



2018 – 2019 PRIMECorp Annual Report

April 1, 2018 – March 31, 2019



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MISSION

To help police in their public safety mandates through excellence and innovation in information services delivery and technology.

VISION

Safer communities in British Columbia through excellence in police information management.



A Look Back

2018 – 2019 Year In Review

Since 2003, PRIMECorp has been the steward of police information and data contained in PRIME-BC, an essential information management tool for law enforcement professionals throughout B.C. Over the past 18 years, PRIME-BC has grown to become one of the largest multi-jurisdictional police management systems in North America, providing real-time access to critical data that supports frontline policing, crime prevention, investigations and analytics throughout British Columbia.

During fiscal 2018-2019, this important story added a new chapter with the PRIMECorp Board taking significant steps to plan and prepare for the next five to seven years by establishing a new strategic plan, which is centred on four commitments: service, people, innovation and relationships. This roadmap is designed to meet the complex, evolving needs of the more than 13,000 police officers and civilian staff that use PRIME-BC to support public safety. The 2025 Strategic Action Plan was developed in conjunction with E-Comm, our long-time public safety partner. E-Comm provides 9-1-1 services for most of the province and dispatch services for more than 30 police agencies in British Columbia. As you will see in this report, these commitments have a number of supporting strategies and initiatives to drive success to 2025 and beyond.

In addition to creating the strategic plan, PRIMECorp also continued to move forward with significant public safety initiatives aligned with the organization's commitment to maintaining the security of the PRIME-BC system. As part of PRIMECorp's ongoing commitment to maintaining the security of the PRIME-BC system, work toward full completion of the action items borne out of an earlier Office of the BC Auditor General's IT security audit recommendation, continued throughout 2018-2019.

Our staff partnered within the B.C. police and justice sectors to undertake the first steps for a provincial digital evidence management system, that will support a consistent provincial approach to the collection and management of important digital information for law enforcement and prosecution services. PRIMECorp also partnered with RoadSafetyBC to support an innovative pilot project on electronic ticketing for traffic offences in B.C. Specifically, PRIMECorp has provided technical support for the new application and maintained the electronic ticketing module as part of our service offering.

In May, there was change to PRIMECorp's organizational structure in order to promote closer integration between the Client Services and Technology Service Delivery teams by combining two of our sections into a new Application Support team. The goals of this adjustment were to advance service provision, including accelerating project delivery, streamline processes as well as improve essential communication among staff and stakeholders.

Over the past year, PRIMECorp welcomed some new additions. In September, the PRIMECorp Leadership Team was bolstered by the addition of Wayne Plamondon who joined the organization as Executive Director, PRIME Application Service and Transformation. Later in March, the Board of Directors welcomed Allan Suckling, A/Division IM+T Officer and Jason Laidman, Deputy Chief Constable, Victoria Police Department.

Lastly, at the end of the fiscal year March 31, 2019, PRIMECorp's financial results reinforced the financial path set by the Board of Directors remains sustainable and appropriate for the organization as it moves forward with its strategic plan.

This is just the beginning of an important new aspect in the evolution of PRIMECorp, PRIME-BC and the services it provides to police in service to public safety.

Operational Highlights

Securing and protecting the information that British Columbia's police agencies enter into PRIME-BC, ensuring high-quality service delivery to users, and evolving the PRIME-BC system to meet the needs of the police and their partners are at the heart of PRIMECorp. During the 2018–2019 fiscal reporting period, PRIMECorp continued to deliver on this mandate and for the purposes of this report, will outline highlights under the four commitments mentioned earlier through the strategic planning process.

Commitment 1 Service

PRIMECorp provides secure, effective and reliable services that meet the evolving needs of the police community.

Service Delivery Evolution

- PRIMECorp implemented service process improvements, which involved structural and workflow enhancements, increasing transparency, efficiency and communication among team members. This includes a new change request (CR) process that provides clients with direct access to all CR requests in various stages of approval.
- The Service Process Improvement Initiative (SPII) began in July 2018 to enhance PRIMECorp's PRIME Application Support Team's support quality, efficiency and communication, ensuring there are well-documented, effective software support processes and regular process improvement practices in place.

Computer-Aided Dispatch (CAD) & Records Management System (RMS) Evolution

- PRIMECorp began to prepare a roadmap that sets out new and improved requirements for CAD and RMS. This roadmap will lead to the next generation of the two systems, which have been in use since 2001, and will position PRIMECorp for future technologies such as smartphones and tablets for frontline police officers.

Infrastructure Refresh

- PRIMECorp completed replacement of IT infrastructure supporting PRIME-BC.
- Mission-critical applications were implemented at the secondary data centre, improving PRIME-BC's overall service and post-disaster recovery capabilities.
- PRIMECorp initiated a project to provide additional network enhancements that further improved security of the PRIME-BC systems.

Commitment 2 People

PRIMECorp fosters a work environment that promotes innovation, champions collaboration, and values and supports its people.

Service Process Improvement Initiative

- The SPII is an internal initiative to better align internal business processes and create efficiencies in order to improve overall service to our clients and stakeholders. This approach provided a great opportunity for internal team members to connect with PRIME-BC users and strengthen relationships with each other.
- One of the key outcomes was to leverage the Information Technology Infrastructure Library (ITIL) to align IT services with the needs of the business. By incorporating the IT service lifecycle processes in ITIL, PRIMECorp has strengthened its ability to ensure proper project requirements are established, document changes are made, changes with the participants are reviewed, and open communication throughout the whole lifecycle of the project is maintained.

The Team

- PRIMECorp staff are integral to implementing the technology, coming up with innovative solutions to problems and ensuring the systems meet the different and evolving needs of users and the policing community. As one of its priorities, PRIMECorp has invested in staff, involving them in various engagement initiatives in partnership with E-Comm, including an annual Employee Development Day program, ongoing management development and a length of service recognition program, which acknowledges staff for their dedication to the organization.

CEO Staff Committee

- In April, PRIMECorp joined E-Comm's CEO staff committee, to provide advice and counsel to CEO Oliver Grüter-Andrew on matters that affect employees and operations of both organizations including their strategic plans.

Road to Mental Readiness (R2MR) Program

- PRIMECorp implemented the R2MR program for staff that builds awareness of mental illness and operational stress injuries through education, to reduce the stigma associated with mental illness and to increase understanding and support for these conditions.



Commitment 3 Innovation

PRIMECorp leads innovation and delivery of services, platforms and technologies for police information management.

Digital Evidence Management (DEMS) & Disclosure

- PRIMECorp began working in partnership with the B.C. Police and Justice communities for procurement of a Digital Evidence Management and Disclosure solution that will further enhance and support the provincial integrated model. This initiative will ensure there is a consistent provincial approach to the collection and management of digital information for law enforcement. Part of the procurement process will include an operational pilot program, which will commence in the 2019-2020 fiscal year.

eTicketing

- PRIMECorp continued its partnership with RoadSafetyBC, ICBC and the Province to develop and implement groundbreaking electronic ticketing, which is a key program for the Road Safety Services Initiative (RSI). During the past year, PRIMECorp supported the implementation of several successful electronic ticketing pilot programs across the province.

New Tools and Dashboards

- As part of the SPII, new tools and dashboards were created, which will allow for more visibility by the clients into the entire change request process. This was key in meeting the needs of our stakeholders and addressing a major gap in the previous process.

Innovation Centre

- In collaboration with E-Comm, PRIMECorp and the B.C. police community have committed to participate in the creation of a leading Innovation Centre to help develop and lead the coordination of new initiatives and technologies that will ensure public safety.

Commitment 4 Relationships

PRIMECorp works in partnership with police, governments, and other stakeholders to support the broader justice community and public safety.

National Relationships

- PRIMECorp worked closely with the Canadian Police Information Centre (CPIC) on various initiatives that provide frontline officers with seamless access to information required to deliver quality services to the community.

CACP Information Communication Technology Committee

- The committee was created to identify issues of concern and recommend courses of action regarding information management and communications technology for the endorsement of the Canadian Association of Chiefs of Police (CACP) and coordinate action with other CACP committees and stakeholders. Both PRIMECorp and E-Comm have representatives on this national committee.

Open Communication

- In addition to the existing governance that is focused on operational needs, PRIMECorp opened lines of communication and collaboration with the technical partners within police agencies, gathering feedback while developing new services, enabling them to better use data analytics and metrics.

Financial Statements

Statement of Operations

Year ended March 31, 2019, with comparative information for 2018.

	Budget	2019	2018
Revenue	\$12,178,440	\$12,383,115	\$12,415,466
Expenses	13,209,560	13,369,516	11,615,542
Annual Surplus (deficit)	(1,031,120)	(986,401)	799,924
Accumulated surplus, beginning of year	6,608,352	6,608,352	5,808,428
Accumulated surplus, end of year	\$5,577,232	\$5,621,951	\$6,608,352

To obtain copies of PRIMECorp's 2018-2019 Audited Financial Statements, including the Independent Auditors' Report and Notes to the Financial Statements, please visit primecorpbc.ca.

The 2018-2019 fiscal year ended with an accumulated surplus of \$5.6M inclusive of the annual net deficit of \$986K, which is a favourable variance of \$45K from budget. During the year, costs required for the implementation of the Road Safety Services Initiative (RSI) were less than expected, resulting in the revenues and expenses being \$66K less than budgeted*.

Net operating expenses excluding amortization were \$112K higher than budget*, due to a combination of factors including reduced maintenance and technology costs, timing, as well as some project delays; these were offset by increases in salaries and benefits due to additional resourcing for projects approved by the Board of Directors during the fiscal year (DEMS and CAD/RMS) and impacts of organizational structure changes. Amortization expense was \$222K lower than budget* due to timing of acquisition of capital. The year-end results include costs (both operating and capital) incurred for projects that were continued from the prior year and projects approved during this fiscal year.

The financial position and these results continue to demonstrate that PRIMECorp is financially, operationally and organizationally stable and well positioned to continue to invest in technology and service improvements.

The Board of Directors also approved the 2019-2020 Budget and financial forecasts for the subsequent four fiscal years commencing in 2020-2021 to continue alignment of PRIMECorp's financial planning to a five-year horizon, consistent with the municipal, provincial and federal agencies that services are provided to. The forecast commencing with 2020-2021 anticipates annual ongoing increases of 4% (an increase of 1% compared to prior years' plans). This is to address the increase in costs resulting from expansion of services and increased requirements of our partner agencies as well as cost increases related to agreements, salaries and benefits. The Strategic Financial Plan supports and delivers stable and predictable levies for municipal funders. The ongoing commitment to provide advance notice of future levy estimates ensures that PRIMECorp funders benefit from financial stability with respect to their PRIMECorp levies, and allows for incorporation in their municipal budget and financial planning cycles.

PRIMECorp's focus remains on ensuring funds continue to be directed to areas that provide the highest level of service to agencies as well as technology evolution of systems, software and other critical assets in a planned, sustainable, timely and cost-effective manner.

*Excludes computer hardware and software revenues/expenses of \$270K



2018–2019 FINANCIAL STATEMENTS

- The fiscal year ended with an accumulated surplus of \$5.6M; inclusive of the year-end balance of \$1.3M in net financial assets—the amount available for capital and operating spending. These results support the strategic goals of the organization and its financial sustainability and stability.
- The 2018-2019 approved budget allowed for a 1% increase in user fees to set aside funds for future investments, including critical infrastructure for which \$111K was collected in the 2018-2019 fiscal year.
- The completion of the full life cycle replacement of the existing PRIME-BC infrastructure and the creation of a geo-redundant data centre facility in Kamloops over a three-year period, which began in fiscal 2016-2017.
- The implementation of the provincially funded RSI project, which commenced in 2017-2018, includes one-time and implementation grant funding¹; \$431K of the RSI grant funding was expended in 2018-2019, leaving \$622K available for future RSI project use.
- The data extraction services project² (DES) to replace the current data warehouse, which commenced in fiscal 2017-2018 and was approved by the Board of Directors (January 31, 2018 and June 27, 2018) to be funded from the net financial assets.
- The digital evidence management project³ (DEMS), which was approved by the Board of Directors (June 27, 2018 and December 5, 2018) to be funded from the net financial assets (and includes expenditures related to the assessment and procurement of a DEMS system).
- The CAD/RMS evolution project⁴ year, which was approved by the Board of Directors to be funded from the net financial assets to commence the initial phase of the project (i.e. research and discovery initiatives).
- The costs for the RSI project and the three projects approved to be funded by the net financial assets (DES, DEMS and CAD/RMS evolution) will roll into the future fiscal year (which have been contemplated in the 2019-2020 approved budget).
- PRIMECorp's cash on hand decreased by \$1.7M bringing the year-end balance to \$3.8M. Cash flow from operating activities decreased for the year by \$37K. Cash flow expended for capital purchases for the year was \$1.7M.

¹ Agreement with the Province of B.C. commencing March 31, 2017 and ending September 30, 2019 for RSI.

² PRIMECorp hosts and supports the PRIME-BC Data Warehouse service which has been in operation since 2008. PRIMECorp entered into a contract with ISM Information System Management Canada for the required software design, implementation and support services of a new data extraction service, commencing February 12, 2018 and ending March 31, 2021.

³ Digital Evidence Management is a key initiatives identified in the Strategic Plan. PRIMECorp is working with stakeholders to define the scope, procurement options and implement a comprehensive Digital Evidence and Disclosure Management solution to suit their needs.

⁴ CAD and RMS Evolution is a key initiative identified in the Strategic Plan and involves working with Police and Fire partners to define and implement the next generation of CAD and RMS solutions to suit their needs.

2018 – 2019 PRIMECorp BOARD OF DIRECTORS

Brenda Butterworth-Carr, Chair

Assistant Deputy Minister and Director of Police Services,
Ministry of Public Safety and Solicitor General

Oliver Grüter-Andrew

President & CEO, E-Comm

Dave Jones

Chief Officer, Metro Vancouver Transit Police

Jason Laidman

Deputy Chief Constable, Victoria Police Department

Jason Rude

Senior Director of Information Services,
Vancouver Police Department

David Stuart

CAO, District of North Vancouver

Allan Suckling

A/Division IM+T Officer, RCMP

PRIMECorp LEADERSHIP TEAM

Oliver Grüter-Andrew

Chief Executive Officer

Bob Gehl

Chief Operating Officer

Wayne Plamondon

Executive Director, PRIME Application Service
and Transformation

Beatrix Nicolato, CPA, CGA

Chief Financial Officer

Jody Robertson

Chief Communications Officer & Corporate Secretary

Michael Webb, P.Eng

Chief Technology Officer

ABOUT PRIMECorp

PRIMECorp is the organization that manages PRIME-BC by providing operational and technical support for the system. In short, PRIMECorp is the custodian of police information and data contained within PRIME-BC.

A 10-member Board of Directors, composed of senior police officials and representatives from both municipal and provincial government, oversees PRIMECorp. The Board is responsible for the organization's strategic direction and its financial and operational results.

ABOUT PRIME-BC

PRIME-BC (Police Records Information Management Environment) is the information management system police across British Columbia use to access data and other critical information that helps them prevent and solve crime. It is the only multi-jurisdictional police records management and computer-aided dispatch system covering an entire province in Canada and has been described as unique, leading edge and a model for sharing police information in North America.

PRIME-BC facilitates the sharing of information between agencies and real-time access to the vital data that supports frontline policing, criminal investigations and crime analysis. The PRIME-BC system supports 13 independent and provincial police agencies and 135 RCMP detachments in British Columbia. More than 9,500 police officers interact with PRIME-BC.

