for approval.

The Board approved the following motion:

“that this matter be referred to the Auditor General and the Chief Information Officer, City of Toronto, for their review of and comments regarding the proposed records management system.”

Objectives
The objective of this review was to determine whether or not the Toronto Police Service has considered the recommendations included in the Auditor General’s 2005 report entitled “Review of the Enterprise Case and Occurrence Processing System (eCOPS)” Project in developing the case for the recommended computer system to replace the Toronto Police Services current record management system.

Scope
Our review focused on controls exercised by the Toronto Police Service in areas identified during our eCOPS review and included the following:

– Project Management
– Analysis and Documentation
– Project Budget and Costs
– Financial Benefits/Savings
– Use of Consultants
– Reporting to the Toronto Police Services Board.

Audit Methodology
Our audit methodology included the following:

- Review of Toronto Police Service Board minutes
- Review of TPS IRIS Steering Committee Reports
- Review of policies, procedures and practices
- Interviews with relevant City staff
- Examination of relevant documents
- Review of related generally accepted industry practices
- Other procedures deemed necessary.
We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.
# Management’s Response to the Auditor General’s Review of Toronto Police Service – Review of Integrated Records and Information System (IRIS)

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<th>Disagree (X)</th>
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<th>Action Plan/Time Frame</th>
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| 1.     | The Chief of Police give consideration to the engagement of a Fairness Consultant in major procurements. The criteria outlined by the City of Toronto be considered by the Chief of Police in determining when Fairness Consultants should be engaged | X          |              | The Service agrees with the Auditor General’s recommendation.  
Between April 24, 2009 and August 6, 2009, the IRIS Steering Committee considered the use of a Fairness Consultant and concluded that the governance structure in place was adequate to ensure fairness in the process as well as management controls.  
Notwithstanding the decision made relating to the IRIS project, the Service will consider the criteria outlined by the City of Toronto in determining when Fairness Consultants should be engaged.  
The criteria will be developed by the end of 2011 and changes will be incorporated into the Service’s purchasing processes. |
### APPENDIX 2

Management’s Response to the Auditor General’s Review of
Toronto Police Service – Review of Integrated Records and Information System (IRIS)

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<td>2.</td>
<td>The Chief of Police review the composition of all Information Technology Steering Committees with a view to including qualified City staff. The Chief develop specific criteria to determine when such a process should occur.</td>
<td>X</td>
<td></td>
<td>The Service agrees with the Auditor General’s recommendation. Specific criteria will be developed by the end of 2011, to determine when qualified City staff should be included in Information Technology Steering Committees, taken into account and balancing the value and cost of inclusion.</td>
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<td>3.</td>
<td>The Chief of Police ensure that Privacy Impact Assessments are incorporated into all future information technology projects at the initial stages of project development. A Privacy Impact Assessment be completed at the earliest possible time in regard to the IRIS project.</td>
<td>X</td>
<td></td>
<td>The Service agrees with the Auditor General’s recommendation. The initial plans for IRIS included the development of a Privacy Impact Assessment (PIA) prior to any implementation. In consultation with the City of Toronto Chief Information Officer, the Service has now incorporated the development of an Initial PIA into its workplans. The Service anticipates the Preliminary PIA will be completed on or before the end of 2011. Notwithstanding the IRIS project team’s PIA development plans, the Service’s business case and project charter templates will be modified by the end of 2011 to ensure a specific rationale for inclusion of a PIA in future information technology projects is articulated at the onset.</td>
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<td>The Chief of Police conduct a financial analysis to identify, quantify and document anticipated financial and operational benefits from the implementation of the Integrated Records and Information System. Related assumptions used in the analysis should be documented.</td>
<td>X</td>
<td></td>
<td>The Service agrees with the Auditor General’s recommendation as well as a similar recommendation made by the City of Toronto Information Officer (Recommendation #5 in the CIO’s summary of recommendations). The Service has outlined the benefits of a new records management system in many internal and Board documents over a three year period spanning 2008 to present. The benefits are provided, in summary form, in Sections 4.0 and 6.7 of the Chief Information Officer’s Information Technology Review document. These benefits, which are mainly in the form of efficiencies will be quantified as best possible, and assumptions documented if and where necessary.</td>
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Toronto Police Service – Review of Integrated Records and Information System (IRIS)

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<td>X</td>
<td></td>
<td>The Service agrees with the Auditor General’s recommendation, and a project close-out report to the Board is part of the Service’s current project management framework. The Service will further enhance its project close-out reporting by including the benefits achieved, and where applicable, a description of anticipated benefits not realized.</td>
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Management’s Response to the Auditor General’s Review of
Toronto Police Service – Review of Integrated Records and Information System (IRIS)

<table>
<thead>
<tr>
<th>Rec No</th>
<th>Recommendation</th>
<th>Agree</th>
<th>Disagree</th>
<th>Management Comments: (Comments are required only for recommendations where there is disagreement.)</th>
<th>Action Plan/Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.</td>
<td>The Chief of Police develop a process to define, articulate and measure anticipated project objectives and outcomes.</td>
<td>X</td>
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<td></td>
<td>The Service agrees with the Auditor General’s recommendation.</td>
<td></td>
<td></td>
<td>A process to define, articulate and measure anticipated project objectives and outcomes will be developed as part of the Service’s business case preparation, and incorporated into the project management plan process.</td>
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<td>This process will be completed by the first quarter of 2012.</td>
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<td>7.</td>
<td>Upon project completion, the Chief of Police report to the Police Services Board the objectives achieved and where applicable, a description of anticipated objectives not realized.</td>
<td>X</td>
<td></td>
<td>The Service agrees with the Auditor General’s recommendation, and a project close-out report to the Board is part of the Service’s current project management framework.</td>
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<td>The Service will ensure its project close-out reporting includes the objectives achieved, and where applicable, a description of anticipated objectives not realized.</td>
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