

1985

Municipal Police Chiefs, Ontario Provincial Police and government collaborated on the creation of a cooperative for an automated records management system and data network for approved agencies called OMPPAC

1987 - 2000

OMPPAC served:

- Approximately 60 municipal police services and OPP
- In the region of 9,000 users

2001

- OMPPAC refresh of systems
 - Shared system approach vs. tie separate systems together
 - Searched for fully integrated CAD/RMS single vendor (unsuccessful)
 - Searched for best of breed off the shelf CAD and RMS
 - Selected Intergraph Public Safety CAD, and Niche Technology RMS
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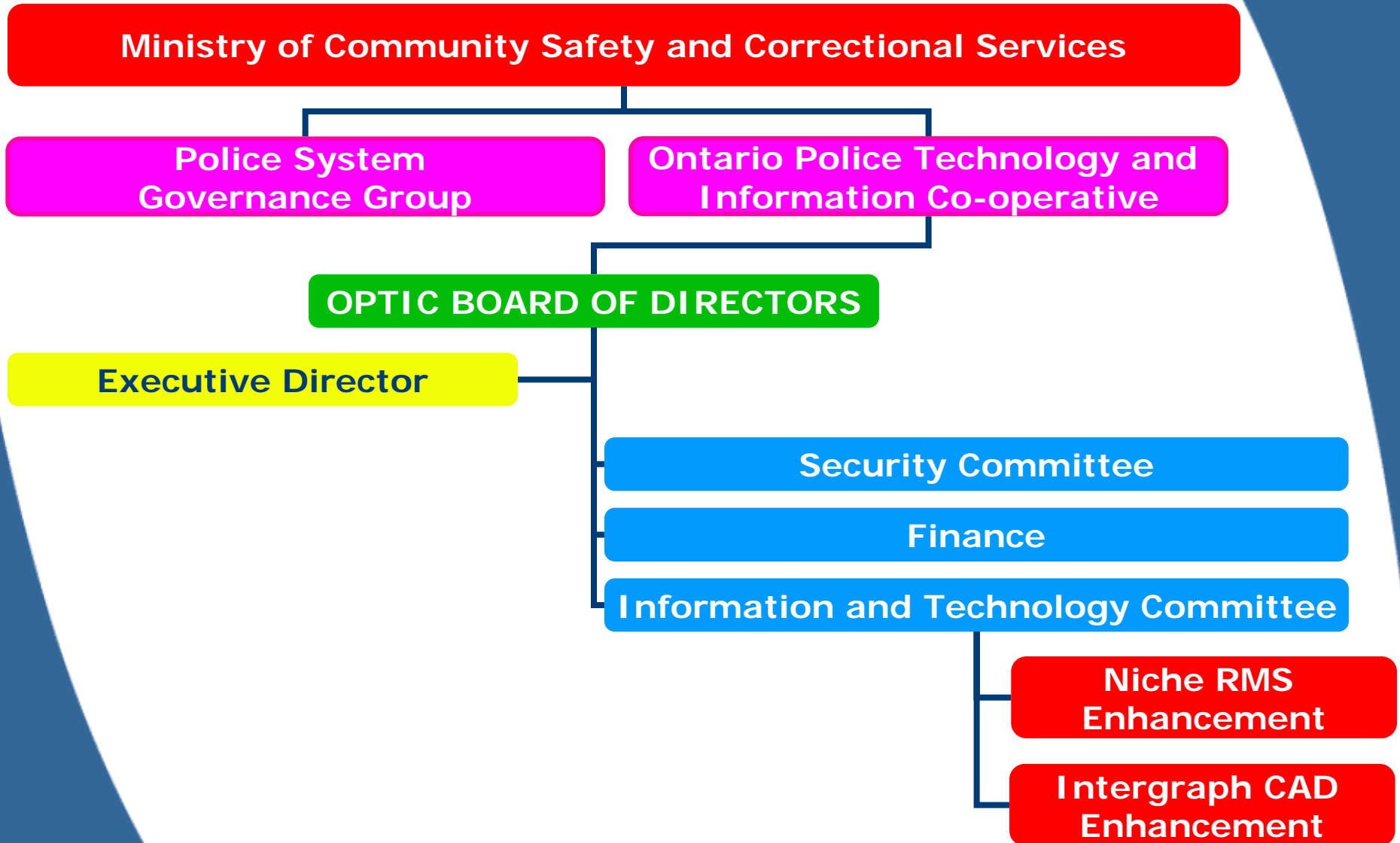
OPTIC

OMPPAC's name was subsequently changed to OPTIC, now representing:

- 43 Municipal Police Services
- The OPP
- First Nations Police Services
- Approximately 10,000 users

Governance

- All OPTIC Municipal Police Chiefs are shareholders
- The OPP and the Ministry of Community Safety and Correctional Services (MCSCS) are also shareholders



ZONES

South

RAC 1

Amherstburg
Chatham-Kent
Essex
Leamington
Sarnia

RAC 2

Aylmer
Oxford Cmnty
St. Thomas
Strathroy-Caradoc

Central

RAC 3

Barrie
Hanover
Midland
Orangeville
Owen Sound
Saugeen Shores
Shelbourne
West Grey
Wingham
OPP

East

RAC 4

Belleville
Cobourg
Kawartha Lakes
Peterborough
Port Hope

RAC 5

Brockville
Cornwall
Deep River
Gananoque
Pembroke
Perth
Smith Falls

North

RAC 6

Espanola
Michipicoten Twp.
North Bay
Sault Ste Marie
Sudbury
Temiskaming Shores
Timmins
West Nipissing

RAC 7

Atikokan
Dryden
Kenora

Success Factors

- COTS selection
- Project realities
- Team makeup and initial tasks
- Communication and scope
- Planning and timing
- Senior operational involvement

COTS Selection is Crucial:

- Not custom – you must pick right system
- Visit references before the RFP
- Proof must exist on ability of vendor to adapt product to varying policing environments
- Create a shortlist based on proof of delivery (cut through the clutter/eliminate risk)
- Analyze finalist system(s) in conjunction with business process review

COTS Project Success Factors

- Nobody can implement system but you
- Vendors, consultants and integrators can help but they don't know your business
- You must make the business process decisions
- Must assign your brightest operational people to run the project
- IT: support it – don't own it

Team Makeup

- Infrastructure Manager
- Business Analysts
- Trainers
- System Administrator
- Database Administrator
- Interface Development Manager
- Test Manager
- Test Analysts

Concurrent Initial Team Tasks

Forces must start off right:

- Essential to document current processes and assign values

Examine priority of processes:

- Who is getting value from them?
- Challenge the rationale for processes at all levels

Critical Project Components

Communications:

- Manage expectations
- How will my job be affected?
- What is expected of me?

Scope changes:

- Don't change scope
 - Implement major business process changes in phases
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Planning and Timing

- Cannot plan timelines until after product chosen and business process changes identified
- Use a phased approach to introducing new business process and system functionality
- Consider division by division rollout
- Training must be done immediately before go-live

Senior Operational Involvement

Executive sponsor and operational project manager must be active:

- Break down cultural barriers to change
- Dangle the carrot but get out the stick when you must
- Drive through resistance to changing business processes

Summary

- Every person in agency impacted
 - Business transformation project, more than technology project
 - Must have organizational support
 - Select the right personnel
 - Need appropriate skills/abilities
 - Consider support post-implementation
 - Ongoing refresh cycle, changes, enhancement requests, etc.
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System Demonstration

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