FUNDING REQUEST

2018/2019

CRIMINAL ANALYSTS

Insp. Robert A. Doyle

Halifax District RCMP

November 20th, 2017

<h1 align="center">1.0 Overview</h1>

Topic Title: Crime Reduction

Sponsor: OIC Halifax District

1.1   HRM Decision Requested

HRM is requested to provide support for:

The establishment of two (2) permanent Crime Analysts (Municipal Employees or RCMP Public Service Employees) beginning in 2018-19, in support of the Halifax District Crime Reduction Strategy. One position would be working in Halifax District with the other in the newly created Real Time Crime Center (RTCC) integrated with Analysts from Halifax Regional Police. Total projected on-going costs of the positions is:

1.	Municipal Employee Crime Analyst X 2:	(Year 1)	$124,168.12
		(Year 4)	$194,626.02
2.	RCMP Public Service Employee Analyst X 2:		$172,856.00

1.2   Key Issue

Intelligence-led policing in Nova Scotia has been effective in attacking high level organized and street level crime by integrating resources and making operational decisions based on evidence and solid intelligence. Comprehensive analysis is critical to effective enforcement, the efficient deployment of resources and a thorough understanding of local crime trends and patterns. The deployment of crime analysts throughout the province with Halifax District being the original leader has been key to a successful crime reduction strategy.

The role of the criminal analyst is to conduct research and analysis of police data that serves to support strategy as well as to provide recommendations to front line officers aiding in effective tactical and operational activity. Crime Analysts provide advice to Senior Management to implement effective crime reduction initiatives (CRI) as well as provide tactical recommendations that assist middle management in focusing their enforcement actions on targeted crimes and/or offenders in order to reduce victimization and recidivism.

1.3   Need for Action at This Time

Halifax District RCMP participated in the original research and examination of the feasibility of implementing an integrated Real Time Crime Centre (RTCC) for Halifax Regional Municipality in partnership with Halifax Regional Police. RTCC implementations have become popular in recent years throughout the US and Canada as they enable law enforcement to analyze information quickly and provide police officers with timely, comprehensive, actionable intelligence. Providing real time and open source intelligence (OSINT) by way of the RTCC will assist police officers in identifying suspects at the earliest opportunity, substantially shorten the length of investigations, reduce investigative costs and help prevent crime. This approach increases officer safety through real-time situational awareness, reduces the lost time spent gathering and analyzing data and provides innovative opportunities for intelligence-led policing and targeted enforcement. It truly is the next level of preventing and reducing crime. HRP opened the RTCC in February, 2015 as a pilot and it has since moved to the new CID headquarters at 50 Garland Ave.

A valuable example highlighting the need for the RTCC was the "Valentine's Day File" and the planned potential mass shootings at the Halifax Shopping Center. This international complex file clearly demonstrated the value to the HRM in having immediate and dedicated analysis of an emerging serious situation.

In addition to the RTCC, Halifax District has been the first District in the Province to implement the COMSTAT model of policing. That model is evidence-based and targets individual high risk offenders through proactive intervention by a wide range of public safety partners and community based services. In addition to this, COMSTAT maximizes the use of information and intelligence which proactively allows the Analyst to support the front line by identifying hotspots and recidivists. Based on early successes in Halifax District, the existing RCMP Crime Analyst has worked fulltime with our partners at the East HRP Division building to assist HRP in implementing a similar COMSTAT model that eventually spread across all HRP Divisions. The continued success and advancement of the crime reduction model for HRM and COMSTAT will be dependent on strong analytical support available to identify youth at risk and the socio-environmental factors at play.

The addition of two permanent crime analysts for Halifax District would allow the RCMP to properly support the RTCC and support the current Crime Reduction model as well as enhance public safety within Halifax District and the HRM.

1.4   Background

'H' Division RCMP, through its Divisional Criminal Analysis Section (DCAS) currently employs several full time Federal Criminal Intelligence Analysts providing tactical and strategic analytical support to RCMP Federal and International Operations. There are also full-time Provincial Criminal Intelligence Analysts with Criminal Intelligence Service Nova Scotia (CISNS) providing tactical and operational support for serious and organized crime investigations undertaken by Major Crimes Units throughout the province.

Currently, Halifax District has only one Crime Analyst position responsible for providing critical intelligence and facilitating our COMSTAT model to the entire District. The District employs the COMSTAT model that drives our crime reduction strategy. This model relies heavily on the analysis of data and intelligence. Analytical support is a key component of the model. COMSTAT has had a significant impact on the reduction of crime in Halifax District realizing a double digit reduction in property crimes for several years. Although the results have been significant, advancement is restricted now by the capacity that can be managed by the current Crime Analyst. Having one Analyst for Halifax District places significant demands on the analyst and does not allow for the same analytical service District wide. There are increasing demands for analytical services across the District. Additional Crime Analysts will alleviate pressure placed on the current overtasked Analyst and ensure timely and effective analysis takes place. This will address serious criminal activity, priority and prolific offenders and Sr. Management needs.

The 2013-2014 ARLU submission for the RCMP secured permanent funding for the pilot Crime Analyst positions at Kings, Yarmouth, Colchester and Antigonish Counties. The value of these crimes analyst positions cannot be overstated. At the same time, Halifax District has managed to reduce crime significantly with a single crime analyst providing assistance to over 200 members. Over the last several years, consistent reductions in targeted crime types have been realized with break and enters and mischief to property reduced by more than 50%. However this success is not sustainable in the current environment without additional analytical support; new CRI's cannot be implemented and certainly will not allow Halifax District RCMP to participate

in the Real Time Crime Center with HRP. The current Analyst is simply beyond capacity now and previous efforts to secure the positions in Halifax District with the Province through the ARLU process have not been successful. Furthermore, if an attempt were made to secure funding through the PPSA, it would have to be incorporated into the RCMP's Multi-Year Financial Plan ultimately significantly delaying the process without any guarantee of approval when up against the other pressures throughout 'H' Division.

Two (2) additional permanent Crime Analyst positions are fundamental to maximizing crime reduction success throughout Halifax District. These employees will provide actionable intelligence to RCMP Members, assist District Commanders with operational decision-making and allow District Senior Management to implement effective Crime Reduction initiatives throughout Halifax District and support the crime reduction efforts in all of Halifax.

1.5   Contact

C/Supt Lee Bergerman
OIC Halifax District
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2.0 Strategic Direction

2.1 Internal Links

Crime Reduction or more generally, intelligence-led policing, is completely aligned with all government and RCMP strategic directions. At the most fundamental level, it ensures that decisions are evidence-based and focused on activities that will have a positive impact on desired outcomes. Crime analysis enables a better understanding of crime, crime trends and who is driving crime in respective areas. Experience shows that strategies to address prolific offenders have a significant impact on local crime and calls for service.

The RCMP is committed to safe homes and safe communities for all Nova Scotians and to accomplish this, the fight against organized crime has been established as a strategic priority. Using an intelligence-led, integrated approach, the RCMP is focusing its activities on reducing the threat and impact of organized crime.

2.2 External Links

Justice Nova Scotia has made significant investment in policing over the past several years including the "Additional Officer Program" in support of the Safer Communities approach to target organized criminal activity. This investment has resulted in intelligence-led enforcement initiatives, targeting street level criminality in all Nova Scotia communities.

3.0   Key Information

3.1 Context

'H' Division RCMP has demonstrated a commitment to a problem-oriented, evidence-based policing approach that addresses crime and community concerns through analysis of their cause and effect. From that analysis, effective responses are developed that allow police leaders at all levels to address issues that are not limited to enforcement. The existence of provincial crime

analysts throughout Nova Scotia has ensured a greater level of operational effectiveness in support of successful provincial initiatives driven by District level enforcement efforts.

The role of the crime analyst is to provide an image of crime to police decision-makers to enable police leaders to focus resources on crime reduction activities and to achieve operational objectives. This is accomplished through intelligence-led policing, targeting prolific offenders, monitoring and analyzing police responses and working collaboratively with other partners (i.e. Health, Corrections and Community Services) to work toward more proactive measures of reducing crime. Analysis is a key component of any CRI and for Halifax District to be successful in this problem-oriented policing approach it is fundamental to have two Crime Analysts positions created.

These assets will provide actionable intelligence to RCMP members, assist District Commanders with operational decision-making and allow District Senior Management to implement effective Crime Reduction initiatives throughout the area.

3.2 **Funding Profile**

See Appendix 1 and 2 attached for details and funding options.

3.3 **Summary**

Adding crime analyst capacity in Halifax District will fully support the RCMP's commitment to Contract and Aboriginal Policing and enhance the effectiveness of all levels of policing in Nova Scotia. Analysis of criminality at the local level will contribute to efforts against organized crime through a greater understanding of what influences crime trends in Nova Scotia communities.

The new analyst positions will enable the application of intelligence-led, problem-oriented policing in Halifax District and increase intelligence sharing throughout Nova Scotia. All Districts have adopted a consistent approach in analyzing crime and community concerns within their jurisdiction. Halifax District will have the capacity to imbed a crime analyst within the RTCC thereby enhancing police effectiveness, addressing violent crime in real time, improving communication and relationships with other law enforcement partners including the Provincial and Federal Departments of Justice.

3.4 **Job Description**

See Appendix 3 attached.

4.0 Implementation Strategy

Option 1

2018 / 2019

> Two (2) permanent, Municipal Employee Crime Analyst positions to be created and staffed, seconded to the RCMP. Total cost to the HRM would be $124,168.12 in the first year and incrementally increasing to $194,626.02 by year three. These positions would be municipal employees working with and reporting to the RCMP under a secondment agreement. They would be separated from and in addition to the police contract (PPSA).

Option 2

2018 / 2019

Two (2) permanent, RCMP Public Service Employee Crime Analyst positions to be created and staffed. Total on-going cost to the HRM through the PPSA would be $246,938 at 100% and $172,856.60 at 70%. They would be directly employed by the RCMP with a timeframe of 18 months to two years before approval followed by an implementation period.

In either case;

- The two positions will be based in Halifax District, to assist the existing Crime Reduction Model.
- The two positions would have a direct report to Halifax District and tasked accordingly.

_____   _____

C/Superintendent Lee Bergerman   Date
Officer in Charge
Halifax District

Appendix 1
HRM Municipal Costing

	0-1 Year	1-2 Year	2-3 Year	3+ Years
EXPENDITURE CATEGORY				
Base Pay	$49,296.32	$59,155.59	$69,014.85	$78,874.11
TOTAL INDIRECT EXPENDITURES				
CPP Contributions	$ 2,266.92	$ 2,618.55	$ 2,618.55	$ 2,618.55
EI Contributions	$ 1,169.31	$ 1,218.61	$ 1,242.18	$ 1,242.18
WCB Contributions	$ 1,015.00	$ 1,218.61	$ 1,242.18	$ 1,242.18
Pension Contributions	$ 6,019.08	$ 7,222.90	$ 8,426.71	$ 9,630.53
Retire Allowance	$ 591.56	$ 709.87	$ 828.18	$ 946.49
Group Benefits	$ 1,725.37	$ 2,070.45	$ 2,415.52	$ 2760.59
TOTAL INDIRECT EXPENDITURES	$11,180.68	$13,152.45	$14,701.34	$16,250.23
TOTAL COSTS AT 100%	$62,084.06	$74,236.51	$85,786.55	$97,313.01

Appendix 2
'H' Division RCMP Costing

Public Service Employee EC-05 Under PPSA

Expenditure Category	2019/20	Comments
Direct Expenditures	**1 PSE**	
Pay		
Base Pay- EC-05	$94,219	Economics and social science services (EC) classification
Total Pay	$94,219	
Operating and Maintenance		
050 Travel	$ 4,000	
191 Training	$ 10,000	Two mandatory training courses/employee ($10,000)
540 Miscellaneous Expenditures	$ 1,000	
Total O&M	**$ 15,000**	
TOTAL DIRECT EXPENDITURES	$109,219	
Indirect Expenditures		
Pension - Public Service Employees	$ 10,110	
Canada Pension Plan – Public Service Employee	$ 2,745	
Employment Insurance – Public Service Employees	$ 1,395	
Total Indirect Expenditures	**$ 14,250**	
Total Cost @ 100%	**$123,469**	
Provincial Share @ 70% billed to HRM	**$86,428**	

APPENDIX 3 – Job Description

PRIMARY DUTIES & RESPONSIBILITIES

1. Collects, collates, and synthesizes crime data from various reports.

a. Analyze crime patterns, trends, incidents, and criminal information through the application of sound research, statistical calculations, and investigative techniques.
b. Identify tactical and strategic intelligence to support recommendations in deployment strategies that meet long and short-term policing needs and operational priorities.
c. Recommend to management crime reduction strategies though special research projects based on results of crime analysis and daily monitoring.

2. Prepares association charges, timeliness, and presentations.

a. Design and develop data collection strategies and implement these strategies by collecting, assembling, analysing and interpreting investigative and/or intelligence data in order to prepare various types of documents outlining crime series detection, suspect-crime correlation, and target-suspect data to provide assistance and/or direction to investigations.

3. Generates reports in graphic, narrative, and data table information for dissemination.

a. Review Calls for Service, General Occurrences, QRU reports to prepare products, such as Discharge Firearms Report, Homicide Report.
b. Compile offender release, drug search/seizure, BOLO, significant events into the daily CAU Report and disseminate daily.

4. Develops an intelligence database linking individuals with criminal activities.

a. Develop and maintain databases for use in crime and traffic analysis.
b. Review and maintain list of targets for active operations, such as, Operational Breach.

5. Develops and maintains a library of profiles of active criminals.

a. Researches backgrounds of suspects and their associates and assembles pertinent data; obtains recent photographs together with proof of data source and prepares profile packages in support of investigations.

6. Identifies problem crime areas, determines crime patterns and series within the patrol divisions and keeps the Divisional Commanders and Supervisors apprised.

7. Provides statistical support to internal and external clients.

a. Liaise with external partners such as local, provincial, federal, and international law enforcement agencies. Maintain awareness of local and regional policing initiatives that may affect local criminal activities. Participate in multi-jurisdictional task forces, investigations, and threat assessments.
b. Provide expert information as required and participate in meetings, briefings, and conferences with police personnel, management and related government agencies and external stakeholders.

8. Consults with Divisional Commanders and Supervisors to provide them with the necessary information to develop objectives to deal with crimes, directed patrols, a means of pro-active problem identification and solution, and increased patrol division knowledge.

   a. Prepare and present daily, weekly, monthly reports to Senior Management with recommendations for action and/or advising on criminal event series/crime problems.

9. Provides analytical support for police operations

   a. Provide analytical support to all areas of policing, including Major Crime, Fraud, GIS, and other units within Criminal Investigative Division.
   b. Conduct reviews of Cold Case Files, identify gaps in initial investigation, and conduct research to identify new information, provide results of review to lead investigator.
   c. Liaise with interview team to design and produce products such a photos and charts that will be used during suspect interview.
   d. Provide analytical support to investigators during suspect interviews, such as; confirming information to evidence gathered.
   e. Monitor Part VI authorizations and intercepts during active investigations, and reply information to investigators in the field.
   f. Monitor social media platforms to provide ongoing intelligence to investigators. Ensure capture of social media evidence for purposes of investigation and court proceedings.
   g. Evaluate and validate intelligence information gathered from various sources to assist investigators.

10. Collects, reviews, vets and assists with the quality control of confidential source debriefs. Uploads, maintains, and disseminates confidential source information and related databases as approved by the Informant Control Officer.

    a. Maintain the Automated Criminal Intelligence Information system also known as ACIIS; including uploading and maintenance of source debriefs to the ACIIS.
    b. Source debrief redaction and dissemination to internal and external agencies.
    c. Assist the investigators to code the reliability of the human sources and information received
    d. Maintain confidential Human Source list, and reactivate dormant HS as required.

11. Provide real-time intelligence analysis to front line officers both patrol and CID both while they are enroute and on scene at the scene of a crime.

12. Provide real time support for critical incidents such as active shooters, barricaded persons, major events and protests, etc.

13. Provide increased situational awareness by assessing current calls for service, incidents, outside events and communicate this information to operational supervisors to allow them to proactively deploy their resources to prevent and/or address currently incident trends.

14. Maintain knowledge of and operation RCMP computer systems.

15. Maintain knowledge of technologies pertaining to Part VI and Under Cover operations.

16. Maintain Analyst notebook for case file and update task in Versadex.

17. Tab, label, and mark evidence identified by analyst to maintain continuity of evidence.

SECONDARY DUTIES & RESPONSIBILITIES

- Participate in fieldwork to support active investigations as required.
- Develop and disseminates information bulletins for internal and external agencies as required.
- Participate in specialized training as required.
- Cross train to ensure redundancy during vacancies.
- Provide technical and software support to internal clients as required.
- Ability to provide in-house training in software, technology, and methods and procedures to other staff as required.
- Assist in preparing analytical products and statistics for Public Relations and Senior Management upon request.
- Provide reports pertaining to requests of the Police Commission, such as; firearm seizures, homicide report as required.

Qualifications

Education & Experience:

- University Degree
- A preferred concentration in Statistical Analysis, Criminology, Psychology, Social Sciences, Research related studies.
- Or three years' experience in intelligence analysis and research.

Job Specific Knowledge:

- Ability to exercise independence of judgement in performing the duties of the position.
- Ability to maintain confidentiality in providing accurate and factual information in support of investigations.
- Ability to work in a group setting as part of a team, and the ability to establish and maintain effective working relationships.
- Ability to detail with stressful situations and work under pressure of deadlines.
- Knowledge of the boundaries, streets, and commercial structure of Halifax Regional Police's service area.
- Knowledge of law enforcement terminology and functions.
- Knowledge of research, statistical and analytical principles, practices, procedures, methods, and techniques.
- Knowledge of the criminal justice system and its components as related to the work performed.
- Ability to stay abreast of developments in the field of crime analysis.
- Ability to communicate effectively orally and in writing.
- Ability to organize and prioritize workloads.

Technical Skills:

- Knowledge of Microsoft Excel, Word, PowerPoint, Adobe Acrobat.
- Knowledge of Versadex Records Management System (RMS)
- Knowledge of Versadex Crime Analysis Package (VCAP).
- Knowledge of Computer Aided Dispatch (CAD).
- Knowledge of 12 Analyst's Notebook.
- Knowledge of JEIN
- Knowledge of CPIC.
- Knowledge of ACIIS, RAZ and ArcGIS mapping.
- Knowledge of IBase.
- Knowledge of convert platforms.
- Ability to learn other information management related software.