



Corporate Plan

2009-2011

Royal Newfoundland
Constabulary

*Safer Communities
through Policing Excellence*

RNC Goal

Continue to improve patrol and operational services

Objectives 2009-2011



Table of Contents

Chief's Message	1
Overview	2
Organization	3
Budget	4
Mandate	5
Values	5
Vision	6
Goals & Objectives	6
Continue to Improve Patrol and Operational Support Services	8
Meet Targets for Recruitment and Training	9
Improve RNC Facilities	10
Improve Responses to Family Violence	11
Continue to Improve Criminal Investigation	12
Meet the RNC Commitments to the Steering Committee for Adult Alternative Justice Program	14
Improve Gender Equality	14
Improve RNC Facilities in Labrador	16
Meet RNC Commitments on the Implementation Committee on Criminal Justice Efficiencies	16
Improve Business Processes	18
Conclusions	20



Chief's Message

On behalf of the women and men of the Royal Newfoundland Constabulary, I am pleased to present the 2009-2011 corporate plan. This plan is aligned with the priorities and direction set by the Minister of Justice in the 2008-2011 Strategic Plan and identifies the goals and objectives to be achieved by the Royal Newfoundland Constabulary over the next two years.

Over the planning period, the RNC will be challenged to deal with increases in motor vehicle accidents, increases in violent crime and increases in drug and alcohol consumption. To meet these challenges, the RNC will focus its resources on better aligning information with decision making processes and enforcement strategies, educating and engaging youth in violence prevention and drug resistance programs, and reinvesting in our human and physical resources to make sure our staff have the resources they need to realize our vision of safer communities through policing excellence.

We have identified 10 goals and 72 objectives to be achieved over the next two years. I have every confidence that the women and men of the Royal Newfoundland Constabulary will rise to meet the challenges and succeed in meeting the objectives identified and most importantly, the needs of the people we serve.

Sincerely,

Joseph F. Browne, M.O.M.
Chief of Police



Overview

As of May 12, 2009 the Royal Newfoundland Constabulary had 525 employees including 383 police officers and 142 civilian staff which include 22 police cadets. The distribution of staff throughout the police service jurisdictions is identified in the table below.

RNC Human Resources	Police		Civilian		Total
	Men	Women	Men	Women	
NE Avalon	261	66	37	80	444
Corner Brook	34	7	1	9	51
Labrador West	11	4	8	7	30
Total RNC	306	77	46	96	525

The RNC provides policing services in the North East Avalon, Corner Brook and Western Labrador as identified in the following table.

RNC Police Service Regions

North East Avalon		
City of St. John's	City of Mount Pearl	Town of Paradise
Town of Conception Bay South	Town of Portugal Cove/St. Phillips	Town of Petty Harbour-Maddox Cove
Town of Pouch Cove	Town of Torbay	Town of Flatrock
Town of Logy Bay/Middle Cove/Outer Cove	Town of Bauline	
Corner Brook	Labrador West	
City of Corner Brook	Town of Labrador City	Churchill Falls
	Town of Wabush	

The RNC Headquarters is located in St. John's at Fort Townshend. The offices of the Chief of Police and Deputy Chiefs as well as corporate services such as administration, and finance, information management, recruitment and training are all located at the Headquarters building.

The RNC's regional operations is managed by a Superintendent with an Inspector in Corner Brook and an Inspector in Labrador City. The regional divisions are responsible for managing assigned budgets and participating in strategic and operational planning activities.

Organization

The Royal Newfoundland Constabulary is commanded by Chief Joseph Browne. The Office of the Chief includes professional standards, legal services, operational audit and compliance, protocol and media relations and corporate planning and research. The organization has three branches. Patrol Operations is headed by Deputy Chief William Brown who is responsible for patrol services in all three regions. Deputy Brown is also responsible for community services, mounted police, canine services, drug awareness, traffic services, communications centre, search and rescue services and tactical response services. Criminal Operations is headed by Deputy Chief Robert Johnston who is responsible for the investigations of crimes against persons, property crimes, criminal intelligence and joint forces operations. The Support Services Branch is headed by Mr. David Hickey who is responsible for financial management, facilities and assets, information management, as well as staff training and development.



Chief of Police
Joseph Browne



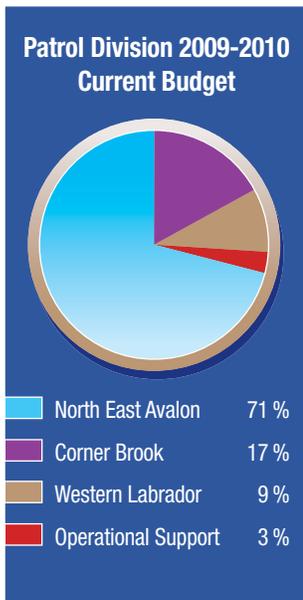
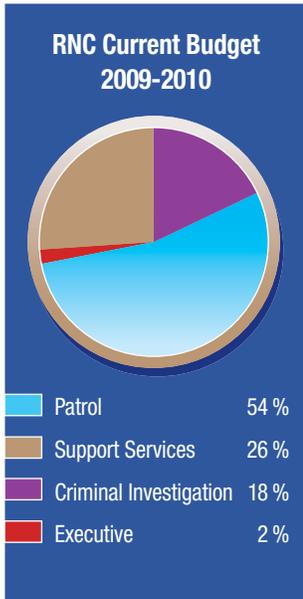
Deputy Chief
Patrol Operations
William Brown



Deputy Chief
Criminal Operations
Robert Johnston



Executive Director
Support Services
David Hickey



Budget

The operating budget of the RNC is over \$45 million. Approximately 54% of the RNC's operational budget is allocated to Patrol Operations. Patrol Operations includes patrol services in each of the three regions of operation as well as accident investigation services, community services, and the operation of the RNC communications centre. The Operational Support section of Patrol Operations includes the mounted and canine units, explosives disposal unit, ground search and rescue, tactical response unit, crisis negotiators and the drug awareness officer. Details of the RNC budget allocation are identified in the following table and charts.

Royal Newfoundland Constabulary Budget

	2009-2010 Estimates \$	2008-2009 Actual \$
Current		
Salaries	39,814,800	34,431,631
Employee Benefits	119,800	86,235
Transportation and Communications	1,937,100	2,134,424
Supplies	1,456,100	1,539,380
Professional Services	83,600	159,537
Purchased Services	1,332,500	1,335,613
Property, Furnishings and Equipment	578,200	962,399
Grants and Subsidies	12,000	2,000
Sub-total	45,334,100	40,651,219
Revenue-Federal	(888,300)	(749,888)
Revenue-Provincial	(369,000)	(370,354)
Sub-total	44,076,800	39,530,977
Capital		
Professional Services	600,000	1,156,486
Purchased Services	8,400,000	
Property, furnishings and Equipment	1,500,000	910,000
Property, furnishings and Equipment- Vehicles	500,000	789,997
Sub-total	11,000,000	2,856,483
Total	55,076,800	42,387,460

Source: Estimates 2009; Financial Management System. Vehicles budget is included under General Administration not Royal Newfoundland Constabulary in the Estimates for Justice.

Mandate

The Royal Newfoundland Constabulary operates under the authority of *The Royal Newfoundland Constabulary Act 1992*, as well as *The Royal Newfoundland Constabulary Regulations* and *The Royal Newfoundland Constabulary Public Complaints Regulations*.

Under the *Act*, the constabulary has the responsibility to:

- provide police services in areas of the province and upon terms and conditions determined by the minister with the approval of the Lieutenant-Governor in Council, including navigable bodies and courses of water, except those areas in the province that are within the jurisdiction of the Crown in right of Canada; and
- maintain traffic and other patrols in the province.

The powers and duties of RNC Officers are identified in the Act and Regulations and include the powers and duties assigned to constables in common law. RNC officers have the lawful authority to act throughout the province.

Values

In accomplishing its vision, the Royal Newfoundland Constabulary believes in the following:

- protecting and helping people
- treating people with respect
- delivering police services compassionately, ethically, and free of bias
- Using police authority judiciously
- Seeking the truth
- Working with the community to identify and resolve crime and disorder problems
- Being approachable, accessible and of service to every individual

Within the organization, the Royal Newfoundland Constabulary believes in:

- Embracing change
- Approaching duty diligently and enthusiastically
- Continuing the professional development of each individual through education and training
- Being a team player – acting in harmony, being respectful and supportive of individuals; and
- Upholding the proud traditions of policing and the Royal Newfoundland Constabulary

Vision

The vision of the Department of Justice is:

- *A justice system that is accessible and understood and which plays a key role in creating a fair, equitable and safe society where all people can pursue their lawful rights and freedoms.*

This vision of the Royal Newfoundland Constabulary is:

- *Safer communities through policing excellence.*

Goals & Objectives

The goals identified by the RNC have been determined through a complex analysis of crime and its correlates, demands for service and organizational resources.

Through the planning process we have examined all of these factors in relation to their expected impact on crime over the planning period and have allocated resources to best meet the demands for service and government priorities.

In our pursuit of community safety through policing excellence, we realize the importance of accountability and maximizing the effectiveness of the public resources we have been allocated. Our policing philosophy embraces the concepts of evidence based decision making and intelligence led policing.

Advances in technology have greatly increased our accessibility to an abundance of information. Much of this information can be utilized to help us better identify and understand the problems in our organization and within our society. In addition, this information can help us better identify and implement solutions that will be more effective in making our organizations run more efficiently and effectively and making our communities safer and more peaceful.

Evidence-based decision making is simply the systematic use of the best available information to identify and understand problems and develop solutions. Intelligence-led policing involves augmenting traditional police responses with pro-active, data driven, research oriented, evidence based solutions to policing problems. More specifically, intelligence-led policing combines crime analysis and criminal intelligence to create crime intelligence. This crime intelligence is used to objectively direct police resource decisions and focus enforcement activities on prolific and serious

Our policing philosophy embraces the concepts of evidence based decision making and intelligence led policing.

offenders. Throughout much of this plan, you will see a recurring emphasis on the refinement and enhancement of information and its alignment with decision making processes in both organizational management and police enforcement strategies.

As a branch of the Ministry of Justice, the Royal Newfoundland Constabulary has aligned its goals with the strategic directions, outcome statements and areas of intervention identified in the Department of Justice Strategic Plan for 2008-2011. These goals are presented in the table below.

Strategic Direction	Area of Intervention	RNC Goal
Improve public protection, order and safety for the people in Newfoundland and Labrador	Police Deployment, Recruitment and Training	Continue to improve patrol and operational support services
		Meet targets for recruitment and training
	Planning for New Facilities	Improve RNC facilities
	Responses to Family Violence	Improve responses to family violence
	Organized crime	Continue to improve criminal investigation
Improve access to the justice system which includes enhanced responses for vulnerable groups	Adult Alternative Justice	Meet RNC commitments to the Steering Committee for Adult Alternative Justice Program
Improve public trust and confidence in the justice system	Gender Equity	Improve Gender Equality
Enhance justice services in Labrador that are sensitive to the culture and needs of Aboriginal people and communities	Labrador Justice Facilities	Improve RNC Facilities in Labrador
Innovative approaches that enhance efficiencies in the justice system	Task Force on Criminal Justice Efficiencies	Meet RNC commitments to the Implementation Committee on Criminal Justice Efficiencies
	Information Management	Improve Business Processes

GOAL 1

Continue to Improve Patrol and Operational Support Services

Several issues that emerged from the environmental scanning process have given rise to the operational objectives of patrol and operational support services. Firstly, although from 2003 to 2006 the number of motor vehicle accidents in RNC jurisdictions decreased by 9%, from 2006 to 2008, the number of motor vehicle accidents has increased by 37%. An increase in motor vehicle accidents has been observed in all three RNC regions. Over the planning period, the RNC will strengthen its research and analysis into the rise of motor vehicle accidents in its jurisdictions with a view to the development of a plan to reduce such accidents.

Secondly, the Oxycontin Task Force Report released in 2004 focused societal attention on issues of drug use in our society. The 2007 Newfoundland and Labrador Student Drug Use Survey indicated that the problem of student drug use persists evidenced by the increased use of cocaine from 3.7% of students surveyed in 2003 to 5.3% in 2007. In addition, the number of students who reported past year use of Ecstasy increased from 2% in 2003 up to 7.2% in 2007.



The Task Force recommended that the long term strategy for drug abuse, prevention, and education in schools be developed as part of the Department of Education's Safe and Caring Schools Initiative. As a member of the Safe and Caring Schools Advisory Committee, the RNC has committed to deliver the Drug Abuse Resistance Program (DARE) to every elementary school within the RNC jurisdiction annually. Over the planning period, the RNC will continue to implement its commitment to deliver DARE training.

Thirdly, in November 2008, the RNC redesigned and re-launched its Students Taking Responsibility in Violence Education (STRIVE) Program. Over the planning period the RNC will endeavour to deliver the STRIVE program to every junior high school within the RNC jurisdiction annually.

RNC Goal 1

Continue to improve patrol and operational support services

Objectives 2009-2010	Objectives 2010-2011
Strengthen research and analysis related to collision patterns	Develop and implement plan to reduce vehicle collisions
Deliver DARE program to all elementary schools in RNC jurisdiction	Deliver DARE program to all elementary schools in RNC jurisdiction
Deliver STRIVE to all junior high schools in RNC jurisdiction	Deliver STRIVE to all junior high schools in RNC jurisdiction
Identify and analyze performance indicators for RNC call centre operations	Identify and implement any recommendations to improve call centre performance

Meet Targets for Recruitment and Training

GOAL 2

In 2009, approximately 30% of the uniformed officers are eligible to retire. This percentage will increase to 38% in 2010 and 44% by 2011. An increased number of retirements are expected to take effect in 2010 when the full benefits of salary increases received in 2007 would provide maximum pension income. To fill the expected vacancies, in 2009-2010, the RNC plans to hire 22 candidates presently enrolled in the Police Studies Program. In 2010-2011, the RNC expects to hire an additional 25 officers.



RNC Goal 2

Meet targets for recruitment and training

Objectives 2009-2010	Objectives 2010-2011
Hire 22 cadets	Hire 25 new officers
Complete training plan	Identify 2010-2011 training priorities and implement plan

GOAL 3 Improve RNC Facilities

The RNC headquarters building at 1 Fort Townshend which was opened in 1978 and the annex building which was constructed in 1923 together provide 119,000 square feet. Since 1978, the physical space requirements of the RNC have increased to approximately 175,800 square feet due to changes in programming; increased population in RNC policing jurisdictions and increased police services. Since 2004, the RNC staff complement has increased by over 100 employees. In March 2007, Gibbons and Snow architectural firm completed a report on the state and adequacy of these RNC facilities. The report identified numerous problems with these facilities including overcrowding, flooding, leaks, mould, air quality, electrical and communications infrastructure that require remediation.



In the 2009-2010 budget, government has allocated \$9 million to redevelop the RNC Headquarters facilities. The total capital cost for the project is estimated to be \$50 million and project completion is expected to be by the end of 2012.

RNC Goal 3

Improve RNC facilities

Objectives 2009-2010

Manage the contract for Phase 1 of the RNC HQ Redevelopment Project

Tender contract for Phase 2 of the RNC Redevelopment Project

Objectives 2010-2011

Manage the contract for Phase 2 of the RNC HQ Redevelopment Project

Conduct an assessment of RNC facilities in Corner Brook

Improve Responses to Family Violence

GOAL 4

According to the 2008 Statistics Canada Report on Family Violence in Canada, in 2006, over 38,000 incidents of spousal violence were reported to police across Canada. This represents approximately 15% of all police reported violence incidents. Women continue to be the most likely victims of police reported spousal violence, accounting for 83% of victims. This holds true for every province and territory in Canada.

RNC statistics indicate that reported incidents of domestic violence have increased by 19% from 1169 incidents in 2005 to 1388 incidents in 2008. The RNC is and will continue to be an active participant in the provincial Violence Prevention Initiative and has a Domestic Violence Coordinator who maintains a liaison with women's organizations as well as the new family violence court. The RNC plans to strengthen its research and analysis on family violence and on intimate partner violence to help inform decisions about police response. The RNC will also deliver training to police officers on the collaborative approach to the investigation of family violence as well as deliver training on the investigation of child sexual abuse. Objectives related to the delivery of training on the collaborative approach to the investigation of child sexual abuse are presented with goal to improve criminal investigations.



RNC Goal 4

Improve responses to family violence

Objectives 2009-2010

Evaluate and seek to improve reports to better identify, define and quantify intimate partner violence

Research other police service responses to domestic violence to identify best practices

Offer 6 training sessions *Collaborative Approach to the Investigation of Family Violence*

Objectives 2010-2011

Identify best practices to be implemented by the RNC

Offer 6 training sessions *Collaborative Approach to the Investigation of Family Violence*

GOAL 5 Continue to Improve Criminal Investigation

... CISC indicates that organized crime groups were found to operate in all communities from major urban centres to rural areas.

Organized crime has been identified as a priority for the Government of Newfoundland and Labrador as well as by the Federal Provincial Territorial Ministers Responsible for Justice. The 2008 Report on Organized Crime prepared by the Criminal Intelligence Service Canada (CISC) identified approximately 900 organized crime groups operating in Canada in 2008. This is consistent with the number of crime groups identified in 2007. While the major concentrations on organized crime are found in British Columbia, southern Ontario and the greater Montréal region, CISC indicates that organized crime groups were found to be operating in all communities from major urban centres to rural areas.

The 2009 Report on Organized Crime states that illicit drugs continue to be the primary criminal market in Canada in terms of estimated revenue and the number of participating organized crime groups. These drugs are distributed across the country by criminal groups operating at all levels of capability and scope. Typically, it is the more sophisticated crime groups who are active in operations such as wholesale distribution, importation and domestic production.



In 2008-2009, the RNC was able to realize significant increases in the enforcement of the Controlled Drug and Substances Act due to increased resources which allowed the RNC to add seven new officers to its drug enforcement team. From 2007 to 2008 the number of drug offences laid by the RNC increased by 40%.

For the 2009-2011 planning period, the RNC will focus its resources on strengthening its crime intelligence systems with a view to realizing continued success in combating organized crime.



RNC Goal 5

Continue to improve criminal investigation

Objectives 2009-2010	Objectives 2010-2011
Purchase and Install <i>Arc GIS Crime Analysis</i> software	Train police officers in <i>Arc GIS Crime Analysis</i> software
Train crime analysts in <i>Arc GIS Crime Analysis</i> software	
Implement Peace Model interviewing	Monitor implementation of Peace Model interviewing
Conduct an intelligence probe into organized crime	Identify target crime areas and response plan
Increase opportunities for police officers to gain experience in criminal investigations	Continue to offer increased opportunities for police officers to gain experience in criminal investigations
Offer <i>Criminal Investigations Technique Course</i>	Offer <i>Criminal Investigations Technique Course</i>
Offer two training courses in the <i>Collaborative Approach to Investigating Child Sexual Abuse</i>	Offer two training courses in the <i>Collaborative Approach to Investigating Child Sexual Abuse</i>

GOAL 6

Meet the RNC Commitments to the Steering Committee for Adult Alternative Justice Program

In the 2007 Budget, Government allocated \$230,000 for the Adult Alternative Justice Program. This program is intended to provide a range of opportunities for victims and offenders to resolve disputes through various non-adversarial mechanisms, such as victim-offender mediation that emphasize offender accountability and victim needs.

In 2007-2008, the Department of Justice hired a Provincial Manager and a Regional Case Coordinator in St. John's. In addition, a scan of similar programs across Canada was conducted to inform the development of policy, programming and evaluation. Finally, a steering committee comprised of justice stakeholders, including the Royal Newfoundland Constabulary was established to inform the development of policy, programming and evaluation from a local perspective.

Throughout the planning period, the RNC will continue to participate on the Steering Committee for the Adult Alternative Justice Program.

RNC Goal 6

Meet RNC commitments to the steering committee for Adult Alternative Justice Program

Objectives 2009-2010

Continue to participate on the steering committee for Adult Alternative Justice Program

Objectives 2010-2011

Continue to participate on the steering committee for Adult Alternative Justice Program

GOAL 7

Improve Gender Equality

Since 2004, the RNC has been hiring new recruits to expand the size of its police service and to fill vacancies created by retirements. In the process, the RNC has also been changing its gender profile. The RNC has made advances in eliminating barriers to women's participating in policing and increasing women's representation within its ranks. In 2008, the representation of women police officers within the RNC reached 19% which is on par with the national average.

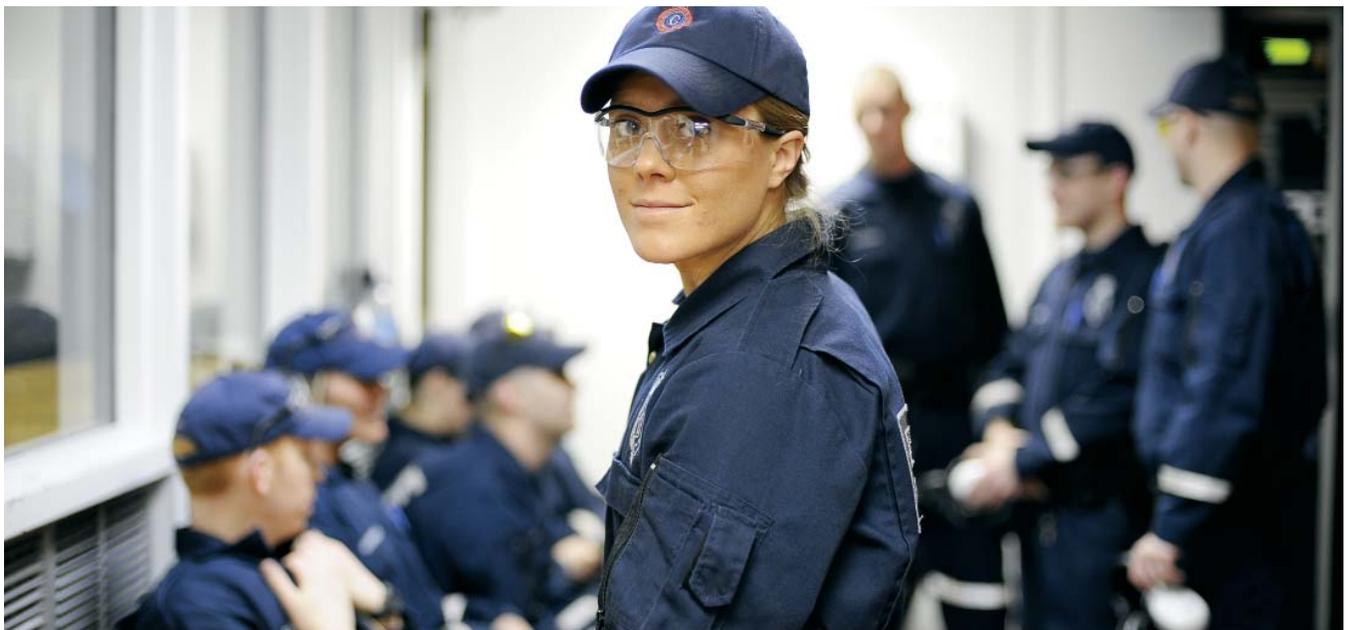
To achieve a more gender balanced workforce, the RNC will continue its targeted efforts to attract women as well as identify and eliminate barriers to women's advancement in policing careers.

RNC Goal 7

Improve gender equality

Objectives 2009-2010	Objectives 2010-2011
Offer 2 women focused recruitment sessions	Offer 2 women focused recruitment sessions
Offer 2 women centred sessions for PARE preparation	Offer 2 women centred sessions for PARE preparation
Hold event to recognize International Women's Week	Hold event to recognize International Women's Week
Train 6 employees to deliver <i>Respectful Workplace</i> training	Develop a <i>Respectful Workplace</i> refresher course for employees
Send 3 representatives to the AWLE and IAWP conferences	Send 3 representatives to the AWLE and IAWP conferences
Conduct research on employer sponsored daycare	Make recommendations for employer sponsored daycare
Implement sponsorship/ fundraising strategy for the 2012 IAWP conference	Implement promotional strategy for the 2012 IAWP conference

The RNC has made advances in eliminating barriers to women's participating in policing and increasing women's representation within its ranks.



GOAL 8 Improve RNC Facilities in Labrador

Affordable living accommodations have become a significant concern for RNC staff in Western Labrador. Presently, the RNC employs 17 police officers in its Labrador City office to provide services to the towns of Labrador City and Wabush. A significant percentage of the RNC staff in the Western Labrador region is eligible to retire over the next three years. Pursuant to the collective agreement police officer positions are expected to be filled by transferring officers from either the North East Avalon or the Corner Brook detachment. The replacement of police



officers to the Western Labrador detachment has been greatly impeded by the soar in housing prices and the lack of available housing. Canada Housing and Mortgage Corporate statistics indicate that from 2004-2008 the average price for a house in Western Labrador increased from \$73,300 to \$181,000 (150%). From 2007-2008 alone, the average price of housing increased by 34%. To address this issue, the 2009-2010 budget has allocated \$1.5 million to acquire living accommodations for RNC police officers serving in Western Labrador.

RNC Goal 8

Improve RNC facilities in Labrador

Objectives 2009-2010

Acquire living accommodations for police officers serving in western Labrador

Objectives 2010-2011

Conduct an assessment of RNC facilities in Labrador

GOAL 9 Meet RNC Commitments on the Implementation Committee on Criminal Justice Efficiencies

The Task Force on Criminal Justice Efficiencies was formed in late 2007 at the request of The Minister of Justice, Jerome P. Kennedy Q.C. to examine the operation of the criminal justice system in St. John's, Newfoundland and Labrador with particular emphasis on the processing of cases in St. John's Provincial Court and to make practical recommendations to increase efficiency and reduce delay without compromising fundamental principles of justice.

In February 2008, the report of the Task Force on Criminal Justice Efficiencies was released. The Task Force concluded that the time from apprehension by police to adjudication by a court could be reduced to three to four months in most cases and identified several recommendations to achieve this goal. The Task Force further identified that the Case Flow Management Committee of the Provincial Court, comprised of all stakeholders, may have a role to play in the implementation of the recommendations of this report.



As a member of the Provincial Court Case Flow Management Committee, in September 2008, the RNC made commitments to: (i) provide a notice to persons charged with an offence advising them of their right to counsel; and (ii) ensure that the time between arrest and first appearance in court for routine cases would be no longer than three weeks.

Over the planning period the RNC will continue to participate on the Provincial Court Case Flow Management Committee and conduct an evaluation to ensure the commitments of the RNC are being implemented as intended.

RNC Goal 9

Meet RNC commitments to the implementation committee on criminal justice efficiencies

Objectives 2009-2010

Participate on the provincial court Case Flow Management Committee

Ensure the time between arrest and first appearance in court is no longer than 3 weeks for routine cases (NEA region only)

Ensure a copy of "Notice to a Person Charged with an Offence" is provided to accused persons

Implement electronic disclosure for impaired and shoplifting charges; train crown office and RNC staff

Objectives 2010-2011

Participate on the provincial court Case Flow Management Committee

Ensure the time between arrest and first appearance in court is no longer than 3 weeks for routine cases (NEA region only)

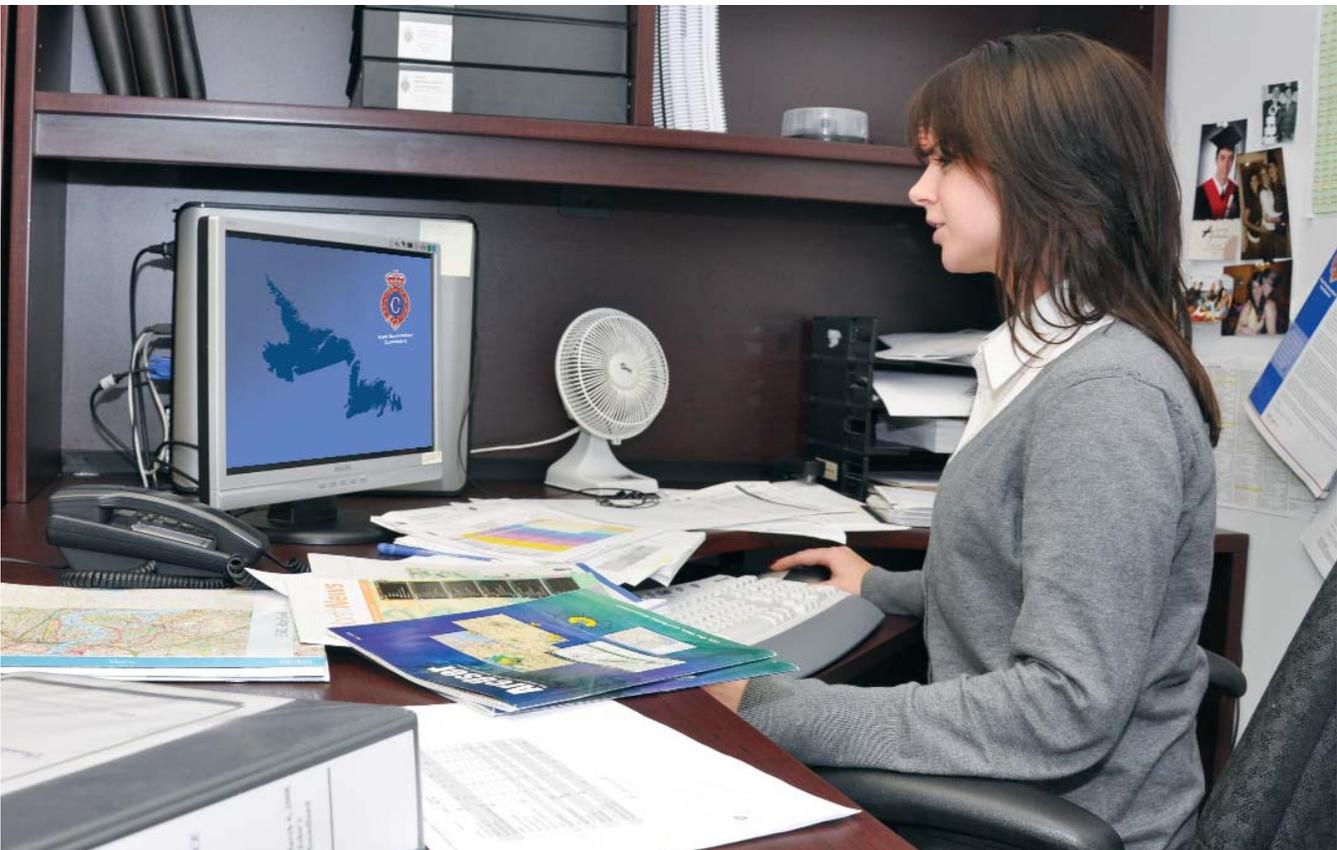
Ensure a copy of "Notice to a Person Charged with an Offence" is provided to accused persons

Identify other offences for implementation of electronic disclosure

GOAL 10 Improve Business Processes

In 2005, the Auditor General undertook a review of the RNC's management practices and control systems. The review identified a number of concerns related to planning and reporting practices, overtime and sick leave management, compliance with the *Public Tender Act* and the *Financial Administration Act* and information technology management.

Since 2005, the RNC has realigned its priorities to focus on corporate planning and reporting functions as well internal audit processes. As a result the RNC published a report to communicate its activities and results for the 2008-2009 fiscal year and embarked on corporate planning processes which resulted in the development of this corporate plan. The RNC has also implemented a comprehensive armory control system and established an Assurance Oversight Committee. The RNC has invested in several technologies including the Mobile Data Terminal, Mobile Report Entry and Automatic Vehicle Locator projects to improve



reporting efficiencies. These investments will provide police officers with the ability to perform their system related duties from their cars, save considerable travel time to and from headquarters to process information and allow Officers more time for police related work.

Over the planning period, the efforts of the RNC will continue to focus on the adoption of technology solutions and tightening internal controls.

RNC Goal 10

Improve business processes

Objectives 2009-2010

Develop a strategy to manage audio and video recordings

Continue to train NCOs and patrol officers in MDT

Research best practices for property management

Introduce correspondence tracking system to administration staff

Implement IDEA based financial reporting system to allow for more customized, user friendly reports and more comprehensive management discussion and analysis

Develop cost recovery office training manual

Develop financial policies and procedures manual specific to the RNC

Objectives 2010-2011

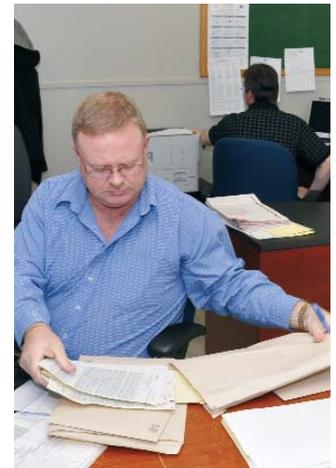
Implement strategy to manage audio and video recordings

Identify recommendations for improvement in property management

Develop an information management system for administrative records

Deliver training on cost recovery policies and procedures to RNC finance division staff and regional administrative staff

Deliver training on financial policy and procedures to RNC financial division staff, regional administrative staff, and the management group



Conclusions

By implementing the objectives outlined in this plan, the RNC expects to be well positioned to meet our goals and to help the Department of Justice reach its strategic outcomes. The RNC will report on the achievement of these goals and objectives in the annual activity report which is scheduled to be published at the end of each fiscal year. We look forward to continued consultation with RNC partners and the citizens we serve to deliver on our commitment to

Safer Communities through Policing Excellence



Safer Communities through Policing Excellence



**Royal Newfoundland
Constabulary**

Strategic Planning and Research
1 Fort Townshend
St. John's, NL Canada
A1C 2G2

Telephone: 709-729-8333
Fax: 709-729-8276