



**HAMILTON POLICE SERVICE**

# **TECHNOLOGY STRATEGIC PLAN**

**2010-2012**

# **I. LETTER FROM COMPUTER SERVICES MANAGER**

The Hamilton Police Service Technology Strategic Plan is a valuable planning tool that aligns our technology vision and goals with the Service's Vision. It incorporates the goals identified through the Service's Business Planning process as well as other existing operational requirements. This 3-year plan summarizes our key initiatives and deliverables.

Timely information in the hands of our officers is a powerful tool. The Computer Services Section is a service delivery business unit and it is imperative that the information we process is provided to our organization in the most effective way. We are committed to creating a framework for our officers and civilians to enter and query information. We will collaborate and manage data as well as integrate and optimize data while ensuring the integrity and security of information.

The challenge is to continue to pursue innovative technologies, to improve information sharing and inter-operability along with providing solutions for more effective police service delivery. This must be done while maintaining an infrastructure designed to efficiently and effectively address the needs of our organization.

Given limited resources and the expectation of fiscal responsibility, we must continually look at cost effective ways to implement our vision and enhance the services we provide. By collaborating with our policing partners and City counterparts, we will work together to deliver quality service to our end user.

I am delighted to present the 2010-2012 Technology Strategic Plan.

Ross Memmolo  
Computer Services Manager

## II. INTRODUCTION

Over the past ten years, the technology landscape for the Hamilton Police Service has changed significantly, and the use and dependency on technology has also grown in importance. From the vast storage of information captured to the need for mobile computing, technology will continue to play a vital role in policing. Today, officers rely on the tools and applications required to retrieve, share, and communicate information in a timely manner. Similarly, the entire organization requires accurate, timely and accessible data from technology systems to support effective decision making. The infrastructure currently in place provides the reliability and redundancy necessary for these tools and applications to operate.

Our priority is to provide the necessary operational support and implement solutions that will:

- § create the efficiencies for the Service – especially the frontline officer;
- § simplify the use of these critical tools and applications;
- § streamline existing business processes and,
- § increase collaboration and access to data with external agencies at the federal, provincial and municipal level.

Looking forward, our focus will be to deliver our vision and goals.

## **III. OVERVIEW OF ACCOMPLISHMENTS**

The following provides a brief outline of the significant technology related projects that have been implemented over the past five years.

### **1. CORPORATE WEBSITE**

In 2005, the Hamilton Police website was given a new and improved look. Leading edge technology was used to organize and present the information as it is seen today. The website was built with valuable input from our community and internal members. The dynamic site is managed by the Service and designated members have the ability to add and update information directly. The new and improved website contains useful information about our Police Service and public safety.

### **2. NEW RECORDS MANAGEMENT SYSTEM**

In 2006, the Hamilton Police Service deployed a new Records Management System. This system allows officers, investigators and analysts to make use of information that has been gathered and entered by the Service. As a result of this new system, the Service enjoys the benefits of electronic workflow, access to timely information and mug-shots. This information is critical to support the daily functions of the frontline.

### **3. SECOND GENERATION OF MOBILE COMPUTING**

In 2007, patrol vehicles were equipped with new rugged laptops and mounts. This second generation of computer provided state of the art technology with direct access to all the same applications that officers can access in the Police Stations.

### **4. ENHANCED WIRELESS COMMUNICATION**

The Hamilton Police Service has been using wireless technology since 2003 to provide connectivity between the laptop in the patrol vehicle and the servers that run the applications. Over the years, HPS has deployed the latest and fastest technology available from public carriers including private Wi-Fi hot spots located throughout the City.

## **5. GPS/AVL FOR PATROL VEHICLES**

All of our patrol vehicles are now equipped to report their vehicle location back to Central Dispatch. This technology has provided two direct benefits – officer safety and efficiencies in dispatch.

## **6. STORAGE AREA NETWORK (SAN)**

The Hamilton Police Service implemented SAN which is a cost effective scalable architecture that provided the greatest flexibility to deal with the tremendous increase in data storage.

## **7. PUBLIC SAFETY - CLOSED CIRCUIT TV (CCTV)**

What started out as an initial implementation of cameras along King Street in the downtown core has now expanded to five additional locations using state-of-the-art wireless technology. These new locations include: James Street, Concession Street, Ottawa Street, Flamborough Memorial Park and Hess Village.

## **8. BEAT TRACKER**

In 2005, the Hamilton Police Service implemented a crime mapping application on the Service's Intranet called "Beat Tracker". Beat Tracker was developed with Environmental Systems Research Institute (ESRI) technology. It is a geographical information system (GIS) that provides frontline officers timely access to current information interactively from any computer on the network.

## **IV. VISION AND PRIORITY AREAS**

Technology, if applied appropriately and effectively, represents an area of opportunity for dramatic improvement of our service delivery. In these times of rapid change, we need to continually assess our information technology needs to determine the most appropriate ways to update and improve our systems for timely results and outcomes. We need to focus our energy on several critical tools as well as strong technical support while considering ecosystem initiatives in order to achieve our technology vision. As a result, the following are our critical results areas:

### **DATA INTEGRITY**

Accurate, timely and accessible data from technology systems (to support decision making and improve service response)

### **CUSTOMER FOCUS**

Internal customer focus (technical support, systems support, solicit feedback to improve services)

External customer focus (interactive website with accurate and timely data, on-line reporting)

### **INTEGRATED/SIMPLIFIED SYSTEMS**

Simplify administration and how officers access these critical systems

Consolidate the various sources of information

Continue to improve and streamline business processes

Collaborate with other Police Services regarding the sharing of information

### **INNOVATION / EFFICIENCY**

Innovative use of technology to reduce frontline data entry

Best Practices

## V. GOALS FOR PRIORITY AREAS

### 1.1 To realize the full potential of our present technologies and expand our capabilities to increase functionality, decrease time and simplify the process.

#### TARGETS:

2010: Single Sign On which will eliminate the need for officers to remember multiple usernames and passwords when accessing applications.

ACCT: Computer Services Manager

2010 – 2011: With the current wireless infrastructure in place, HPS is in a position to take advantage of faster wireless speeds provided by carriers which will improve performance for officers in the patrol vehicles when accessing host servers and the applications they run.

ACCT: Computer Services Manager

2011 – 2012: Data consolidation by providing a simple and consistent interface which will allow officers to access multiple sources of information with a single query request. An integrated query tool will simplify access to all criminal data available to the front-line. Today, the organization spends a great deal of effort training the officers on different applications. A simplified query tool would make these applications transparent cutting the time an officer may need to spend in the classroom.

ACCT: Computer Services Manager

### 1.2 To realize the full potential of our records management systems (NICHE).

#### TARGETS:

2010: In the first quarter of 2010, HPS will upgrade to a new version of the Records Management System, the primary application that supports the daily duties of the front-line. With this release there are major functional changes such as information sharing of data with other Police Services, new RCMP requirements, a new interface which will connect our system to a Major Case Management system, enhancements which will improve business flow and much more.

ACCT: Superintendent of Corporate Services

2011: Implement a new mobile reporting tool which will simplify how officers enter police reports. This has been a requirement and need for the frontline to improve the ability to enter police reports into our RMS.

ACCT: Superintendent of Corporate Services

### 1.3 To acquire the appropriate technology to improve service delivery while considering employee safety, wellness and green initiatives.

#### TARGETS:

2010: Radio Infrastructure upgrade. This new infrastructure is a cooperative effort with Hamilton Fire and the City partners which will significantly improve radio communication throughout the City of Hamilton. It includes all new digital communication which provides total encryption of voice communication between dispatch and the front-line, new towers to improve communication in areas that are currently poor, all new digital radios plus the ability to track the officer outside the vehicle. This new technology will position us with interoperability capabilities with our community partners and surrounding police services.

ACCT: Deputy Chief of Field Support

2010 – 2011: Deploy a new Computer Aided Dispatch application. The current version has been operating in the vehicle for the past eight years and will not be supported on the new radio infrastructure. The new mobile CAD application contains a number of new features which will operate on the new digital radio infrastructure being deployed in 2010. It also includes mapping capabilities, a feature repeatedly being requested by the frontline, more flexibility when viewing events and better messaging functionality.

ACCT: Superintendent of Corporate Services

2012: Virtualization is a new and emerging technology that will dramatically improve the efficiency and availability of applications within our Service. This technology will also reduce capital costs, increase energy efficiency, require less hardware, increase security, and simplify administration. HPS has been virtualizing the applications that execute in the patrol vehicles since 2003. Technology has advanced significantly such that the focus is now on the hardware benefits (servers, desktop computers, network switches). HPS will examine and pilot this technology to truly understand the impact and benefits to the organization.

ACCT: Computer Services Manager

2011 – 2012: Upgrade current phone system to VOIP (Voice Over Internet Protocol). This new technology will provide significant flexibility in how we manage our phone systems today. VOIP will benefit the Service because of their portability such that phones and their extensions can follow employees as a result of a transfers/moves.

ACCT: Superintendent of Corporate Services

**1.4 To establish the technology for an e-learning unit to increase capabilities of our members.**

**TARGETS:**

2012: The Service will examine more effective ways to deliver training to the frontline which includes both operational and technical. While significant strides have been made in this area, the Service will examine ways to develop our own interactive training material which will allow officers to review the content at there own leisure.

ACCT: Computer Services Manager

## **VI. CONCLUSION**

This Technology Strategic Plan is designed to address the information needs of the Service over the next 3-years. It is aligned with our 2010-2012 Business Plan to provide maximum support to our organizational strategies as we pursue our mission “To serve and protect in partnership with our communities.