



*Safer Communities through Policing Excellence*

# Corporate Plan 2011-2014

Royal Newfoundland Constabulary

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## Chief's Message

On behalf of the women and men of the Royal Newfoundland Constabulary, I am pleased to present the 2011-2014 corporate plan. This plan is aligned with the priorities and direction set by the Minister of Justice in the 2011-2014 Strategic Plan and identifies the goals and objectives to be achieved by the Royal Newfoundland Constabulary over the next three years.

Over the planning period, the RNC will be challenged to deal with protection of children issues, technology change, and improving efficiencies of police response.

To meet these challenges, the RNC will focus its resources on better aligning police resources with public safety problems, adopting new technologies and best practise models as we deliver on our promise of safer communities through policing excellence.

We have identified 7 goals and 26 objectives to be achieved over the next three 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,

A handwritten signature in black ink that reads "Robert P. Johnston". The signature is written in a cursive, flowing style.

Robert P. Johnston  
Chief of Police

## Overview

As of May 15, 2011 the Royal Newfoundland Constabulary had 519 employees including 398 police officers and 121 civilian staff. 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	264	72	24	78	438
Corner Brook	34	6	0	8	48
Labrador West	17	5	5	6	33
Total RNC	315	83	29	92	519

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	Corner Brook	Labrador West
City of St. John's	City of Corner Brook	Town of Labrador City
City of Mount Pearl		Town of Wabush
Town of Paradise		Churchill Falls
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 Bauline		
Town of Flatrock		
Town of Logy Bay/ Middle Cove/ Outer Cove		

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 services, recruitment and training are all located at the Headquarters building.

The RNC's regional operations are 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 Robert Johnston. The Office of the Chief includes professional standards, legal services, operational audit and compliance, protocol and media relations and strategic planning and research. The organization has three branches. Patrol Operations is headed by Deputy Chief Alban Singleton who is responsible for patrol services in all three regions as well as the Operational Support Services Division which includes specialized units, the communications centre and property control centre. Criminal Operations is headed by Deputy Chief William Janes 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 services, as well as staff training and development.



## Budget

	2011-2012*	2010-2011**
	Estimates \$	Actual \$
<b>Current</b>		
Salaries	42,234,800	39,739,000
Employee Benefits	119,800	38,944
Transportation and Communications	1,982,700	2,170,960
Supplies	1,373,400	1,606,295
Professional Services	83,600	111,746
Purchased Services	1,528,300	1,804,923
Property, Furnishings and Equipment	240,800	526,660
Grants and Subsidies	12,000	12,000
<b>Sub-total</b>	<b>47,575,400</b>	<b>46,064,528</b>
Revenue-Federal	(622,600)	(1,192,366)
Revenue-Provincial	(461,700)	(455,441)
<b>Sub-total</b>	<b>46,491,100</b>	<b>44,416,721</b>
<b>Capital</b>		
Professional Services	-	491,809
Purchased Services	16,930,000	5,518,473
Property, furnishings and Equipment	-	1,721,998
<b>Sub-total</b>	<b>16,930,000</b>	<b>7,732,280</b>
<b>Total</b>	<b>63,421,100</b>	<b>52,149,001</b>

\* Estimates of the Program Expenditure and Revenue of the Consolidated Revenue Fund 2011-12

\*\* Unaudited financial statements provided by RNC Financial Management Division from the Oracle financial Management System May 2011.

## 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; and
- 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. As a branch of the Ministry of Justice, the Royal Newfoundland Constabulary has aligned its goals with the strategic directions identified in the Department of Justice Strategic Plan for 2011-2014. The goals of the RNC are presented in the table below.

Strategic Direction	RNC Goal
Improve public protection order and safety for the people in Newfoundland and Labrador	<ul style="list-style-type: none"><li>• Continue to improve patrol and operational support services</li><li>• Continue to implement intelligence-led policing</li><li>• Enhance protection of children</li><li>• Enhance public communication</li></ul>
Improve public trust and confidence in the justice system	<ul style="list-style-type: none"><li>• Promote gender equality and diversity</li><li>• Increase liaison with stakeholders</li></ul>
Enhance innovation and efficiencies in the justice system	<ul style="list-style-type: none"><li>• Improve business processes</li></ul>

## GOAL 1: Continue to Improve Patrol and Operational Support Services

The environmental scanning process identified three issues for the RNC Patrol and Operational Support Services Division: (i) false security alarm activations; (ii) motor vehicle accidents; and (iii) efficient and effective allocation of patrol services.

In 2011, the RNC conducted a review of calls for service related to the activation of residential and commercial security alarms. Results indicate that from 2008 to 2010 the RNC responded to an average of 11,642 calls per year for service related to the activation of residential and commercial security alarms annually. This represents approximately 16% of total calls for service. Analysis of such police files on these calls indicates that approximately 98% of security alarm activations were determined to be “false” alarms. The results of this review were consistent in each of the three years and consistent across all RNC jurisdictions.

With the continuing growth of the use of security alarm systems in homes and businesses, police departments in many jurisdictions are faced with the challenge of attending to false alarm incidents in huge numbers. Many jurisdictions in Canada and the United States have implemented false alarm reduction programs consisting of: education, mandatory registration of alarm systems with police, alarm permit fees and false alarm fines. These programs have been effective in reducing the number of false alarm calls to which their police services respond thereby reducing the human resource and financial costs associated with attending false alarms and allowing for better allocation of police resources.



For the planning period the RNC aims to reduce the number of false security alarms by 10% over the next three years through the implementation of a false alarm reduction program. The RNC false alarm reduction program will consist of:

- Generating false alarm reports by location and frequency;
- Sending a letter to false alarm addresses; and
- Meeting with false alarm property owners to discuss strategies for reducing false alarm activations.

In 2009, the RNC identified that from 2006 to 2008, the number of motor vehicle accidents had increased by 37%. Over the planning period the RNC committed to strengthen its research and analysis into the rise of motor vehicle accidents and develop a plan to reduce such accidents. In 2009-2010 the RNC identified key locations where high incidents of motor vehicle accidents were reported and increased enforcement at such locations. Also in response to the rising incidents of motor vehicle accidents, in 2010-2011, the RNC developed and implemented a “Safe Roads, Safer Communities” program which involved police officers dedicating more time to educating drivers and enforcing the *Highway Traffic Act*. In 2011-2014, the RNC will continue to implement road safety programs and also work to identify accurate and meaningful indicators of road safety in RNC jurisdictions. These steps will help inform police enforcement and response strategies.

Since 2001, the population within the North East Avalon has increased by approximately 12,000 people. Residential housing and commercial development have also increased dramatically over the last 10 years. All of these changes have increased the demand for police services. Within the planning period, the RNC will evaluate the patrol structure in the Northeast Avalon Region to identify actions that may be implemented to better meet the changing needs of this region.

RNC Goal	Objectives
Continue to Improve	<ul style="list-style-type: none"> <li>Reduce false security alarm activations</li> </ul>
Patrol and Operational	<ul style="list-style-type: none"> <li>Improve highway safety</li> </ul>
Support Services	<ul style="list-style-type: none"> <li>Optimize the patrol structure in NEA region</li> </ul>



## GOAL 2: Continue to Implement Intelligence Led-Policing

The RNC is committed to the continued implementation of intelligence-led policing as a business model and managerial philosophy. Intelligence-led policing relies on the analysis of data and crime intelligence to assist in creating objective, informed decision making intended to maximize police efficiency. This approach to policing has been adopted as an example of best practice in many police organizations around the world. Intelligence-led policing is intended to foster safer communities through policing excellence by emphasizing strategies aimed at crime reduction and prevention through initiatives focussed on disrupting prolific and serious offenders operating in our communities.

For several years the RNC has been working towards the development of intelligence-led policing. Traditionally, police agencies spend much time responding to the activities of offenders after they commit crimes. There will always be a reactive aspect of police operations; however an intelligence-led policing philosophy commits the RNC to spending more time focussing on offenders that are responsible for a disproportionately large volume of crime in the community.

In the previous planning period, the RNC expanded its Crime Analysis Unit and created a Mobile Support Unit. The RNC also implemented the PEACE model of investigative interviewing so called as an acronym of its components: preparation and planning; engagement and explanation; account clarification; closure; and evaluation. These initiatives have increased the RNC’s information gathering and analytical capacity and enabled more effective police responses to community problems. Within the 2011-2014 planning period, the RNC will continue to implement intelligence led policing strategies.



RNC Goal	Objectives
Continue to Implement Intelligence led policing	<ul style="list-style-type: none"> <li>• Provide intelligence led policing education</li> <li>• Enhance response to domestic violence</li> <li>• Enforce judicial release conditions</li> <li>• Improve internal communication</li> <li>• Operationalize the provincial threat assessment on organized crime</li> </ul>

## GOAL 3: Enhance Protection of Children

RNC statistics indicate that in 2009, children under the age of 18 represented approximately 15% of victims of crimes against persons. This is down from 18% reported in 2005. Research also shows that persons aged 15 to 24 years of age account for approximately 14% of the total population but account for approximately 45% of those accused of property crimes and 32% of persons accused of violent crimes.

Protection of children involves protecting them from victimization but also protecting them from the risk factors that make them vulnerable to delinquency. Of particular concern to the RNC are the issues of Internet safety, bullying and student drug use.

In March 2009, Statistics Canada released a report entitled, "*Child Luring Through the Internet.*" The article identified that access to the Internet is now almost universal for Canadian children and youth through computers, cell phones, text messaging devices, gaming platforms and webcams. As a result, email, instant messages, blogs, chat rooms, online gaming, and other online networking mechanisms are becoming a larger part of the social network of today's children and youth. While expanding the means for social networking, these technologies also present potential risks for child sexual exploitation. Because child luring has only become a criminal offence since 2002, little data on police reported incidents are available. However, *Cybertip.ca*, Canada's national tip-line for child sexual exploitation on the internet, reports receiving more than 700 tips per month. In November 2009, the Canadian Centre for Child Protection released a document analyzing reports made by the public to *Cybertip.ca*. Of the 35,111 website incidents processed by *Cybertip.ca* between September 26, 2002, and March 31, 2009, 15,662 (45%) involved sites hosting child pornography. In 2009, the RNC received 14 police reported incidents of producing and distributing child pornography. This represents an increase of 40% from 10 police reported incidents of producing and distributing child pornography received in 2008.

In 2011, the RNC will dedicate a second police officer resource to the Child Exploitation Unit. This position will be located in Corner Brook to work closely with the child exploitation officer in St. John's, other policing agencies, various internet service providers as well as other government and non-governmental agencies to investigate and combat crimes of this nature.

To reduce the risk to children associated with internet access and usage, the RNC has developed a new program called Computer Safety Information (CSI). This program has been designed to provide internet safety education to all grade seven students in RNC districts. The presentations focus on staying secure, smart, and safe while using the internet and other forms of technology. Every class receives a one hour presentation by a RNC Community Services officer regarding topics such as internet luring, online contests, cyber bullying, posting photos online, etc.

The second component of CSI is a presentation to parents. Technology is constantly changing and it is very important for parents to be up-to-date on different websites and technological trends so they can ensure their children stay safe while on the internet. The RNC hopes that educating the public through this new program will result in safer, smarter, and more secure use of the internet and reduced risk to children.

The second issue of concern in RNC jurisdictions is school violence and bullying. The Department of Education reports that approximately 12% of girls and 18% of boys reported bullying others at least twice in previous months, whereas 15% of girls and 18% of boys reported being victimized at least twice over the same time period. These figures suggest that in a classroom of 35 students, between four and six children are bullying and/or are being bullied. Many more children observe bullying and know it is going on. At some point, the majority of children will engage in some form of bullying and experience some form of victimization. A small minority of children will have frequent, long-lasting, serious, and pervasive involvement in bullying and/or victimization. Public Safety Canada reports that delinquent behaviour is far more common in children who bully other children. Self-report delinquency studies reveal that almost 40% of boys who frequently bully report delinquent behaviour compared to about 5% of boys who never or infrequently bully. For girls who bully frequently, close to 31% report delinquency compared to 3% of girls who never or infrequently bully. Research also reveals that children who bully are 37% more likely than those who do not bully to commit offences as adults.

The Students Taking Responsibility in Violence Education (STRIVE) was developed by the Royal Newfoundland Constabulary in 1996, in response to requests from schools for police officers to speak to students on the problem of bullying. The STRIVE program is based on the philosophy that all students attending schools in Newfoundland and Labrador have the right to attend classes, participate in school activities, and enjoy free time without fear of being the victim of youth violence; being intimidated, verbally or physically abused, sexually harassed, or made to feel excluded or like a victim.

The STRIVE program provides information on youth violence to youth attending in grades 7 to 9. It contains information, statistics and photographs that aim to inform and enlighten students about the effects of their own behaviour on that of other students. The main themes of the program are respect, responsibility, empowerment and action. To address the issue of bullying and school violence, the RNC plans to deliver the STRIVE program to all junior high schools in RNC jurisdictions annually.

Finally, student drug use continues to be an issue of concern in RNC jurisdictions. As identified in the last planning period, following the recommendations of the 2004 Oxycontin Task Force Report, the RNC adopted the Drug Abuse Resistance Education program as part of a long term strategy for drug abuse prevention in schools. For the current planning period, the RNC plans to continue its delivery of this program annually, to every elementary school in its jurisdiction.

RNC Goal	Objectives
Enhance protection of children	<ul style="list-style-type: none"> <li>• Expand internet child exploitation unit</li> <li>• Deliver CSI program to all junior high schools in RNC jurisdictions</li> <li>• Deliver DARE program to all elementary schools in RNC jurisdiction</li> <li>• Deliver STRIVE to all junior high schools in RNC jurisdiction</li> </ul>

## GOAL 4: Enhance Public Communication

Public information activities are essential to police services in meeting their mandate. Firstly, police agencies are accountable to the public they serve. Therefore, the role of public communications in the RNC is to provide information to the public about crime and police activities, enhance transparency, engage the public in priority setting, decision making and in finding solutions to public and safety problems. Openness and transparency of police activities helps build public trust in confidence in the police service. Police agencies also rely heavily on the cooperation of the public to provide information on active investigations in helping to solve crime.

The rapid proliferation of communication mediums, technology change and the emergence of social media is revolutionizing the way police communicate with and engage the public. The demand for information and timely response is unprecedented. Websites like Facebook and Twitter are being used by law enforcement agencies to quickly share information with a large audience. Instead of waiting for the local news channel to cover a story, police departments can instantly post important alerts online for users to view directly. Police websites display various types of media, from surveillance video footage to photographs of wanted suspects. By using an open forum like Twitter to provide real-time updates on breaking news, law enforcement officials are further able to reduce instances of misreported information.

RNC Goal	Objectives
Enhance Public Communication	<ul style="list-style-type: none"><li>• Ensure effective public notification of high risk offenders</li><li>• Develop the RNC YouTube media relations channel</li><li>• Enhance the RNC website</li><li>• Develop an RNC Amber Alert Facebook page</li></ul>

Credit: The Telegram



## GOAL 5: Promote Gender Equality and Diversity

Since 2004, the RNC has made significant progress in increasing the participation of women in the policing profession. In addition to gender, diversity encompasses other visible and non-visible characteristics including race, ability, age, culture, ethnicity, language, religion, sexual orientation, and education.

Diversity is a broad principle that encompasses the values of equal opportunity, respect, and the recognition that an array of differences makes institutions stronger and enhances their ability to carry out their function. Enhancing organizational diversity does not mean adopting hiring and promotional target or quotas at the expense of merit. It means the very opposite. It means eliminating barriers of discrimination that prevent merit from being recognized and valued in the hiring and promotional process. The achievement of organizational diversity demonstrates that merit is not ignored, diminished or sacrificed but acknowledged and rightfully rewarded over discriminatory factors, values and beliefs.

Policing literature has identified several important operational benefits of diversity to the delivery of police services. Firstly, population representation in the workforce results in greater client satisfaction and community relations. These results are achieved in part from the belief that through such representation, police can be expected and trusted to better understand and respond to the needs of diversity groups in a fair and non-discriminatory manner.



Diversity also increases cultural competency. Cultural competency is defined as the ability to: (i) value an awareness of people as cultural beings who are prone to stereotyping; (ii) acknowledge the harmful effects of discriminatory thinking and behaviour; and (iii) acquire and perform the skills necessary to lessen the effects of these influences. In the context of policing, this includes an ability to understand racial profiling as well as other manifestations of systemic racism and implement strategies to eliminate it.

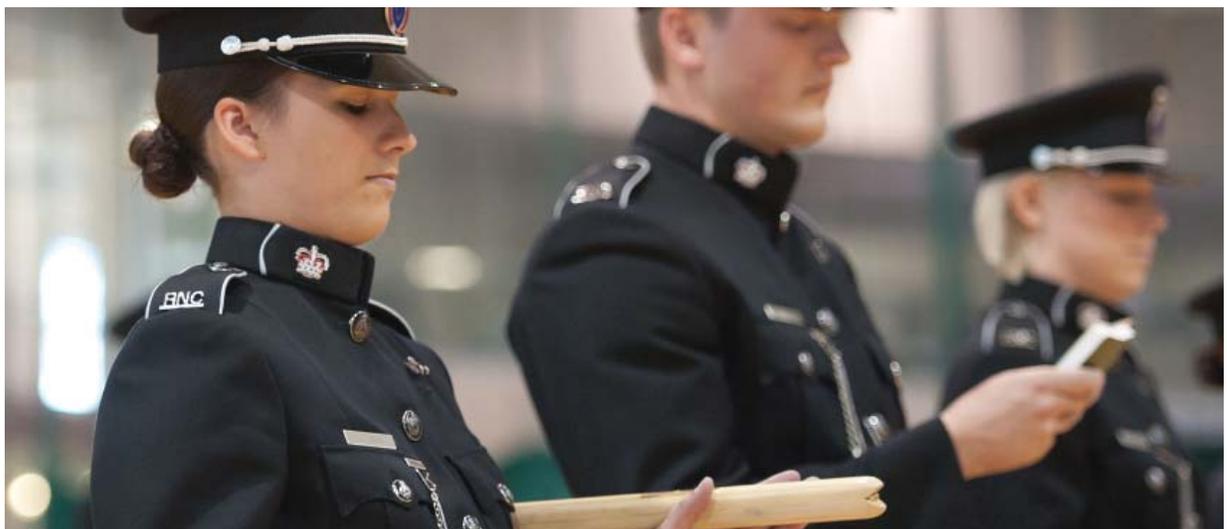
A diverse police service draws from the more varied life, experiences and expertise of its members. This in turn promotes creative and innovative problem solving. As more factors and perspectives are considered at both the problem diagnosis and resolution stages, the number of effective approaches and responses available to a law enforcement agency increases.

A diverse and representative police service is more likely to gain the trust and confidence of different community groups. According to the US National Crime Prevention Council, diverse police services with cultural competency are more likely to identify and alleviate hesitation amongst different newcomer communities to testify in court by addressing cultural tension or concerns which threaten to undermine the work of investigators.

Finally, increased problem solving, crime prevention and investigative capacity achieved through diversity, reduces operational costs. In addition, the costs of discrimination complaints, lawsuits and grievances are reduced through increased diversity and the implementation of respectful workplace practices.

Increasing and valuing diversity is essential for the RNC to deliver on its promise of safer communities through policing excellence. As women comprise approximately 50% of the population served by the RNC, the RNC plans to target the majority of its efforts to attract women to the policing profession. As visible minorities and Aboriginal people comprise approximately 1.8% and 1.7% of the population in RNC jurisdictions, the RNC will conduct out reach activities to visible minority and Aboriginal organizations to promote participation in policing profession within these communities. The RNC will also promote gender equity and diversity through its respectful workplace training opportunities.

RNC Goal	Objectives
Promote Gender Equality and Diversity	<ul style="list-style-type: none"> <li>• Offer 2 recruiting sessions for women annually</li> <li>• Offer 2 PARE preparation sessions for women annually</li> <li>• Host the International Association of Women Police conference in 2012</li> <li>• Increase recruitment out-reach to visible minority and Aboriginal organizations</li> <li>• Offer 2 RWP related training opportunities annually</li> </ul>



## GOAL 6: Increase Liaison with Stakeholders

The delivery of police services is influenced by many different individuals, groups and organizations just as police services affect many different individuals, groups and organizations. The RNC routinely communicates with government departments, service delivery agencies, and community stakeholders to ensure police services are delivered effectively and efficiently. However, this is usually done in response to specific policing issues or community safety concerns.

The stakeholder analysis undertaken by the RNC identified four stakeholder groups with whom consultations could be undertaken more strategically to reach mutually beneficial organizational and community goals.

Firstly, municipal governments are concerned about crime in their communities and the level of police services in their respective areas. In addition to publishing statistics about incidents of crime and levels of police services in its annual reports and planning documents, the RNC plans to formally meet with the municipal governments in its jurisdictions to present more detailed information about incidents of crime and generalized information about victims. The RNC will also share information regarding the allocation of police resources and implementation of strategies to address community needs. This would allow for a greater engagement and involvement of municipal stakeholders in the evolution of policing for their regions.

The environmental scan identified that the population in RNC regions is changing. In Newfoundland and Labrador in 2006 the Aboriginal population was approximately 5% of the total population. From 2001 to 2006 the Aboriginal population increased by approximately 5% per year. Likewise in 2006, the visible minority population in the province was over 1% of the total population and from 2001 to 2006 it increased by 10% per year. The participation of these individuals and groups in our policing system is essential to the effective delivery of police services. Therefore, each year, the RNC plans to host an event during the International Week for the Elimination of Racial Discrimination. The goal of this event is to foster positive relationships with multi-cultural groups in RNC jurisdictions.



Violence against women continues to be an issue of concern. In its report on “Gender Differences in Police-Reported Violent Crime in Canada, 2008,” Statistics Canada indicates that women most often reported being victimized by men regardless of crime type. This was also true for male victims. Men were the accused in 81% of cases of violent victimization against women, and in 79% of cases of violent victimization against males. Women identified as the accused in 10% of victimizations against women and 10% against men. The RNC is committed to addressing violence against women. In this planning period the RNC will hold formal meetings with women’s organizations annually to share crime and victim information and to discuss the effectiveness of police response.

The RNC collaborates with a myriad of other service providers in health care, provincial and supreme courts, corrections and education. The interdependency of these agencies requires close communication and coordination to ensure daily operations are undertaken and the end results are as intended. In each year of the planning period, the RNC will meet with service delivery partners to review operations and results from a more strategic perspective. The RNC will make necessary modifications to improve service delivery.

RNC Goal	Objectives
Increase liaison with stakeholders	<ul style="list-style-type: none"> <li>• Engage municipal governments in policing issues</li> <li>• Foster relationships with multi-cultural communities</li> <li>• Involve women’s organizations in discussions of the police response to violence against women</li> <li>• Increase collaboration with service delivery partners</li> </ul>



## GOAL 7: Improve Business Processes

Throughout this planning period, the RNC headquarters will continue to undergo extensive redevelopment. While it was originally planned to maintain operations at Fort Townshend, this has proven to be unachievable. The main headquarters building at Fort Townshend will be closed and operations will be temporarily relocated until the building construction is complete. Although the RNC will be challenged to identify alternate facilities for its headquarters, employees, and minimize any interruption in service delivery, business process improvements will continue to be implemented.

Throughout the planning period, the RNC Information Services Division will continue to develop an information management and information technology strategic roadmap by assessing the current situation, defining the future state and analyzing the gap.

The Information Services Division has identified the implementation of live fingerprint scan technology as a priority to augment the RNC's core technology. Live fingerprint scan technology will be purchased and this will allow the RNC to digitally scan fingerprints. The fingerprints will then be submitted electronically to a national database for comparison. This new technology will reduce the processing time of fingerprint submissions from approximately 120 days to 2-3 days.

Continuing to improve police operations, the Information Services Division will expand the implementation of mobile data terminals and mobile report entry to Corner Brook and Labrador. This will provide police officers with the ability to perform their system related duties from their patrol cars, save considerable travel time to and from headquarters to process information. This in turn will allow officers more time for police related work.

RNC Goal	Objectives
Improve Business Processes	<ul style="list-style-type: none"><li>Identify temporary alternate facilities for RNC headquarters operations</li><li>Implement additional core technology such as live fingerprint scan machines</li><li>Expand implementation of mobile data terminals and mobile report entry systems</li></ul>

## Conclusions

By implementing the objectives outlined in this plan, the RNC expects to be well positioned to meet its goals and contribute to the Department of Justice in reaching 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. The RNC looks forward to continued consultation with its partners and citizens to deliver on the commitment of Safer Communities through Policing Excellence.



*Safer Communities through Policing Excellence*

**Royal Newfoundland Constabulary**

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