



ROYAL CANADIAN MOUNTED POLICE

GOALS, OBJECTIVES & PERFORMANCE MEASURES



**Alberta Solicitor General
and Public Security / RCMP
Joint Business Plan**

**Government
of Alberta** ■
Solicitor General
and Public
Security

BUSINESS PLAN RESULTS

2008-2009 Annual Report

GOAL 1: DELIVER INNOVATIVE, COORDINATED, VISIBLE AND ACCOUNTABLE POLICING

Objective 1: Quality of investigations will be improved

Owner: Supt. Wade Blake, Contract Policing Officer

Measures	Target 08-09	Quarter #4: Report on Measures
1. Number of court briefs reviewed and returned	Establish Baseline	Presently all Major Crime cases that have deficient court briefs are being reported on separately. In provincial and municipal cases, deficient court briefs are monitored for compliance by supervisors, court liaison persons, prosecution services and detachment commanders. Data has neither been compiled nor is it retrievable electronically. Starting in the next quarter and continuing into the 2009-2010 business plan, detachments will be asked to manually track statistics regarding deficient court briefs and to report the information to "K" Division. A tracking form has been drafted and will be disseminated to all detachments in Alberta. No data collected to date.
2. Number of learning plans actioned for members with one to three years experience, addressing investigative skill sets	100%	The "K" Division Career Development Unit has completed phase one of its three-year plan to ensure all members have learning plans in place. All cadets have learning plans attached to their six-month assessment. A Division communiqué was sent out on April 15, 2009, requiring all members to commence the submission of learning plans in conjunction with their annual assessment. "K" Division Career Development Unit will monitor this as submissions are received.
3. Number of complaints of negligent investigations	Establish Baseline 145	An analysis of 2005, 2006, and 2007 statistics from the Professional Standards Unit for Public Complaints regarding incidents of neglect of duty was conducted. The baseline was derived from the average of the three years.

Quarter #4 Reporting on Strategies:

1. Ensure the Quality of Investigations Audit Guide includes court brief reviewed by supervisor.

Both the national and the unit level Quality Assurance Court Brief Work Plan Review Guides require supervisors to review and initial court briefs for compliance and quality.

2. Generate a monitoring system to review cases where Crown Counsel has refused to proceed, has withdrawn charges or where charges are dismissed.

Detachments will be asked to manually track statistics regarding deficient court briefs and to report the information to "K" Division. A tracking form has been drafted and will be disseminated to all detachments in Alberta. All court briefs are reviewed by a supervisor in advance of court appearances. Any deficiencies are addressed with the investigator.

3. Ensure Infoweb Tool Box contains samples of court packages for coaches, cadets and more experienced members who are now new supervisors.

The RCMP National and the “K” Division Infoweb Tool Box does not presently have sample court packages on-line for cadets to use as a template. A Department of Justice/JIMS/API3 working group called SP3 is working on a project to design a standardized prosecution package for all police services in Alberta. At this point, it would be prudent to wait for the group’s final draft package and post the resource on the RCMP Infoweb when it is approved for use by police agencies in Alberta.

4. Monitor first assessment and post cadet training for the presence of learning plans.

The Northwest Region Cadet Field Training Coordinator requires learning plans for all cadets who have six months service. The learning plan is submitted with the cadet’s assessment and is required before a cadet’s pay increment is actioned. The salary implication provides the cadet with a strong incentive to comply. This strategy has been completed and is now part of “K” Division core business.

5. Identify four to five core learning objectives, consistent with expectations of one to three year members.

In the interest of professional development for our newer members, “K” Division’s Career Development and Resource Advisor (CDRA) met with Training Branch to identify priority training needs for members with one to three years service. The following four training areas were identified as core learning objectives: interviewing and interrogation techniques; statement taking; relationship and family violence; and crime scene investigations. Training Branch has made these training areas a priority in terms of the Division Training Plan.

This has been communicated to the Division Criminal Operations Unit. This strategy has been completed and is now part “K” Division core business.

6. Monitor use of the annual assessment tool. As of April 1, 2008, all performance evaluations will have learning plans completed as part of term assessment reviews.

On April 15, 2009, all members received a communiqué requiring them to submit learning plans in conjunction with their annual assessments. “K” Division Career Development staff will monitor the response as submissions are received. District Commanders and Detachment Officers in Charge (OICs) will be notified of non-compliance and, if necessary, they will provide guidance and direction to Detachment Commanders to ensure adherence to policy. Mechanisms to capture this information in the Human Resources information management system are being reviewed.

7. Analyze complaints of negligence of duty and address underlying causes.

“K” Division Professional Standards Unit collects data on all public complaints. They are currently analyzing the results of negligent duty investigations for trends and will provide a report. When trends are identified, an action plan will be developed to address the issue with the District Officer.

STAFFING STRATEGIES

GOAL 1: DELIVER INNOVATIVE, COORDINATED, VISIBLE AND ACCOUNTABLE POLICING

Objective 2: Staffing Strategies will respond to operational need

Owner: Insp. Gary Peck, Officer In Charge Career Development & Resourcing Services

Measures	Target 08-09	Quarter #4: Report on Measures
1. Number of applicants participating in recruit exam process	1959	1,153 applicants wrote the RCMP entry exam which is an increase of 322 applicants compared with last year. "K" Division Recruiting organized 140 dates during the year for applicants to write the exam, compared with 107 in the previous year.
2. Number of positions re-assessments to optimize frontline delivery	5	4
3. Percentage of enhanced positions operating within mandate	100%	These positions remained at 100 percent with staffing of the 42 enhanced positions.

Quarter #4 Reporting on Strategies:

1. Expand recruiting presentations to all post-secondary institutions, high schools and junior sports programs in Alberta.

Contact has been made with all post-secondary institutions throughout the school year and presentations have been made at the majority of colleges. Recruit exam writing sessions have been held at a number of colleges including Grant MacEwan, Lethbridge College, Medicine Hat College, Norquest College, Grande Prairie Regional College and Keyano College. Career Opportunities in Policing Services (COPS) – formerly Recruiting Alberta Police – launched an initiative in September that saw recruiters working closely with post-secondary marketing students to develop strategies aimed at attracting recruits to provincial police agencies. During the spring, recruiters attended many student-designed events at post-secondary institutions where they had the opportunity to talk with young adults about careers in law enforcement.

2. Identify a contact person for each school district in Alberta to be used for marketing and recruitment efforts.

Local School Resource Officers (SROs) serve as contacts and work directly with students to help deliver "K" Division's recruiting message in schools across the province. The Division Recruiting Unit has also identified a number of District Recruiters who have been actively involved in many recruiting events.

3. Determine feasibility of classification change from Regular Member to Civilian Member where applicable.

During the 2008-2009 fiscal year, four positions were reclassified from Regular Member status to Civilian or Public Service status. These positions involved either analytical or audit responsibilities and skill sets that did not require direct policing experience.

There are other positions in "K" Division that do not require direct police experience, but reclassification of more positions may have broad impact across the organization. Determining that impact is a focus of the Change Management Team in this and other Divisions. The reclassification issue is listed as a reportable and will be addressed in our Transformation Plan, currently under development.

4. Design implementation plan for reclassification.

A large scale reclassification of Regular Member positions has specific impacts on the RCMP's ability to provide resources to respond to major events. As such, a national review is required and National Headquarters has established a Category of Employee Review Committee to examine approximately 700 administrative Regular Member positions across the RCMP. The committees will be completed in 2009, and will be used to direct the reassessment of positions at the Regional and Division level. Reporting continues on this strategy in the 2009-2010 Joint Business Plan.

5. Complete review of medically restricted members currently occupying frontline operational positions to ensure optimum service delivery across all business lines. (Geographic placement of medically restricted members to best meet needs of the organization.)

There are currently 44 operationally restricted members occupying frontline operational positions. As a result, they have been restricted to administrative duties only or placed into operational plainclothes positions. These members have been placed in these positions after a risk assessment that includes consultation with Health Services, Staffing, Return to Work Coordinators and the unit commanders. There is no plan to review these assignments unless issues arise. These placements are value added in that the skills and abilities of the affected members enhance the performance of the accepting units and meet our duty to accommodate.

INNOVATIVE POLICING

GOAL 1: DELIVER INNOVATIVE, COORDINATED, VISIBLE AND ACCOUNTABLE POLICING

Objective 3: Examine and implement innovative policing practices

Owner: C/Supt. Dan Killam, Deputy Criminal Operations (CROPS) Officer - Integration & Intelligence

Measures	Target 08-09	Quarter #4: Report on Measures
1. Number of new initiatives to address emerging criminal activity	9	Nine new initiatives were implemented: Serious Crimes Branch Model, Intelligence Model, Regional Alberta Law Enforcement Response Teams (ALERT), Airport Watch, Economic Crime Branch, Financial Intelligence, Source Development, Integrated National Security Enforcement Team (INSET), New Federal Policing resources and Targeted Enforcement Units.
2. Percentage of communities receiving presentation on policing committees. (Currently there are 6 policing committees)	33%	Three communities requested and received presentations. All communities have been offered the opportunity to receive this presentation with only 7.3% requesting.

Quarter #4 Reporting on Strategies:

1. Develop and implement new models for existing units to increase efficiency and effectiveness. This includes Serious Crimes Branch, Emergency Response Team, Traffic, Intelligence, Federal Policing, Major Case Management, Covert Tactical Ops, Source Development and Community Tripartite Agreements.

The new Emergency Response Team model is being implemented and the full model will be resource dependent. The Serious Crime Branch model has been completed but will require new resources for maximum efficiency and effectiveness. Traffic service delivery models have been implemented with Alberta Sheriffs through the Provincial Traffic Services Pilot program. New intelligence model options have been presented to the senior management steering committees for a decision on a recommended option. Federal policing units were enhanced through resources made available under new funding. The Economic Crimes Branch is in the process of being established. The Source Development Unit has been approved and resources are being obtained. The Covert Tactical Operations Unit has been created to provide more focus and timely support to enforcement units. Regional ALERT enforcement teams have been established by ALERT. The Airport Watch Program through the Integrated Border Enforcement Team has been implemented in southern Alberta. Targeted Enforcement Teams have been approved by ALERT.

2. Ensure police and community activities in the Crime Reduction Strategy are implemented and supported.

Six pilot sites were established: Chestermere, Stony Plain/Spruce Grove, Wetaskiwin/Hobbema, Grande Prairie, St. Paul and Red Deer.

The planned Crime Reduction Template roll-out has been suspended due to challenges in accessing operational data required to provide supporting criminal analysis.

A separate data server initiative is progressing which will see operational data available to the Division to provide supporting analysis. Work continues to develop requisite functionality and capacity to further develop that project.

Two detachments, Chestermere and Grande Prairie, made successful applications to the Safe Community Initiative Fund applications.

The RCMP continues to develop and maintain active partnerships with a variety of government and community agencies that are pursuing strategies under the Province's Safer Communities Initiatives such as the Prolific Offender Strategy, Safe Communities And Neighbourhoods and Civil Forfeiture.

There are many local examples of detachments implementing responsive strategies aimed at addressing crime specific to the local community. These efforts target prolific offenders, types of higher incidence crime and locations experiencing higher crime rates. Efforts to measure success and/or progress have been limited owing to the data challenges. Work is underway to address this and close the gap.

The Aboriginal Cadet Corps initiative continues to grow across Alberta. Many presentations have been made and there is strong interest in First Nations and Métis communities to establish more Corps across the province. There continues to be considerable national and international interest in this program.

We have continued to grow and develop partnerships with academic institutions to provide timely and relevant research to support the development of our crime reduction initiatives.

3. Enhance performance management and track improvement to increase efficiency, expertise and effectiveness.

"K" Division Integration and Intelligence Operations implemented a tracking and reporting process to ensure the timely completion of members' performance evaluations and the appropriate utilization of annual leave.

"K" Division Commercial Crime Sections have implemented the Bridging The Gap Model to enhance performance management within these units. The baseline competencies had been established along with individual learning plans for competency improvement. The year end analysis of the efforts indicates an improvement of one increment for the targeted competencies of interviewing and interrogation techniques and obtaining judicial authorizations.

These improvements were achieved through additional training opportunities and the strategic assignment of specific employees to investigations that would provide the type of developmental opportunities required for skill enhancement.

Since September 2008, a regional Bridging The Gap coordinator has managed the delivery of three Manager Development and five Supervisor Development courses. These courses are specifically designed to enhance the performance, effectiveness and expertise of managers and supervisors

4. Enhance participation in provincially managed programs such as Alberta Relationship Threat Assessment and Management Initiative (ARTAMI), Alberta Serious Incident Response Team (ASIRT) and ALERT.

ARTAMI – Operations are ongoing and productive. The ALERT Operations Management Team remains active in providing guidance and advice to unit management. Senior management remains informed and supportive of ARTAMI activities.

ASIRT - Response protocols were established. All RCMP positions have been filled and senior management remains informed and supportive of ASIRT activities.

5. Raise awareness of the importance of Financial Intelligence and development of Financial Intelligence capacity.

This has been achieved through the organization and structuring of the “K” Division Financial Crime Branch and the coordinated efforts of the Joint Financial Intelligence Working Group. This group meets quarterly and is comprised of the Integrated Market Enforcement Team, the Proceeds of Crime Section and the Commercial Crime Section. The new organizational structure, combined with the working group, has improved intelligence gathering, identification of targets and enforcement. This collaboration has also enhanced the overall ability to provide financial information for the Integrated Provincial Threat Assessment.

Criminal Intelligence Service Alberta and the Division Intelligence Officer have raised awareness of the importance of the financial intelligence. This increased awareness has recently resulted in the identification of targets involved in the funding of illegal activity and criminal enterprises.

6. Partner with Solicitor General Department to ensure police and communities are aware of options to develop policing committees.

All affected communities have been made aware of the option and have been provided the opportunity to receive a presentation on policing committees. Three communities have requested and subsequently received the presentation.

No additional presentation requests were received.

GOAL 1: DELIVER INNOVATIVE, COORDINATED, VISIBLE AND ACCOUNTABLE POLICING

Objective 4: Enhance response at high risk locations and community activities

Owner: C/Supt. Fred Kamins, Deputy CROPS Provincial/Municipal Police Service Support

Measures	Target 08-09	Quarter #4: Report on Measures
1. Number of Backup plans implemented by Detachments	105	100% - Target reached.
2. Number of integrated enforcement activities for traffic, drugs and detachments	Establish baseline for traffic, drugs and detachments	1,202 integrated initiatives during this quarter will serve as a baseline for future years.
3. Identify percentage of time each category of employee dedicates to proactive community activities at each detachment	Establish baseline of proactive time for employees	44,905 hours for all categories of RCMP employees were contributed in proactive community activities for this quarter. This will serve as a baseline for future years.

Quarter #4 Reporting on Strategies:

1. Complete risk assessments on backup and analysis of shift schedules at each detachment.

All backup plans have been reviewed and implemented within the Division. A national template was developed to ensure consistency across the RCMP organization.

2. Consult with District Officers and Contract Policing Officer to complete backup template.

The Division template is completed and operationalized. National back up template is being implemented and is fifty percent complete.

3. Operationalize backup plans.

Division template completed.

4. Analysis of current integrated enforcement activities through consultation with program managers, District Officers and Annual Performance Plan (APP).

Ongoing analysis currently being conducted.

5. Establish analytical capacity in contract policing.

Analytical support is in the process of being established. Further enhancement of analytical capacity within contract policing will be sought through the ARLU process.

ABORIGINAL POLICING

GOAL 2: CREATE OPPORTUNITIES FOR PREVENTION, PARTNERSHIPS AND ENFORCEMENT INITIATIVES TO ADDRESS CRIME IN ABORIGINAL COMMUNITIES

Objective 1: Implement an Aboriginal Gang Strategy

Owner: Insp. Cal Demerais, Officer In Charge Aboriginal Policing Services

Measures	Target 08-09	Quarter #4: Report on Measures
1. Completion of Aboriginal Gang Strategy	Complete by 2009-03-31	The development of the overall strategy has been completed. Due to resourcing issues, specific components of the strategy are not ready for implementation.
2. Ratification of the strategy by internal and external partners	Complete by 2009-03-31	The strategy has been accepted by internal partners. A meeting with external partners will take place in the spring of 2009.
3. Establish a baseline for number of gang-related incidents of violence	Complete by 2009-03-31	A preliminary baseline of gang-related incidents has been established. This list of gang-related incidents will require analysis to determine accuracy.

Quarter #4 Reporting on Strategies:

1. Education – Develop training for members focused on source development, gang member identification and information versus intelligence. Develop training for members to share with communities on gang awareness and prevention.

This strategy will develop presentations for both our frontline police officers and the communities they serve. The presentations will focus on awareness and prevention of gang-related activities. Work developing and implementing this initiative will continue during the next fiscal year.

2. Enforcement – Develop a system that will support a divisional intelligence data bank to support targeted enforcement.

The system to support this initiative has been developed and is ready to roll out. This will be completed and implemented once resources have been identified.

3. Intelligence – Develop a communiqué to members regarding the use of the Gang Activity Violation Code.

A communiqué on reporting gang-related incidents was issued within the Division on June 1, 2008. As a result, a preliminary baseline of gang-related incidents has been established but the list of gang-related incidents has not been reviewed and vetted for accuracy.

To ensure consistent and accurate use of specific gang activity computer codes, reviews of investigations are completed to ensure accuracy.

Ongoing education of frontline officers on the use of this code is essential to the gathering of intelligence on gang-related crime.

4. Exit Strategies – Develop a list of resources, exit strategies and other supports available for individuals who want to leave gangs.

An employee seconded from Correctional Service of Canada (CSC) who is working in Aboriginal Policing Services has met with several offenders involved in the CSC's Pathways program and the In Search of Your Warrior program. The goal of these discussions is to determine how these programs might be extended beyond the correctional institutions to offer ongoing support for those wanting to leave the gang lifestyle. It has been determined that while these programs can assist offenders, several aspects still need to be addressed in the community. The strategies that combine prevention and intervention must include pro-social skills training, education and job opportunities.

Discussions with a psychological facilitator, who has worked with long term offenders, have been ongoing to help us determine the best path for proceeding with certain aspects of the programming.

A meeting was held with Native Counseling Services of Alberta (NCSA) to discuss their assistance in the facilitation of gang-exiting programs in the communities in need.

CSC's Aboriginal Community Liaison Officer and Aboriginal Community Development Officer in the Edmonton Area Parole Office help "K" Division's Aboriginal Policing Services access support for individuals seeking to leave gangs.

ABORIGINAL POLICING

GOAL 2: CREATE OPPORTUNITIES FOR PREVENTION, PARTNERSHIPS AND ENFORCEMENT INITIATIVES TO ADDRESS CRIME IN ABORIGINAL COMMUNITIES

Objective 2: Improve the management of enhanced policing agreements (casinos), Community Tripartite Agreements (CTA) and Aboriginal Community Constable Program (ACCP) to ensure exclusive service to the Aboriginal communities

Owner: Insp. Cal Demerais, Officer In Charge Aboriginal Policing Services

Measures	Target 08-09	Quarter #4: Report on Measures		
1. Percentage of enhanced policing positions (casinos), CTAs and ACCP positions operating within mandate	85%		Target	Qtr 4 Report
		Casino	3 of 4	4
		CTA	8 of 9	5
		ACCP	32 of 37	2

Quarter #4 Reporting on Strategies:

1. Review existing Memorandums of Understanding (MOU) with Aboriginal communities to identify what reporting is required as per the MOU and review the satisfaction levels of the reporting with communities. MOU's had been identified to be in place at four First Nations communities specifically for the purpose of enhanced policing at casinos in Cold Lake, Alexis, Enoch and Morley.

Reports were provided by the detachments on the RCMP responsibilities as outlined in each MOU and their compliance to these responsibilities.

Our review of all reports indicates that RCMP responsibilities are being met.

2. Develop clarity around the use of CTA, enhanced (casino) and ACCP positions in statistical reporting to the Province.

This initiative has been completed. Enhanced positions are no longer used in the detachment ranking system calculations. This provides a clearer picture on available frontline first responder resources which will not draw on the CTA, Enhanced and ACCP mandated resources.

3. Develop a communiqué to the members (members working in detachments & members working in ACCP/CTA positions), managers (detachment commanders, district officers and new commander courses) and communities outlining the mandate of the ACCP and FNCPS Framework Agreements.

A memorandum has been sent out from the Officer In Charge of Contract Policing to District Officers outlining responsibilities within the ACCP and First Nations Community Policing Service Framework Agreements. The content addresses the need to communicate on a regular basis with community leaders on these agreements and ensure mandates are understood and met.

LPOLICING

GOAL 2: CREATE OPPORTUNITIES FOR PREVENTION, PARTNERSHIPS AND ENFORCEMENT INITIATIVES TO ADDRESS CRIME IN ABORIGINAL COMMUNITIES

Objective 3: Enhance the Division’s HR Capacity to deliver Aboriginal programs

Owner: Insp. Gary Peck, Officer In Charge Career Development and Resourcing Services

Measures	Target 08-09	Quarter #4: Report on Measures
1. Increase number of Aboriginal applicants	Increase of 6 Target = 70 (Division 07/08 Total = 64)	There were 79 Aboriginal applicants this fiscal year, which exceeds the target of 70.
2. Increase number of Aboriginal members in designated positions	Increase of 5% Target = 76 (Division 07/08 Total = 73)	There are 76 designated positions filled by Aboriginal members. This is an increase of 5 percent.

Quarter #4 Reporting on Strategies:

1. Develop an integrated Aboriginal recruiting strategy in conjunction with other police agencies for the Province of Alberta.

The Recruiting Alberta Police (RAP) was a provincially funded integrated recruiting initiative by all provincial police agencies aimed at attracting applicants to careers in law enforcement. Several post-secondary marketing programs participated in this initiative. Students were invited to submit recruitment marketing strategies to a contest held by RAP. Students from the Northern Alberta Institute of Technology won the competition. Student teams then worked with police recruiting units to implement the student strategies in a joint recruiting campaign that saw the RCMP and other law enforcement agencies work together at RAP events throughout the province.

2. Partner with Aboriginal Policing to increase the awareness of recruiting among the Community Tripartite Agreement members across the province.

“K” Division CTA members have identified a number of suitable candidates for the Aboriginal Youth Training Program which offers Aboriginal youth the chance to work with RCMP members. This program is aimed at 19 to 29 year-olds who might be considering a career in law enforcement.

3. Ensure recruiting members are relaying the importance of having applicants self-identify when writing the RCMP Aptitude Battery (RPAB) test.

This has become ongoing core business for the RCMP Recruiting Unit. Potential applicants are encouraged to complete the self-identification form which accompanies the standard application.

4. Increase the presence of the RCMP recruiting message in Aboriginal communities throughout Alberta.

An RCMP recruiting officer of Aboriginal background has attended Aboriginal events across the province.

“K” Division Recruiting Section was invited to the Provincial Métis Conference and with the assistance of other Aboriginal RCMP police officers, a member of Métis heritage delivered the recruiting message at the conference.

5. Identification and placement of Aboriginal Career Development Resource Advisor (CDRA) to facilitate succession planning of Aboriginal members into designated positions.

This employee has been in place from the beginning of the year and has provided RCMP members of Aboriginal heritage with career counselling. He has also assisted in educating those members to identify suitable police applicants within the Aboriginal communities they serve.

6. Develop a communication strategy outlining the benefits of the First Nations Police (FNP) Program.

During 2008/2009, the Aboriginal Policing Services initiated the following initiatives, which comprised a communication strategy that outlined the benefits of the FNP Program:

- 1) Presentations were made to all members in the FNP Program in November 2008. These presentations focused on the intent and mandate of FNP positions.
- 2) The involvement of the Aboriginal Career Manager at the annual training session to discuss the FNP program has increased knowledge among members about the FNP program and how it can benefit their careers.
- 3) To improve management of the FNP Program, Aboriginal Policing Services has been focusing on increased compliance of the FNP Program. Increased compliance will allow these members to fully realize the benefits of being in the FNP Program. By ensuring that these programs are in compliance and that duties are utilized appropriately, the members will be able to focus on proactive community priorities instead of a reactive response.
- 4) Aboriginal Policing Services focused on direct, face-to-face communication with all members to ensure their understanding of the importance of program compliance and to gauge the response to the message.

ORGANIZED CRIME

GOAL 3: ENHANCED RESPONSE TO SERIOUS, VIOLENT AND ORGANIZED CRIME

Objective 1: More effective and efficient approach to disrupt and/or dismantle criminal groups or organizations.

Owner: Supt. Joe Loran, Officer In Charge Integrated Policing

Measures	Target 08-09	Quarter #4: Report on Measures
1. Number of investigations targeting groups or individuals identified in the Provincial Threat Assessment (TA) or through the Target Validation Selection Group (TVSG)	6	There were a total of 10 investigations initiated or completed into criminal entities identified in the Provincial Threat Assessment (PTA). Target exceeded.
2. Number of persons charged from the targeted investigations	10	Total of 12 persons charged from targeted investigations. Target exceeded.
3. Number of offences from the targeted investigations	10	Total of 15 significant offences from targeted investigations. Target exceeded.

Quarter #4 Reporting on Strategies:

1. Enhance Intelligence and Serious Crimes Branch Models.

Serious Crime Branch model has been approved and implemented as human resources permit. Full implementation is dependent on available resources. An ARLU submission for additional resources has not been supported to date.

The ALERT Intelligence Model has been developed and is being implemented.

2. Pursue innovative resource options to identify opportunities for the use of non-police officer personnel.

The reclassification and creation of positions for a Civilian Member or Public Servant employee category rather than a Regular Member has been reviewed. Funding has been identified for the required growth and after examination, these positions will be staffed with five Civilian Members rather than five Regular Members.

To meet emergent investigational requirements, retired police personnel with specialized expertise continue to be utilized as Temporary Civilian Employees (TCE). These pressures would otherwise require the hiring of a Regular Member. RCMP units and detachments continue to integrate with the Provincial Sheriff Program involving surveillance units, Traffic Services and SCAN units to maximized Regular Member utilization whenever appropriate.

3. Develop a more effective ALERT model by enhancing the role of the Joint Management Team (JMT) and creation of Operational Management Teams (OMTs).

The ALERT model lines of responsibility and service delivery have been reviewed to maximize the efficiencies and support provided to the ALERT units. The results and recommendations of this review process are being completed.

ORGANIZED CRIME

4. Engage the non-police community in assisting in enforcement efforts and providing or implementing solutions to the causes of serious, violent and organized crime.

The strategies developed in the previous reporting have become entrenched in operations. The education of groups targeted by organized crime continues. Examples of this work include the Hobbema Gang Strategy aimed at repeat offenders and Custom and Excise's participation at jewelry trade shows aimed at educating the business community about organized crime activities in that industry. The Commercial Crime Sections continue to make public presentations on how organized crime targets investors and seniors. The Integrated Market Enforcement Team (IMET) continues to attend industry trade shows to educate the public and industry on organized crime in the financial markets. The Clan Lab Enforcement and Response (CLEAR) Team continues to educate and develop contacts with the precursor industry.

Drugs and organized crime enforcement sections continue to raise public awareness through the Kids and Drugs Program and its "A Parent's Guide to Prevention".

5. Enhance federal participation in provincial integrated programs to address serious, violent and organized crime such as Source Development, Counterfeit Coordinator, and Federal Enforcement Section, and enhanced capacity in Commercial Crime, Customs & Excise, Drugs, Immigration & Passport, and Integrated Border Enforcement Team (IBET).

Federal participation continues where there is an overlapping mandate. Partnerships have been formed with the integration of federal units in support of provincial operations and ALERT units. Integrated Proceeds of Crime (IPOC)/Drug resources supporting Roving Traffic Units, Integrated Response to Organized Crime (IROC)/IPOC/Drugs/Commercial Crime Section (CCS) partnerships on organized crime and gang files. Tech Crime support of provincial units, Customs & Excise partnerships with Alberta Gaming and Liquor Commission (AGLC). The Source Development Unit, in its early stages of deployment, is providing support to provincial programs such as IROC, Serious Crime Branch (SCB) and the gang units.

6. Enhance the investigative efficiency of police through use of Major Case Management (MCM), Performance Improvement, Integration and Partnerships, High Volume Vehicle Stops and dedicated crown.

Additional human resources have been requested for electronic Major Case Management (MCM) through the ARLU process to increase service delivery capacity. Additionally in this reporting period, two courses in MCM training have been provided to dedicated MCM Divisional personnel.

The development and delivery of the Managers Development Program (MDP) and the Supervisors Development Program (SDP) courses were completed. Three MDP and five SDP courses have been delivered to address the current experience levels.

The Advisory Crown Prosecutor continues to support the operations of IPOC, IROC and Integrated Market Enforcement Team (IMET).

High volume traffic stops continue as an ongoing initiative which generates leads and intelligence for IPOC, IROC, gang and drug units.

SERIOUS AND VIOLENT CRIME CRIME

GOAL 3: ENHANCED RESPONSE TO SERIOUS, VIOLENT AND ORGANIZED CRIME

Objective 2: More effective and efficient investigations of serious and violent crime

Owner: Supt. Mike Sekela, Officer In Charge Serious Crimes Branch (SCB)

Measures	Target 08-09	Quarter #4: Report on Measures
1. Number of prosecutions of serious and violent crime not proceeded with due to the quality of the investigations.	Create a baseline – complete analysis of what presently exists.	Survey and results completed. Baseline established.
2. Satisfaction level of Crown with court packages.	Create a baseline from survey.	Survey and results completed. Baseline established.
3. Implementation of transitional plan for Serious Crime Branch (SCB) / Project KARE.	Restructure of SCB	Awaiting response following presentation to Government of Alberta in the spring 2009.

Quarter #4 Reporting on Strategies:

1. Complete analysis to develop a baseline to determine present status of number of prosecutions of serious and violent crime not proceeded with due to the quality of the investigation.

Table#2: Court Dispositions for Cleared Files

Year	Stay	Withdrawal	Dismissal	Acquittal	Pending	Conviction	Total
2006	3	3	0	2	10	55	73
2007	0	2	1	1	10	25	39
Total	3	5	1	3	20	80	112

SERIOUS AND VIOLENT CRIME

Table#3: Percentage of Files Resulting in Non-Convictions

Year	Total Files	Non-Conviction	Percentage of Non-Conviction
2006	73	8	10.96%
2007	39	4	10.26%

Table#4: Reasons for Non-Convictions [2006]

	Stay	Withdrawal	Dismissal	Acquittal
Crown/Police Joint Decision	1			
Inadequate Disclosure				
Incomplete Investigation				
Legal Argument				1
Victim/Witness Did Not Cooperate	2	1		1
Offender Died Before Disposition		2		

Table#5: Reasons for Non-Convictions [2007]

	Stay	Withdrawal	Dismissal	Acquittal
Crown/Police Joint Decision		1		
Inadequate Disclosure				
Incomplete Investigation				
Legal Argument				
Victim/Witness Did Not Cooperate		1	1	1
Offender Died Before Disposition				

2. Create categories of reasons why serious crime cases were not successful in order to track where improvements can be made.

As per above categories within the tables.

3. Complete a survey to determine the satisfaction level of Crown with Major Crime disclosure packages.

Survey has been completed and distributed. Feedback has been positive in all categories. Baseline established.

VIOLENT CRIME

4. Implement transition of Project KARE business case. The Province of Alberta to decide on permanent funding of KARE, implement partial transition while awaiting decision.

This matter is proceeding as per the plan while awaiting a decision on permanency. The Interview Assistance Team is in place. The Team Commander accreditation has commenced. Electronic Major Case Management has been built in Serious Crimes Branch, teams have been re-structured, policy has been changed and the Historic Homicide Unit is in place. A presentation to the Province is scheduled for spring 2009.

5. Renew, modify and resubmit three-year business case for human resources required for Serious Crime Branch. Complete an analysis that indicates the number of members required to complete a serious crime investigation.

A completed and re-submitted business case has been submitted and is included in this year's ARLU request.

Major Case Management within Serious Crimes Branch (SCB) has received approval for four TCE's to assist with 22 disclosure packages.

A business case was submitted in November 2008 for resources separate from ARLU request. Integrated Risk Management assessment has been completed for Serious Crimes Branch.

Serious Crime Branch is requesting 27 Regular Members.

6. Research and recognize potential efficiencies with similar mandated units (i.e. Integrated Response to Organized Crime (IROC), Metro Edmonton Gang Unit (MEGU), etc.)

Discussions with Edmonton Police Service began on this issue and the outcome of these discussions (i.e. best practices) will be reported when the discussions are completed.

7. Implement, in collaboration with the Alberta Serious Incident Response Team (ASIRT), Section 46.1 Protocol under the Police Act which deals with the investigation of serious injury or deaths of persons that may have resulted from the actions of a police officer, and police conduct matters of a serious or sensitive nature.

A workable Memorandum of Understanding has been developed and has recently been ratified. All RCMP human resources for ASIRT are in place.

INTELLIGENCE LED POLICING

GOAL 3: ENHANCED RESPONSE TO SERIOUS, VIOLENT AND ORGANIZED CRIME

Objective 3: More effective and efficient approach to the development and use of intelligence information to respond to serious, violent and organized crime

Owner: Insp. Clemens Imgrund, Officer In Charge Division Intelligence

Measures	Target 08-09	Quarter #4: Report on Measures
1. Implementation of new intelligence model	Complete by 2009-03-31	It is expected that the new Intelligence Model Process will be ratified and consequently, that process has been implemented.
2. Number of tactical analysts supporting the intelligence process	2	<p>Red Deer Criminal Intelligence Section has one analyst dedicated to tactical work.</p> <p>Calgary Criminal Intelligence Unit (CCIU) has four strategic analysts dedicated to tactical work.</p> <p>Edmonton Integrated Intelligence Unit (EIIU) has one strategic analyst dedicated to tactical work</p> <p>Total is 6.</p>
3. Number of products produced by the intelligence community resulting in enforcement action	4	<p>Red Deer Criminal Intelligence Section supplied multiple source debriefing reports to Red Deer City General Investigation Section which were used in support of project production orders.</p> <p>Source information was supplied to a central Alberta detachment which initiated a drug investigation in the respective community.</p> <p>CCIU and EIIU have each conducted eight intelligence probes which have led to enforcement action.</p> <p>Total is 18.</p>

Quarter #4 Reporting on Strategies:

1. Development of new intelligence model utilizing the Intelligence Risk Assessment as the basis for change management.

The Intelligence Model went to the ALERT JMT for review in early January 2009. There is a current review of the Provincial Intelligence program being undertaken by ALERT with input from some members of the Intelligence Steering Committee.

Although there may be a new structure for the intelligence community as a result of the ALERT review, it is expected that the new Intelligence Model will be ratified; consequently, that process has been implemented.

LED POLICING

2. Develop a communication strategy to clarify expectations regarding intelligence product requirements for criminal investigations.

No formal work has been done on the communication strategy.

3. Develop reporting lines for embedded analysts, within enforcement units, to promote standardized training and practices.

As part of the RCMP Project Analyst, a risk-based study aligning and standardizing the RCMP analysts within the Province was signed off by "K" Division management on February 16th, 2009.

The Division Criminal Analysis Section held the first "K" Division professional development workshop on March 12 and 13th 2009. The majority of the Division's analysts participated. The workshop consisted of lectures in note taking, CV preparation, ethics, project analysis, source witness protection, and Crime Stoppers. The workshop also provided the analysts with professional networking opportunities.

VICTIMS OF CRIME

GOAL 4: ENSURE USE OF POLICE BASED VICTIM SERVICES UNITS

Objective 1: Enhance knowledge and skills of employees responsible for providing service

Owner: Insp. Rick Grosul, Officer In Charge Community Policing

Measures	Target 08-09	Quarter #4: Report on Measures
1. Increase number of referrals relative to occurrences.	Establish Baseline	<p>"K" Division Victim Services Program Manager will be developing a quarterly report to be completed by RCMP-based Victims Services units. This will capture reporting of all RCMP referrals received by the units and the specific types of files. Mandatory completion of this report will be added to the revised Local Memorandum Of Understanding in 2010.</p> <p>Completion of baseline information will not be available until late in 2009.</p>
2. Produce provincial training packages and delivery model in partnership with the province.	Complete by 2009-03-31	Packages completed as a shared project with Alberta Solicitor General & Public Security Ministry. Training is being provided to frontline members.
3. Percentage of local MOUs in place where there is a police based Victim Services Unit.	100%	Completed.

Quarter #4 Reporting on Strategies:

1. Application of mandatory unit level quality assurance process to ensure compliance with Local Memorandum of Understanding.

Unit level quality assurance has been circulated in draft format to detachments. No further action has occurred as a Victim Service Program Manager has recently been hired and tasked with a number of priority projects that had been put aside because this position was vacant for more than a year.

OF CRIME

GOAL 4: ENSURE USE OF POLICE BASED VICTIM SERVICES UNITS

Objective 2: Enhance victim service capacity in Aboriginal communities in partnership with the province

Owner: Insp. Rick Grosul, Officer In Charge Community Policing

Measures	Target 08-09	Quarter #4: Report on Measures
1. Increase victim service advocates at community level	5%	<p>A baseline for the number of volunteer advocates at the community level was only able to be established for 2008-2009.</p> <p>This equaled a total of 595 in the province. The strategy in support of this objective is expected to drive target results during the next fiscal year.</p>

Quarter #4 Reporting on Strategies:

1. Address the significant delays in processing of security applications for volunteers.

Internal partners responsible for the RCMP security clearance process met and identified each step of the clearance process and set a maximum target of 91 business days to process the clearances.

A RCMP Victim Service Program Manager has been identifying who will be responsible for each stage of the clearance process. The most significant change will be that the Victims Services Coordinator will be responsible for distributing and collecting completed forms at the onset of the process. Progress has been made in streamlining the ability for the coordinators to take over responsibilities previously assigned to frontline members and which received lower priority.

